



Quarterly Operations Report

Corporate Services

Quarter 4

2006/07

Prepared by

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Director of Corporate Services

Version 1.0

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1. Introduction

Commentary

This is the fourth Corporate Services Quarterly Operations Report for 2006/07. The report focuses on the progress made by the Department during the three months from January to the end of March 2007 against the objectives, actions and performance targets set out in the Department's Service Plan 2006/07.

I would particularly like to draw attention to the following as highlights from the fourth quarter.

- Completion of the development agreement between BFBC and Bracknell Regeneration Partnership for the comprehensive redevelopment and regeneration of Bracknell Town Centre. This is a major milestone in the Council's ambition to support the development of a town fit for the 21st Century and has been achieved following a period of intensive work by both Legal and Property Services, with the Chief Executives office, to achieve this result whilst continuing to manage day to day services and other projects. This provides a formal framework with partners to progress the regeneration of Bracknell Town Centre.
- Completion of many of the work streams for the new Civic Hub and Civic Centre. This quarter has focused on the type of technology required in the new civic hub operation of Customer Services, mail function and facilities management.
- Continuing work by the newly formed Community Cohesion and Engagement working group to take forward both agendas. Continuing work on the process of refreshing the Council's Community Cohesion strategy was undertaken with consultation with each of the themed partnerships. The Council's new Disability Equality Scheme action plan was agreed during the quarter.
- Developed the new Gender Equality Scheme and Action Plan for consultation in early 2007/8
- The implementation of the first phase of the CRM system went live on schedule on 15 September 06. Customer Services Advisors are now using the CRM system to log and record levels of customer contact. On 8 Mar 07, the processes which relate to waste and recycling were added to the CRM system, which means that Sita now also use the system. All these processes are handled end to end within CRM avoiding the need to integrate with any service team system.
- Intensive preparations for the May 2007 elections continue to take place, including arrangements for a Friday rather than Thursday night count, and for the opening of postal votes in the light of new legislation and software.
- The creation of a unified Learning and Development team and a unified transport team on the 1st of October, following preparatory work in previous quarters. Both new units bring together teams from across the Council to work together within Corporate Services. A new structure is now in place and savings will be effected from the economies of scale of the unification.

- Work continues within HR to drive forward a range of staff recruitment and retention initiatives with a current focus on implementing initiatives designed to recruit and retain social worker grades and other professionals with improved annual leave provision being the cornerstone of the strategy. The annual Flexible Benefits scheme for staff enjoyed an 11% increase in take up.
- Work to update and improve the Corporate Intranet with briefing and training of key staff. The design and format of the new system, named 'Boris' (Borough Information System') after a staff vote, has now been agreed in preparation for a May Go Live date.
- The Young Person's website 'Xpresionz' was launched at the BAFTA awards on March 14th. Initial feedback on the website has been very positive.
- Completion of the fact finding and predicting future needs elements of the Corporate ICT Strategy.
- The procurement target for 2006/07 is an additional £115,000 in revenue savings (General Fund). This may not be achieved in full due to delays in extending the use of the existing corporate contract for agency staff together with the slower implementation of contracts for food, photocopying and fixed line telecoms. Significant additional savings have, however, been achieved in other areas, such as building maintenance and wheeled bin purchases
- In line with current best practice the audit plan is for one year with indicative plans for year's two and three. This recognises the lack of flexibility with a traditional five year plan and its inability to respond to changing and emerging risks faced by the Council. The final plan was endorsed by the Overview and Scrutiny Commission on 15 March following extensive consultation with departments and external audit.
- After almost a year's operation of the Nationality Checking Service, the renewal process has now begun to continue to offer the service for a further year. The first year has been far more successful than could have been imagined with applicants coming from as far a field as Aberdeen to use our service and the scheme has generated additional income of more than £10,000 for the Council. The future though is uncertain with more local authorities coming on board to offer the service and with a significant increase in fees payable to the Home Office and with more rigorous language and other tests facing the applicants.
- Recent Socitm survey regarding use of online facilities puts BFBC as number one in the country for the percentage of residents making use of the web etc. Work continues to improve this. To complement online services we have recently (8th March) begun to use an innovative phone based voice recognition payment service hosted by Capita which has been well received. At 31 March 07, there were 151 individual items which could be paid using the Online payment facility. Also from 4 April 06, Penalty Charge Notices (parking fines) was added. Over the period to 31 Mar 07, 451 Penalty Charge Notices were paid via the Online payment facility. Use of the system continues to grow and for the year ending 31 March 07, 26,451 payments were made. (17,426 in 05/6 and 13,724 in 04/5). In addition to the Penalty Charge Notices, the facility has also been used for payment of the brown recycling bins.

- The annual accreditation of ISO9001 in Revenue Services was renewed following the audit held on 6 October 06.
- Legal Lexel re-accreditation was secured following successful inspection in March 2007 with no identified non-compliance.

Alison Sanders

Director of Corporate Services

2. Progress during Previous Quarter

Commentary

The Department's 2006/07 Service Plan contains a range of actions and performance targets based around 8 key objectives. These 8 objectives relate and directly contribute to the Council's Medium Term objectives and the priorities of the Bracknell Forest Sustainable Community Plan.

2006/07 key action points (Corporate Services)	Medium Term Objectives (Bracknell Forest Borough Council)	Sustainable Community Plan Priorities (Bracknell Forest Partnership)
Determine the planning applications for the comprehensive regeneration and redevelopment of the Town Centre	MTO 1: To lead the regeneration of Bracknell to provide a town fit for the 21st century	Developing a Town fit for the 21st Century
Finalise detailed plans and commission architects to design a new Civic Hub, including a new library and arts provision		
Support and sustain the Town Centre by working with partners and others on effective Town Centre management		
Implement the Council's Corporate Community Cohesion Strategy and in particular to ensure compliance with statutory requirements and Council ambitions	MTO 3: To provide a safe framework for developing the Community	Promoting Community Safety
Implement the Council's Corporate Community Engagement Strategy in conjunction with Bracknell Forest Partnership and in particular to work with partners to establish neighbourhood forums	MTO 6: To work with the Voluntary Sector to improve outcomes for vulnerable groups	Improving Community Engagement
Make the best possible use of the Council's financial, staff and information technology resources and its property and land assets	MTO 15: To maintain and enhance quality and extend access to all services	All priorities
Implement a Customer Relationship Management system in order to improve the range and quality of activities that can be completed at the initial point of contact		

Appendices A & B of this report plot the progress that has been made against these 8 objectives during the quarter. The remainder of this section summarises some of the key achievements made.

Maintaining and Enhancing Quality and Extending Access to all Services

One of the department's core priorities is to support the Council's objective of "maintaining and enhancing quality and extending access to all services" (Medium Term Objective 15). The following are some of the key ways in which this objective was progressed during the fourth quarter of 2006/07:

Continuing good performance towards Council Tax and Business Rate collection targets. At the end of the quarter the percentage of the year's Council Tax collected was 97.4%. This is in line with the position at the same point in the previous financial year (97.3%). 99.7% of Business Rates have now been collected, compared with 98.8% at the same point last year.

- The return to high performance levels against Customer Services targets for answering phones within 5 rings seen in the third quarter has continued through to March 07. With over 86% of calls answered within 5 rings and less than 2.5% of calls abandoned.
- The implementation of the first phase of the CRM system went live on schedule on 15 September 06. Because of the additional workload created by ABC enquiries, the daily use of the system went live on 22 Nov 06 as planned some five months earlier. Customer Services Advisors are now using the CRM system to log and record levels of customer contact. This first stage included the initial system set-up, links to the property gazetteer (LLPG), full two-way integration with the Confirm system used for handling highways enquiries and access to a wide range of FAQ's. The CRM system has direct links to specific pages of the web-site to provide timely and consistent responses to customer enquiries. It is therefore vital that service teams across the Council keep the content of the web-site completely up to date at all times.
- On 8 Mar 07, the processes which relate to waste and recycling were added to the CRM system, which means that Sita now also use the system. All these processes are handled end to end within CRM avoiding the need to integrate with any service team system. Further key developments for 07/8 include :
 1. Integration with upgraded telephony system
 2. Customer self-service
 3. System reporting and management information
 4. Processes for grounds maintenance and trees
 5. Remaining processes for environmental issues

System maintenance and administration, reviewing existing processes already "CRM enabled" and adding to the list of frequently asked questions are now day to day tasks.

- The latest budget monitoring report was presented to Corporate Management Team in March and indicated a potential under spend of £0.3m. Significant

levels of overspend had been predicted in earlier budget monitoring reports as a result of continued pressure around demand led services, including Children's and Adults' social services. This led to the development of a two stage in year savings package. The first stage was agreed by the Executive in November (£1.062m) and the second in February (£0.954m). These savings packages have had the desired effect in 2006/07, although the pressures are continuing and have been built into the 2007/08 budget which was agreed by Council on 28 February.

