



Performance Monitoring Report

for

Corporate Service Department

3rd quarter 2007/08
October - December 2007

Portfolio holder: Cllr Iain McCracken
Director: Alison Sanders

Section One: Executive Summary

This is the third Corporate Services' Performance Monitoring Report for 2007/08. The report focuses on the progress made by the Department during the third three months of this year from September to the end of December 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:

1. CPA
 - Considerable work was spent on preparation for the CPA inspection in October. All Heads of Service were interviewed as part of the process.
2. Civic Hub & Town Centre
 - Design work completed to Stage D and work-streams for stage C have begun.
 - Continuing support for the Town Centre regeneration project, particularly in respect of Legal and Property Management.
 - Completion of the section 106 agreement for the revised Town Centre planning permission.
3. Transfer of Housing Stock
 - 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.
4. Community Cohesion & Equalities
 - Equalities Sub Group established to oversee the work of the Borough Council on service and staff equalities.
 - Bracknell Forest Borough Council's Gender Equality Scheme was approved by the Executive in November 2007.
 - Work underway on ethnic communities profile stage 2.
5. Customer Services
 - Having considered the future requirements for payment processing and the role of the Cash Office, from 2 January 08, the opening hours of the payment counter service are 9.30am to 2.30pm, Monday to Friday.
 - The CRM contract is interlinked with the Corporate Customer Contact Strategy which has been endorsed by the Council's Executive on 20 November 07.
 - Improvements to online payments software. In the 9 months from April to December 07, there were 22,987 payments online with a total value of £3.24m (in the same period in 2006: 20,070 payments online with a total value of £2.76m).
 - The new automated speech recognition telephone payment service for council tax payments, available all day everyday, went live on 28 February 07. In the 9 months from April to December 07 there were 1,740 payments of council tax with a total value of £255k.
6. Democratic & Registration Services
 - Local Democracy Week ran successfully from 15-19 October 2007, during which the Mayor spoke to the Youth Parliament about democracy and governance.

- Training for Parish Councils was held on 31 October 2007, exceeding the deadline by two months due to very prompt adoption of Code by most Parish and Town Councils.
- A work programme to ensure the effective delivery of the Members' Charter for Learning and Development was agreed by the Member Steering Group at its meeting in November.

7. Finance

- 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 December and projected an overspend of £65,000 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.
- On 28 January the Audit Commission announced the Use of Resources scores as part of the overall Comprehensive Performance Assessment framework. Overall the Council scored 3 (out of 4), but within the financial reporting theme scored top marks i.e. 4 out of 4. Bracknell Forest is one of only four unitary authorities in the country to achieve full marks for financial reporting and the only one in the South East

8. Human Resources

- The centralisation of the punching of HR data has now started following the recruitment of an administrator.
- The electronic management systems project to store all personnel records has made important progress.
- Significant work has been done on the new pension arrangements which come into effect in April 2008.
- The detailed restructuring arrangements for the council have required significant input over the quarter.

9. Corporate Property

- Completion of conditional agreement to surrender leasehold interest in Enid Wood house.
- We are continuing work to improve public access to Council buildings in order to achieve our objective to make as many of our buildings as possible accessible to all.

10. ICT Services

- Major upgrade to CRM System, FrontLine achieved
- Completed replacement of desktop machines three months early and under budget
- Completed refresh of Member's equipment
- Began pilot project assessing new telephone technology for the Civic Centre

11. Legal Services

- Preparatory conveyancing and transfer of contracts work for Voluntary Stock Transfer.
- Advising on the health/social services interface.

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 77 actions are anticipated to be achieved or already have been achieved, whilst only 4 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 4 actions that are causing concern relate to risk management and reviewing joint arrangements between Berkshire Unitary Authorities.

Key Action/ Outcome: 11.3

Implement the Council's Risk Management Strategy and Business Continuity Plan

Implementation has been slower than anticipated following inability to attract a suitable candidate for the post of Head of Audit and Risk Management. An appointment has now been made and good progress is anticipated in the forthcoming months. An initial briefing session for members has been organised for 18th February. The Council's insurers have been assisting in the interim, with updating the corporate risk register being their primary focus.

Key Action/ Outcome: 11.4

Complete a review of the joint arrangements established between Berkshire Unitary Authorities established on Local Government Reorganisation

A schedule of Joint Agreements and financial provisions have been prepared and discussed at the Berkshire Finance Officers Group. No changes to the existing financial arrangements have been agreed at this stage. However, pressure of work within the Legal Services Section has dictated that the review is unlikely to be completed in this Municipal Year, although most of the major joint arrangements have been reviewed and revised agreements are being put in place for some of the arrangements (2 actions affected).

Transport

The new home to school transport contracts commenced at the beginning of the autumn term. Whilst a number of issues arose around the implementation, these have been largely resolved and the contracts are now operating smoothly. This is reflected in the lower level of complaints that have been received during the quarter. In addition to this, meetings with parents have been arranged to continue the earlier dialogue and assist with the monitoring and continuing improvement of home to school transport services.

