

QUARTERLY SERVICE REPORT

CORPORATE SERVICES

Q3 2016 - 17
October - December 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	Action may fall behind schedule		Action is no longer applicable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 the Citizen and Customer Contact Gateway Review has had to be moved to ensure full business case development to accurately inform the savings potential.

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 undertaken during the summer to identify efficiency savings for the 2017/18 budget which will be in addition to those to come from the Transformation Projects. These savings have been put forward for public consultation and agreed at a level of £0.392m.

Transformation projects progress

Council Wide Support Services Review (CWSS)

- The Board have now finalised the Target Operating Model and supporting descriptions.
- The business process review workshops have been completed and all of the outputs have been analysed, along with the information submitted in the Organisational Activity Analysis. This has allowed the Board to review the high level analysis and receive assurance that the target of £800,000 savings in the first two years is realistic and achievable.
- The Director of Corporate Services held 3 briefing sessions for staff in scope in late November to update them on the progress of the project.
- An initial meeting of the project team for the review of the Business Intelligence and Performance Management work stream has taken place and the project plan is being developed. Whilst this review will run separately it will be included within the remit of the Council Wide Support Services review. A decision will be taken by CMT in January to confirm the scope of this part of the review.
- New structures have been drafted for most functions within scope and the Business Case has been drafted. The project is on track to achieve the required savings.
- Work is underway to develop the Implementation Plan.
- A presentation on progress to Overview and Scrutiny core group will take place on 5 January 2017 and the Gateway Review with the Senior Leadership Group will take place on 23 January 2017.

Citizen and Customer Contact Review (CCC)

The pilot for service redesign has been widened in scope by the Board from one service to three. Adult Social Care (ASC) Intake Team, Multi Agency Safeguarding Hub (MASH) and Highways. Detailed workshops for service redesign with Highways service will be carried out between December 2016 and February 2017. Workshops for ASC Intake Team and MASH will be developed between January and March 2017.

Staff workshops are being held to develop the new Target Operating Model (TOM) for the customer experience. The facilitation plan has been designed and approved for these. The initial workshops will include members of the Highways Service, MASH, ASC Intake Team as well as members from other teams in scope.

The Council wants to deliver workshops with the voluntary sector as well as workshops with BFC volunteers to develop and define the Council's volunteering framework. These have been planned for January 2017.

Data collection is underway on a number of contact channels: email drop boxes across the Council, and telephone contact points in pilot areas. Data collection on post, both external and internal, has been completed and is currently being analysed. Work also continues on analysing data gathered from the top 300 high need customers and some interesting case studies are emerging.

Work has started to develop the Business Case using information gathered in the Analyse phase and the pilot work being carried out currently. The financial information in the Business Case will need to be based on what can be extrapolated from the service redesign pilot with the Highways service.

The Gateway Review has been confirmed as 3 April 2017.

Property Review

CMT considered the progress to date of the projects being considered by the Property Review Group on 14 December 2016 and endorsed these with a number of projects now evolving into specific work streams, such as Civic Accommodation project for Easthampstead House and Time Square and the future operations at Easthampstead Park Conference Centre. A key area of focus now is going to be the Commercial Centre with a project being developed around the site. There will also be a fresh look at some of the Adult and Children services property assets.

Bracknell Forest Council is a key participant in the Berkshire Property Partnership being the One Public Estate programme to work collaboratively on public assets with the Berkshire Local Authorities and 'Blue Light' sector for Pan Berkshire Property asset consolidation. Work is underway to develop governance arrangements for the Partnership.

Progress on other major projects

Mobile working

All employees based at remote sites (excluding Time Square, Easthampstead House and The Commercial Centre) are now assigned a job work style. In total there are 440 "FREE Workers" who work away from the office at least 20% of the working week to deliver Council services. It is to be noted that not all "FREE Workers" require mobile ICT to deliver Council services.

Adult Social Care, Health and Housing have commenced a new project to introduce mobile and flexible working across the Directorate.

All iPad devices are now upgraded to GOOD which has resulted in additional functionality and reduced number of Helpdesk calls. Benefits and cost analysis between iPad and Blackberry to be carried out in the New Year. In total, 47 users, including Members, have been assigned the iPad.

Following trials of the new Dell Hybrid over the last quarter and with hardware, performance, battery and screen resolution issues, Dell have acknowledged the current batch of devices are not fit for purpose and, therefore, will replace these with a new model and allow the Council to return all unused tablets.

As an alternative to the standard mobile phone and desk phone for “HOMEFLEX workers”, the Jabber softphone via a USB Headset/Handset, has been trialled with 43 users across different teams. Positive feedback so far received. Possible financial savings to be made by reducing the number of mobile phone contracts. This will be evaluated in January 2017.

Upgrade to SSD laptops to increase boot-up time for laptops has 85% of all “HOMEFLEX workers” upgraded. Out of warranty and non-compatible laptops replaced.

Website redevelopment

The Digital Services team have been building the new web site to incorporate the design work provided by Deeson, the design agency. A beta site has been constructed and will be available in early January to evaluate the new website. This will launch with a selection of service area pages including News, Council tax and Waste and Recycling for review both internally and externally. After launch promotional pages will be added to the beta site to evaluate the design principles for those web pages that require greater promotional material. The project will continue to use Agile development techniques to further develop the site for launch in March 2017.

CRM development

The work to enable customers to view their council tax account and so track payments and view their balance is 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.

The integration of the telephony system with the CRM system is also nearing completion. This will mean that 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.

During the last quarter the CRM project came 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 Citizen and Customer Contact Programme, where the CRM system can be used as an enabler in achieving particular objectives; currently, as part of the Council Wide Support Services project, the system is being considered for supporting FOI requests and enquiries to the ICT Helpdesk.

