Bracknell Forest Council

QUARTERLY SERVICE REPORT

CORPORATE SERVICES

Q4 2015 - 16
January – March 2016

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Section 1: Director's Commentary

This final Quarterly Service report concludes 2015/16. The majority of actions in the service plan have been completed or are on track and performance against the indicators is generally good apart from some cross-Council HR indicators.

Following a very challenging financial settlement the Council agreed its budget and council tax for 2016/17 on 24 February. Further savings proposals are currently being consulted upon with the aim of ensuring the Council's medium term financial strategy is sustainable.

The original Organisational Change Process reached its conclusion with redundancies effective from 31st March 2016; however further Organisational Change programmes commenced during the quarter after Government settlements were announced. Consultation periods are on-going.

General Highlights for the quarter include

Performance Highlights

- A successful event was organised on Saturday 19th March at Bracknell and Wokingham College to celebrate the rich culture and diversity within the borough. The event, opened by the Leader of the Council, was organised in partnership with Involve and it saw a wide range of community groups in the borough share their music, food, and dance
- The sale of the site at East Lodge has been completed following an auction and a higher price than originally envisaged was agreed..
- The number of customers with a Self account allowing them quick access to transactional council services has increased to circa 10,500.
- £28,230 S106 income was generated by the Legal Team and £194,176 of debts recovered.
- The collection rates for Council tax and Business Rates in 2015/16 were higher than they have been for a number of years and exceeded targets.

Other significant projects

Work with the Community

- Members of the Department for Communities and Local Government's Casey Review team, visited in the borough in February to learn from the Council's work on community integration and setting up volunteer led English for Speakers of Other Languages groups. The Review, led by Louise Casey was set up by the Prime Minister to develop a national community cohesion and integration strategy.

Property Services

- New Home to School tenders contract is to be awarded by the Executive April 2016.
- Award decision for Postal Services contract has been made. Whistl will continue to provide the Council's Downstream Access Postal Service until April 2020.
- Council Tax mailshot to approximately 47,000 residents was Mailmark compliant and through negotiation, an extremely beneficial rate was achieved. A £3.3k saving on normal prices.
- Surveys for Garth Hill surplus land have been undertaken and an advert has been placed seeking expressions of interest. Procurement routes are being investigated to find a development partner.

- There were 11 capital projects questionnaires returned between 1 January and 31 March 2016. Of the 11 returned, the average ratings were: 4 projects rated excellent (36%) and 7 projects good (64%).
- As from 1 January to 31 March 2016 there were 22 projects completed. Of the 22 projects completed 18 (82%) projects were completed on time and on budget.

ICT

- Mobile technology support has been provided for trial in Children's Social Care (CSC). The planning process for implementation is now complete and equipment will be rolled out.
- Completed roll-out of new mobile technology to new pilot groups to trial.
- Completed transfer of telephone call contract from Vodafone to BT Unicorn.
- Completed upgrade to Email on the Move product BlackBerry Enterprise Server (BES) to latest version.
- Developed rota management solution for Emergency Duty Service (EDS).
- Successful completion of End of Year processing for a wide range of systems.
- Developed Huddle collaborative work space to support Transformation programme.

Customer Services

- The School Appeals process for secondary school places has been developed in the new CRM, enabling customers to make a booking for an appeal and to receive email confirmation.
- The 2016/2017 Council Tax and Business Rates bills were successfully issued, with low levels of customer contacts.
- The redevelopment of the public website has continued, working closely with the design company to build the first services in the new site.

Human Resources

- New Chief Officer: Human Resources commenced employment during the quarter and has undertaken a full induction process
- Coral Reef closed during the quarter. A number of staff were successfully seconded to both internal positions and some external organisations.
- The Employee Self Service Module of the iTrent HR System has been successfully piloted including electronic payslips.
- Improvements to the new digitised appraisal scheme were put in place in time for the appraisal period which started towards the end of the quarter.
- Recruitment for the new Director of Adult Social Care & Housing was carried out with the successful candidate starting in the next quarter.
- The Reward & Recognition group have reviewed the ceremony of achievement for this year, which will take place in the next quarter.

Legal Services

- 16 School Non Attendance Prosecutions completed at Reading Magistrates' Court (resulting in just under £2,000 of fines, £1,900 in Prosecution Costs + approx. £300 Victim Surcharge).
- 8 Subject Access Requests processed.
- 22 Lease agreements completed.
- Transfer agreement/Leases Executed to facilitate transfer of Brakenhale School to Academy status on 1 April.
- Progress of Blue Mountain S106 agreement - Will be completed in Q1 2016/17.
- Successful defence to Appeal by Sainsbury's against CIL (Community Infrastructure Levy imposition on development site).

- Training provided to Officers involved in surveillance activities on appropriate use of RIPA (Regulation of Investigatory Powers Act) powers.

County Court Judgments obtained in respect of a further £3,500 worth of debts.

Democratic & Registration Services

- A referendum on the Binfield Neighbourhood Plan was held on Thursday 3 March 2016. The referendum area was the same as the designated Binfield Parish Neighbourhood Area. The result of the vote was in favour of the Plan, with the majority of voting casting ballots in favour of a 'yes'. The turnout was 15.51%.
- Preparations are well advanced for the Police & Crime Commissioner election on 5 May and the EU Referendum on 23 June.
- The Electoral Services Assistant has been awarded the Association of Electoral Administrators certificate after a successful course of study and the Electoral Officer (Registration & Engagement) has been invited to be part of a national focus group for Xpress (Elections and Registration Management Supplier), to develop and improve the system to respond better to the requirements of Individual Electoral Registration.
- In February the Registration Service introduced a Premium Certificate Service and joined the Home Office initiative to trial passport checking as an enhancement to the Nationality Checking Service already offered. In addition booking fees and cancellation charges were introduced for all new appointments and ceremonies in order to minimise late cancellations. The winners of the Naming Competition had their naming ceremony in January.

Significant changes in service use and associated financial impact:

None highlighted

Areas where performance has been more difficult are:

There are four indicators which are currently more that 10% below target all related to BFC staff council wide:

- The percentage of the top five percent earners with a disability, council wide (L068) has increased slightly in the last year to 3.22% but this is still short of the 5% target. There are the same number of employees in the top 5% with a disability as last year but the cohort in the top 5% has decreased slightly leading to a slightly increased percentage figure.
- The percentage of employees with a disability, council wide (L070) has decreased from 1.96% in 2014-15 to 1.87% in 2015-16 against a target of 3%. The numerator has increased from 69 to 71 but there is a larger number of staff across the Authority on the HR system.
- The percentage staff voluntary turnover, council wide (L130) has increased from 13.41% in 2014-15 to 14.33% this year against a target of 13%. 72% of the voluntary leavers were within schools. The non schools voluntary turnover stands at 10.2%.
- The average number of working days lost to sickness per employee, council wide increased to 5.9 days per employee from 5.2 in 2014/15 against a target of 5 days. All departments including schools have increased slightly and Long Term Sickness has gone up by 1%. The national average for Local Government however is over 8 days per employee so BFC remains well below that level.

