

QUARTERLY SERVICE REPORT

CORPORATE SERVICES

Q2 2016 - 17
July - September 2016

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

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Key

Actions

	Action is on schedule		Action has been completed
	Action may fall behind schedule		Action is no longer applicable
	Action is behind schedule	-	Not yet updated

Performance indicators

	On, above or within 5% of target
	Between 5% and 10% of target
	More than 10% from target

Section 1: Where we are now

Director's overview

Introduction

Progress against objectives has continued well this year, however, the tight deadlines set for some of the Transformation Projects are very challenging and will need to be moved to ensure full business case development to accurately inform the budget setting process for 2017/18.

Budget and savings delivered for 2016/17

The approved Corporate Services' cash budget for 2016/17 was £14.082m which included economies of £0.606m. As a result of the Provisional Local Government Finance Settlement in late December 2015, an additional £0.290m of savings were identified. Following public consultation and Council approval, the budgets have been adjusted accordingly within the financial system.

Work was also undertaken during the quarter on identifying efficiency savings for the 2017/18 budget which will be in addition to those to come from the Transformation Projects.

Transformation projects progress

Council Wide Support Services Review (CWSS)

- The CWSS Analyse Phase Gateway Review was held on 7 July 2016. The recommendations for moving forward were accepted by the Council's Senior Leadership Group and the project is now well in to the Plan Phase which prepares for a new way of working.
- During the Plan Phase of the project a co-design approach has been adopted. This builds on the feedback provided during the Analyse Phase by staff that are involved in both providing and using support services and will ensure that their views inform the design of the new model. These designs will then be tested with customers.
- A series of workshops with staff in scope have been delivered using a Business Process Reengineering (BPR) approach to map high level 'as is' and 'to be' workshops. The outputs from this series of workshops will be reviewed by the CWSS Board and will be used to inform the recommendations made by the Board to the Senior Leadership Gateway Review.
- During the Phase the Board has begun developing a detailed business case for the new consolidated operating model, which will identify the savings that can be realised before moving into the Implementation Phase in 2017.
- Given the amount of work that has been generated by the BPR workshops it has been agreed by the Transformation Programme Board that the Gateway Review will be held in January 2017.
- Savings of £800k over the next two years are planned.

Citizen and Customer Contact Review (CCC)

The Analyse Phase is complete and the Gateway Review with members took place on 20 July. The preferred option to move to a federated digital customer contact model across the Council was agreed and a Director's message was issued to all Council staff. Discussions have taken place with Bracknell Forest Homes to develop some of the recommendations that came out of the Gateway Review and a working group will also be set up to see how the project can utilise the capabilities of the e+card.

The federated digital contact model is being further developed and additional analysis is being undertaken of contact points, calls and post across the Council. In addition, further analysis of customers' underlying needs is being carried out.

Savings of £400k will need to be made in 2017/18 and savings of £600k need to be made in 2018/19.

Property Review

The Property Review Group is focused on a select number of key Council assets taking a cross Council approach. The group seeks ways to divest, consolidate or intensify use of these assets which will deliver capital receipts as well as drive revenue savings, by the more efficient use of the space and modern working styles. The release of capital will assist the Council in its medium term budget planning and revenue savings will also help to deliver cross council wide savings, to address the budget pressures. A number of workstreams are underway which will require Council approval to meet the objectives of the Group.

The key projects are:

- Council Town Centre civic accommodation – investigating the feasibility of integration of operations into Time Square
- Future rationalisation and operational requirements for the Commercial Centre and other depot sites
- Easthampstead Park Conference Centre – future operating model to address viability
- Review of non town centre and ancillary car parks
- Mitigation of enduring liability at the former Berkshire Waste/Landfill site at London Road.

Progress on other major projects

Mobile working

Upgrade to iPad devices from current BES Workspace to GOOD has now begun for receiving corporate emails. Additional functionality and reliability with the new upgrade. All iPad devices must be upgrade before 10 November 2016 as BES Workspace will stop working.

New Dell Hybrid tablets to replace laptops for teams who require to access / record data in the field of work have been rolled out to a small number of staff for operational testing. Children's Social Care workers to receive their devices shortly. Current business processes need to be reviewed/challenged by managers to ensure the social workers get the most of the new technology.

Trials to begin on new softphone technology using the existing Jabber software with twenty users across Children's Social Care. This could eventually replace the need for desk phones and save money.

The new mobile contract allows us to move from 3G to 4G for mobile connectivity. This will increase connection speed, up loading and downloading information.

Website redevelopment

The basic design principles for the website redevelopment have been approved and development of promotional design pages is underway. The design agency, Deeson, has developed the code necessary to build the beta site and this is being constructed by the Digital Services team. Templates have been developed to maintain a clear and consistent approach. The beta site will be utilised to consult on a sample of new website pages and will be available in early November.

The project team have continued to work with service areas to review content following initial workshops, focusing on clear, simple intuitive information. This will be signed-off by senior staff before it is uploaded onto the new web site.

CRM development

The drive to extend self service has continued to gather pace, with work to enable customers to view their council tax account and so track payments and view their balance, nearing completion. Work will then commence on delivering e-billing objectives by providing a copy of the Council Tax bill within the customer's account.

During August an upgraded telephony product was implemented in the Contact Centre; work to integrate this system with the CRM system will now commence in mid October. Those customers, who have called the Contact Centre previously from the same contact number to log a service request, will have their details automatically populated on the Customer Service Advisor's screen. The integration will make interactions with customers more efficient, help avoid duplication of customer records and will enable call recording which complies with payment card industry standards.

The next quarter will see the CRM implementation project come to a close with the main objective of moving from the previous Lagan CRM system to the Firmstep CRM system achieved. Future work for the CRM will be linked to elements of the Transformation Programme's Citizen and Customer Contact Review, where the CRM system can be used as an enabler in achieving particular objectives.

Community Hubs development

- Blue Mountain: feasibility study completed and preferred option for development of a hub selected. The working group has agreed to focus on trying to identify additional S106 payments which could close the £1.5 million budget gap over the next year.
- Warfield: neighbourhood centre feasibility study to commence this autumn, currently commissioning consultants to deliver this.
- Crowthorne: the Parish Council has set up a working group to lead the planning for the hub. The group has met once and will meet again in October and have a planning meeting with L&G.

Other areas of note and significant activity to come in the next quarter

- On 21 September Governance and Audit Committee approved the Council's financial statements for 2015/16. At the same meeting the Council's external auditors, Ernst and Young, advised that the accounts would receive an unqualified audit opinion and a clean value for money conclusion, with no recommendations for improvement.
- Progress continues on the development of the next modules of iTrent, the new integrated HR/Payroll system, including People Manager and Learning & Development. This will enable managers to enter changes for their staff directly onto the HR system as well as accessing management information on their workforce including absences etc.
- The tender for a new Occupational Health contract has been completed and is now out to tender. We are out to tender jointly with West Berkshire.
- The Democratic & Registration Services Team will be delivering the Central Sandhurst Borough and Town Council by-election on 20 October, which is taking place in the middle of the annual canvass of electors and is therefore placing significant pressure on the team.

Highlights and remedial action

Good performance

Of the 36 Council Plan actions, 31 were on schedule, 3 required further work, 1 has been completed and 1 was not required in Q2. Of the 30 operational actions, 23 were on schedule, 2 required further work, 4 had been completed and 1 was not required in Q2

Areas worthy of note are

- Home To School Transport Contracts commenced in September with no significant operational concerns. Although it's too early for accurate financial projections some savings are expected.
- The tender process for the local contractor mini framework is complete and the award of contract is 6 October 2016. The framework will go live from 1 November 2016.

Awards or positive inspections

- Donald Adams has been shortlisted for Litigation Lawyer of the Year National Award sponsored by Lawyers in Local Government.
- The Revenues team have been shortlisted for the Institute of Revenues Rating and Valuation award for the most improved team.