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, 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 twice and have a planning meeting with L&G.

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

- The Commercial Property Investment portfolio, with the exception of Waterside Park, is now either completely full or under offer. This is the first time this will have been achieved in at least 5 years.
- The Facilities Category Management Strategy, subject to agreement of group accountants, is close to achieving its £90k per annum permanent savings target.
- The disposal of surplus land at Sandy Lane Garth has received an offer at an acceptable level and contracts issued to a UK major house builder.

- Progress continues on the development of the next modules of iTrent, the new integrated HR/Payroll system, including People Manager and Learning & Development. The current priorities are the launch of electronic payslips and the design of the Learning and Development and Appraisal Modules.
- The tender for a new OH contract has been completed and the tender exercise is in its final stages. We are out to tender jointly with West Berkshire and the successful tenderer will be identified this quarter.
- The Organisation Development Strategy has been agreed at CMT and work continues on developing values, behaviours and competencies.
- We continue to develop and expand the e-learning opportunities to staff. 8 new packages have been created and gone live within the last 3 months.
- The upgrade to Agresso was successfully achieved in Test in November when the last areas of functionality were resolved. Plans are in place for detailed user testing with a planned go live date later in the year.
- Due to staffing turnover, there was a significant backlog in invoice payments for a large part of the quarter. Additional staff have now been recruited and more staff in Finance have been trained to support the Accounts Payable team.
- By-elections were held for Central Sandhurst Borough and Town Council Wards. Councillor Gaby Kennedy was elected to both and her induction programme is progressing well.
- 20 young people visited the Council as part of our Youth Takeover Day in November and shadowed councillors and chief officers. They visited a range of places, were keen and engaged throughout the day and provided positive feedback on their experiences.
- The Register of Electors was published on 1 December following the household canvass. The electorate figure of 87,949 is 1589 lower than reported in quarter 2. This is not outside normal parameters of what is expected during the canvass and reflects the fact that 2,033 names were removed as a result of responses received.
- A draft ICT Strategy is being developed and will be presented at Corporate Services DMT on 2 February 2017 in advance of the Executive on 14 March 2017.
- There is requirement to replace the existing ICT service desk system with a new system that is fit for purpose to support the needs of ICT support services in the future. Consultation is taking place with colleagues in Customer Services to see if the current customer contact system meets these needs or whether other products need investigation. Timescales to achieve this are incredibly challenging to meet the requirements of the Council Wide Support Services review.

Highlights and remedial action

Good performance

- The Council's courier service is now emission free with the lease of a second Nissan e-NV 200 electric van.
- Property Services have purchased 20 of 20 houses for Downshire Homes Ltd, to support the prevention of homelessness within the Borough.
- The General Register Office Compliance and Performance Unit undertook a stock and security assurance audit of the Registration Service and concluded that Bracknell Forest maintains 'high' security in relation to the arrangements around the receipt, storage and use of the secure certificate stock held. This is the highest rating possible. In addition six areas of good practice were highlighted.
- Customer Services contact satisfaction increased from 71% in quarter 2 to 80% this quarter (target 75%). The abandonment rate for calls has also reduced over the last quarter from 4.8% (Q2) to 1.9% this quarter.

- Increased recovery activity in the revenues team have resulted in an increase in arrears collection in the region of £250,000 in the last year.

Areas for improvement

- L065 - The level of investment return achievable is closely linked to the level of the bank rate, set by the Bank of England. This now sits at 0.25%, a reduction from 0.50% when the target was set. While the Council's investment performance is below the original target set for this reason, it still compares favourably against national comparators.

Audits and Risks

Three audit reports with a limited assurance opinion were issued for the Directorate during quarter 3. These related to the CRM system, disaster recovery and back-up systems.

Budget position

Revenue Budget

The original cash budget for the department was £14.082m. Net transfers of £0.179m (including in-year savings) have been made bringing the current approved cash budget to £14.261m. A detailed analysis of the budget changes in this quarter is available in Annex A.

There are three variances to report in the third 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	(1,920)	(1,920)	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 £15.903m. Expenditure to date is £7.005m representing 46% of the budget. Excluding the Town Centre Redevelopment works, the Department anticipates 96% of the total approved budget to be spent by the end of the financial year with 4% being carried forward into 2017-18. 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

Sub-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		<p>The RAG status changed to Red as a result of the CMT as the Project Board changing the pilot area and adding two new areas to also work with to develop the target operating model. This significant change mid way through the plan phase created a need for an urgent update of the project plan. There were only four weeks to plan and commence delivery of the pilot service and deliver TOM workshops before the plan Gateway Review Report needed to be drafted for the Gateway Review meeting on 26th January. As the Gateway Review meeting date has been deferred to w/c 3rd April to allow for the additional data to be collected and analysed to inform a robust business case, the status of the project has been downgraded to Amber. Next steps for the review are:</p> <ul style="list-style-type: none"> • Designing the new customer experience/ TOM - Initial staff workshops planned for December with a cross section of staff including Highways, ASC Intake Team, MASH and representatives from other teams in scope to develop the customer experience. • Following the initial workshop held on 13th December, further workshops to ensure staff engagement will continue through to March 2017. • Partnership working – Workshop with the voluntary sector planned for January 2017 and two workshops with current volunteers to inform the Council's volunteering strategy also planned for January. • Technology, processes and information – Trials continue on the Beta website, GovDelivery pilot to be evaluated, digital technology plan of the applications required to achieve the digitally enabled customer journey is being developed. • Work will continue to define experiences of top 300 customers. • Analysis of post