- Consultation on the draft five year risk based strategic audit plan was completed in the second quarter. In line with current best practice the audit plan is for one year with indicative plans for year's two and three. This recognises the lack of flexibility with a traditional five year plan and its inability to respond to changing and emerging risks faced by the Council. The final plan was endorsed by the Overview and Scrutiny Commission on 15 March following extensive consultation with departments and external audit.
- Intensive preparations for the May 2007 elections continue to take place, including arrangements for a Friday rather than Thursday night count, and for the opening of postal votes in the light of new legislation.
- Work on a revised version of the Pay and Workforce Strategy began in the 4th quarter. This is a key document which demonstrates how HR priorities link into departmental and Council wide priorities.
- Continuing work to drive forward a range of staff recruitment and retention initiatives with a current focus on implementing initiatives designed to recruit and retain social workers.
- Work to update and improve the Corporate Intranet with briefing and training of key staff. The design and format of the new system, named 'Boris' (Borough Information System') after a staff vote, has now been agreed in preparation for a May Go Live date
- Ongoing work to complete the review of support services across the Council. The HR, ICT, Finance and Property management functions of every department are being analysed in order to identify gaps and points of overlap in service provision. The Design and Print Service has been fully reviewed.
- The procurement target for 2006/07 is an additional £115,000 in revenue savings (General Fund). This may not be achieved in full due to delays in extending the use of the existing corporate contract for agency staff together with the slower implementation of contracts for food, photocopying and fixed line telecoms. Significant additional savings have, however, been achieved in other areas, such as building maintenance and wheeled bin purchases.
- A draft security policy has been taken to the ICT Steering Group. Once agreed at this level it is scheduled to be taken to CMT on 25th April. This will form the basis of the strategy. BS7799 covers all aspects of security, not just computing. It is anticipated that the security policy will inform the overall strategy. Overall security as an issue to be addressed later in 2007 possibly via Strategic Risk Management Group.
- Three particular projects were planned for 2006/07; implementation of the expenses module, investigation into the potential use of the Agresso punch out facility and an options appraisal for the update of hardware and software

necessary to move to Agresso 5.5. The expenses module was piloted in Corporate Services and subsequently rolled out to the rest of the Council on 2 April. Further punch out developments are dependent upon suitable contracts being in place. In consultation with Agresso, the move to 5.5 is not now likely to take place before 2008 as the early adopters are only just beginning to test the new version.

- In line with current best practice the audit plan is for one year with indicative plans for year's two and three. This recognises the lack of flexibility with a traditional five year plan and its inability to respond to changing and emerging risks faced by the Council. The final plan was endorsed by the Overview and Scrutiny Commission on 15 March following extensive consultation with departments and external audit.
- After almost a year's operation of the Nationality Checking Service, the renewal process has now begun to continue to offer the service for a further year. The first year has been far more successful than could have been imagined with applicants coming from as far a field as Aberdeen to use our service and the scheme has generated additional income of more than £10,000 for the Council. The future though is uncertain with more local authorities coming on board to offer the service and with a significant increase in fees payable to the Home Office and with more rigorous language and other tests facing the applicants.
- Recent Socitm survey regarding use of online facilities puts BFBC as number 1 in the country for the percentage of residents making use of the web etc. Work continues to improve this. To complement online services we have recently (8th March) begun to use an innovative phone based voice recognition payment service hosted by Capita which has been well received. At 31 March 07, there were 151 individual items which could be paid using the Online payment facility. Also from 4 April 06, Penalty Charge Notices (parking fines) was added. Over the period to 31 Mar 07, 451 Penalty Charge Notices were paid via the Online payment facility. Use of the system continues to grow and for the year ending 31 March 07, 26,451 payments were made. (17,426 in 05/6 and 13,724 in 04/5). In addition to the Penalty Charge Notices, the facility has also been used for payment of the brown recycling bins.
- The annual accreditation of ISO9001 in Revenue Services was renewed following the audit held on 6 October 06.
- Legal re-accreditation secured following successful inspection in March 2007 with identified no non-compliance.

Sustainable Community Plan Priorities

Actions progressed by the Corporate Services department over the last quarter have directly contributed to the priorities set out within the Bracknell Forest Sustainable Community Plan in a number of ways as set out below.

Developing a town fit for the 21st century

(This Sustainable Community Plan Priority links to the Council's Medium Term Objective number 1: "To lead the regeneration of Bracknell to provide a town fit for the 21st century".)

- Completion of the development agreement between BFBC and Bracknell Regeneration Partnership for the comprehensive redevelopment and regeneration of Bracknell Town Centre. This is a major milestone in the Council's ambition to support the development of a town fit for the 21st Century and has been achieved following a period of intensive work by both Legal and Property Services, with the Chief Executives office, to achieve this result whilst continuing to manage day to day services and other projects. This provides a formal framework with partners to progress the regeneration of Bracknell Town Centre.
- Completion of many of the work streams for the new Civic Hub and Civic Centre. This quarter has focused on the type of technology required in the new civic hub operation of Customer Services, mail function and facilities management.

Promoting community safety

(This Sustainable Community Plan Priority links to the Council's Medium Term Objective number 3: "To provide a safe framework for developing the Community".)

- It was noted in the previous quarterly report that all of the actions within 'All of Us', the Council's existing Community Cohesion Strategy, are on track with the majority ahead of schedule. Initial consultation with each of the themed partnerships was held during the quarter to review and refresh this strategy to reflect the developing needs of the Borough's communities.
- The Council's new Disability Equality Scheme action plan was agreed during the quarter, and the draft Gender Equality Scheme was developed for consultation.

Improving community engagement

(This Sustainable Community Plan Priority links to the Council's Medium Term Objective number 6: "To work with the Voluntary Sector to improve outcomes for vulnerable groups".)

- Work was undertaken with Partners to look at a review of the Neighbourhood Forums.
- Work was undertaken on implementing the revised Community Register of Consultation and partnership events were attended.

Limited Assurance Audit Reports

The following areas received a limited assurance following audits in the previous quarter: -

- AXIS IT (Cashier's system) - this report is still in the draft stage and has 4 priority one recommendations; two covering access controls, one to address a configuration weakness and one relating to the system's audit trail.
- Operating Systems IT - this follow up audit concluded that one previously identified priority one recommendation concerning the settings on the server was only partially implemented.

All of these audit areas will be revisited during 2007/08.

Investing to Save

It was noted in the previous QOR that all 'Invest to Save' schemes agreed by the Council's Corporate Management Team would be reported through the Corporate Services Quarterly Operations Report. No new bids were approved in the fourth quarter.

To date, £476,000 of the Invest to Save budget has been committed.

Complaints

One complaint was received during the quarter which was a query regarding suitability of drivers used for home to school transport.

3. Staffing

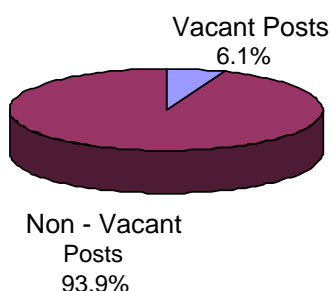
3.1 Detailed information on staffing issues, including staff turnover, vacancies and sickness levels etc

STAFFING LEVELS AS AT 31st March 2007.

(Table A)

	Establishment Posts	Staffing Full Time	Staffing Part Time	Total Posts FTE	Vacant Posts	Vacancy Rate
Directorate	2	2	0	2	0	0
Democratic & Support Services	30	17	13	25.93	2	6.25
Finance	48	32	16	42.7	4	7.69
Legal Services	15	11	4	13.59	0	0
HR & OD	28	23	5	25.81	0	0
ICT Services	42	41	1	41.43	3	6.67
Property	35	28	7	32.34	4	10.26
Customer Services	45	31	14	40.28	3	6.25
Department Totals	245	185	60	224.08	16	6.13

Corporate Services Vacancy Rate



Comments

The overall vacancy rate for the department is 6.1%. This is higher than the rate from the previous quarter (3.1%) and also higher than the rate for the corresponding quarter within the previous financial year (4.4%). At the end of the quarter there were 16 vacant posts within the department. Staffing vacancies have been managed at a high level in order to deliver agreed budget savings. This has caused problems in delivery of some services and objectives.

3.2 Staff Turnover

For the quarter ending	31 March 2007	2.47%
For the year ending	31 March 2007	13.99%

2005/6 turnover for the Council: 13.6% (excluding schools)

2004/5 average turnover for local authorities in the South East, 15.6% (excluding schools)

Source: People Skills Scoreboard

Comments

The staff turnover rate within Corporate Services for the quarter ending 31 March 2007 was 2.47%. The annual turnover rate for Corporate Services as at the end of the quarter was 13.99%. This is slightly higher than the overall turnover rate for the Council during 2005/06 but lower than the 2004/05 local authority average for the South East.

