



Quarterly Service Reports (Pack of 4)

Quarter Ending: Sunday 31 December 2017

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QUARTERLY SERVICE REPORT

ADULT SOCIAL CARE, HEALTH & HOUSING

Q3 2017 - 18
October - December 2017

Executive Member:
Councillor Dale Birch

Director:
Gill Vickers






Date completed: 9 February 2018

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

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Key

Actions

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	Action may fall behind schedule		Action is no longer applicable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

Performance indicators

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

Section 1: Where we are now

Director's overview

There was significant activity within the Department in quarter 3.

Adult Social Care

Conversations model embedded

The conversations model has got off to a good start. The model has been embedded into practice and will be a focus for the 2018-19 year. Early data has been gathered and is being analysed and this will shape the delivery of the model going forwards.

Community Connectors

The 2 Community Connectors have made a great start by introducing themselves to the local community. They have started to receive referrals, 15 to date, from the Learning Disability and Adult Community teams and are currently supporting 7 people to access the community and local activities to achieve their outcomes. This was a soft launch with no targets set. The aim is for people to begin self referring.

Out of hours Multi Agency Safeguarding Hub (MASH)

Strategic Commissioners Buy In: Each unitary's needs have been fully analysed in respect of the Out of Hours MASH to ensure the best possible support. At the end of January, presentations of the service will be made to each unitary's management team and a formal agreement is expected to follow.

Strategic Partnership Buy In: The success of the Out of Hours MASH is dependent upon partner buy in and a meeting with all major partners will take place in February to gain this. Terms of Reference will follow, and both of these things will ensure successful and timely operational delivery.

Strategic Commissioning

A project started in December to set out the strategic commissioning priorities involved with developing the Personal Assistant Market (Q3/4 2017/18) and then to develop an implementation plan during 2018/19. Expected benefits include development of the Personal Assistant market, a reduction in the reliance on domiciliary care support provided through agencies and stimulation of the community and voluntary sectors.

Housing

BFC My Benefits

This went live from mid November 2017. In the first month 1,392 customers had opened an account and of these, 734 went on to open access to their claim so they can access information about their claim and progress on line rather than phoning the Council.

Homeless Reduction Act

Work has begun on preparation for the Homeless Reduction Act. In the third quarter the Council received new burden funding which will be used to increase officer resources as the new act is expected to increase demand for services by over 500 customers a year.

Places for People

The Council entered into contract with Places for People to develop the Council owned site the Lodge for people with learning disabilities. The development is anticipated to take over 18 months to complete and will provide bespoke accommodation for people with learning disabilities and revenue savings in support costs for the Council of £160,000 a year.

Public Health

Mental Health event

On 10th October (World Mental Health day), Public Health ran their largest ever mental health event for children and young people at the Madejski Stadium in Reading. Around 7,000 young people who attended the event received a session building their awareness and understanding of the mental health issues that can be common amongst young people.

New Public Health programmes

Preparation for a range of new health improvement programmes have been put in place which include Bracknell Junior Park Run, Social Prescribing and Chair Yoga. All of them are partnership projects with our residents.

Highlights and remedial action

Good performance

Performance against actions and indicators

Performance in the Department in quarter 3 remained strong. Of the 79 actions within the Department, 41 (over half) have been completed. 28 remain on schedule, 3 are potentially delayed and only 4 (or 5%) are delayed. 2 actions are no longer required.

Direct Payments

The percentage of people receiving social care who receive direct payments has risen to 43.5% against a target of 31.4%, which is very good performance.

Set against the national performance of Local Authorities for 2016-17, this would put Bracknell Forest in the position of being the 11th best performer in England out of 152 unitaries.

Town centre community safety

This has improved with a 32% reduction in shoplifting and a 27% reduction in criminal damage compared to same quarter last year which is significant given the Lexicon opening.

Forestcare

Forestcare have won two external monitoring contracts with a total annual contract value of nearly £100,000. This is anticipated to generate profit of £15,000 in year 1 which will increase in subsequent years since set up costs will only apply in year 1.

Self care week

Self Care week held an impressive array of different activities including (but not limited to) 42 events, 17 student volunteers, 95,000 people reached on social media, 16,000 video views, 12,500 community map visits, 1 choir and the biggest walking group session they've ever organised with 42 people.

Areas for improvement

4 actions were delayed in quarter 3. Updates are provided below:

1.7.14 - Direct payment marketplace development plan and position statement produced (30/09/2017).

Work is progressing on the direct payment marketplace development plan, and this is due to be completed February 2018.

7.1.20 Whole life disabilities service design proposal and options produced (31/12/2017)

More work is happening at aligning services and use of models. Meeting booked with Kent County Council to look at their Whole of Life Service to see how this has worked and what models the council is using, this is booked for later in January 2018.

7.1.21 Joint Elderly Mental Impairment (EMI - dementia care) and learning disabilities and respite residential care facilities development proposals (30/04/2017)

The procurement plan for the operation of the new home is in an advanced state of development. The tender process is due to commence in March, and there have been two market engagement events to gauge market interest and co-produce a specification.

7.1.25 New intermediate care service model operational (30/09/2017)

Consultation with Bridgewell Staff has completed. Service specifications for new intermediate care service completed. The service is anticipated to commence in June 2018.

1 indicator was flagged as not performing to target in quarter 3.

L178 – The number of household nights in non self contained accommodation (Quarterly) had an outturn of 908 nights compared to a target of 274 nights.

The target for L178 is based on the available budget to cover the cost of households in B&B. Thus the target is an average of 3 households in B&B a night or 274 a quarter.

Over the quarters although there has been a higher number of households in B&B, they have been within main single people with complex needs.

Due to their specific needs it has not been possible to house them in Council owned non-self contained accommodation and specialist housing has not been available to move them on.

The requirement to house them in B&B has often been based on risk assessments provided by support agencies such as the probation service. That being said as the households have been single people, the B&B budget is not showing an overspend.

Audits and Risks

No audits or risks were identified in quarter 3.

Budget position

Revenue Budget

The quarter three forecast for the department overall is an overspend of £0.391 million. This is improvement of £1.523 million on the prior quarter primarily due to recognition of the improved Better Care Fund money announced in the spring budget of £0.929 million. The positive CQC review removed any doubt over the receipt of these funds. An additional £0.340 million has also been drawn down from the Better Care Fund in respect of the new intermediate care service. Care package costs have also reduced in the quarter as the impact of transformational work impacts, though demographic pressures still outweigh savings since 1 April.

Housing is showing an adverse movement in the quarter of £0.036 million. This is primarily due to Housing Benefit overpayments, which is an area that has large fluctuations throughout the year. However, some of this debt has been written off, and the bad debt provision has increased, which together form main reason for the variance.

Public Health is reported to budget as the grant funding is ring fenced and not part of the Council's general fund. However, there is currently a forecast underspend of £0.395 million which should result in a year end public health reserve of £1 million.

Capital Budget

The most significant capital budget in the department relates to loans to Downshire Homes, the Council owned housing company. The majority of properties have now been purchased for this financial year, and loans drawn down by the company.














The government also announced additional Disabled Facilities Grant as part of the autumn budget, of which Bracknell received £0.075 million making a total budget of £1.049 million. There is likely to be a large roll forward of this capital budget into next year as expenditure is well below the budget.

Section 2: Strategic Themes



Value for money







1: Value for money			
Sub-Action	Due Date	Status	Comments
1.2 The cost quality and delivery mechanism of all services will be reviewed by 2019			
1.2.17 New resource allocation system (RAS) needs assessment and care and support planning tools launched	30/04/2017		Action completed
1.2.18 Implement the new contract arrangements for the Clement House support service	31/08/2017		Action completed
1.2.19 Provide 24 hour emergency personal care response service to Clement House via Forestcare service	30/06/2017		Action completed
1.2.20 Procure housing related support for vulnerable single young people including care leavers	30/09/2017		Action completed
1.2.21 Subject to the procurement of housing related support to provide capital funding to secure accommodation for young single homeless people	30/09/2017		Action completed
1.2.23 Undertake mock CQC inspection of Forestcare responder service	30/04/2017		Action completed
1.3 We charge appropriately for services and seek opportunities to generate additional income			
1.3.02 Review local council tax reduction scheme	31/12/2017		Review complete
1.7 Spending is within budget			
1.7.01 Implement savings as identified for 2017-18 (T)	31/03/2018		There have been some successes in reducing adult social care costs, particularly from the residential block contracts. Costs have reduced in the last 3 months (Oct, Nov, Dec) suggesting initiatives such as conversations are also starting to impact. However, costs remain higher than at the start of the financial year, and so a budget overspend of £0.5m is forecast.
1.7.07 Operational improvement plans delivered (T)	30/11/2017		Action completed. Transformation projects implemented. There will be ongoing training and development for continuous improvement and embedding of culture change.

1.7.08 Mobile and flexible working operating model and equipment requirements defined (T)	31/05/2017		Action completed
1.7.09 Digital operating model and flexible working implemented (T)	30/05/2017		Action completed
1.7.10 Joint EMI development procurement and contractor appointed (T)	30/09/2017		Action completed
1.7.11 Joint EMI site development planning consents granted (T)	30/04/2018		The plan has slipped a little, with the initial specification for the site having been re-costed at significantly higher costs. Work is ongoing to review this, and it is expected that Planning consent will not be complete until July. The overall project completion is now expected to be August 2020 rather than April 2020.
1.7.12 Placed based asset development plan produced (T)	30/06/2017		Action completed
1.7.13 Integrated health and social care living well centre site identified (T)	30/09/2017		Action completed. Potential site and costs for integrated health and social care living centre have been identified
1.7.14 Direct payment marketplace development plan and position statement produced (T)	30/09/2017		Work is progressing on the direct payment marketplace development plan, and this is due to be completed February 2018.
1.7.15 Continuing Health Care (CHC) process review complete (T)	31/07/2017		Action completed. All processes are in place and all teams are aware and have received training on CHC. BFC is represented at all network meetings and included in new practice guidance where appropriate
1.7.16 Integrated models of care and future organisation structure options appraisal completed (T)	30/12/2017		This will be open for at least 18 months as it relates to the new Accountable Care System (ACS) and how/if Bracknell Forest Council have the appetite to join in anyway.
1.7.17 Integrated health and care workforce development plan produced and approved by all partner organisations (T)	31/12/2017		Completed workforce strategy produced and shared with organisations and with the STP.
1.7.18 East Berkshire CCGs personal health budget direct payment transaction services service agreement approved by partner organisations (T)	30/06/2017		Action completed
1.7.19 East Berkshire CCGs personal health budget (PHB) direct payment transaction services operational (T)	31/07/2017		Action completed
1.7.20 Adult Social Care 2017-18 transformation savings commitments delivered (T)	31/03/2018		Conversations model is now operational and data analysis is being carried out. These findings will be presented at the next Transformation Delivery Board. The culture change is aimed at delivering efficiencies within Adult Social Care

People live active & healthy lifestyles



4: People live active and healthy lifestyles			
Sub-Action	Due Date	Status	Comments
4.3 Comprehensive Public Health programmes aimed at adults and young people including smoking cessation weight management and sexual health in place			
4.3.01 Enhance the emotional health and wellbeing of children and young people through the commissioning of online counselling structured sessions in schools and interactive social media projects	31/03/2018		Discussing with Childrens Services joint working opportunities to deliver emotional literacy sessions in primary schools. Working with LSCB Communication and Community Engagement Subgroup to deliver mental health session as part of childrens engagement event in February 2018.
4.3.03 Improve health outcomes for children and young people through the commissioning of school nursing health visiting and targeted programmes on health related behaviour	31/03/2018		We successfully appointed Berkshire Healthcare NHS Foundation Trust as the provider for the new 0-19 PH Nursing service, starting on 1 April 2018. The contract is for two years with option to extend by a further 3 years. Social media work this quarter has focussed on flu vaccination promotion, promoting community groups providing activities for parents and children and promotion of the Kooth online counselling service.
4.3.07 Maintain a range of accessible health improvement services including options for online access	31/03/2018		Action completed
4.4 Personal choices available to allow people to live at home are increased			
4.4.13 Procure 20 units of accommodation to provide homes for vulnerable households including homeless households and people with learning disabilities	31/03/2018		Action completed. We have procured 20 units of accommodation to provide homes for vulnerable households including homeless households and people with a learning disability, so now complete.
4.4.14 Develop new housing options for older people	31/03/2018		Viability of extra care housing development at heathlands site proving difficult to achieve
4.4.16 Work with providers to ensure that they add value by partnering with the voluntary sector to encourage the use of community based support to tackle issues such as social isolation	31/03/2018		In addition to events held with the voluntary sector and domiciliary care providers to encourage them to work together, the department has also appointed to the community connectors roles, whose brief is to help people connect with their communities to meet their needs.
4.4.17 Work with care providers and stake holders to develop the new domiciliary care framework	31/03/2018		Action completed
4.4.18 Develop closer links with the acute hospitals to support people with dementia and their carers with planned admissions to and discharges from hospital enabling them to feel safe and supported	31/03/2018		The hospital discharge co-ordinator is linking up with hospital. CMHTOA will be in discussion with home to hospital project to gain understanding how the project can fit for CMHTOA clients.
4.5 Preventative activities such as falls prevention are increased			

4.5.03 Provide a falls risk assessment service as part of Forest care responder service	30/09/2017		Action completed. Forestcare are now able to offer falls assessments as part of the responder service.
4.6 Integration of council and health services care pathways for long term conditions is increased			
4.6.01 Review the model of providing DAAT services and implement any improvement identified	31/03/2018		Action complete
4.6.02 Review the effectiveness of the Breaking Free online element of the DAAT service by monitoring the number of people accessing the service in this way and the outcomes achieved	31/03/2018		A further 8 cards were activated in quarter 3 compared to 5 in the same period in 2016/17. 95.3% of the people who have registered with the service have completed an extended brief intervention. Since the service was implemented 67 people have engaged with the service.
4.6.10 Identify suitable venues across Bracknell Forest in community services such as GP surgeries and libraries in order to make substance misuse services more accessible	31/03/2018		Two new outreach venues have been identified and sessions were delivered from them during quarter 3
4.6.11 Support the delivery of services which promote independence reduce delayed transfers of care and develop hospital avoidance schemes	31/03/2018		Having a CMHT OA social worker as part of the hospital discharge team is being piloted. Discharge to assess pilot completed and processes are being updated for implementation across the teams. The majority of the vacant Support worker posts in ICS have been recruited to creating more capacity in the team. Use of intermediate care beds in residential care have been reviewed. These are not meeting the needs of people with more complex needs and therefore beds in nursing homes are being sourced. We are also continuing developments within Intermediate Care.
4.7 Accessibility and availability of mental health services for young people and adults is improved			
4.7.06 Develop and deliver a new community network to support individuals with Mental Health needs gain independence through engaging with community assets and resources (E)	31/03/2018		CMHT have been working with staff to integrate the conversations model into practice. Staff have attended appropriate training and have been given support to ensure this is rolled out effectively. The Community Network is receiving referrals from outside agencies including GPs, the service is now well embedded and working effectively




4. People live active and healthy lifestyles					
Ind Ref	Short Description	Previous Figure Q2 2017/18	Current figure Q3 2017/18	Current Target	Current Status
OF1c.2a	Percentage of people using social care who receive direct payments (Quarterly)	43.1%	43.5%	31.4%	
L030	Number of lifelines installed in the quarter (Quarterly)	340	233	200	
L031	Percentage of lifeline calls handled in 60 seconds in the quarter (Quarterly)	97.70%	97.40%	97.50%	
L278	Percentage of adult social care records in the Adult Social Care IT System that contain the person's NHS number (Quarterly)	98.2%	97.1%	98.0%	
L279	The number of young people who are newly engaging with KOOTH (the online counselling service for young people) (cumulative - new plus existing registrations by end of year) (Quarterly)	1,910	2,140	1,850	
L280	The % of young people who receive a response from KOOTH (the online counselling service for young people) within 2 hours (Quarterly)	100.0%	100%	95.0%	
L309	Number of community groups worked with by Public Health to develop their support to local residents (Quarterly)	65	68	64	
L310	Number of people accessing online Public Health services via the Public Health portal (Quarterly)	1,621	2,971	1,600	
L311	Number of people actively engaged with Public Health social media channels (Quarterly)	2,032	2,354	1,860	



A clean, green, growing and sustainable place





5: A clean, green, growing and sustainable place			
Sub-Action	Due Date	Status	Comments
5.2 The right levels and types of housing are both approved and delivered			
5.2.06 To procure bespoke accommodation for people with learning disabilities	31/03/2018		A specialist provider is in place and partnership agreement is ready for sign off

5. A clean, green, growing and sustainable place					
Ind Ref	Short Description	Previous Figure Q2 2017/18	Current figure Q3 2017/18	Current Target	Current Status
NI155	Number of affordable homes delivered (gross) (Quarterly)	8	16	0	
NI181	Time taken in number of days to process Housing Benefit or Council Tax Benefit new claims and change events (Quarterly)	6.7	9.3 (YTD is 6.71)	8.0	
L178	Number of household nights in non self contained accommodation (Quarterly)	687	908	274	


L179	The percentage of homeless or potentially homeless customers who the council helped to keep their home or find another one (Quarterly)	82.00%	82.00%	80.00%	
L312	Number of families that have been in non self contained accommodation for over 6 weeks at quarter end (Bed & Breakfast) (Quarterly)	0	0	0	
L313	Number of families that have been in non self contained accommodation for over 6 weeks at quarter end (Non Bed & Breakfast) (Quarterly)	13	11	15	




Strong, safe, supportive and self-reliant communities

6: Strong, safe, supportive and self-reliant communities			
Sub-Action	Due Date	Status	Comments
6.1 Levels of volunteering and community action in the borough are increased			
6.1.01 Increase community involvement in Anti Social Behaviour problem solving through a process of engagement with the local community	31/03/2019		ASB intelligence/reports from the community are encouraged and responded to timeously by BFC and its partners.
6.2 High levels of community cohesion are maintained			
6.2.01 Ensure local work on the Prevent agenda addresses issues of community cohesion through the implementation of the Prevent Steering Group strategy (E)	31/03/2019		Continued delivery of awareness raising workshops within education, faith and community groups. Regular meetings of the Prevent Steering Group to discuss current issues and development of intervention and support practices to protect vulnerable individuals. The next Prevent Steering Group meeting is scheduled for 01 March 2018. Channel Panel meetings are still provisionally scheduled monthly but will only occur if a referral is made.
6.3 There are low levels of crime and anti-social behaviour throughout the borough			
6.3.02 Ensure anti social behaviour is considered as part of the town centre regeneration plans through a programme of joint working with partners	31/03/2018		The monthly BBAC/Town Centre Partnership Problem-Solving Group meets to discuss and address any hotspots of ASB which are identified through data collection. Partners such as police, the Lexicon, Savills, The Wayz, Councillors, Bracknell Forest Council and town centre tenants meet to discuss how to collectively reduce reported Anti Social Behaviour in the town centre.
6.3.03 Implement a coordinated programme of action to address anti social behaviour	31/03/2019		Close partnership-working with partners takes place to resolve any Anti Social Behaviour reported in the borough.