			<p>received and sent has started • Analysis of telephone calls has started. • Analysis and guidance on drop box use to be developed. • Governance – New staff roles and skill requirements to be defined once TOM developed and approved. • Pilot new way of working/Service redesign – CMT identified three pilot areas ASC Intake Team, MASH and Highways. Detailed workshops for service design with Highways pot hole reporting service will be developed between December 2016 and February 2017 and data collection for MASH will take place on 8th and 9th December and with the ASC Intake Team on 13th December. ASC workshops will commence in the third week of January and continue through to March 2017. Workshops with MASH still to be arranged. • New comms – The new approach to Council wide communications is to be developed • Business case - Work continues on drafting the business case. • Implementation plan – This will be drafted from January.</p>
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		<p>The RAG status for the Plan Phase for this project remains amber as more time is required to draft new structures for the Target Operating Model which achieve the required savings. The risk that there will be insufficient time to meet the deadlines within the project plan due to the pressure of work and limited capacity of the board members remains and deadlines continue to be missed. Despite this good progress is being made on developing the Business Case and Implementation Plan and a number of functions have completed structures which achieve the required savings. Response to the briefing sessions held by the Director of Corporate Services was positive and staff are now clear on the timeline for beginning consultation on reorganisation, subject to approval for the proposals from the Senior Leadership Group at the Gateway Review in January.</p>
1.2.10 Conclude the delivery plan for the Facilities Management Category Strategy	31/03/2019		<p>In order for the target to be achieved, the savings identified have to be agreed by the department group accountants and these discussions are ongoing at present. If agreement is reached then the target will be achieved this financial year.</p>
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	31/08/2019		<p>From the Property Review Group a number of significant stand alone projects are now under way, these include a civic project dealing with the future of Easthampstead House, linked to the future development of the Northern Retail Quarter East, which is linked to other projects such as the library review. Easthampstead Park Conference</p>

recycling centre)			Centre is another site project to become a stand alone project. C.M.T have reviewed the progress made and endorsed the work of the group to date which may now be expanded with a review of some other directorate service delivery models.
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		Completed. Main area of focus Commercial property Investment Strategy.
1.3.05 Review Service Level Agreements and charging with schools and academies and explore opportunities for further service provision	31/03/2019		On-going. Approach to market services being developed by Director CYPL.
1.3.06 Implement the changes to the discretionary Home to School Transport service	31/03/2019		The required contributions for Post 16 transport assistance have been received from all but one family. SEN and ITU are seeking to recover this contribution through use of the bursary available from the school. A 17 week process has been instigated by the school (KL).
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 Corporate Property Investment Strategy is now adopted by the Council, with an Executive Committee established to review the potential acquisitions which will support the Council's financial plan.
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 continues to integrate the Council Tax account. Work is also underway to upgrade all existing online forms to the latest software. A review of the Highways fault reporting process is underway. The number of account holders now stands at over 16,000.
1.4.02 Develop a Digital Strategy to support increased use of online resources by staff	31/10/2016		Digital ICT Strategy is currently being written by CO:IS with the aim for an Executive Decision on 14 March 2017. Initial draft to be review as Corporate Services DMT on 2nd February 2017.
1.4.03 Implement employee and manager self service in the new HR and Payroll system	31/12/2016		Progress is being made on the self service side of iWork@BFC, most notably on the introduction of electronic payslips in January 2017 and the development of the appraisal module, both of which use the "iWork@BFC" self service module.
1.4.04 Support the procurement, installation and deployment of a new GIS system with colleagues in ECC	31/03/2019		Installation and implementation is now complete
1.4.05 Develop and implement a Workforce Transformation Strategy	31/03/2017		The Organisational Development Strategy has been agreed at CMT and further engagement is planned with SLG in January. Work continues on refining the new values, behaviours and competencies which, alongside the Organisational Development Strategy will inform many HR

			processes (e.g. appraisal and recruitment).
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		Being developed through the delivery of the Transformation Programme's work on behaviour and culture change.
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 has been consulted upon this autumn. The use of volunteers and closer partnership working with the voluntary sector are also being prioritised in the Citizen and Customer Contact review.
1.6 Resident and staff satisfaction levels remain high			
1.6.02 Conduct the Residents Survey 2017 to test resident satisfaction	31/01/2017		The Survey started on 3rd January.
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 took place this autumn on the library service review. Equality Impact Assessment were produced for savings proposals in the 2017/18 budget. Residents Survey has commenced in January 2017. Significant changes to services are impact assessed.
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. However, given the significant change taking place to services across the organisation stemming from the Transformation Programme the time is not right to prioritise attaining the Excellent level and efforts instead will be focussed on maintaining the Achieving level.
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. It is intended to regard the output as a baseline of data to measure the impact of the Transformation Programme, so it is likely that some of the standard questions will need to be reviewed in that light. The survey will be launched in the Autumn.
1.7 Spending is within budget			
1.7.02 Implement savings as identified for 2016-17	31/03/2017		Achieved.
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 Q2 2016/17	Current Figure Q3 2016/17	Current Target	Current Status
L051	Percentage of current year's Council tax collected in year (Quarterly)	57.09%	84.56%	57.20%	
L053	Percentage of current year's Business Rates collected in year (Quarterly)	58.48%	83.05%	53.60%	
L221	Satisfaction level expressed in survey of contact with Customer Services, across all channels (Quarterly)	71.00%	80.00%	75.00%	
L256	Percentage of transactions carried out online and the use of the customer portal (Quarterly)	38.8%	48.5%	N/A	
L261	Level of staff sickness absence (Quarterly)	1.18			
L262	Level of voluntary staff turnover (Quarterly)	5.8%	2.8%	13.0%	




A strong and resilient economy

Sub-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 contact was signed on 6 October 2016 and the contract went live 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



Sub-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 295 children and young people with SEN with transport assistance. This can be further broken down: SEN within statutory school age - 187 YP with SEN who are Post 16 and continuing at their place of education or colleges – 56 Over 19 or formerly SEN or Post 16 SEN who started a new course in September 2016 - 12 Students at the Pupil Referral Unit (classed as SEN) - 37 SEN pupils who receive a Personal Transport Budget – 3



People live active & healthy lifestyles

Sub-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 20 out of 20 properties has been completed.
4.8 Learning opportunities are available for adults			
4.8.01 Work with partners to coordinate opportunities for Digital Inclusion activities	31/03/2017		Bracknell Forest Homes are active in delivering digital inclusion training to their residents, working in partnership with private sector and voluntary sector organisations. We are continuing to work with them, to identify opportunities for collaboration.