Areas where risk is closely monitored:

The departmental risk register was reviewed by the Departmental Management Team on 31st March 2016. The key changes made were:

- To increase the likelihood for the risk trigger on business rates changes and avoidance schemes;
- To reduce the likelihood for the risk trigger on risk of successful challenge to decisions on changes to service provision due to mitigating actions on equality impact assessment and consultation;
- To increase the likelihood of the capital projects risk and add in a risk trigger on the disadvantageous market for buying land and securing tenders for work due to conditions in the estate market and construction industry; and
- To increase the likelihood for the elections risk.

Limited Assurance Internal Audit Reports

During quarter 4, 3 limited assurance reports were issued on payroll, accounts payable and business rates collection.

Section 2: Department Indicator Performance

Quarterly indicators

Ref	Short Description	Previous Figure Q3 2015/16	Current Figure Q4 2015/16	Current Target	Current Status	Comparison with same period in previous year
Corporate Property - Quarterly						
L059	Percentage of post sent second class (Quarterly)	98.0%	97.0%	95.0%	G	⇨
L076	Planned maintenance spend (Quarterly)	62.6%	92.2%	85.0%	G	↘
L229	Number of clients with learning difficulties using the R-bus (Quarterly)	59	58	60	G	↘
Customer Services - Quarterly						
L051	Percentage of current year's Council tax collected in year (Quarterly)	84.41%	98.26%	97.5%	G	⇨
L053	Percentage of current year's Business Rates collected in year (Quarterly)	84.34%	98.90%	97.5%	G	⇨
L221	Satisfaction level expressed in survey of contact with Customer Services, across all channels (Quarterly)	84.0%	72.0%	75.0%	G	↘
L233	Percentage of abandoned calls to the main Council contact number (Quarterly)	1.4%	2.1%	5.0%	G	New for 2015/16
L234	Number of Council Tax cases in arrears (Quarterly)	5,588	4,675	No target set	N/A	New for 2015/16
Democratic and Registration Services - Quarterly						
L057	Percentage of agendas published 5 clear days prior to a meeting (Quarterly)	100.0%	100.0%	100.0%	G	⇨
L058	Percentage of minutes published within 5 clear days of a meeting (Quarterly)	94.0%	82.75%	85.0%	G	↗
L182	Percentage of citizens completing the Tell Us Once service offered by Registration Services, excluding deaths by inquest (Quarterly)	88.0%	76.0%	80.0%	G	↘
L231	Number of entries on the Electoral Register (Quarterly)	86,068	86,063	No target set	N/A	New for 2015/16
Finance - Quarterly						
BV8	Percentage of invoices paid within 30 days (Quarterly)	96.0%	95.4%	95.0%	G	⇨
L064	Debt outstanding as percentage of gross debt (Quarterly)	6.6%	7.0%	7.0%	G	↗
L065	Return on investments exceeds 7-day LA cash benchmark rate (Quarterly)	0.55%	0.58%	0.50%	G	↗
ICT - Quarterly						

Ref	Short Description	Previous Figure Q3 2015/16	Current Figure Q4 2015/16	Current Target	Current Status	Comparison with same period in previous year
L079	Resolution of reported ICT incidents (Quarterly)	96%	96%	95%	G	⇨
L082	ICT service availability - percentage of time service is available for use (Quarterly)	98.8%	98.7%	99.0%	G	⇨
L220	Number of ICT Helpdesk Calls (Quarterly)	4,808	5,621	No target set	N/A	⇨
Legal Services - Quarterly						
L084	Number of section 106s completed (Quarterly)	8	6	No target set	N/A	↘
L085	Amount of money recovered in debt collection (Quarterly)	£18,508.03	£193,966.78	No target set	N/A	↗
L086.1	Number of Freedom of Information requests received (Quarterly)	260	313	No target set	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)	10%	8%	No target set	N/A	↘
L086.3	Percentage of Freedom of Information requests dispatched which were refused because the time limit would be exceeded (Quarterly)	0%	1%	No target set	N/A	↘
L088	Number of leases completed (Quarterly)	23	22	No target set	N/A	↗

Annual indicators

Ind Ref	Short Description	Previous figure 2014/15	Current figure 2015/16	Current Target	Current Status	Comparison with same period in previous year
Corporate Property - Annual						
BV156	Percentage of buildings open to the public which are suitable for and accessible to disabled people (Annually)	91.9%	94.7%	90.0%	G	⇨
L075	Number of commercial property voids (Annually)	3.50	1.50	5.0	G	↗
L222	An annual staff satisfaction survey for town centre buildings to be undertaken on Facilities support and service (Annually)	83.4%	80.2%	70.0%	G	⇨
Customer Services - Annual						

Ind Ref	Short Description	Previous figure 2014/15	Current figure 2015/16	Current Target	Current Status	Comparison with same period in previous year
L052	Cumulative percentage of Council Tax collected for the previous year at 31 March (Annually)	99.0%	99.1%	99.0%	G	→
L054	Cumulative percentage of business rates collected for the previous year at 31 March (Annually)	99.2%	99.4%	97.5%	G	→
Human Resources - Annual						
L066	Top five percent earners - women, council wide (Annually)	45.47%	50.02%	45.0%	G	↗
L067	Top five percent earners - minority ethnic communities, council wide (Annually)	1.56%	4.84%	4.50%	G	↗
L068	Top five percent earners - with disability, council wide (Annually)	3.11%	3.22%	5.0%	R	→
L070	Percentage of employees with a disability, council wide (Annually)	1.96%	1.87%	3.0%	R	→
L071	Percentage of black and ethnic minority employees, council wide (Annually)	5.19%	5.76%	5.50%	G	↗
L072	Gender pay gap, council wide (Annually)	19.70%	18.1%	18.0%	G	↗
L073	Average number of off the job training days per employee, council wide (Annually)	2.9	2.8	3.0	A	→
L074	Average amount spent on training per employee, council wide (Annually)	£352.00	£325.00	£350.00	A	↘
L130	Percentage staff voluntary turnover, council wide (Annually)	13.41%	14.33%	13.0%	R	↘
L131	Percentage of staff leaving within one year of starting (Annually)	17.81%	18.39%	18.0%	G	→
L174	Average number of working days lost to sickness per employee, council wide (Annually)	5.2	5.9	5.0	R	↘
ICT - Annual						
L080	ICT Project management - 5 metrics (Annually)	81.0%	82.0%	80.0%	G	→
Legal Services - Annual						
L087	Percentage of time recorded as chargeable time (Annually)	72.5%	85.0%	70.0%	G	↗

