



**Performance
Monitoring Report**

for

**Corporate Services
Department**

2nd quarter 2007/08

Portfolio Holder: Cllr Iain McCracken
Director: Alison Sanders

Section One: Executive Summary



This is the second Corporate Services' Performance Monitoring Report for 2007/08. The report focuses on the progress made by the Department during the second three months of this year from July to the end of September 2007 against the objectives, actions and performance targets set out in the Department's Service Plan 2007/08.

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


- Consultation work on the Community Cohesion Strategy is now complete and the results are being analysed.
- The Draft Race Equality Scheme has been prepared and agreed for consultation.
- Completion and costing of many of the work-streams and business cases required for the new Civic Centre. The initial designs for the new Council Chamber have now been consulted on and agreed.
- Continuing support for the Town Centre regeneration project, particularly in respect of Legal and Property Management.
- Continuing to implement the Customer Contact Strategy in particular developing the programme of work for the next three years. The current year's programme includes telephony, customer self-service and grounds maintenance.
- The Customer Relationship Management contract is interlinked with the Corporate Customer Contact Strategy which has been endorsed by CMT on the 5 September 07 and the members Customer Contact Monitoring group on the 27 September 07.
- Considerable progress has been made on the project to transfer the housing stock to Bracknell Forest Homes. Corporate Services are co-ordinating this project across the Council.
- Finalisation of the Code of Conduct for Members and officers following changes to the statutory model code. Training delivered on this for Members. The interim inspection for the Members' charter was very positive and our direction of travel has been approved.
- Preparations are underway for the 2008/09 budget and beyond with a range of projects identified under the 'Balancing the Budget' programme to address the forecast budget gap of £6.2m over the next 3 years.
- The latest budget monitoring report was submitted to CMT in September and projected an overspend of £0.6m in 2007/08. This is a significant improvement on the position being reported at this time last year and indicates that many of the overspends identified in 2006/07 have been largely addressed either through the budget build process 2007/08 or changes to service provision.
- Completion of access audits in all Council buildings in order to inform a programme of improvements for disabled customers and staff. We have achieved 35.7% accessibility in our buildings and the audits have allowed us to plan to increase this to over 50% within a year.
- The Partnership Toolkit has been approved by CMT. A review of existing partnerships against the Toolkit will commence shortly.
- Joint Arrangements to be reviewed by BFBC in consultation with other Berkshire Unitary Authorities. A schedule of Joint Agreements and financial provisions have now been prepared.
- The post of Head of Audit and Risk Management has now been filled although the new post holder will be unable to start work until 2008.
- Improvements to on-line payment software. In the 6 months from April to September 07, there were 15,208 payments online with a total value of £2.1m (in the same period 2006: 13,462 payments online with a total value of £1.8m).

- The new automated speech recognition telephone payment service for council tax payments, available all day everyday, went live on 28 February 07. In the 6 months from April to September 07 there were 1160 payments of council tax with a total value of £171k. This successful project has been the case study for a system supplier, Capita Business Services.
- Increased efficiency achieved by implementing corporate contracts to achieve procurement savings. Including:
 - award of Home to School Transport and taxi contracts agreed by the Executive on 24 July - contracts now implemented;
 - building cleaning contract awarded and due to commence on 1 November. Annual saving of £90,000 anticipated (including 4 schools);
 - banking contract currently being advertised, tenders are due to be returned by 29th October;
 - Heath Lambert appointed as insurance brokers from the 1st October and initial preparation underway for the re-tender of the Council's insurances, which are due for renewal on 1 April 2008.
- Finalising the staffing structures for the unified Learning & Development team, now in a position to fully implement the corporate training programme.
- Significant work, including trades unions discussions to bring those employees currently on local contract conditions into the mainstream of Council terms.
- Continuing to upgrade and modernise recruiting methods, for example online psychometric testing, competence-based interviews.

Section Two: Progress against Service Plan

The Corporate Services Department Service Plan contains 96 detailed actions to be completed in support of the 12 Corporate Themes for 2007/08. Annex A provides information on progress against each of these detailed actions; overall 93 actions are anticipated to be achieved or already have been achieved , whilst only 3 are causing some concern .

Progress on some of the more critical actions is positive, particularly in respect of Bracknell Forest Homes, where implementation is progressing in accordance with the plan and timetable for this project.

The actions that are  relate to risk management, where progress has been hindered by the inability to recruit a suitable candidate for the post of Head of Audit & Risk Management for a second time. An offer has now been made although the person is unlikely to be able to take up their duties until 2008. The Council's insurers have been asked to assist with the risk management training programme for Members and staff, to enable a refresh of the Corporate Risk Register.

Transport

On 24 July 2007 the Executive awarded the statutory home to school transport contracts, consisting of special educational needs, mainstream, learning and literacy and pupil referral unit transport to six suppliers. Since contract award the primary focus for the Integrated Transport Unit (ITU) has been the implementation of these contracts from the first day of the new academic year in September. Whilst some issues arose during implementation the actual number of complaints received has been small and compares favourably with the start of the academic year in previous years. Individual meetings have been held with parents to address their specific concerns and wider discussions have been held via the Dialogue Group and other fora. A small working group is being set up to build on these relationships and to assist with the monitoring and continuing improvement of home to school transport services.

Whilst the implementation of home to school transport contracts has been the most significant activity during the last quarter, the following initiatives have also been progressed:

- The award and implementation of contracts to twelve suppliers for the provision of ad hoc transport services.
- Initial discussions with social services to identify a pilot project which, if successful, will lead to the integration of all social services transport within the ITU.
- Review of the options for the future provision of vehicle servicing and maintenance. As part of the 'Balancing the Budget' programme it is proposed to close the existing workshop facility to coincide with the retirement of one of the



Shows Key actions that are anticipated to be achieved within timetable, or already have been achieved



Shows Key actions that have not been or are not likely to be achieved on time

fitters and the workshop foreman. It is anticipated that servicing and maintenance will be outsourced from February 2008.

- Preparations for the provision of an in-house transport service, transporting pupils from a number of schools to the John Nike centre. The cost will be almost 30% less than the current spend on taxis. The service is due to commence at the end of October.
- The establishment of a project team to implement new routing and scheduling software. The go live date is planned for February 2008



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Section Three: Resources

Staffing

See Annex B for more detailed information.

Good progress has been made in recruiting to some key areas over the quarter. Key posts that have been filled include: Head of Audit & Risk Management, Head of Procurement, L&D Manager, Assistant Borough Solicitor, Senior Solicitor, Democratic Services Officer and PA to Minority Groups Office. During the interim periods, these posts and others still waiting to be filled, including Senior Valuer and Chief Building Surveyor, have been covered by agency staff. Where problems have been experienced we have worked closely with the Borough's Recruitment Strategy Manager to explore how this can be improved e.g. through wider advertising, emphasising different aspects of the post etc. Close monitoring is being undertaken of sickness levels in certain teams.

Budget

See Annex C for more detailed information.

Revenue

The original cash budget was £15.949M but a net increase in budgets of £0.502M brought the approved cash budget to £16.451M in the last Quarterly Report. The current approved Cash budget is £16.487M, an increase of £0.036M which is principally due to the following virements:

- £0.042M ICT Services was reorganised as at 1st September and two staff were transferred into ICT Services from SSH along with DSB funding.
- -£0.037M Transfer of three Customer Services Advisor posts to BFS from 1st September required the movement of DSB funding.
- £0.025M Allocation from Structural Changes Reserve into the CX Office for printing costs and an outsourcing report to support the Price Waterhouse Coopers efficiency reviews.

