



QUARTERLY SERVICE REPORT

CORPORATE SERVICES

Q3 2015 - 16
October - December 2015

Portfolio holders:
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Director:
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Section 1: Director's Commentary

There has been good progress on the key objectives in the Directorate's Service Plan for the third quarter.

General Highlights for the quarter include

Performance highlights

Fifteen young people took part in the National Takeover Day Challenge in November, shadowing the Mayor, senior Council Officers and seven Members of the Executive. The Takeover Challenge is a hugely successful children and young people's project which sees organisations across the country open their doors to young people to gain an insight into the adult world. Organisations that take part benefit from hearing the young people's views and gain a fresh perspective about their work.

The 'Stronger Voices' European Integration Fund Project received a successful audit in October and the project's evaluation report praised the impact of the project on improving English language skills and supporting integration.

Collection for both Council Tax and Business Rates remains high and comparable to last year's performance despite the number of arrears cases increasing due to the Council Tax Support Scheme. The Executive has approved the new recovery policies for both Council Tax and Business Rates which allows more serious action to be taken against habitual non payers.

Other significant projects

Work with the Community

- Funding has been secured from The Bracknell Regeneration Partnership and the Council to continue to maintain and develop the Disabled Go online access guide for the next three years.
- A Community Events diary has been launched and promoted to voluntary and community groups across the borough; the diary, hosted on the All Services Hub, is a platform for promoting one off community activities taking place across the borough.

Property Services

- New centralised secure waste contract with Shred-it went live on 01/11/15. There are now 88 secure waste consoles on 29 sites throughout BFC being collected every 2, 4 or 8 weeks. This is being managed by Central Post Room.
- New Home to School contract for 2016 – Invitations to Tender went out to 6 operators in December. They will be evaluated in January 2016 and awards decided in the quarter 4.
- Surveys to be completed for surplus Garth Hill land and options for future sale to be considered.
- The new reactive maintenance contractor, Kier have now replaced Grahams.
- Small contractor framework being progressed for implementation for 2016.
- Support work on Coral Reef continues with extended programme for contractors to submit tenders.
- There were 7 capital projects questionnaires returned between 1 October and 31 December 2015. Of the 7 returned, the ratings were: 6 project excellent (85%) and 1 project good (25%).

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- As from 1 October to 31 December 2015 there were 14 projects completed. Of the 14 projects completed 11 (79%) projects were completed on time and on budget.

Finance

- An initial package of budget proposals was agreed by the Executive on 15 December. These are currently out for consultation.

ICT

- Completed Members technology upgrade and deployment of new equipment.
- Begun deployment of new mobile technology to pilot teams.
- Technology support for Children's Social Care (CSC) work styles and plan set-up of the Multi-agency Safeguarding Hub (MASH).

Customer Services

- Waste and Recycling processes have been developed in the new CRM, providing 16 forms which customers can complete on line for these services. The number of customers with a Self account has increased to nearly 8,200 as at 1 December.

Human Resources

- Preparations have been put in place for the new Chief Officer: Human Resources who will commence employment at the start of Quarter 4.
- The Organisation Change process started in the quarter after the Executive agreed the draft budget for consultation. The consultation process for staff changes commenced in earnest.
- The Coral Reef staffing reduction programme continued during the period with redundancy notices served on 22 staff.
- A new group of staff volunteers began work in a cross-departmental group looking at employee "Reward & Recognition" in much the same approach adopted by the Good to Great staff engagement groups.
- A full review was carried out on the new digitised appraisal scheme and suggestions made to improve the way in which next year's cycle is enacted.

Legal Services

- 25 School Non Attendance Prosecutions
- £18,458.03 of debt recovered+ County Court Judgments entered in favour of BFC in respect of a further £4,551.08
- Completion of the Shepherds Meadow legal agreement with Surrey Heath BC securing significant financial contributions for the Council.
- Binfield Neighbourhood Plan - Examination successfully completed and decision statement with modifications report prepared following careful and productive negotiations with Binfield Parish Council
- Draft s106 for Binfield Learning Village completed and subject to negotiation

Democratic & Registration Services

- The annual voter registration canvass was completed on 18 November and the revised Register of Electors was published on 1 December. At the close of the canvass the number of confirmed electors was 85,611 which represented a marginal increase of 232 from the 2014 Register. The transition to Individual Electoral Registration (IER) also came to an end in December. As a result of the completion of the transition to IER the Council was required to delete any entries on the Register that could not be confirmed. 409 entries were deleted. It is important to note that nine separate personalised

communications were sent to these electors over a two year period, asking them to confirm their registration.

- On Thursday 3 December elections were held for 3 vacant seats on Binfield Parish Council and three people were duly elected.

Significant changes in service use and associated financial impact:

The number of Council Tax cases which are in arrears continues to grow despite the focus remaining strong on recovery of arrears and overall collection remaining high. 34% of the current arrears cases are Council Tax Support Claimants owing mainly small balances. It is expected that the number of accounts in arrears will increase in Q3 due to Christmas putting additional pressure on resident's finances.

Areas where performance has been more difficult are:

The Provisional Local Government Finance Settlement announced on 17 December has significantly changed the financial landscape for local government over the term of the current Parliament. For the Council, balancing the 2016/17 budget will be more challenging than expected. Further savings will be required and these are being developed through the work of the Transformation Board. This work will now need to be progressed more expeditiously in order to meet the new financial challenge.

Business Rates has seen large reductions in Rateable Value due to the town centre works. Delays within the Valuation Office Agency are continuing to cause concern. The Photographic Angle case is still ongoing with an initial judgement expected on 11 January 2016, after which a decision can be made as to the next appropriate steps.

Areas where risk is closely monitored:

The departmental risk register was reviewed by the Departmental Management Team on 22nd December 2015. The key changes made were:






























- To re-focus the financial and economic risk to also include the pace at which savings are now required,
- To increase in the likelihood for legal challenge or prosecution to reflect the potential for legal challenge in respect of changes to service provision due to budget pressures;
- To remove the risk of failure to deliver electoral registration;
- To reduce the likelihood to managing the election process; and
- To remove the risks of remote working.

Limited Assurance Internal Audit Reports








There were no internal audit reports with a limited assurance opinion in quarter 3 for Corporate Services.







The audit of the Payment Card Industry Data Security Standards has been completed, resulting in a significant assurance outcome. This is a very substantial improvement, following a limited assurance assessment in the previous year.

Section 2: Department Indicator Performance

| Ref | Short Description | Previous Figure Q2 2015/16 | Current Figure Q3 2015/16 | Current Target | Current Status | Comparison with same period in previous year |
|---|--|----------------------------|---------------------------|----------------|---|---|
| Corporate Property - Quarterly | | | | | | |
| L059 | Percentage of post sent second class (Quarterly) | 93.20% | 98.00% | 95.00% |  |  |
| L076 | Planned maintenance spend (Quarterly) | 32.90% | 62.60% | 50.00% |  |  |
| L229 | Number of clients with learning difficulties using the R-bus (Quarterly) | 66 | 59 | 60 |  |  |
| Customer Services - Quarterly | | | | | | |
| L051 | Percentage of current year's Council tax collected in year (Quarterly) | 56.93% | 84.41% | 85.00% |  |  |
| L053 | Percentage of current year's Business Rates collected in year (Quarterly) | 57.59% | 84.34% | 80.50% |  |  |
| L221 | Satisfaction level expressed in survey of contact with Customer Services, across all channels (Quarterly) | 86.0% | 84.0% | 75.0% |  |  |
| L233 | Percentage of abandoned calls to the main Council contact number (Quarterly) | 3.7% | 1.4% | 5.0% |  | N/A |
| L234 | Number of Council Tax cases in arrears (Quarterly) | 4,765 | 5,588 | N/A | N/A | 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) | 81.0% | 94.0% | 85.0% |  |  |
| L182 | Percentage of citizens completing the Tell Us Once service offered by Registration Services, excluding deaths by inquest (Quarterly) | 92.5% | 88.0% | 80.0% |  |  |
| L231 | Number of entries on the Electoral Register (Quarterly) | 87,054 | 86,068 | N/A | N/A | N/A |
| Finance - Quarterly | | | | | | |
| BV8 | Percentage of invoices paid within 30 days (Quarterly) | 96.5% | 96.0% | 95.0% |  |  |
| L064 | Debt outstanding as percentage of gross debt (Quarterly) | 9.0% | 6.6% | 7.0% |  |  |
| L065 | Return on investments exceeds 7-day LA cash benchmark rate (Quarterly) | 0.57% | 0.55% | 0.50% |  |  |
| ICT - Quarterly | | | | | | |
| L079 | Resolution of reported ICT incidents (Quarterly) | 95% | 96% | 95% |  |  |
| L082 | ICT service availability - percentage of time service is available for use (Quarterly) | 97.7% | 98.8% | 99.0% |  |  |