A clean, green, growing and sustainable place















Sub-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		The sale of the land at Sandy Lane has a number of contractual triggers which are designed and encourage to deliver early housing for this site. The former Heathlands site is being considered by C.M.T and may work collaboratively with other local authorities for residential care provision.
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 is concentrating on identifying additional S106 funding for the project and will review the financial position in September 2017. • Warfield Community Hub: the feasibility study has been delayed due to a lack of interest from the market to deliver this. One quote was obtained and discussions are taking place on the best way to deliver the study. • Crowthorne Community Hub: the Parish Council working group is now meeting regularly 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











Sub-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. The C&CC review has started to focus on new ways of working to promote community self reliance and behaviour change; this is embedded in the delivery plan for the review and will be integrated into the new Organisational Development Plan.
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		The launch of the beta site has been delayed to January 2017. However, this will make use of volunteer testers once it is live.
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		New equality objectives and a new scheme have been drafted ready for consultation. Equality actions are being identified and embedded into the 2017-18 service plans.
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		Action plan was refreshed with new actions through a workshop at the July meeting of the Partnership.





Section 3: Operational Priorities

Sub-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		The Central Sandhurst Borough and Town Council by-elections were delivered without challenge and within budget.
7.2.02 Retender Electoral registration and Elections Printing – 3 year framework agreement	31/12/2019		The tenders have been evaluated and the decision on the successful tenderer will be made in January 2017.
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 complete for the vacancies on the Independent Remuneration Panel.
7.2.04 Deliver primary and secondary admission appeals	31/03/2019		The Panel met three times this quarter to hear four appeals. Three were infant class size appeals. None of the appeals were upheld.
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		Achieved
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, loan arrangement agreed in principle.
7.2.08 Use monthly budget monitoring reports to identify and address any emerging overspends promptly	31/03/2019		Achieved.
7.2.09 Carry out annual review of Constitution	27/04/2016		Completed
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 Inter Authority Agreement on Public Protection Partnership Shared Services. Ongoing transactional support to Downshire Homes and on Library/Leisure Transformation projects
7.2.11 Provide Legal support to Downshire Homes Ltd including advice to the Board and conveyancing for property acquisitions	31/03/2019		20 properties purchased since April 2016
7.2.12 Provide legal support to review of Community Infrastructure Levy Charging Schedule	31/03/2017		Review pending
7.2.13 Provide Legal support on all infrastructure projects	31/03/2019		Currently finalising S38 Highways Agreement
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 the tender exercise is in its final stage. We are out to tender jointly with West Berkshire Council and the successful

			tenderer will be identified this quarter.
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. 8 new packages have been created and gone live within the last 3 months. Most of the current packages have now been converted to the new platform.
7.2.17 Migrate from ESRI GIS to Open Source GIS	30/06/2016		Cadcorp open source system procured, installed and configured prior to go live end Jan 2017.
7.2.18 Redevelop the public website to improve citizen use of online information and service access	31/10/2016		The work supplied by the design agency has been supplemented with internal resource, and a beta site will be ready for launch in January 2017.
7.2.19 Develop Electronic Documents and Records Management System (EDRMS)/Collaborative Working Strategy to support mobile & flexible working	30/09/2016		EDRMS strategy developed by iESE will a follow-up workshop being undertaken with key staff. The Action plan for the strategy is now being managed under the Civic Accommodation programme.
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		All ICT actions currently complete. New requirements for the new centre when it opens late summer 2017 to be discussed and planned with ICT co-ordinated by the Coral Reef project team.
7.2.21 Support Forestcare to promote the use of mobile lifeline technology	31/03/2017		Project complete.
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.
7.2.23 Review the CRM contract	31/05/2016		The work to review the CRM contract and evaluate other suppliers has been completed, and a report will be presented to the Director of Corporate Services by early February 2017.
7.2.24 Procure significant contracts including mail services and home to school transport	30/06/2016		The Downstream Postal Service has 43 months to run and we are currently being offered the best rates for second class mail items that can be achieved. The requirement for Chief Officer authorisation to send 1st class mails has been removed in this quarter however the Post Room staff will continue to monitor and challenge in order to continue to achieve savings. HTST contract is in operation.
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		Schools training on asbestos management is on going and expected to be complete by the end of Q4.
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 are progressing well on site and currently on target to be completed as programmed. The project remains within the approved budget

Corporate Property - Quarterly					
Ind Ref	Short Description	Previous Figure Q2 2016/17	Current Figure Q3 2016/17	Current Target	Current Status
L059	Percentage of post sent second class (Quarterly)	97.0%	98.0%	95.0%	
L076	Planned maintenance spend (Quarterly)	98.3%	101.1%	30.0%	
L229	Number of clients with learning difficulties using the R-bus (Quarterly)	63	65	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)	70.0%	89.0%	85.0%	
Customer Services - Quarterly					
Ind Ref	Short Description	Previous Figure Q2 2016/17	Current Figure Q3 2016/17	Current Target	Current Status
L233	Percentage of abandoned calls to the main Council contact number (Quarterly)	4.5%	1.9%	5.0%	
L234	Number of Council Tax cases in arrears (Quarterly)	4,660	4,817	N/A	N/A
Democratic and Registration Services - Quarterly					
Ind Ref	Short Description	Previous Figure Q2 2016/17	Current Figure Q3 2016/17	Current Target	Current Status
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)	68.0%	100.0%	85.0%	
L231	Number of entries on the Electoral Register (Quarterly)	89,538	87,949	86,063	
Finance - Quarterly					
Ind Ref	Short Description	Previous Figure Q2 2016/17	Current Figure Q3 2016/17	Current Target	Current Status
BV8	Percentage of invoices paid within 30 days (Quarterly)	89.2%	86.3%	95.0%	