Other activities during the quarter include:

- Preparations for the closure of the existing workshop facility have continued. The workload will reduce in February with the transfer of approximately 70 vehicles to Bracknell Forest Homes. This coincides with the retirement of one of the fitters. It is anticipated that all servicing and maintenance will be outsourced in November when the workshop foreman retires. It is anticipated that this will contribute towards the savings included in the 'Balancing the Budget' programme.
- The in-house service transporting pupils from a number of schools to the John Nike centre has been running successfully for a number of months and a second service transporting pupils to Cable and Wireless for ICT training is due to commence shortly. Both services have resulted in savings in taxi fares paid by the department and produced a modest income stream for the Integrated Transport Unit (ITU).
- Discussions have continued with Social Services to identify a pilot project which, if successful, will lead to the integration of all social services transport within the ITU. Specifying requirements at a time when service provision is being reviewed is proving difficult and may result in some delays in implementation.
- The new routing and scheduling software is due to be installed shortly followed by a period of user acceptance testing. The go live date is expected to be during March.

Section Three: Resources

Staffing

See Annex B for more detailed information

Importantly, during the quarter we have recruited to the posts of Assistant Borough Solicitor and the Head of Audit and Risk Management, who are due to start at the beginning of January. The appointment of these posts will be key to addressing those actions currently causing some concern. During the interim periods, these posts and others still waiting to be filled, including Senior Valuer and Chief Building Surveyor, have been covered by a mixture of internal and agency staff. The post of Chief Building Surveyor is being advertised in January. 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.

Budget

See Annex C for more detailed information

Revenue

The original cash budget was £15.949M but a net increase in budgets of £0.538M brought the approved cash budget to £16.487M in the last Quarterly Report. The current approved cash budget is £16.654M, an increase of £0.167M which is due to the following virements:

- £0.095M There is a risk that additional income from the sale of SmartConnect licenses will not be achieved. This is to be funded from Contingency Reserve.
- £0.045M The pay award was agreed and paid in November with the additional 0.475% over the estimated award funded from the Contingency Reserve.
- £0.025M Specialist consultancy agreed to be funded by CMT from the Contingency Reserve to support the PWC procurement initiatives within Finance - Procurement
- £0.007M Funding for a Seymour House Reception post moving under Customer Services, transferred from Education Children's Services & Libraries Department.
- -£0.005M The part year saving achieved from the November start of the newly awarded building cleaning contract, managed by Corporate Property – Facilities.

A net overspend of £0.194M 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).

- £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. This fee may be further increased in the future. 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.
- -£0.020M - Centralisation of Property budgets & managed job vacancies have led to savings in the training, equipment, furniture, office stationery & computer purchase budgets in Property Services during the current financial year. All currently vacant posts are anticipated to be filled in the new financial year so no savings are anticipated during 2008/09.

PMR3

- £0.061M An additional pressure is forecast in the Print and Design Service due to reduced levels of internal work to date offset only partly by additional external income achieved.
- -£0.15M A combination of the forecast numbers of children using the Home to School Transport service for the remainder of the financial year, the fall of two Easter holidays within this financial year and the revised contract prices will result in a forecast saving of £0.015M.
- -£0.042M A detailed review of the likely expenditure to be incurred until Outturn throughout the department has enabled a total saving of £0.042M to be reported across Finance, Human Resources, ICT, Legal and Customer Services. These savings will be achieved from equipment purchase, supplies and services and office stationery budgets and from internal training courses.

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 £3.432M. This is £0.318M more than last reported due to addition of two invest to save schemes – Energy £0.126M and Server Refresh £0.192M.

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 totalling £2.741M which will be used to monitor performance and a cash budget for 2008/09 of £0.691M which represents the anticipated carry forward.

The overall expenditure to date represents 43% of the 2007/08 cash budget with a further 12% committed.

According to financial regulations, departments are required to manage their budgets to ensure that the overall department's capital programme is not exceeded. The following significant variance is reported - £0.026m unallocated on Network refresh project has now been allocated to support the Telephony Pilot project for the purchase of phones, servers and development work. Therefore the Network refresh project is showing an underspend of £0.026m and the Telephony Pilot project is showing an overspend of £0.026m.

Invest to Save Bids

On 21 November Corporate Management Team agreed that funding of £63,000 should be released from the Invest to Save budget for the refurbishment and re-launch of the Body Logic Fitness Suite at Edgbarrow Sports Centre. The investment will be in new equipment, building improvements and promotional costs. The expectation is that the investment will result in 50 new customers generating additional income of £14,100 p.a.