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| Ref | Short Description | Previous Figure Q2 2015/16 | Current Figure Q3 2015/16 | Current Target | Current Status | Comparison with same period in previous year |
|-----------------------------------|--|----------------------------|---------------------------|----------------|----------------|---|
| L220 | Number of ICT Helpdesk Calls (Quarterly) | 5,310 | 4,808 | N/A | N/A |  |
| Legal Services - Quarterly | | | | | | |
| L084 | Number of section 106s completed (Quarterly) | 5 | 8 | N/A | N/A |  |
| L085 | Amount of money recovered in debt collection (Quarterly) | 32,072.82 | 18,458.03 | N/A | N/A |  |
| L086.1 | Number of Freedom of Information requests received (Quarterly) | 266 | 260 | N/A | N/A |  |
| L086.2 | Percentage of Freedom of Information requests dispatched (where 50% or more of the request) was refused as the information is already publically available (Quarterly) | 9% | 10% | N/A | N/A |  |
| L086.3 | Percentage of Freedom of Information requests dispatched which were refused because the time limit would be exceeded (Quarterly) | 1% | 0% | N/A | N/A |  |
| L088 | Number of leases completed (Quarterly) | 18 | 23 | N/A | N/A |  |

| Traffic Lights | | Comparison with same period in previous year | |
|---|--|---|--------------------------|
| Compares current performance to target | | Identifies direction of travel compared to same point in previous quarter | |
|  | Achieved target or within 5% of target |  | Performance has improved |
|  | Between 5% and 10% away from target |  | Performance sustained |
|  | More than 10% away from target |  | Performance has declined |

The following are annual indicators that are not being reported this quarter:

| Ind Ref | Short Description | Quarter due |
|---------|---|-------------|
| BV 156 | Buildings accessible to people with a disability | Q4 |
| 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 |
| L066 | Top 5% earners: women | Q4 |
| L067 | Top 5% earners: minority ethnic communities | Q4 |
| L068 | Top 5% earners: with disability | Q4 |
| L070 | Percentage of employees with a disability | Q4 |

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| Ind Ref | Short Description | Quarter due |
|----------------|--|--------------------|
| L071 | Percentage of black and ethnic minority employees | Q4 |
| L072 | Gender pay gap | Q4 |
| L073 | Average number of off the job training days per employee | Q4 |
| L074 | Average amount spent on training per employee | Q4 |
| L075 | Number of commercial property voids | Q4 |
| L078 | ICT User Satisfaction - service user survey | Q3 – 2016/17 |
| L080 | Project Management - 5 metrics (SOCITM) | Q4 |
| L087 | Percentage of time recorded as chargeable time | Q4 |
| L130 | Percentage staff turnover | Q4 |
| L131 | Percentage staff leaving within one year of starting | Q4 |
| L174 | Working days lost due to sickness absence | Q4 |
| L222 | An annual staff satisfaction survey for town centre buildings to be undertaken on facilities support and service | Q4 |
| NI001 | Percentage of people who believe people from different backgrounds get on well together in their local area (Biennially (every two years)) | Q4 – 2016/17 |
| NI004 | Percentage of people who feel they can influence decisions in their locality (Biennially (every two years)) | Q4 – 2016/17 |
| NI006 | Participation in regular volunteering (Biennially (every two years)) | Q4 – 2016/17 |
| NI023 | Perceptions that people in the area don't treat one another with respect and consideration (Biennially (every two years)) | Q4 – 2016/17 |

Section 3: Complaints

Corporate Complaints received

The following 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.

| Stage | New complaints activity in quarter 3 | Complaints activity year to date | Outcome of total complaints activity year to date |
|----------------------------|--------------------------------------|----------------------------------|---|
| Stage 2 | 0 | 1 | Upheld |
| Stage 3 | 0 | 0 | N/A |
| Local Government Ombudsman | 0 | 0 | N/A |
| TOTAL | 0 | 1 | |

Comments

The 1 complaint upheld in Q1 resulted in a partial refund for customer. The website information regarding bulky waste collection, fees and charges has now been clarified by ECC.

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 |
| Community Engagement | 3 | 1 | 2 | 2.51 | 0 | 0 |
| Customer Services | 43 | 33 | 10 | 39.45 | 2 | 4.55 |
| Democratic & Registration Services | 18 | 11 | 7 | 15.82 | 3 | 14.29 |
| Finance | 34 | 24 | 10 | 31.27 | 3 | 8.11 |
| Human Resources | 20 | 14 | 6 | 17.59 | 0 | 0 |
| ICT | 39 | 36 | 3 | 37.85 | 1 | 2.5 |
| Legal | 13 | 8 | 5 | 11.24 | 0 | 0 |
| Property Services | 38 | 26 | 12 | 33.63 | 3 | 7.32 |
| Department Totals | 209 | 155 | 55 | 191.36 | 12 | 5.43 |

Staff Turnover

| | | |
|----------------------------|------------------------------|------|
| For the quarter ending | 31 December 2015 | 3.29 |
| For the last four quarters | 1 January – 31 December 2015 | 8.88 |

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:

7 members of staff left voluntarily during the last quarter. This is a marked increase on the previous quarter when 3 staff left voluntarily.

Of the vacancies in the Directorate, recruitment is underway for vacancies within Democratic Services, Customer Services and Finance.

Staff Sickness

| Section | Total staff | Number of days sickness | Quarter 3 average per employee | 2015/16 annual average per employee |
|------------------------------------|-------------|-------------------------|--------------------------------|-------------------------------------|
| Directorate | 2 | 0 | 0 | 0 |
| Community Engagement | 3 | 0 | 0 | 2.89 |
| Customer Services | 43 | 54 | 1.29 | 8.71 |
| Democratic & Registration Services | 18 | 3 | 0.17 | 1.07 |
| Finance | 34 | 23 | 0.68 | 6 |
| Human Resources | 20 | 3.5 | 0.18 | 3.9 |
| ICT | 39 | 58 | 1.49 | 5.91 |
| Legal | 13 | 3 | 0.23 | 1.23 |
| Property Services | 38 | 108 | 2.84 | 5.84 |
| Department Totals (Q3) | 209 | 252.5 | 1.21 | |
| Totals (15/16) | | | | 5.48 |

| 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)

N.B. 20 working days or more is classed as Long Term Sick.





Comments:

Sickness for this quarter stands at 252.5 days which is significantly lower than last quarter, however there was a lower proportion of long term sick this quarter. There were 67 days attributable to long term sick this quarter. There is only one person off on long term absence as others have returned.




The projected annual average currently stands at 5.48 days which is higher than the overall authority figure for 14/15 of 5.2 days. This is also slightly higher than the Corporate Services figure for 2014/15 mainly because of the effect of the long term sickness days. The annual average excluding long term sick stands at 3.1 days per employee.

Section 5: Progress against Medium Term Objectives and Key Actions

Progress has been monitored against the sub-actions, supporting the Key actions contained in the Corporate Services Service Plan for 2015 - 16. This contains 59 actions to be completed in support of 8 Medium Term Objectives. Annex A provides detailed information on progress against each of these key actions.

Overall 10 actions were completed at the end of the quarter () , while 46 actions are on schedule () and 3 were causing concern ( and ) .

The 3 actions that are causing concern are:

| Ref | Action | | Progress |
|--------|---|---|---|
| 6.7.2 | Facilitate the development and opening of a new Community Centre and Library at Harmans Water |  | Options for the building are being explored. |
| 6.7.3 | Facilitate the development and opening of a new Community Centre and Library at Harmans Water |  | The future delivery options for this location are now part of a wider review with options to be considered over the next quarter. |
| 11.8.5 | Implement the Electronic Document Management Strategy to enhance and extend document scanning |  | EDRMS strategy development specification agreed and partner being sought to assist with the work. EDRMS is seen as a key technology for the Authority moving forward. |

Section 6: Money

Revenue Budget

The original cash budget for the department was £14.243m. Net transfers of £0.142m have been made bringing the current approved cash budget to £14.385m. A detailed analysis of the budget changes in this quarter is available in Annex B.

The forecast outturn for the department is £0.003m under the current approved cash budget. A detailed analysis of the variances this quarter is available in Annex B

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 | (1,879) | (1,879) | 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 £15,065.0m.

Expenditure to date is £6,040.0m representing 40% of the budget. The Department anticipates 62% of the total approved budget to be spent by the end of the financial year, and 37% to be carried forward to 2016-17. A detailed list of schemes together with their approved budget and forecast spend is available in Annex B.