A net overspend of £0.210M is currently being reported. The variances are analysed as follows:

PMR1

- £0.017M Increase in printing costs of the annual billing for Council Tax and Business Rates.
- -£0.019M Saving arising from the new Occupational Health contract (-£0.010M), a reduction in staff membership at the Council's leisure centres (-£0.004M) and external income generated from providing training courses to outside organisations (-£0.005M).



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- £0.014M Loss of rental income due to the Community Mental Health Team vacating office space within Time Square from 19th October.
- Increased costs of members allowances and Independent Review Panel (£0.012M) and early estimate of members training needs (£0.002M) offset by forecast extra income from marriages and ceremonies (-£0.014M).

PMR2

- £0.008M Increased costs from an additional member added to the executive.
- £0.015M 2006/07 budget proposals identified a £0.015M saving from replacing the black and white printer. The printer has not yet been replaced as the Invest to Save capital scheme did not prove viable and the budget needs reinstating.
- £0.175M Following the change of external auditors District Audit (the new external auditors) have assessed the audit fees and identified increased risks and therefore more audit fee is required. In addition the previous auditors (KPMG) charged when the work was done, mostly after the end of the financial year but District Audit will charge before the work is done so in 2007/08 there will be some double charges. The CPA inspection costs are also higher than expected.

Capital

Details of the Corporate Services and Chief Executive's Departmental capital programme are reported in Appendix C. The 2007/08 programme for the year is £3.114M. This is £0.030M less than last reported due to the transfer of responsibility for the Young Persons Website Development to EC SL Department.

The approved capital budget for 2007/08 has been re-profiled to more accurately reflect the likely cash spend. The approved budget has therefore been split into a cash budget for 2007/08 which will be used to monitor performance and a cash budget for 2008/09 which represents the anticipated carry forward.

The overall expenditure to date represents 19% of the cash budget with a further 10% committed.

Complaints

Stage	Number of complaints in the quarter	Specific commentary on complaints
1	16	<ul style="list-style-type: none"> - Amendment to council tax records (not well-founded) - Problem setting up a direct debit to pay council tax - Delay in responding to an e-mail - Council tax arrears passed to the council's bailiff for collection (not well-founded complaint) - Summons for non-payment of council tax not



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		withdrawn as promised - Debtor who was sent a reminder but hadn't received the original invoice - 10 home to school transport complaints
2	1	- Home to school transport
3	0	
Ombudsman	0	

The need for a tender process for home to school transport was identified in the best value review on transport in 2005. Following the appointment of the Head of Transport Provision and the subsequent setting up of the Integrated Transport Unit (ITU) the home to school transport team moved from Education to Corporate Services - ITU in the autumn of 2006. The tender process started at the same time and involved Corporate Procurement.

Prior to the tender specification being finalised there were two direct consultation sessions with parents as well as a contractor conference and individual sessions. Information on the tender process was sent out to parents on a number of occasions during the nine month process.

The new contracts were let at the beginning of the new academic year 2007. After 10 days of monitoring there were 10 complaints from parents ranging from a change of pick up time to insufficient communication to the parents during the tender process. Based on feedback from 2006 this was average for a new school year when there often a number of contractor changes. In 2007 95 routes were re-let carrying 357 passengers.

Leading up to and following the start of the new contracts a number of actions have / are taking place. These are -

- The active encouragement to move drivers and escorts from old contracts to work with the new contractors thereby avoiding any change to the passengers.
- The attendance of the Head of Transport Provision, Head of Finance and Director of Corporate Services at the SEN Dialogue and Kerrith Connections groups.
- The setting up of a working group to tackle issues on home to school transport. The Head of Transport Provision, Head of Service: learning difficulties and disability, parents and a contractor representative are on this group.
- A member of the ITU to audit contractors at pick up and drop off points.
- A parental satisfaction questionnaire.
- Regular contractor meetings.
- Working more closely with the Head of Service: learning difficulties and disability and his team.
- BFBC escort ID badges



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- A Meeting with Kennel Lane school to discuss transport.

When the tender is repeated in 2011 the two most important learning points from this exercise are -

Increased communication with parents during the tender period.

The award of contracts earlier thus allowing more time for contractors to employ drivers and escorts.

Internal Audit Assurances

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

Audit	Outcome
Member Services (expenses)	limited assurance in draft stage still

External Audit

In September external audit issued their 'Report to those charged with governance'. This was presented to the Executive on 18 September and will also be considered by the Overview and Scrutiny Commission at their meeting on 22 November. The auditor gave unqualified opinions on the Council's accounts and on the value for money conclusion. For the first time no performance improvement recommendations were made by the external auditor.

During the quarter the external auditor also responded to two queries that had been raised with him. One related to the sale of a property and the other to the Council's budget process. In both cases the auditor found that the Council had acted properly.



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Section Four: Forward Look

The following summarises some of the key challenges facing the Department in the third quarter of 2007/08.

- Continue to support the Town Centre regeneration project, particularly with regard to Legal and Property matters.
- Town Centre CPO. Preparations to commence for anticipated public inquiry in March 2008.
- Town Centre Planning Permission. Complete Section 106 for revised planning permission.
- Progress the development of the Council's plans for the design of the new Civic Hub and operational requirements of the future Civic Centre. This includes the requirement for internal space planning and the development of plans for the Council Chamber.
- Continue preparing land disposals as part of the Council's Disinvestment Strategy.
- Continue work to assess risk of fire, asbestos and legionnaires.
- Take forward the Council's Community Cohesion Strategy and Engagement agendas. The consultation on the Community Cohesion Strategy has now been completed and will be used to develop the final strategy.
- Consult on the draft Race Equality Scheme.
- The Neighbourhood Forums and Action Groups will continue in the autumn following review and agreement by the Executive to a revised approach.
- Support and clerk the first round of Neighbourhood Action Groups following the revised approach adopted by the Executive.
- Continue to implement the Customer Contact Strategy.
- CRM system upgrade and the implementation of trees-related query processes.
- Complete business case and installation of self-service capability for FrontLine.
- Calculate the annual tax-base for council tax purposes, which feeds into the budget cycle for 08/09, and the eventual setting of next year's council tax in February 08.
- Merger of management and staff of reception services in Time Square.
- Lead the Council's work in the transfer of the housing stock to Bracknell Forest Homes, including the disaggregation of support services.
- Full implementation of the Bracknell Forest Homes staffing structures.
- Continue preparations for stock transfer and the finalisation of Service Level Agreements with Bracknell Forest Homes for those services they would like the Council to continue to provide.
- Convene the Independent Remuneration Panel to review the Council's Members' Allowances Scheme.
- Complete the review of polling districts and polling places and implementing any change the Council makes.
- Complete the annual canvass.
- Commence the process to transfer Registrars so that they become Local Authority employees.
- Monitor and manage the Council's budget in order to deliver the medium term financial strategy and identifying the risks and financial issues around major



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Council projects (e.g. Town Centre Redevelopment, Waste PFI and Your Homes project).