Complaints

Stage	Number of complaints in the quarter	Specific commentary on complaints
1	14	<ol style="list-style-type: none"> 1. Council taxpayer sent a reminder notice, which was, in fact, correct. 2. Whistleblowers Policy & Procedure – resident made comment that staff should be informed. 3. x5 complaints were about Home to School Transport – the majority related to the late arrival of taxis and this has been raised with the relevant contractors. 4. x4 complaints were about Council drivers and these have been referred to the appropriate managers within either Bracknell Forest Services or Landscape Services. 5. x2 complaints were from suppliers about the late payment of invoices and these are being followed up by the relevant departments. 6. Charging for agendas – procedure for agenda amended so that public hard copies are now available prior to meetings.
2	None	
3	None	
Ombudsman	None	

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
Member Services	<p><u>Member Expenses – Limited Assurance</u> Some expenses not fully reflected in the required statutory publication as they are not always paid directly to Members but paid from the Council to the service provider e.g. hotel/phone bills. Work is underway to review the information provided in the annual Member Payments Notice in order to give effect to the internal audit recommendation.</p>

Section Four: Forward Look

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

Civic Hub & Town Centre

1. Continue to support the Town Centre Regeneration project, particularly with regard to Legal and Property matters.
2. Town Centre CPO. The public inquiry into objections will commence on 14th February 2008.
3. 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/ furniture procurement and the development of plans for the Council Chamber.

Transfer of Housing Stock

1. Complete all tasks required to transfer stock on 11th February 2008.
2. Lead the Council's work in the transfer of the housing stock to Bracknell Forest Homes, including the disaggregation of support services.
3. Complete all Service Level Agreements with Bracknell Forest Homes.
4. Full implementation of the Bracknell Forest Homes' staffing structures and assessment of residual staffing structures.
5. Continue with all property work for the transfer of housing stock.
6. Completion of technology issues associated with the transfer of Housing stock.

Community Cohesion & Equalities

1. Finalise, approve and publish 'All of Us' Community Cohesion Strategy.
2. Finalise, approve and publish the reviewed race Equality Scheme.
3. Complete annual monitoring of the Disability Equality Scheme.
4. Publish and implement the Gender Equality Scheme.
5. Planning and beginning implementation of actions to progress the Council along the Equality Standard for Local Government.

Customer Services

1. Complete business case and installation of self-service capability for FrontLine.
2. Complete the analysis of the tenders for the computer telephony integration (CTI)
3. Calculate the annual tax-base for council tax purposes, which includes a review of the discounts for "long-term" empty homes. The tax-base feeds into the budget cycle for 08/09, and the eventual setting of next year's council tax in February 08.
4. Annual billing of council tax and business rates.
5. Merger of management and staff from Social Services & Housing reception in Time Square with Customer Services.

Democratic & Registration Services

1. Support and clerk the next round of Neighbourhood Action Groups in January 2008.
2. Present the Independent Remuneration Panel's report to Council.
3. Complete the process to transfer Registrars so that they become local authority employees.

4. Prepare effectively for, and deliver successfully, the Town Council by-election on 7 February 2008.
5. Prepare for the re-introduction of the RON (Register On-line) system for birth registrations.
6. Recruit to the vacant posts of Democratic Services Officer and Secretary to the Majority Group.
7. Maintain committee servicing standards pending the recruitment to the Democratic Services Officer post.
8. Prepare effectively for, and arrange, meetings with Members to develop their Personal Development Plans

Finance

1. Ensure that all work associated with the 2008/09 budget is completed so that the Council can agree its budget and Council Tax before the statutory deadline.
2. Prepare for the final accounts process.
3. Award and implement new banking and insurance contracts.
4. Finalise the new corporate risk register and make arrangements for the future training of officers and members.
5. Implement new routing and scheduling software within the Integrated Transport Unit.

Human Resources

1. Advise on strategic HR issues relating to the Council's restructuring.
2. Implement actions arising from the restructuring particularly in relation to recruitment to the senior management level
3. Assist with the disaggregation of support services for the new departments including HR, IT and finance.
4. Complete the Adult Workforce Strategy.
5. Manage the implementation of systematic longer term Workforce Planning.
6. Implement Travel Plan actions arising from the PWC report.
7. Manage the annual Flexible Benefits process.

Corporate Property Services

1. Continue preparing land disposals as part of the Council's disinvestment strategy.
2. Continue work to assess risk of fire, asbestos and legionella.
3. Support the development of a strategy for Bracknell Market.







ICT Services

1. Complete testing of e-mail archiving product and develop and deliver roll-out plan
2. Development of technology strategy to support agreed ICT strategy

Legal Services

1. Review and amend the Council's Constitution to give effect to the Local Government and Public Involvement in Health Act 2007.
2. Provide legal and financial support in connection with the possible outsourcing of Leisure Services management.

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>		Stage D report was rejected in December 2007. Discussions with BRP to resolve the situation. Unlikely to impact on delivery of the building to timetable.
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 have begun.
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



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


		replacement is underway.
--	--	--------------------------







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

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 inquiry commences on 14 February 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 updated for new organisation structure. Locations of staff agreed.
Review policies around Flexible Working to ensure they support the technological requirements <i>BHRM</i>		Flexible working is subject to a corporate wide study by NOMAD to ensure a consistent approach going forward.
Construct business plans to support Cultural Change workstream activities <i>BHRM</i>		Business plan agreed for furniture requirements, others to be constructed as necessary.