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	
G	Achieved target or within 5% of target	↗	Performance has improved
A	Between 5% and 10% away from target	⇨	Performance sustained
R	More than 10% away from target	↘	Performance has declined

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

Ind Ref	Short Description
L078	ICT User Satisfaction - service user survey
NI001	Percentage of people who believe people from different backgrounds get on well together in their local area (Biennially)
NI004	Percentage of people who feel they can influence decisions in their locality (Biennially)
NI006	Participation in regular volunteering (Biennially)
NI023	Perceptions that people in the area don't treat one another with respect and consideration (Biennially)

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 4	Complaints activity year to date	Outcome of total complaints activity year to date
Stage 2	1	2	1 upheld; 1 ongoing
Stage 3	0	0	
Local Government Ombudsman	0	0	
TOTAL	**1**	**2**	

Nature of complaints/ Actions taken/ Lessons learnt:

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.

The Q4 complaint was made by the parent of a SEN child transported to and from school under ITU arrangements and Post 16 Transport Policy. The complaint is currently being investigated with an outcome expected by the end of April.

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	44	33	11	40.49	1	2.22
Democratic & Registration Services	19	12	7	16.82	2	9.52
Finance	34	25	9	31.33	1	2.86
Human Resources	20	14	6	17.59	0	0
ICT	40	37	3	38.85	0	0
Legal	13	8	5	11.24	0	0
Property Services	36	24	12	31.63	4	10
Department Totals	**211**	**156**	**55**	**192.46**	**8**	**3.65**

Staff Turnover

For the quarter ending	31 March 2016	1.91
For the last four quarters	1 April 2015 – 31 March 2016	8.41

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

(Source: XPertHR Staff Turnover Rates and Cost Survey 2014 and LGA Workforce Survey 2013/14)

Comments:

4 members of staff left voluntarily during the last quarter. This is a decrease on the previous quarter when 7 staff left voluntarily.

Of the vacancies in the Department, recruitment is underway for vacancies within Finance and Property Services.

Staff Sickness

Section	Total staff	Number of days sickness	Quarter 4 average per employee	2015/16 annual average per employee
Directorate	2	3	1.5	1.5
Community Engagement	3	1	0.33	2.5
Customer Services	44	94	2.14	8.38
Democratic & Registration Services	19	10.5	0.55	1.32
Finance	34	39	1.08	5.65
Human Resources	20	32	1.6	4.53
ICT	40	26	0.65	4.98
Legal	13	13.5	1.04	1.96
Property Services	36	122	3.39	8.01
Department Totals (Q4)	**211**	**338**	**1.59**	
Totals (15/16)				**5.68**

Sickness – 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 338 days this is significantly lower than last quarter, however there was a lower proportion of long term sick this quarter. There were 107 days attributable to long term sick this quarter. There is only one person off on long term absence as others have returned.

The annual average for 15/16 is 5.68 days which is higher than the authority figure for 14/15. It 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 is 3.4 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 12 actions were completed at the end of the quarter (B), while 40 actions are on schedule (G) and 6 were making slower progress than expected originally (R and A). One action is no longer applicable (NA).

The 6 actions that are making slower progress are:

Ref	Action		Progress
6.7.2	Facilitate the development and opening of a new Community Centre and Library at Harmans Water (HCEE)	A	On hold subject to the outcome of the Library Review.
6.7.3	Facilitate the development and opening of a new Community Centre and Library at Harmans Water (CO:P)	A	The future delivery options for this location are now part of a wider review with options to be considered over the next quarter.
11.1.8	Develop use of Unique Property Reference Number (UPRN) and standard addressing format to improve information exchange with other organisations	A	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 post year end
11.4.3	Deliver the Equality Framework action plan working towards the Excellent level	A	Attainment of Excellent Level postponed until 2019
11.7.1	Develop a new Community Engagement Strategy 2016-19	A	To be produced in 2016/17.
11.8.5	Implement the Electronic Document Management Strategy to enhance and extend document scanning	A	IESE appointed as partner to assist with development of corporate approach to EDRMS. Major upgrade of underlying technology undertaken successfully and working with colleagues in EC&C to develop a simple file plan for Transport team.

The 1 action no longer applicable is:

Ref	Action		Progress
7.5.3	Work with partners to identify a suitable location to enable the relocation of the Bridgewell and Ladybank Centre	NA	ASCHH have agreed an alternative method in the delivery of the service, the consequence of which is that the property swap involving Denis Pilcher and Bridgewell is no longer necessary; therefore the scheme will not be pursued.

Section 6: Money

Revenue Budget

The original cash budget for the department was £14.243m. Net transfers of £0.467m have been made bringing the current approved cash budget to £14.710m. A detailed analysis of the budget changes in this quarter is available in Annex B.

The forecast outturn for the department is £0.252m 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)	(1,904)	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 £14,590.9m.

Expenditure to date is £6,667.2m representing 46% of the budget. The Department anticipates 53% of the total approved budget to be spent by the end of the financial year, and 46% 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

- Support and guide the production of full Equality Impact Assessments on Additional Savings Proposals.
- Organise the annual Disabled Go online access guide consultation event and update.
- Monitor the delivery of the Bracknell Forest Partnership Community Engagement Strategy 2013-16 for 2015-16.
- Monitor the delivery of the Council's Equality Scheme for 2015-16.
- Develop the ownership and management arrangements for the new Community Hubs in the strategic housing areas including:
  - Deciding on the best option 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.

Customer Services

- Focus for the Customer Services Team in the next quarter continues 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 the work on the Council Tax module, to give customers access to view their Council Tax account online. This is expected to go live in Quarter 1 of the next financial year.
- The Revenues Team continues to work on recovery activities, as well as the design of the online Council Tax account.
- The Digital Services Team will continue the development of the website, working closely with the design company to build the first areas of the new site, with a view to going live with a beta site in Q1.

Democratic & Registration Services

- Delivery of Police & Crime Commissioner election on 5 May and the EU Referendum on 23 June.
- Delivery of the annual tranche of school admission appeals.
- Consideration of the Member Development Strategy 2016 – 2020 and Annual Report 2015 – 2016 by the Member Development Charter Steering Group and Council.
- Implementation of the recommendations from the Members Allowances and Expenses Audit 2015.
- Publication of Members Allowances Public Notice 2015 – 16.
- Induction of new Mayor and Deputy Mayor.
- Themed Citizenship Ceremony to celebrate the Queen's 90th Birthday including school competition to design scrolls for new citizens.
- Birth Registration appointments available to book online.
- Introduction of new working arrangements for the Registration Clerk in order to reduce the level of administrative support.