3.3 Sickness Absence

	ALL EMPLOYEES, AVERAGE DAYS SICKNESS ABSENCE PER FTE
Bracknell Forest Borough Council 06/07	7.04 days
Employers Organisation for the South East 04/05 (Larger authorities)	10.5 days

3.4 Staff Sickness

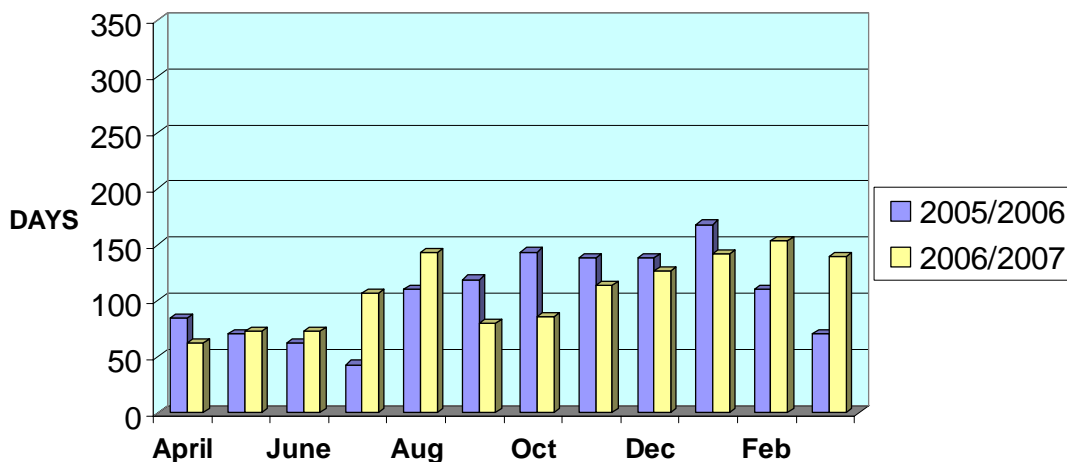
(January - March 2007)

(Table B)

Section	Total staff FTE	Number of days sickness	Average per employee (FTE)	Projected annual average per employee (FTE)
Director	2	0	0	5.75
Customer Services	40.28	77	1.91	5.60
Democratic Services	25.93	43.5	1.68	4.36
Finance	42.70	78.5	1.84	5.77
HR & OD	25.81	5.5	0.21	3.45
ICT Services	41.43	107	2.58	5.83
Legal	13.59	40.5	2.98	7.58
Property Services	32.34	82.5	2.55	8.53
Department Totals	224.08	434.5	1.94	5.83

Comments:

CORPORATE SERVICES
Sickness monitoring including Long Term Sickness



The number of staff days lost to sickness during the fourth quarter of 2006/07 (including long term sickness) was 434.5. This is 102.5 days higher than the figure from the previous quarter (332 days). It is also higher than the figure from the

corresponding quarter in the previous financial year excluding BFS data (350.5 days). At the end of the quarter, the projected annual average number of sick days per FTE within Corporate Services is 5.83 days, which is lower than the Council average for 06/07.

4. Budget

4.1 Revenue

The current approved cash budget is £16.224M and the current projected outturn is £15.872. A net underspend of £0.352M is currently being reported, £0.033M less than reported in the QOR3. The significant variances are analysed as follows:

Corporate Services reported additional income within Registration of Births Deaths and Marriages (-£0.021M) and a reduction in the forecast staff costs to support work on the Town Centre Redevelopment (-£0.042M). An underspend was identified within the Unified Training Unit (-£0.022M) which will offset the forecast pressures within ECSL and SSH Departments due to the division of the budgets.

These savings were offset by a forecast pressure from the Smart Connect Project (£0.070M) due to lower external income being generated than budgeted and lower internal income generated in the Print Room (£0.050M).

The £0.025M decrease in the Department's current approved cash budget during the period is due to the transfer of a £0.025M budget saving target to the Unified Training Unit from Non Committee.

4.2 Capital

Details of the Department's capital programme are reported in Appendix C. The overall programme for the year is £1.853M and expenditure to date represents 52% of the budget with a further 6% committed.

The overspend identified on the Customer Contact Initiative scheme is funded by an underspend in Environment and Leisure capital monitoring.

5. Forward Look

Commentary

The following summarises some of the key challenges facing the department in the first quarter in 2007/08:

- Continuing to support the town centre regeneration project, particularly with regards to Legal and property management. The Legal Section will be working closely with the Council's consultant external lawyers, Berwin Leighton Paisner in connection with the making of a Compulsory Purchase Order. It is also anticipated that legal support will be required in connection with a further application for planning permission to promote the re-development
- Progressing the development of the Council's plans for the design of the new civic hub and the operational requirements of the future civic centre, including finalisation of plans for the new democratic offer/suite in the Civic Hub following consultation with Members.
- Taking forward the Council's community engagement and community cohesion strategies, and strengthening the links between the two agendas. Implementing a corporate Disability Equality Scheme is a priority for the department whilst refreshing and republishing the community cohesion strategy and consulting on a new Gender Equality Scheme will be a key focus.
- Continuing to implement the new Customer Contact Strategy, in particular the next phases of the Council's customer relationship management system. The department will continue to develop the system in line with the stages identified by the CRM project board.
- Supporting the Council in its work on the 'Your Homes – Your Choice' project following the ballot, particularly in relation to the key role which Corporate Services will play in the transfer of the Council's housing stock and the disaggregation of Bracknell Forest Homes from the Council
- Achieving revenue savings by delivering a series of procurement contracts.
- Monitoring and managing the Council's budget in order to deliver the medium term financial strategy and identifying the risks and financial issues around major Council projects (e.g. Town Centre Redevelopment, Waste PFI and Your Homes project).
- Implementing the Council's Pay and Workforce Strategy.
- Consulting on a three year ICT strategy.
- Continuing 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.
- Finalising and delivering the Council's risk based strategic audit plan.

- 'Boris', the Intranet, will be launched at the beginning of May.
- Reviewing the Code of Conduct for Members in light of amendments to the statutory model code once published and implementing the provisions of the Electoral Administration Bill and Regulations once enacted.
- Supporting the Council's programme of neighbourhood forums and action groups and linking this where appropriate with planning for the Council's local democracy week activities.
- Further implementation of the recommendations from the Best Value Review of Transport. Management of the newly established unified transport function and taking forward transport procurement strategies in order to make savings will continue to be key strands of this project.
- Completing a support services review with Council departments. The review has examined the ICT, finance, Human Resources and Property management services in each area.
- Access audit to be carried out to ensure resources are directed towards properties most in need of access improvement, as part of our ongoing commitment to improve building access for the disabled.
- Rolling out a new approach to Fire Risk Assessments, Legionella Testing and Asbestos Surveys to ensure resources target most vulnerable properties.
- Managing all Maintenance and Construction programmes.
- Preparing land disposals as part of the Council's Disinvestment Strategy, provided the mitigation measures required to protect the Special Protection Areas are agreed by all parties.
- The Council's Constitution was adopted in 2001 in accordance with the requirements of the Local Government Act 2000. The Constitution has generally served the Council well but it is appropriate that it should now be the subject of a thorough review; that review will include (inter alia) re-visiting the Codes of Conduct for both employees and Members. In connection with the Code of Conduct for Members it is anticipated that the government will shortly be issuing a new model Code which will entail both the Borough and Parish/Town Councils having to adopt new Codes. It will be essential to provide training on the new Codes to both sets of Members.
- Recruitment to Senior Democratic Services (Members and Information) post.
- Anonymous registration is being brought into force in June 2007, in time for the annual canvass in the autumn.
- Intensive final preparations for the May 2007 elections including the appointment of adequate levels of staff and effective management of the postal vote process in the light of legislative changes.
- In addition the Election Team will be required to deliver another election in June for the Bullbrook Ward of Bracknell Town Council as a result of the death of one of the candidates.