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

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 commences 14 February 2008. Likely Inspector's Report in Summer 2008.
Inappropriate designs being produced	Some delay in agreement of Stage D designs
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 DCS/HOS		Considerable work undertaken to prepare for valuation. Agreement has been reached.
b) Prepare all required plans for transfer and instruct Environmental Surveyors if required HCP		Draft plans prepared and Member consultation complete. Environmental survey results being considered.



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


c) Prepare transfer contract <i>DCS/HOS</i>		Draft contract has been prepared for discussion.
d) Submit to DCLG for consent to transfer <i>DCS/HOS</i>		Work is in accordance with project plan. Stage 1 documentation sent to CLG.
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 and Service Level Agreements are being prepared. Staff TUPE lists agreed.
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 now completed. Pension information supplied to Berkshire Pension Fund for Admitted Body application. All other HR issues on track for completion by transfer date.
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. All departments will need to address the staffing implications arising from the withdrawal of HRA funding. Strategic Housing to be initially located in Social Services & Housing department and then transferred to Environment, Culture and Communities Department with effect from 01/04/08.
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



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

		Office has been reviewed and discussions have been held with Bracknell Forest Homes on an SLA. From 2 January 08, the opening hours of the payment counter service are 9.30am to 5pm, Monday to Friday.
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.





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

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	Most key staff are now appointed with ongoing recruitment for the rest.
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 18 th March and due for publication subsequently.
<ul style="list-style-type: none"> Publish revised Community Cohesion Strategy <i>DCS/ACE</i> 		Strategy due to be published in April 2008.



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



<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 – determined by Equality Sub Group in November 08. Now developing an action plan to progress to Level 3 in 2009.
---	---	--



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





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. The following panel in Dec 07 consulted on the 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>Local Democracy Week took place from 15-19 October. The Mayor spoke to the Youth Parliament about democracy and governance.</p> <p>The Democratic Services Team supports the Neighbourhood Action Groups on an on-going basis</p>



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

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]	
	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 <small>[indicate whether Service Plan or new]</small>	Update
Loss of key staff	Lead officer for Local Democracy Week has resigned and an alternative lead has now been identified.
Lack of community interest	
Breakdown in relationship with partners	
Local Democracy Week	Our ability to spend a significant amount of time on this project was affected





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

<ul style="list-style-type: none"> • No current budget for project work • Lack of interest from Members, officers, schools or members of the public 	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. Work programme in progress.
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. Work programme in progress.



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

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]	
	(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.

BV156

Update on Strategic risks identified from Service Plan

Risk identified [indicate whether Service Plan or new]

Constraint on budget preventing the programme being implemented in full
Loss of key staff

Update


Budget provision available for a phased programme.
Chief Building Surveyor post not yet filled.




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

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.



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

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 <i>HOS</i>		Corporate Services nominee attending Corporate Working Group.
b) Participate in the training needs analysis for staff and deliver the learning and development requirements <i>BHRM</i>		Pro-active engagement with department on development needs and workforce strategy for Adult Care.

Update on Strategic risks identified from Service Plan



Risk identified <small>(Service Plan]</small>	Update
Effective engagement with staff and managers to ensure the Training Needs Analysis is accurate, relevant and affordable	Regular communication with all parties, plan on track for completion, no significant risk.




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

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 <i>HCP</i>		Incorporated into the designs and draft capital programme.
Energy Manager to assist consultants by providing information to enable brief to be developed. <i>HCP</i>		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. <i>HCP</i>		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 <small>[indicate whether Service Plan or new]</small>	Update
Town Centre Regeneration not implemented	Plans in place to progress regeneration.
Civic Centre plans not implemented	Plans in place to progress Civic Centre.



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



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




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 <i>BT</i>		The Council's budget proposals for 2008/09 were agreed, for consultation, by the Executive in December. The latest budget monitoring report was submitted to CMT in December and projected an overspend of £65,000 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. Departments continue to review their planned expenditure to ensure that spending is within budget by the end of the financial year.
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. The District Auditor, Phil Sharman, will attend a future meeting of the Overview and Scrutiny Commission to discuss future arrangements and the audit fee in particular.



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



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. HoF		Home to School transport, taxi and building cleaning contracts implemented in 2007. Banking contract tenders currently being evaluated. Insurance tenders due to be returned by 18 th January.
As lead authority, provide financial support to the Berkshire Improvement Partnership and the Berkshire Procurement and Shared Services Unit HoF		Support ongoing.
Extend the remit of the Integrated Transport Unit to include Social Services transport HoF		Discussions held with Social Services and a trial project identified. Detailed specification now being worked up to enable costs and benefits to be quantified. Further integration dependent upon future developments in service provision within Social Services.



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





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. An appointment has now been made and good progress is anticipated in the forthcoming months. An initial briefing session for members has been organised for 18 th February. The Council's insurers have been 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.