Section 7: Forward Look

Town Centre

- Continue to work with principal developer to deliver town centre regeneration through providing financial, legal and property advice.
- Continue negotiations with third party site owners in the town centre.
- Process advance payment settlements for compulsory purchased interests.

Community Engagement & Equalities

- Develop the ownership and management arrangements for the new Community Hubs in the strategic housing areas including:
 - Producing options for the provision of the Blue Mountain community facility
 - Setting up a steering group to guide the development of the Crowthorne TRL community hub, working with the Parish Council.
 - Working with Warfield Parish Council and planning on the production of a feasibility study for 'neighbourhood facilities' on the Warfield SPD.
- Publish Equality Information reports to meet the legal deadline for publishing at the end of January.
- Plan and prepare for the development of a new Equality Scheme for 2016-19 and the delivery of the 2016 Residents Survey,

Customer Services

- Focus for Customer Services in the next quarter includes the move to the new Netcall Liberty product for telephony, which will allow integration between the telephony and CRM systems (this project is being managed by ICT).
- Development of the new CRM will continue with work on the Registration Service and the Council Tax module, which gives customers access to view their Council Tax account online. This will begin to be tested with a view to going live in Quarter 1 of the next financial year.
- Digital Services will be aiming to launch a beta version of the new public website in Q1 of the new financial year. Services will be added incrementally in beta to allow for user testing, rather than attempting to launch all services as a whole.
- The Revenues team will be looking to select the most appropriate cases to begin instigating the more stringent recovery methods that have now been approved. Revenue Services will also be preparing for and carrying out the 2016/17 annual billing process within the next quarter.

Democratic & Registration Services

- Preparation for and delivery of the Binfield Parish Neighbourhood Plan Referendum on 3 March 2016
- Targeted canvass of registered electors over 70 as a result of changes to the upper age limit for eligibility for jury service from 70 to 75 years of age
- Completion of the induction of the Democratic Services Assistant and Principal Registration Officer
- Recruitment of a Democratic & Registration Services Assistant to work across teams within the section and partly funded by external elections funding
- Respond to the recommendations of the Members Allowances and Expenses Audit
- Development of the 2016/17 Member Development Programme
- Naming ceremony in January 2016 for the competition winner
- Finalisation for the soft launch of the availability of on-line bookings for birth registration appointments

Corporate Property

- Support work continues for the delivery of Binfield Learning Village with particular emphasis around the future community facilities.
- A Property Review Group has been established to investigate a number of core property areas for improved service delivery or capital receipts to support the work of the Transformation Board and its sub groups.
- The East Lodge site is to go to public auction in Quarter 1 2016.
- Commercial advice and support work for the older person's strategy particularly around the future of Ladybank, Dennis Pilcher House and Heathlands.
- Options for housing delivery and possible partnership for the Garth Hill surplus land to be developed.
- Fixed electrical and emergency lighting contract to be awarded.
- Coral Reef flumes tender received and in line with budget. Main construction tendering period extended to assist contractors and tender outcome expected in March.
- A new mini framework for minor works to be established.
- The locating of the MASH in Easthampstead House will require the move of the Property Team to the first floor. This consolidates the team in one location.
- New Home to School Transport contract 2016 – Invitations to Tender are due back by 22.01.16. Evaluation will then take place with finalised award report due in March 2016.
- Further exploration of the use of Electric Vehicles will be conducted with various departments.

ICT Services

- Complete transfer of telephone call contract from Vodafone to BT Unicorn
- Complete major upgrades to Children's Service, Adult Services, and document management systems
- Complete roll-out of new mobile technology to pilot groups and begin phase 2 of the project
- Complete upgrade to Email on the Move product BlackBerry Enterprise Server(BES) to latest version and begin work on new contract
- Technology support for Children's Social Care (CSC) work styles and plan set-up of the Multi-agency Safeguarding Hub (MASH)
- Begin work on Public Services Network (PSN) and PCI DSS (Payment Card Industry Data Security Standards) compliance submissions for the coming year

Legal Services

- Binfield Learning Village s106 (planning application scheduled to be submitted in January).
- Three ongoing planning appeals due for conclusion in Q4
- Binfield Neighbourhood Plan - Referendum and all attendant reports and legal advice
- Advice on amendments to the Council's Community Infrastructure Levy charging schedule
- Advice on further school conversion to Academy status.
- Advice on disposal of surplus land adjacent to Garth Hill College
- Purchase of Magistrates court buildings and upcoming invest to save schemes
- Ongoing input on Blue Mountain development
- Commencement of reviews relating to corporate procedures including Councillor Code of Conduct, Whistleblowing Procedure and Council Constitution
- Continuing support to Downshire Homes Limited






Finance


- Following the announcement of the Provisional Local Government Finance Settlement the Council will need to develop and consult upon a further savings package in order to achieve a balanced budget in 2016/17 and beyond.
- Council will meet on 24 February to agree the budget and council tax for 2016/17.
- Preparations will begin for the closure of the 2015/16 accounts and the drafting of the Council's financial statements.
- The internal audit plan for 2016/17 will be developed and agreed by Governance and Audit Committee on 30 March.
- Following the successful go-live of the new HR and Payroll system further development work will be undertaken including web recruitment (which will go-live in February), electronic payslips and the introduction of self service for employees.
- Finance and Procurement support will continue for major capital projects (including tender evaluations) for Coral Reef and Binfield Learning Village.
- A new internal audit contract needs to be in place on 1 April 2016. The intention is to use an existing framework agreement set up by the London Borough of Croydon.
- Work with other Berkshire councils will continue on options for the future delivery of a sustainable and resilient finance function.

Human Resources

- The new Chief Officer: Human Resources will commence employment.
- The Organisational Change process will reach its conclusion with the Special Employment and Local Joint committees in Mid February.
- Coral Reef will close during the period
- Major development work around the iTrent HR module will be worked on including employee and manager self service. The new recruitment module will come into operation.
- The new cross-departmental group looking at employee "reward & recognition" will be reporting to CMT on suggested improvements to the way in which the Council approaches this area.
- A detailed report on the new digitised appraisal scheme will be discussed by CMT and improvements put in place.

Annex A: Progress on Key Actions



| Sub-Action | Due Date | Owner | Status | Comments |
|---|------------|-------|---|---|
| MTO 1: Re-generate Bracknell Town Centre | | | | |
| 1.3 Deliver the framework which enables regeneration of Bracknell Town Centre | | | | |
| 1.3.4 Manage property transactions in accordance with the Town Centre Development Agreement to support town centre regeneration | 31/03/2016 | CS |  | Continue to monitor the final CPO's for the Town Centre. Conclude the property transfers to enable the regeneration. Working on strategic acquisition of any sites to support future areas of Town Centre regeneration. |
| 1.3.5 Support the development of a strategy for deployment of technologies in the Public Realm to support the Town Centre | 31/03/2016 | CS |  | Specification for infrastructure in the Public Realm developed. Includes infrastructure for the deployment of CCTV and public Wi-Fi. Areas such as use of social media and interaction with the mesh network for digital signage and traffic light control being implemented. Discussions with BRP regarding potential ongoing. |
| 1.9 Implement an Accommodation Strategy to rationalise the number of buildings used by the Council | | | | |
| 1.9.1 Surrender of the leases for temporary accommodation at Ocean House | 31/08/2015 | CS |  | Surrender of the lease has been completed. |
| MTO 2: Protect communities by strong planning policies | | | | |
| Sub-Action | Due Date | Owner | Status | Comments |
| 2.5 Take strong enforcement action against those that do not comply with planning law | | | | |
| 2.5.2 Provide effective legal support for planning enforcement including issuing of enforcement notices | 31/03/2016 | CS |  | The Legal Team received 6 Enforcement Notices for the period of 1 October - 31 December 2015. Four of these Notices have been served. The Planning Enforcement Team are preparing instructions for a number of matters to be served within the next few weeks. Legal is also to be instructed on a number of Proceeds of Crime Act Enforcement matters in the forthcoming months. |
| MTO 3: Keep Bracknell Forest clean and green | | | | |
| Sub-Action | Due Date | Owner | Status | Comments |
| 3.1 Maintain our open spaces to a high standard | | | | |
| 3.1.4 Improve access to information and ability to report issues about the environment through online citizen accounts | 31/03/2016 | CS |  | Waste and recycling services are now live through the online account. More than 8,500 residents have now registered for an online account. |
| MTO 4: Support our younger residents to maximise their potential | | | | |
| 4.3 Increase opportunities for young people in our youth clubs and community based schemes | | | | |

| Sub-Action | Due Date | Owner | Status | Comments |
|--|------------|-------|---|--|
| 4.3.3 Work with Thames Valley Housing to finalise plans for a residential development to underpin the modernisation of the Youth Service programme to develop a new Town Centre Youth hub. | 31/03/2016 | CS |  | Work is being undertaken on the viability of the project with recommendations to CMT and the Executive likely to be presented in the next quarter. |