- Ensure that all work on the 2008/09 budget is complete, so that the Executive can agree the budget for consultation in December.
- Evaluate of tenders for the Council's banking contract.
- Prepare tender documents for the Council's insurances so that an advertisement can be placed during October.
- Achieve further revenue savings by implementing more corporate procurement contracts.
- Progress the refresh of the corporate risk register with support from the Council's insurers.
- Provide legal support at Garth Hill and Brakenhale in connection with proposed new school buildings.
- Continue to support and develop the Council's Rebus (HR), Agresso (Finance), and Modern.Gov (Democratic and Support Services) systems in addition to researching and developing new systems in line with the emerging ICT strategy.
- Complete this year's desk top machine refresh programme.
- Complete installation of virtual machine replacement of servers.
- Complete Storage Area Network replacement.
- Purchase and install hardware for IP Telephony pilot.
- Begin development of detailed ICT Strategy work programme.
- Guide and advise on strategic HR issues relating to the Council's restructuring, following consultation.
- Assist with the disaggregation of support services for the new departments particularly in relation to the HR function.
- Complete of the Workforce Strategy for Adult Care.
- Manage the annual Flexible Benefits process.











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Annex A: Progress against detailed actions from Service Plan







Corporate Theme 1: Promote the sustainable development of Bracknell Forest		
Key Action/ Outcome 1.1b)		
Complete all necessary business plans for Civic Hub operation including:		
Progress designs for Civic Hub to Stage E <i>DCS/ACE</i>		Work is progressing well. Stage C work is complete and the Stage D report is expected in October.
Develop and implement a Procurement Strategy for the Civic Hub project <i>HoF</i>		A strategy and implementation programme has been developed and a review of requirements is underway.
Work with colleagues to complete workstreams and meet project deadlines for provision of new Civic Hub and provide all necessary support, advice and guidance <i>HOS</i>		Work-streams for Stage D are almost complete. Business cases are all complete. Work-streams for Stage E are about to commence.
Finalise plans for the new democratic offer/suite in the Civic Hub following consultation with Members <i>HDRS</i>		The initial designs for the layout of the Council Chamber have been discussed and a preferred option agreed. Work is now in hand to finalise the layout for the democratic offer.
To complete delegated workstream reports and offer advice and guidance on customer service delivery in the new civic offices <i>HCS</i>		All work-streams have been completed on time and the relevant reports have been endorsed by CMT. Advice on guidance for customer service delivery is ongoing.
Develop plans for the necessary adaptations to Time Square <i>HCP</i>		Work to prevent water ingress through glazing is complete. Work to develop cost plan for roof and air conditioning replacement is underway.








Key Action/ Outcome: 1.1d)		
<ul style="list-style-type: none"> Secure a confirmed Compulsory Purchase acquisition (CPO) <i>BSoI</i> 		CPO made 23 rd July. Public enquiry likely to be scheduled for March 2008.

Key Action/ Outcome: 1.1e)		
Prepare relocation plan for Council to new civic accommodation including:		
Facilities Management to lead on development of plan to move to new Civic Hub in 2009 in liaison with other departments and Bracknell Regeneration Partnership (BRP). <i>HCP</i>		Plan to be developed when location of Departments agreed.
Ensure accurate headcount figures are in place to facilitate effective space planning. <i>BHRM</i>		Headcount figures supplied for initial planning – need to update regularly. CMT have considered options for departmental locations and the final decision is now imminent.
Review policies around Flexible Working to ensure they support the technological requirements <i>BHRM</i>		Flexible policies to be reviewed, especially in respect of updated technologies and infrastructure requirements (furniture etc).
Construct business plans to support Cultural Change workstream activities <i>BHRM</i>		Business plan agreed for furniture requirements, others to be constructed as necessary.

Strategic risks identified from Service Plan

Risk identified <small>[indicate whether Service Plan or new]</small>	Update
Delay in programme for development of Town Centre	Planned occupation of new civic hub scheduled for late 2009/early 2010.
Delay in Compulsory Purchase acquisition – the confirmation of a CPO rests with the Secretary of State following a public inquiry to consider any objections	Inquiry date agreed for January, should any objections be received.
Inappropriate designs being produced	Close work in progress with developer and architects.
Inability to recruit interim Head of Procurement	Interim Head of Procurement now in position.
Procurement team involved in too many initiatives – ensure priorities are clearly identified and communicated	Corporate Management Team considered priorities and resourcing on 26 September. Priorities have been clarified and additional resources have been put in place.
BRP decide not to proceed	

Corporate Theme 2: Promote sustainable communities through innovative housing strategies and effective maintenance policies		
Key Action/ Outcome 1. Implement the outcome of the housing stock options ballot of Council Tenants		
Following the result of the tenants' ballot:		
		
a) Agree stock valuation with Bracknell Forest Homes <i>DCS/HOS</i>		Considerable work undertaken to prepare for valuation. Discussions are underway.
b) Prepare all required plans for transfer and instruct Environmental Surveyors if required <i>HCP</i>		Draft plans prepared and Member consultation complete. Environmental survey underway.
c) Prepare transfer contract <i>DCS/HOS</i>		Draft contract has been prepared for comment.
d) Submit to DCLG for consent to transfer <i>DCS/HOS</i>		Work is in accordance with project plan. Task not yet due.
e) Complete stock transfer <i>DCS/HOS</i>		Project on course for transfer 11 February 2008.





f) Enter into Transfer Agreement and complete conveyancing <i>BSol</i>		External solicitors have been engaged to draft the Transfer Agreement. Satisfactory progress is being made. Conveyancing operations are underway.
g) Disaggregate housing functions from the rest of the Council <i>DCS/HOS-</i>		Work well underway.
h) Provide financial support to the LSVT post ballot project <i>HoF</i>		Proceeding in accordance with project plan.
i) Complete staffing transfer and disaggregation of policy procedures and all staffing matters <i>BHRM</i>		TUPE list largely now completed; TUPE 2 employee status dependant on Service Level Agreement (SLA) outcomes. Pension information supplied to Berkshire Pension.
j) Advise on the impact of the transfer on residual staff and structures in the strategic Housing function <i>BHRM</i>		Residual staff affected now identified. Report advising on structure of strategic housing function subject to Council agreement.
k) Consider the future requirements for payment processing and the role of the Cash Office <i>HCS</i>		Detailed work is underway to specify the requirements for the secure payment processing office in the new Civic office. This work is linked with 'Balancing the Budget' report CS04. Cash Office has been reviewed and discussions have been held with Bracknell Forest Homes on an SLA.
l) Produce a timetable for transferring customer enquiries relating to tenants' repairs to the new Housing Association <i>HCS</i>		Tenants repairs helpline was transferred to Housing on 11 September 2007. The staff involved will transfer to the new Housing Association in February 2008.





Strategic risks identified from Service Plan





Risk identified <small>[indicate whether Service Plan or new]</small>	Update
Bracknell Forest Homes (BFH) experiences delays in setting up or appointing key staff	All key staff are now appointed.
There are unknown legal, property or financial issues	These are closely monitored.
Stock Transfer does not proceed	Work is in place to progress transfer.
Dispute over plans	This will be resolved in the negotiations.
Negotiations on transfer value not completed in time	Plans are in place to try to achieve timely negotiations.

Corporate Theme 3: Help create a safer, stronger community which is socially cohesive

Key Action/ Outcome 3.3:

Work with the Bracknell Forest Partnership to update the Council's Community Cohesion Strategy to cover the period 2007 - 2010		
<ul style="list-style-type: none"> Consult on the key areas of change to the Community Cohesion Strategy <i>DCS/ACE</i> 		Consultation now complete – results are being analysed. Consultation carried out during summer 2007. 'All of Us' strategy to be reported to the Executive on 20 th November and due for publication Jan/Feb 08.
<ul style="list-style-type: none"> Publish revised Community Cohesion Strategy <i>DCS/ACE</i> 		Strategy due to be published in December 2007.
<ul style="list-style-type: none"> Evaluate Bracknell Forest's progress against the revised Equality Standard <i>DCS/ACE</i> 		Progress on standard shows Level 2, working towards level 3.