L064	Debt outstanding as percentage of gross debt (Quarterly)	4.00%	4.00%	7.00%	
L065	Return on investments exceeds 7-day LA cash benchmark rate (Quarterly)	0.38%	0.32%	0.50%	
ICT - Quarterly					
Ind Ref	Short Description	Previous Figure Q2 2016/17	Current Figure Q3 2016/17	Current Target	Current Status
L079	Resolution of reported ICT incidents (Quarterly)	95%	88%	95%	
L082	ICT service availability - percentage of time service is available for use (Quarterly)	99.2%	98.8%	99.0%	
L220	Number of ICT Helpdesk Calls (Quarterly)	5,711	4,947	N/A	N/A
Legal Services - Quarterly					
Ind Ref	Short Description	Previous Figure Q2 2016/17	Current Figure Q3 2016/17	Current Target	Current Status
L085	Amount of money recovered in debt collection (Quarterly)	404,840.15	316,763.23	N/A	N/A
L086	Number of Freedom of Information requests received (Quarterly)	265	286	N/A	N/A
L291	Number of new legal cases opened each quarter (Quarterly)	132	148	N/A	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	45	30	13	38.29	2	4.44
Democratic & Registration Services	19	12	6	16.42	1	5.26
Finance	36	25	9	31.06	2	5.56
Human Resources	20	14	5	17.11	1	5
ICT	40	35	2	36.2	3	7.5
Legal	13	7	5	10.24	1	7.69
Property Services	41	25	13	33.45	3	7.32
Department Totals	216	150	53	184.77	13	6.01

Staff Turnover

For the quarter ending	31 December 2016	2.96
For the last four quarters	1 January – 31 December 2016	8.45

Comparator data	
Total voluntary turnover for BFC, 2015/16:	14.3%
Average UK voluntary turnover 2015:	16.1%
Average Local Government England voluntary turnover 2014/2015:	13.5%

Source: XPerthHR Staff Turnover Rates and Cost Survey 2015 and LGA Workforce Survey 2014/15

Comments: There were six voluntary leavers during the last quarter which is higher than in the previous quarter. Two of these leavers were Chief Officers.

Of the thirteen vacancies, two including one Chief Officer, are being covered by contractors on a temporary basis. Of the other vacancies recruitment is underway for one of the posts in Finance. Other posts are currently being held vacant for the time being.

Staff sickness

Section	Total staff	Number of days sickness	Quarter 3 average per employee	2016/17 annual average per employee
Directorate	2	0	0	0
Customer Services	43	96	2.23	7.43
Democratic & Registration Services	18	9	0.5	1.48
Finance	34	50.5	1.49	3.12
Human Resources	19	38	2	3.72
ICT	37	90.5	2.45	6.7
Legal	12	5.5	0.46	3.72
Property Services	38	138	3.63	10
Department Totals (Q3)	203	427.5	2.11	
Totals (16/17)				5.89

Comparator data	All employees, average days sickness absence per employee
Bracknell Forest Council 15/16	5.9 days
All local government employers 2015	9.9 days
Average Local government England Sickness 2014/15	8.5 days

Source: Chartered Institute of Personnel and Development Absence Management survey 2015 and LGA Workforce Survey 2014/15

Comments: Sickness for this quarter stands at 427 days. This is significantly higher than the last quarter and the same period last year. There were 208.5 days attributable to long term sick this quarter. There are currently 3 members of staff off on long term absence. The estimated annual average for 16/17 is 5.89 days which is equal to the authority figure for 15/16. The estimated annual average excluding long term sick is 2.87 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	1	4	2 not upheld, 1 partially upheld, 1 upheld
Stage 3	0	0	N/A
Local Government Ombudsman	0	0	N/A
TOTAL	1	4	N/A

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: 1 stage 2 complaint received and responded to in Q3 relating to Council Tax collection which has not been upheld.

Parental dissatisfaction with a complex SEN Home To School Transport route to Alton resulted in a letter from the MP. Subsequent action into this matter has resulted in a Personal Transport Budget being allocated for this student.