MTO 5: Work with schools and partners to educate and develop our children, young people and adults as lifelong learners

| Sub-Action | Due Date | Owner | Status | Comments |
|------------|----------|-------|--------|----------|
|------------|----------|-------|--------|----------|

5.10 Encourage all residents to continue as learners, both in relation to future employment and recreation

| | | | | |
|---|------------|----|---|--|
| 5.10.3 Coordinate a partnership approach to delivering opportunities for a digital inclusion programme | 31/03/2016 | CS |  | A range of digital inclusion activities continues to be run at the Open Learning Centre, by Age Concern and Bracknell Forest Homes. New activities will include a focus on helping residents to access public services online. |
| 5.10.4 Oversee the management of the European Investment Fund (EIF) funded Stronger Voices project ensuring targets are met to support migrants to learn English and improve their well-being | 31/03/2016 | CS |  | The project has achieved all of its targets. A successful end of project celebration event has been held with project participants and a project evaluation is now being completed. |



5.11 Ensure systems in place for effective pupil and school place planning








| | | | | |
|---|------------|----|---|---|
| 5.11.2 Support CYPL in finding suitable sites for school extensions and new schools and supporting procurement activity around these | 31/03/2016 | CS |  | Property Services continue to support CYPL with the identification and delivery of expansion space for schools. |
| 5.11.4 Provide advice & support in relation to land acquisition and community facilities for the Blue Mountain site for the provision of a Learning Village | 31/05/2015 | CS |  | A hybrid planning application is due to be submitted in January 2016 to progress the development. |










MTO 6: Support Opportunities for Health and Wellbeing











| Sub-Action | Due Date | Owner | Status | Comments |
|------------|----------|-------|--------|----------|
|------------|----------|-------|--------|----------|








6.7 Recognise the value libraries play in our communities











| | | | | |
|--|------------|----|---|---|
| 6.7.1 Work with ECC to develop and implement the Good to Great programme theme of Community Empowerment in libraries | 31/03/2016 | CS |  | Volunteers have been used to enhance opening times at Great Hollands Library. The lessons learnt from the pilot are being collated. |
| 6.7.2 Facilitate the development and opening of | 31/03/2016 | CS |  | Options for the building are being explored. |




| Sub-Action | Due Date | Owner | Status | Comments |
|--|------------|-------|---|---|
| a new Community Centre and Library at Harmans Water | | | | |
| 6.7.3 Facilitate the development and opening of a new Community Centre and Library at Harmans Water | 31/03/2016 | CS |  | The future delivery options for this location are now part of a wider review with options to be considered over the next quarter. |
| 6.8 Support health and wellbeing through Public Health | | | | |
| 6.8.7 Promote healthy living by implementing employee health checks including school staff | 31/03/2016 | CS |  | During the quarter a session on stress was held at the regular Lunchtime Managers Forum. There were presentations from both Occupational Health and our counselling provider, Harmony counselling. This was received well by Managers that attended. Further work is being undertaken to see if there are any ways of promoting ways for employees to manage stress themselves. |
| 6.9 Support people who misuse drugs and/or alcohol to recover by providing appropriate interventions | | | | |
| 6.9.7 Deliver alcohol and drug abuse website | 31/03/2016 | CS |  | Resourcing issues have meant a delay in delivering the content for this website, however an appointment has now been made, and it is anticipated that the site will be completed and handed over during Q4. |
| MTO 7: Support our older and vulnerable residents | | | | |
| Sub-Action | Due Date | Owner | Status | Comments |
| 7.4 Continue to modernise support and include new ways of enabling the delivery of that support | | | | |
| 7.4.8 Develop an easy-read version of key parts of the website | 31/03/2016 | CS |  | Accessibility is a key component of the development of the website, and the development of an easy-read version of key content will be part of the ongoing development. |
| 7.4.9 Pilot sign language interpretation of parts of the website | 31/03/2016 | CS |  | Accessibility is a key component of the website development project, and different ways of presenting key information will be investigated as the project progresses. |
| 7.5 Improve the range of specialist accommodation for older people which will enable more people to be supported outside residential and nursing care | | | | |
| 7.5.2 Complete the sale of Binfield Nursery site for residential use | 31/05/2015 | CS |  | The sale has completed, subject to the payment terms amended in accordance with the Executive Member for Transformation's & Finance agreement. |
| 7.5.3 Work with partners to identify a suitable location to enable the relocation of the Bridgewell and Ladybank Centre | 31/03/2016 | CS |  | The delivery of care is being reviewed by Adult Social Care, Health & Housing. The outcome of which will have implications for the future use of these properties. |
| MTO 9: Sustain the economic prosperity of the Borough | | | | |
| 9.2 Support the work of the Economic and Skills Partnership to sustain the local | | | | |

| Sub-Action | Due Date | Owner | Status | Comments |
|--|------------|-------|---|---|
| economy, in particular by co-ordinating the implementation of the Bracknell Forest Local Economic Development Strategy | | | | |
| 9.2.12 Deliver website for the Business and Enterprise Service | 31/03/2016 | CS |  | The Business and Enterprise website is now live. |
| 9.2.13 Implement recommendations of the O&S Working Group on Business Rates | 31/03/2016 | CS |  | The Executive considered the discount scheme, and decided not to proceed at the present time. |
| MTO 10: Encourage the provision of a range of appropriate housing | | | | |
| Sub-Action | Due Date | Owner | Status | Comments |
| 10.1 Ensure a supply of affordable homes | | | | |
| 10.1.12 Commence disposal of surplus land adjacent to Garth Hill College | 31/03/2016 | CS |  | Surveys are currently being undertaken. Procurement routes are being investigated to find a development partner. |
| 10.1.13 Support Housing and Planning for the off-site provision of affordable homes from the TRL site in Bracknell Town Centre | 31/05/2015 | CS |  | Contracts have exchanged for the purchase of Amber House. Completion anticipated December 2016. Planning application has been submitted by Thames Valley Housing. |
| 10.1.6 Complete work with Thames Valley Housing Association on development of affordable homes on the Adastron / Byways site | 31/05/2015 | CS |  | The disposal of Adastron House and Byways has been completed |
| 10.1.7 Dispose of Downside for affordable housing | 31/05/2015 | CS |  | Negotiations have been finalised. Legal documents being worked on. Completion planned within the next quarter. |
| 10.2 Support people who wish to buy their own home | | | | |
| 10.2.1 Purchase properties for let to Housing Clients | 31/03/2016 | CS |  | Continue to identify properties for purchase as necessary. The first acquisitions for Downshire Homes should commence in April 2016. |
| MTO 11: Work with our communities and partners to be efficient, open, transparent and easy to access and to deliver value for money | | | | |
| Sub-Action | Due Date | Owner | Status | Comments |
| 11.1 Ensure services use resources efficiently and ICT and other technologies to drive down costs | | | | |
| 11.1.1 Start to implement recommendations of the property review carried out by Vail Williams | 31/03/2016 | CS |  | A property review group (PRG) has been established reporting to CMT on a number of work streams to release assets and provide more efficient accommodation for a number of service areas. This work is now integrated into the Transformation Board work and focused on a number of key properties. |
| 11.1.10 Review and deploy tablet technologies to support flexible and mobile working | 31/03/2016 | CS |  | Initial pilot phase nearing completion. Members' technology roll-out completed. Feedback from staff collated and deployment to Children's Services under way. Phase 2 projects being assessed. |