Areas for improvement

In quarter 2 there were five indicators showing as being below target. 2 were between 5% and 10% under target and 3 were more than 10% under target:

- The 85% target for the percentage of minutes published within 5 clear days of a meeting (L058) was not achieved in this quarter. This quarter was unusual in that there was an unexpected number of Licensing Panels. Priority was given to writing the decision letters rather than the minutes. This factor, along with the low number of meetings throughout August resulted in the target being missed. Performance within the Democratic Services Team is closely managed and workloads are aligned to capacity, however the particular circumstances this quarter could not have been foreseen and it is possible that similar circumstances could arise in the future.
- Percentage of maintenance projects completed on time and on budget (L293) was 70% against a target of 85% which represents seven of ten projects completed both on time and on budget during this quarter. As overall numbers are very low it only needs one or two projects to fail to meet either the budget or time criteria and the percentage score will vary greatly. In the quarter eight of the ten projects that completed were on time and eight of the ten were on budget, but it wasn't the same eight in each category. The two projects not on budget were as a result of problems discovered with buildings when work started. Of the two projects not on time, one overran because of additional work that was required, and the other had a small technical hitch with commissioning a new lift.
- Satisfaction level expressed in survey of contact with Customer Services, across all channels (L221) was 71% against a target of 75%. The service has been impacted by several staff vacancies over the last quarter but approval has now been obtained to recruit to one of the vacancies which it is hoped will have a positive effect on satisfaction levels.
- 89.2% of invoices were paid within 30 days (BV8) against a target of 95%. This was largely due to the impact of team changes.
- Return on investments exceeds 7-day LA cash benchmark rate (L065) was 0.38% against a target of 5%. Interest rates at 0.5% for the year had been budgeted for, however as a result of the economic uncertainty as a result of the EU Referendum

vote, the Bank of England lowered the base rate to 0.25% and there is an expectation in the financial markets that the Bank of England Base Rate will be lowered again before the end of the financial year. As such the Council is very unlikely to meet the expected target rate of 0.5%.

Four actions are currently in need of further work:

- Undertake a council wide review of Citizen and Customer Contact and implement the findings (1.2.05) - The overall status of the project is Amber due to staff resources.
- The Post 16 Transport Policy published by CYPL has highlighted the need for better inter departmental cooperation when drafting policies that affect multiple directorates.
- Develop a Digital Strategy to support increased use of online resources by staff (1.4.02) - This strategy will be informed by the outcome of the Council Wide Support Services Review. This includes the use of the Vfire ICT helpdesk system and Boris. As well as that there are other staff self-service initiatives under way, including staff and manager self-service associated with the roll-out of iTrent HR. The current upgrade of Agresso is also being reviewed to assess what may be possible
- Review the CRM contract (7.2.23) – This work has been delayed due to resources focusing on the Transformation Programme. It is, however, nearing completion, and a report will be presented to the Director of Corporate Services early in Q3.

Work on providing legal support to review of Community Infrastructure Levy Charging Schedule is on hold until 2017 (7.2.12).

Audits and Risks

Two audit reports with a limited assurance opinion were issued during quarter 2. These related to Construction and Maintenance and a Council wide audit on officers expenses.

The Corporate Services risk register was reviewed by the Departmental Management Team on 15th September 2016 when the following changes were made to:

- Increase the likelihood and impact of the staffing resources risk;
- Increase the impact score for the staff morale risk;
- Increase the likelihood for the information services risk;
- Reduce the likelihood score for the capital works risk;
- Reduce the impact score for the elections risk; and
- Reduce the likelihood score for the potential fraud risk.

Budget position

Revenue Budget

The original cash budget for the department was £14.082m. Net transfers of £0.128m (including the in-year savings) have been made bringing the current approved cash budget to £14.210m. A detailed analysis of the budget changes in this quarter is available in Annex A.

There are three variances to report in the second quarters monitoring.

The department has identified the following as budgets that can pose a risk to the Council's overall financial position, principally because they are vulnerable to significant changes in demand for a service. The current position with regard to each of these is as follows:

Service Area	Budget £000	Forecast Outturn £000	Comments
Commercial Property	(1,913)	(1,913)	Increased voids and void periods, resulting in reduced income.

Although these budgets pose a risk to the Council, careful management has ensured that there is little adverse impact forecast at this point.

Capital Budget

The total approved capital budget for the year is £15.963m.









Expenditure to date is £6.504m representing 41% of the budget. The Department anticipates 100% of the total approved budget to be spent by the end of the financial year. A detailed list of schemes together with their approved budget and forecast spend is available in Annex A.








Section 2: Strategic Themes





Value for money







Action	Due Date	Status	Comments
1.1 Council Tax is in the lowest 10% nationally amongst similar authorities			
1.1.01 Maintain Council Tax in the lowest 10% nationally of all unitary authorities	31/03/2017		Council tax will next be set in February 2017
1.2 The cost, quality and delivery mechanism of all services will be reviewed by 2019			
1.2.05 Undertake a council wide review of Citizen and Customer Contact and implement the findings	31/03/2017		The overall status of the project is Amber due to staff resources. The Gateway Review took place on Wednesday 20th July and the preferred option to move to a federated digital customer contact model across the Council and other recommendations were agreed. Further development of project plan activities are underway including developing a detailed business case for the Plan phase and to produce detailed costs of how much customer contact currently costs the Council.
1.2.06 Undertake a council wide review of support services (HR, ICT, Finance, Property, Legal, Procurement, Performance Management and Business Intelligence) and implement the findings	31/03/2017		Work is now well underway on the Plan Phase with a series of workshops having already been delivered to staff in scope looking at reviewing 'as is' and 'to be' processes for all high volume processes delivered by staff. These will then be tested with customers as part of the co-design approach to this phase of the project. Links have been made and dependencies updated with regards to the HR review and the Schools Support Services review. Work has begun on developing the Terms of Reference for the Business Intelligence and Performance Reporting part of the review and the Legal review is also progressing and dovetailing with the wider BPR approach to streamlining processes. The BPR workshops will be concluded and the Board will analyse the findings from these workshops to inform the development of the Target Operating Model. All Support Services ICT systems will be reviewed to determine current and potential functionality to support the drive towards self-service. The next key steps for the Board will be to begin developing the Business Case and Implementation Plan based on information coming out of the staff and customer workshops and ICT reviews.

Action	Due Date	Status	Comments
1.2.10 Conclude the delivery plan for the Facilities Management Category Strategy	31/03/2019		Approximately 60% of the target savings have now been identified and the remaining 40% target is also being reviewed and expected to be delivered in the financial year.
1.2.11 Undertake a review of key council properties and implement the findings (including Time Square, Easthampstead House, Commercial Centre, Easthampstead Park Conference Centre, South Hill Park, Open Learning Centre, London Road waste site and Longshot Lane recycling centre)	31/08/2019		Reporting to the Transformation Board, a Property Review Group has been established to deliver capital receipts and revenue savings for a number of key strategic properties. As each property review reaches a conclusion an Executive decision will be requested on the future strategy for that asset. A number of the key property reviews are now reaching the stage of detailed recommendations being progressed to the Corporate Management Team, and in due course the Executive.
1.3 We charge appropriately for services and seek opportunities to generate additional income			
1.3.01 Carry out a review of income generation and charging and implement opportunities identified	31/03/2017		Draft strategy for commercial property investment nearing completion. Seeking approval of Full Council in November for implementation.
1.3.05 Review Service Level Agreements and charging with schools and academies and explore opportunities for further service provision	31/03/2019		Ongoing. Part of the Transformation Project covering Services to Schools.
1.3.06 Implement the changes to the discretionary Home to School Transport service	31/03/2019		The 2016/17 academic year has started. There are some Post 16 students that although entitled to transport "assistance", subject to payment of the appropriate contribution, CTPLD will continue to fund completely. This is an ASCHH decision based on the cost of funding transport to the place of learning against the cost of providing a care package to support the individual should they be unable to travel to the college or establishment.
1.3.07 Develop Property Investment Strategy to support Property Acquisitions in line with the Council's budget requirements and existing property investment portfolio, and begin acquisitions	30/09/2016		The strategy is being considered by Full Council as a new policy to be endorsed by the end of quarter 3.
1.4 Self-service and the use of online services has increased			
1.4.01 Increase range of services available through the website and uptake of customer online account	31/03/2017		Work is underway to integrate the Council Tax account into the online customer account, and we expect this to go live in Q3. The number of account holders has grown to over 14,000.
1.4.02 Develop a Digital Strategy to support increased use of online resources by staff	31/10/2016		This strategy will be informed by the outcome of the Council Wide Support Services Review. This includes the use of