6.4 Safeguarding structures to safeguard children and vulnerable adults are well-established

6.4.02 Lead the Bracknell Forest Safeguarding Adults Partnership Board's development plan taking into account the board's statutory footing	31/03/2018		Two Bracknell Forest and Windsor and Maidenhead Board meetings have taken place in quick succession in order to establish the new Board's governance arrangements. All strategic business plan actions are on schedule and sub groups are becoming established. Work is continuing to align performance indicators and a quality assurance framework has been agreed. One safeguarding adult review has been completed during the quarter with a further two on-going. Learning from previous safeguarding adult reviews took place in October
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6.6 Joint planning between Thames Valley Police and Bracknell Forest Council is carried out on local activities



6.6.01 Work through the Partnership Problem Solving process with the Police to ensure a coordinated response to local activities	31/03/2019		No further update on the above quarter. Meetings take place monthly and the number of cases closed each 6 months are monitored. Membership is continually re-visited
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6. Strong, safe, supportive and self-reliant communities















Ind Ref	Short Description	Previous Figure Q2 2017/18	Current figure Q3 2017/18	Current Target	Current Status
L185	Overall crime (Quarterly)	2,495	3,788	N/A	N/A
L316	Forestcare - % of Lifeline demos within 7 days of customer request (Quarterly)	97%	98%	90%	










Section 3: Operational Priorities

7: Operational

Sub-Action	Due Date	Status	Comments
7.1 Adult Social Care Health & Housing			
7.1.02 Develop the Adult Safeguarding Programme following the appointment of an independent chair and business support for the board to enhance capacity all round	01/04/2019		The business support officer has been appointed and the business unit is now becoming established. The programme of Board and Sub Group meetings, development sessions and learning events is being implemented. Each Board meeting includes a theme relating to the strategic business plan in order to maximise partner contributions and joint working. Organisational self assessments are being completed with a view to sharing good practice and to further develop the strategic business plan taking account of common areas for development identified
7.1.07 Commission a range of effective health improvement services aimed at improving	03/04/2019		All smoking cessation programmes are going according to plan

outcomes such as smoking obesity and physical activity			
7.1.10 Use monthly budget monitoring reports to identify and address any emerging overspends promptly	31/03/2019		Action completed
7.1.11 Digital marketplace platform set-up and launched	31/05/2017		Action completed. The Digital Marketplace is now live
7.1.12 Direct payments established as the first choice care and support offer	30/04/2017		Action completed
7.1.13 Control Your Care direct payment promotion plans and toolkit produced and implemented	30/06/2017		This action has been deferred until further work on the 3 conversations model in Adult Social Care has been completed and greater clarity can therefore be gained on the optimal content of the resource.
7.1.14 Care management system (LAS) upgrade and relaunch	30/09/2017		Action completed. The system is now live
7.1.15 Adult social care digital strategy plan produced	30/09/2017		Action completed. We have invested in Rally Round which is up and running, and we are working in partnership with Open Objects. The conversations model of care promotes the use of digital platforms and self promotion and wellbeing
7.1.16 Transformed person centred care practice model design defined	30/04/2017		Action completed. The Conversations project has now transferred to the Business as Usual stage within Adult Social Care. The conversations approach is one of a directorate wide culture change and will need to be monitored to ensure the expected outcomes are achieved
7.1.17 Direct payments and brokerage function review complete	30/04/2017		Action completed. Community Connectors in posts and already working with people coming into ASC, there has been some positive work already started. Email drop box has been set up for referrals and is functional which ASC community teams are using. Dates booked with relevant officers to begin the review process
7.1.18 Transformed care practice and brokerage operating model implemented	30/06/2017		Action completed. Review work linked to the Community Connectors review. Hub working well and is problem solving with on going input into ensuring the LAS system is in line with Controc
7.1.19 Operational and pathway alignment opportunities with Childrens Services defined	30/06/2017		Action completed

7.1.20 Whole life disabilities service design proposal and options produced	31/12/2017		More work is happening at aligning services and use of models. Meeting booked with Kent County Council to look at their Whole of Life Service to see how this has worked and what models the council is using, this is booked for later in Jan 18
7.1.21 Joint Elderly Mental Impairment (EMI - dementia care) and learning disabilities and respite residential care facilities development proposals.	30/04/2017		The procurement plan for the operation of the new home is in an advanced state of development. The tender process is due to commence in March, and there have been two market engagement events to gauge market interest and co-produce a specification.
7.1.22 Bridgewell residential and intermediate care facility refit complete	30/09/2017		A decision has been taken to close the intermediate care facility at Bridgewell and move to the new intermediate care model. This is currently subject to staff consultation. At this stage therefore there are no plans to refit Bridgewell, however as this is out to consultation this may change
7.1.23 Community Asset Welcome Map produced and operational	30/04/2017		Action completed
7.1.24 Community organisation support service set-up and operational	30/04/2017		Action completed
7.1.25 New intermediate care service model operational	30/09/2017		Consultation with Bridgewell Staff has completed. Service specifications for new intermediate care service completed. The service is anticipated to commence in June 2018.
7.1.26 Additional local supported living provision commissioned and operational	31/12/2017		Action completed
7.1.27 Forestcare Responder Service capacity increased and fully operational	30/06/2017		Action completed
7.1.28 New outcomes focused domiciliary care framework contract in operation	31/07/2017		Action completed
7.1.29 Bracknell & Ascot CCG personal health budget direct payment transaction services operational	30/04/2017		Action completed. One referral received from the CCG and the processes developed are being used
7.1.30 Work with CCG to identify suitable locations for integrated health hubs	31/03/2018		Work ongoing with CCG to identify suitable locations for integrated health hubs
7.1.31 Service specifications for joint EMI and intermediate care services and community pathways produced commissioned and contracted	30/09/2017		Action completed. The new enhanced community based intermediate care service went live on 30th November 2017..
7.1.32 Connected care - Implement shared care record between health and social care professionals (T)	31/03/2018		Action completed
7.1.33 Implement new overpayment recovery contract	31/03/2018		Bracknell have entered into a 12 month contract for collection of overpaid Housing

			Benefit with Reigate & Banstead Council
7.1.34 Implement e-benefits/digital solution for welfare services	31/03/2018		Implemented BFC My Benefits 22nd November 2017
7.1.35 Develop personal housing plans	31/03/2018		Draft Personal Housing Plans have been introduced in preparation for our new Homeless Reduction Act 2017 duties
7.1.36 Review welfare and housing service against service purpose and operating principles	31/03/2018		There is on going work with welfare and housing teams to assess casework and identify how the service purpose can be better delivered. The introduction of BFC My benefits will offer customers a more flexible cost effective service.
7.1.37 Undertake peer review of homelessness services	31/03/2018		Bracknell have entered into a 12 month contract for collection of overpaid Housing Benefit with Reigate & Banstead Council
7.1.38 Review BFC Mychoice to extend digital operation	31/03/2018		An IT solution to enable customers to scan documents directly to their applications has not yet been secured. However, new IT is being implemented to meet the requirements of the Homeless Reduction Act 2017 and it is expected that the new module will allow customers to up-date their Housing Plans on-line
7.3.10 Coordinate the work of the Community Safety Partnership (CSP) to implement the CSP Plan priorities	31/03/2019		The Community Safety Team continues to coordinate the statutory responsibilities of the CSP. Plans are underway to co-ordinate a workshop in March 2018 where the CSP will review its priorities
7.3.11 Prevent a rise in levels of Serious Acquisitive Crime (Burglary Dwelling and Non Dwelling Motor Vehicle Crime and Robbery) through targeted action with prolific offenders	31/03/2019		Integrated Offender Manager (IOM) Panel meetings take place monthly to work through a strategy to manage this group of offenders. Daily and weekly joint visits to those on the cohort within the community continue to prevent rises in these categories of crime associated with the IOM cohort.
7.3.14 Work with perpetrators of domestic abuse to reduce levels of repeat victimisation.(E)	31/03/2019		Appropriate referrals are made monthly to either the Domestic Abuse Perpetrator Service (DAPS) or Enhanced IOM Case Manager to address perpetrator behaviour and change attitudes and actions.
7.3.15 Hold monthly multi-agency meetings to coordinate the support and response for repeat and/or high risk victims of domestic abuse (E)	31/03/2019		Monthly Domestic Abuse Service Coordination and MARAC Meetings are attended by partner agencies to ensure victims of domestic abuse are fully supported and signposted to services.

Annex A: Financial information

ADULT SOCIAL CARE HEALTH & HOUSING BUDGET MONITORING - DECEMBER 2017							
	Original Cash Budget	Virements & Budget C/fwds	Current approved cash budget	Spend to date %age	Department's Projected Outturn	Variance Over / (Under) Spend	Movement this quarter
	£000	£000	£000	%	£000	£000	£000
Director	557	(820)	(263)	48%	(103)	160	(99)
	557	(820)	(263)		(103)	160	(99)
Adult Social Care							
Community Mental Health Team	2,012	153	2,165	51%	1,913	(252)	(111)
Community Mental Health Team for Older Adults	4,712	456	5,168	94%	5,861	693	(329)
Internal Services: Glenfield	281	4	285	31%	296	11	2
Community Team for People with Learning Disabilities	10,856	422	11,278	62%	11,680	402	(359)
Internal Services: Waymead	751	1	752	71%	685	(67)	(35)
Older People and Long Term Conditions	6,587	(168)	6,419	112%	7,076	657	(540)
Assistive Equipment and Technology	358	0	358	69%	33	(325)	(19)
Community, Response & Reablement	987	35	1,022	150%	1,023	1	0
Emergency Duty Service	65	22	87	76%	77	(10)	0
Safeguarding	380	7	387	79%	284	(103)	(46)
	26,989	932	27,921		28,928	1,007	(1,437)
Housing							
Housing Options	391	77	468	24%	247	(221)	(63)
Housing Stratgey	412	139	551	66%	483	(68)	(16)
Housing Management Services	(40)	0	(40)	176%	(81)	(41)	(7)
Supporting People	729	(70)	659	58%	658	(1)	0
Housing Benefits Administration	390	7	397	80%	514	117	46
Housing Benefits Payments	6	0	6	51%	(216)	(222)	67
Community Safety	0	143	143	56%	135	(8)	(8)
Other Housing	18	0	18	40%	18	0	0
Forestcare	24	12	36	90%	122	86	17
	1,930	308	2,238		1,880	(358)	36
Commissioning & Resources							
Drug & Alcohol Action Team	0	2	2	67%	2	0	(1)
Joint Commissioning	914	4	918	64%	667	(251)	(5)
Information Technology Team	324	(183)	141	146%	110	(31)	(6)
Property	66	0	66	118%	50	(16)	(7)
Performance & Complaints	182	(3)	179	60%	140	(39)	(2)
Finance & Appointeeships	539	(181)	358	75%	289	(69)	5
Human Resources Team	197	(95)	102	108%	90	(12)	(7)
	2,222	(456)	1,766		1,348	(418)	(23)
Public Health							
Bracknell Forest Local Team	(25)	11	(14)	48%	(14)	0	0
	(25)	11	(14)		(14)	0	0
TOTAL ASCHH	31,673	(25)	31,648		32,039	391	(1,523)
Memorandum item:							
Devolved Staffing Budget			14,469	80%	14,469	0	0
Non Cash Budgets							
Capital Charges	423	0	423		423	0	0
IAS19 Adjustments	979	0	979		979	0	0
Recharges	2,800	0	2,800		2,800	0	0
	4,202	0	4,202		4,202	0	0

Capital Budget

Cost Centre Description	Budget	Expenditure to Date	Estimated Outturn	Carry forward to 2018/19	(Under) / Over Spend	Current Status
	£'000	£'000	£'000	£'000	£'000	
HOUSING						
Enabling more affordable housing	9.9	23.2	9.9	0.0	0.0	DH costs miscoded here.
Help to buy a home (cash incentive scheme)	140.0	116.7	140.0	0.0	0.0	
BFC My Home Buy	184.4	-2.0	184.4	0.0	0.0	
Downshire Homes	7,136.1	6,294.9	6,922.0	214.1	0.0	Purchased 20 properties to date.
Tenterton Guest House	44.8	85.0	44.8	0.0	0.0	Cost to be journalled to Coporate
Holly House	450.0	0.0	450.0	0.0	0.0	
Disabled Facilities Grant	1,048.5	252.5	473.5	575.0	0.0	Includes additional £75,062 following Autumn budget.
TOTAL HOUSING	9,013.7	6,770.3	8,224.6	789.1	0.0	
Percentages		75.1%	91.2%		0.0%	
ADULT SOCIAL CARE						
Care housing grant	4.5	0.0	4.5	0.0	0.0	
Community capacity grant	653.2	134.9	203.2	450.0	0.0	Most funding to be rolled forward, Heathlands redevelopment costs and digital marketplace met from here.
Improving information for social care	39.2	0.0	39.2	0.0	0.0	
IT systems replacement	56.2	14.6	56.2	0.0	0.0	To be used for LAS upgrade.
TOTAL ADULT SOCIAL CARE	753.1	149.5	303.1	450.0	0.0	
Percentages		19.9%	40.2%		0.0%	
TOTAL CAPITAL PROGRAMME	9,766.8	6,919.8	8,527.7	1,239.1	0.0	
Percentages		70.9%	87.3%		0.0%	

Annex B: Annual indicators not reported this quarter

Council Plan indicators

Ind. Ref.	Short Description	Quarter due
4. People live active and healthy lifestyles		
OF1e	The number of adults with learning disabilities in paid employment as a % of adults with learning disabilities who received a long-term service	Q4 2017-18
OF1f	The number of adults with a mental health problem in paid employment a % of adults in contact with secondary mental health services	Not known



QUARTERLY SERVICE REPORT

CHILDREN, YOUNG PEOPLE & LEARNING

Q3 2017 - 18
October - December 2017

Executive Member:

Councillor Gareth Barnard

Director:






Nikki Edwards

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Key

Actions

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

Performance indicators

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

Section 1: Where we are now

Director's overview

I want to start with an important strategic achievement for CYPL.

In November our **community learning service** was inspected and was judged 'good' across all areas of the inspection.

These were;

Learning and assessment,
Personal development,
Behaviour and welfare,
Outcomes for learners
Adult learning programmes

Ofsted said, through attending community learning courses, "*learners develop valuable personal, social and work-related skills.*"

This for me has demonstrated an effective partnership with our delivery partners and the wider system.

I have also highlighted as an area of strength our **transformation program**. We have seven work streams, a delivery board and a dedicated resource to ensure we remain on track for our savings. As you can see this is a tough challenge.

You already know that we have lost a number of key staff due to our successful Ofsted report for Children's Services last year. This has impacted on our current Social Worker caseload figures. We are therefore working through the **family safeguarding model** implementation to urgently rectify this situation. This is a challenge as our demand through the number of referrals continues to rise. This is why I have highlighted this area as a key for improvement this quarter.

I also highlight as a continued area for improvement our % 'good and outstanding' number of primary schools. Interestingly we have already had 5 Ofsted inspections this academic year during the Autumn Term alone. This compares to 6 in a whole academic year 2016/2017. This allows our % figure to change more frequently than it did last year.

I also want to highlight that we are separating out academies and free schools from our maintained schools. Just to remind you, as a school academises it is removed from the schools % figure and is placed in a 'waiting to be inspected' category, meaning that its old judgement is removed from the figures. Therefore our dividing figure for the number of schools will change as schools academises. Once they are inspected they then count as part of the figures. This could be up to three years after their conversion. This continues to be a key focus and a priority for our newly appointed Chief Officer for Education and Learning, as planned in the senior staff work stream of our transformation

Highlights and remedial action

Good performance

1.7.21 Develop and deliver the Childrens Services Transformation Programme identifying saving for 2018/19 and beyond – The Children's Transformation programme is into the Plan Phase and proposals have been developed that include savings of £1.85m by the end of 2019/20.

4.8.02 Ensure the Post Ofsted Action Plan is successfully implemented - Ofsted inspection took place in November 2017. Report is currently embargoed but due to be published in January 2018.

Areas for improvement

L139p – Percentage of Primary schools rated good or better. – 71.8% of schools are currently judged to be good or better; whilst 10.3% of those are outstanding.

L289 Average caseload per children's social worker – On average each social worker (excluding Duty and Assessment team) hold 17.7 cases.

Audits and Risks

There were 2 limited assurance opinion audits in this period:

1. SEN Resource Units. Three fundamental recommendations were raised as a consequence of the audit. These related to Funding Agreements, Funding Calculations and Targets and Outcomes. There were also three medium recommendations where controls could be strengthened. These related to Expenditure Accounted For, Monitoring and Reporting, and Budget Management.
2. One Primary School. Five fundamental recommendations were raised as a consequence of the audit. These related to budget monitoring, purchasing, inventory, teacher's i-pads and the private fund. In addition ten medium recommendations were raised in respect of financial procedures, policies, governors reviews of the Schools Financial Value Standard (SFVS) and audit reports, quotations, purchase orders, goods received checks, unreconciled items, Breakfast Club income and fraud control. There were also two low priority recommendations relating to areas of best practice.

There were no significant changes to the risk register this quarter.

Budget position

Revenue Budget

The original cash budget for the department was £17.723m. Net transfers out of £0.618m have been made bringing the current approved cash budget to £17.105m. In addition to this amount, there is a budget for Dedicated Schools Grant and other income of £84.308m to fund the Schools Budget which is outside the control of the Council. There have also been net transfers in from Reserves of £0.273m. Within the Schools Budget, £21.123m is managed by the Council on behalf of schools. A breakdown of the budget is available in Annex B1, with Annex B2 showing the budget changes processed this quarter.

The forecast outturn for the department is £19.477m (£2.372m over spend on the current approved cash budget). For the Schools Budget, the outturn forecast is £0.055m credit (£0.328m under spend).

A detailed analysis of the variances this quarter is available in Annex B3.