| Sub-Action | Due Date | Owner | Status | Comments |
|---|------------|-------|---|--|
| 11.1.11 Move website to open source platform and content management system | 31/03/2016 | CS |  | A design agency has been appointed, hosting arrangements are in place and the technical build of the site is nearing completion. The first services to go live are currently being tested. |
| 11.1.12 Roll out CRM system taking opportunities to rationalise use of third party systems and encouraging take-up of self-service by residents | 31/03/2016 | CS |  | Waste and recycling services are now live and managed end to end through the new CRM. The number of citizens holding an online account has increased to more than 8,500. |
| 11.1.2 Further develop Frontline Property Management System to enable additional Council services to access and update their property data | 31/03/2016 | CS |  | Training of building managers is complete, this enables the building managers to raise their own requests for maintenance and repairs on the frontline system. The new process is now live. |
| 11.1.3 Use Pan Berkshire/Surrey PSN contract (Unicorn) to provide telephone calls and inter-site broadband communications | 31/05/2015 | CS |  | Work underway to move telephone call traffic to Unicorn/BT service. Also re-negotiated inter-site links contract generating further savings. Work to transfer to the new service to be completed this quarter |
| 11.1.5 Implement new Payroll and HR business processes in tandem with a replacement system | 31/08/2015 | CS |  | Work has continued on the implementation of the new iTrent system including various enhancements to the HR side of the system as well as work on the introduction of Employee Self Service and Recruitment Management. |
| 11.1.6 Develop, implement and validate a new HR/Payroll System | 31/08/2015 | CS |  | Payroll/HR system in place. Development work underway on incident reporting, web recruitment and self service. |
| 11.1.8 Develop use of Unique Property Reference Number (UPRN) and standard addressing format to improve information exchange with other organisations | 31/03/2016 | CS |  | Pilot with Revenues and Benefits as a proof of concept (poc) to test the business case agreed. Project plan, scope and terms of reference being developed. |
| 11.1.9 Review provision of ICT for Members and implement new arrangements | 31/05/2015 | CS |  | All Members have made their equipment choices and most of those who opted for an iPad have received the device and attended training. A number of Members opted to retain a laptop and the older laptops are in the process of being replaced with a newer version. |
| 11.2 Ensure staff and elected members have the opportunities to acquire the skills and knowledge they need | | | | |
| 11.2.1 Review the Member Development Strategy and deliver a comprehensive Member Development Programme | 31/03/2016 | CS |  | Three development sessions were attended by 49 Councillors; six training sessions were attended by 30 Councillors; six additional conferences were attended by seven Councillors; one approved conference was attended by three Councillors; and five briefing sessions were attended by 30 Councillors. |
| 11.2.10 Implement and validate a new appraisal | 31/05/2015 | CS |  | A cross departmental group met during the quarter to review the appraisal scheme. |

| Sub-Action | Due Date | Owner | Status | Comments |
|---|------------|-------|---|--|
| scheme as part of a new performance management system | | | | Various improvements were suggested and a report is going to CMT in Quarter 4 to review these suggestions. |
| 11.2.2 Ensure the new Learning & Management System is in place to deliver the agreed corporate training plan | 31/03/2016 | CS |  | The Learning and Management System is now fully self service and staff have access to their own records and have the ability to book themselves onto courses or waiting lists. |
| 11.2.3 Implement the Pay and Workforce Strategy Action Plan, relating to Organisational development, Leadership development, Skill development, Recruitment and retention, Pay and reward | 31/03/2016 | CS |  | The 16/17 Pay & Workforce Strategy has been completed and went to Employment Committee within the last quarter. It is due to go onto Council in Quarter 4 when actions arising from it will also commence. |
| 11.2.5 Develop any of the Good to Great themes which are agreed following the 2014/15 staff survey | 31/03/2016 | CS |  | The reward and recognition group met during the quarter and various work-streams were set up to look into improving the annual awards ceremony, cultural change, and "hard" and "soft" recognition. A report will be going to CMT in Quarter 4 to up date them on progress within the group. |
| 11.2.7 Develop and implement the Good to Great programme theme of community empowerment working with the voluntary sector | 31/03/2016 | CS |  | Prioritising working on actions to improve the Council's use of volunteers and support businesses to contribute to the community. |
| 11.2.9 Deliver an induction programme for newly elected Members | 31/03/2016 | CS |  | The majority of the Induction Programme has been delivered and the remaining sessions are scheduled to the end of May 2016. The welcome pack and Induction Programme has been reviewed by the newly elected Members. The feedback has been positive and will inform the next induction programme. |
| 11.4 Ensure residents have fair access to the services they need | | | | |
| 11.4.1 Raise public awareness of the democratic process through a series of activities throughout the year | 31/03/2016 | CS |  | Social media was used to raise awareness of the annual household canvass and the Binfield Parish By-elections. The Mayor visited Meadow Vale Primary School to talk about her role and pupils from Great Hollands Primary School visited the Council Chamber to talk to the Deputy Mayor about his role. The Mayor started the School Council elections at Crowthorne Church of England and Wildmoor Heath Primary Schools, and ballot boxes and booths were provided to all Crowthorne cluster schools to help make the council elections an authentic experience for the students. |
| 11.4.2 Develop a new 'All of Us' Equality Scheme for 2016-20 | 31/03/2016 | CS |  | The 'All of Us' Equality Scheme 2012-16 has been extended for a year to April 2017 to allow further time to develop a new Equality Scheme in 2016/17 once the Departmental Service Plans have been developed. |

| Sub-Action | Due Date | Owner | Status | Comments |
|---|------------|-------|---|--|
| 11.4.3 Deliver the Equality Framework action plan working towards the Excellent level | 31/03/2016 | CS |  | On track |
| 11.4.4 Deliver the Combined Parliamentary, Borough and Town/Parish Elections | 31/05/2015 | CS |  | All three elections delivered |
| 11.4.5 Deliver the Cabinet Office Individual Electoral Registration Phase 2 Programme | 31/08/2015 | CS |  | The IER canvass has been completed and the revised Register of Electors was published on 1 December. The Secretary of State brought forward the end of the transition to IER by one year to 1 December 2015 therefore the Cabinet Office's IER Programme is complete and IER is now business as usual. |
| 11.5 Develop appropriate and cost effective ways of accessing council services | | | | |
| 11.5.1 Extend use of automated telephony channel | 31/03/2016 | CS |  | The upgrade of the telephony system is still underway, and plans are being developed for the review of automated telephony. |
| 11.5.2 Develop a Digital Strategy | 31/03/2016 | CS |  | The development of the Customer Contact Strategy will be a key outcome of the transformation review project looking at Citizen and Customer Contact. |
| 11.5.3 Review and publish revised Customer Contact Strategy | 31/03/2016 | CS |  | The development of a new Customer Contact Strategy will be a key outcome of the transformation project looking at Customer and Citizen Contact. |
| 11.5.4 Facilitate self-service monitoring of case progress by publishing open cases through website / on-line account | 31/03/2016 | CS |  | Customers are able to track progress of the majority of cases logged through their online account. Further work will be undertaken in the coming months to enable this with more types of service. |
| 11.7 Work with partners and engage with local communities in shaping services | | | | |
| 11.7.1 Develop a new Community Engagement Strategy 2016-19 | 31/03/2016 | CS |  | To be developed to compliment the new implementation of the new Council Plan Q4 in 2015/16 |
| 11.7.5 Facilitate the development of Community Hubs at Blue Mountain (Binfield); Warfield and Transport Research Laboratory (Crowthorne) | 31/03/2016 | CS |  | A feasibility study is underway to assess options for the delivery of the Blue Mountain community facility. A feasibility study will commence in Q4 on the development of a Warfield community hub. |
| 11.8 Implement a programme of economies to reduce expenditure | | | | |
| 11.8.1 Redesign services using a digital first approach to encourage channel shift to more cost effective channels, where appropriate | 31/03/2016 | CS |  | We continue to take a 'digital first' approach to designing services, and have created new digital customer journeys for services that could previously only be accessed by telephone, such as booking bulky waste collections. |
| 11.8.2 Update the Medium Term Financial Strategy to include changes to the local government finance regime, strategic policy changes and lead on the development of | 31/03/2016 | CS |  | Provisional Local Government Finance Settlement received on 17 December. The magnitude of the grant reductions was significantly more than anticipated in the Medium Term Financial Strategy. Intensive work now underway developing proposals to |

| Sub-Action | Due Date | Owner | Status | Comments |
|--|------------|-------|---|--|
| the Council's annual budget | | | | balance the 2016/17 budget ahead of Full Council on 24 February. |
| 11.8.5 Implement the Electronic Document Management Strategy to enhance and extend document scanning | 31/03/2016 | CS |  | EDRMS strategy development specification agreed and partner being sought to assist with the work. EDRMS is seen as a key technology for the Authority moving forward. |
| 11.8.7 Implement Facilities Category Management Strategy | 31/03/2016 | CS |  | Recurring future year savings have been identified of around £60K per annum and work continues to deliver further consolidation and efficiencies in contract management. |
| 11.8.9 Complete the Home to School and occasional transport services tendering process | 31/05/2015 | CS |  | Public consultation has been completed and the tendering process continues with the contract award due May 2016. |