Key Action/ Outcome: 3.5		
Increase the level of community engagement and volunteering activities in the Borough in accordance with the targets set out in the Local Area Agreement		
<ul style="list-style-type: none"> • Support the ACE with the delivery of: <ul style="list-style-type: none"> ▪ 2 BF1500 residents panels ▪ Neighbourhood Action Groups and Forums run in conjunction with Thames Valley Police <i>ADC/ACE</i> 	 	<ul style="list-style-type: none"> • One residents' panel has been held to ascertain views on Community Cohesion Strategy, Gender Equality Scheme and Cultural Strategy. Next panel planned for Dec 07 to consult on budget and Medium Term objectives. • The refreshed format NAGs kicked off in September and will run until Christmas.
<ul style="list-style-type: none"> • Increase engagement in and awareness of democratic processes amongst members of the public, including young people through Local Democracy Week activities and neighbourhood forums <i>HDRS</i> 		<p>Work has been progressed with Education colleagues to identify opportunities to engage young people during Democracy Week. The focus on the JAR has made it more difficult this year to provide a full programme. The Mayor will be speaking at the next Youth Parliament.</p> <p>The next round of the Neighbourhood Action Groups is about to start supported by the Democratic Services Team.</p>




Performance	Indicator Reference	Performance Indicator	Performance to date	Target for 2007/08	National quartile comparison	Comments
 or 	<i>BVPI, PAF etc [A for annual or Q for quarterly]</i>	<i>[Brief description]</i>			<i>[indicate whether top, 3rd, 2nd or bottom quartile]</i>	
	CC01	Percentage of people who feel that their local area is a place where people from different backgrounds can get on well together	54%	n/a		Three year assessment by Audit Commission
	CC02	Percentage of people who disagree that their local area is a place where people from different backgrounds can get on well together	12%	n/a		Three year assessment by Audit Commission

Update on Strategic risks identified from Service Plan

Risk identified <i>[indicate whether Service Plan or new]</i>	Update
Loss of key staff	Lead officer for Local Democracy Week has resigned and an alternative lead has not yet been identified.
Lack of community interest	
Breakdown in relationship with partners	
Local Democracy Week <ul style="list-style-type: none"> • No current budget for project work • Lack of interest from Members, officers, schools or members of the public 	Our ability to spend a significant amount of time on this project was affected by the Council's focus on the JAR.



Corporate Theme 4: Increase participation in and enjoyment of art, culture, sport and recreation



Key Action/ Outcome: 4.4		
Improve access to Leisure facilities and in particular to a) develop opportunities for vulnerable groups to access 'mainstream' facilities.		
a) Detailed Accessibility survey to be carried out of all Council Buildings <i>HCP</i>		Access surveys complete.
b) Detailed programme of access work to be agreed by Community Cohesion Working Group and commented on by the Access Advisory Panel prior to programme commencement. <i>HCP</i>		Report has been agreed by respective groups.

Performance	Indicator Reference	Performance Indicator	Performance to date	Target for 2007/08	National quartile comparison	Comments
 or  	BVPI, PAF etc [A for annual or Q for quarterly]	[Brief description]			[indicate whether top, 3 rd , 2 nd or bottom quartile]	
	BV156 (A)	The percentage of authority buildings open to the public in which all public areas are suitable for and accessible to disabled people	35.7%	50.6%		A constraint on delivery of improvement is the scale of budget provision. Individual improvements required may exceed the total budget provision.

Update on Strategic risks identified from Service Plan

Risk identified <small>[indicate whether Service Plan or new]</small>	Update
Constraint on budget preventing the programme being implemented in full	Budget provision available for a phased programme.
Loss of key staff	Chief Building Surveyor not yet filled.

Corporate Theme 6: Improve outcomes for children and young people		
Key Action/ Outcome: 6.5		
Work with schools and other partners to ensure that 14 schools offer a full range of extended services and 6 children's centres are established within the Borough		
To provide a building service to the Department of Education, Children's Services & Libraries to meet their programme to develop schools and children's centres <i>HCP</i>		Programme determined by Education, Children's Services & Libraries Department being met. Support has been provided to Garth Hill College Project, Brakenhale School and others.

Key Action/ Outcome: 6.7		
Improve environmental management in schools, in particular to improve energy management in schools		
Prepare and circulate School Energy and Environmental Plans and provide advice on these areas when required. <i>HCP</i>		Completed April 2007.

Update on Strategic risks identified from Service Plan

Risk identified <small>[indicate whether Service Plan or new]</small>	Update
Loss of key staff	Chief Building Surveyor post not yet filled.

Corporate Theme 8: Improve services for vulnerable adults and older people

Key Action/ Outcome: 8.16

Finalise and begin implementation of a comprehensive Council-wide strategy for older people

- a) Support corporate work in development of Strategy for Older People *HOS*
- b) Participate in the training needs analysis for staff and deliver the learning and development requirements *BHRM*



Corporate Services nominee attending Corporate Working Group.
Pro-active engagement with department on development needs and workforce strategy for Adult Care.

Update on Strategic risks identified from Service Plan

Risk identified *(Service Plan]*

Effective engagement with staff and managers to ensure the Training Needs Analysis is accurate, relevant and affordable

Update

Regular communication with all parties, plan on track for completion, no significant risk.

Corporate Theme 9: Create and maintain a quality environment

Key Action/ Outcome: 9.3

Incorporate plans for combined heat and power in the designs for the new Civic Hub



Incorporated into the designs.

Energy Manager to assist consultants by providing information to enable brief to be developed. *Corp Property*



Information supplied to consultants.

Key Action/ Outcome: 9.4

Develop a climate change action plan to meet the Council's obligations under the 'Nottingham Declaration' and in particular to a) undertake an energy efficiency audit c) reduce energy consumption and carbon emissions in Council buildings



Work with the Department of Environment & Leisure to develop climate change action plan by providing information on energy consumption and suggested measures for reduction. *Corp Property*



Energy Manager working with and attending meetings chaired by the Director of Environment & Leisure to develop action plan.

Update on Strategic risks identified from Service Plan

Risk identified [indicate whether Service Plan or new]

Town Centre Regeneration not implemented
Civic Centre plans not implemented

Update

Plans in place to progress regeneration.
Plans in place to progress Civic Centre.

Corporate Theme 11: Improve efficiency, effectiveness and access to services

Key Action/ Outcome: 11.1

Review the Council's medium term financial strategy in the light of the housing stock transfer ballot

Monitor, update and deliver the medium term financial plan with particular emphasis on the delivery of the 2007/08 budget and preparations for the 2008/09 budget *BT*







Preparations are underway for the 2008/09 budget and beyond with a range of projects identified under the 'Balancing the Budget' programme to address the forecast budget gap of £6.2m over the next 3 years.