Annex A: Financial information

CORPORATE SERVICES / CX OFFICE BUDGET MONITORING - NOVEMBER 2016									
	Original Cash Budget	Virements & Budget C/Fwds	NOTE	Current Approved Cash Budget	Spend to Date %	Department's Projected Outturn	Variance Over/(Under) Spend	Variance This Month	NOTE
	£000	£000		£000	%	£000	£000	£000	
Director of Corporate Services									
Director of Corporate Services	215	5		220	66	220	0	0	
Community Engagement & Equalities	218	6		224	47	229	5	5	2
	433	11		444	57	449	5	5	
Head of Democratic & Registration Services									
Committee Services	337	7		344	56	344	0	0	
Member and Mayoral Services	874	14		888	67	878	-10	0	
Registration of Births, Deaths & Marriages	-41	2		-39	210	-39	0	0	
Registration of Electors / Elections	187	3		190	138	190	0	0	
	1,357	26		1,383	70	1,373	-10	0	
Chief Officer: Customer Services									
Local Tax Collection incl Cashiers	365	-16	C	349	98	349	0	0	
Customer Services	937	41		978	69	978	0	0	
	1,302	25		1,327	76	1,327	0	0	
Borough Solicitor									
Legal	581	17		598	64	608	10	0	
Chief Officer: Human Resources									
Human Resources	427	21	C	448	75	463	15	0	
Unified Training Unit	424	7		431	23	431	0	0	
Health & Safety	55	7		62	52	62	0	0	
	906	35		941	50	956	15	0	
Borough Treasurer									
Finance	1,919	58		1,977	60	1,947	-30	-30	3
Insurance	406	0		406	32	406	0	0	
	2,325	58		2,383	55	2,353	-30	-30	
Chief Officer: Property Services									
Property Services	337	47	D	384	69	384	0	0	
Industrial & Commercial Properties	-1,913	-7	B	-1,920	90	-1,920	0	0	
Construction & Maintenance	485	70	A	555	65	555	0	0	
Operations Unit	3,869	52	B	3,921	62	3,891	-30	0	
	2,778	162		2,940	45	2,910	-30	0	
Chief Officer: Information Services									
ICT Services	2,420	40		2,460	73	2,465	5	22	1
Chief Executive's Office									
Chief Executive	491	-91		400	35	400	0	0	
Chief Executive's Office (Support)	796	3		799	80	799	0	0	
Town Centre Redevelopment	53	0		53	-1,057	53	0	0	
Voluntary Sector Grants	382	-28		354	76	354	0	0	
Community Safety	258	-79		179	47	179	0	0	
	1,980	-195		1,785	32	1,785	0	0	
Transformation Board	0	0		0	100	0	0	0	
TOTAL CS AND CX OFFICE	14,082	179		14,261	60	14,226	-35	-3	
Memorandum item									
Devolved Staffing Budget - CS and CX	9,495	390		9,885	73	9,885	0	0	
Non Cash Budgets									
Capital Charges	1,703	0		1,703		1,703	0	0	
IAS19 Adjs	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 - NOVEMBER 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
	0	Virements reported in Fifth Budget Monitoring
	0	Virements reported in Sixth Budget Monitoring
A	64	Structural Changes Reserve A redundancy within the Construction and Maintenance department within Corporate Services and Chief Executive's Office was made during 2016/17 as part of the efficiency savings package. The cost of this totals £0.064m and budget is requested from the Structural Changes Reserve to fund this.
B	-21	Operations Unit and Industrial & Commercial Properties The gas and electricity budgets have been recalculated following the receipt of the Energy Managers projected volumes and price changes from the 1st April. This has resulted in budget reductions of £0.021m for the Civic Buildings and Industrial & Commercial Properties.

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C	0	HR / Local Tax Collection It was agreed at DMT on 24/11/2016 for £2k to be permanently vired from Local Tax Collection to HR to support the licence costs of the new iTrent system. This was taken from block 2 of the efficiency savings for 2017/18 that at this stage are not being taken.
D	8	Property Services A virement of £0.008m has been made to Property Services for the savings identified on the Fire Alarm contract. This is a saving that is to be attributed to the Facilities Management Category Strategy savings target.
	51	<i>Virements reported in Seventh Budget Monitoring</i>
	0	<i>Virements reported in Eighth Budget Monitoring</i>
	0	<i>Virements reported in Ninth Budget Monitoring</i>
	0	<i>Virements reported in Tenth Budget Monitoring</i>
	0	<i>Virements reported in Eleventh Budget Monitoring</i>
	179	Total Budget Virements Reported to Date

CORPORATE SERVICES / CX OFFICE BUDGET MONITORING - NOVEMBER 2016

Variances

	£'000	£'000	
	0		Variances Reported in First Budget Monitoring
	0		Variances Reported in Second Budget Monitoring
1		8	Cashiers Services
	8		Variances Reported in Third Budget Monitoring
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		Variances Reported in Fourth Budget Monitoring
1		-30	Home to School Transport An underspend has been identified within Home to School transport as a result of savings made on new supplier contracts and an amalgamation of routes.
2		-17	ICT Service Underspends have been identified within the following areas: Training (£0.010m), Consultants Fees (£0.004m), Computer Purchase (£0.003m).
3		-8	Customer Services Underspends are expected within licences and staff uniforms. This is based on the assumption that FOI's and Complaints are not completed in the CRM.
	-55		Variances Reported in Fifth Budget Monitoring
1		-10	Member Services An underspend has been identified within Members' Allowances £0.010m.
2		8	Human Resources Due to the upgrade to the iTrent system, a read only access/licence is still required for Nortgate and an additional licence is required for business objects in order for reports to be run in the new system. This has created a pressure within Human Resources of £0.008m.
	-2		Variances Reported in Sixth Budget Monitoring
1		22	ICT Services Due to the exchange rate, the CISCO licence renewal is higher than anticipated creating a pressure of £0.008m. In addition to this, the network link from TS to EH cannot be capitalised and has created a pressure of £0.014m within ICT services.
2		5	Community Engagement It was agreed that the Resident's Survey was to include Regression Analysis this year, thus putting a pressure of £0.005m on the original budget.
3		-30	Finance An underspend is to be reported within Finance for the transparency code set-up grant (£0.013m). There are various smaller underspends across the supplies and services within the main finance area totalling £0.010m, Payroll £0.004m and Procurement £0.003m.
	-3		Variances Reported in Seventh Budget Monitoring
	0		Variances Reported in Eighth Budget Monitoring
	0		Variances Reported in Ninth Budget Monitoring
	0		Variances Reported in Tenth Budget Monitoring
	0		Variances Reported in Eleventh Budget Monitoring
	-35		Total Budget Variances Reported to Date