Annex B: Financial Information

| | Original Cash Budget | Virements & Budget | | Current Approved Cash Budget | Spend to Date % | Projected Outturn | Department's Over/(Under) Spend | Variance This Quarter | |
|---|----------------------|--------------------|------|------------------------------|-----------------|-------------------|---------------------------------|-----------------------|------|
| | 2015/2016 | C/Fwds | NOTE | | | | | | NOTE |
| | £000 | £000 | | £000 | % | £000 | £000 | £000 | |
| Director of Corporate Services | | | | | | | | | |
| Director of Corporate Services | 218 | -8 | D | 210 | 64 | 210 | 0 | 0 | |
| Community Engagement & Equalities | 190 | -3 | D | 187 | 68 | 187 | 0 | 0 | |
| | 408 | -11 | | 397 | 66 | 397 | 0 | 0 | |
| Head of Democratic & Registration Services | | | | | | | | | |
| Committee Services | 334 | -26 | D | 308 | 65 | 308 | 0 | 0 | |
| Member and Mayoral services | 911 | -8 | D | 903 | 63 | 894 | -9 | -9 | |
| Registration of Births, Deaths & Marriages | -35 | 19 | D | -16 | 300 | -7 | 9 | 9 | |
| Registration of Electors / Elections | 268 | 12 | D | 280 | 104 | 280 | 0 | 0 | |
| | 1,478 | -3 | | 1,475 | 69 | 1,475 | 0 | 0 | |
| Chief Officer: Customer Services | | | | | | | | | |
| Local Tax Collection incl Cashiers | 382 | 0 | D | 382 | 57 | 412 | 30 | 0 | |
| Customer Services | 988 | 21 | D | 1,009 | 68 | 1,009 | 0 | 0 | |
| | 1,370 | 21 | | 1,391 | 65 | 1,421 | 30 | 0 | |
| Borough Solicitor | | | | | | | | | |
| Legal | 594 | 16 | D | 610 | 65 | 610 | 0 | 0 | |
| Chief Officer: Human Resources | | | | | | | | | |
| Human Resources | 483 | 1 | D | 484 | 65 | 489 | 5 | 0 | |
| Unified Training Unit | 410 | -21 | D | 389 | 31 | 389 | 0 | 0 | |
| Health & Safety | 58 | 1 | D | 59 | 49 | 59 | 0 | 0 | |
| | 951 | -19 | | 932 | 50 | 937 | 5 | 0 | |

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|--|---------------|------------|------------------------|---------------|-----------|---------------|------------|------------|----------|
| Borough Treasurer | | | | | | | | | |
| Finance | 1,968 | 69 | <i>D</i> | 2,037 | 65 | 2,037 | 0 | <i>0</i> | |
| Insurance | 333 | 0 | | 333 | 25 | 333 | 0 | <i>0</i> | |
| | 2,301 | 69 | | 2,370 | 59 | 2,370 | 0 | 0 | |
| Chief Officer: Property Services | | | | | | | | | |
| Property Services | 392 | -24 | <i>D</i> | 368 | 66 | 383 | 15 | <i>15</i> | <i>1</i> |
| Industrial & Commercial Properties | -1,879 | 10 | <i>D</i> | -1,869 | 110 | -1,869 | 0 | <i>0</i> | |
| Construction & Maintenance | 498 | -7 | <i>D</i> | 491 | 59 | 487 | -4 | <i>-4</i> | <i>2</i> |
| Operations Unit | 3,839 | -13 | <i>D</i> <i>A,C</i> | 3,826 | 59 | 3,777 | -49 | <i>-22</i> | <i>3</i> |
| | 2,850 | -34 | | 2,816 | 26 | 2,778 | -38 | -11 | |
| Chief Officer: Information Services | | | | | | | | | |
| ICT Services | 2,443 | 149 | <i>D</i> | 2,592 | 72 | 2,592 | 0 | <i>0</i> | |
| Chief Executive's Office | | | | | | | | | |
| Chief Executive | 346 | 11 | <i>D</i> | 357 | 69 | 357 | 0 | <i>0</i> | |
| Chief Executive's Office | 790 | -6 | <i>D</i> | 784 | 82 | 784 | 0 | <i>0</i> | |
| Town Centre Redevelopment | 53 | 0 | | 53 | 123 | 53 | 0 | <i>0</i> | |
| Voluntary Sector Grants | 163 | 0 | | 163 | 75 | 163 | 0 | <i>0</i> | |
| N136-Grant Contributions to Shopmobility & CAB | 219 | 0 | | 219 | 75 | 219 | 0 | <i>0</i> | |
| Community Safety | 277 | -51 | <i>B,D</i> | 226 | 42 | 226 | 0 | <i>0</i> | |
| | 1,848 | -46 | | 1,802 | 74 | 1,802 | 0 | 0 | |
| TOTAL CS AND CX OFFICE | | | | | | | | | |
| | 14,243 | 142 | | 14,385 | 58 | 14,382 | -3 | -11 | |
| Memorandum item | | | | | | | | | |
| Devolved Staffing Budget - CS and CX | 9,388 | 164 | | 9,552 | 73 | 9,552 | 0 | <i>0</i> | |
| Non Cash Budgets | | | | | | | | | |
| Capital Charges | 1,887 | 0 | | 1,887 | | 1,887 | 0 | <i>0</i> | |
| IAS19 Adjs | 635 | 0 | | 635 | | 635 | 0 | <i>0</i> | |
| Recharges | -9,293 | 0 | | -9,293 | | -9,293 | 0 | <i>0</i> | |
| | -6,771 | 0 | | -6,771 | | -6,771 | 0 | 0 | |

CORPORATE SERVICES / CX OFFICE QSR3 – SEPTEMBER TO NOVEMBER 2015

| Note | Total | Explanation |
|-------------|--------------|--|
| | 166 | Virements reported in QSR2 Period |
| A | -7 | <p>Operations Unit</p> <p>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 £0.007m for the Civic Buildings.</p> |
| B | -19 | <p>Community Safety</p> <p>Transfer of £0.019m from the Domestic Abuse budget to Adult Social Care Health Support for the Berkshire Womens Aid contract from 1st September.</p> |
| C | 2 | <p>Operations Unit</p> <p>A centralised secure shredding contract was approved by the PCI Group and Information Management Group, budget virements of £0.002m have been made from other Departments to the Operations Unit to cover the costs of the current contract.</p> <p>The new contract will be more expensive and a budget pressure of £0.008m is anticipated in 2016-17.</p> |
| D | 0 | <p>Departmental DSB</p> <p>The DSB budgets have then been realigned to reflect in year staff turnover and amendments to staffing structures.</p> |
| | -24 | Virements reported in QSR3 Period |
| | 142 | Total Virements Reported To Date |

CORPORATE SERVICES / CX OFFICE QSR3 – SEPTEMBER TO NOVEMBER 2015

| Note | Total £'000 | Explanation |
|-------------|------------------------|---|
| | 8 | Variiances reported in QSR2 Period |
| 1 | 15 | <p>Property Services Whilst work is underway to identify the council wide framework savings which formed part of the 2014/15 budget process, the savings will not be realised until 2016/17 resulting in a pressure of £0.040m.</p> <p>A review of budgets has been undertaken to identify underspends which will offset this pressure. A saving of £0.012m has been identified within Town Centre Management. In addition there are savings of £0.008m across various supplies and services budgets, and additional income of £0.005m from the right to buy scheme.</p> |
| 2 | -4 | <p>Construction & Maintenance Construction and Maintenance have identified an underspend on licences</p> |
| 3 | -22 | <p>Operations Unit The Operations Unit have identified additional income which will offset the framework pressure. BSOG grant £0.007m, increased minibus hire £0.010m and pool car income £0.005m.</p> |
| 4 | 0 | <p>Democratic & Registration Services The Registrars service are reporting a pressure of £0.009k for income that will not be achieved. This is however offset by underspends identified within Members and Mayoral Services against the equipment budget of £0.005k and mobile telephones budget of £0.004k</p> |
| | -11 | Variiances reported in QSR3 Period |
| | 3 | Total Variiances Reported To Date |