Action	Due Date	Status	Comments
			the Vfire ICT helpdesk system and Boris. As well as that there are other staff self-service initiatives under way, including staff and manager self-service associated with the roll-out of iTrent HR. The current upgrade of Agresso is also being reviewed to assess what may be possible
1.4.03 Implement employee and manager self service in the new HR and Payroll system	31/12/2016		Business Case and Project Initiation Document both agreed by CMT this quarter. Progress is now being made on the development of the next modules of iTrent, the new HR/Payroll system, including People Manager and Learning & Development.
1.4.04 Support the procurement, installation and deployment of a new GIS system with colleagues in ECC	31/03/2019		Installation is now complete and implementation well underway
1.4.05 Develop and implement a Workforce Transformation Strategy	31/03/2017		Engagement has begun with CMT and senior managers on the development of an Organisational Development Strategy which includes a Workforce Transformation Strategy. Co-production of this strategy will be critical to its success: a report was considered at CMT in the summer and key senior manager events were held in October to engage managers further. The next stage is to refine the strategy via DMT's and CMT in the next quarter.
1.5 Community involvement and the use of volunteers in the delivery of council services has increased			
1.5.02 Develop a new community engagement strategy for 2016-19 to deliver on the Council's new narrative	30/11/2016		On track - work on this will start later in the year.
1.5.03 Ensure that community based delivery models and the use of volunteers are considered as service delivery options in all Transformation Programme policy and service reviews	31/03/2017		The Council's approach to community self reliance has been embedded in the Programme's engagement plan, as well as it being a key strand in the Citizen & Customer Contact review. A community management service delivery model for the library service with significantly increased levels of volunteering will be consulted upon this autumn.
1.6 Resident and staff satisfaction levels remain high			
1.6.02 Conduct the Residents Survey 2017 to test resident satisfaction	31/01/2017		To commence in January 2017.
1.6.03 Ensure that residents and staff are consulted on all proposed major changes to services and that the impact of these changes on them is assessed	31/03/2017		Consultation will take place this autumn on the library and leisure service reviews. Equality Impact Assessment will be produced for savings proposals in the 2017/18 budget. Residents Survey will commence in January 2017.

Action	Due Date	Status	Comments
1.6.04 Deliver an action plan to attain the Excellent level of the Equality Framework for Local Government to support the Council to achieve outcomes for vulnerable groups and areas of greatest need based on prevention and early intervention	31/03/2017		Satisfactory progress - to be attained in 2019.
1.6.05 Conduct a Staff Survey in autumn 2017 to test staff satisfaction levels	31/10/2017		Preparations will commence on this during the next two quarters.
1.7 Spending is within budget			
1.7.02 Implement savings as identified for 2016-17	31/03/2017		Managed through the Council's Budget Monitoring Process
1.8 Surplus assets are sold			
1.8.01 Set realistic targets for anticipated capital receipts as part of annual budget	31/03/2017		The budgets are endorsed by the Council and Property Services is working to deliver the anticipated receipts.

Ref	Short Description	Previous Figure Q1 2016/17	Current Figure Q2 2016/17	Current Target	Current Status
L051	Percentage of current year's Council tax collected in year (Quarterly)	29.33%	57.09%	57.20%	
L053	Percentage of current year's Business Rates collected in year (Quarterly)	33.08%	58.48%	53.60%	
L221	Satisfaction level expressed in survey of contact with Customer Services, across all channels (Quarterly)	78.4%	71.0%	75.0%	
L256	Percentage of transactions carried out online and the use of the customer portal (Quarterly)	39.0%	38.8%	No target set	N/A
L261	Level of staff sickness absence (Quarterly)	1.48	TBC	No target set for Q2	N/A
L262	Level of voluntary staff turnover (Quarterly)	2.7%	5.8%	13.0%	



A strong and resilient economy

Action	Due Date	Status	Comments
2.1 The borough is regarded as an excellent business location			
2.1.07 Establish a local contractor mini framework specifically working with local small medium enterprises to provide additional building repair and support services	31/12/2016		The decision to award the contract is due to be signed off on 6 October 2016 and the contract will go live as from 1 November 2016.
2.6 Businesses are supported and encouraged to play an active role in the community			
2.6.01 Work with Involve to develop a brokerage service to support businesses to contribute to the community	31/03/2019		Involve are working with over 20 companies to support the delivery of their CSR strategies and are continuing to develop new relationships.



People have the life skills and education opportunities they need to thrive



Action	Due Date	Status	Comments
3.6 Children and young people with Special Educational Needs are supported to achieve their potential			
3.6.02 Provide statutory and discretionary transport support services in accordance with the revised policy	31/03/2019		BFC currently supports 282 children and young people with SEN with transport assistance. This can be further broken down: SEN within statutory school age – 180; young people with SEN who are Post 16 and continuing at their place of education or colleges – 67; Students at the Pupil Referral Unit (classed as SEN) – 33; SEN pupils who receive a Personal Transport Budget - 2. The new contracts for Home to School Transport have been established.



People live active & healthy lifestyles

Action	Due Date	Status	Comments
4.4 Personal choices available to allow people to live at home are increased			
4.4.11 Seek acquisitions of suitable properties through Downshire Homes Ltd, supporting the Council's housing needs	31/03/2019		Downshire Homes have either acquired or offered on the properties required to meet their objectives for 2016/17. The purchase of 17 out of 20 properties has been completed; the remaining 3 are in negotiation.
4.8 Learning opportunities are available for adults			
4.8.01 Work with partners to coordinate opportunities for Digital Inclusion activities	31/03/2017		Further work is underway with Bracknell Forest Homes to identify opportunities for collaboration on Digital Inclusion work, and to ensure maximum uptake of the opportunities provided by both organisations, by offering access to sessions to each others customers.

A clean, green, growing and sustainable place















Action	Due Date	Status	Comments
5.2 The right levels and types of housing are both approved and delivered			
5.2.05 Support housing delivery where possible with the Council's own land holdings, in particular Sandy Lane site and Heathlands site	31/03/2019		A review of the future use of Heathlands is being conducted by ASCH&H. Executive have approved the disposal of land at Sandy Lane on the open market without being conditional on planning permission.
5.3 Appropriate infrastructure development is completed to support housing growth including; Warfield Link Road, Coral Reef Junction, Jennetts Park, town centre			
5.3.03 Facilitate the development of new Community Hubs at three sites: Blue Mountain (Binfield); Warfield; Transport Research Laboratory (Crowthorne) working with the Parish Councils	31/03/2019		<ul style="list-style-type: none"> • Blue Mountain Community Hub: the feasibility study has been completed. The working group are now considering options for closing the significant budget gap. • Warfield Community Hub: a feasibility study will commence in October. • Crowthorne Community Hub: the Parish Council working group has met and a meeting with L&G is planned.
5.4 Neighbourhood Plans and Community Infrastructure Levy (CIL) to support local community facilities and other infrastructure are in place			
5.4.02 Deliver Neighbourhood Planning Referenda in Warfield, Bracknell Town and other parish council areas when developed	31/03/2019		None required during this period.





