The department has identified the following as a budget that can pose a risk to the Council's overall financial position, principally because it is vulnerable to significant changes in demand for a service. The current position is as follows:

Service Area	Budget £000	Forecast Outturn £000	Comments
Looked After Children – accommodation, care costs and allowance payments	4,501	6,795	The budget assumed an average of 88.6 high cost placements needing to be paid throughout the year at circa £42.0k each. There are now (30 November) forecast to be 125.4 at circa £45.0k each. The budget assumed in-year cost reductions through revised care packages for some young people and these are currently work in progress.

Capital Budget

The original capital budget for the department was £20.226m. The Executive has subsequently approved the £25.192m under spending from 2016-17 to be carried forward making a total budget of £45.417m.

A detailed list of schemes together with their budget and forecast spend is available in Annex B4.

At this stage there is £6.592m of DfE Basic Needs Grant (for school places) yet to be allocated to specific schemes. The council will not be receiving any Basic Needs Grant in 2018-19 and this carry forward will be available to fund the expenditure that will need to be incurred.

Section 2: Strategic Themes









Value for money





Action	Due Date	Status	Comments
1.7 Spending is within budget			
1.7.21 Develop and deliver the Childrens Services Transformation Programme identifying savings for 2018/19 and beyond (T)	31/03/2018		<p>The Children's Transformation programme is into the Plan Phase and proposals have been developed that include savings of £1.85m by the end of 2019/20. The Transformation Team are now fully staffed and the seven approved work streams being taken forward are:</p> <p>CTW1: Re-design & re-engineer an integrated Gateway to Services</p> <p>CTW2: Create a whole council Early Help service & engineer effective processes</p> <p>CTW3: Reduce the unit costs of Children Looked After Placements</p> <p>CTW4: Reduce the number of Children Looked After</p> <p>CTW5: Restructure the Leadership Team and align structures</p> <p>CTW6: Develop a new model for traded services</p> <p>CTW7: Drive improvement within education & early years through a new Chief Officer and the Learning & Improvement Strategy</p>






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










Action	Due Date	Status	Comments
3.1 Children have access to high quality early years provision			
3.1.02 Develop sufficient, flexible childcare places for all eligible two year olds in line with statutory duty	31/03/2019		233 eligible 2 year olds were placed in early years settings in the Autumn term 2017. This equates to 87% of the total eligible. There are currently still sufficient places available to meet demand.
3.1.03 Develop sufficient, flexible 30 hour childcare places for eligible 3 and 4 year olds, to meet parental demand in line with the statutory duty	31/03/2019		% of settings registered to deliver the extended entitlement has increased Maintained- 76% PVI- 91% Child-minders- 33% During the first term of delivery 459 children have accessed the extended entitlement. Work to support delivery and sustainability continues
3.2 School places are available in all localities			
3.2.01 Provide sufficient pupil places, through the Education Capital Programme to meet basic need	31/03/2019		Following the closing date for secondary school admissions at the end of November 2017 for the forthcoming September 2018 academic year, indications are that there will be sufficient secondary school places for that year, subject to the opening of Kings Academy Binfield from September 2018. The final Phase 3 of the expansion of Great Hollands Primary School completed and was handed over during this reporting period.
3.2.02 Progress the project for the provision of a new Primary / Secondary Learning Village at Blue Mountain (7 form entry secondary school, a 2 form entry primary school and a nursery provision)	31/03/2019		Project is on programme and on budget for opening in Sept 2018.
3.2.03 Secure sufficient school places to provide for children from planned and future housing developments	31/03/2019		The updated School Places Plan and School Capacity Strategy, for 2018 – 2023, are due to be approved by the Executive early in Quarter 4. They set out where and when additional school places are required to be provided across Bracknell Forest in the light of a forecast increase in primary numbers of 14%, and an increase in secondary numbers of 22%. Initial planning of school places is also being addressed for the period of the Draft Local Plan to 2034 that will see further increases in pupil numbers.



3.2.06 Progress the project to oversee the construction and opening of the new primary school at Amen Corner North	01/09/2018		Construction of the housing and associated highways works are on site. The timing for opening the new Amen Corner North primary school is being reviewed with the provider Kings Academy Group, to optimise pupil numbers into both Amen Corner North and Kings Academy Binfield in line with the Council's basic need requirements across the Borough.
3.2.07 Progress the project to oversee the construction and opening of the expanded Crowthorne CE School at the TRL site	01/09/2019		The opening of the new school has been slipped to 2022 to keep pace with the pupil numbers forecast to arise from the latest updated housing programme for the new housing on the TRL site. Construction of the new housing and associated highways works has begun. The detailed planning application for the new school is pending by the developer.
3.3 More children are attending schools that are judged as good or better			
3.3.01 Ensure schools are judged good or outstanding by Ofsted through the implementation of the School Improvement Strategy	31/03/2019		73% of all schools (including academies) are good or better. 15% of those are outstanding. 78.6% maintained schools are good or better. Academies performance is 33% if looked at as a standalone category.
3.3.02 Ensure effective collaboration and communication with Regional Schools Commissioner and all schools including those within locally established Multi-Academy Trusts and stand alone academies	31/03/2019		The Council facilitated the academisation of Wildmoor Heath Primary and Edgbarrow Secondary schools on 1 January 2018. Both schools are continuing to buy back a selection of services from the Council.
3.4 Levels of attainment and pupil progress across all phases of learning for all pupils are raised			
3.4.01 Ensure effective use of Pupil Premium grant to close gaps in attainment (E)	31/03/2019		Validated data demonstrates that the gap has narrowed significantly in the Early Years. The gap in Year 1 phonics reduced last year and this has been maintained. The gap has widened at Key Stage 1 and narrowed at Key Stage 2. Performance measures at Key Stage 4 are not comparable with previous years but remain a concern.
3.5 Children and young people from disadvantaged backgrounds are supported to achieve their potential			
3.5.01 Implement a three year transformation plan in the Youth Service to move towards a targeted service, developing services for vulnerable young people (T) (E)	31/03/2019		Bracknell Forest Sex and Relationship teaching is chosen as an example to be presented as high-quality RSE examples to Government ministers and policymakers. The panel shortlisted Bracknell Forest's RSE programme among the top five, meaning it may help to shape the

			national curriculum in 2019. One to one work with targeted vulnerable young people via referrals continues to increase. Additional drop in for high risk vulnerable being planned to feed in to consultation process for future service delivery
3.5.02 Identify, assess and refer Young Carers, where appropriate, for support and intervention to ensure they reach their full potential in school (E)	31/03/2019		Strategy is currently being updated. Additional youth worker time is being allocated to support initial assessments. All senior schools are on target to have started introductory process of Schools Award by end of next quarter. Innovative ways of ensuring support structure continues into adulthood are being explored. Use of Drop In following identification via CAF is ensuring that young people are seen and triaged promptly.
3.5.03 Implement agreed recommendations from the High Needs Block review with a focus on quality and best value (E)	31/03/2019		Action plan in place and redesign of SEN processes being implemented through the strategy group. Nurture group network to be re-established by Mar 18 and five schools expressed an interest undertaking nurture training
3.5.04 Work with schools to identify young people at risk of disengaging in education, employment or training and ensuring appropriate interventions are put in place (E)	31/03/2019		This quarter, the Virtual School Head met with all secondary school heads and leads for their sixth forms to review tracking arrangements for 16 and 17 year olds. Most schools have appointed new members of staff to oversee this process. DfE returns relating to September Guarantees and the monthly submissions were all made before the deadline dates. This is noticeable as the trend across other Berkshire LA's has been varied in this respect as reported by their managers. All schools received support from a dedicated and qualified advisor from the Virtual School who are currently supporting approximately 140 young people across years 10 to 13 who have been identified by their schools as being at risk of disengaging from education. Individual plans are in place for each young person who will continue to be supported over the next quarter.
3.5.05 Enhance the emotional health and wellbeing of children and young people at tier 2 in partnership with schools and other providers through the delivery of the Emotional Health and Well Being (EHWB) Action Plan (E)	31/03/2019		Multi agency plan has been refreshed. Mental Health green paper published outlining Government renewed commitment to mental health in schools and multi agency group will consider implications for BFC schools at

			meeting in February 18.
3.5.07 Undertake a review of the Prevention and Early Intervention Service and implement a three year modernisation programme (T)	31/03/2019		Youth Services now supporting vulnerable young people on the edge of care to improve their life chances and prevent them going into care. They are working closely with the Family Intervention team to provide support advice and challenge to the main carers whilst the Youth Workers support the Young Person.
3.5.08 Undertake a review of developing BF Foster Carers to be able to provide care for more complex and challenging young people and implement the findings (E)	31/03/2019		Pre stage 1 of recruitment process has been streamlined and there is evidence of impact through increase in enquiries and applications. Joint recruitment events with Cornerstone have taken place. Feedback from foster carers has been positive of the restorative parenting training. Likely to surpass recruitment target for the year 2017/18.
3.6 Children and young people with Special Educational Needs are supported to achieve their potential			
3.6.01 Continue to implement Special Educational Needs (SEND) legislation including ensuring Education, Health and Care Plans (EHCP) are completed on time and the transferring from SEN statements to EHCP is progressed (E)	31/03/2019		18 new Education, Health and Care Plans were issued during this quarter with only one being issued outside the 20-week statutory timeframe. Performance remains consistent over the last year in this respect. This autumn term (September to December 2017) the department has received 39 requests for EHC Needs Assessments. 35 of these requests were agreed which means that there will continue to be a higher volume of assessments during this academic year than previously. It is hoped that, given the majority of our statement to EHCP conversions have been completed, the SEN team can continue to complete the majority of EHC Needs Assessments within 20 weeks.
3.7 All young people who have left school go on to further education, find employment or undertake some form of training			
3.7.01 Develop accommodation for care leavers working with BFC Housing to oversee the Holly House site to provide additional local supported accommodation for care leavers with high level of support needs.	31/03/2019		Work due to commence January 2018.
3.7.02 Provide focused support for care leavers to enable access to appropriate education, employment and training opportunities (E)	31/03/2019		At the end of this quarter, 76% of care leavers were either in a form of education, employment or training. This is an increase of 12% for the same period last year at which point we were ranked 12th nationally. The Virtual School

			works closely with the Leaving Care Service to ensure that education/employment plans are in sync with their pathway plans. This is reflected in the education plans for care leavers where individual needs have led to a review of existing plans to maintain placements. Further work is now planned for the next quarter to work with the councils Organisational Development team to consider apprenticeships specifically for care leavers.
3.7.03 Work in partnership with the Elevate Project through Breakthrough Employment Service in order to support young people with additional needs into employment (E)	31/03/2019		During this quarter, Elevate supported 18 young people with their transition plans. Of these, 14 were supported to apply for jobs, 12 secured interviews and 10 were offered positions. The remaining group were supported to secure further training and other opportunities to develop their work skills.

Ind Ref	Short Description	Previous Figure	Current figure	Current Target	Current Status
NI114	Number of permanent exclusions from secondary schools (Quarterly)	3	2	Stay below national average	-
NI117	Number of 16 - 18 year olds who are not in education, employment or training or unknown (Quarterly)	4.8%	3.9%	7.5%	
L139	Percentage of all schools rated good or better (Quarterly)	-	72%	75.0%	
L139p	Percentage of Primary schools rated good or better (Quarterly)	71%	72%	83.3%	
L139s	Percentage of Secondary schools rated good or better (Quarterly)	80.0%	83.3%	75.0%	
L237	Number of apprenticeships starts for 16-24 year olds through City Deal interventions (Quarterly)	2	5	5 each quarter	
L325	Number of permanent exclusions for primary schools (Quarterly)	0	0	Stay below national average	
L326	Number of fixed period exclusions from secondary schools (Quarterly)	104	216	Stay below national average	-
L327	Number of fixed period exclusions from primary schools (Quarterly)	23	37	Stay below national average	-
L334	Percentage of maintained primary schools rated good or better by Ofsted (Quarterly)	-	75%	-	-
L335	Percentage of maintained secondary schools rated good or better by Ofsted (Quarterly)	-	75%	-	-
L336	Percentage of academy primary schools rated good or better by Ofsted (Quarterly)	-	0%	-	-
L337	Percentage of academy secondary schools rated good or better by Ofsted (Quarterly)	-	100%	-	-

Ind Ref	Short Description	Previous Figure	Current figure	Current Target	Current Status
L338	Number of permanent exclusions from maintained primary schools (Quarterly)	-	0	-	-
L339	Number of permanent exclusions from maintained secondary schools (Quarterly)	-	2	-	-
L340	Number of permanent exclusions from academy primary schools (Quarterly)	-	0	-	-
L341	Number of permanent exclusions from academy secondary schools (Quarterly)	-	0	-	-
NI073	Achievement at level 4 or above in Reading, Writing and Maths at Key Stage 2 (Annually)	52.0% (15/16)	57.0% (16/17)	75.0%	
NI102.1	Achievement gap between pupils eligible for free school meals and their peers - Key Stage 2 (Annually)	31.0% (15/16)	24.0% (16/17)	18.0%	
NI102.2	Achievement gap between pupils eligible for free school meals and their peers - Key Stage 4 (Annually)	26.0% (15/16)	28.0% (16/17)	29.0%	-







Action	Due Date	Status	Comments
4.7 Accessibility and availability of mental health services for young people and adults is improved			
4.7.02 Work with partners to improve Child and Adolescent Mental Health Services (CAMHS) provision as detailed in the EHWP Action Plan and CCG Transformation Plan	31/03/2019		All commissioned services in East Berkshire continue to deliver against agreed indicators. Research by Reading University is delayed due to staff illness. The East Berkshire transformation plan will be refreshed to reflect the Green Paper on mental health and build on recommendations for the CCG within the Windsor and Maidenhead SEND Ofsted inspection outcome letter.
4.8 Learning opportunities are available for adults			
4.8.02 Ensure the Post Ofsted Action Plan is successfully implemented	31/07/2017		Ofsted inspection took place in November 2017. Report is currently embargoed but due to be published in January 2018.
4.8.03 Review and deliver a refreshed annual learning offer in collaboration with children's centres, schools, community and local businesses which meets grant conditions and is financially viable (E)	31/07/2019		Final return for 2016-17 submitted and accepted by ESFA October 2017. Programme for autumn term 2017 successfully delivered. Programme for spring term 2017 published including the introduction of ESOL courses and work-related taster sessions in response to feedback from employers and learners.




In Ref	Short Description	Previous Figure	Current figure	Current Target	Current Status
L281	Number of individual clients attending Youthline sessions (Quarterly)	331	412	250	
L328	Progress measure for reading at the end of KS2 (Annual)	-	-0.8	0.0	
L329	Progress measure for writing at the end of KS2 (Annual)	-	-1.3	0.0	
L330	Progress measure for mathematics at the end of KS2 (Annual)	-	-1.3	0.0	
L331	Attainment 8 score (KS4) (Annual)	-	46	-	-
L332	Progress 8 score (KS4) (Annual)	-	-0.08	-	-




Action	Due Date	Status	Comments
6.4 Safeguarding structures to safeguard children and vulnerable adults are well-established			
6.4.03 Provide access to Advocacy Services for children receiving support through Children's Social Care to enable them to have their views heard (E)	31/03/2019		Independent Advocacy continues to be provided for young people at their request for Looked After Child Reviews, Child Protection conferences, complaints, Family Group Conferences, and during this quarter at core groups. No of YP who have used the Advocacy service in Q3 No of children - 34 No of families - 24 No of on-going cases (per family) - 11 No of new referrals received Q3 (per family) - 13
6.4.05 Implement the Pay and Workforce Strategy specifically in relation to the recruitment and retention of children's social workers and teachers	31/03/2019		Work has commenced on the September 2018 (NQT) – with the programme of attendance at teacher recruitment events established for the spring. The School Direct arrangements through primary and secondary continue to be supported with applications open for the cohort for the 18/19 academic year. The one outstanding primary head teacher vacancy was filled with a successful appointee commencing in January. The stability of the social care workforce continues to be a challenge with the vacancy rate at 6.8%. Recruitment activity through the quarter has been busy with the work of the family safeguarding activities. The Step Up to social worker programme as 3 students for Bracknell Forest.
6.5 Early assessment is in place to identify children and young people with additional needs and provide early help			
6.5.01 Further develop the effective transition between Early Help and specialist services by improving the step up/step down to/from statutory services	31/03/2019		An opportunity has arisen from a vacant post in the Early Intervention Hub to blend the post, rewriting the JD and PS to accommodate both the Hub and the MASH requirements. Hub manager and MASH manager will interview together.

Ind Ref	Short Description	Previous Figure	Current figure	Current Target	Current Status
NI062	Stability of placements of looked after children in terms of the number of placements (Quarterly) NB: The number of children looked after at the end of the quarter that had 3 or more separate placements during the reporting year.	9.2%	10.3%	11%	
NI063	Stability of placements of looked after children - length of placement (Quarterly) NB: The number of looked after children who were (i) aged under 16 and (ii) looked after continuously for at least 2.5 years, who were in the same placement for at least 2 years at the end of the quarter	55.6%	57.7%	60.0%	
L092	Number of children on protection plans (Quarterly)	143	128	N/A	-
L161	Number of looked after children (Quarterly)	132	145	N/A	-
L202	Number of families turned around through Family Focus Project (Quarterly) NB: No claims window in Q3.	72	-	400 families over a 5 year period	-
L203	Number of Referrals to Early Intervention Hub (Quarterly)	125	89	N/A	-
L204	Total number of early help (Common Assessment Framework) assessments completed (Quarterly)	54	40	N/A	-
L242	Number of cases that step up to Children's Social Care (Quarterly)	3	12	N/A	-
L243	Number of cases that step down from Children's Social (Quarterly)	88	21	N/A	-
L287	Number of children in need supported under Section 17 of the Children Act (Quarterly)	639	680	N/A	-
L288	Number of foster carers recruited to meet need (Quarterly)	5	10	5	
L289	Average caseload per children's social worker (Quarterly)	18.5	17.7	16	
L290	Referral rates to children's social care (Quarterly)	127.3	162.1	Maintain	-

Section 3: Operational Priorities

Action	Due Date	Status	Comments
7.5 Children, Young People & Learning			
7.5.01 Use monthly budget monitoring reports to identify and address any emerging overspends promptly	31/03/2017		Budget monitoring report produced and forecast budget variances identified.
7.5.02 Support children and young people with English as an additional language in schools. (E)	31/03/2018		There were 33 pupils assessments across the primary schools in the third quarter compared to 26 for the same period last year. Additionally, there were 11 students assessments across the secondary schools this quarter compared with 12 for the same period last year. 4 Secondary schools and 6 primary schools are currently being directly supported. 3 training sessions, 1 network forum and 1 workshop at a primary schools inset day were delivered. These were aimed to build the schools capacity in supporting EAL pupils. Support for all pupils who are currently working with the EAL teacher will continue into the next quarter.
7.5.04 Provide training for organisations to work with children with disabilities to facilitate their inclusion within their activities. (E)	31/03/2018		Training continues to be made available to all providers to support inclusion. This is advertised on the Local Offer for parents and providers. The review of this provision has been completed inline with the Councils narrative, and notice given on the East Berkshire contract. During Q4 a new delivery model will be developed for April 2018.