The latest budget monitoring report was submitted to CMT in September and projected an overspend of £0.6m in 2007/08. This is a significant improvement on the position being reported at this time last year and indicates that many of the overspends identified in 2006/07 have been largely addressed either through the budget build process 2007/08 or changes to service provision. The current position will be monitored over the next 2 monitoring cycles at which point a further assessment will be made as to the course of action required to balance the budget by the year end. In the meantime all departments are reviewing their planned expenditure with a view to reducing the predicted overspend.





Support transition to a new external auditor *HoF*







Meetings held with the Audit Commission to agree audit plan, audit fee and future working arrangements with internal audit. An initial discussion with Deloitte (the Council's internal Audit contractor) and the Audit Commission has also been held.

Key Action/ Outcome: 11.2		
Increase efficiency through delivery of further procurement savings		
Implement corporate contracts to achieve procurement savings eg Home to School transport, taxis, banking, insurance, building cleaning. <i>HoF</i>		Award of Home to School Transport and taxi contracts agreed by the Executive on 24 July. Contracts now implemented. Building cleaning contract awarded and due to commence on 1 November. Annual saving of £90,000 anticipated (including 4 schools). Banking contract currently being advertised, tenders are due to be returned by 29 th October. Heath Lambert appointed as insurance brokers from the 1 st October and initial preparation underway for the re-tender of the Council's insurances, which are due for renewal on 1 April 2008.
As lead authority, provide financial support to the Berkshire Improvement Partnership and the Berkshire Procurement and Shared Services Unit <i>HoF</i>		Support ongoing.
Extend the remit of the Integrated Transport Unit to include Social Services transport <i>HoF</i>		Discussions held with Social Services and a trial project identified. Detailed specification now being worked up to enable costs and benefits to be quantified.




Key Action/ Outcome: 11.3		
Implement the Council's Risk Management Strategy and Business Continuity Plan		
Develop and implement a risk management training programme for Members and officers <i>HoF</i>		Implementation slower than anticipated following inability to recruit a suitable candidate for the post of Head of Audit and Risk Management for a second time. An offer has now been made although the person is unlikely to be able to take up their duties until 2008. The Council's insurers are assisting in the interim, although their initial focus will be to update the corporate risk register.
Refresh the Corporate Risk Register <i>HoF</i>		As above.


Key Action/ Outcome: 11.4		
Complete a review of the joint arrangements established between Berkshire Unitary Authorities established on Local Government Reorganisation		
Joint Arrangements to be reviewed by BFBC in consultation with other Berkshire Unitary Authorities <i>BSol/BT</i>		Financial aspects of each Joint Arrangement identified. A schedule of Joint Agreements and financial provisions have been prepared.
Amendments to Joint Arrangement Agreements <i>BSol</i>		Financial aspects of each Joint Arrangement identified. Attainment of the January 2008 target is dependant upon the co-operation of the other UA's.
Complete a review of the financial aspects of Berkshire joint arrangements/shared services <i>HoF/BSol</i>		Financial aspects of each Joint Arrangement identified.


Key Action/ Outcome: 11.5		
Implement a programme for the disposal of any surplus assets		
Work with Department of SS&H to develop property strategy to reduce revenue outgoings as well as raise capital for investment in improved service provision for adults with learning difficulties <i>Corp Property</i>		Options being developed in partnership with the Department of Social Services & Housing.
Disposal programme to recommence when SPA mitigation measurers approved <i>Corp Property</i>		Disposal programme being developed.



Key Action/ Outcome: 11.6		
Develop and implement infrastructure and support services to deliver mobile and flexible working initiatives. This will support work styles being developed to support the Civic Hub etc. <i>CIO/BHRM</i>		Project manager assigned and proprietary work begun. Initial work being undertaken to document what is in place already and cataloguing business needs such as Single Assessment Process (SAP) in Adult Services and the Common Assessment Framework (CAF) in Children's Services. Also assessing usefulness of Blackberry technology for specific staff. Also working with





		Colleagues in HR to ensure that policies support mobile and flexible working (see also Key Action 1.1e). Documentation for managers to assess individual requests for mobile and flexible working prepared. Work now beginning on work capturing the corporate vision in light of Civic accommodation requirements underway.
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Key Action/ Outcome: 11.7		
Implement the next phase of the Customer Contact Strategy and stage 2 of the Customer Relationship Management (CRM) frontline system development covering improved telephony, customer self-service and roll out to other receptions		CTI and Customer Self Service projects underway, as is the IPT project. Also undertaking upgrade of Frontline system to version 6.1.1. This work is to be undertaken in November.
Implement the CRM work programme for 2007 <i>HCS/CIO</i>		Work on the CRM development program is ongoing. Key tasks include: the implementation of trees related processes by mid November 07; a system upgrade scheduled to be completed in December 07; the introduction of customer self-service by January 08; and the implementation of computer telephony integration by March 08.
Produce a CRM programme for 2007 – 2010 <i>HCS/CIO</i>		The CRM contract is interlinked with the Corporate Customer Contact Strategy which has been endorsed by CMT on the 5 September 07 and the members Customer Contact Monitoring group on the 27 September 07.





Key Action/ Outcome: 11.8		
Develop, consult on and implement five year ICT Strategy and in particular to increase the online transaction capability of the Council's website including extension of the online payments facility <i>CIO</i>		ICT Strategy agreed by Executive at the end of July. Taken to O&S in September. Communications strategy underway to inform all of content. Work has begun with the ICT Steering Group to work up detailed work programme.

<p>Increase use of the online payments facility</p>		<p>In the 6 months from April to September 07, there were 15,208 payments online with a total value of £2.1m (in the same period 2006: 13,462 payments online with a total value of £1.8m). The new automated speech recognition telephone payment service for council tax payments, available all day everyday, went live on 28 February 07. In the 6 months from April to September 07 there were 1160 payments of council tax with a total value of £171k. This successful project has been the case study for a system supplier, Capita Business Services.</p>
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Key Action/ Outcome: 11.9		
Administer the Borough/Parish Council elections in accordance with legislation including the Electoral Administration Act 2006		<p>2007 Elections completed successfully. Mini canvass undertaken in March resulted in a net gain of 446 electors and as a result there was very little feedback on election day or in the run-up, on discrepancies on the register. Turnout across the Borough was 34%.</p> <p>50 polling stations across the Borough were equipped and fully staffed. Nomination papers for 250 candidates (107 for the Borough) were processed and 10,449 postal votes were issued for all elections.</p> <p>Postal vote opening was managed successfully over 5 days, in accordance with the new legislation that required the capturing and scanning of personal identifiers. As a result the count was held on the Friday for the first time.</p> <p>The Bullbrook Town Council election was countermanded due to the death of one of the candidates and was then successfully delivered on 14 June. Given problems experienced with printing of ballot papers and postal vote forms, we tested in house printing which was very successful albeit on a much smaller scale.</p>
Prepare effectively for, and deliver successfully the 2007 Borough/Parish Council elections; ensuring adequate levels of staff; managing the postal vote opening sessions and maintaining the integrity of the democratic process <i>HDRS</i>		See above.



Key Action/ Outcome: 11.10		
Implement the outcomes of the Council-wide efficiency review and the Support Services Review		
Implement outcomes of Support Services Review in accordance with agreed action plan <i>DCS/HOS</i>		Outcomes have been implemented.
Implement agreed programme of works for Corporate Services from Council-wide efficiency review <i>DCS/HOS</i>		Work is underway on those areas agreed to progress. Other workstreams await agreement.
Support Departments of Council to implement agreed programmes of works from Council-wide efficiency review <i>BT/HOS</i>		Programme prepared and support being provided for some of the initial projects.