Strong, safe, supportive and self-reliant communities

Action	Due Date	Status	Comments
6.1 Levels of volunteering and community action in the borough are increased			
6.1.02 Develop the Council's approach to embedding community self reliance as a cross cutting theme across all the Council's services and activities through the Citizen and Customer Contact Review	31/03/2017		Recommendations for developing community self reliance have come out of the 'analyse' phase of the C&CC review. A programme of organisational development work is starting this autumn which will include reflecting on new ways of working to promote community self reliance.
6.1.03 Develop and deliver an action plan to increase volunteering and community self reliance and resilience in the borough working with Involve and other partners	31/03/2018		Community Resilience Partnership established. Priority actions are developing a volunteer passport scheme and a community survey.
6.1.04 Recruit volunteers to support redevelopment of the website and the customer's online account by carrying out testing	31/03/2017		Volunteers have been used throughout the early stages of the website development to assist with the design and content. We expect to launch a 'beta' version of the site in November, at which point we will be recruiting further volunteers, to carry out testing and to assist with refining the site.
6.2 High levels of community cohesion are maintained			
6.2.02 Ensure local work on the Prevent agenda addresses issues of community cohesion through the implementation of the Prevent Steering Group strategy	31/03/2019		Prevent action plan updated and includes actions focussed on maintaining community cohesion. Ongoing engagement with BICs and other community groups.
6.2.04 Develop a new 'All of Us' Equality Scheme for 2017-20 which sets out the Council's cohesion objectives and actions	31/03/2017		On track for development in Autumn/Winter 2016.
6.2.05 Deliver the Bracknell Forest Civilian-Military Partnership's Action Plan with the Royal Military Academy Sandhurst to support the integration of the Armed Forces community	31/03/2017		Excellent progress - virtually all actions in the plan completed so the action plan was refreshed with new actions through a workshop at the July meeting of the Partnership. New Armed Forces webpage created on the Council's website.






Section 3: Operational Priorities










Action	Due Date	Status	Comments
7.2 Corporate Services			
7.2.01 Deliver national and local elections without challenge and within budget	31/03/2019		Preparations are underway for by-elections on 20 October in Central Sandhurst Borough and Town Council Wards as a result of a resignation.
7.2.02 Retender Electoral registration and Elections Printing – 3 year framework agreement	31/12/2019		Tender documents being finalised and process continues to be on track.
7.2.03 Involve a wide range of people to sit on a range of Council bodies including the Education Appeals Panel, the Independent Review Panel and Overview & Scrutiny Panels	31/03/2019		Recruitment is underway for two vacancies on the Independent Remuneration Panel and applications are initially being sought from the business and voluntary sectors.
7.2.04 Deliver primary and secondary admission appeals	31/03/2019		The Education Appeals Panel sat for five days this quarter and heard 20 appeals, none of which were upheld. There were no referrals to the Local Government Ombudsman.
7.2.05 Publish draft Statement of Accounts	31/05/2017		Complete
7.2.06 Prepare monthly budget monitoring reports on time	31/03/2019		Deadlines met.
7.2.07 Provide financial advice to the Council in its support for Downshire Homes Limited including the provision of loan finance	31/03/2019		On-going
7.2.08 Use monthly budget monitoring reports to identify and address any emerging overspends promptly	31/03/2019		On-going
7.2.09 Carry out annual review of Constitution	27/04/2016		Review of Standards Framework and update of Planning delegations due to go to G&A in September and Council in October.
7.2.10 Provide effective and timely legal support as required including Property, Contracts, Planning and Public Protection advice and drafting	31/03/2019		Completed Binfield Learning Village s106, Purchase of Magistrates Court, Advised on Coral Reef procurement . Various advices on Licensing and Trading Standards matters. Purchase of properties for Downshire Homes
7.2.11 Provide Legal support to Downshire Homes Ltd including advice to the Board and conveyancing for property acquisitions	31/03/2019		Fifteen properties purchased since April 2016. Advice provided to Board of Directors.
7.2.12 Provide legal support to review of Community Infrastructure	31/03/2017		Work put on hold until 2017

Action	Due Date	Status	Comments
Levy Charging Schedule			
7.2.13 Provide Legal support on all infrastructure projects	31/03/2019		The team has almost completed work on the Blue Mountain project. It has advised on the Planning Meeting, S106 negotiations on the process for lifting the S52 notice and on the completion of the construction contracts with MACE.
7.2.14 Retender the Occupational Health contract	30/06/2017		The specification and tender documentation for a new OH contract has been completed and is now out to tender. We are out to tender jointly with West Berkshire Council.
7.2.15 Implement an electronic accident reporting system	30/09/2016		The new online Accident Reporting system has been developed and installed and was fully operational for staff to access from 1st September 2016.
7.2.16 Refine and expand the Council's e-learning opportunities	31/03/2019		We continue to develop and expand the e-learning opportunities to staff. 14 new packages have been created and gone live within the last 3 months and 3 have been converted to the new platform.
7.2.17 Migrate from ESRI GIS to Open Source GIS	30/06/2016		Project well into implementation phase and new environment in place. The project is working closely with the Digital Services team and use of map-based information in support of the new website
7.2.18 Redevelop the public website to improve citizen use of online information and service access	31/10/2016		The design agency work has been completed, and code delivered to the Council. This is now being refined, and we expect to go live with a 'beta' site for user testing in Q3.
7.2.19 Develop Electronic Documents and Records Management System (EDRMS)/Collaborative Working Strategy to support mobile & flexible working	30/09/2016		IESE completed a review of the EDRMS technologies currently in use across the authority, including Mod.Gov. A draft report outlining the strategy going forward is to be circulated and a workshop with interested parties in place to agree work programme. Once agreed this will be followed up with an action plan later in the month.
7.2.20 Ensure current technology is removed from Coral Reef at close-down and liaise with site management regarding business requirements for re-opening	31/03/2017		Works have commenced on Coral Reef. ICT are involved with the planning but the ICT work is yet to commence.
7.2.21 Support Forestcare to promote the use of mobile lifeline technology	31/03/2017		This phase is now complete. Mobile technology deployed and working well for the team. Also working with a third party through Dell assessing the impact of assisted living technology to support proactive rather than reactive services.
7.2.22 Support the delivery of the Home Library Service using mobile technology	30/09/2016		Barcode scanners and android tablets have now been rolled out.

Action	Due Date	Status	Comments
7.2.23 Review the CRM contract	31/05/2016		This work has been delayed due to resources focusing on the Transformation Programme. It is, however, nearing completion, and a report will be presented to the Director of Corporate Services early in Q3.
7.2.24 Procure significant contracts including mail services and home to school transport	30/06/2016		The Downstream Postal Service has 46 months left to run and we are currently being offered the best rates for second class mail items that can be achieved. HTST contract has commenced with no significant operational issues.
7.2.25 Complete establishment of construction mini framework for Asset Management Plan	31/05/2016		See action 2.1.07
7.2.26 Complete annual review of Corporate Asset Management Plan	30/06/2017		The Corporate Asset Management Plan was endorsed by the Executive Member in July 2016.
7.2.27 Support the Town Centre Compulsory Purchase Orders, the Market and potential future phases of the town centre regeneration	31/03/2017		Work is ongoing to conclude to the Town Centre Compulsory Purchase Orders.
7.2.28 Increase Self service use of Frontline (the building maintenance management system) by all building managers	31/03/2019		Training for schools on using the asbestos management part of the system is now underway.
7.2.29 Provide professional support to CYPL seeking expansion of existing and development of new schools	31/05/2017		Property Services continue to support CYPL as and when required for the expansion and development of new schools.
7.2.30 Provide project management which supports the delivery and redevelopment of Coral Reef	03/04/2019		Works commenced on 20 June 2016 and works are progressing well on site.