Ind Ref	Short Description	Previous Figure	Current figure	Current Target	Current Status
L301	Percentage of Education, Health and Care Plans issued within 20 weeks (including those with exceptions) (Quarterly)	95.8%	94.4%	100%	

Annex A: Financial information

Annex B1

Summary Revenue Budget Breakdown

CHILDREN, YOUNG PEOPLE AND LEARNING DEPARTMENT - NOVEMBER 2017							
	Original Cash Budget	Virements & Budget C/Fw ds	Current Approved Budget	Spend to date %	Variance Over/(Under) Spend	Variance This Period	
	£000	£000	£000	%	£000	£000	
CHILDREN, YOUNG PEOPLE AND LEARNING DEPARTMENT							
Director							
Departmental Management Team	611	191	802	6%	-143	-143	1
	611	191	802	6%	-143	-143	
CO - Learning and Achievement							
School Improvement, Music and Governor Services	445	-8	437	18%	25	14	2
Advice for 13-19 year olds	454	5	459	-3%	-36	-17	2
Adult Education	-81	0	-81	36%	-15	-15	2
Education Psychology and SEN Team	660	17	677	5%	-50	-30	2
Education Welfare and Support	245	4	249	9%	-43	0	
	1,723	18	1,741	5%	-119	-48	
CO - Children & Families: Social Care							
Children's Services & Commissioning	3,317	62	3,379	9%	92	29	5
Family Safeguarding Project	0	0	0	0%	0	0	
Children Looked After	5,309	7	5,316	2%	2,701	444	3, 4, 5
Family Support Services	934	-28	906	5%	-15	27	5
Youth Justice	657	-8	649	11%	-34	42	5
Other children's and family services	1,091	-1	1,090	-5%	56	30	5
Asylum Seeker Dispersal Scheme	0	17	17	36%	0	0	
Management and Support Services	74	0	74	0%	-18	-18	5
	11,382	49	11,431	4%	2,782	554	
CO - Strategy, Resources and Early Help							
Early Years, Childcare and Play	1,442	-96	1,346	6%	-28	-28	6
Youth Service	580	-19	561	8%	13	-2	6
Performance and Governance	899	42	941	5%	95	-37	6
Finance Team	371	-176	195	16%	-39	7	6
Human Resources Team	157	-70	87	39%	-16	-16	6
Education Capital and Property	284	26	310	12%	-40	0	
Information Technology Team	301	-148	153	129%	-41	-41	6
Extended services and support to families	450	48	498	13%	-6	-6	6
School related expenditure	-187	0	-187	116%	-31	-8	6
Office Services	111	29	140	1%	-30	-5	6
	4,408	-364	4,044	8%	-123	-136	
Education Services Grant	-401	0	-401	56%	-25	0	
Education related statutory and regulatory duties	0	-512	-512	0%	0	0	
TOTAL CYP&L DEPARTMENT CASH BUDGET	17,723	-618	17,105	4%	2,372	227	
TOTAL RECHARGES & ACCOUNTING ADJUSTMENTS	10,381	0	10,381	0%	0	0	
GRAND TOTAL CYP&L DEPARTMENT	28,104	-618	27,486	2%	2,372	227	
Memorandum items:							
Devolved Staffing Budget			13,148		-217	-241	

CHILDREN, YOUNG PEOPLE AND LEARNING DEPARTMENT - NOVEMBER 2017

	Original Cash Budget	Virements & Budget C/Fwds	#	Current Approved Budget	Spend to date %	Variance Over/(Under) Spend	Variance This Period	#
	£000	£000		£000	%	£000	£000	
Schools Budget - 100% grant funded								
Schools Block								
Delegated budgets:								
Delegated Mainstream School Budgets	72,742	-13,040	3	59,702	11%	0	0	
School Grant income	-9,233	359	3	-8,874	4%	0	0	
	63,509	-12,681		50,828	12%	0	0	
LA managed items:								
Retained de-delegated Budgets:	1,275	-2		1,273	8%	-41	-37	7
Combined Service Budgets:	405	0		405	4%	24	7	7
Statutory and Regulatory Duties	542	0		542	0%	0	0	
Other Schools Block provisions and support services	843	65	3	908	8%	6	-94	7
	3,065	63		3,128	6%	-11	-124	
Sub total: Schools Block	66,574	-12,618		53,956	12%	-11	-124	
High Needs Block								
Delegated Special Schools Budgets	3,771	-14		3,757	10%	-28	36	8
Post 16 SEN and other grants	-500	-5		-505	0%	0	0	
Maintained schools and academies	2,421	575		2,996	-1%	122	6	8
Non Maintained Special Schools and Colleges	5,944	-206		5,738	7%	-472	-410	8
Education out of school	1,134	114		1,248	4%	13	16	8
Other SEN provisions and support services	1,432	167		1,599	3%	-102	-20	8
	14,202	631		14,833	4%	-467	-372	
Early Years Block								
Free entitlement to early years education	4,677	1,558	3	6,235	10%	168	168	9
Other Early Years provisions and support services	241	-62		179	97%	-22	-15	9
	4,918	1,496		6,414	12%	146	153	
Dedicated Schools Grant	-85,694	10,764	3	-74,930	13%	4	0	
TOTAL - Schools Budget	0	273		273	-3%	-328	-343	

Children, Young People and Learning Virements and Budget Carry Forwards

Note	Total	Explanation
	£'000	
		<u>DEPARTMENTAL CASH BUDGET</u>
	324	Amount reported last period.
		<u>Virements relating to the council's Transformation Programme</u>
1		The part year impacts on budgets arising from aspects of the council's Transformation Programme are now being reported.
	-405	Council Wide Support Services
	-25	PA review
		<u>Virements relating to education statutory and regulatory duties</u>
2	-512	Allocation of 2 income budgets currently held in unallocated Departmental Budgets. Income receipts from the DSG funded Schools Budget in respect of the £0.260m contribution to LA "retained" education statutory and regulatory duties that has already been agreed by the Schools Forum and income of £0.252m to LA "general" statutory and regulatory duties paid by individual maintained schools at £20 per pupil. Whilst parts of these services are delivered by Resources Directorate, in the first instance the income budget and receipts will be included in the CYPL monitoring return.
	-618	Total
		<u>DEPARTMENTAL NON-CASH BUDGET</u>
	0	Changes this period.
	0	Total
		<u>SCHOOLS BUDGET</u>
	273	Amount reported last period.
		<u>Changes to grant income</u>
3	0	The Education and Skills Funding Agency has confirmed changes to Dedicated School Grant funding in respect of; deducting grant to be paid direct to academy schools of £12.617m and a recalculated funding for Early Years provisions with a reduction of £0.002m. Relevant service budgets have been adjusted accordingly to reflect the revised income and ensure a net nil impact in the accounts. Furthermore, funding for school secondary sixth forms has increased by £0.135m and reflects additional student intake in 2016-17 academic year.
	273	Total

Budget Variances

Note	Reported variance	Explanation
	£'000	
	2,145	<u>DEPARTMENTAL BUDGET</u> Amount reported last period
		<u>Director</u>
1	-143	The main change in variance relates to the DSB where staff vacancies on Chief Officer posts pending implementation of a new management structure through the CYPL Transformation Programme will now remain unfilled to the end of the financial year.
		<u>CO - Learning and Achievement</u>
2	-48	A number of services are reporting variances on staffing including Information, Advice and Guidance (-£0.017m), Education Welfare Service (-£0.018m), Education Psychology (+£0.008m) and the SEN Team (-£0.010m). Furthermore, £0.017m of costs in the SEN Team can be funded from an unallocated balance on a SEN specific grant and £0.013m of Adult and Community Learning from another relevant grant. There is also forecast to be a £0.014m under achievement of income in the school Improvement Service where other opportunities for income generation are being considered.
		<u>CO - Children's Social Care</u>
3	223	Placement costs are forecast to over spend by £2.262m, an increase of £0.223m. The underlying expectation is that the budget will over spend as no provision has been made for any new placements in the budget forecast, as the strategy involves removing the costs of all known leavers, but not adding a provision for any new placements or in year changes in placements as the cost is not known when the budget is set in December 2016. Subject to sufficient funds and agreement from CMT, the in-year over spending is funded at year end through an allocation from the Corporate Contingency. Overall, the number of young people expected to be supported in the highest cost provisions when the budget was set was a full year equivalent of 88.6 FTE. The current forecast shows an increase of 36.8 FTE to 125.4 FTE (42%) from the original projection and 5.8 FTE during the period from a relatively small number of changes. In terms of overall movement to date compared to budget expectations, there are 6.8 FTE extra placements in IFAs, 4.3 FTE in residential, 2.5 FTE in semi-independent, 2.6 FTE in Learning Disabilities and 20.7 FTE in in-house fostering. CSC regularly manage care and accommodation needs and have plans in place to make future changes that could save on current costs. The Transformation Programme requires significant savings in these areas and a number of work streams have been developed that identify potential actions to effect significant cost reductions although there remains the prospect of further placements needing to be made.

Note	Reported variance	Explanation
	£'000	<u>DEPARTMENTAL BUDGET</u>
4	278	Childcare Solicitors is a joint Berkshire agreement hosted by Reading Borough Council. The break down of costs to the end of September from RBC shows that after 6 months of the year, spend is £0.170m above the level of spend at this time of year, and a year end over spend of £0.442m is now forecast, £0.278m above the previous forecast. The main reason for the rise relates to a significant increase in the number of care proceedings which have increased by 88% in the last year from 25 to 47. The increase mainly reflects ensuring all cases that need to be seen are now in process. The current numbers are expected to reduce moving forward through the work of the Family Safeguarding Model and once the current peak of cases completes a more settled number of 25 cases is expected to remain. Further analysis is underway to better manage the service.
5	53	There have been a number of other budget variances including: a forecast under spending of £0.022m Adoption Advisory Service; the income expected to be earned at Larchwood respite unit from other authority placements is expected to exceed the income target by £0.037m; and based on actual usage, the recharge from the out of hours Emergency Duty Team is expected to be £0.018m below budget. In terms of services reporting increased costs, a new high cost placement has been required in after care at a forecast cost of £0.038m, a new high cost placement has been required where the family have no recourse to public funds at £0.030m, there has been an increase in the number of Special Guardianship Orders estimated to cost £0.027m, and a £0.035m increase on staffing budgets. <u>Chief Officer: Strategy, Resources and Early Help</u>
6	-136	The main area of change in forecast variances relates to changes in staff costs. Savings have occurred as a number of recruitments have been delayed as well as managing to reduce the number of agency staff through direct employment.
	2,372	Grand Total Departmental Budget
	0	<u>DEPARTMENTAL NON-CASH BUDGET</u> Total reported to last period.
	0	Grand Total Departmental Non-Cash Budget

Note	Reported variance £'000	Explanation
		<p><u>SCHOOLS BUDGET</u></p> <p>The Schools Budget is a ring fenced account, fully funded by external grants, the most significant of which is the Dedicated Schools Grant (DSG). Any under or overspending remaining at the end of the financial year must be carried forward to the next year's Schools Budget and as such has no impact on the Council's overall level of balances.</p>
	15	Total last period
		<p><u>Schools Block</u></p>
7	-124	<p>There are 3 significant new variances to report this month; a review of likely spend from the budget to support schools in financial difficulties forecasts a £0.029m increase in under spending to £0.077m; based on an initial assessment of changes in pupil numbers from the October 2017 school census, there will be a resulting saving of £0.046m on in-year growth allowances and support to meeting requirements from Key Stage 1 class size regulations; and based on expected school academy conversions that will result in 80% reduction in the cost of business rates as the schools become eligible to charitable rates relief, costs will reduce by £0.043m. There are also a number of relatively minor variances being reported.</p>
		<p><u>High Needs Block</u></p>
8	-372	<p>The significant SEN placement costs are charged to this part of the accounts. As usual, the forecast placement costs have been calculated from costed student lists, with a provision for future costs where accurate data has yet to emerge, where expenditure is considered likely from previous trends on what is a volatile, high cost budget area.</p> <ul style="list-style-type: none"> • £0.036m increase to fund in-year cost increases at KLS, which reflects the current pattern of placements including early opportunities for young people • £0.006m increase in forecast spending on top up funding for HN pupils in maintained schools and academies • £0.410m decrease in forecast variance on payments to non-maintained special schools and colleges. This mainly relates to college placements where significant work has been undertaken by the SEN Team to validate numbers and cost of support required for post 16 students in colleges which has resulted in significant cost reductions • £0.020m reduction in cost on other SEN specialist support services. • £0.016m increase in increase in other SEN support budgets, the most significant of which relates to medical support needs (+£0.025m).
		<p><u>Early Years Block</u></p>
9	153	<p>There are 2 main variances: based on a provisional assessment from the October census, payments to providers for the free entitlement to early years education and childcare are forecast to over spend by £0.114m which reflects increased parental take-up of the free entitlement; spending on supporting young children with additional needs indicates further spend of £0.054m; and spending on centrally managed services is expected to under spend by £0.015m.</p>
	-328	Grand Total Schools Budget

Summary Capital Budget Breakdown

CAPITAL MONITORING 2017/18

Dept: Children, Young People and Learning

As at 30 November 2017

Cost Centre Description	Approved Budget 2017/18 £000's	Cash Budget 2017/18 £000's	Expenditure to Date £000's	Carry Forward 2017/18 £000's	(Under) / Over Spend £000's	Next Target / Explanatory Note	Current status of the project / notes
SCHOOL PROJECTS							
Amen Corner Primary (North)	388.7	45.0	0.0	343.7	0.0	Design completed	Planning consent granted. Highways works now on site. School open Sep-2019
Amen Corner Primary (South)	616.2	20.0	0.0	596.2	0.0	School/housing programmes match	Developer has outline planning permission for school, negotiating S106
Ascot Heath Schools Relocation	225.6	125.6	25.9	100.0	0.0	Possible Developer Construct Scheme	Planning application being considered
Birch Hill Primary	0.0	0.0	0.0	0.0	0.0	Project on hold	Surge classroom on hold, not required for Sep-17, will review for Sep-18
College Town Amalgamation	0.0	0.0	0.0	0.0	0.0	First consultation complete	In feasibility study stage
Cranbourne Primary	24.6	24.6	24.6	0.0	0.0	Completed	Completed
Crown Wood Primary	244.6	244.6	7.6	0.0	0.0	Completed	Completed. Extension of Time claim outstanding
Fox Hill Primary	5.0	5.0	5.0	0.0	0.0	Surge on hold. Kitchen complete	Surge classroom on hold. Kitchen completed
Great Hollands Primary	2,047.7	2,047.7	1,385.4	0.0	0.0	On site	Phase 1 completed Sep-16, Phase 2 completed May-17, Phase 3 on site
Harmans Water Primary	0.1	0.0	0.0	0.1	0.0	Surge classroom open	Surge classroom open
Holly Spring Infant & Junior	21.3	21.3	0.0	0.0	0.0	Completed	Completed
Jennett's Park CE Primary	14.5	5.5	0.0	9.0	0.0	Additional Classroom in September 2017	Furniture & equipment only required to be provided in summer 2017
Meadow Vale Primary	157.7	157.7	0.4	0.0	0.0	Completed	Completed. Extension of Time claim outstanding
Owl Ismoor Primary	40.9	40.9	35.4	0.0	0.0	Completed	Completed
Pines (The) Primary	390.9	81.0	3.0	309.9	0.0	Phase 1 completed	Phase 1 completed, furniture & equipment being provided Summer 2017
TRL Primary	750.0	100.0	59.7	650.0	0.0	Design Completed	In design for Sep-19 opening, subject to planning
Warfield East Primary	636.1	69.1	0.0	567.0	0.0	School/housing programmes match	Developers in negotiation with planners over draft S106 provisions
Warfield West Primary	172.4	45.8	45.8	126.6	0.0	Completed	Completed and opened Sep-2016
Wildmoor Heath Primary	13.6	13.6	0.0	0.0	0.0	Project on hold. Kitchen for Sep-15	Project on hold, pending Broadmoor housing. School Meals Kitchen completed.
Wildridings Primary	0.0	0.0	0.0	0.0	0.0	Project on hold	Surge classroom on hold, not required for Sep-17, will review for Sep-18
Winkfield St Marys Primary	23.4	23.4	0.8	0.0	0.0	Completed	Completed and in use from Sep-16
Wooden Hill Primary	15.0	15.0	1.3	0.0	0.0	Project on hold	Surge classroom on hold, not required for Sep-17, will review for Sep-18
Primary	5,788.3	3,085.8	1,594.9	2,702.5	0.0		
Brakenhale Capacity Works	0.0	0.0	0.0	0.0	0.0	Phase 4 complete	Phase 4 Complete
Easthampstead Park	661.6	465.0	255.2	196.6	0.0	Complete refurbishment	Refurbishment in phases over school holidays
Edgbarrow School	344.6	344.6	8.5	0.0	0.0	In design	Awaiting EFA approval of PSBP2 Feasibility. BFC will not be doing local delivery
Garth Hill College	54.6	54.6	24.6	0.0	0.0	Completed	Completed
Sandhurst Redevelopment	467.1	467.1	31.3	0.0	0.0	Masterplan completed	Refurbishment in phases over school holidays
Secondary	1,527.9	1,331.3	319.6	196.6	0.0		
Special	0.0	0.0	0.0	0.0	0.0		