Key Action/ Outcome: 11.13


Implement the Pay and Workforce Strategy to a) develop improved basic skills for workers to enhance career prospects within the Council b) develop better leadership and management skills within the workforce to improve management competence c) develop clear, viable grow your own routes for a range of professional areas within the Council Submit version 3 of the Pay and Workforce Strategy to Employment Committee for endorsement which will include a revised Action Plan to meet the requirements of the Key Actions <i>BHRM</i>		Basic skills training implemented in key areas eg social care. Leadership Programme at National Levels 3, 5 and 7 are currently offered. Proactive programme of bursaries etc now in place for trainee Social Workers.
Ensure 100% staff appraisal return (except for long term sickness) <i>All</i>		The Pay & Workforce Strategy is being actioned in line with the agreed Action Plans after agreement by the Employment Committee on 13 June 2007.
Consider the Council's response to the Modernisation Agenda for the Registration Service <i>HDRS</i>		99% of staff in the Corporate Services Department have had annual staff appraisals and where appropriate personal development plans have been submitted to HR. Awaiting more information regarding the process so that potential benefits/disbenefits to the Council can be evaluated.
Deliver the agreed Member Induction Programme and/or rolling 4 year programme to ensure Member learning and development needs are met <i>HDRS</i>		Initial Member induction programme is now complete. The Member Development Charter Steering group will be considering the evaluation of the Induction Sessions and the




		L&D programme for the next 3 years at its meeting in November.
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Key Action/ Outcome: 11.14









Implement HR and Finance 'self-service' provisions for staff and managers <i>BHRM/HoF</i>		Project Plan now agreed by DMT and testing of training and absence modules has now begun.
Improve and upgrade the functionality of Yourself. Revise the staffing structure of Payroll/HR Systems Administration to create a team able to develop REBUS (Yourself) self-service model for staff and managers <i>BHRM/HoF</i>		Team now created. Self-service requirements part of agreed forward plan for REBUS Systems Manager. Revised staffing structure now implemented. Steering group established and an initial programme of work agreed. Projects include the setting up of a separate payroll in preparation for stock transfer and the centralisation of the punching of HR data. An administrator is currently being recruited to facilitate the latter, after which punching will be centralised on an incremental basis. Updating the business case for implementing the Yourself absence module.

Key Action/ Outcome: 11.15		
Implement the Council's Equality schemes for Gender and Disability		Disability Equality Scheme now implemented. Gender Equality Scheme Action Plan now in preparation.
Implement actions for Corporate Services in Disability Equality Scheme <i>DCS/HOS</i>		Part year review of action plan undertaken. Good progress.
Implement actions for Corporate Services in Gender Equality Scheme <i>DCS/BHRM</i>		Action plan being prepared for Executive agreement. Actions to follow in accordance with agreed timescales.

Key Action/ Outcome: 11.16		
Review the Council's Race Equality Scheme <i>DCS/ACE/BHRM</i>		Initial review complete. Revised scheme ready for consultation.







Key Action/ Outcome: 11.17		
Address issues of community cohesion by a) working with partners to establish a Black & Minority Ethnic Forum and b) using the Forum to assess unmet need		
Work with Bracknell Forest Voluntary Action to establish BME Forum <i>DCS/ACE</i>		ASP forum in place. Dialogue has begun with representatives.
Use Forum to assess unmet need <i>DCS/ACE</i>		To follow from above.






Performance	Indicator Reference	Performance Indicator	Performance to date	Target for 2007/08	National quartile comparison	Comments
 or 	<i>BVPI, PAF etc [A for annual or Q for quarterly]</i>	<i>[Brief description]</i>	<i>Last year's performance in brackets</i>		[indicate whether top, 3 rd , 2 nd or bottom quartile]	
	B2(a) (A)	Equality Standard for local government	2 (2)	2 working towards 3		A timeline has been produced for progressing to Level 5 during 2014. A working group is being established to progress equality standard work specifically.
	BV 8	Invoices paid on time	92.6%	95.5%		Results from a creditors benchmarking club that we have joined shows that the unitary average is 90%. This suggests that we are doing well, relatively speaking, when compared with our peers. We may have set our target too high
	BV 9 (Q)	The percentage of Council Tax due for the financial year which were received by the Authority.	At 30 Sept 07, 56.86% of the current years council tax had been collected. (97.4%)	97.5%		57.07% at 30 Sept 06
	BV 10 (Q)	The percentage of non-domestic rates due for the financial year which were received by the Authority	At 30 Sept 07, 64.21% of the current years business rates had been collected. (99.7%)	99.2%		64.90% at 30 Sept 06

	BV11 (a) (A)	The percentage of the top paid 5% of local authority staff who are women at 31 March.	33.38%	37%		Targets at this level will see BFBC achieve 2 nd quartile performance (<39.05% and >28.20%) by 2008
	BV11 (b) (Amended 05/06) (A)	The percentage of the top paid 5% local authority staff who are from an ethnic minority at 31 March	5.44%	7%		
	BV11 (c) (New 05/06) (A)	The percentage of top paid 5% of local authority staff who have a disability at 31 March.	1.81%	1.16%		This figure excludes all staff in schools maintained by the authority.
	BV 16 (A)	The percentage of local authority employees declaring that they meet the Disability Discrimination Act 1995 disability definition at 31 March	1.81%	1.85%		
	BV 17(a) (Amended 05/06) (A)	The percentage of local authority employees from ethnic minority communities at 31 March.	2.96%	3.25%		
	BV156 (A)	The percentage of authority buildings open to the public in which all public areas are suitable for and accessible to disabled people.	(35.7%)	50%		
	BFPI 080 (Q)	Telephone calls answered within 5 rings	83.2% for the period April – Sept 07	82%		Figure at the end of the same quarter in the previous financial year = 86.7%
	BFPI 085 (Q)	Enquiries resolved at first point of contact, whether by telephone, reception or email	90%+	82%		Last Quarter's figure = 90%+

Update on Strategic risks identified from Service Plan

Risk identified <small>[indicate whether Service Plan or new]</small>	Update
Capacity of the Council to re-engineer business processes	Processes that are added to the CRM Frontline system are subject to re-engineering prior to being mapped for CRM. This principle is endorsed by the CRM Programme Board.
Loss of key staff	Regular workforce monitoring is undertaken.
Significant reduction in resources available to the Council	Regular budget monitoring is undertaken
Failure of change of circumstances of a major contractor or partnership	Regular contract monitoring is undertaken.
Loss of systems and data	Business continuity plans are in place.
Lack of acceptance/resistance to systems change	Regular updates on change are provided to staff.
Impact of charges arising from the regulatory framework affecting local government	Legislative changes are routinely evaluated.
Other Berkshire authorities willingness to participate in a review of joint arrangements	Discussions underway with other authorities.
Finance/Procurement teams involved in too many initiatives – ensure priorities are clearly identified and communicated	Regular workload monitoring is undertaken.
SPA Mitigation Measures not approved	Mitigation measures approved.
Loss of postal vote data and failure of IT systems	Recovery plans in place.
Lengthy count due to uncertainty of process for personal identifiers for postal votes	Count completed.
Risk of under collection of tax	Collection is broadly on target.