CAPITAL MONITORING 2016/17

Dept: Corporate Services & Chief Executives Office

As at: 30th November 2016

Cost Centre	Cost Centre Description	2015/16 Brought Forward	2016/17 Budget	Total Virements	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	£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	0.0	24.6	Internal	24.6	10.6	0.0	0.0	0.0	Mar-17	Snagging works complete, await final invoice.
YM293	Property & Asset Management System	31.2	0.0	0.0	31.2	Internal	0.0	0.0	0.0	31.2	0.0	Jun-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	0.0	6.2	Internal	0.0	0.0	0.0	6.2	0.0	Jun-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	0.0	5.2	Internal	0.0	0.0	0.0	5.2	0.0	Jun-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	0.0	36.6	Internal	3.1	3.1	0.0	33.5	0.0	Jun-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. The project to come off Lagan is close to closure, as work becomes 'business as usual', with remaining funding to be used to develop CRM (CCC Review)
YM329	Replacement HR & Payroll System	0.0	0.0	0.0	0.0	Internal	0.0	17.8	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 - to be dealt with at year end.
Total of Prior Year Funded Schemes - Corporate Services & Chief Executive		103.8	0.0	0.0	103.8	0.0	27.7	31.4	0.0	76.1	0.0		
Prior Year Funded Schemes - Council Wide													
YM215	Replacement Revenue & Benefits System	32.1	0.0	0.0	32.1	Internal	32.1	4.6	16.0	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	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). Failed to procure s/fast broadband in required location so looking at options.

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YM247	Market Place Properties	100.0	0.0	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	0.0	18.6	Internal	18.6	0.0	0.0	0.0	-18.6	Dec-16	Review of licences and additional requirements to be assessed. No further spend anticipated.
YM214	Electronic Documents Records Management System	98.9	0.0	0.0	98.9	Internal	7.1	7.1	0.0	91.7	0.0	Jun-17	File storage and collaboration strategy commenced. Outcomes of workshops being assessed.
YM304	Great Hollands Community Centre & Library	48.6	0.0	0.0	48.6	Internal	48.6	48.6	0.0	0.0	0.0	Mar-17	Roofing works nearing completion, await recharge from Surveyors.
YM307	CITRIX Licensing	72.0	0.0	0.0	72.0	Internal	72.0	5.2	1.9	0.0	-55.5	Mar-17	Licence requirements to be confirmed. Changes to Citrix farm over coming year being reviewed. Design work for new farm and hardware set-up in progress. In process of determining licence numbers - to be ordered 16/17. Likely to spend £10K-£15K in Q3/4, remaining is underspend.
YM308	Phone System Replacement - Remote Sites	35.9	0.0	0.0	35.9	Internal	35.9	0.0	5.5	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	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. Await invoice.
YM311	Phone System Replacement - Libraries	16.3	0.0	0.0	16.3	Internal	16.3	0.0	0.0	0.0	-16.3	Jun-16	Recharging by Colin Yerrington from other budget spends required. No further spend anticipated.
YM318	Time Square Meeting Rooms - Display Screens	3.0	0.0	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	0.0	60.8	Internal	20.8	0.0	0.0	40.0	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 when work is likely to be carried out. Schedule being agreed for upgrades.
YM323	Time Square - Easthampstead House Network Link	30.0	0.0	0.0	30.0	Internal	30.0	0.0	0.0	0.0	-30.0	Aug-16	Works completed - revenue costs and so cannot be capitalised.
YM324	IPS Firewall	30.0	0.0	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. Spend anticipated Q4.
YM326	DNS-DHCP-IPAM System	20.0	0.0	0.0	20.0	Internal	20.0	17.7	0.0	0.0	-2.3	Dec-16	Completed.
YM327	Wireless Expansion	18.3	0.0	0.0	18.3	Internal	10.3	2.3	0.0	8.0	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. Unlikely to spend all before April, £8K c/fwd.

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YM328	Network Management Software	10.3	0.0	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 Q4/16-17.
YM331	Pocket Park	870.6	0.0	-612.0	258.6	Internal	258.6	237.9	20.7	0.0	0.0	Oct-16	Works completed - await final invoice (£15k-£20k). Unspent budget (£612k) returned to Town Centre project.
YM333	Harmanswater CC & Library	1,257	0.0	-1,256.9	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	0.0	10.8	Internal	10.8	0.0	12.1	0.0	0.0	Dec-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 HSMs to be purchased in 16/17 to support the system.
YM336	Website Redevelopment 2015	35.0	0.0	0.0	35.0	Internal	35.0	34.6	0.0	0.0	0.0	Dec-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	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	0.0	40.0	Internal	40.0	0.0	0.0	0.0	0.0	Mar-17	In progress with services and being co-ordinated with application upgrades where possible. ~80 servers to upgrade. Anticipate spend Dec16.
YM341	SQL Upgrade	52.9	0.0	0.0	52.9	Internal	52.9	42.6	0.0	0.0	0.0	Dec-16	A few licences outstanding to be purchased once server reconciliation complete.
YM342	Server Hardware Replacement	106.1	0.0	0.0	106.1	Internal	106.1	62.5	2.9	0.0	0.0	Mar-17	Planning commenced, work being undertaken. Orders now likely Q4/16-17.
YM343	Members ICT Equipment Refresh	4.6	0.0	0.0	4.6	Internal	4.6	0.0	0.0	0.0	-4.6	Mar-16	Rollout complete - recharges complete.
Total of Prior Year Funded Schemes - Council Wide		3,014.9	0.0	-1,868.9	1,146.0	0.0	1,006.3	471.6	59.1	139.7	-127.3		
Total Prior Year Funded Schemes		3,118.8	0.0	-1,868.9	1,249.9		1,034.015	503.0	59.1	215.8	-127.3		
Percentages								49%	6%	17%	-12%		
CURRENT YEAR PROGRAMME													
Current Year Programme - Corporate Services & Chief Executive													
YM243	Community Centres - S106	135.0	0.0	0.0	135.0	External	0.0	0.0	0.0	135.0	0.0	Rolling Programme	Total S106 funding anticipated for the scheme.
YM349	Waterside Park	0.0	4,500.0	0.0	4,500.0	Internal	4,500.0	4,442.8	0.0	0.0	0.0	Jan-17	Purchase complete - remaining budget to be used towards roofing works.
YM350	Agresso Upgrade	0.0	50.0	0.0	50.0	Internal	50.0	29.7	1.2	0.0	0.0	Feb-17	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	0.0	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	0.0	15.0	Internal	15.0	11.2	0.0	0.0	0.0	Aug-16	This module has now been implemented, and the final bill has been received.
QSR Quarter 3 2016/17 – Corporate Services YM359	Alert H&S System	0.0	0.0	0.0	0.0	Internal	0.0	0.0	12.5	0.0	0.0	Jun-17	
Total of Current Year Programme - Corporate Services & Chief Executive		135.0	4,665.0	0.0	4,800.0	0.0	4,665.0	4,483.6	13.7	135.0	-90.0		