CAPITAL MONITORING 2017/18

Dept: Children, Young People and Learning

As at 30 November 2017

Cost Centre Description	Approved Budget 2017/18 £000's	Cash Budget 2017/18 £000's	Expenditure to Date £000's	Carry Forward 2017/18 £000's	(Under) / Over Spend £000's	Next Target / Explanatory Note	Current status of the project / notes
SCHOOL PROJECTS							
Binfield Learning Village	27,311.2	26,337.4	14,473.0	973.8	0.0	On site	On site and on programme for opening in Sep-18
Village	27,311.2	26,337.4	14,473.0	973.8	0.0		
Fees	360.0	360.0	150.7	0.0	0.0	To be fully spent by March 2018	To be allocated to projects
Basic Need Grant for Allocation	6,591.8	0.0	0.0	6,591.8	0.0	Unallocated grant	Unallocated grant to be c/f to fund future years' projects
Devolved Capital and other funds held by schools	708.1	338.9	266.6	369.2	0.0	On-going	In progress
Section 106 Developer Contributions	250.0	250.0	0.0	0.0	0.0	To be allocated to projects	Allocated to projects
RCCO Related School Spend	0.0	0.0	0.0	0.0	0.0		
Other Schools Related Capital	7,549.9	588.9	266.6	6,961.0	0.0		
SCHOOL PROJECTS	42,537.3	31,703.4	16,804.8	10,833.9	0.0		

Percentages 53.0% 0.0%

CAPITAL MAINTENANCE / CONDITION							
Planned works	2,348.0	2,248.0	1,940.9	100.0	0.0	In progress.	Forecast c/f is largely committed.
ROLLING PROGRAMME	2,348.0	2,248.0	1,940.9	100.0	0.0		

Percentages 86.3% 0.0%

OTHER PROJECTS							
Integrated Children's Services	40.1	40.1	34.7	0.0	0.0	Go live Sep-16	Go live date met. Reporting module postponed to 2017/18.
CP-IS Project	80.0	80.0	22.0	0.0	0.0	Mar-18	In progress
Capita One (EMS) Upgrade	1.6	1.6	0.9	0.0	0.0	Mar-18	Solus upgrade completed. Remaining project elements deferred.
CSC ICT Mobile Working	49.7	49.7	0.0	0.0	0.0	Mar-18	Reviewing final demand for new tablets and hybrids.
ICT projects	171.4	171.4	57.6	0.0	0.0		
Youth Facilities	95.3	95.3	0.0	0.0	0.0	Mar-17	Planning for modernisation and ongoing restructuring of the Youth Service.
Retentions - Non Schools	0.0	0.0	0.0	0.0	0.0		
Multi Agency Safeguarding Hub	4.3	0.0	0.0	4.3	0.0	Complete	ICT and accommodation fully delivered.
Places for 2 year olds	49.7	14.6	4.1	35.1	0.0	Mar-18	Portal delivered. Project for remainder of works in planning stage.
Priestwood Guide Centre	68.3	9.9	9.9	58.4	0.0	In progress	Works in train. Toilets/cloakroom complete. Roofing works in train.
Additional 30 Hours - 3-4 Year Olds	147.1	147.1	144.9	0.0	0.0	In progress	Completion expected by September 2017.
Other	269.4	171.6	158.9	97.8	0.0		
OTHER PROJECTS	536.1	438.3	216.5	97.8	0.0		

Percentages 49.4% 0.0%

TOTAL CAPITAL PROGRAMME	45,421.4	34,389.7	18,962.2	11,031.7	0.0		
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OSR Quarter 3 2017/18 – CYPL

Percentages 55.1% 0.0%

Annex B: Annual indicators not reported this quarter

Ind. Ref.	Short Description	Quarter due
3. People have the life skills and education opportunities they need to thrive		
L272	Percentage of children obtaining a place at one of their Primary School preferences	Q4
L272a	Percentage of children obtaining their first preference of Primary School	Q4
L273	Percentage of children obtaining a place at one of their Secondary School preferences	Q4
L273a	Percentage of children obtaining their first preference of Secondary School	Q4
4. People live active and healthy lifestyles		
L283	Number of adult learners (over 19s) who have taken part in community learning over the previous academic year	Q2

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QUARTERLY SERVICE REPORT

ENVIRONMENT, CULTURE & COMMUNITIES

Q3 2017 - 18
October - December 2017

Executive Members:

Councillor Mr Chris Turrell
Councillor Mrs Dorothy Hayes
Councillor Iain McCracken

Director:

Vincent Paliczka






Date completed: 13/02/2018

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

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Key

Actions

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

Performance indicators

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

Section 1: Where we are now

Director's overview

The third quarter of the year sees a continuation of generally positive activity with the new town centre bedding in, transformation projects continuing to progress and the wide array of public services being delivered to residents, generally if not entirely to a high standard.

The new Town Centre continues to attract large numbers of visitors and early car parking figures indicate a very positive financial position albeit some of the final costs associated with the car parks (mainly business rates) have still to be finalised. The most popular car park as expected is The Avenue, then High Street, then Braccan Walk. This is most sensibly explained by the ease of access customers have to the respective car parks and their location relative to shopping hubs since, although The Avenue is the newest, all our car parks are attractive and well lit, have identical pricing structures, and now have the same ticketing arrangements now that chip coins have been replaced by cards in High Street and Braccan Walk. As a consequence of not having to replace the old "coin" when one is lost, the charge for a "lost ticket" has been reduced from £12 to £10 and Members are asked to note this. The new town centre highway infrastructure is working extremely well in managing traffic flows but equally encouraging is the information from bus operators that patronage of town centre busses has increased since the opening of The Lexicon.

Staffing shortages and structures gave rise to a slight deterioration in street cleansing performance but it is felt this has been addressed by the creation of new area based working arrangements. In the Town Centre, where maintaining the new surfaces to a enough standard has been challenging given that it relates more to the type of surface rather than the application of resource, a protective coating has been applied to the most high wear areas with the expectation this will improve quality. This will be monitored in the coming months.

In general, the transformation projects now in the "implement" phase are making progress although some of the timing may slip. Leisure Services, expected to meet or exceed its £900,000 target, should be complete when Bracknell Leisure Centre, Coral Reef, and Downshire Golf Complex are managed by "Everyone Active" from 1st March. Discussions are ongoing whether different investment approaches might improve the council's revenue position. The Library Review is also set to meet its £400,000 target although a delay in implementing the technology means there will need to be a minor re-phasing of the saving beyond 2018/19. This possibility was clearly set out in the review as a risk. Finally, South Hill Park savings may need to be re-phased due to what is anticipated to be a long term beneficial change in its catering and function proposals. Planning and Building Control and Parks and Countryside continue to make progress.

Most services identify some positive progress but of particular note is the £3.3m grant from DfT for the dualling of Downshire Way, retention of OHSAS 18001, levels of CIL income and of course the Platinum Award for Loo of the Year at The Look Out.

Highlights and remedial action

Good performance

Planning, Transport and Countryside

Planning

- Performance on minor and other applications continues to exceed new increased performance target.
- Pre-application responses are meeting new target
- CIL income target for whole year has been exceeded by the end of the third quarter (over £3.1 million received).
- Draft Local Plan prepared and presented to Local Plan Working Group
- Significant progress on transformation review with proposals for changes to SPA mitigation, pre-application process/fees, improving internal processes and enabling greater use of online services
- New Draft Supplementary Planning Document for the Thames Basin Heaths SPA was approved for consultation by the Executive in December.

Building Control

- Building Inspector, a mobile application allowing the potential for electronic administration of the Building Control service on-site has now been installed and is in the process of being tested and configured. Combined with hybrid tablet/laptop computers in Building Control, this will remove the need for printing plans and the production of paper case files for applications.

Transport

- New town centre transport infrastructure is complete and operating well. No significant incidents were encountered over the Christmas period. Monitoring will continue and refinements made in line with changing traffic demands.
- Extended evening and Sunday bus services are now operating to support the town centre. Bus operators report that patronage has increased since the Lexicon opened on 7th September and a number of services have been modified to suit demand.
- The Department has been successful in its bid to the DfT for funding towards the duelling of the A322 Downshire Way between Horse and Groom and Twin Bridges junctions. £3.3m has been awarded and work is now in the planning phase with a likely start in early 2019.
- The Department has secured external technical support (via DfT) to assist in the production of a Local Cycling and Walking Infrastructure Plan - a new national initiative.
- Phase 1 of the A329 London Road highway improvement scheme (joint funded with Thames Valley Berkshire LEP) is now complete. Phase 2 starts at Martins Heron Roundabout on the 2nd January 2018.
- The remaining 2017/18 Integrated Transport Capital Programme is progressing well with two final local safety schemes to install, namely the Malt Hill/Bracknell Road/Hayley Green crossroads and the Forest Road/Bracknell Road junction.
- The latest 'various roads' parking restriction Traffic Regulation Order and Disabled parking Traffic Regulation Orders have both been completed. Work on the next review has commenced.
- The latest 'various roads' parking restriction Traffic Regulation Order and Disabled parking Traffic regulation Order has been completed.

- Work is continuing in securing and implementing highway agreements for infrastructure associated with strategic housing sites across the borough. Highway works associated with the TRL development site has commenced and is advancing. Work around the Amen Corner (North) development is nearing completion.
- Strategic transport modelling work continues in support of the new local plan development. Initial findings will feature within the forthcoming plan consultation.

Regeneration and Economy

- Lexicon marked first quarter trading with excellent visitor numbers and trading figures.
- Christmas celebrations launched in November and events and promotions were staged throughout the Christmas period.
- Key action for early 2018 is to finalise the events programme for the coming year.
- Review of the Masterplan was successfully completed and presented to key stakeholders in November 2017. There is an agreed action plan to develop and implement the next steps. BFC is working with BRP and other key stakeholders to affect this.
- Discussions in relation to the BID are ongoing and slightly behind schedule. The Regeneration and Economy team is undergoing a complete change in personnel and structure and the BID group are now looking to an outside organisation to project manage the project. The hope is to agree this in the early part of 2018.

Parks and Countryside

- Biodiversity - a new Bracknell Forest Biodiversity Action Plan 2018-2023 is being drafted, which will take up from where the previous plan ended. The plan promotes people and organisations working together to deliver action for biodiversity locally and will go out for public consultation once prepared, which is likely to be in February.
- Large scale biodiversity enhancements delivered during the last quarter include:
 - 100 metres of native hedgerow was laid by the Hedge and Woodland Conservation group at Larks Hill.
 - An annual 'Bash and Burn' heathland conservation event took place at Wildmoor Heath and involved staff from BFC Parks & Countryside, Berks, Bucks and Oxon Wildlife Trust, Bracknell Conservation Volunteers, SPA wardens and National Trust rangers and their volunteers.
 - Public conservation events also took place at Wildmoor Heath (heathland management) and Shepherd Meadows (meadow management).
- Conservation volunteering
 - Volunteers contributed 1053 hours between October and December. Activities carried out by groups such as the Bracknell Conservation Volunteers and the Heritage Parks volunteers [help](#) to maintain the high quality standards of our parks and countryside [and](#) provides health and wellbeing benefits to the volunteers.
- Heritage Parks (Lily Hill and South Hill) - the Christmas Treasure Hunts at the heritage parks were a huge success with over 800 children taking part in the events which were held across 2 days.
- Publicity and Marketing - the winner of the Parks Photo Competition, which was themed My Favourite Bracknell Forest Green Spaces, was announced from the 91 images submitted to the competition, which is open to amateur photographers, and celebrates the fantastic variety of green spaces in the borough. Options are being explored to collaborate with Economic Skills and Development Partnership (ESDP) with regards to the future running of the competition.
- Articles were featured in the Bracknell News for the Christmas Treasure Hunt, Photo Competition result and Tree and Woodland Strategy consultation and the BBC carried out an on-site radio interview with Stephen Chown, Heads of parks and Countryside about the new Tree Strategy.

- The Rights Of Way Improvement Plan (ROWIP2) was approved on 19 December. This covers the management of public rights of way and the wider greenspaces network over the next 10 years.
- Accessibility improvements carried out over the last quarter include installation of a new gate and footbridge on Winkfield FP9. This work is being carried out in partnership with the South East Berkshire Ramblers.
- S106 - Executive Member approval was given on the 8th December to allocate £70,000 of s106 open space and rec. funding to upgrade play facilities at Pope's Meadow play area. This will replace outdated facilities and maintain high quality standards at this Green Flag awarded site.
- A new pond, wood carvings and a community garden were established at Ambarrow Crescent, with the help of volunteers.
- SANG enhancements - new wildlife themed interpretation boards have been installed at Longhill Park.
- Working in conjunction with Thames Water, trees were removed from the balancing pond at Garth Pond, which will improve its functionality and wildlife value.
- Improvements have been carried out to the bicycle rack at Larks Hill.
- Feedback from the public consultation on the new Bracknell Forest Tree and Woodland Strategy, which ends on the 8th January, is due to be compiled and analysed.

Environment and Public Protection

Cem and Crem

- The Cemetery and Crematorium has had a slight increase in income over that projected for the period. This has helped offset the loss of business whilst the premises were closed to enable some of the noisier construction works in relation to the construction of the new Chapel. That programme has since slipped and the opening date is now late spring.
- The new floral tribute area has been completed as have the final snagging items to the new car park area. Works to prevent parking on the grass verges outside the grounds are well advanced.

Waste and Recycling

- The amount of waste being landfilled is very low and in Q2 was only 10.6%.
- The work necessary to extend the SUEZ waste collection contract extension from April 2019 to March 2026 is underway with a project team meeting monthly including the contractor, waste team managers and Head of Procurement. It is proposed to report progress to the next meeting of this Committee.

Parking

- During the quarter the car park equipment on both the High Street and Braccan Walk car parks has been upgraded. All three BFC operated multi-storey car parks now operate the same ticket entry and exit equipment. In addition a 'nesting area' for BFC use has been created in the High Street car park. This will go live in the spring once the works to Time Square are completed and car parking at Time Square is re established.
- The Council offers cheaper season tickets intended for local town centre business use at both Albert Road and Wick Hill. They have proved very popular and it has been necessary to cap them at the present numbers to ensure that we retain sufficient spaces on those sites for casual parking.
- The Avenue continues to be very popular although we have yet to reach full capacity. Overall there is ample car parking in the town centre.

Leisure and Culture

- Catering income at The Look Out (TLO) continuing to better targets.
- Platinum Loo of the Year and excellent rating received for Customer Service Excellence awards at TLO.
- Income at Bracknell Leisure Centre (BLC) continues to over-perform budget, primarily due to successful fitness sales and retention. During 2017 Platinum membership numbers have been tracking at their highest level in at least 9 years.
- 3M Hall roof at BLC replaced ahead of schedule thereby minimising adverse effect on gymnastics use.
- Coral Reef officially re-opened by HRH The Countess of Wessex on 29th November 2017.
- OHSAS18001 Occupational Health & Safety Management Registration with BSi maintained for all the leisure sites following BSi visit in December 2017. This registration has been continuously maintained since 2001. This will have been the last BSi visit in relation to the current scope of leisure facilities due to the transfer of BLC, DGC & CR to Everyone Active in March 2018.

Areas for improvement

Environment and Public Protection

Cem and Crem

- The new chapel construction works had to be stopped. However they have now resumed and we are hoping to be out of the ground by mid-January.

Waste and Recycling

- The council recycling target is 45% for this year as there is a national target of 50% to be achieved by 2020. Recycling in the Borough however like in many other councils is not improving. We are currently at around 41%. We are unlikely to achieve the 45% target in the current year. The Re3 contractor continues to investigate outlets for recycling more materials and assessing the changes needed to enable the re3 Councils to access sustainable markets. Initiatives continue to be explored and as viable options are established these will be brought forward.

Leisure and Culture

- Implementation of self-service technology within the Library service has been subject to some delays.

Planning, Transport, Parks and Countryside

Planning

- Appeals performance continues to be below target – individual decisions will be reviewed and lessons learnt, identified and acted upon.
- Performance on major planning applications is below target for the quarter but only due to one case out of five being over time – without that one case going over performance would have been 100%.

Audits and Risks

- Challenging period starting at leisure sites as we prepare to transfer management of BLC, Coral Reef & Downshire Golf Complex to Everyone Active on 1st March 2018. This can be a nerve-wracking time for staff, at a time when we need to ensure continued smooth operation of the facilities. To mitigate there have been, and will continue to be, plenty of opportunities for staff to engage with the council and Everyone Active.

There is also a detailed mobilisation plan in place to manage the transition process over the coming weeks, which involves a wide range of expertise from Everyone Active, and tasks that will involve a wide range of council support such as ICT, HR, Comms, Finance etc, working with the Leisure Programme Project Team.

Budget position

The original cash budget for the department was £35.828m. Net transfers of £0.016m have been made bringing the current approved cash budget to £35.844m. There are eleven variances to report against this budget in the third quarter.

A detailed analysis of the budget changes and variances this quarter are available in Annex A Tables 2&3.

In addition the department has identified three emerging issues:

- Based on costs and income received to date it is projected that the catering function at the Downshire Golf Complex will exceed the net income target by £15k, this is despite the potential impact of the works at Easthampstead Cemetery & Crematorium deterring custom. In addition there have been various vacancies across the administration roles resulting in a projected variance of £30k against staffing budgets. The Golf shop is also projecting a positive variance with net income exceeding expenditure by £15k.
- Whilst the Council is now taking in more car parking income from fees and charges (mainly from the Avenue car park) we are still awaiting details of some running costs to be able to make accurate forecasts, however early projections are for a surplus of £200k in this financial year. The opening of the new retail quarter has certainly resulted in more car park demand but that brings with it additional maintenance and running costs. The operation in the Avenue has still to settle so that we can have confidence with the systems. The parking demand in Braccan Walk has fallen significantly and the High St is largely now occupied by council staff and existing season ticket holders during the week. What usage data we have is distorted by the initial opening surge and the run up to Christmas. As yet no car park has got to capacity. Work will continue over the coming months to build as robust a model as possible
- Whilst it had been known that the progression of the Coral Reef project would mean the closure of the facility until September 2017 it was determined by the Borough Treasurer that no adjustments were to be made to the budget on the understanding that any overspend, due to the loss of income, would be met from contingency.

However the performance of Coral Reef continues to reduce the demand for contingency which currently stands at £340k.

Capital Budget

The Committee's capital budget for the year was set at £13,369,000. This included £6,318,000 of externally funded schemes

In addition to the carry forwards and additional funding received in Quarters 1&2 of £2,743,630. In quarter 3 there has been a transfer of £472,660 from Town Centre funding for four town centre redevelopment projects taking the Departments budget to £22,903,290.







The department currently anticipates around 92% of the total approved budget to be spent by the end of the financial year, since there are a number of budgets including the Chapel at the Cemetery & Crematorium, Martins Heron roundabout and LED scheme which are not planned to be spent in this financial year. A detailed list of schemes together with their approved budget and forecast spend is available in Annex A Table 4.