Corporate Theme 12: Improve Corporate Governance and Partnership		
Key Action/ Outcome: 12.1		
Undertake a review of the Council's practices against best practice of Corporate Governance and partnership arrangements and implement any consequent amendments		
Review to be conducted having regard to best practice guidance from CIPA, ACSeS, DCLG <i>BSol/ACE/Hof</i>		Initial internal audit review completed and final recommendations reported.
Partnership Handbook to be amended <i>BSol/ACE/Hof</i>		Partnership Toolkit has been approved by CMT. Review of existing partnerships against the Toolkit will commence shortly.
Review and develop robust partnership governance arrangements having regard to the Local Government & Public Involvement in Health Bill <i>HDRS/BSol/Hof</i>		The Bill has yet to be enacted. Royal Assent is anticipated November 2007.
Key Action/ Outcome: 12.2		
Ensure effective implementation of the Local Government and Public Involvement in Health Act <i>BSol</i>		The Bill has yet to be enacted. Royal Assent is anticipated November 2007.
Report to CMT and Executive following enactment identifying implementation stages required and timetable <i>BSol</i>		See above.

Key Action/ Outcome: 12.3		
Support Member development by a) reviewing the Code of Conduct for Members following the issue by the Government of the proposed revised Model Code b) implementing the Members' Charter for training and development c) leading a comprehensive Member induction programme		The Code of Conduct was reviewed and adopted on 11 July 2007. Training was provided for all Borough and Parish councillors. The interim inspection for the Members' charter was very positive and our direction of travel has been approved. The Member Steering Group will consider a L&D Programme at its next meeting.
Report on amendments to Code of Conduct to Council following consideration by the Standards Committee <i>BSol/HDRS</i>		Revised Code of Conduct adopted 11 July 2007.
Advice to Parish Councils on revised Code <i>BSol/HDRS</i>		All Parish Councils advised of new Code.
Training sessions for all Borough and Parish Members <i>BSol/HDRS</i>		Training session for Borough Members has been carried out and second session has been arranged for those who could not attend the first one. Training for Parish Councils programmed but two month deadline will be exceeded due to very prompt adoption of Code by most Parish and Town Councils – scheduled for 31 st October 2007.
Develop and implement a work programme to ensure the effective delivery of the Members' Charter for Learning and Development <i>HDRS</i>		A draft programme will be considered by the Member Steering Group at its next meeting in November.

Update on Strategic risks identified from Service Plan

Risk identified <i>[indicate whether Service Plan or new]</i>	Update
Loss of key staff	Staff workload and deployment monitored.
Significant reduction in resources	Resources routinely monitored.
Lack of Member interest and/or officer support	Regular discussions held with officers and Members.

Annex B: Staffing information

Staffing Levels

Corporate Services	Establishment Posts	Staffing Full Time	Staffing Part Time	Total Posts FTE	Vacant Posts	Vacancy Rate %
Directorate	2	2	0	2	1	50
Democratic & Registration	32	20	12	27.66	0	0
Finance	56	38	18	50.06	7.68	15.34
Legal Services	15	11	4	13.59	2	14.72
HR & OD	21	19	2	20.41	0	0
ICT Services	46	44	2	45.12	2	4.43
Property	20	33	7	37.34	6	16.07
Customer Services	48	34	14	43.05	3	6.97
Department Totals	240	201	59	239.23	21.68	9.06

Staff Turnover

For the quarter ending	30 September 07	2.88
For the year ending	30 September 07	10.42

Comparator data: 2006/07 13.4% (excl schools)
SE local Councils 17.3%

Sickness Absence

	All employees, average days sickness absence per FTE
Bracknell Forest Borough Council 2006/07	7.04 days
BVPI 12 Unitary average	9.6 days

Staff Sickness (1 July 07 to 30 September 07)

Section	Total staff FTE	Number of days sickness	Average per employee (FTE)	Projected annual average per employee (FTE)
Directorate	2	0	0	0
Customer Services	41.84	52.5	1.25	5.89
Democratic Services	26.93	22.5	0.84	4.99
Finance	13.59	21	1.55	2.62
Human Resources	24.41	38	1.56	4.7
ICT	42.43	57	1.34	3.34
Legal	31.34	43	1.37	17.24
Property Services	40.46	33.5	0.83	5.42
Department Totals	223	267.5	1.2	5.01

Annex C: Financial information

CORPORATE SERVICES / CX OFFICE BUDGET MONITORING												
		Original Cash Budget	In Year Savings	Virements & Budget		Current Approved	Spend to Date	Department's Projected Outturn	Variance Over/(Under) Spend	Variance This Month		Variance Supported by CMT
		2007/2008	Virements	C/Fwds	NOTE	Cash Budget	%				NOTE	
		£000		£000		£000	%	£000	£000	£000		£000
Director of CS												
	Director of Corporate Services	248		10		258	33	258	0	0		0
Head of Democratic & Registration Services												
	Democratic & Support Services	785		-3	2	782	36	782	0	0		0
	Member and Mayoral Services	885		-2	2	883	42	905	22	22	4,5	0
	Registration births, deaths and marriages	-18		0		-18	78	-32	-14	-14	4	0
	Registration of Electors / Elections	222		-1	2	221	67	221	0	0		0
		1,874		-6		1,868	42	1,876	8	8		0
Head of Customer Services												
	Local Tax Collection	448		9	2	457	-334	474	17	17	1	0
	Customer Services	844		-67	6	777	49	777	0	0		0
		1,292		-58		1,234	-93	1,251	17	17		0
Head of Legal Services												
	Legal	830		-1	2	829	37	829	0	0		0
Human Resources Manager												
	Human Resources	500		-30		470	43	456	-14	-14	2	0
	Unified Training Unit	434		-25		409	-5	404	-5	-5	2	0
		934		-55		879	38	860	-19	-19		0
Borough Treasurer												
	Borough Treasurer	104		5		109	62	109	0	0		0
Head of Finance												
	Finance - General	1,927		-10	2,8	1,917	37	1,917	0	0		0
	Corporate Management	289		0		289	16	464	175	175	7	0
	Insurance	1,301		0		1,301	70	1,301	0	0		0
	Transport	1,758		0		1,758	34	1,758	0	0		0
		5,275		-10		5,265	43	5,440	175	175		0
Head of Property Services												
	Property Services	530		-1	2	529	42	529	0	0		0
	Industrial & Commercial Properties	-1,400		0		-1,400	74	-1,400	0	0		0
	Surveyors	559		0		559	-46	559	0	0		0
	Facilities	1,447		-1	2	1,446	67	1,460	14	14	3	0

	Town Centre Redevelopment	0		317		317	69	317		0	0		0
		1,136		315		1,451	7	1,465		14	14		0
	Chief Information Officer												
	ICT Services	2,568		56	1, 2, 4, 5	2,624	46	2,624		0	0		0
	Chief Executive's Office												
	Chief Executive	338		-1	2	337	31	337		0	0		0
	Chief Executive's Office	996		76	2, 3, 7	1,072	42	1,072		0	0		0
	Voluntary Sector Grants	277		0		277	14	277		0	0		0
	Community Safety	0		208		208	2	208					
	Smartcard	229		0		229	39	229		0	0		0
	Design & Print Services	-152		-1	2	-153	-8	-138		15	15	6	0
		1,688		282		1,970	121	1,985		15	15		0
	CS & CX Approved In Year Savings	0		0		0	0	0		0	0		0
	TOTAL CS AND CX OFFICE	15,949		538		16,487	26	16,697		210	210		0
	Memorandum item												
	Devolved Staffing Budget - CS and CX	10,124		20	4, 5, 6, 8	10,144	41	10,144		0	0		0
	Non Cash Budgets												
	Capital Charges	1,793		0		1,793		1,793		0	0		0
	FRS17 Adjs	285		4		289		289		0	0		0
	Recharges	-11,219		69	4, 5, 6	-11,150		-11,150		0	0		0
		-9,141		73		-9,068		-9,068		0	0		0
		6,808		611		7,419		7,629		210	210		0