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

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>		A schedule of Joint Agreements and financial provisions have been prepared and discussed at the Berkshire Finance Officers Group. No changes to the existing financial arrangements have been agreed at this stage. <i>Hof</i>
		Pressure of work within the Legal Services Section has dictated that the review is unlikely to be completed in this Municipal Year, although most of the major joint arrangements have been reviewed and revised agreements are being put in place for some of the arrangements. <i>BSol</i>
Amendments to Joint Arrangement Agreements <i>BSol</i>		Amended Agreements for some of the Joint Arrangements have been put in place. Pressure of work within the Legal Services Section has meant that not all Agreements will be amended this Municipal Year.
Complete a review of the financial aspects of Berkshire joint arrangements/shared services <i>HoF/BSol</i>		A schedule of Joint Agreements and financial provisions have been prepared and discussed at the Berkshire Finance Officers Group. No changes to the existing financial arrangements have been agreed at this stage. <i>Hof</i>



Key Action/ Outcome: 11.5		
Implement a programme for the disposal of any surplus		




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

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>		<p>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 and working with colleagues in HR to ensure that policies support mobile and flexible working (see also Key Action 1.1e).</p> <p>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.</p> <p>We have recently appointed Nomad to assist in carrying out a survey of staff to see which posts would be suitable for home, mobile or flexible working. This work will include the development of a corporate vision for these working practices,</p>





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

		the HR processes necessary to support them and a corporate approach to financing to ensure the sustainability of such initiatives. This is being closely aligned with the accommodation strategy with regard to the new Civic Centre and as a result the Director of Corporate Services is the project sponsor.
--	--	---



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		
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 in mid-November 07; and a system upgrade was completed in December 07 – the first since going live 12 months ago. Tenders for the computer telephony integration have been analysed against the specification of requirements and a gap analysis is being prepared. The development of customer self-service is still work in progress.
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, the members Customer Contact Monitoring group on the 27 September 07 and the Council's Executive on 20 November 07.



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



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, this includes a corporate technology strategy, developing the Professionalism in IT agenda for all staff involved in providing the service and working up detailed work programmes with each departmental management team.
Increase use of the online payments facility <i>HCS</i>		In the 9 months from April to December 07, there were 22,987 payments online with a total value of £3.24m (in the same period in 2006: 20,070 payments online with a total value of £2.76m). The new automated speech recognition telephone payment service for council tax payments, available all day everyday, went live on 28 February 07. In the 9 months from April to December 07 there were 1,740 payments of council tax with a total value of £255k.



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

Key Action/ Outcome: 11.9		
<p>Administer the Borough/Parish Council elections in accordance with legislation including the Electoral Administration Act 2006 <i>HDRS</i></p>		<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>
<p>Prepare effectively for, and deliver successfully the 2007 Borough/Parish Council elections; ensuring adequate levels of</p>		<p>See above.</p>



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




staff; managing the postal vote opening sessions and maintaining the integrity of the democratic process <i>HDRS</i>		
--	--	--





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

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 <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.
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>		The Pay & Workforce Strategy is being actioned in line with the agreed Action Plans after agreement by the Employment Committee on 13 June 2007. Likely to need improvements in Workforce Planning approach in next cycle.





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

Ensure 100% staff appraisal return (except for long term sickness) <i>All</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.
Consider the Council's response to the Modernisation Agenda for the Registration Service <i>HDRS</i>		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 and is being evaluated. The Member Development Charter Steering group considered the L&D programme for the next 3 years at its meeting in November.

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 updating the business case for implementing the Yourself absence module. The centralisation of the punching of HR data has now started following the recruitment of an administrator. Extensive liaison with the supplier has been necessary to ensure the work plan is kept on track.



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





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

Key Action/ Outcome: 11.15		
Implement the Council's Equality schemes for Gender and Disability		Disability Equality Scheme now implemented and due for annual review in January 08. Gender Equality Scheme Action Plan approved and due for implementation.
Implement actions for Corporate Services in Disability Equality Scheme <i>DCS/HOS</i>		Part year review of action plan undertaken and showing good progress. Annual review due to commence in January 08.
Implement actions for Corporate Services in Gender Equality Scheme <i>DCS/BHRM</i>		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>		Draft Race Equality Scheme is being consulted on and the consultation is due to close on the 20.01.08. A final version of the RES will be produced in February 08; due for approval and publication in March 08.

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 and senior council officers supported the Annual General Meeting.



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

Use Forum to assess unmet need *DCS/ACE*








To follow from above in using the Forum for consultations.



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







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>		<i>[indicate whether top, 3rd, 2nd or bottom quartile]</i>	
	B2(a) (A)	Equality Standard for Local Government <i>Policy Officer - Equalities</i>	2 (2)	2 working towards 3		A timeline has been produced for progressing to Level 5 during 2014. A working group has been established to progress equality standard work specifically.
	BV 8	Invoices paid on time <i>HoF</i>	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. <i>HCS</i>	At 31 Dec 07, 85.37% of the current years council tax had been collected. (97.5%)	97.5%		85.11% at 31 Dec 06