Section 2: Strategic Themes

Value for money





1: Value for money			
Sub-Action	Due Date	Status	Comments
1.2 The cost quality and delivery mechanism of all services will be reviewed by 2019			
1.2.07 Undertake a review of the leisure service and implement the findings (E)(T)	31/03/2018		Preferred bidder has been selected and aware of contract has been approved by the Executive on 21st November 2017.
1.2.08 Undertake a review of the library service and implement the findings (E)(T)	31/03/2018		Implementation of the volunteer recruitment programme continued, with 100 volunteers registered across the service, and extended lunchtime opening has been achieved at Sandhurst, Ascot Heath and Birch Hill Libraries. Phase 2 consultation and restructure of the Supervisors was brought forward and has now been completed, and they have undertaken training in managing volunteers. All staff have received training in change management. Bibliotheca has been awarded the contract for the implementation of self-service technology and technology-enabled opening.
1.2.09 Undertake a review of Arts provision and implement the findings	31/03/2018		South Hill Park has made the required budget savings for 2017/18 and made good progress with the Governance arrangements. However, it appears unlikely that the additional planned budget reduction of £100,000 for next year will be possible and may need to be phased over two years.
1.2.13 Undertake a transformation review of Parks and Countryside seeking to make financial savings for the council (T)	31/03/2018		The 'Plan Phase' of our transformation cycle is now nearing completion. During this phase the main focus has been one of enhancing and maintaining the service, whilst seeking to maximize income and identify efficiencies. Individual work package business cases, which incorporate recommendations and savings or income linked to these, have been produced and presented to board. A key piece of work has focused on the creation of a new income generating Country Park within the borough. With the help of external consultants we now have a business case which contains 3 proposals for consideration. Three groups of service re-design workshops have been completed with key stakeholders and recommendations and efficiencies have been brought forward as a result. Public survey consultation is running from 12 December 2017 to 23 January 2018 and aims to understand the views of users, of parks and open spaces in the borough (local residents and people from outside the borough), on some of the topics we are exploring. The total target of £400k potential savings to be

			achieved, out of a budget of £1.2m, for April 2018, remains challenging. Many of the options are longer term. Project status is amber as a result. Work being undertaken as part of the Planning and Building Control Review on the Thames Basin Heaths, is progressing well and the savings from that element of the review will be shared equally with the Parks and Countryside Review. A plan phase Gateway Review will be held on March 21st 2018 where we will seek support from the borough councillors to fully implement proposals.
1.2.14 Undertake a transformation review of Planning and Building Control seeking to make financial savings for the council (T)	31/03/2018		Plan Phase in progress with several workstreams progressing. Plan Phase Gateway Review booked for 14 March 2018.
1.3 We charge appropriately for services and seek opportunities to generate additional income			
1.3.03 Commission a second Chapel at Easthampstead Park Cemetery and Crematorium	30/06/2017		Due to the poor performance and workmanship by the Contractor of the installation of the ground beams it was agreed that they would be cut out and reinstated. This has resulted in a further delay in completing the works and the Contractor is now reporting works will be completed during May
1.3.04 Commission the new car park at the Lexicon	30/04/2017		Car park opened on schedule
1.4 Self-service and the use of online services has increased			
1.4.06 Introduce self issue in libraries and explore the potential extension of opening hours through the use of technology (T)	31/03/2018		The contract for the implementation of self-service and technology-enabled opening of all nine libraries has been awarded to Bibliotheca, and the company has completed site surveys. However, there has been a delay in ordering self-service kiosks as a solution for the compliancy required for unattended payments has not yet been resolved.
1.5 Community involvement and the use of volunteers in the delivery of council services has increased			
1.5.01 Support communities and Town and Parish Councils with the preparation of Neighbourhood Plans	31/03/2019		Awaiting submission of Warfield draft NDP
1.6 Resident and staff satisfaction levels remain high			
1.6.01 Review services in response to the borough and National Highways Transportation satisfaction surveys	31/03/2019		<ul style="list-style-type: none"> • The overall satisfaction level has declined by 2 percentage points but remains above average. • The 'Accessibility' theme has declined by 5 percentage points but this came after 2016 achieving the biggest improver award in this theme and BFC remains equal with the national average. • 'Public Transport' theme has improved by 5 percentage points

			<p>but remains marginally below the national average. • BFC maintain national top performer for the 'Walking & Cycling' theme despite a 2 percentage point decline in satisfaction. • There has been a 5 percentage point decline in satisfaction of the 'Tackling Congestion' theme. This could be seen as a response to the increased road works activity in the months leading up to the opening of the Lexicon as well as the significant number of road works associated with all other development within the borough. • The 'Road Safety' theme saw a 2 percentage point decline in satisfaction although BFC remains joint top performers in the South East and joint third of all Unitary Authorities. • The 'Highway Maintenance/Enforcement' theme also suffered a 2 percentage point decline although it remains second best performer in the South East and third of all Unitary' s. Each individual Highway Authority unit will now reflect on these findings and identify any actions necessary to improve or consolidate the perceptions of the public.</p>
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1.7 Spending is within budget











1.7.05 Implement savings as identified for 2017-18 (T)	31/03/2018		The additional income of £50k identified for EHPCC is not going to be achieved, there are concerns this may be linked to both the works at the Cemetery/Crematorium and also rumours surrounding the future of the Conference Centre.
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1. Value for money					
Ind Ref	Short Description	Previous Figure Q2 2017/18	Current figure Q3 2017/18	Current Target	Current Status
L255	Subsidy on leisure services (Quarterly)	83,627	146,686	-294,905	




A strong and resilient economy

2: A strong and resilient economy			
Sub-Action	Due Date	Status	Comments
2.1 The borough is regarded as an excellent business location			
2.1.01 Deliver the business liaison programme with key Bracknell Forest businesses	31/03/2019		Between October and December 2017 four business liaison meetings have been held. More meetings are being scheduled and the programme is progressing well. Six actions were recorded at the meetings and have been completed.
2.1.02 Work in partnership with the Local Enterprise Partnership (LEP) to develop a strategy to support Bracknell Forest Small and Medium Enterprises (SMEs)	31/03/2019		The Growth Hub is continuing to provide support to SME's and start-ups locally in partnership with ED Officers and other partners. A list of businesses they supported will be shared with ED officers in Berkshire going forward.
2.1.03 Develop the business case for a Business Improvement District for one of the borough's business parks	31/03/2019		Primera submitted a proposal to the BID board for consideration and this is now under discussion.
2.1.04 Work in partnership with external transport providers including Network Rail the rail operators Highways England Bus providers adjoining authorities and the Local Economic Partnership in order to support reliable journey times and economic growth	31/03/2019		BFC has responded to the South Western Rail consultation on the detailed December 2018 timetable proposals. After studying the proposals it is clear there will be a negative impact on the residents of Bracknell and users of Martins Heron Station, which has seen a 15% increase in patronage over the last 5 years, as a result of reduced frequency in the peak hour. We added that journey time savings, which could be found by changes to other stations, are greatly outweighed by the impact of reducing frequency in trains to and from Martins Heron which is currently served by 3-4 trains an hour the AM and PM peak periods. The journey time improvements are marginal and residents in the area would rather see more focus on the journey experience with better waiting facilities and conditions at stations and improved capacity, Wi-Fi and toilets on the trains. This would make the travel by rail much more attractive and help ease congestion for both long and local trips.

2.1.05 Undertake Functional Economic Area and Economic Development Needs Assessments	31/03/2019		Berks FEMA completed Feb 2016 and results were used to inform EDNA. Final EDNA signed off and published on website.
2.1.06 Identify secure and implement necessary infrastructure to support growth through S106 and Community Infrastructure Levy (CIL) bids for funds	31/03/2019		CIL target for the year exceeded by end of third quarter (over £3.1 million received).
2.2 The Northern Retail Quarter opens in April 2017			
2.2.01 Work with the Bracknell Regeneration Partnership (BRP) to implement and monitor the construction programme for the regenerated town centre	31/03/2018		The town centre opened on schedule on 7th September 2017
2.2.02 Deliver the programme of agreed town wide improvements	31/03/2018		Town wide improvements were completed on schedule for centre opening.
2.2.03 Deliver key transport infrastructure which supports a newly functioning town centre	31/03/2019		The Lexicon opened on 7th September and the associated transport infrastructure is operating satisfactorily. Monitoring and refinement work will continue.
2.2.04 Produce and implement a strategy for Market Square and the new market	31/03/2018		Delivery programme to be agreed in due course
2.2.05 Ensure provision of public transport through improvements to cycleways Bracknell Bus and Rail stations and ongoing dialog with all public transport providers to seek service improvements in order to provide access to Bracknell town centre by means other than car	31/03/2019		Bus operators report that patronage has increased since the Lexicon opened on 7th September. Alongside the extension of Council supported bus services to cover evenings and Sundays, bus operators have also introduced changes to their commercially funded services in response to demand. Improved footway and cycleway links to the town centre are now in place and formalisation of the NCN422 cycle route will follow. Cycle parking within the town centre has been increased by over 100%.
2.2.06 Deal proactively with planning applications and monitor adherence to agreed S106 obligations	31/03/2019		Performance on minor and other applications exceeded target but performance on majors was below target for the quarter (due to one case going over time).
2.3 A thriving town centre and night-time economy is supported by coordinated town centre management			
2.3.01 Work with BRP to develop and implement the town centre management strategy	31/03/2018		The joint town centre management group has an agreed structure and approach and is working together to manage the new town centre in all areas.
2.3.02 Create planning policies that enable future regeneration	31/03/2019		Draft local plan prepared and presented to Member Working

for a continually evolving Town Centre through the comprehensive local plan			Group with town centre policy and proposals to allocate a number of sites in and around the town centre for a mix of appropriate uses to support its ongoing vitality.
2.3.03 Manage the cleaning and grounds maintenance of the town centre in accordance with the town centre management agreement	31/03/2019		Paving areas with high footfall (e.g. Market area in Braccan Walk) were coated in Q3 to enable more effective cleansing and stain removal. General cleanliness and grounds maintenance is of good standard. Monthly management meetings now being held with BRP as well as weekly joint monitoring.
2.4 Local residents have high levels of employment and incomes			
2.4.02 Develop and implement strong economic development related planning policies supporting business growth and business retention	31/03/2019		Policies on employment, retail and town centre are included in Draft Local Plan for consultation in Feb / March 2018. Article 4 Direction confirmed and due to come into effect in summer 2018.
2.5 Improvements in strategic infrastructure have been made to reduce congestion and improve traffic flows			
2.5.01 Replace all highway street lights with LED units throughout the borough and install CMS (Central Management System)	31/03/2019		The installation programme progresses satisfactorily - the half-way point has now passed, over 6000 new units have been installed.
2.5.02 As part of the local plan process provide an evidence base in order to make informed infrastructure investment decisions related to the infrastructure delivery plan	31/03/2019		Further SFRA and water cycle study work undertaken. Further transport modelling undertaken. Draft IDP prepared.
2.5.03 Prepare bids to secure funding for infrastructure via the LEP seeking to deliver the infrastructure on the Councils 123 list	31/03/2019		The Council has been successful in securing £3.29m of Government funding towards the dualling of A322 Downshire Way. Work is now in the early planning stages. Government funding has been secured through the TVBLEP for the A329 London Road improvements (underway) and is provisionally approved for the A3095 Foresters Way. The Council remains alert to new opportunities to bid for external funding.

2. A strong and resilient economy					
Ind Ref	Short Description	Previous Figure Q2 2017/18	Current figure Q3 2017/18	Current Target	Current Status
L265	Number of newly incorporated businesses (Quarterly)	190	174	N/A	N/A
L268	Percentage of working age people who are unemployed (Quarterly)	2.3%	2.4%	N/A	N/A
L269	Percentage of working age population in	82.0%	82.9%	N/A	N/A

	employment (Quarterly)				
L271	Percentage of the borough covered by Superfast broadband (Quarterly)	96.2%	91.0%	96.2%	

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



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

Sub-Action	Due Date	Status	Comments
3.2 School places are available in all localities			
3.2.04 Monitor and implement the Infrastructure Delivery Plan against agreed timescales.	31/03/2019		The main elements of the Infrastructure Delivery Plan continue to be delivered in line with the anticipated pressures . Housing delivery projections inform the location and timescale for improvements and new provision. Road improvements, open space and Sang provision and new education facilities are either being delivered or have been implemented
3.2.05 Proactively seek new education related facilities through the planning process on large scale development sites where a need is identified	31/03/2019		Work continues on Blue Mountain. Construction commenced on Amen Corner North site. New primary schools identified as requirements on relevant new proposed allocation sites in draft local plan policies.



People live active & healthy lifestyles








4: People live active and healthy lifestyles			
Sub-Action	Due Date	Status	Comments
4.1 Numbers of adults and young people participating in leisure and sport is increased			
4.1.01 Develop a Playing Pitches and Open Space Strategy to identify future needs for open space in the borough	31/03/2019		Play, Open Space and Sport study and linked Playing Pitch Strategy complete. Documents now publically available as evidence base. Public consultation if required will form part of the Comprehensive Local Plan process.
4.2 Coral Reef is redeveloped			
4.2.01 Refurbished Coral Reef to open in Summer 2017	31/08/2017		
4.4 Personal choices available to allow people to live at home are increased			
4.3.04 Promote sustainable travel as a safe and healthy option in line with the policies set out in the local transport plan	31/03/2019		Following our successful bid to DfT for technical support to create a LCWIP, we have been informed our programme entry point will be in September 2018. We are waiting for the DfT's technical support partner, WSP, to set up an inception meeting to confirm the scope of their support and agree key milestones. We have now met with all Parish Councils to identify gaps in the exiting network. We have made it clear that any CIL contributions from parish/town councils could increase the likelihood of a scheme being implemented more quickly and will also provide them with much better value for money.






4. People live active and healthy lifestyles					
Ind Ref	Short Description	Previous Figure Q2 2017/18	Current figure Q3 2017/18	Current Target	Current Status
L003	Number of visits to leisure facilities (Quarterly)	832,858	1,292,453	1,084,000	
L015	Number of attendances for junior courses in leisure (Quarterly)	54,525	80,009	84,515	




A clean, green, growing and sustainable place











5: A clean, green, growing and sustainable place			
Sub-Action	Due Date	Status	Comments
5.1 An up-to-date Local Plan that provides for economic growth and protects important open spaces is in place			
5.1.01 Develop a comprehensive Local Plan in line with the Local Development Scheme	31/03/2019		Draft Local Plan and updated Local Development Scheme scheduled for January Executive meeting. Consultation on Draft Local Plan scheduled for Feb - March 2018.
5.2 The right levels and types of housing are both approved and delivered			
5.2.02 Complete the Strategic Housing Market Assessment (SHMA) and establish the Borough housing target to be delivered by 2036	31/03/2019		Berkshire (including S Bucks) SHMA completed and published
5.2.03 Ensure suitable mitigation measures to protect the Thames Basin Heath Special Protection Area are secured to enable delivery of housing through the planning process	31/03/2019		Continuing lack of SANG capacity in north of the Borough means that strategic SANG capacity cannot be offered for larger windfall sites (10+ units) including prior approvals for office conversions in parts of the Borough. Updated draft SPA Supplementary Planning Document was approved for consultation by Executive in December. Consultation scheduled for Jan-Feb 2018 and adoption April 2018.
5.3 Appropriate infrastructure development is completed to support housing growth including; Warfield Link Road Coral Reef Junction Jennetts Park town centre			
5.3.01 Deliver the transport improvements identified within the Infrastructure Delivery Plan Transport Assessments and the Strategic Transport Action Plan	31/03/2019		The Transport Capital Programme continues to incorporate Borough led transport improvements which result from new development and the Strategic Transport Action Plan, most notably on the A322, A329 and A3095 strategic corridors but also local junctions and corridors. Developer led improvements continue to be managed through the S106 and S278/38 processes.
5.3.02 Undertake a review of the Community Infrastructure Levy (CIL) charging schedule	31/03/2018		The Autumn statement indicated that government will consult on potentially significant changes to CIL but it seems that CIL will continue in some form. CIL is still providing significant income with over £3.1 million secured in 2017/18 by the end of December.
5.4 Neighbourhood Plans and Community Infrastructure Levy (CIL) to support local community facilities and other infrastructure are in place			
5.4.01 Develop agreement of the Borough Council and Town and Parish Councils CIL spending priorities	31/03/2019		The Council and the Town & Parish Councils are in dialogue regarding infrastructure projects and priorities and these are being developed in the Council's Infrastructure Delivery Plan, and being identified through Neighbourhood Plans. Where there are opportunities to bring funding together to deliver these projects, these are being explored.
5.6 Resident satisfaction levels with parks and open spaces is maintained			



5.6.01 Delivery of Special Protection Area (SPA) mitigation with enhancement to Suitable Alternative Natural Green Space (SANGS)	31/03/2019		Work is progressing well to enhance and maintain SANG sites in mitigation of the SPA. SPA mitigations and the latest financial information is monitored monthly to ensure the level of enhancement is appropriate to meet the projected development. Regular reports are provided to the SPA board outlining performance.
5.7 Cleanliness of the borough is maintained to defined environmental standards			
5.7.01 Maintain public realm land to relevant Environmental Protection Act (EPA) and contractual standards	31/03/2019		Recruitment problems continue with the loss of two experienced operatives in the quarter. Once teams became familiar with their new areas performance improved especially with leaf clearance which was more efficient than in previous years. Overflowing litter bins were the main problem - now rectified. New monitoring system implemented.
5.7.02 Take appropriate action in response to fly tips on Council owned and private land	31/03/2019		22 Service requests were received by PPP relating to Flytipping – all were investigated. 1 FPN was served in relation to flytipping
5.8 The cost of waste disposal supported by a recycling rewards scheme is reduced			
5.8.01 Increase recycling and reduce dependence on landfill	31/03/2019		
5.8.02 Increase the number of recycling sites across the Borough including the Town Centre and revise Waste Planning Guidance for developers	31/03/2019		New underground recycling site at Cabbage Hill now open and being used but not being actively promoted as the land is still owned by the developer. Continuing to look for new sites and a number planned for new developments.
5.8.03 Implement a new Waste Strategy to 2020	31/03/2019		
5.8.04 Continue to support the development of the recycling reward scheme	31/03/2019		I Pad was won by a resident from Sandhurst who said he would give it to his daughter for Christmas. Surplus recycling reward points were used up with this competition and continue to be donated to help good causes the latest being the Sandhurst Stroke and Disabled Club who received £466.