CORPORATE SERVICES / CX OFFICE BUDGET MONITORING

Virements and Budget Carry Forwards

Note	Total	Explanation
	£'000	
502		May Budget Monitoring Virements Approved by CMT, reported PMR1

June Budget Monitoring Virements Approved by CMT

1	45	Structural Changes																																																									
Funding Request from Structural Changes Reserve relating to redundancy of an officer within ICT Services.																																																											
2	-21	Procurement																																																									
New contracts were undertaken last financial year and the part year savings were reported. The full year savings achieved from these new contracts have not yet been taken from base budget. This virement transfers the following full year savings to the Procurement Savings Budget within Non Departmental:																																																											
<table border="0"> <tr> <td>Mobile</td> <td>Phones</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td>£0.007M</td> </tr> <tr> <td>Telephones</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td>£0.005M</td> </tr> <tr> <td>Printer</td> <td></td> <td>Cartridges</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td>£0.009M</td> </tr> <tr> <td>Total</td> <td>£0.021M</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> </table>												Mobile	Phones										£0.007M	Telephones											£0.005M	Printer		Cartridges									£0.009M	Total	£0.021M										
Mobile	Phones										£0.007M																																																
Telephones											£0.005M																																																
Printer		Cartridges									£0.009M																																																
Total	£0.021M																																																										
3	15	CX Office - CPA Visit																																																									
£0.015M Funding request from contingency for consultancy to prepare for the CPA inspection (£0.012M) and incidental hospitality costs for the CPA visit (£0.003M).																																																											
July Budget Monitoring Virements Approved by CMT																																																											
4	-25	ICT Services DSB	-£0.025M	/	Non Cash Recharges	£0.025M																																																					
Following the final decommissioning of mainframe and introduction of a managed service for Pericles Revenues and Benefits system during 2006, the Production Support Manager within ICT Services was made redundant. The full year effect budget saving from the DSB is an additional £0.025M to that already reported in the 2007/08 budget process. The ICT recharges to the HRA should be reduced by £0.025M as well resulting in a net nil virement within Corporate Services.																																																											
The HRA will report a corresponding reduction in their recharges from Corporate Services and an additional budget of £0.025M to part fund the new managed service.																																																											
5	42	ICT Services DSB	-	Transfer of Staff from SSH IT Section																																																							
The SSH IT Section has been reorganised with effect from 1st September and two members of staff have been transferred into this department. One staff member is capital funded during 2007/08 so no virement is required. The other post is funded from DSB and an ongoing virement of £0.042M is requested from SSH DSB into CS DSB.																																																											
6	-37	Customer Services DSB	-£0.037	/	Non Cash Recharges	£0.037M																																																					
Three Customer Service Advisor posts are to be transferred to BFS with effect from the 1st September. The pro rata budget virement out of the DSB costed at midpoint less 3% is £0.037M and there is a corresponding reduction in the Customer Services recharge to BFS in the HRA.																																																											
The HRA is reporting a £0.037M reduction in their recharges from Customer services and additional DSB budget.																																																											
7	25	CX Office	-	Allocations from Structural Changes																																																							
CMT of 25th July agreed the allocation of £0.005M for printing and £0.020M for an outsourcing report from the Structural Changes Fund, to support the Price Waterhouse Coopers reviews.																																																											

8	-8	Finance DSB	-	Transfer	to	SSH
<p>As part of a restructure within SSH and following the development of SWIFT, some invoice processing for residential clients, home care providers and supported living clients is to be transferred from Corporate Services Finance Accounts Payable Team to Social Services & Housing.</p> <p>Therefore a virement of £0.008M is to be made from Finance DSB to SSH DSB to reflect the staff costs of conducting the work. This has been calculated as the equivalent of half an FTE at grade BGI, £0.011M in a full year but £0.008M in this year.</p>						
	538	Total Cash Budget Virements				
	11	<i>May Non Cash Virements reported PMR1</i>				
4, 5, 6	62	<i>Non Cash Virements reported in PMR2 above</i>				

CORPORATE SERVICES / CX OFFICE BUDGET MONITORING

Budget Variances

Reported	Variance	Explanation
£'000		
		<i>May Budget Monitoring Reported to CMT</i>
17		Revenue Services The budget for the annual printing of the Council Tax and Business rates was not sufficient during 2006/07 and was increased through budget monitoring for that year only. The increase in costs was due to a correction in the charges by the Print Room to reflect the actual costs incurred in undertaking the work. The budget needs to be permanently increased by £0.017M in the 2008/09 budget process.
-19	-10	Human Resources A £0.010M pressure was built into the 2007/08 budget process to fund the anticipated increased costs of the new Occupational Health contract being let. The new contract has however been negotiated at a lower unit price than forecast so the additional budget will not be required.
	-4	Human Resources hold the corporate budget for staff memberships at the Council's sports centres. The budgeted expenditure is dependant on staff opting for memberships. During 2006/07 this budget underspent by £0.005M and it is anticipated that a £0.004M saving will be achieved during 2007/08.
	-5	The Unified Training Service is forecasting additional income of £0.005M from training courses attended by external organisations such as Wokingham DC. This is in line with the income generated during 2006/07.
14		Corporate Property Facilities have a rental income budget of £0.029M relating to use by the Community Mental Health Team of office space within Time Square. Bracknell Health and Community Trust have given notice that the team will vacate Time Square with effect from 19th October resulting in a part year budget pressure of £0.014M in 2007/08 and £0.029M ongoing.

0		<p>Democratic & Registration Services</p> <p>A review of the Outturn has indicated that a number of budget variances can be forecast considering the expenditure and income anticipated in 2007/08:</p> <p>A forecast of Member Allowances suggests additional funding of £0.007M is required to fund all allowances including superannuation. Also a budget of £0.005M is anticipated to be needed to fund the Independent Review Panel for members allowances which will convene this financial year.</p> <p>A net pressure of £0.002M in Members Services, mostly from forecast training needs of Members in the coming year.</p> <p>Early indications are that marriages and ceremonies income will be above the income budget which, net of costs will produce a £0.014M budget saving. It is too early in the financial year to forecast too much additional income especially as neighbouring authorities could start competing with similar nationality and citizenship services. Further work will be undertaken to provide a robust estimate to be included in the 2008/07 Budget Process.</p>
12		
2		
-14		
June & July Budget Monitoring Reported to CMT		
8		<p>Democratic & Registration Services</p> <p>Further to the pressure reported for Members Allowances, a further pressure of £0.008M is anticipated due to additional members of the executive that will be paid this year.</p>
15		<p>Print Room</p> <p>The 2006/07 budget proposals identified a £0.015M saving for reduced printing costs as a result of replacing the black and white printer in the Print Room. The printer has not yet been replaced as Invest to Save proposals have not proved to be viable. Therefore the expenditure budget needs to be reinstated during this financial year and built into the 2008/09 Budget Process.</p>
New Variance		
175		<p>CPA Inspection and External Audit Fees</p> <p>Chris to add comments</p>
210		Total Corporate Services / CX Budget Variances