Corporate Property

- Support work continues for the delivery of Binfield Learning Village with particular emphasis around the future community facilities.
- Options for housing delivery and possible partnership for the Garth Hill surplus land are being developed. Expressions of interest have been received from 43 parties.
- Options for the mining and subsequent development of London Road former Landfill site are being considered. Expressions of interest have been received from 59 parties.
- 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 April.
- Small contractor framework for minor works to be established
- Procurement plan currently being prepared for new chapel at Easthampstead Park Crematorium. Procurement plan to be approved on 29 April 2016.
- New Home to School Transport contract 2016 – Final award report will go to Executive in quarter 1 of 2016/17. Information regarding new routes and any operator changes to therein will commence in quarter 1 of 2016/17.
- A costs analysis of a second Electric Postal courier van will take place. A mini completion for the lease is in progress and a decision will be made in quarter 1 of 2016/17.
- Implementation of new Post contract and improve staff the awareness of Mailmark as a product that can further reduce the cost of mail items through education of Council.
- Heathlands to be decommissioned.
- 20 vehicle telematics have been leased and will be placed in selected Council vehicles to monitor vehicle utilisation.

ICT Services

- Complete major upgrades to Children's Service system.
- Begin work on EDRMS strategy to support collaborative working.
- Review alternatives for Email on the Move product BlackBerry Enterprise Server (BES) including Google At Works.
- Working on latest on new mobile carrier contract.
- Technology support for Children's Social Care (CSC) work styles and plan set-up of the Multi-agency Safeguarding Hub (MASH).

Legal Services

- Annual Governance Statement.
- Adoption of Constitutional Changes.
- Code of Conduct working group convened to review Standards Framework.
- Conveyancing work on property purchases for Local Housing Company (Downshire Homes Limited).
- Ongoing legal input in respect of Neighbourhood Plan applications.
- Completion of S106 agreement for Blue Mountain site.
- Ongoing legal support to Transformation Programme.

Finance

- Following the Local Government Finance Settlement the Council is consulting upon a range of further savings proposals in order to achieve a balanced and sustainable budget in 2016/17 and beyond. Responses to the consultation will be considered by the Executive in May and June, with recommendations being made to Full Council in July.

- The Council's draft financial statements will be completed and approved. The statutory deadline for this work is 30 June, although the aim is to complete the work by 31 May in line with the new statutory timetable for 2018.
- Whilst not necessarily in the next quarter it is likely that the Council will need to commence borrowing in 2016/17. Much will depend upon the pace at which the proposed capital programme is delivered and future cash flow.
- Finance and Procurement support will continue to be provided for major capital projects including Coral Reef and Binfield Learning Village.
- Work on the upgrade to the next version (known as Milestone 5) of Council's financial information system (Agresso) will commence.

Human Resources

- The current stage of the Organisational change process will reach its conclusion with Employment committee in Mid-May including Vacancy Management and redeployments.
- A review of where we are in regard to the new iTrent HR System will take place and work will continue on implementing new modules including the roll out of Employee Self Service across the authority.
- We will start the process for recruiting a new Borough Treasurer.
- The organisational change process for Heathlands will reach its conclusion.

Transformation Programme

- Three reviews have been established under the Director's leadership
    - Citizen Customer Contact - The project is progressing well in Phase 1: the analyse stage. Data gathering across the Council has begun. The scoping statement, engagement plan and risk register have been drafted and agreed by the Board (18th April). The research brief for the analyse stage is being drafted.
    - Council Wide Support Services - The Project Board has made significant progress in defining the impact of change, engaging stakeholders and looking at the research needed to support the Analyse phase. The key areas in scope are: finance, ICT, HR, property services, Legal services, procurement and performance management and business intelligence.
    - Property Review - 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.

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	G	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	G	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 inter-action with the mesh network for digital signage and traffic light control being implemented. Investigating potential use of new LED lampposts as potential Wi-Fi network carriers Discussions with BRP regarding potential on-going.
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	B	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	G	Legal have been advised that a large number of instructions from Planning enforcement will be coming forward shortly as an additional Planning Enforcement Officer has been recruited
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	G	Most environmental services are now available through the online account. Work on environmental health and pest control services will begin once the change to their ICT system has been completed.
MTO 4: Support our younger residents to maximise their potential				
Sub-Action	**Due Date**	**Owner**	**Status**	**Comments**
4.3 Increase opportunities for young people in our youth clubs and community based schemes				
4.3.3 Work with Thames Valley Housing to finalise plans for a residential	31/03/2016	CS	G	Work is being undertaken on the viability of the project.

Sub-Action	Due Date	Owner	Status	Comments
development to underpin the modernisation of the Youth Service programme to develop a new Town Centre Youth hub.				
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	G	Work has continued with partners to delivery opportunities for customers to access the internet, and in particular to learn about accessing 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	B	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	G	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	G	The hybrid planning application for development has been submitted by Luff which incorporates the Blue Mountain Learning village. Negotiations continue for the S106 with particular emphasis in the former club house for a community centre.
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	B	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 a new Community Centre and Library at Harmans Water	31/03/2016	CS	A	On hold subject to the outcome of the Library Review.
6.7.3 Facilitate the development and opening of a new Community Centre	31/03/2016	CS	A	The future delivery options for this location are now part of a wider review with options to be considered over the next quarter.

Sub-Action	Due Date	Owner	Status	Comments
and Library at Harmans Water				
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	G	Preparatory work for some "sleep" sessions to be held in the next quarter is currently being undertaken. These will give advice on how to get a better nights sleep to improve overall well being.
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	G	Work is continuing to complete this website, and it is expected to conclude in Q1 of 2016/2017.
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	G	The redevelopment of the public website is progressing well, and part of the future work will include the development of an easy-read version of key content.
7.4.9 Pilot sign language interpretation of parts of the website	31/03/2016	CS	G	The redevelopment of the public website is progressing well, and the development of sign language versions of key content will be planned as part of future developments.
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	B	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	NA	Adult Social Care, Health & Housing have agreed an alternative method in the delivery of the service, the consequence of which is that the property swap involving Denis Pilcher and Bridgewell is no longer necessary; therefore the scheme will not be pursued.
MTO 9: Sustain the economic prosperity of the Borough				
Sub-Action	**Due Date**	**Owner**	**Status**	**Comments**
9.2 Support the work of the Economic and Skills Partnership to sustain the local 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	B	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	B	The Executive considered the discount scheme, and decided not to proceed at the present time.