- Providing timely election information on the Council's web pages including the names of candidates alphabetically by ward for the whole borough; and the election results.
- Delivery of the agreed Member Induction Programme.
- Development of a work programme to ensure the effective delivery of the Members' Charter for Learning and Development.
- Finalisation of the Members' IT Upgrade Project.
- The main focus for Finance during the first quarter of 2007/08 will be the closure of the 2006/07 accounts. This is a significant task which requires input from all directorates to achieve the end of June statutory deadline. The intention is to present the Statement of Accounts to the Final Accounts Committee for approval on 26 June.
- The Council has recently been notified by the Audit Commission that its external auditor will change from KPMG to District Audit for the purposes of the 2007/08 accounts. 2007 will, therefore, be a year of transition. Discussions will take place with District Audit to understand their future requirements and ensure the transfer of responsibility is as seamless as possible.
- Two important posts are currently vacant within Finance - Head of Procurement (where the existing incumbent has been seconded to the Berkshire Procurement and Shared Services Unit for two years) and the Head of Audit and Risk Management (previously filled by an interim on a part time basis). The aim is to fill these two positions within the first quarter of 2007/08.
- CMT has agreed the new structure for the Learning & Development team; this period will see the recruitment of new staff into vacant posts and the consolidation of the recently streamlined administration processes.
- After an extensive tendering exercise, a new Occupational Health contractor has been appointed; the transfer of function from the previous supplier to the new one will take place in the first quarter of the financial year.
- The HR section will be developing a new No Smoking policy to ensure it is able to conform with the new legislative requirements coming into effect on 1 July 2007; this will ensure the Council complies with its statutory obligations to provide a smoke free environment for its employees.
- The timetable for the Council's Employee appraisal scheme will begin in the next quarter; the Training and Development team will continue to monitor and provide support for the scheme.
- Further key CRM developments for 07/8 include :
 1. Integration with upgraded telephony system
 2. Customer self-service
 3. System reporting and management information
 4. Processes for grounds maintenance and trees

5. Remaining processes for environmental issues

System maintenance and administration, reviewing existing processes already “CRM enabled” and adding to the list of frequently asked questions are now day to day tasks.

Appendix A – Progress towards Objectives

(Refers to Section 2 of the original Service Plan)

Sustainable Community Plan Priority

Developing a Town fit for the 21st century

Medium Term Objective

1. To lead the regeneration of Bracknell to provide a town fit for the 21st century

Action Points & Key Objectives for 2006/07

- 1: Determine the planning applications for the comprehensive regeneration and redevelopment of the Town Centre
2. Finalise detailed plans and commission architects to design a new Civic Hub, including a new library and arts provision
3. Support and sustain the Town Centre by working with partners and others on effective Town Centre management

Appendix A – Progress towards Objectives

ACTION	BY WHEN	PROGRESS TO DATE
Action 1.1 Draft and complete Section 106 agreement	30 June 06	Agreement completed on the 19 th of December 2006.
Action: 1.2 Assist with Compulsory Purchase Acquisitions.	Ongoing	Council resolution made to support use of Compulsory Purchase Order (CPO) powers July 2006 (ultimate decision rests with Executive Member). Land referencing work in connection with interests to be acquired by CPO almost complete. Decision to be made by Executive Member to authorise use of CPO powers awaiting indemnity for Council from developer to be contained in Development Agreement
Action 2.1 Complete the Development Agreement	Ongoing	Development Agreement signed 3 rd April 2007
Action 2.2 Meet the project deadlines for the provision of a new Civic Hub and provide all necessary support, advice and guidance	Per agreed timetable	All work streams currently on schedule.
Action 3.1: Promote and manage Bracknell town centre prior to redevelopment including the following events:- French Market, Garden Centre event, Bracknell Flowers, Malaysian event, Street Life and Christmas Lights.	31 December 06	2007/08 Events planned and progressing satisfactorily

Appendix A – Progress towards Objectives

Sustainable Community Plan Priority

Promoting Community Safety

Medium Term Objective

3. To provide a safe framework for developing the Community

Action Points & Key Objectives for 2006/07

1. Implement the Council's Corporate Community Cohesion Strategy and in particular to ensure compliance with statutory requirements and Council ambitions

ACTION	BY WHEN	PROGRESS TO DATE
Action 1.1 Complete the department's 16 actions from the 72 Key Tasks included in the 'All of Us' Strategy.	31 March 07	Actions all on schedule for completion.
Action 1.2 Continue with Equality Impact Assessments on all existing policies	Ongoing	All current HR and other policies completed.
Action 1.3 Complete Equality Impact Assessments on all new policies initiated in Corporate Services & Resources prior to approval and implementation	Ongoing	Equality Impact Assessments are now undertaken as a matter of course with regards to new organisational policies.

Appendix A – Progress towards Objectives

Sustainable Community Plan Priority

Improving Community Engagement

Medium Term Objective

6. To work with the Voluntary Sector to improve outcomes for vulnerable groups

Action Points & Key Objectives for 2006/07

1. Implement the Council’s Corporate Community Engagement Strategy in conjunction with Bracknell Forest Partnership and in particular to work with partners to establish neighbourhood forums

ACTION	BY WHEN	PROGRESS TO DATE
<p>Action: 1.1 Support the Assistant Chief Executive with the delivery of the following activities:</p> <ul style="list-style-type: none"> - Run ‘BF1500 – the Residents’ Panel for Bracknell Forest’ and carry out 4 surveys with additional surveys and focus groups as necessary. - Work with Thames Valley Police to complete the first pilot phase of 5 Neighbourhood Action Groups and support the roll out of a further 9 Groups - Develop a Council ‘Have Your Say’ micro-site including a community engagement handbook and a community register of consultation (CROC) 	<p>31 March 07</p>	<p>The results from the Health Survey were compiled and circulated during the second quarter and the budget telephone consultation was carried out in December. Telephone survey of BF1500 carried out during December as part of consultation on Disability Equality Scheme.</p> <p>All 14 groups met within the third quarter, completing the third round of the groups.</p> <p>The Community Register of Consultation web pages are now online, allowing any local organisation or individual to submit details of their consultation via a web form.</p>

Appendix A – Progress towards Objectives

Sustainable Community Plan Priority

All priorities

Medium Term Objective

15. To maintain and enhance quality and extend access to all services

Action Points & Key Objectives for 2006/07

1. Make the best possible use of the Council's financial, staff and information technology resources and its property and land assets
2. Implement a Customer Resource Management system in order to improve the range and quality of activities that can be completed at the initial point of contact

ACTION	BY WHEN	PROGRESS TO DATE
Action: 1.1 To maximise benefits to the Council of efficient and effective collection of Council Tax (BVPI9) and Business Rates (BVPI10)	31 March 07	At 31 Mar 07, the percentage of the current year's council tax collected was 97.4% (97.3% in 05/06) Business rates collection was 99.7% (98.8% in 05/06)
Action: 1.2 Implement corporate contracts to achieve the procurement savings identified in the budget strategy	31 March 07	The procurement target for 2006/07 is an additional £115,000 in revenue savings (General Fund). This may not be achieved in full due to delays in extending the use of the existing corporate contract for agency staff together with the slower implementation of contracts for food, photocopying and fixed line telecoms. Significant additional savings have, however, been achieved in other areas, such as building maintenance and wheeled bin purchases.

Appendix A – Progress towards Objectives

ACTION	BY WHEN	PROGRESS TO DATE
<p>Action 1.3 Monitoring and delivering the medium term financial plan with particular emphasis on delivery of the 2006/07 budget through regular and robust monitoring and preparations for the 2007/08 budget.</p>	<p>31 March 07</p>	<p>The latest budget monitoring report was presented to Corporate Management Team in March and indicated a potential underspend of £0.3m. Significant levels of overspend had been predicted in earlier budget monitoring reports as a result of continued pressure around demand led services, including Children's and Adults' social services. This led to the development of a two stage in year savings package. The first stage was agreed by the Executive in November (£1.062m) and the second in February (£0.954m). These savings packages have had the desired effect in 2006/07, although the pressures are continuing and have been built into the 2007/08 budget which was agreed by Council on 28 February.</p>
<p>Action 1.4 Identifying the risks and financial issues associated with major projects and their impact on the Council's long term financial position (e.g. Town Centre Redevelopment, Renaissance, Waste PFI and Your Homes project)</p>	<p>Ongoing</p>	<p>The financial risks associated with these schemes are monitored and reported with the regular budget monitoring reports. Where additional reports are brought forward on these subjects the financial risks are highlighted in these reports. The budget report presented to the Executive in February updated Members on the impact of these issues on the Council's financial position.</p>
<p>1.5 Review Pay and Workforce Strategy</p>	<p>31 March 07</p>	<p>Strategy in the process of review. Report due to go to Employment Committee 22 May 2007</p>
<p>1.6 Commence delivery of Workforce Development Plan Version II</p>	<p>31 March 07</p>	<p>The Workforce Development Plan has been amalgamated with the Pay and Workforce Strategy and is subject to further review.</p>