5. A clean, green, growing and sustainable place					
Ind Ref	Short Description	Previous Figure Q2 2017/18	Current figure Q3 2017/18	Current Target	Current Status
NI157a	Percentage of major applications determined in 13 weeks (Quarterly)	88%	80%	85%	
NI157b	Percentage of minor applications determined in 8 weeks (Quarterly)	95%	96%	85%	
NI157c	Percentage of other applications determined in 8 weeks or within an agreed extension of time period (Quarterly)	99%	98%	85%	
NI192	Percentage of household waste sent for reuse, recycling and composting (Cumulative figure reported quarterly in arrears)	41.6%	Reported in arrears	45%	
NI193	Percentage of municipal waste land filled (Cumulative figure reported quarterly in arrears)	10.60%	Reported in arrears	18%	

L241	Income from CIL (Quarterly)	211,676	1,713,797	1,237,500	
L284	Number of homes given planning permission (Quarterly)	306	407	487	
L286	Percentage of successful planning appeals (Quarterly)	43.0%	50.0%	68.0%	

Section 3: Operational Priorities

7: Operational			
Sub-Action	Due Date	Status	Comments
7.4 Environment Culture & Communities			
7.3.08 Maintain promotional materials (e.g. the business website) to promote the borough as a business location.	31/03/2019		No further update
7.4.01 Continue to benchmark income/charges against market rates (Building Control & Land Charges) to ensure charges are competitive	01/04/2019		Charges are monitored against local market rates and are continuing to recover costs as required.
7.4.02 Ensure chargeable activities are reflective of actual service costs incurred in Planning and Transport	30/09/2016		Fees and charges are regularly reviewed, a number of projects within the transformation reviews will seek to increase income and cover the costs of the services provided.
7.4.04 Use monthly budget monitoring reports to identify and address any emerging overspends promptly	31/03/2018		Whilst the third quarter has seen three significant overspends reported (Street Lighting £400k, Parks and Countryside £200k, EHPCC £107k) these have been offset by an increase in underspends. The most material underspends are Waste Management £457k, Bracknell Leisure Centre £100k, Concessionary Fares £200k. The department is reporting an underspend of £202k, plus 3 emerging issues with a net position of an £80k overspend taking the overall position to an underspend of £122k.
7.4.05 Support and promote Primary Authority initiative in respect of trading standards and environmental health	31/03/2018		One new application for a PA partnership was made
7.4.06 Use the food hygiene rating system to seek improvements in Food Hygiene standards in the borough	31/03/2019		The Broadly Compliant Indicator which is used to determine the percentage of food premises that meet satisfactory compliance (as rated by Inspecting Officers) for the manufacture, preparation and sale of food remains high at 96%. We are currently on target for the food inspections programme for premises rated A – D ('A' being the highest risk food premises)
7.4.07 Work in partnership with the Town and Parish Councils to ensure a co-ordinated approach to infrastructure improvements	31/03/2019		A proportion of CIL income has been paid to Town and Parish Councils in accordance with the Regulations. Further input on infrastructure is being provided through support for Neighbourhood Development Plans. Changes to CIL may result in changes to, or the withdrawal of, the significant proportion of CIL being passed to Parish and Town Councils.
7.4.08 Facilitate public safety on the transport network by making improvements to the physical infrastructure of the highway network	31/03/2018		In the first three quarters of 2017 (calendar year), Bracknell Forest has seen a reduction in collisions and casualties across all road user groups. Collisions involving young drivers continue to reduce in line with the overall downward trend. Police accident records continue to be analysed and road safety

			schemes developed where trends can be identified and intervention is likely to benefit.
7.4.09 Continue joint visits with Thames Valley Police on licensing underage sales and road safety checks in order to improve public safety	31/03/2019		We have done no work with TVP on taxi licensing checks and there have been no visits this quarter.
7.4.10 Work with the Berkshire Safety Partnership on road safety matters including - casualty reduction road safety awareness speed management public safety at events road safety audit of transport proposals	31/03/2019		Safety campaigns are still ongoing working with local business and schools and regular meetings are taking place with the authorities that form the RSA partnership following the renewal of the contract in July 17.

7. Operational					
Ind Ref	Short Description	Previous Figure Q2 2017/18	Current figure Q3 2017/18	Current Target	Current Status
L183	Percentage of food establishments in Bracknell Forest rated 4 or above on the food hygiene rating scheme at the end of the quarter (Quarterly)	N/A	88.4%	97.0%	
L299	Town centre car park usage (number of transactions) (Quarterly)	390,000	378,000	N/A	N/A
L300	Percentage of weekly inspections in the new Town Centre Public Realm areas where agreed cleanliness standards are achieved (Quarterly)	96.90%	92.79%	95.00%	
L305	Percentage of Street Cleansing and Grounds Maintenance inspections across the borough where quality of work meets EPA cleanliness and contractual standards (Quarterly)	98.6%	97.2%	98.5%	

Annex A: Financial information

ENVIRONMENT, CULTURE & COMMUNITIES BUDGET MONITORING 2017/18

	Net Original Budget	Virements & Budget Cf/wds	Current Approved Budget	Amount Spent to Date	% Spent to Date	Departments Projected Outturn	Variance Over/(Under) Spend	Variance This Month
2017/18	£000	£000	£000	£000		£000	£000	£000
Director of Environment, Culture & Communities								
Director and Support	206	-13 d	193	136	70%	193	0	0
Training, Marketing, Research and Development	19	0	19	9	47%	19	0	0
	225	-13	212	145		212	0	0
Chief Officer Leisure & Culture								
Archives	107	0	107	80	75%	107	0	0
South Hill Park	314	0	314	230	73%	314	0	0
Sports Development & Community Recreation	73	0	73	30	41%	73	0	0
The Look Out	-98	16 b	-72	-222	308%	-162	-90	0
Edgbarow/Sandhurst Sports Centres	7	-7	0	11	0%	0	0	0
Bracknell Leisure Centre	599	-44 b	555	242	44%	455	-100	-100 i
Coral Reef	-61	43 b	-18	353	-1961%	-18	0	0
Haimanswater Swimming Pool	7	0	7	5	71%	7	0	0
Easthampstead Park Conference Centre	184	10	194	247	127%	301	107	96 d
Horseshoelake Water Sports	26	0	26	12	46%	26	0	0
Downshire Golf Complex	-62	38 b	-14	-188	1343%	-14	0	0
Libraries	1,369	66 b	1,435	975	68%	1,475	40	0
	2,485	122	2,607	1,775		2,564	-43	-4
Chief Officer Environment & Public Protection								
Waste Management	7,636	4 b	7,640	3,767	49%	7,183	-457	-457 b,j
Street Cleaning	750	76 b	826	410	50%	826	0	0
Highway Maintenance (Including Street Lighting)	2,740	28 b	2,768	1,550	56%	3,168	400	400 g
On/Off Street Parking	-258	8 b	-250	472	-189%	-250	0	0
Easthampstead Park Cemetery & Crematorium	-1,091	6 b	-1,085	-675	62%	-1,095	0	0
Regulatory Services (Including Licensing)	1,009	-74 b,g	935	-88	-10%	935	0	0
Emergency Planning	72	16 b	88	22	25%	88	0	0
Environmental Services	638	30 a,b	668	272	41%	668	0	-14 a
Other	232	-58 b	174	75	43%	174	0	0
	11,728	36	11,764	5,795		11,707	-57	-71
Chief Officer Planning, Transport & Countryside								
Transport Policy, Planning & Strategy	693	-101 b	592	362	61%	562	-30	-30 e
Traffic Management & Road Safety	615	-22 b	593	384	65%	593	0	0
Public Transport Subsidy incl Concessionary Fares	1,661	47 e	1,708	859	50%	1,508	-200	-200 f
Building Control	10	3 b	13	-132	-1015%	13	0	0
Development Control	107	23 b	130	85	65%	130	0	0
Planning Policy (including Local Transport Plan)	441	134 b	575	442	77%	575	0	0
Local Land Charges	-73	4 b	-69	-46	67%	-69	0	0
Parks, Open Spaces and Countryside	997	84 b	1,081	531	49%	1,256	175	175 c
Regeneration & Economic Development	0	177 f	177	-494	-279%	177	0	0
Other	239	-20 b	219	121	55%	219	0	0
	4,690	329	5,019	2,112		4,964	-55	-55
Chief Officer Performance & Resources								
Departmental Management	424	-9 b,c	416	287	69%	416	0	0
Departmental Support Services	978	-388 b,d	590	614	104%	583	-7	-7 k
Departmental Personnel Running Expenses	53	-2 d	51	12	24%	51	0	0
Departmental Office Services Running Expenses	102	-5 d	97	16	16%	87	-10	-10 h
Departmental IT Running Expenses	174	-85 d	89	12	13%	89	0	0
Smart Card	173	30	203	57	28%	203	0	0
	1,904	-458	1,446	998		1,429	-17	-17
Total Cash Budgets	21,032	16	21,048	10,825	51%	20,876	-172	-147
Non Cash Budgets								
IAS19	859	0	859	0		859	0	0
Corporate / Departmental Recharges	2,886	0	2,886	0		2,886	0	0
Capital Charges	11,051	0	11,051	0		11,051	0	0
	14,796	0	14,796	0		14,796	0	0
TOTAL ENVIRONMENT & LEISURE SERVICES	35,828	16	35,844	10,825		35,672	-172	-147
Memorandum item :-								
Devolved Staffing Budget			14,763			14,763	0	

Financial Information – Table 1

Virements

Note	Total	Explanation
	£'000	
	410	Total Virements Reported in First Quarter
	0	Total Virements Reported in Second Quarter
a	13	<p>Environmental Services</p> <p>Whilst the surface area of the grass in the central reservation in Millennium Way has been reduced as part of the scheme, there is still an amount that requires cutting. In order to reduce costs this will be done out of hours, but the costs are £13,500 and therefore a pressure on the budget. This will also need to be considered as part of the 2018-19 budget proposals.</p>
b	0	<p>Salaries</p> <p>Salary allocations have been amended to reflect current service provision within the department, the net effect of these changes is nil.</p>
c	(25)	<p>PA Review</p> <p>Following the cross departmental review of the PA provision a saving of £24,830 has been made within ECC with a reduction one PA post.</p>
d	(524)	<p>CWSS</p> <p>Following completion of Phase I of the CWSS transformation project staff and associated budgets totalling £523,700 have been transferred to the Resources Directorate.</p>
e	(35)	<p>Bus Station</p> <p>The management of the bus station has been transferred to Property Services in the Resources Directorate. The budget of £35,490 has been transferred accordingly.</p>
f	177	<p>Regeneration & Economic Development</p> <p>Following the restructure within the Chief Executives Office, the responsibility for Town Centre and Regeneration Budgets has transferred to Planning, Transport & Countryside. The total budget transfer is £176,350</p>
g	0	<p>Regulatory Services</p> <p>Budgets have been realigned to reflect the service is now delivered through Berkshire Public Protection Partnership a joint service with West Berks and Wokingham.</p>
	(394)	Total Virements Reported in Third Quarter
	16	Total Virements Reported To Date

Financial Information - Table 2

Variances

Note	Total	Explanation
	£'000	
	(25)	Total Variances Reported in First Quarter
	0	Total Variances Reported in Second Quarter
a	(14)	<p>Environmental Services</p> <p>Whilst the surface area of the grass in the central reservation in Millennium Way has been reduced as part of the scheme, there is still an amount that requires cutting. In order to reduce costs this will be done out of hours, but the costs are £13,500 and therefore a pressure on the budget. This will also need to be considered as part of the 2018-19 budget proposals.</p>
b	(362)	<p>Waste Management</p> <p>The latest re3 PFI projected outturn for 2017-18 is an underspend of £393,819, this is based on actual tonnages for April to September, provisional tonnage for October to November and forecasts from December the planned shutdown of Lakeside is now March 2018</p> <p>Alterations at Smallmead to allow the processing of pots, tubs and trays have meant that Reading will incur capital costs of £166,000, the BFC share of this cost is £31,800. Re3 will recharge Bracknell via the annual revenue reconciliation. In order for this to be accounted for correctly a revenue contribution to capital for this amount will need to be made.</p>
c	175	<p>Parks Open Space & Countryside</p> <p>Based on a projection of house building within the borough of Surrey Heath, particularly Camberley, it is unlikely that the income received from Surrey Heath for SANGS capacity at Shepherds Meadow will achieve the income target set in the 2016-17 budget savings proposals. The shortfall and pressure is estimated to be £200k.</p> <p>In order to mitigate some of this overspend, a review of budgets has identified £25k of repairs and maintenance budgets across various sites which can be saved in year and therefore reduce the overall pressure.</p>
d	96	<p>Easthampstead Park Conference Centre</p> <p>Income from both weddings and bereavements is down this partially offset by a reduction in expenditure taking the net overspend to £107,000, £11,000 of which has previously been reported.</p>
e	(30)	<p>Transport Policy, Planning and Strategy</p> <p>The income received for NRSWA penalties is anticipated to exceeded.</p>
f	(200)	<p>Concessionary Fares</p> <p>There has been a decline in trip rates over the past few years and this has continued through the first half of the year. The anticipated increase in trip rates in the third quarter, following the opening of the town centre, has not been as anticipated however this will continue to be monitored.</p>
g	400	<p>Highways</p> <p>Electricity budgets were reduced to reflect the anticipated saving from the LED capital project. However due to delays in the project these savings have not been realised in this financial year. The estimated savings of the project are to be reviewed and may impact on future year's budgets.</p>

Note	Total	
	£'000	
h	(10)	Departmental Office Services Sponsorship income received is in excess of budget.
i	(100)	Bracknell Leisure Centre Indications are the Leisure Centre is continuing to deliver on the increased income seen in the previous financial year. Due in the main to changes in the marketing and sales functions, implementing initiatives which have seen an increase in memberships profiled projections are an underspend of £100k.
j	(95)	Waste Management Income from brown bin charges is projected to be in excess of budget.
k	(7)	Departmental Support Services Due to the CWSS review there was less training undertaken within Performance and Resources leading to an underspend.
	(147)	Total Variances Reported in Third Quarter
	(172)	Variances Reported to Date

Financial Information - Table 3

CAPITAL MONITORING 2017/18

Cost Centre	Cost Centre Description	Approved Budget	Cash Budget 2017/18	Expenditure to Date	Current Comments	Estimated Outturn 2017/18	Carry Forward 2018/19	(Under) / Over Spend	Div	Target for Completion	Current Status of Project / Notes
		£000's	£000's	£000's	£000's	£000's	£000's	£000's			
YL009	Minor Works Programme	37.7	37.7	32.8	5.4	37.7	0.0	0.0	L&C	Mar-18	BLC spa ceiling ordered and due to be installed. BLC fitness equipment in place. DGC improvements ongoing, will be all spent by end Feb 2018
76											
YL011	Parks & Open Spaces S106 Budget Only	35.4	35.4	7.9	15.2	35.4	0.0	0.0	PTC	Mar-18	Delays to approval of Biodiversity Enhancements from 16/17 have led to some work programmes falling into 2017/18.
YL152	Grass Cutting Equipment	35.0	35.0	35.2	0.0	35.2	0.0	0.2	L&C	Jul 17	Complete
YL255	Minor Works/Improvements	77.4	77.4	12.6	30.4	77.4	0.0	0.0	L&C	Mar-18	Security gates at EPCC - works ongoing. Orders for new exhibits at The Look Out are being

Cost Centre	Cost Centre Description	Approved Budget	Cash Budget 2017/18	Expenditure to Date	Current Comments	Estimated Outturn 2017/18	Carry Forward 2018/19	(Under) / Over Spend	Div	Target for Completion	Current Status of Project / Notes
		£000's	£000's	£000's	£000's	£000's	£000's	£000's			
											planned.
YL265 77	SPA Mitigation Strategy (S106)	347.9	347.9	0.0	0.0	347.9	0.0	0.0	PTC	Mar-18	Implementation of project works is subject to planning approvals for new housing and associated s106 agreements (re. The Thames Basin Heaths SPA). Progress and priorities are reviewed monthly in liaison with Spatial Policy and Finance. Relevant levels of work are planned to maintain pump priming.
YM007	Capitalisation of Revenue (Highways)	247.1	247.1	29.7	2.2	247.1	0.0	0.0	EPP	Mar-18	Further works to follow in Spring 2018.
YP001	School Warning Lights	42.3	42.3	38.9	0.0	38.9	0.0	-3.4	PTC	Mar 18	Works complete
YP003	Mobility/ Access Improvement Schemes	277.3	240.0	169.4	9.9	240.0	37.3	0.0	PTC	Mar 18	Binfield Road cycleway yet to commence, predicted scheme of £40k leaving a carry

Cost Centre	Cost Centre Description	Approved Budget	Cash Budget 2017/18	Expenditure to Date	Current Comments	Estimated Outturn 2017/18	Carry Forward 2018/19	(Under) / Over Spend	Div	Target for Completion	Current Status of Project / Notes
		£000's	£000's	£000's	£000's	£000's	£000's	£000's			
											forward on this rolling programme.
YP006	Local Safety Schemes	116.1	116.1	85.0	1.4	125.8	0.0	9.7	PTC	Mar 18	A3095 Mill Lane civil works complete. Remainder of works on programme
YP007	Maintenance Street Lighting	171.2	171.2	160.2	4.0	171.2	0.0	0.0	EPP	Mar-18	Works projects in progress
YP009	Structural Maintenance of Bridges	189.9	189.9	54.9	19.8	189.9	0.0	0.0	EPP	Mar-18	Works on site will begin as road space permits.
YP013	Land Drainage	170.4	150.4	13.7	120.1	150.4	20.0	0.0	EPP	May-18	Works on site will begin as space permits and contractor resources allow.
YP113	Road Surface Treatments	1,749.2	1,749.2	1,208.3	358.6	1,749.2	0.0	0.0	EPP	Mar-18	Further works programmed for March 2018.
YP162	Traffic Management Schemes	59.1	59.1	32.4	0.3	55.7	0.0	-3.4	PTC	Mar 18	One final speed management scheme to be constructed in February 2018.
YP225	Traffic Modelling	17.9	17.9	0.0	0.0	17.9	0.0	0.0	PTC	Mar 18	Model refresh delayed until post Town Centre opening. Total

Cost Centre	Cost Centre Description	Approved Budget	Cash Budget 2017/18	Expenditure to Date	Current Comments	Estimated Outturn 2017/18	Carry Forward 2018/19	(Under) / Over Spend	Div	Target for Completion	Current Status of Project / Notes
		£000's	£000's	£000's	£000's	£000's	£000's	£000's			
											refresh cost estimated at £250k.
YP247	Bracknell Railway Station Enhancements	15.0	15.0	0.0	0.0	15.0	0.0	0.0	PTC	Mar 18	Payment to SHP to commission artwork.
YP258 79	SANGS - Enhancement Works	69.9	69.9	141.7	25.4	167.1	0.0	0.0	PTC	Mar 18	Budget required for pump priming work for SANGS, potential works arising from Regulation 63 of Habitat Regulations.
YP269	Residential Street Parking	160.6	160.6	54.5	0.3	160.6	0.0	0.0	PTC	Mar 18	Works are on site to a total value of £260k including the money to be received from BFH. Final scheme for £27k to be constructed in March 2018.
YP306	Maintenance of Car Parks	346.0	296.0	278.2	13.4	296.0	50.0	0.0	EPP	Mar 18	Deck and redecoration works to High St and Braccan walk outstanding
YP349	Green & Blue Waste Bins	22.5	22.5	22.5	0.0	22.5	0.0	0.0	EPP	Mar-18	Transfer from Revenue for the purchase of blue &

Cost Centre	Cost Centre Description	Approved Budget	Cash Budget 2017/18	Expenditure to Date	Current Comments	Estimated Outturn 2017/18	Carry Forward 2018/19	(Under) / Over Spend	Div	Target for Completion	Current Status of Project / Notes
		£000's	£000's	£000's	£000's	£000's	£000's	£000's			
											green bins.
YP355	Town Centre Highway Works	1,582.2	1,582.2	1,621.3	0.0	1,582.2	0.0	0.0	PTC	Mar-18	Awaiting final invoices
YP359	Play Area Rolling Programme	70.0	70.0	0.0	0.0	70.0	0.0	0.0	PTC	Mar 18	Works complete, costs to be transferred.
YP422	Upgrade Leisure Management System	16.1	16.1	11.4	0.0	16.1	0.0	0.0	P&R	Aug 17	Coral Reef opened as planned. Minor IT issues resolved. Final invoices being paid.
YP439	Urban Traffic Management Control	181.0	181.0	91.3	54.7	181.0	0.0	0.0	PTC	Mar-18	Schemes have been programmed for completion throughout the year. Completion of Bluetooth journey monitoring system linked to Downshire Bus Gate works and the town centre preparation works will be completed in 2017-18.