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| Corporate Services & Chief Executive's Office Capital Monitoring as at 30th November 2015 | | | | | | | | | | | | |
|---|--|--------------|------------|--------------|--------------|--------------|-------------|-------------|---------------|------------|------------|---|
| Cost | Project Description | 2014/15 | 2015 | Approved | Cash | Expenditure | Current | 2015/16 | Carry Forward | (Under) / | Target for | Current status of the project |
| Centre | | brought | /2016 | Budget | Budget | to date | Commitment | Cash Budget | | Over | Completion | Notes |
| | | forward | Budget | | 2015/16 | | | Unspent/ | 2016 | Spend | | |
| | | | | | | | | uncommitted | /2017 | | | |
| | | | | | (1) | (2) | (3) | (1)-(2+3) | | | | |
| | | | | (£'000) | (£'000) | (£'000) | (£'000) | (£'000) | (£'000) | (£'000) | | |
| Prior Year Funded Schemes | | | | | | | | | | | | |
| Prior Year Funded Schemes - Corporate Services & Chief Executive's | | | | | | | | | | | | |
| YM245 | Jennett's Park Community Centre | 10.0 | 0.0 | 10.0 | 0.0 | 0.0 | 0.0 | 0.0 | 10.0 | 0.0 | March 2016 | Works to provide an office space at Jennetts Park Community Centre in development |
| YM248 | The Parks Community Centre/Sports Pavilion | 210.1 | 0.0 | 210.1 | 210.1 | 185.5 | 0.0 | 24.6 | 0.0 | 0.0 | March 2016 | The budget includes a virement of £0.025m from ECC towards the multi use games area. |
| YM259 | North Ascot Community Centre | 4.3 | 0.0 | 4.3 | 4.3 | 4.3 | 0.0 | 0.0 | 0.0 | 0.0 | March 2016 | All works completed. |
| YM293 | Property & Asset Management System | 36.1 | 0.0 | 36.1 | 26.1 | 11.1 | 3.9 | 11.1 | 10.0 | 0.0 | March 2017 | Training to roll the system out to Corporate building managers and Schools is largely complete. |
| YM312 | On-Line Booking Systems | 6.2 | 0.0 | 6.2 | 0.0 | 0.0 | 0.0 | 0.0 | 6.2 | 0.0 | March 2017 | We have used some of this budget to pay for consultancy to develop booking of bulky waste collections. The carry forward is to fund integration with Uniform, to facilitate booking of pest control and other appointments. |
| YM313 | ICT Helpdesk Software Replacement | 5.2 | 0.0 | 5.2 | 0.0 | 0.0 | 0.0 | 0.0 | 5.2 | 0.0 | March 2017 | V-fire module likely to need further configuration following full upgrade. More likely to be in new financial year. |
| YM315 | Customer Relationship Management System (Invest To Save) | 57.5 | 0.0 | 57.5 | 26.9 | 20.0 | 7.0 | 0.0 | 30.6 | 0.0 | March 2017 | The development of the telephony integration and upgrade to the Capita payment portal are required before new services can be developed. These are likely to be completed toward the end of the last quarter of 2015/16, and it is therefore necessary to carry forward some of this project budget to the next financial year. |
| Total of Prior Year Funded Schemes - Corporate Services & Chief Executive's | | 329.4 | 0.0 | 329.4 | 267.4 | 220.8 | 10.9 | 35.7 | 62.0 | 0.0 | | |
| Prior Year Funded Schemes - Council Wide | | | | | | | | | | | | |

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|-------|--|-------|------|-------|-------|------|------|-------|------|--------|--------------|--|
| YM165 | Server and Server Component Refresh | 52.5 | 0.0 | 52.5 | 32.5 | 0.3 | 10.7 | 21.5 | 20.0 | 0.0 | June 2016 | 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. Most spend will be in Feb/March 2016 but some likely into the new financial year 2016/17. |
| YM215 | Replacement Revenue & Benefits System | 32.1 | 0.0 | 32.1 | 11.0 | 0.0 | 11.0 | 0.0 | 21.1 | 0.0 | March 2017 | A purchase order for the Revenues module of the CRM has been placed, with a view to implementing this in Q4 of 2015/16. Investigations are underway to identify a suitable provider for the e-benefits requirements, but this is unlikely to be delivered before the end of 2015/16, and therefore it is necessary to carry the remaining budget forward. |
| YM239 | Replacement Network Circuits (Invest to Save) | 23.2 | 0.0 | 23.2 | 23.2 | 19.6 | 0.0 | 3.6 | 0.0 | 0.0 | March 2016 | Required for speeding up at remote sites. Delayed due to PSN. Some funds required for extension of wireless links and potential Bridgwell expansion. Work continues to replace these. Additional funds are required for unreliable and poor performance of remote connections (many currently use EPS8 circuits) |
| YM247 | Market Street Properties | 471.8 | 0.0 | 471.8 | 471.8 | 0.0 | 23.8 | 448.0 | 0.0 | -348.0 | March 2016 | 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) | 48.1 | 0.0 | 48.1 | 30.1 | 9.1 | 15.6 | 5.4 | 18.0 | 0.0 | June 2016 | Call Manager being installed in autumn now outstanding issues resolved. In progress but potentially more licences are required post upgrade once installation is embedded. Some consultancy required for the upgrade. |
| YM214 | Electronic Documents Records Management System | 115.0 | 40.0 | 155.0 | 78.0 | 27.0 | 40.3 | 10.7 | 77.0 | 0.0 | October 2017 | Some funds may be needed this financial year for consultancy. Decision regarding the future of EDRMS required. |
| YM253 | Time Square Accommodation | 32.2 | 0.0 | 32.2 | 32.2 | 8.9 | 0.0 | 23.3 | 0.0 | -23.3 | Complete | All works fully complete and all retention monies to both Contractor and the Consultant - FINAL REPORT. |
| YM304 | Great Hollands Community Centre & Library | 53.9 | 0.0 | 53.9 | 53.9 | 3.7 | 0.0 | 50.3 | 0.0 | -50.3 | Complete | All works fully complete and retention monies released - FINAL REPORT |
| YM307 | CITRIX Licensing | 72.0 | 0.0 | 72.0 | 72.0 | 0.0 | 0.0 | 72.0 | 0.0 | -40.00 | March 2016 | Licence requirements to be confirmed. Changes to Citrix farm over coming year being reviewed. In process of determining licence numbers - to be ordered by March 2016. |

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| YM308 | Phone System Replacement - Remote Sites | 44.7 | 0.0 | 44.7 | 29.7 | 3.4 | 0.3 | 26.0 | 15.0 | -20.0 | June 2016 | The Oaks and Rowans currently outstanding, being planned. Work anticipated to take place in the third quarter of the year where spend will occur. Any surplus at end of the year will be reported as an underspend. |
| YM309 | Storage Area Networks | 60.6 | 0.0 | 60.6 | 40.6 | 23.9 | 0.0 | 16.7 | 20.0 | 0.0 | May 2016 | Extended storage required for new backup solution |
| YM311 | Phone System Replacement - Libraries | 19.5 | 0.0 | 19.5 | 19.5 | 3.1 | 0.2 | 16.1 | 0.0 | -10.0 | March 2016 | Ascot Heath outstanding. Work to move BT circuit needs to accommodate this are complete. Recharging by Colin Yerrington from other budget spends required. Project almost complete |
| YM317 | Easthampstead House Accommodation | 1.0 | 0 | 1.0 | 1.0 | 1.5 | 9.8 | -10.3 | 0.0 | 10.3 | Complete | All snagging works completed and all retention monies paid |
| YM318 | Time Square Meeting Rooms - Display Screens | 13.8 | 0.0 | 13.8 | 13.8 | 17.5 | 1.5 | -5.3 | 0.0 | 5.3 | Complete | Complete |
| YM322 | Oracle 11 Upgrade | 62.0 | 0.0 | 62.0 | 12.0 | 0.0 | 0.0 | 12.0 | 50.0 | 0.0 | October 2016 | 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. |
| YM323 | Time Square – Easthampstead House Network Link | 30.0 | 0.0 | 30.0 | 30.0 | 0.0 | 32.7 | -2.7 | 0.0 | 2.7 | Complete | Complete |
| YM324 | IPS Firewall | 30.0 | 0.0 | 30.0 | 0.0 | 0.0 | 0.0 | 0.0 | 30.0 | 0.0 | August 2016 | To be reviewed in autumn. Upgrades required as a result of PSN. Designs being considered, work not likely to start until April 2016 |
| YM326 | DNS-DHCP-IPAM System | 20.0 | 0.0 | 20.0 | 20.0 | 0.0 | 0.0 | 20.0 | 0.0 | 0.0 | March 2016 | To install resilient system. Supplier visit took place, procurement to take place before year end. Only have enough funding for DHCP service. Not enough to cover DNS. |
| YM327 | Wireless Expansion | 20.0 | 0.0 | 20.0 | 7.0 | 1.7 | 0.0 | 5.3 | 13.0 | 0.0 | July 2016 | To include additional wiring, firewalls, hardware and access points to expansion in Easthampstead House and Time Square. Firewall ordered. Some work will be undertaken in the next financial year |
| YM328 | Network Management Software | 10.3 | 0.0 | 10.3 | 10.3 | 0.0 | 0.0 | 10.3 | 0.0 | 0.0 | March 2016 | Software to be procured to improve internal monitoring and reporting - Solarwinds - requires server patching and increased licensing. To be undertaken in January/February. |
| YM331 | Pocket Park | 187.3 | 0.0 | 187.3 | 59.3 | 50.3 | 9.0 | 0.0 | 128.0 | 0.0 | March 2017 | Pocket Park design services and demolition notice. |