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




	BV 10 (Q)	The percentage of non-domestic rates due for the financial year which were received by the Authority <i>HCS</i>	At 31 Dec 07, 90.85% of the current years business rates had been collected. (99.2%)	99.2%		91.11% at 31 Dec 06
	BV11 (a) (A)	The percentage of the top paid 5% of local authority staff who are women at 31 March. <i>BRHM</i>	33.38%	37%		Targets at this level will see BFBC achieve 2 nd quartile performance (<39.05% and >28.20%) by 2008 Annual indicator
	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 <i>BRHM</i>	5.44%	7%		Annual indicator
	BV11 (c) (New 05/06) (A)	The percentage of top paid 5% of local authority staff who have a disability at 31 March. <i>BRHM</i>	1.81%	1.16%		This figure excludes all staff in schools maintained by the authority. Annual indicator
	BV 16 (A)	The percentage of local authority employees declaring that they meet the Disability Discrimination Act 1995 disability definition at 31 March <i>BRHM</i>	1.81%	1.85%		Annual indicator
	BV 17(a) (Amended 05/06) (A)	The percentage of local authority employees from ethnic minority communities at 31 March. <i>BRHM</i>	2.96%	3.25%		Annual indicator



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

	BV156 (A)	The percentage of authority buildings open to the public in which all public areas are suitable for and accessible to disabled people. <i>HCP</i>	(35.7%)	50%		Annual Monitoring
	BFPI 080 (Q)	Telephone calls answered within 5 rings <i>HCS</i>	84.3% for the period April –Dec 07	82%		Figure at the end of the previous quarter was 83.2% for the period Apr – Sept 07.
	BFPI 085 (Q)	Enquiries resolved at first point of contact, whether by telephone, reception or email <i>HCS</i>	90%+	82%		Last Quarter's figure = 90%+



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

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	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



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






the CRM Programme Board.



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





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 received Royal Assent on 30 th October 2007. A report will be submitted to Executive briefing in March.
Key Action/ Outcome: 12.2		
Ensure effective implementation of the Local Government and Public Involvement in Health Act <i>BSol</i>		The Bill received Royal Assent on 30 th October 2007. A report will be submitted to Executive briefing in March.
Report to CMT and Executive following enactment identifying implementation stages required and timetable <i>BSol</i>		See above.



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

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 was held for those who could not attend the first one. Training for Parish Councils was held on 31 October 2007 but two month deadline was exceeded due to very prompt adoption of Code by most Parish and Town Councils.
Develop and implement a work programme to ensure the effective delivery of the Members' Charter for Learning and Development <i>HDRS</i>		A work programme was agreed by the Member Steering Group at its meeting in November.



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

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.



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

Annex B: Staffing information

Staffing Levels

	Establishment Posts	Staffing Full Time	Staffing Part Time	Total Posts FTE	Vacant Posts	Vacancy Rate
Directorate	2	2	0	2	0	0
Democratic and Registration	33	21	12	28.66	0	0
Finance	53	41	17	46.79	3	6.41
Legal Services	15	12	3	13.79	3	21.75
HR & OD	21	19	2	20.41	0	0
ICT Services	49	46	3	47.2	1	2.12
Property	42	32	8	37.89	6	15.84
Customer Services	46	32	14	40.53	0	0
Department Totals	261	205	59	237.27	13	5.48

Staff Turnover

For the quarter ending	31 December 2007	1.23
For the year ending	31 December 2007	7.92

2006/07 total turnover for the Council: 13.39% excluding schools

2005/6 turnover for local authorities in the South East 17.3% excluding schools

Source: LG Pay and Workforce Strategy survey 2006

Sickness Absence

	All employees, average days sickness absence per FTE
Bracknell Forest Borough Council 06/07	7.04 days
BVPI 12 Unitary average	9.6 days

Bracknell Forest Borough Council 06/07, all employees, average number of days sickness absence per employee: 5.3 days

All sectors employers in South East 05/06: average number of days sickness absence per employee, 7.3 days

Source: Chartered Institute of Personnel and Development – figure supplied by South East Employers

Staff Sickness (1 October 07 to 31 December 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	41.34	52.5	1.27	5.5
Democratic Services	28.66	94.5	3.3	7.61
Finance	42.39	64.5	1.52	4.06
Human Resources	20.41	28	1.37	4.96
ICT	45.12	54	1.2	3.72
Legal	10.8	13	1.2	13.95
Property Services	30.34	71	2.34	6.86
Department Totals	221.06	377.5	1.71	5.63

Annex C: Financial information

Corporate Services & Chief Executive's Office Capital Monitoring									
As at 30 November 2007									
Cost Centre Description	Approved	Cash	Expenditure	Current	Estimated	Cash	(Under) /	Key Target for	Current status of the project
	Budget	Budget	to date	commitment	Total	Budget	Over	31 March	including changes to Cash Profile
	for the	2007/08			Funding	2008/09	Spend		
	year				Required		against		
					for the		approved		
					year		budget		
	(£'000)	(£'000)	(£'000)	(£'000)	(£'000)	(£'000)	(£'000)		
<u>CS Schemes commenced prior to 2007/08</u>									
FIMS	7.3	7.3	0.0	0.0	7.3	0.0	0.0		Linked with further developments of Agresso.
Payroll Systems Replacement	27.4	27.4	0.0	0.0	27.4	0.0	0.0		Self service leave & sickness being trialled in four areas. Testing of on line training booking underway. Some significant upgrade related problems encountered which will impact target. In discussions with Northgate due to poor system performance.