Sub-Action	Due Date	Owner	Status	Comments
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	G	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	G	Workstream commenced for the release of housing land at Sandy Lane formerly part of Garth Hill school and identified in the SALP
10.1.6 Complete work with Thames Valley Housing Association on development of affordable homes on the Adastron / Byways site	31/05/2015	CS	B	The disposal of Adastron House and Byways has been completed
10.1.7 Dispose of Downside for affordable housing	31/05/2015	CS	G	Negotiations have been finalised. Legal documents being worked on.
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	G	Continue to identify properties for purchase as necessary. Acquisitions for Downshire Homes have commenced.
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	G	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	G	Initial pilot phase completed. Deployment to 90+ Children's Services staff under way. Building Control, Trees and other EC&C services also under way. Beginning to investigate newer end user devices and alternative supporting technologies.
11.1.11 Move website to open source platform and content management system	31/03/2016	CS	G	The wireframes for the first services are being developed, and will be going out for testing in April 2016.
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	G	Additional services have been made live in the new CRM system, including Registrars and School Admission Appeals. The number of citizens with an online account has increased to 10,000.

Sub-Action	Due Date	Owner	Status	Comments
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	G	Training sessions have completed. A successful application has been made under the Council's Mobile Working initiative for the purchase of equipment to support data entry to the Frontline system. Our specialist consultant is progressing with uploading new asbestos survey data to the system and we expect to be actively using it for monitoring purposes within the next three months. The next significant development will be the transfer of our servicing records to the system, enabling building managers to see the details for their buildings and replacing a large number of individual spreads sheets that are currently used to manage these works.
11.1.3 Use Pan Berkshire/Surrey PSN contract (Unicorn) to provide telephone calls and inter-site broadband communications	31/05/2015	CS	B	All numbers transferred from Vodafone to BT successfully. No service disruption encountered.
11.1.5 Implement new Payroll and HR business processes in tandem with a replacement system	31/08/2015	CS	G	Work has continued on the new iTrent system including enhancements to the HR and Payroll sides. Employee Self Service has been launched successfully to a pilot group including electronic payslips.
11.1.6 Develop, implement and validate a new HR/Payroll System	31/08/2015	CS	B	Payroll/HR system in place.
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	A	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 post year end
11.1.9 Review provision of ICT for Members and implement new arrangements	31/05/2015	CS	B	The Project Board formally signed off the project in January. Members have received their preferred kit, attended basic training and been offered follow up training. The breakdown of kit is 24 iPads, 2 Dell Hybrid Tablets, 16 laptops, 5 BlackBerrys and 13 standard mobile phones - the allocation of these devices is dependent on roles.
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	G	Two development sessions were attended by 39 Councillors; four training sessions were attended by 13 Councillors; and 11 additional conferences were attended by 35 Councillors. This includes induction sessions.
11.2.10 Implement and validate a new appraisal scheme as part of a new	31/05/2015	CS	B	Comments and feedback on the Appraisal form and process were taken on board and changes were made accordingly to the

Sub-Action	Due Date	Owner	Status	Comments
performance management system				online form. These changes have been incorporated into the training sessions which have commenced for this appraisal cycle.
11.2.2 Ensure the new Learning & Management System is in place to deliver the agreed corporate training plan	31/03/2016	CS	B	The Learning and Management System is now fully available to employees and is being used by both Managers and employees to review training undertaken and to plan for future needs, including refresher training required e.g. first aid, safeguarding, etc
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	B	The 2015/16 Action Plan has been implemented. The 16/17 Pay and Workforce Strategy was approved by Employment Committee in December 2015 and by Council in February 2016. However, changes will need to be made to parts of the Strategy as a result of the Transformation programme resulting from the financial constraints now facing the Council. These are currently being addressed.
11.2.5 Develop any of the Good to Great themes which are agreed following the 2014/15 staff survey	31/03/2016	CS	G	The Transformation Board have decided to cease the Good to Great groups with the exception of the Recognition and Reward group. This group has reviewed the Celebration of achievement ceremony and will be implementing changes to the ceremony which will take place in the next quarter.
11.2.7 Develop and implement the Good to Great programme theme of community empowerment working with the voluntary sector	31/03/2016	CS	G	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	G	This action will be complete when the remaining sessions are delivered at the end of May 2016. The welcome pack and Induction Programme have 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	G	Social media was used to raise awareness of the PCC election and EU referendum and encourage people to register to vote. Work undertaken in local democracy week has been consolidated and interviews with all newly elected councillors have taken place and will be published on the website, accompanied by an article promoting the role of Councillor.
11.4.2 Develop a new 'All of Us' Equality Scheme for	31/03/2016	CS	G	The 'All of Us' Equality Scheme 2012-16 has been extended for a year to April 2017 to

Sub-Action	Due Date	Owner	Status	Comments
2016-20				allow further time to develop a new Equality Scheme in 2016/17 once the Departmental Service Plans have been developed.
11.4.3 Deliver the Equality Framework action plan working towards the Excellent level	31/03/2016	CS	A	Attainment of Excellent Level postponed until 2019.
11.4.4 Deliver the Combined Parliamentary, Borough and Town/Parish Elections	31/05/2015	CS	B	All three elections delivered
11.4.5 Deliver the Cabinet Office Individual Electoral Registration Phase 2 Programme	31/08/2015	CS	B	The IER canvass has been completed and the revised Register of Electors was published on 1 December.
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	G	The upgrade of the telephony system is continuing, and plans are being developed for the review of automated telephony.
11.5.2 Develop a Digital Strategy	31/03/2016	CS	G	The development of a Digital Strategy will be a key component of the Customer Contact Strategy, to come out of the Citizen and Customer Contact transformation project.
11.5.3 Review and publish revised Customer Contact Strategy	31/03/2016	CS	G	The development of a new Customer Contact Strategy will be a key outcome of the Citizen and Customer Contact transformation project.
11.5.4 Facilitate self-service monitoring of case progress by publishing open cases through website / on-line account	31/03/2016	CS	G	Customers are able to track cases they have logged themselves through their online account. Publishing of all cases through the website will be pursued in future stages of the CRM project.
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	A	To be produced in 2016/17.
11.7.5 Facilitate the development of Community Hubs at Blue Mountain (Binfield); Warfield and Transport Research Laboratory (Crowthorne)	31/03/2016	CS	G	A feasibility study is underway to assess options for the delivery of the Blue Mountain community facility. A feasibility study will commence in Q1 2016/17 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	G	Services continue to be redesigned using a digital first approach, and opportunities have been taken wherever possible to develop digital journeys that did not previously exist, including booking School Admission Appeals.
11.8.2 Update the Medium Term Financial Strategy to include changes to the local government finance regime, strategic policy changes and	31/03/2016	CS	G	The budget and council tax for 2016/17 was agreed by Full Council on 24 February. In order to achieve a legal and balanced budget £5.1m of reserves were used. This is not a sustainable position for the Council