Appendix A – Progress towards Objectives

ACTION	BY WHEN	PROGRESS TO DATE
1.7 Complete a review of the impact of the Council's approach to recruitment and retention	31 March 07	A major report on Social Worker Recruitment and Retention was taken to the Employment Committee in March 2007 and improved annual leave provision implemented.
1.8 Development of a comprehensive BS7799 Computer Security Strategy	31 March 07	A draft security policy has been taken to the ICT Steering Group. Once agreed at this level it is scheduled to be taken to CMT on 25th April. This will form the basis of the strategy. BS7799 covers all aspects of security, not just computing. It is anticipated that the security policy will inform the overall strategy. Overall security as an issue to addressed later in 2007 possibly via Strategic Risk Management Group
1.9 Develop, consult on and acquire approval for the three year ICT strategy.	30 June 06	This document is currently in draft and is scheduled to be taken to CMT on 25 th April as a draft. The final document will then be presented to he new Executive. It will cover the period 2007-2012.
1.10 To identify and review all sites with potential for development or disposal within the framework of the Council's capital disinvestment strategy.	31 March 07	Emphasis being placed upon looking at sites which could be disposed within the next 12 months
1.11 Complete maintenance and construction to programmes agreed with client departments	31 March 07	Building Surveyors/Client Departments have regular meetings to monitor progress against targets

Appendix A – Progress towards Objectives

ACTION	BY WHEN	PROGRESS TO DATE
1.12 Ensure the delivery of an effective risk management process	Ongoing	<p>A Risk Management Strategy was agreed by the Executive in September. This included a number of important recommendations that have either been implemented or are due to be implemented shortly:</p> <ul style="list-style-type: none"> • Review of corporate risk register – currently being developed by the Strategic Risk Management Group for approval by the new Council • Risk management training – programme drafted for implementation following local elections • Revised report template addressing strategic risks – now used in all decision reports • Integration within Council's service planning and performance management framework – 2007/08 service plans to include risk assessments
1.13 Develop the functionality of the Agresso financial system	March 07	<p>Three particular projects were planned for 2006/07; implementation of the expenses module, investigation into the potential use of the Agresso punch out facility and an options appraisal for the update of hardware and software necessary to move to Agresso 5.5. The expenses module was piloted in Corporate Services and subsequently rolled out to the rest of the Council on 2 April. Further punch out developments are dependent upon suitable contracts being in place. In consultation with Agresso, the move to 5.5 is not now likely to take place before 2008 as the early adopters are only just beginning to test the new version.</p>

Appendix A – Progress towards Objectives

ACTION	BY WHEN	PROGRESS TO DATE
1.14 Provide framework and support to Departments to improve manual processes associated with the Council's financial systems	31 March 07	Resources have been identified and trained to provide support to departments to re-evaluate their manual processes. Support will be updated and refined as further versions of Agresso are released and in response to the outcomes of the review of support services led by the Director of Corporate Services.
1.15 Develop a five year risk based strategic audit plan	31 December 06	In line with current best practice the audit plan is for one year with indicative plans for year's two and three. This recognises the lack of flexibility with a traditional five year plan and its inability to respond to changing and emerging risks faced by the Council. The final plan was endorsed by the Overview and Scrutiny Commission on 15 March following extensive consultation with departments and external audit.
1.16 Absence module implemented for all schools based staff	31 March 07	Completed.
1.17 Provide access to managers to view staff related data including use of "Yourself"	June 06	Limited access now in place. Further modules being developed.
1.18 Provide online access to managers to view training course details	Oct 06	Ongoing.
1.19 Update and improve the corporate intranet	31 Jan 07	Corporate intranet is due to go live at the beginning of May. Currently the relevant staff are being trained in the use of the editing facilities and plain English.
1.20 Ensure organisation has plans in place to deliver Government connect targets	31 March 07	The authority has signed an agreement of intent and provided basic information in preparation for the delivery of something of substance.

Appendix A – Progress towards Objectives

ACTION	BY WHEN	PROGRESS TO DATE
1.21 Develop and implement infrastructure and support services to deliver mobile working initiatives	31 March 07	Assigned to a project manager. Initial piece of work provided to SS&H by Intel. Will be a stream of work in ICT Strategy. Some pilot work has begun with directors and one or two field staff. Work around integration with GroupWise near completion.
1.22 Review the Code of Conduct for members in light of amendments to the Statutory Model Code	After issue of Statutory Model Code	The Government tabled a revised Model Code at the beginning of April 2007. The Standards Committee will consider the revised Code at its first meeting after the Annual Meeting and recommend it to Council. The Council will have until November 2007 to adopt it.
1.23 To advise on new legislation and review Council's procedures in the light of experience following implementation of recent legislation (Gaming Act, Licensing Act, Freedom of Information Act and Public Procurement Regulations)	Ongoing	Ongoing.
1.24 Introduce a Nationality Checking Service	30 April 06	After almost a year's operation, the renewal process has now begun to continue to offer the service for a further year. The first year has been far more successful than could have been imagined with applicants coming from as far a field as Aberdeen to use our service and the scheme has generated additional income of more than £10,000 for the Council. The future though is uncertain with more local authorities coming on board to offer the service and with a significant increase in fees payable to the Home Office and with more rigorous language and other tests facing the applicants.

Appendix A – Progress towards Objectives

ACTION	BY WHEN	PROGRESS TO DATE
1.25 Implement the provisions of the Electoral Administration Bill and Regulations (when enacted)	In accordance with coming in to force of legislation	<p>The combined Borough and Parish/Town Council elections on 3 May 2007 are being conducted in accordance with the provisions of the new legislation, which affect almost every part of the election process from candidature through to voting practices.</p> <p>Later in the year, a review of Polling Districts and Polling Places will be undertaken before the end of year deadline.</p> <p>Anonymous registration is being brought into force in June 2007, in time for the annual canvass in the autumn.</p> <p>Provisions yet to be brought into force include –</p> <ul style="list-style-type: none"> • those relating to CORE (Co-ordinated On-line Register of Electors); and • provision of signatures in polling stations
1.26 Provide legal support in connection with the formation and adoption of the Local Development Framework	Ongoing	Legal advice in connection with preparation of Local Development Framework has continued throughout. Public examination into Core Strategy to commence June 2007.
1.27 Achieve accreditation for the SE Employers Charter for Member Development	30 April 06	This was completed on target with the Charter being officially presented to the Council on 25 October 2006.

Appendix A – Progress towards Objectives

ACTION	BY WHEN	PROGRESS TO DATE
1.28 Members' information needs are met through regular bulletins, briefings and development opportunities	Ongoing	Members were contacted individually to arrange PDP appointments although take up was slow. Work to identify Members' learning needs will be undertaken following the election and the induction of new Members. Work continues on improving Members' internet pages.
1.29 The Council increases engagement in and awareness of democratic processes among members of the public, including young people and harder to reach groups e.g. through Local Democracy Week Activities and neighbourhood forums.	Ongoing	<p>A programme of Local Democracy Week activities was offered to schools and included a competition to encourage young people to use the web-based democracy games.</p> <p>A page has been established on the website to pull together information on engagement activities within the community that people can get involved in.</p> <p>Work continues to create and deliver a programme of Neighbourhood Forums and Neighbourhood Action Groups during 2007/2008.</p>
1.30 To complete the implementation of the modern.gov governance management system and to maximise its potential for information management, efficiencies and access to information for members, officers and the public, ensuring that all members have the opportunity to make full use of their personal web pages.	30 June 06	<p>The implementation of modern.gov executive work programme and decision making has been completed.</p> <p>The introduction of email alerts in respect of the publication of agendas, minutes and reports has seen a significant reduction in print costs.</p> <p>Members also receive e-mail alerts rather than hard copies of agenda papers.</p>

Appendix A – Progress towards Objectives

ACTION	BY WHEN	PROGRESS TO DATE
1.31 To make preparations for the 2007 elections, including preparation of a comprehensive induction programme for members and further developing the revised Members handbook.	31 March 07	<p>Intensive preparations for the May 2007 elections continue to take place, including arrangements for a Friday rather than Thursday night count, and for the opening of postal votes in the light of new legislation.</p> <p>The Member Induction Programme has been agreed and work to finalise the new Members' Handbook is almost completed.</p>
1.32 To prepare the organisation for the introduction of the Post Office's new 'pricing in proportion' regime from August 2006, through an appropriate communications strategy.	31 July 06	The implementation of the communications strategy on PiP developed during 2005/2006 has been completed.
1.33 Answer all telephone calls within agreed corporate standards	Ongoing	<p>The target for answering incoming telephone calls is 80% answered within 5 rings.</p> <p>At 31 Mar 07, 72% of calls were answered within the target. Performance dipped in the period June to November 06 due to the number of customer enquiries about ABC, when over 20,000 additional calls were handled by Customer Services.</p> <p>Publicity about the new recycling and bin collection arrangements began in earnest in the middle of June. Most of the enquiries handled by Customer Services have involved explaining the reasons behind the ABC and the logging of a request for a blue bin, brown bin or extra kerbside boxes.</p> <p>A call filtering system was introduced between September and November to place calls specifically about ABC in one queue and all other calls in another. To help cope with customer enquiries additional temporary staff were employed for two months around</p>

Appendix A – Progress towards Objectives

ACTION	BY WHEN	PROGRESS TO DATE
		<p>the go-live of ABC on 2 Oct 06.</p> <p>The overall impact of these calls was that customers ringing 352000 were usually placed in a queue waiting to be answered. The usual average call waiting time of around 10 seconds has extended to 27 seconds on average over the 12 months.</p> <p>December 06 saw the return to manageable levels, with the ABC related calls now just part of an average day. Calls answered in the months between December 06 and Mar 07 exceeded the target, with over 86% answered in 5 rings and an abandonment rate of less than 2.5%. Over these four months, the average call waiting time was 13 seconds.</p>
1.34 Resolve all enquiries, whether by telephone, email or in person, at the first point of contact within agreed corporate standards	Ongoing	The target for answering customer enquiries at the first point of contact is 80%, and this is being consistently achieved.