Customer Contact Initiative	142.7	113.7	43.3	25.3	113.7	29.0	0.0		Outstanding issues are being pursued with the supplier & staged payments are being made to the supplier. A balance of £0.029M is currently unallocated and will not be spent during 2007/08. Therefore the cash budgets have been amended to show a change in profile.
Mobile Working	68.6	68.6	46.7	21.0	68.6	0.0	0.0		Electronic Data Records Management System as part of Civic Hub workstream.
Capital Programme - CS (prior to 2007/08)	246.0	217.0	90.0	46.3	217.0	29.0	0.0		
Percentages			37%	19%	88%		0%		
<u>CS Schemes commenced 2007/08</u>									
General Building Maintenance	119.2	82.8	50.9	0.0	82.8	36.4	0.0	Completi on of program me	On programme. 40% completed.
IT Developments	365.7	295.7	124.3	16.7	295.7	70.0	0.0		06/07 projects underway- Email archive/LAN Refresh. 07/08 projects identified & spend committed. Single Sign-Off/Identity management/Civic Hub technologies. Cash profile amended to reflect current information. £0.020M additional spend already moved to 2008/09 re Civic

									Hub Technologies
Case Management Software	30.0	10.0	0.0	0.0	10.0	20.0	0.0	Contract awarded with implementation programme agreed.	Invitations for quotations have been dispatched with a return date of 18/01/08. Cash Budget profile amended to reflect likely spend of £0.020M into 2008/09.
Transport - Routing & Scheduling Software	50.0	45.0	0.0	32.0	45.0	5.0	0.0	New system installed & working	Mapping data now agreed. Contracts awaiting signature by Cleric. Data from current system has been sent to Cleric.
CRM/Telephony Upgrade	140.0	42.0	1.0	0.0	42.0	98.0	0.0	Completion end of year.	Business requirements drafted. Initial contact with suppliers. Procurement process underway.
Capital Programme - CS (current year schemes)	704.9	475.5	176.2	48.7	475.5	229.4	0.0		
Percentages			25%	7%	67%		0%		
Capital Programme - CS [all schemes]	950.9	692.5	266.2	95.0	692.5	258.4	0.0		
Percentages			28%	10%	73%		0%		
<u>Council-wide Schemes - prior to 2007/08</u>									
ICT Maint Prog - Network Refresh	40.0	40.0	13.1	0.6	13.7	0.0	-26.3		Look Out & Binfield PABX replacement underway. Remaining £0.026M

									underspend committed to IPT Project
Website Development (Intranet Upgrade)	2.3	2.3	0.0	0.0	2.3	0.0	0.0		Underspend- for future training requirements.
Smartconnect - Invest to Save	28.7	28.7	0.0	0.0	28.7	0.0	0.0		Remaining 50% Fujitsu contract.
Capital Programme - Council-wide (prior to 2007/08)	71.0	71.0	13.1	0.6	44.7	0.0	-26.3		
Percentages			18%	1%	63%		-37%		
<u>Council-wide Schemes - Commenced 2007/08</u>									
Access Improvement Programme	205.5	205.5	66.7	29.4	205.5	0.0	0.0	Completion of programme	External consultants currently working on detailed specifications for this years' work programme
Smart Card General (Integrated Travelcard, E+Card)	319.9	232.1	79.9	46.8	232.1	87.8	0.0		Programme of schemes identified.
Server Refresh	135.7	135.7	57.8	2.2	135.7	0.0	0.0		Server replacement identified. £0.025M saving already transferred to IPT Project.
Civic Hub - Project Management	75.0	22.5	0.0	0.0	22.5	52.5	0.0		Monitored through revenue spend - adjusted at year-end
ICT Maint Prog - Desktop	393.2	293.2	270.8	0.0	293.2	100.0	0.0		200 PC's purchased at considerable savings. Refresh supported by contracted engineer, (4 weeks). On track for completion of third quarter refresh. £0.045M budget already transferred to IPT Project. Will generate £0.100M saving from bulk purchasing with DELL

									during 2007/08 and this will be carried into 2008/09. Next years programme will be reduced by £0.100M
ICT Maint Prog -Photocopiers	232.6	62.0	31.4	2.7	62.0	170.6	0.0	All copiers less than 5 years old	15 of 26 (planned for 07/08) replaced. Cash profile amended as current replacements are smaller & therefore cheaper than expected.
Capitalisation of Revenue (Budgets Only)	400.0	400.0	0.0	0.0	400.0	0.0	0.0		Monitored through revenue spend - adjusted at year-end
ISB (Energy)	126.0	104.1	48.1	56.0	104.1	21.9	0.0		
Asbestos Management	60.0	60.0	50.5	20.5	60.0	0.0	0.0	Completion of programme	Remedial work highlighted by 2nd quarter surveys under way. Quotations awaited for 3rd quarter surveys.
Water Hygiene	60.0	60.0	10.9	23.8	60.0	0.0	0.0	Completion of programme	Risk assessments have been completed for nearly the entire years programme and work beginning on remedial works that have been identified as a result.
Fire Safety	50.0	50.0	2.5	0.0	50.0	0.0	0.0	Completion of programme	2nd Qtr risk assessments completed. Awaiting estimates of remedial works costs before proceeding further.
Members IT Refresh	90.0	90.0	81.8	2.3	90.0	0.0	0.0		All refresh was completed by the end of September. Remaining budget to be allocated towards purchase of equipment for member's offices.
Invest to Save Server Refresh	192.0	192.0	175.4	14.8	192.0	0.0	0.0		Purchase of Storage Area