Operational indicators

Ind Ref	Short Description	Previous Figure Q1 2016/17	Current Figure Q2 2016/17	Current Target	Current Status
Corporate Property - Quarterly					
L059	Percentage of post sent second class (Quarterly)	97.0%	97.0%	95.0%	
L076	Planned maintenance spend (Quarterly)	72.7%	98.3%	30.0%	
L229	Number of clients with learning difficulties using the R-bus (Quarterly)	61	63	60	
L292	Percentage of capital projects rated good or excellent (Quarterly)	100.0%	100.0%	90.0%	
L293	Percentage of maintenance projects completed on time and on budget (Quarterly)	85.7%	70.0%	85.0%	
Customer Services - Quarterly					

Ind Ref	Short Description	Previous Figure Q1 2016/17	Current Figure Q2 2016/17	Current Target	Current Status
L233	Percentage of abandoned calls to the main Council contact number (Quarterly)	4.8%	4.5%	5.0%	
L234	Number of Council Tax cases in arrears (Quarterly)	4,168	4,660	No target set	N/A
Democratic and Registration Services - Quarterly					
L057	Percentage of agendas published 5 clear days prior to a meeting (Quarterly)	100.0%	100.0%	100.0%	
L058	Percentage of minutes published within 5 clear days of a meeting (Quarterly)	79.0%	68.0%	85.0%	
L231	Number of entries on the Electoral Register (Quarterly)	89,916	89,538	86,063	
Finance - Quarterly					
BV8	Percentage of invoices paid within 30 days (Quarterly)	95.0%	89.2%	95.0%	
L064	Debt outstanding as percentage of gross debt (Quarterly)	5.00%	4.00%	7.00%	
L065	Return on investments exceeds 7-day LA cash benchmark rate (Quarterly)	0.56%	0.38%	0.50%	
ICT - Quarterly					
L079	Resolution of reported ICT incidents (Quarterly)	96%	95%	95%	
L082	ICT service availability - percentage of time service is available for use (Quarterly)	98.8%	99.2%	99.0%	
L220	Number of ICT Helpdesk Calls (Quarterly)	4,795	5,711	No target set	N/A
Legal Services - Quarterly					
L085	Amount of money recovered in debt collection (Quarterly)	£213,458.20	£404,840.15	No target set	N/A
L086	Number of Freedom of Information requests received (Quarterly)	280	265	No target set	N/A
L291	Number of new legal cases opened each quarter (Quarterly)	122	132	No target set	N/A

Section 4: People

Staffing levels

	Establishment Posts	Staffing Full Time	Staffing Part Time	Total Posts FTE	Vacant Posts	Vacancy Rate
Directorate	2	2	0	2	0	0
Customer Services	44	28	13	36.43	4	9.09
Democratic & Registration Services	19	12	6	16.42	1	5.26
Finance	36	25	9	31.46	2	5.56
Human Resources	19	14	5	17.11	0	0
ICT	40	37	2	38.2	1	2.5
Legal	13	8	5	11.24	0	0
Property Services	40	25	12	32.63	3	7.5
Department Totals	213	151	51	185.49	11	5.16

Staff Turnover

For the quarter ending	30 September 2016	1.44
For the last four quarters	1 October 2015 – 30 September 2016	8.92

Comparator data	
Total voluntary turnover for BFC, 2014/15:	13.4%
Average UK voluntary turnover 2014:	12.8%
Average Local Government England voluntary turnover 2014:	12.7%

Source: XPerHR Staff Turnover Rates and Cost Survey 2014 and LGA Workforce Survey 2013/14

Comments:

3 members of staff left voluntarily during the last quarter. This is lower than last quarter when 5 staff left.

Of the 11 vacancies recruitment is currently underway for posts within Customer Services and Finance. One of the posts within Property is being covered by a contractor on a temporary basis.

Staff sickness

Section	Total staff	Number of days sickness	Quarter 1 average per employee	2016/17 annual average per employee
Directorate	2	0	0	0
Customer Services	40	79.5	1.99	7.18
Democratic & Registration Services	18	9	0.5	1.22
Finance	34	4	0.12	1.71
Human Resources	19	7	0.37	1.58
ICT	39	60.5	1.55	5
Legal	13	12	0.92	4.31
Property Services	37	107	2.89	7.95
Department Totals (Q2)	202	279	1.38	
Totals (16/17)				4.66

Comparator data	All employees, average days sickness absence per employee
Bracknell Forest Council 14/15	5.2 days
All local government employers 2014	7.9 days
All South East Employers 2014	N/A

Source: Chartered Institute of Personnel and Development Absence Management survey 2014

Comments:

Sickness for this quarter stands at 279 days this is significantly higher than the last quarter but lower than the same period last year. There were 158 days attributable to long term sick this quarter. There is currently 1 member of staff off on long term absence as a number have returned recently (early October).

The estimated annual average for 16/17 is 4.66 days which is lower than the authority figure for 15/16. The estimated annual average excluding long term sick is 2.16 days per employee.

Section 5: Complaints

Stage	New complaints activity in quarter	Complaints activity year to date	Outcome of total complaints activity year to date
Stage 2	2	3	1 not upheld, 1 partially upheld, 1 upheld
Stage 3	0	0	
Local Government Ombudsman	0	0	
TOTAL	2	3	

NOTE: The table excludes Stage 1 complaints and those complaints which are dealt with through separate appeals processes. It should also be noted that complaints which move through the different stages are recorded separately at each stage.

Nature of complaints/ Actions taken/ Lessons learnt:

The complaint not upheld in Q1 was in relation to the handling of a case of non-payment of Council Tax which had been passed on to the Enforcement Agency for collection. As the complainant had not complied with a previously agreed payment plan, the complaint was not upheld.

Of the two Stage 2 complaints in Q2, one concerning the conduct of an employee in relation to a Housing and Benefits issue was upheld and one process complaint in relation to Business Rates was partially upheld.

Annex A: Financial information

CORPORATE SERVICES / CX OFFICE BUDGET MONITORING - AUGUST 2016							
	Original Cash Budget	Virements & Budget C/Fwds	Current Approved Cash Budget	Spend to Date %	Department's Projected Outturn	Variance Over/(Under) Spend	Variance This Month
	£000	£000	£000	%	£000	£000	£000
Director of Corporate Services							
Director of Corporate Services	215	5	220	43	220	0	0
Community Engagement & Equalities	218	6	224	31	224	0	0
	433	11	444	37	444	0	0
Head of Democratic & Registration Services							
Committee Services	337	7	344	38	344	0	0
Member and Mayoral Services	874	12	886	42	886	0	0
Registration of Births, Deaths & Marriages	-41	2	-39	177	-39	0	0
Registration of Electors / Elections	187	5	192	99	192	0	0
	1,357	26	1,383	45	1,383	0	0
Chief Officer: Customer Services							
Local Tax Collection incl Cashiers	365	1	366	92	366	0	0
Customer Services	937	26	963	46	971.3	8	0
	1,302	27	1,329	59	1,337	8	0
Borough Solicitor							
Legal	581	17	598	42	608	10	10
Chief Officer: Human Resources							
Human Resources	427	19	446	43	453	7	7
Unified Training Unit	424	7	431	7	431	0	0
Health & Safety	55	7	62	15	62	0	0
	906	33	939	25	946	7	7
Borough Treasurer							
Finance	1,919	58	1,977	37	1,977	0	0
Insurance	406	0	406	52	406	0	0
	2,325	58	2,383	39	2,383	0	0
Chief Officer: Property Services							
Property Services	337	44	381	46	381	0	0
Industrial & Commercial Properties	-1,913	0	-1,913	54	-1,913	0	0
Construction & Maintenance	485	6	491	51	491	0	0
Operations Unit	3,869	61	3,930	45	3,930	0	0
	2,778	111	2,889	40	2,889	0	0
Chief Officer: Information Services							
ICT Services	2,420	40	2,460	51	2,460	0	0
Chief Executive's Office							
Chief Executive	491	-91	400	13	400	0	0
Chief Executive's Office (Support)	796	3	799	52	799	0	0
Town Centre Redevelopment	53	0	53	-1,077	53	0	0
Voluntary Sector Grants	382	-28	354	76	354	0	0
Community Safety	258	-79	179	27	179	0	0
	1,980	-195	1,785	12	1,785	0	0
Transformation Board	0	0	0	100	0	0	0
TOTAL CS AND CX OFFICE	14,082	128	14,210	42	14,235	25	17
Memorandum item							
Devolved Staffing Budget - CS and CX	9,495	214	9,709	48	9,709	0	0
Non Cash Budgets							
Capital Charges	1,703	0	1,703		1,703	0	0
IAS19 Adjts	1,093	0	1,093		1,093	0	0
Recharges	-9,108	0	-9,108		-9,108	0	0
	-6,312	0	-6,312		-6,312	0	0