Appendix A – Progress towards Objectives

ACTION	BY WHEN	PROGRESS TO DATE
<p>1.35 Increase the number of items, which may be paid by the Online Payments facility and the use of Online Payments</p>	<p>Ongoing</p>	<p>Recent Socitm survey regarding use of online facilities puts BFBC as number 1 in the country for the percentage of residents making use of the web etc. Work continues to improve this. To complement online services we have recently (8th March) begun to use an innovative phone based voice recognition payment service hosted by Capita which has been well received.</p> <p>At 31 March 07, there were 151 individual items which could be paid using the Online payment facility. Also from 4 April 06, Penalty Charge Notices (parking fines) was added. Over the period to 31 Mar 07, 451 Penalty Charge Notices were paid via the Online payment facility.</p> <p>Use of the system continues to grow and for the year ending 31 March 07, 26,451 payments were made. (17,426 in 05/6 and 13,724 in 04/5). In addition to the Penalty Charge Notices, the facility has also been used for payment of the brown recycling bins.</p>
<p>1.36 Adopt, monitor and review the Corporate Service Standards and Corporate Customer Care Standards.</p>	<p>Ongoing</p>	<p>The corporate service standards are monitored by the relevant service team.</p> <p>A cross-departmental group had been established to monitor and review the customer care standards, which were published on the intranet in December 06. In view of other current initiatives involving reputation management and standards, the role of this particular group has been reviewed. In future the newly formed Customer and Communication Group, chaired by Louise Jones will deal with these standards.</p>

Appendix A – Progress towards Objectives

ACTION	BY WHEN	PROGRESS TO DATE
1.37 Retain ISO9001 in Revenue Services, Building Group and Facilities	30 Sept 06	<p>The annual accreditation of ISO9001 in Revenue Services was renewed following the audit held on 6 October 06.</p> <p>Regular meetings (every 3 weeks) held with Building Surveyors to review and monitor progress</p>
1.38 Achieve IIP within Corporate Services	1 October 06	Achieved.
1.39 Retain Lexcel in Legal Services	31 March 07	Legal re-accreditation secured following successful inspection in March 2007 with identified no non-compliance.
<p>1.40 Implement key recommendations arising from Best Value Review of Transport</p> <ul style="list-style-type: none"> • Complete feasibility study into the establishment of a Central Transport Unit • Implement corporate contracts for taxi, minibus and coach services, including home to school transport • Implement Corporate contracts for vehicle purchase and leasing 	<p>31 August 06</p> <p>31 March 07</p> <p>31 Dec 06</p>	<p>Feasibility study agreed by Corporate Management Team and endorsed by Executive Member. Central transport Unit established in October.</p> <p>Tenders have been returned and are currently being evaluated. Contracts due to commence in September 2007.</p> <p>Arrangements to piggy-back existing framework agreements for the purchase of vehicles now in place. Savings of 8% compared to previous arrangements realised.</p>

Appendix A – Progress towards Objectives

ACTION	BY WHEN	PROGRESS TO DATE
<p>Action: 2.1 Complete Phase 1 of the Corporate Customer Relationship Management (CRM) system</p>	<p>30 Sept 06</p>	<p>The implementation of the first phase of the CRM system went live on schedule on 15 September 06. Because of the additional workload created by ABC enquiries, the daily use of the system went live on 22 Nov 06 as planned some five months earlier</p> <p>Customer Services Advisors are now using the CRM system to log and record levels of customer contact.</p> <p>This first stage included the initial system set-up, links to the property gazetteer (LLPG), full two-way integration with the Confirm system used for handling highways enquiries and access to a wide range of FAQ's.</p> <p>The CRM system has direct links to specific pages of the web-site to provide timely and consistent responses to customer enquiries. It is therefore vital that service teams across the Council keep the content of the web-site completely up to date at all times.</p>

Appendix A – Progress towards Objectives

ACTION	BY WHEN	PROGRESS TO DATE
<p>Action: 2.2 Prepare, consult on, and seek approval for Phase 2 of the Customer Relationship Management (CRM) system.</p>	<p>Oct 06</p>	<p>The work programme for 07/8 was endorsed by CMT in Jan 07.</p> <p>On 8 Mar 07, the processes which relate to waste and recycling were added to the CRM system, which means that Sita now also use the system. All these processes are handled end to end within CRM avoiding the need to integrate with any service team system.</p> <p>Further key developments for 07/8 include :</p> <ul style="list-style-type: none"> • Integration with upgraded telephony system • Customer self-service • System reporting and management information • Processes for grounds maintenance and trees • Remaining processes for environmental issues <p>System maintenance and administration, reviewing existing processes already “CRM enabled” and adding to the list of frequently asked questions are now day to day tasks.</p>

Appendix A – Progress towards Objectives

ACTION	BY WHEN	PROGRESS TO DATE
<p>Action: 2.3 To work with service teams across the organisation in order to increase potential for enquiries to be completed at initial point of contact.</p>	<p>Ongoing</p>	<p>The development of processes included in the CRM system have had an element of business process re-engineering, as part of the consultation with service teams in Environment. The re-engineering aims to smooth processes and for Customer Services to deliver more of the process at the first point of contact.</p> <p>The CRM work programme includes developments which are corporate-wide, as highlighted in 2.2 above.</p> <p>It has been established and accepted that until the new Civic Offices are available, Customer Services are restrained by physical space, so are currently only able to take on additional low volume enquiries or those which last for a short time only.</p> <p>For example, Customer Services played a huge part in the success of ABC, taking over 20,000 phone calls in the period June to November 06. Please refer to point 1.33 above.</p>

Appendix B - Performance Indicators

(Highlighted indicator references show those indicators that are included in the quarterly Corporate Performance Overview Report)

Performance	Indicator Reference	Performance Indicator	Performance to date	Target for 2006/07	Comments
MTO 3: Provide a safe framework for developing the Community					
Quarterly Indicators					
●	BFPI 015	Number of Equality Impact Assessments completed	100%	All applicable functional EIAs completed plus all outstanding departmental policies	All complete.
●	BFPI 170	The number of racial incidents reported by the department using the BVPI 174 definition	0 (0)	0	Data collected annually . This is the departmental contribution to BVPI 174. This year's departmental outturn = 0 Last year's departmental outturn = 0
n/a	BFPI 175	The number of racial incidents reported by the department using the BVPI 174 definition, that resulted in further action by the department	n/a (n/a)	0	Data collected annually . This is the departmental contribution to BVPI 175. This year's departmental outturn is

Key :

41

Overall level of performance	● = good performance/ low risk	● = satisfactory performance/ medium risk	○ = poor performance / high risk
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Appendix B - Performance Indicators

Performance	Indicator Reference	Performance Indicator	Performance to date	Target for 2006/07	Comments
					'n/a' as the figure for BVPI 170 was zero. Last year's departmental outturn was 'n/a' as the figure for BFPI 170 was zero.
Annual Indicators					
n/a	BV156	The percentage of authority buildings open to the public in which all public areas are suitable for and accessible to disabled people.	n/a (28.50%)	34.60%	Data collected annually. New Survey work has been requested so that accurate figures can be reported Last year's outturn = 28.50%.
●	CC01	Percentage of people who feel that their local area is a place where people from different backgrounds can get on well together	54.13% (n/a)	n/a	Data collected every three years . This figure is higher than it was in 2003 (51.4%). The Local Public Service Agreement Target for 2009/10 for this figure is 57.6%.
MTO 15: Maintain and enhance quality and extend access to all services					
Quarterly Indicators					

Key :

42

Overall level of performance	● = good performance/ low risk	● = satisfactory performance/ medium risk	○ = poor performance / high risk
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Appendix B - Performance Indicators