Sub-Action	Due Date	Owner	Status	Comments
lead on the development of the Council's annual budget				and as a consequence a range of further savings proposals are currently being consulted upon. The results of the consultation will be considered by the Executive in May and June with recommendations being made to Full Council in July.
11.8.5 Implement the Electronic Document Management Strategy to enhance and extend document scanning	31/03/2016	CS	A	IESE appointed as partner to assist with development of corporate approach to EDRMS. Major upgrade of underlying technology undertaken successfully and working with colleagues in EC&C to develop a simple file plan for Transport team.
11.8.7 Implement Facilities Category Management Strategy	31/03/2016	CS	G	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	G	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 C/Fwds	NOTE	Current Approved Cash Budget	Spend to Date %	Projected Outturn	Variance Over/ (Under) Spend	*Variance This Month*	NOTE	*Requested Carry Forward*	NOTE
	£000	*£000*		*£000*	%	*£000*	*£000*	*£000*		*£000*	
Director of Corporate Services											
Director of Corporate Services	218	-8		210	*97*	210	**0**	*0*			
Community Engagement & Equalities	190	-2		188	*85*	184	**-4**	*-4*	*8*	*-4*	*#1*
	408	**-10**		**398**	***91***	**394**	**-4**	**-4**			
Head of Democratic & Registration Services											
Committee Services	334	-24		310	*87*	308	**-2**	*0*	*4*		
Member and Mayoral Services	911	-6		905	*88*	885	**-20**	*0*	*4*		
Registration of Births, Deaths & Marriages	-35	19		-16	*456*	-7	**9**	*0*			
Registration of Electors / Elections	268	10		278	*120*	278	**0**	*0*			
	1,478	**-1**		**1,477**	***90***	**1,464**	**-13**	**0**			
Chief Officer: Customer Services											
Local Tax Collection incl Cashiers	382	0		382	*145*	412	**30**	*0*			
Customer Services	988	21		1,009	*91*	1,000	**-9**	*-9*	*9*	*-9*	*#2*
	1,370	**21**		**1,391**	***106***	**1,412**	**21**	**-9**			
Borough Solicitor											
Legal	594	16		610	*89*	615	**5**	*0*	*5*		
Chief Officer: Human Resources											
Human Resources	483	1		484	*90*	479	**-5**	*0*	*3*		
Unified Training Unit	410	13		423	*56*	423	**0**	*0*			
Health & Safety	58	1		59	*86*	59	**0**	*0*			
	951	**15**		**966**	***75***	**961**	**-5**	**0**			
Borough Treasurer											

Finance	1,968	109	*D*	2,077	*87*	2,077	**0**	*0*		
Insurance	333	0		333	*50*	333	**0**	*0*		
	2,301	**109**		**2,410**	***82***	**2,410**	**0**	**0**		
Chief Officer: Property Services										
Property Services	392	-24		368	*92*	383	**15**	*0*		
Industrial & Commercial Properties	-1,879	10		-1,869	*137*	-1,904	**-35**	*0*	*7*	
Construction & Maintenance	498	-7		491	*81*	487	**-4**	*0*		
Operations Unit	3,839	-129	*A,B*	3,710	*80*	3,478	**-232**	*-108*	*1,2, 6,10*	
	2,850	**-150**		**2,700**	***43***	**2,444**	**-256**	**-108**		
Chief Officer: Information Services										
ICT Services	2,443	147		2,590	*102*	2,590	**0**	*0*		
Chief Executive's Office										
Chief Executive	346	211	*C*	557	*69*	557	**0**	*0*		
Chief Executive's Office (Support)	790	161	*C*	951	*92*	951	**0**	*0*		
Town Centre Redevelopment	53	0		53	*15*	53	**0**	*0*		
Voluntary Sector Grants	163	0		163	*100*	163	**0**	*0*		
NI136 - Grant Contributions to Shopmobility & CAB	219	0		219	*100*	219	**0**	*0*		
Community Safety	277	-51		226	*68*	226	**0**	*0*		
	1,848	**321**		**2,169**	***83***	**2,169**	**0**	**0**		
Transformation Board	0	0			*100*	46	**0**	*0*		
TOTAL CS AND CX OFFICE	**14,243**	**468**		**14,711**	***82***	**14,459**	**-252**	**-121**		**-13**
Memorandum item										
Devolved Staffing Budget - CS and CX	9,388	457		9,845	***92***	9,845	**0**	*0*		
Non Cash Budgets										
Capital Charges	1,887	-267	*E*	1,620		1,620	**0**	*0*		
IAS19 Adjs	635	0		635		635	**0**	*0*		
Recharges	-9,293	0		-9,293		-9,293	**0**	*0*		
	-6,771	**-267**		**-7,038**		**-7,038**	**0**	**0**		

CORPORATE SERVICES / CX OFFICE QSR4 – DECEMBER 2015 TO FEBRUARY 2016

Note	Total	Explanation
	142	**Virements reported in QSR3 Period**
A	56	**Operations Unit** CMT approved contingency funding for the additional costs associated with Home To School Transport for the discretionary Post 16 transport provision for pupils with special education needs, continuing education to the age of 25. This had previously been reported as an emerging issue.
B	0	The DSB budgets have then been realigned to reflect in year staff turnover and amendments to staffing structures.
C	229	**Chief Executive** Approval was received from Cllr Brunel-Walker on the 4th February, for funding from the Economic Development Reserve to cover costs within the Business Enterprise Service work plan, the costs for 2015-16 include: Staffing £0.122m Link To China £0.011m Inward Investment Strategy £0.025m Foundation Systems (BIIS) £0.012m Superfast Broadband £0.026m Along with some smaller projects bringing the total to £0.229m.
D	40	**Finance** To cover the cost of new HR & Payroll System, £0.040m is to be taken from the Financial Systems Upgrade reserve.
E	-267	**Capital Charges** Capital charges are notional charges to service accounts to reflect the cost of fixed assets used in providing services comprising of a charge for depreciation.
	58	**Virements reported in QSR4Period**
	200	**Total Virements Reported To Date**