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YM352	Capita Payment Portal - Surcharge Module	0.0	15.0	0.0	15.0	Internal	15.0	11.2	0.0	0.0	0.0	Aug-16	This module has now been implemented, and the final bill has been received.
YM359	Alert H&S System	0.0	0.0	0.0	0.0	Internal	0.0	0.0	12.5	0.0	0.0	Jun-17	
Total of Current Year Programme - Corporate Services & Chief Executive		135.0	4,665.0	0.0	4,800.0	0.0	4,665.0	4,483.6	13.7	135.0	-90.0		

Current Year Programme - Council Wide

YM002	Access Improvement Programme	86.5	35.0	0.0	121.5	Internal	111.5	3.0	22.0	10.0	0.0	Rolling programme	Work on this years programme is well underway - a few jobs in the design phase but will be complete this financial year. Small carry forward possible.
YM165	Server and Server Component Refresh	42.5	45.0	-25.0	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	0.0	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	-1,244.5	952.1	Internal	952.1	730.0	222.1	0.0	0.0	Rolling programme	Works on this years programme are underway . To date 77% of the budget has been spent with a further 23% committed. Coral Reef works (£463k) vired to ECC main project.
YM320	Network Refresh	23.7	57.0	-25.0	55.7	Internal	55.7	11.1	4.9	0.0	-10.0	Mar-17	Will spend on CUCM servers and EOL equipment throughout the year. In progress, to be completed this financial year. Planning delayed so spend in Q4. May underspend by -£10K.
YM325	Computer Estate Refresh	182.2	423.0	-178.0	427.2	Internal	127.2	59.8	17.9	300.0	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. To c/f balance.
YM344	MFD - Printer Refresh	4.8	24.0	0.0	28.8	Internal	28.8	16.6	5.4	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	446.0	6,546.0	Internal	6,546.0	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	0.0	60.0	Internal	45.0	32.1	2.0	15.0	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	-60.0	0.0	Internal	0.0	0.0	0.0	0.0	0.0	-	This budget was part of the £300k savings. Not required.
YM354	Server Anti-Virus/Intrusion Prevention	0.0	65.0	0.0	65.0	Internal	62.5	62.5	0.0	2.5	0.0	Jun-17	Procured and installed. Some further configuration required. No further spend anticipated this financial year.
YM355	Magistrates Court Building (Purchase)	0.0	775.0	350.0	1,125.0	Internal	1,125.0	1,099.4	19.4	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	0.0	9.0	Internal	9.0	0.0	6.4	0.0	0.0	Mar-17	Works progressing, to be complete this financial year.
Total Current Year Programme - Council Wide		3,696.3	6,893.0	-736.5	9,852.8	0.0	9,525.3	2,018.1	300.1	327.5	-10.0		

Total Current Year Programme		3,831.3	11,558.0	-736.5	14,652.8		14,190.3	6,501.7	313.9	462.5	-100.0		
Percentages							46%	2%	3%	-1%			

Total Council Wide		6,711.2	6,893.0	-2,605.4	10,998.8		10,531.6	2,489.7	359.2	467.2	-137.3		
Total Corporate Services & Chief Executives		238.8	4,665.0	0.0	4,903.8		4,692.7	4,515.1	13.7	211.1	-90.0		

Total Capital Programme		6,950.0	11,558.0	-2,605.4	15,002.6		15,224.3	7,004.8	372.9	678.3	-227.3		
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YM356	Replacement of JEL Building Mgmt. System Controls	0.0	9.0	0.0	9.0	Internal	9.0	0.0	6.4	0.0	0.0	Mar-17	Works progressing, to be complete this financial year.
Total Current Year Programme - Council Wide		3,696.3	6,893.0	-736.5	9,852.8	0.0	9,525.3	2,018.1	300.1	327.5	-10.0		
Total Current Year Programme		3,831.3	11,558.0	-736.5	14,652.8		14,190.3	6,501.7	313.9	462.5	-100.0		
Percentages							46%	2%	3%	-1%			
Total Council Wide		6,711.2	6,893.0	-2,605.4	10,998.8		10,531.6	2,489.7	359.2	467.2	-137.3		
Total Corporate Services & Chief Executives		238.8	4,665.0	0.0	4,903.8		4,692.7	4,515.1	13.7	211.1	-90.0		
Total Capital Programme		6,950.0	11,558.0	-2,605.4	15,902.6		15,224.3	7,004.8	372.9	678.3	-227.3		

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

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