Performance	Indicator Reference	Performance Indicator	Performance to date	Target for 2006/07	Comments
○	BV 8	The percentage of invoices for commercial goods and services over the financial year paid by the authority within 30 days of receipt or within agreed payment terms.	93.1% [93.3%]	95.5%	Data collected quarterly . This quarter's figure = 93.1% Last quarter's figure = 93.3% Similar performance to previous quarters. Slowest paying service areas continue to be reminded of the need to send invoices promptly to Accounts Payable for registration.
●	BV 9	The percentage of council tax collected by the Authority in the financial year.	97.4% (85.1%)	97.40%	Data collected quarterly . Figure at the end of this quarter = 97.4% Figure at the end of last quarter = 85.1% Figure at the end of the same quarter in the previous financial year = 97.3%
●	BV 10	The percentage of non-domestic rates due for the financial year which were received by the authority.	99.7% (91.1%)	99.1%	Data collected quarterly . Figure at the end of this quarter =

Key :

43

Overall level of performance	● = good performance/ low risk	○ = satisfactory performance/ medium risk	○ = poor performance / high risk
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Appendix B - Performance Indicators

Performance	Indicator Reference	Performance Indicator	Performance to date	Target for 2006/07	Comments
					99.7% Figure at the end of last quarter = 91.1% Figure at the end of the same quarter in the previous financial year = 98.8%
●	BV 157	The number of types of interactions that are enabled for electronic delivery as a percentage of the types of interactions that are legally permissible for electronic delivery over the financial year.	100% (100%)	100%	Data collected quarterly . This quarter's figure = 100% Last quarter's figure = 100% The Council's 100% target was met and reported to ODPM as was on 7th April 2006.
○	BFPI 080	Telephone calls answered within 5 rings	72% (67%)	80%	Data collected quarterly . This quarter's figure = 72% Last quarter's figure = 67% Please refer to 1.33 above for explanation.

Key :

44

Overall level of performance	● = good performance/ low risk	○ = satisfactory performance/ medium risk	○ = poor performance / high risk
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Appendix B - Performance Indicators

Performance	Indicator Reference	Performance Indicator	Performance to date	Target for 2006/07	Comments
●	BFPI 085	Enquiries resolved at first point of contact, whether by telephone, reception or email	90%+ (90%+)	80%	Data collected quarterly . This quarter's figure = 90%+ Last quarter's figure = 90%+
Annual Indicators					
●	BV11 (a)	The percentage of the top paid 5% of local authority staff who are women at 31 March.	33.38% (provisional) (34.29%)	35%	Data collected annually . Provisional (un-audited) data for 2006/07 is 33.38%, marginally lower than last year. Last year's outturn = 34.29%.
●	BV11 (b) (Amended 05/06)	The percentage of the top paid 5% local authority staff who are from an ethnic minority at 31 March	5.44% (provisional) (7.18%)	7%	Data collected annually . Provisional (un-audited) data for 2006/07 is 5.44%, significant reduction from last year. Last year's outturn = 7.18%.
●	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% (provisional) (0.88%)	1%	Data collected annually . Provisional (un-audited) data for 2006/07 is 1.81%, significant

Key :

45

Overall level of performance	● = good performance/ low risk	● = satisfactory performance/ medium risk	○ = poor performance / high risk
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Appendix B - Performance Indicators

Performance	Indicator Reference	Performance Indicator	Performance to date	Target for 2006/07	Comments
					improvement from last year. Last year's outturn = 0.88%.
●	BV 17(a) (Amended 05/06)	The percentage of local authority employees from ethnic minority communities at 31 March.	2.96% (provisional) (2.98%)	3%	Data collected annually . Provisional (un-audited) data for 2006/07 is 2.96%, remains in line with last year. Last year's outturn = 2.98%.
●	BV11(c) (New 05/06)	The percentage of top paid 5% of local authority staff who have a disability at 31 March.	2.69% (provisional) (1.15%)	1.16%	Data collected annually . Provisional (un-audited) data for 2006/07 is 2.69%, significant improvement from last year. Last year's outturn = 1.15%
●	BV12	The number of working days/shifts lost due to sickness absence over the financial year	7.04% (7.85)	8.00 days	Data collected annually . Year on year improvement and is comfortably within target Last year's outturn = 7.85
●	BV14	The percentage of employees aged 50 or over but who have not reached	0.8%	0.28%	Data collected annually .

Key :

46

Overall level of performance	● = good performance/ low risk	● = satisfactory performance/ medium risk	○ = poor performance / high risk
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Appendix B - Performance Indicators

Performance	Indicator Reference	Performance Indicator	Performance to date	Target for 2006/07	Comments
		normal retirement age retiring early (excluding ill health retirements) as a percentage of the total work force over the financial year	(0.28%)		Significant improvement from last year and exceeds the target substantially. Last year's outturn = 0.28%
●	BV15	The percentage of employees aged 50 and over but who have not reached normal retirement age retiring on grounds of ill health as a percentage of the total work force over the financial year.	0.08% (0.22%)	0.20%	Data collected annually . Significant improvement from last year and exceeds the target substantially. Last year's outturn = 0.22%
TBA	BV 226 (a) (New 05/06. Previously BV177)	Total amount spent by Bracknell Forest Borough Council on Advice and guidance services provided by external organisations.	n/a (£211,865)	£211,865	Data collected annually . This year's outturn will be calculated at the end of 2006/07 and will be included in the Council's Annual Report. Last year's outturn = £211,865
TBA	BV 226 (b) (New 05/06. Previously	The % of monies spent on Advice and Guidance services provision which was given to organisations holding the CLS Quality Mark at	n/a (68.44%)	68.44%	Data collected annually . This year's outturn will be calculated at the end of 2006/07 and will be included in the Council's Annual

Key :

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Overall level of performance	● = good performance/ low risk	● = satisfactory performance/ medium risk	○ = poor performance / high risk
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Appendix B - Performance Indicators

Performance	Indicator Reference	Performance Indicator	Performance to date	Target for 2006/07	Comments
	BV177	'General Help' level and above.			Report. Last year's outturn = 68.44%
TBA	BV 226 (c) (New 05/06. Previously BV177	Total amount spent on Advice and guidance in the areas of housing, welfare benefits and consumer matters which are provided directly by Bracknell Forest to the public.	n/a (£25,775)	£25,775	Data collected annually . This year's outturn will be calculated at the end of 2006/07 and will be included in the Council's Annual Report. Last year's outturn = £25,775

Key :

48

Overall level of performance	● = good performance/ low risk	◐ = satisfactory performance/ medium risk	○ = poor performance / high risk
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Appendix C – Revenue and Capital Budget Monitoring

CORPORATE SERVICES / CX OFFICE BUDGET MONITORING - FEBRUARY 2007

	Original Cash Budget 2006/2007	In Year Savings Virements	Virements & Budget C/Fwds	Current Approved Cash Budget	Spend to Date %	Department's Projected Outturn	Variance Over/(Under) Spend	Variance This Month	Variance Supported by CMT
	£000	NOTE	£000	NOTE	£000	%	£000	£000	£000
Director of CS									
Director of Corporate Services	272	-88	-34	150	97	127	-23	0	-23
Head of Democratic & Registration Services									
Democratic & Support Services	771	-2	-7	762	83	762	0	0	0
Member and Mayoral Services	871	-15	10	866	97	877	11	0	11
Registration births, deaths and marriages	4	-15	-1	-12	217	-33	-21	0	-21
Registration of Electors / Elections	157	0	-1	156	128	156	0	0	0
	1,803	-32	1	1,772	93	1,762	-10	0	-10
Head of Customer Services									
Local Tax Collection	482	-18	-38	426	-685	425	-1	0	-1
Customer Services	752	-15	-2	735	94	735	0	0	0
	1,234	-33	-40	1,161	-192	1,160	-1	0	-1
Head of Legal Services									
Legal	807	-32	0	775	97	768	-7	0	-7
Human Resources Manager									
Human Resources	476	-3	0	473	96	477	4	0	4
Unified Training Unit	212	0	184	396	73	374	-22	-22	0
Design & Print Services	-147	0	0	-147	-8	-97	50	0	50
	541	-3	184	722	105	754	32	-22	54
Head of BFS									
Bracknell Forest Services	-157		157	0		0	0	0	0
Surveyors & Facilities	2,234		-2,234	0		0	0	0	0
Transport	-100		100	0		0	0	0	0
	1,977	0	-1,977	0		0	0	0	0
Borough Treasurer									
Borough Treasurer	59	-3	41	97	136	97	0	0	0
Head of Finance									
Finance - General	1,940	-72	-19	1,849	86	1,919	70	0	70
Corporate Management	272	-20	0	252	81	232	-20	0	-20
Insurance	1,311	0	-3	1,308	80	1,308	0	0	0
Transport	0	-1	1,861	1,860	89	1,845	-15	0	-15
	3,523	-93	1,839	5,269	85	5,304	35	0	35
Head of Property Services									
Property Services	463	-118	51	396	121	406	10	0	10
Town Centre Redevelopment	6	0	275	281	188	281	0	0	0
Industrial & Commercial Properties	-1,290	-21	-4	-1,315	130	-1,315	0	0	0
Surveyors	0	0	541	541	-4	545	4	0	4
Facilities	0	0	1,640	1,640	84	1,640	0	0	0
	-821	-139	2,503	1,543	42	1,557	14	0	14
Chief Information Officer									
ICT Services	2,476	-51	46	2,471	87	2,471	0	0	0
Chief Executive's Office									
Chief Executive	304	-20	46	330	96	340	10	0	10
Chief Executive's Office	945	-26	5	924	83	944	20	0	20
Voluntary Sector Grants	269	0	-4	265	88	293	28	0	28
Smartcard	225	0	0	225	92	295	70	70	0
	1,743	-46	47	1,744	88	1,872	128	70	58
CS & CX Approved In Year Savings	0	520	0	520		0	-520	0	-520
TOTAL CS AND CX OFFICE	13,614	0	2,610	16,224	62	15,872	-352	48	-400
Memorandum item									
Devolved Staffing Budget - CS and CX (excl BFS)	9,410	-94	73	9,389	91	9,356	-33	0	-33
LPSA 2 - Community Engagement / Leadership	0		29	29		29	0	0	0
Non Cash Budgets									
Capital Charges	3,725		-64	3,661		3,661	0	0	0
FRS17 Adjs	330		-54	276		276	0	0	0
Recharges	-12,067		0	-12,067		-12,067	0	0	0
	-8,012		-118	-8,130		-8,130	0	0	0