CORPORATE SERVICES / CX OFFICE QSR4 – DECEMBER 2015 TO FEBRUARY 2016

Note	Total £'000	Explanation
	-3	**Variances reported in QSR3 Period**
1	0	**Operations Unit** A much more rigorous interpretation of the SEN Transport Policy by the SEN team resulting in transport not being offered to children under statutory school age and requests for distances to be measure to ensure that those students who are able to walk do so if they live under statutory walking distances. In addition to this we are no longer operating some of our more expensive routes due to changes in arrangements. There has also been a reduction of almost 50 students requiring mainstream transport to Charters School. Finally at the moment we appear to putting fewer families in bed and breakfast accommodation outside of the borough None of the above can be guaranteed for the next academic year as this service can change on a daily basis, plus there is a contract review in 2016-17. The total underspend to report is £0.112m. This underspend has been reversed as it has been used to part fund the DSB costs of the Director of Transformation.
2	-50	**Operations Unit** Work has been undertaken to identify the council wide framework savings which formed part of the 2014/15 budget process. The Operations Unit have identified savings of £0.015m following a review of the vehicle requirements for Heathlands and Waymead, savings of £0.025m for service contracts at Time Square and £0.010m for the KGB cleaning contract.
3	-10	**Human Resources** An underspend has been identified in the Occupational Health budget, which has been reflected in the 2016/17 budget proposals.
4	-13	**Democratic & Registration Services** Democratic & Registration Services have identified various underspends including: Member & Mayoral Services - £10k, members allowances, refreshments, telephony, equipment, mileage, vehicle hire and seminars. Committee Services have identified £2k from training and printing
5	5	**Legal Services** A pressure has been identified on the services budget due to the need for training on the IKEN system.
6	-25	**Operations Unit** Various underspends have been identified within the Operations Unit including the Courier Service £0.003m, Office Services £0.005m, Refreshment service £0.002m, Integrated Transport Unit £0.010m and Postal Services £0.005m.
7	-35	**Industrial and Commercial Properties** Due to a high turnover, automatic stepped rents and rent reviews, income in excess of the budget has been received from the Peel Centre.
8	-4	**Community Engagement and Equality** Due to the work of the Transformation Board, the production of a guide on public services for new migrants to the borough and supporting volunteering promotions in

		the borough was not able to be completed and so a carry forward has been requested.
9	-9	**Web Services** Web Chat (Netcall) is a project that would have taken place in February/March, however, this has been put back to April/May due to a delay in the main Netcall Upgrade project which is being managed by another team and so a carry forward has been requested.
10	-108	**Operations Unit** More rigorous implementation of the SEN Transport Policy, in particular towards Parental Preference Applications has resulted in reduced costs. If a child is allocated a place in a particular school but the parents choose to send them to a different school, perhaps outside of the Borough, the parents would have to cover the transport costs to that school. Personal Transport Budgets (PTB) have also been issued to some parents whereby if there is not a current route to that school, the parents are offered the option of transporting their own child and the Council reimburses them. This can create a large saving as the Council does not need to fund an extra vehicle, driver and escort. The introduction of these budgets can also change the entire dynamics in that different vehicles could be used for particular routes or children can switch to other routes thus reducing the number of vehicles/routes.
	-249	**Variances reported in QSR4 Period**
	-252	**Total Variances Reported To Date**

CORPORATE SERVICES / CX OFFICE QSR4 – DECEMBER 2015 TO FEBRUARY 2016		
Note	**Total £'000**	**Explanation**
Carry Forwards Identified		
#1	4	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 is requested in order to produce a guide on public services for new migrants to the borough and support volunteering promotions in the borough.
#2	9	Web Services request 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.
	13	

Corporate Services & Chief Executives Office Capital Monitoring as at 29th February 2016

Cost Centre	Cost Centre Description	2014/15 Brought Forward £000's	2015/16 Budget £000's	Approved Budget £000's	Cash Budget 2015/16 £000's	Expenditure to Date £000's	Current Comm'nts £000's	2015/16 Cash Budget unspent/ uncom'ted £000's	Carry Forward 2016/17 £000's	(Under) / Over Spend £000's	Target for Completion	Current Status of Project / Notes
PRIOR YEAR FUNDED SCHEMES												
Prior Year Funded Schemes - Corporate Services & Chief Executive												
YM245	Jennett's Park Community Centre	**10.0**	**0.0**	**10.0**	0.0	0.0	0.0	0.0	10.0	0.0	Mar-17	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**	185.5	185.5	0.0	0.0	24.6	0.0	Mar-16	The budget includes a virement of £0.025m from ECC towards works on the multi use games area.
YM254	New Hope Works	**0.0**	**0.0**	**0.0**	0.0	4.3	0.0	-4.3	0.0	4.3	Complete	Project complete
YM259	North Ascot Community Centre	**4.3**	**0.0**	**4.3**	4.3	4.3	0.0	0.0	0.0	0.0	Complete	All works completed
YM293	Property & Asset Management System	**36.1**	**0.0**	**36.1**	6.4	4.9	1.5	0.0	29.7	0.0	Mar-17	Training to roll the system out to Corporate building managers and Schools is largely complete and the system is now in daily use. Further development work continues.
YM312	On-Line Booking Systems	**10.2**	**0.0**	**6.2**	0.0	0.0	0.0	0.0	6.2	0.0	Mar-17	We have used some of this budget to pay for consultancy to develop booking of bulky waste collections. The carry forward is to fund 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	Jul-16	V-fire module likely to need further configuration following full upgrade to be configured to enable self-service. More likely to be in new financial year.
YM315	Customer Relationship Management System (Invest To Save)	**53.5**	**0.0**	**57.5**	45.7	22.6	23.6	-0.5	11.8	0.0	Mar-17	The development of the telephony integration and upgrade to the Capita payment portal are required before new services can be developed. The majority is likely to be completed toward the end of the last quarter of 2015/16, but it will be necessary to carry forward some of this project budget to the next financial year.
Total of Prior Year Funded Schemes - Corporate Services & Chief Executive		329.4	0.0	**329.4**	**241.860**	**221.6**	**25.1**	**-4.8**	**87.5**	**4.3**		

Prior Year Funded Schemes - Council Wide												
YM165	Server and Server Component Refresh	**52.5**	**0.0**	**52.5**	10.9	9.9	0.9	0.0	41.6	0.0	Jun-16	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	0.0	11.0	21.1	0.0	Mar-17	A purchase order for the Revenues module of the CRM has been placed, with a view to implementing this in Q4 of 2015/16. A tender is underway for the e-benefits software solution and an order will be placed shortly, however it is not expected to be delivered until the next financial year.
YM239	Replacement Network Circuits (Invest To Save)	**23.2**	**0.0**	**23.2**	19.6	19.6	0.0	0.0	3.6	0.0	Mar-16	Required for speeding up at remote sites. Delayed due to PSN. Some funds required for extension of wireless links. Work continues to replace these. Additional funds are required for unreliable and poor performance of remote connections (many currently use EPS8 circuits)
YM247	Market Place Properties	**471.8**	**0.0**	**471.8**	23.8	0.0	23.8	0.0	448.0	0.0	Mar-16	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**	14.3	14.3	0.1	0.0	33.8	0.0	Jun-16	Call Manager being installed 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**	42.2	34.2	8.0	0.0	112.8	0.0	Oct-17	Some funds may be needed this financial year for consultancy. Decision regarding the future of EDRMS required. File storage and collaboration strategy to be written.