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|---|---|----------------|-------------|----------------|----------------|----------------|--------------|--------------|--------------|---------------|-------------------|---|
| YM334 | Bracknell Bus Station | 4,300.0 | 0.0 | 4,300.0 | 4,300.0 | 4,300.0 | 0.0 | 0.0 | 0.0 | 0.0 | Complete | Purchase of Bracknell bus station |
| Total of Prior Year Funded Schemes - Council Wide | | 5,700.0 | 40.0 | 5,740.0 | 5,347.9 | 4,470.1 | 154.8 | 723.0 | 392.1 | -473.3 | | |
| Total Prior Year Funded Schemes | | 6,029.3 | 40.0 | 6,069.3 | 5,615.2 | 4,690.9 | 165.7 | 758.6 | 454.1 | -473.3 | | |
| Percentages | | | | | | 84% | 3% | 14% | 7% | -8% | | |
| Current Year Programme | | | | | | | | | | | | |
| Current Year Programme - Corporate Services & Chief Executive's | | | | | | | | | | | | |
| YM243 | Community Centres - S106 | 141.5 | 0.0 | 141.5 | 0.0 | 0.0 | 0.0 | 0.0 | 141.5 | 0.0 | Rolling programme | Total S106 funding anticipated for the scheme. |
| YM329 | Replacement HR & Payroll System | 95.6 | 50.0 | 145.6 | 145.6 | 165.8 | 22.2 | -42.4 | 0.0 | 0.0 | August 2015 | System now live and further developments underway eg incident reporting, web recruitment and self service. Additional costs being funded from the Financial Systems Upgrade Reserve. |
| Total of Current Year Programme - Corporate Services & Chief Executive's | | 237.1 | 50.0 | 287.1 | 145.6 | 165.8 | 22.2 | -42.4 | 141.5 | 0.0 | | |
| Current Year Programme - Council Wide | | | | | | | | | | | | |
| YM002 | Access Improvement Programme | 93.7 | 100.0 | 193.7 | 143.7 | 49.7 | 73.2 | 20.8 | 50.0 | 0.0 | Rolling programme | Work on this years programme is underway. |
| YM181 | Capitalisation of Revenue (Budgets Only) | 0.0 | 400.0 | 400.0 | 400.0 | 0.0 | 400.0 | 0.0 | 0.0 | 0.0 | March 2016 | Monies transferred as part of the final accounts process. |
| YM244 | Improvements and Capitalised Repairs – Council Wide – Planned Maintenance | 152.3 | 1,235.0 | 1,387.3 | 1,137.3 | 343.2 | 559.1 | 235.0 | 250.0 | 0.0 | Rolling programme | Works on this years programme are underway . To date 25% of the budget has been spent with a further 40% committed. |
| YM320 | Network Refresh | 49.5 | 119.0 | 168.5 | 168.5 | 100.6 | 13.7 | 54.2 | 0.0 | 0.0 | March 2016 | Will spend on CUCM servers and EOL equipment throughout the year. In progress, to be completed in this financial year. Anticipate expenditure of £10k per month |
| YM325 | Computer Estate Refresh | 53.0 | 182.0 | 235.0 | 235.0 | 25.1 | 19.1 | 190.8 | 0.0 | 0.0 | March 2016 | To be used for replace on fail. Some budget may get used by mobile technology - tbc. Some screens require upgrades also |
| YM333 | Harmanswater CC & Library | 0.0 | 1,276.0 | 1,276.0 | 143.3 | 18.6 | 124.7 | 0.0 | 1,132.7 | 0.0 | March 2016 | Project on hold pending a library review |
| YM335 | ALBACS Upgrade | 0.0 | 35.0 | 35.0 | 35.0 | 24.2 | 0.0 | 10.8 | 0.0 | 0.0 | March 2016 | 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. User review meeting held early August. |

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| YM336 | Website Redevelopment 2015 | 0.0 | 35.0 | 35.0 | 35.0 | 0.0 | 0.0 | 35.0 | 0.0 | 0.0 | March 2016 | The redevelopment of the public website is progressing well. Procurement exercise is underway to appoint a Design Agency to support the development of the site, and we expect an appointment to be made shortly. This work will be completed before the end of Q4. |
| YM337 | Netcall System Replacement | 0.0 | 40.0 | 40.0 | 37.0 | 0.0 | 0.0 | 0.0 | 3.0 | 0.0 | March 2017 | The project to transfer to the new Liberty platform is underway, and we expect this to be completed in Q4, although some budget for additional administrator training will be required in Q1 of 2016/17 |
| YM338 | Data Centre Gas Canister 10 Year Renewal | 0.0 | 10.0 | 10.0 | 10.0 | 9.3 | 0.0 | 0.7 | 0.0 | -0.7 | Complete | Complete |
| YM340 | Server 2003 Upgrade | 0.0 | 40.0 | 40.0 | 40.0 | 0.0 | 0.0 | 40.0 | 0.0 | 0.0 | March 2016 | In progress with services and being co-ordinated with application upgrades where possible. ~80 servers to upgrade. On target for end of financial year. |
| YM341 | SQL Upgrade | 44.0 | 98.0 | 142.0 | 142.0 | 89.1 | 0.0 | 52.9 | 0.0 | 0.0 | March 2016 | All SQL DBs need to be upgraded to SQL 2014. All SQL 2005 licences will no longer be supported by MS from 2015. Due to PSN requirements, unsupported software is not permissible on the BFC network. Servers in progress. Further licences are required - which will be ordered later in the year. Expected to spend prior to end of financial year |
| YM342 | Server Hardware Replacement | 0.0 | 107.0 | 107.0 | 107.0 | 0.0 | 0.0 | 107.0 | 0.0 | 0.0 | March 2016 | Planning commenced, work to be undertaken January-March for Citrix Upgrade. Orders to take place during the period. |
| YM343 | Members ICT Equipment Refresh | 0.0 | 20.0 | 20.0 | 20.0 | 2.6 | 1.4 | 16.0 | 0.0 | 0.0 | March 2016 | Options currently being trialled by Members. Anticipate rollout before end of year. |
| YM344 | MFD – Printer Refresh | 3.9 | 20.0 | 23.9 | 23.9 | 17.9 | 0.0 | 6.0 | 0.0 | 0.0 | March 2016 | Printers to be rolled out as per agreed schedule. Majority in this year replaced. Remainder of budget to be spent on break and fix. |
| YM345 | Town Centre Redevelopment | 0.0 | 3,600.0 | 3,600.0 | 0.0 | 0.0 | 0.0 | 0.0 | 3,600.0 | 0.0 | March 2017 | 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 |

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| YM346 | Asbestos Control | 0.0 | 30.0 | 30.0 | 30.0 | 0.0 | 0.0 | 30.0 | 0.0 | 0.0 | March 2016 | 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 |
| YM347 | Purchase of Shop 3-6 Wildridings Square - Invest to Save | 0.0 | 334.8 | 334.8 | 334.8 | 334.8 | 0.0 | 0.0 | 0.0 | 0.0 | Complete | Owning the additional shops gives advantages in the management of the whole parade as a coherent unit. |
| YM348 | ITS New Back Up System | 0.0 | 156.4 | 156.4 | 156.4 | 131.4 | 0.0 | 25.0 | 0.0 | 0.0 | March 2016 | New backup solution currently going through procurement. An Invest To Save bid was approved by CMT on the 2nd September. Some spend in Dec/Jan. |

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| Total Current Year Programme - Council Wide | 396.3 | 7,838.2 | 8,234.5 | 3,198.8 | 1,183.3 | 1,191.2 | 824.3 | 5,035.7 | -0.7 |
| Total Current Year Programme | 633.5 | 7,888.1 | 8,521.6 | 3,344.4 | 1,349.2 | 1,213.4 | 781.9 | 5,177.2 | -0.7 |
| Percentages | | | | 40% | 36% | 23% | 61% | -0% | |

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|--|----------------|----------------|-----------------|----------------|----------------|----------------|----------------|----------------|---------------|
| Total - Council Wide | 6,096.3 | 7,878.2 | 13,974.5 | 8,546.7 | 5,653.4 | 1,346.0 | 1,547.3 | 5,427.8 | -474.1 |
| Total - Corporate Services & Chief Executives | 566.4 | 50.0 | 616.4 | 412.9 | 386.6 | 33.1 | -6.8 | 203.5 | 0.0 |
| Total Capital Programme | 6,662.7 | 7,928.2 | 14,590.9 | 8,959.6 | 6,040.0 | 1,379.1 | 1,540.5 | 5,631.3 | -474.1 |
| Percentages | | | | 68% | 15% | 17% | 39% | -5% | |