CORPORATE SERVICES / CX OFFICE BUDGET MONITORING - FEBRUARY 2007

Virements & Budget Carry Forwards

Note	Total	Explanation
	£'000	
	0	Carry Forwards into 2006/07
	434	Virements reported in May Budget Monitoring
	-21	<i>Exclude non cash budget virement reported in May Budget Monitoring</i>
	48	Virements reported in June Budget Monitoring
	150	Virements reported in October Budget Monitoring
	2,011	Virements reported in November Budget Monitoring
	-6	Virements reported in December Budget Monitoring
	19	Virements reported in January Budget Monitoring
	-25	Virements reported in February Budget Monitoring
	2,610	Total

CORPORATE SERVICES / CX OFFICE BUDGET MONITORING - FEBRUARY 2007

Budget Variances

Note	Reported Variance	Explanation
	£'000 -400	Budget Variances reported and approved previously
	-22	The allocation of trianing costs to each department will result in a saving against the budget allocation within Corporate Services
	70	The income budget for the sale of licences for the Smart Connect project will not be achieved resulting in a pressure in the current year.
	-352	Total Corporate Services / CX Budget Variances

Corporate Services & Chief Executive's Office Capital Monitoring
As at 28 February 2007

Costc	Cost Centre Description	Carry Forward Budget (£'000)	2006/07 budget (£'000)	Approved budget for the year (£'000)	Expenditure to date (£'000)	Current commitment (£'000)	Estimated Total Funding Required for the year (£'000)	Future year payments (£'000)	(Under)/Over Spend against approved budget (£'000)	Key Target for 31 March	Current status of the project
YM120	FIMS	19.5	0.0	19.5	12.2	0.0	19.5		0.0		Required for Agresso 5.5 preparatory work
YM123	New Revenues & Benefits System	36.8	0.0	36.8	0.0	0.0	36.8		0.0		Completed - final Anite invoice paid - to be recoded to YM123
YM003	IT Developments	76.0	255.0	331.0	116.7	0.0	131.0	200.0	0.0	Ongoing	Groupware Upgrade complete. Secure Email / Archiving complete. Broadband study commissioned. Portal Refresh & WAN refresh underway
YM130	Payroll Systems Replacement	40.9	39.0	79.9	9.9	0.0	79.9		0.0	YourSelf' access for all Managers	Trial of 23 Corporate Services Managers complete. Next step is to trial 'Absence' functions
YM125	IEG Developments	0	0.0	0.0	-3.3	0.0	0.0		0.0	Complete	
YP184	Upgrade of Land Terrier	1.0	0.0	1.0	10.3	0.0	10.3		9.3	Complete	Overspend result of data transfer problems
YM165	Server Refresh	3.0	100.0	103.0	42.3	0.0	43.0	60.0	0.0	Ongoing	GIS & TLC Server installed. VMWare project underway. Install of central UPS- end May, date to be confirmed
YM166	Housing Repairs (TASK)	0.0	23.3	23.3	24.5	0.0	23.3		0.0		
YM167	Customer Contact Initiative	308.0	60.0	368.0	262.2	53.3	408.0		40.0		Project Technical Go-Live completed. Customer Services GoLive. Ongoing development. Waste Management go-live. Business intelligence reports due end Jan. £40k cont from E&L to fund overspend to be carried forward to 07/08
YM174	Website Development (Young Persons)	30.0	0.0	30.0	13.2	0.0	30.0		0.0	Launch date 14/03/2007	Website is now live, polling system & events calendar to be implemented in next financial year. Underspend to be carried forward to 07/08
YM183	Website Development (Intranet Upgrade)	20.0	0.0	20.0	15.9	0.0	20.0		0.0		Name adopted - BORIS. Training & Communication plan underway. Publisher training agenda started.
YM178	Mobile Working	50.0	25.0	75.0	6.4	0.0	6.4	68.6	0.0		Budget underspend carried forward to 2007/08
YM179	ICT Maint Prog - Desktop	0.0	360.0	360.0	258.0	17.2	360.0		0.0		Refresh hardware identified & most completed. On target. 07/08 plan underway
YM180	ICT Maint Prog - Photocopiers	0.0	95.0	95.0	61.6	0.0	95.0		0.0	16 Canon copiers replaced by July 07	First four replaced to plan
YM182	ICT Maint Prog - Network Refresh	0.0	40.0	40.0	0.0	0.0	0.0	40.0	0.0		IPT Project established. Budget underspend to be carried forward to 07/08
	IT	585.2	997.3	1,582.5	829.9	70.5	1,263.2	368.6	49.3		
YM001	General Building Maintenance	55.2	110.0	165.2	107.8	1.9	165.2		0.0		Scheme Ongoing
YM002	Access Improvement Programme	30.7	75.0	105.7	22.9	47.0	105.7		0.0		Scheme Ongoing. No change to financial data at end Feb 07 but orders to be placed to budget limit March 07. One for subject to approval.
YM154	Marriage Room Move	0.0	0.0	0.0	-3.2	0.0	0.0		-3.2		Final invoice paid. Scheme now completed.
	Property Maintenance	85.9	185.0	270.9	127.5	48.9	270.9	0.0	-3.2		
	TOTAL CAPITAL PROGRAMME-CS	671.1	1182.3	1853.4	957.4	119.4	1534.1	368.6	46.1		

Percentages 52% 6% 83% 20% 2%

Costc	Cost Centre Description	Carry Forward Budget (£'000)	2005/06 budget (£'000)	Approved budget for the year (£'000)	Expenditure to date (£'000)	Current commitment (£'000)	Estimated Total Funding Required for the year (£'000)	Future year payments (£'000)	(Under)/Over Spend against approved budget (£'000)		
YM111	Smart Card General	153.2	170.0	266.1	158.3	56.5	280.2	43.0	-7.1	Complete	Schemes Progressing
YM135	Smartcard Leisure Management	0	0.0	57.1	7.6	0.0	0.0		-57.1	Complete	Schemes Progressing
Y10BB	Smart Card	153.2	170.0	323.2	165.9	56.5	280.2	43.0	0.0	Complete	
YM150	Major Project development	0.0	0.0	0.0	0.0	0.0	0.0		0.0		
	Other	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		
	TOTAL CAPITAL PROGRAMME CHIEF	153.2	170.0	323.2	165.9	56.5	280.2	43.0	0.0		

Percentages 51% 17% 87% 13% 0%

Costc	Cost Centre Description	Carry Forward Budget (£'000)	2005/06 budget (£'000)	Approved budget for the year (£'000)	Expenditure to date (£'000)	Current commitment (£'000)	Estimated Total Funding Required for the year (£'000)	Future year payments (£'000)	(Under)/Over Spend against approved budget (£'000)		
YM176	Civic Hub - Project Management	0.0	150.0	150.0	0.0	0.0	150.0		0.0		Monitored through revenue spend - adjusted at year-end
YM181	Capitalisation of Revenue (Budgets Only)	0.0	500.0	500.0	0.0	0.0	500.0		0.0		Monitored through revenue spend - adjusted at year-end
	TOTAL YEAR END CAPITALISATION	0.0	650.0	650.0	0.0	0.0	650.0	0.0	0.0		

Percentages 0% 0% 100% 0% 0%