CORPORATE SERVICES / CX OFFICE BUDGET MONITORING - AUGUST 2016

Virements

Note	Total	Explanation
	£'000	
A	4	Community Engagement Due to the work of the Transformation Board the following work was not able to be completed in 15/16 and so a carry forward was requested in order to produce a guide on public services for new migrants to the borough and support volunteering promotions in the borough.
B	9	Customer Services Web Services requested to carry forward £0.009m for Web Chat (Netcall) which is a project that would have taken place in February/March, however, this has now been put back to April/May due to a delay in the main Netcall Upgrade project which is being managed by another team.
C	8	Construction & Maintenance Three asbestos surveys that were due to take place in 15/16 at Cranbourne Primary, Owsmoor Primary and Easthampstead Park Secondary were postponed due to conflicts with other works on site. As such a carry forward is requested for these works to be completed in 16/17.
	21	Carry Forwards reported in First Budget Monitoring
D	0	Health & Safety / Operations Unit A budget virement of £5k from the Operations Unit to Health & Safety was completed to support the cost of the licence for the new Frontline Incident Reporting system.
E	31	Energy Following a restructure the Energy section now sits within the Property Services department. A budget transfer of £0.031m has been made from ECC to Corporate Services.
F	5	Secure Waste A centralised secure shredding contract was approved by the PCI Group and Information Management Group in 2015/16, full year effect budget virements of £0.005m have been made from other Departments to the Operations Unit to cover the costs of the current contract.
G	0	Facilities Category Strategy Management A budget virement was made between the operations unit and property services for the FCSM.
H	74	Pension Fund Contributions As a result of changes in service provision and Brakenhale becoming an Academy an increase of £0.074m to employers contributions is required. A virement from Non-Departmental budgets is to be made.
I	24	Operations Unit As a result of the tendering of the Landscape services, the budget economy on the whole contract for 2015/16 was put in ECC including the offset for the loss of income incurred in the Integrated Transport Unit from the reduction in vehicle recharges. This economy and loss of income now need to be redistributed to the Operations Unit. This is to be processed as a recurring budget virement.
J	169	National Insurance Adjustments Due to the loss of the NI rebate £0.169m has been vired from Non-Departmental.
	303	Other Virements reported in First Budget Monitoring
A	18	Finance Council Wide Banking Contract saving has been vired to G100A.
B	0	Democratic & Registration Collation of stationery budget across the department.
C	-32	Community Safety Transfer of £0.032m from the Domestic Abuse budget to Adult Social Care Health Support for the Berkshire Women's Aid contract

D	-290	In Year Savings Following approval by Council on 13th July, the following in year savings were processed: Property Services -restructuring of Construction & Maintenance Team - £45,000 Reduction in grants to voluntary sector organisations - £28,000 Chief Executive's Office - Regrading of comms officer £7,000 Chief Executive's Office - town and country - £10,000 Revenue - postage - £10,000 HR - Occ. Health - £10,000 Property - TS maintenance - £30,000 Economic development - BES team reduction - £100,000 Community Safety - CCTV - £26,000 Community Safety - CADIS post - £8,000 Community Safety - CADIS software - £5,000 Community Safety - Domestic Abuse - £11,000
	-304	Virements reported in Second Budget Monitoring
A	0	Facilities Category Management Strategy Reversal of a previous budget virement made between the operations unit and property services for the FCSM due to duplication of saving (FCMS & In Year savings).
B	18	DBS Council Wide Saving Distribution A Council wide saving was approved for the reduction in DBS checks due to a change in Council policy around re-checks. This saving has now been distributed across the Council departments.
	18	Virements reported in Third Budget Monitoring
A	90	Office Accommodation In order to facilitate the relocation of EH, £0.090m was approved from contingency for consultants fees and project management support in 2016/17.
	90	Virements reported in Fourth Budget Monitoring
	128	Total Budget Virements Reported to Date

CORPORATE SERVICES / CX OFFICE BUDGET MONITORING - AUGUST 2016			
Variations			
Note	Variance		Explanation
	£'000	£'000	
	0		<i>Variations Reported in First Budget Monitoring</i>
	0		<i>Variations Reported in Second Budget Monitoring</i>
3		8	Cashiers Services Due to the delay experienced in implementing the Capita Surcharging module, that allows us to pass on the credit card charges to the customer, there has been a loss in income (£0.008m).
	8		<i>Variations Reported in Third Budget Monitoring</i>
1		10	Legal At the end of 2014/15 the Courts increased their costs fairly considerably and as such, the budget has been overspent. This has been offset by additional income and smaller underspends from other areas in previous years, however going forward this will not be maintainable. This is a demand led service and so the spend cannot be managed downwards. With regard to Legal fees, it is sometimes necessary to obtain external legal advice which comes at a cost to the Council. Again this has previously been offset by additional income and smaller underspends but cannot be maintained in the future.
2		7	HR Due to a high number of staff reaching their Long Service Award level of service during this financial year there is a pressure on the existing budget of £0.007m.
	17		<i>Variations Reported in Fourth Budget Monitoring</i>
	25		Total Budget Variations Reported to Date

CAPITAL MONITORING 2016/17

Dept: Corporate Services & Chief Executives Office
 As at: 31st August 2016

Cost Centre	Cost Centre Description	2015/16 Brought Forward	2016/17 Budget	Approved Budget	Internally/Externally Funded	Cash Budget 2016/17	Expenditure to Date	Current Comm'ts	Carry Forward 2017/18	(Under) / Over Spend	Target for Completion	Current Status of Project / Notes
		£000's	£000's	£000's		£000's	£000's	£000's	£000's	£000's		
PRIOR YEAR FUNDED SCHEMES												
Prior Year Funded Schemes - Corporate Services & Chief Executive												
YM248	The Parks Community Centre/Sports Pavilion	24.6	0.0	24.6	Internal	24.6	0.0	0.0	0.0	0.0	Mar-17	Budget to be used to complete the snagging works.
YM293	Property & Asset Management System	31.2	0.0	31.2	Internal	31.2	0.0	0.0	0.0	0.0	Mar-17	Training to roll the system out to Corporate building managers and Schools is largely complete and the system is now in daily use. Further development work continues.
YM312	On-Line Booking Systems	6.2	0.0	6.2	Internal	6.2	0.0	0.0	0.0	0.0	Mar-17	We have used some of this budget to pay for consultancy to develop booking of bulky waste collections. The carry forward is to fund the development of other booking facilities, such as appointments.
YM313	ICT Helpdesk Software Replacement	5.2	0.0	5.2	Internal	5.2	0.0	0.0	0.0	0.0	Mar-17	V-fire module likely to need further configuration following full upgrade to be configured to enable self-service.
YM315	Customer Relationship Management System (Invest To Save)	36.6	0.0	36.6	Internal	36.6	5.5	0.0	0.0	0.0	Mar-17	Work is underway to develop the telephony integration and integrate New Forms to the Capita payment portal. All services have now been taken off the Lagan system, and the final data downloaded. This project is close to closure, as work becomes 'business as usual'
YM329	Replacement HR & Payroll System	0.0	0.0	0.0	Internal	0.0	7.8	0.0	0.0	0.0	Mar-17	System now live and further developments underway e.g. web recruitment and self service. Additional costs and their funding agreed by CMT.
Total of Prior Year Funded Schemes -		103.8	0.0	103.8	0.0	103.8	13.3	0.0	0.0	0.0		