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**	5.3	5.4	0.0	0.0	48.6	0.0	Mar-17	Budget required for roof works
YM307	CITRIX Licensing	**72.0**	**0.0**	**72.0**	0.0	0.0	0.0	0.0	72.0	0.0	Mar-17	Licence requirements to be confirmed. Changes to Citrix farm over coming year being reviewed. In process of determining licence numbers - to be ordered 16/17.
YM308	Phone System Replacement - Remote Sites	**44.7**	**0.0**	**44.7**	9.1	8.8	0.3	0.0	35.6	0.0	Jun-16	The Oaks and Rowans currently outstanding, being planned. Work anticipated to take place in the fourth quarter of the year and first quarter of 16/17.
YM309	Storage Area Networks	**60.6**	**0.0**	**60.6**	23.9	23.9	0.0	0.0	36.7	0.0	May-16	Extended storage required for new backup solution. Backup solution set-up in test and being further configured.
YM311	Phone System Replacement - Libraries	**19.5**	**0.0**	**19.5**	3.2	3.1	0.0	0.0	16.3	0.0	Mar-17	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**	**0.0**	**1.0**	1.0	8.5	2.3	-9.8	0.0	9.8	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	4.0	-7.8	0.0	7.8	Mar-16	Further spend on meeting rooms required which will result in an overspend to be offset by other schemes.
YM322	Oracle 11 Upgrade	**62.0**	**0.0**	**62.0**	0.2	0.2	0.0	0.0	61.8	0.0	Oct-16	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	0.0	30.0	0.0	-30.0	Complete	Complete
YM324	IPS Firewall	**30.0**	**0.0**	**30.0**	0.0	0.0	0.0	0.0	30.0	0.0	Aug-16	Reviewed in the 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**	0.0	0.0	0.0	0.0	20.0	0.0	Jun-16	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**	4.1	4.1	0.0	0.0	15.9	0.0	Jul-16	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**	0.0	0.0	0.0	0.0	10.3	0.0	Mar-16	Software to be procured to improve internal monitoring and reporting - Solarwinds - requires server patching and increased licensing. To be undertaken in February.
YM331	Pocket Park	**187.3**	**0.0**	**187.3**	60.7	61.7	24.0	-25.0	126.6	0.0	Mar-17	Pocket Park design services and demolition notice.
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**	**4,605.280**	**4,520.1**	**63.3**	**22.0**	**1,134.7**	**-35.8**		
Total Prior Year Funded Schemes		6,029.3	40.0	**6,069.3**	**4,847.140**	**4,741.6**	**88.4**	**17.1**	**1,222.2**	**-31.6**		
	Percentages					**98%**	**2%**	**0%**	**20%**	**-1%**		
CURRENT YEAR PROGRAMME												
Current Year Programme - Corporate Services & Chief Executive												
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	207.1	0.4	-61.9	0.0	0.0	Mar-16	System now live and further developments underway eg incident reporting, web recruitment and self service. Additional costs being funded from revenue.
Total of Current Year Programme - Corporate Services & Chief Executive		**237.1**	**50.0**	**287.1**	145.570	207.1	0.4	-61.9	141.5	0.0		
Current Year Programme - Council Wide												
YM002	Access Improvement Programme	**93.7**	**100.0**	**193.7**	143.7	99.7	6.0	38.0	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	Mar-16	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**	1,212.7	723.9	326.3	162.5	174.6	0.0	Rolling programme	Works on this years programme are underway . To date 35% of the budget has been spent with a further 52% committed and 13% is to be carried forward.
YM320	Network Refresh	**49.5**	**119.0**	**168.5**	148.4	140.9	7.5	0.0	20.1	0.0	Mar-16	Will spend on CUCM servers and EOL equipment throughout the year. In progress, to be completed in this financial year.

YM325	Computer Estate Refresh	**53.0**	**182.0**	**235.0**	50.9	40.1	10.8	0.0	184.1	0.0	Mar-16	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**	143.8	19.1	7.0	117.7	1,132.2	0.0	Mar-17	Project on hold pending a library review
YM335	ALBACS Upgrade	**0.0**	**35.0**	**35.0**	24.2	24.2	0.0	0.0	10.8	0.0	Mar-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. User review meeting held early August.
YM336	Website Redevelopment 2015	**0.0**	**35.0**	**35.0**	0.0	0.0	0.0	0.0	35.0	0.0	Mar-17	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 next financial year.
YM337	Netcall System Replacement	**0.0**	**40.0**	**40.0**	37.0	37.0	0.0	0.0	3.0	0.0	Mar-17	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**	0.0	0.0	0.0	0.0	40.0	0.0	Mar-16	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**	89.1	89.1	0.0	0.0	52.9	0.0	Mar-16	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**	0.9	0.9	0.0	0.0	106.1	0.0	Mar-16	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	15.4	0.0	4.6	0.0	0.0	Mar-16	Options currently being trialled by Members. Rollout complete. Recharges being prepared.

YM344	MFD - Printer Refresh	**3.9**	**20.0**	**23.9**	19.2	19.1	0.0	0.0	4.7	0.0	Mar-16	Printers to be rolled out as per agreed schedule. Majority in this year replaced. Remainder of budget to be spent on break and fix. Review of plotters being carried out.
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	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	**0.0**	**30.0**	**30.0**	0.0	0.0	0.0	0.0	30.0	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
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**	**37.4**	**156.4**	156.4	165.2	0.0	-8.8	0.0	8.8	Mar-16	New backup solution currently going through procurement. An Invest To Save bid was approved by CMT on the 2nd September. Some spend in Jan/Feb required.
Total Current Year Programme - Council Wide		**396.4**	**7,719.2**	**8,234.5**	2,791.0	1,718.5	757.5	314.9	5,443.5	8.0		
Total Current Year Programme		633.4	7,769.2	8,521.6	**2,936.6**	**1,925.6**	**758.0**	**253.0**	**5,585.0**	**8.0**		
Percentages						**66%**	**26%**	**9%**	**66%**	**0%**		
Total Council Wide		6,096.3	7,759.2	13,974.5	7,396.3	6,238.6	820.8	336.9	6,578.2	-27.8		
Total Corporate Services & Chief Executives		566.4	50.0	616.4	387.4	428.6	25.6	-66.8	229.0	4.3		
Total Capital Programme		**6,662.8**	**7,809.2**	**14,590.9**	**7,783.7**	**6,667.190**	**846.396**	**270.2**	**6,807.2**	**-23.5**		
Percentages						**86%**	**11%**	**3%**	**47%**	**0%**		