									Network, completed and installed.
IP Telephony Pilot Project	70.0	70.0	28.6	41.6	96.3	0.0	26.3		Pilot underway. Funding for the additional purchase of phones, server and development work has been identified from Network Refresh
Capital Programme - Council-wide (current year schemes)	2409.9	1977.1	904.4	240.1	2003.4	432.8	26.3		
Percentages			38%	10%	83%		1%		
Capital Programme - Council-wide (all schemes)	2,480.9	2,048.1	917.5	240.7	2,048.1	432.8	0.0		
Total Capital Programme	3,431.8	2,740.6	1,183.7	335.7	2,740.6	691.2	0.0		
Percentages			34%	10%	80%		0%		

CORPORATE SERVICES / CX OFFICE BUDGET MONITORING - NOVEMBER

Department	Original Cash Budget 2007/2008	Virements & Budget C/Fwds	NOTE	Current Approved Cash Budget	Spend to Date %	Department's Projected Outturn	Variance Over/(Under) Spend	Variance This Month	NOTE	Variance Supported by CMT
	£000	£000		£000	%	£000	£000	£000		£000
Director of CS										
Director of Corporate Services	248	13	2	261	55	261	0	0		0
Head of Democratic & Registration Services										
Democratic & Support Services	785	-1	2	784	62	784	0	0		0
Member and Mayoral Services	885	2	2	887	67	909	22	0		22
Registration of Births, Deaths & Marriages	-18	0		-18	150	-32	-14	0		-14
Registration of Electors / Elections	222	-1	2	221	79	221	0	0		0
	1,874	0		1,874	65	1,882	8	0		8
Head of Customer Services										
Local Tax Collection	448	11	2	459	-521	476	17	0		17
Customer Services	844	-57	2	787	74	774	-13	-13	6	0
	1,292	-46		1,246	-145	1,250	4	-13		17
Head of Legal Services										
	830	2	2	832	60	820	-12	-12	5	0
Legal										

Human Resources Manager											
	Human Resources	500	-29	2	471	73	452	-19	-5	3	-14
	Unified Training Unit	434	-24	2	410	29	397	-13	-8	3	-5
		934	-53		881	103	849	-32	-13		-19
Borough Treasurer											
	Borough Treasurer	104	6	2	110	97	110	0	0		0
Head of Finance											
	Finance - General	1,927	21	2, 3	1,948	58	1,946	-2	-2	2	0
	Corporate Management	289	0		289	71	464	175	0		175
	Insurance	1,301	2	2	1,303	74	1,303	0	0		0
	Transport	1,758	0		1,758	48	1,743	-15	-15	1	0
		5,275	23		5,298	59	5,456	158	-17		175
Head of Property Services											
	Property Services	530	-4	1, 2	526	63	506	-20	0		-20
	Industrial & Commercial Properties	-1,400	0		-1,400	99	-1,400	0	0		0
	Surveyors	559	2	2	561	1	561	0	0		0
		1,447	2	1, 2	1,449	77	1,463	14	0		14
	Facilities Centre Redevelopment	0	317		317	116	317	0	0		0
		1,136	317		1,453	30	1,447	-6	0		-6
Chief Information Officer											
	ICT Services	2,568	62	2	2,630	68	2,628	-2	-2	4	0

Chief Executive's Office										
Chief Executive	338	0	2	338	75	338	0	0	0	
Chief Executive's Office	996	78	2	1,074	50	1,074	0	0	0	
Voluntary Sector Grants	277	0		277	67	277	0	0	0	
Community Safety	0	208		208	61	208				
Smartcard	229	95	4	324	49	324	0	0	0	
Design & Print Services	-152	0	2	-152	9	-76	76	61	7	15
	1,688	381		2,069	311	2,145	76	61		15
CS & CX Approved In Year Savings		0		0	0	0	0	0		0
CS & CX DSB - Additional 0.475% Pay Rise		0	2	0	0	0	0	0		0
	0									
TOTAL CS AND CX OFFICE	15,949	705		16,654	41	16,848	194	4		190
Memorandum item	0									
Devolved Staffing Budget - CS and CX	10,121	86		10,207	67	10,207	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		-11,150		-11,150	0	0		0
	-9,141	73		-9,068		-9,068		0		0
	6,808	778		7,586		7,780	194	4		190

0