UNRESTRICTED

Corporate Services & Chief Executive												
Prior Year Funded Schemes - Council Wide												
YM215	Replacement Revenue & Benefits System	32.1	0.0	32.1	Internal	32.1	4.6	0.0	0.0	0.0	Mar-17	A delay in implementation of the Revenues module of the CRM means this will be implemented in Q3 of 2016/17. Work is also underway to develop a specification of requirements for e-benefits, for which £0.011m is available.
YM239	Replacement Network Circuits (Invest To Save)	3.6	0.0	3.6	Internal	3.6	0.0	0.0	0.0	0.0	Dec-16	Required for speeding up at remote sites. Some funds required for extension of wireless links. Work continues to replace these. Additional funds are required for unreliable and poor performance of remote connections (many currently use EPS8 circuits)
YM247	Market Place Properties	100.0	0.0	100.0	Internal	100.0	0.0	0.0	0.0	0.0	Mar-17	Following the settlement of the largest outstanding CPO claim, there are now 3 outstanding CPO's with an estimated value of £0.065m, which will be split 50/50 with BRP. Whilst the balance in the provision should be adequate to meet BFC costs a balance will be maintained within capital to ensure all CPO claims can be met.
YM252	IPT Migration Project (Invest To Save)	18.6	0.0	18.6	Internal	18.6	0.0	0.0	0.0	0.0	Oct-16	Review of licences and additional requirements to be assessed.
YM214	Electronic Documents Records Management System	98.9	0.0	98.9	Internal	98.9	3.0	1.0	0.0	0.0	Oct-17	File storage and collaboration strategy commenced.
YM304	Great Hollands Community Centre & Library	48.6	0.0	48.6	Internal	48.6	0.0	0.0	0.0	0.0	Mar-17	Carry forward budget required for roof works.
YM307	CITRIX Licensing	72.0	0.0	72.0	Internal	72.0	1.5	0.0	0.0	0.0	Mar-17	Licence requirements to be confirmed. Changes to Citrix farm over coming year being reviewed. Design work for newfarm and hardware set-up in progress. In process of determining licence numbers - to be ordered 16/17.

UNRESTRICTED

YM308	Phone System Replacement - Remote Sites	35.9	0.0	35.9	Internal	35.9	0.0	5.4	0.0	0.0	Mar-17	Heathlands closed, some other potential sites uncertain. Breakthrough and the Oaks to be done Q4/16 (~£10K).
YM309	Storage Area Networks	36.7	0.0	36.7	Internal	36.7	0.0	0.0	0.0	0.0	Dec-16	Extended storage required for new backup solution. Backup solution installed. Completed.
YM311	Phone System Replacement - Libraries	16.3	0.0	16.3	Internal	16.3	0.0	0.0	0.0	0.0	Mar-17	Recharging by Colin Yerrington from other budget spends required. No further spend anticipated.
YM318	Time Square Meeting Rooms - Display Screens	3.0	0.0	3.0	Internal	3.0	3.0	0.0	0.0	0.0	Aug-16	Complete
YM322	Oracle 11 Upgrade	60.8	0.0	60.8	Internal	60.8	0.0	0.0	0.0	0.0	Mar-17	Some server upgrades required during year to Oracle v11 for business systems. Some systems require v12. Some dates for applications being scheduled including Uniform, M3, Confirm and EDRMS. Budget requires a carry forward to 2016-17 when work is likely to be carried out. Scheduled being agreed for upgrades
YM323	Time Square - Easthampstead House Network Link	30.0	0.0	30.0	Internal	30.0	0.0	0.0	0.0	0.0	Aug-16	Works completed - await final invoice.
YM324	IPS Firewall	30.0	0.0	30.0	Internal	30.0	3.0	0.0	0.0	0.0	Mar-17	Reviewed in the autumn. Upgrades required as a result of PSN. Designs being considered, awaiting outcome of PSN submission.
YM326	DNS-DHCP-IPAM System	20.0	0.0	20.0	Internal	20.0	17.7	0.0	0.0	0.0	Dec-16	Procured. Set-up to be completed.
YM327	Wireless Expansion	18.3	0.0	18.3	Internal	18.3	2.3	0.0	0.0	0.0	Mar-17	To include additional wiring, firewalls, hardware and access points to expansion in Easthampstead House and Time Square. Firewall ordered. Work to continue throughout 2016-7. No change, ongoing.
YM328	Network Management Software	10.3	0.0	10.3	Internal	10.3	2.5	0.0	0.0	0.0	Mar-17	Software to be procured to improve internal monitoring and reporting - Solarwinds Server Patch Manager procured. Now looking at other requirements inc. DB management in Q4/16.
YM331	Pocket Park	870.6	0.0	870.6	Internal	870.6	185.1	0.6	0.0	0.0	Oct-16	Works completed - await final invoice. Unspent budget to be returned to Town Centre project.

UNRESTRICTED

YM333	Harmanswater CC & Library	1,257	0.0	0.0	Internal	0.0	0.0	0.0	0.0	0.0	-	Budget removed as part of savings package.
YM335	ALBACS Upgrade	10.8	0.0	10.8	Internal	10.8	6.9	0.0	0.0	0.0	Oct-16	Current system went end of life in September 2015. New C-Series software installed. Initial set-up issues resolved and system live as of 30/06/2015. New HSM's to be purchased in 16/17 to support the system.
YM336	Website Redevelopment 2015	35.0	0.0	35.0	Internal	35.0	16.5	16.5	0.0	0.0	Oct-16	The redevelopment of the public website is progressing well. The main aspects of the design and build have been completed, and the code for the site is now in the council's ownership.
YM337	Netcall System Replacement	3.0	0.0	3.0	Internal	3.0	0.0	0.0	0.0	0.0	Mar-17	The transfer to the new Liberty platform has been delivered, and the remaining budget will be used to implement the Q-buster functionality.
YM340	Server 2003 Upgrade	40.0	0.0	40.0	Internal	0.0	0.0	0.0	40.0	0.0	Mar-17	In progress with services and being co-ordinated with application upgrades where possible. ~80 servers to upgrade. To be completed next financial year.
YM341	SQL Upgrade	52.9	0.0	52.9	Internal	52.9	42.6	0.0	0.0	0.0	Sep-16	A few licences outstanding to be purchased
YM342	Server Hardware Replacement	106.1	0.0	106.1	Internal	106.1	59.7	5.7	0.0	0.0	Mar-17	Planning commenced, work being undertaken. Orders now likely Q4/16.
YM343	Members ICT Equipment Refresh	4.6	0.0	4.6	Internal	4.6	0.0	0.0	0.0	0.0	Mar-16	Rollout complete - recharges being prepared.
Total of Prior Year Funded Schemes - Council Wide		3,014.9	0.0	1,758.0	0.0	1,718.0	348.4	29.1	40.0	0.0		
Total Prior Year Funded Schemes		3,118.8	0.0	1,861.9		1,821.858	361.7	29.1	40.0	0.0		
CURRENT YEAR PROGRAMME												
Current Year Programme - Corporate Services & Chief Executive												
YM243	Community Centres - S106	135.0	0.0	135.0	External	135.0	0.0	0.0	0.0	0.0	Rolling Programme	Total S106 funding anticipated for the scheme.

UNRESTRICTED

YM349	Waterside Park	0.0	4,500.0	4,500.0	Internal	4,500.0	4,442.8	0.0	0.0	-57.2	Sep-16	Purchase complete.
YM350	Agresso Upgrade	0.0	50.0	50.0	Internal	50.0	28.0	1.2	0.0	0.0	Nov-16	Milestone 5 upgrade delayed. A test system has not been installed successfully so user acceptance testing cannot be completed. Complaint to be raised with Agresso about their support and performance. Project Team working on a revised timetable.
YM351	Disposal of land at Sandy Lane	0.0	100.0	100.0	Internal	100.0	0.0	0.0	0.0	-90.0	Mar-17	Awaiting approval for disposal plans.
YM352	Capita Payment Portal - Surcharge Module	0.0	15.0	15.0	Internal	15.0	3.3	0.0	0.0	0.0	Aug-16	This module has now been implemented, and the final bill has been received.
Total of Current Year Programme - Corporate Services & Chief Executive		135.0	4,665.0	4,800.0	0.0	4,800.0	4,474.1	1.2	0.0	-147.2		

Current Year Programme - Council Wide												
YM002	Access Improvement Programme	86.5	35.0	121.5	Internal	121.5	3.0	0.6	0.0	0.0	Rolling programme	Work on this years programme is underway.
YM165	Server and Server Component Refresh	42.5	45.0	62.5	Internal	62.5	3.7	0.0	0.0	0.0	Mar-17	Citrix server hardware and VMWare EOL replacements to take place throughout the coming year. Further Servers to be ordered for Citrix Farm upgrade however EOL not until April 16 so will only purchase towards year end. Some design work required for the Citrix Farm. Considering options with suppliers. Remainder of spend will be in 2016/17.
YM181	Capitalisation of Revenue (Budgets Only)	0.0	400.0	400.0	Internal	400.0	0.0	0.0	0.0	0.0	Mar-16	Monies transferred as part of the final accounts process.
YM244	Improvements and Capitalised Repairs - Council Wide - Planned Maintenance	526.6	1,670.0	952.1	Internal	952.1	477.0	229.1	0.0	0.0	Rolling programme	Works on this years programme are underway . To date 50% of the budget has been spent with a further 24% committed. Coral Reef works (£463k) vired to ECC main project.
YM320	Network Refresh	23.7	57.0	55.7	Internal	55.7	3.6	5.7	0.0	0.0	Oct-16	Will spend on CUCM servers and EOL equipment throughout the year. In progress, to be completed this financial year.

UNRESTRICTED

YM325	Computer Estate Refresh	182.2	423.0	427.2	Internal	427.2	52.7	1.4	0.0	0.0	Mar-17	To be used for replace on fail. Some budget may get used by mobile technology - tbc. Some screens require upgrades also and SSD replacements.
YM344	MFD - Printer Refresh	4.8	24.0	28.8	Internal	28.8	0.3	16.0	0.0	0.0	Mar-17	Printers to be rolled out as per agreed schedule. Majority in previous year replaced. Remainder of budget to be spent on break and fix. Review of plotters being carried out.
YM345	Town Centre Redevelopment	2,800.0	3,300.0	5,894.0	Internal	5,994.0	0.0	0.0	0.0	0.0	Mar-17	The Council will need to undertake its own planned investment on wider Town Centre infrastructure, in order to facilitate the Town Centre redevelopment works. All of these items have a much wider impact than the new development itself and will benefit the whole Borough.
YM346	Asbestos Control	30.0	30.0	60.0	Internal	60.0	25.0	1.3	0.0	0.0	Mar-17	A budget is required to cover any asbestos removal or encapsulating works in Corporate properties that is identified in future Asbestos Management Surveys. The surveys will be phased over a number of years
YM353	Microsoft Office Licences	0.0	60.0	0.0	Internal	0.0	0.0	0.0	0.0	0.0	-	This budget was part of the £300k savings.
YM354	Server Anti-Virus/Intrusion Prevention	0.0	65.0	65.0	Internal	65.0	62.5	0.0	0.0	0.0	Dec-16	Procured and installed. Some further configuration required.
YM355	Magistrates Court Building (Purchase)	0.0	775.0	1,125.0	Internal	1,125.0	1,040.4	3.7	0.0	0.0	Oct-16	Purchase complete, final works being carried out.
YM356	Replacement of JEL Building Mgmt. System Controls	0.0	9.0	9.0	Internal	9.0	0.0	6.4	0.0	0.0		
Total Current Year Programme - Council Wide		3,696.3	6,893.0	9,300.8	0.0	9,300.8	1,668.0	264.1	0.0	0.0		

Total Current Year Programme	3,831.3	11,558.0	14,100.8		14,100.8	6,142.1	265.3	0.0	-147.2		
Percentages						44%	2%	0%	-1%		

Total Council Wide	6,711.2	6,893.0	11,058.8		11,018.8	2,016.4	293.2	40.0	0.0		
Total Corporate Services & Chief Executives	238.8	4,665.0	4,903.8		4,903.8	4,487.4	1.2	0.0	-147.2		

Total Capital Programme	6,950.0	11,558.0	15,962.6		15,922.6	6,503.8	294.4	40.0	-147.2		
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Annex B: Annual indicators not reported this quarter

Council Plan indicators

Ind. Ref.	Short Description	Quarter due
1. Value for money		
NI004	Percentage of people who feel they can influence decisions in their locality	Q4
L250	Band D Council Tax within the lowest 10% of all English unitary authorities	Q4
L251	Value of savings achieved	Q4
L252	Capital receipts generated through the release of surplus assets	Q4
L253	Annual borrowing costs through the disposal of assets	N/A
L254	Annual percentage return for rental income from the property portfolio	Q4
L258	Overall residents' satisfaction with council services	Q4
L259	Percentage of population satisfied with the borough as a place to live	Q4
3. People have the life skills and education opportunities they need to thrive		
L274	Percentage of admissions appeals which are upheld - Infant	Q4
L275	Percentage of admissions appeals which are upheld - Primary	Q4
L276	Percentage of admissions appeals which are upheld - Secondary	Q4
4. People live active and healthy lifestyles		
L282	Number of adults taking part in digital inclusion activities	Q4
6. Strong, safe, supportive and self-reliant communities		
NI001	Percentage of people who believe people from different backgrounds get on well together in their local area	Q4
NI006	Participation in regular volunteering	Q4
NI023	Percentage of the population who believe that people in the local area treat one another with respect and consideration	Q4

Operational indicators

Ind. Ref.	Short Description	Quarter due
Corporate Property		
BV156	Percentage of buildings open to the public which are suitable for and accessible to disabled people	Q4
L075	Number of commercial property voids	Q4

Ind. Ref.	Short Description	Quarter due
L222	An annual staff satisfaction survey for town centre buildings to be undertaken on Facilities support and service	Q4
Customer Services		
L052	Cumulative percentage of Council Tax collected for the previous year at 31 March	Q4
L054	Cumulative percentage of business rates collected for the previous year at 31 March	Q4
Human Resources		
L066	Top five percent earners - women, council wide	Q4
L067	Top five percent earners - minority ethnic communities, council wide	Q4
L068	Top five percent earners - with disability, council wide	Q4
L070	Percentage of employees with a disability, council wide	Q4
L071	Percentage of black and ethnic minority employees, council wide	Q4
L072	Gender pay gap, council wide	Q4
L074	Average amount spent on training per employee, council wide	Q4
L131	Percentage of staff leaving within one year of starting	Q4
ICT		
L078	ICT User satisfaction - service user survey	Q4
L080	ICT Project management - 5 metrics	Q4
Legal Services		
L087	Percentage of time recorded as chargeable time	Q4