Cost Centre	Cost Centre Description	Approved Budget	Cash Budget 2017/18	Expenditure to Date	Current Comments	Estimated Outturn 2017/18	Carry Forward 2018/19	(Under) / Over Spend	Div	Target for Completion	Current Status of Project / Notes
		£000's	£000's	£000's	£000's	£000's	£000's	£000's			
YP442	Coral Reef Enhancement Project	4,060.7	4,060.7	4,398.9	52.5	4,451.4	0.0	390.7	L&C	Sep-17	Works complete and Practical Completion achieved on the 21 September 2017 - Final account agreed £12,320m - Project in defect till 20 Sept 2018.
YP443	Bus Station Improvements	0.0	0.0	5.4	0.0	0.0	5.4	0.0	PTC	Apr 17	Complete
YP446	Access to Employment Areas	27.1	27.1	6.2	0.0	13.6	0.0	-13.5	PTC	Mar 18	Sustrans cross boundary national cycle route still not able to be signed. Some budget being used for pedestrian and cycle signs to eastern business areas from station.
YP451	Car Park Improvement / Refurbishment	87.9	37.9	1.0	15.2	37.9	50.0	0.0	EPP	May 18	Awaiting CCTV upgrades and links to High St from Braccan walk
YP456	Update Traffic Signal Infrastructure	227.6	97.6	0.0	11.3	97.6	130.0	0.0	PTC	May 18	Signal refurbishment linked to safety schemes resulting in delay in progressing work.

Cost Centre	Cost Centre Description	Approved Budget	Cash Budget 2017/18	Expenditure to Date	Current Comments	Estimated Outturn 2017/18	Carry Forward 2018/19	(Under) / Over Spend	Div	Target for Completion	Current Status of Project / Notes
		£000's	£000's	£000's	£000's	£000's	£000's	£000's			
YP458	Road Surfacing - Pot Hole Fund	125.0	125.0	44.4	44.5	125.0	0.0	0.0	EPP	Mar-18	Projects at planning phase
YP459	Improvements Lily Hill Park - Bracknell Rugby Club	17.7	17.7	17.7	0.0	17.7	0.0	0.0	PTC	Dec 17	Complete
YP462	Replacement Leisure Management Card Payment Devices	8.3	8.3	0.8	0.0	8.3	0.0	0.0	P&R	Jun 17	Project complete
82 YP465	Warfield Link Road - Local Growth Fund	0.3	0.3	0.0	0.0	0.3	0.0	0.0	PTC	Mar-18	Final payment has been made. Completion of the road funded by Berkleys who have contributed £1.7m to the scheme.
YP473	Bill Hill Improvement Works	17.0	17.0	17.6	0.0	17.6	0.0	0.6	PTC	Mar 18	Works complete
YP476	Replacement of M3 Software (Invest to Save)	34.3	34.3	23.3	1.0	24.3	0.0	0.0	P&R	Sep-17	Project complete, awaiting invoices from PPP

Cost Centre	Cost Centre Description	Approved Budget	Cash Budget 2017/18	Expenditure to Date	Current Comments	Estimated Outturn 2017/18	Carry Forward 2018/19	(Under) / Over Spend	Div	Target for Completion	Current Status of Project / Notes
		£000's	£000's	£000's	£000's	£000's	£000's	£000's			
YP478	Bracknell Railway Station Improved Passenger Facilities	205.0	205.0	205.0	0.0	205.0	0.0	0.0	PTC	Mar-18	Complete
YP479	Replacement Led Street Lights	5,682.9	4,682.9	1,030.2	1,650.0	4,682.9	1,000.0	0.0	EPP	Dec-18	Works in progress on site.
YP482 ∞ Ω	Chapel at Cem & Crem	935.1	735.1	299.2	435.9	735.1	200.0	0.0	EPP	May 18	Chapel works significantly behind. Foundations to be replaced.
YP483	Leisure Replacement Catering System	45.7	45.7	46.5	0.0	46.5	0.0	0.8	P&R	Aug-17	Coral Reef opened as planned. Minor IT issues resolved. Final invoices being paid.
YP484	BLC Main Sports Hall Refurbishment	7.4	7.4	7.4	0.0	7.4	0.0	0.0	L&C	Feb 18	Majority of works completed during Nov 2016. Looking to spend remainder before end Feb 2018
YP485	Bracknell Library - Introduction Self Service	210.0	210.0	0.0	0.0	210.0	0.0	0.0	P&R	Mar-18	Contract awarded. Contract due to be signed. Kick off meeting for implementation took place on the 21st November.

Cost Centre	Cost Centre Description	Approved Budget	Cash Budget 2017/18	Expenditure to Date	Current Comments	Estimated Outturn 2017/18	Carry Forward 2018/19	(Under) / Over Spend	Div	Target for Completion	Current Status of Project / Notes
		£000's	£000's	£000's	£000's	£000's	£000's	£000's			
YP486	Trees Woodland Management	75.0	75.0	0.0	0.0	75.0	0.0	0.0	PTC	Mar-18	Significant preparation work underway, strategy development, forestry commission approvals etc
YP487	Downshire Way Widening Ph2	96.5	96.5	96.5	0.0	96.5	0.0	0.0	PTC	May 17	Works complete
YP488 84	Martins Heron Roundabout	3,742.0	1,000	868.6	260.0	1,000.0	2,742.0	0.0	PTC	Jan 19	Work has commenced in London Road and will start again in January 2018 on London Road and Martins Heron.2 year scheme.
YP491	Leisure Sites Equipment	7.4	7.4	0.0	6.0	7.4	0.0	0.0	L&C	Mar 18	Orders raised
YP492	GIS Replacement (Invest To Save)	11.1	11.1	1.3	0.0	1.3	0.0	-9.8	P&R	Jun-17	Project complete
YP493	Charles Square Car Park Lifts (S106)	66.0	66.0	66.0	0.0	66.0	0.0	0.0	EPP	Aug 17	Complete
YP496	Beedon Drive Open Spaces (S106)	8.9	8.9	9.1	0.0	9.1	0.0	0.1	PTC	Mar 18	Works complete

Cost Centre	Cost Centre Description	Approved Budget	Cash Budget 2017/18	Expenditure to Date	Current Comments	Estimated Outturn 2017/18	Carry Forward 2018/19	(Under) / Over Spend	Div	Target for Completion	Current Status of Project / Notes
		£000's	£000's	£000's	£000's	£000's	£000's	£000's			
YP497	Subway Improvements	23.3	23.3	10.8	0.0	23.3	0.0	0.0	EPP	Mar 18	In progress
YP500	South Hill Park (S106)	1.0	1.0	0.0	0.4	1.0	0.0	0.0	PTC	May 17	In progress
YP502	Frog & Domesday Copse (S106)	5.0	5.0	4.3	0.6	5.0	0.0	0.0	PTC	Apr 17	Remaining budget to be spent on Domesday Copse.
YP503	South Hill Park	146.1	66.7	66.7	0.0	66.7	79.4	0.0	L&C	Mar 18	Investment in SHP to ensure future year's savings are achieved.
YP505	New Cash Mechanisms for Parking	20.0	20.0	25.8	0.0	25.8	0.0	5.8	EPP	Aug 17	Complete
YP506	BSLC Replacement Locker Locks	20.0	20.0	14.4	3.4	20.0	0.0	0.0	L&C	Mar 18	Complete, awaiting invoices
YP507	Replacement works to toilet area BLC	56.0	56.0	0.0	51.6	56.0	0.0	0.0	L&C	Mar 18	Work ordered and due to be undertaken Dec 17/Jan 18
YP508	Cem & Crem - Park Area Pathways	35.0	35.0	0.0	0.0	35.0	0.0	0.0	EPP	Mar 18	Works commencing Feb/Mar 18.
YP509	Cem & Crem - Burial Area Memorial Grips	20.0	20.0	12.0	0.0	20.0	0.0	0.0	EPP	Mar 18	Works underway

Cost Centre	Cost Centre Description	Approved Budget	Cash Budget 2017/18	Expenditure to Date	Current Comments	Estimated Outturn 2017/18	Carry Forward 2018/19	(Under) / Over Spend	Div	Target for Completion	Current Status of Project / Notes
		£000's	£000's	£000's	£000's	£000's	£000's	£000's			
YP510	Management of Parks & Countryside Open Spaces on Confirm	35.0	35.0	0.0	0.0	35.0	0.0	0.0	PTC	Mar 18	Ongoing
YP511	Downshire Way Phase 3	12.0	12.0	12.0	0.0	12.0	0.0	0.0	PTC	Mar 18	Works complete
YP512	Binfield Road Capacity/Safety Improvements	45.0	45.0	32.9	0.0	45.0	0.0	0.0	PTC	Mar 18	Design works underway
YP513	Binfield Road/Forest Road Junction Improvement	55.0	55.0	40.0	0.0	55.0	0.0	0.0	PTC	Mar 18	Design works underway
YP516	Ambarrow Crescent (S106)	5.2	5.2	2.3	1.2	5.2	0.0	0.0	PTC	Mar 18	Improvements are underway to make a new community garden with raised beds, a new path and pond.
YP517	Popes Meadow Paths (S106)	24.8	24.8	0.0	0.0	24.8	0.0	0.0	PTC	Mar 18	This is being looked at in conjunction with the path improvements at Westmorland Park and Harvest Hill. Quotes received

Cost Centre	Cost Centre Description	Approved Budget	Cash Budget 2017/18	Expenditure to Date	Current Comments	Estimated Outturn 2017/18	Carry Forward 2018/19	(Under) / Over Spend	Div	Target for Completion	Current Status of Project / Notes
		£000's	£000's	£000's	£000's	£000's	£000's	£000's			
YP518	Westmorland Park (S106)	41.7	16.7	0.0	16.7	16.7	25.0	0.0	PTC	Mar 18	The Path works are being looked at in conjunction with the path improvements at Pope's Meadow and Harvest Hill. Quotes received. The carry forward is for a MUGA.
YP519	Allsmoor Lane (S106)	10.2	0.0	0.0	0.0	0.0	10.2	0.0	PTC	Mar 19	Works to be completed 18-19
87 YP520	Newt Reserve (S106)	6.0	6.0	0.1	0.0	6.0	0.0	0.0	PTC	Mar 18	Newt sculpture and woodland understorey improvement works to be undertaken.
YP521	Faringham Ride (S106)	6.8	6.8	0.0	5.3	5.3	0.0	-1.5	PTC	Mar 18	Orders issued
YP522	Savernake Park (S106)	1.0	1.0	0.0	1.0	1.0	0.0	0.0	PTC	Mar 18	Orders issued
YP523	Wentworth Way (S106)	2.0	2.0	0.0	1.0	2.0	0.0	0.0	PTC	Mar 18	Orders raised for path surface upgrades, balance to be spent on woodland understorey enhancements.

Cost Centre	Cost Centre Description	Approved Budget	Cash Budget 2017/18	Expenditure to Date	Current Comments	Estimated Outturn 2017/18	Carry Forward 2018/19	(Under) / Over Spend	Div	Target for Completion	Current Status of Project / Notes
		£000's	£000's	£000's	£000's	£000's	£000's	£000's			
YP524	Harvest Hill (S106)	5.0	5.0	0.0	0.0	5.0	0.0	0.0	PTC	Mar 18	This is being looked at in conjunction with the path improvements at Westmorland Park and Pope's Meadow
YP525	Snaprails Park (S106)	5.4	5.4	2.2	0.0	5.4	0.0	0.0	PTC	Mar 18	All ability picnic benches purchased, ongoing project.
YP526	Urban Tree Project (S106)	16.8	5.8	0.0	0.0	5.8	11.0	0.0	PTC	Mar 18	Ongoing
YP528	Town Centre Cleansing Equipment	52.1	52.1	52.1	0.0	52.1	0.0	0.0	EPP	Jul 17	Complete
YP529	Downshire Way Duelling	38.0	38.0	0.0	0.0	38.0	0.0	0.0	PTC	Mar 18	Survey works being ordered once quotes received
YP531	Market Street Substation	25.3	25.3	25.3	0.0	25.3	0.0	0.0	PTC	Mar 18	Ongoing
YP532	Town Centre Pre Opening Tidy Up	4.4	4.4	4.4	0.0	4.4	0.0	0.0	PTC	Mar 18	Complete
YP533	Town Centre Art	16.2	16.2	16.2	0.0	16.2	0.0	0.0	PTC	Mar 18	Complete
YP534	Public Realm Grant	433.0	433.0	433.0	0.0	433.0	0.0	0.0	PTC	Mar 18	Complete
		22,903.3	18,460.5	11,999.7	3,183.3	18,927.5	4,442.8	380.0			

Annex B: Annual indicators not reported this quarter

Council Plan indicators

Ind. Ref.	Short Description	Quarter due
2. A strong and resilient economy		
NI167	Congestion - average journey time per mile during the morning peak (Annually)	Q2
5. A clean, green, growing and sustainable place		
NI192	Percentage of household waste sent for reuse, recycling and composting	Q1
NI193	Percentage of municipal waste that goes to landfill	Q1
NI168	Principal roads where maintenance should be considered	Q4
NI169	Non-principal classified roads where maintenance should be considered	Q4
L285	Satisfaction with parks and open spaces	Q4

Operational indicators

Ind. Ref.	Short Description	Quarter due
NI197	Improved local biodiversity - proportion of local sites where positive conservation management has been or is being implemented	Q2
L227	Annual volunteer hours contributed to parks and open spaces	Q4
L228	Annual volunteer hours for the library service	Q4
L304	Number of Green Flag awards	Q4
L296	Percentage of Highways Public liability claims settled	Q4
L306	Percentage of unclassified roads where maintenance should be considered	Q4



QUARTERLY SERVICE REPORT RESOURCES

Q3 2017 - 18
October - December 2017

Executive Members:

Councillor Iain Mc Cracken
Councillor Peter Heydon
Councillor Paul Bettison

Director:

Alison Sanders






Date completed: 07/02/2018

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

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Key

Actions

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

Performance indicators

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

Section 1: Where we are now

Director's overview

Introduction

The last quarter has been a period of unprecedented activity across the Resources Directorate as many teams have been consolidating their new staffing arrangements and building teams whilst also supporting key Transformation Projects across the Council.

This has significantly increased the pressure on already stretched staff which has been compounded by difficulties in recruitment to vacant posts in the highly competitive local economy. Pressure on staff has been evident in increased levels of sickness absence and managers are very aware of needing to carefully manage staff workloads whilst they are covering absent colleagues. This will need to be carefully monitored into the next quarter as there are a number of key milestones in cross Council plans to achieve.

In November the Directorate held a Senior Management Group event which looked ahead to potential service developments and also discussed areas raised by teams from the Looking Forward event held in September. The next Directorate engagement event in February will discuss with teams the ICT Strategy and the One Council: Time 2 Change programme.

Budget and savings delivered for 2017/18

The approved Resources' cash budget for 2017/18 was £13.554m which included economies of £-0.392m and commitments of £-0.704m. The CWSS review resulted in a net budget increase of £0.562m as the part year effect for the transfer of staff to form the new Resources Directorate after taking account of the savings of 10%. The Council Wide PA review has resulted in a saving from Resources of £0.065m. The disaggregation of the Chief Executive's department resulted in a budget decrease of £0.319m and in addition to this budget has been vired from non-departmental headings to take account of the income on the newest commercial property investments that the Council has purchased (£-1.595m).

Transformation projects progress

Council Wide Support Services Review (CWSS)

- A full review of new process implementation was conducted at the December board meeting. Whilst some processes have been successfully implemented there is limited capacity within support services to focus on the implementation of further processes to facilitate self service.
- To support these requirements a Request for Spend has been submitted for additional HR resource to provide backfill to allow the HR Support Hub Manager to focus on the implementation of People Manager in iWorks, development of the cross-functional starters and leavers process and development of intranet content to support self service.
- Elements of self-service reporting have been rolled out for manager use and access to basic employee information for managers is now in place.
- Work will continue next quarter for the online annual leave booking system to be in place for 1 April 2018, using the iTrent HR system.
- A new Payroll Manager has now been appointed which will also release some resource to support the payroll testing required for the implementation of People Manager within iWorks. This appointment also releases staff time to develop the financial systems to support further self service.
- Procurement of the new ICT helpdesk is progressing well. A meeting has taken place with technical and systems staff to discuss technical challenges (including system

interface and workflow via the intranet) of the remaining new processes. This group will continue to meet and ensure technical support is in place for the implementation of new processes.

- Work to develop the new intranet is progressing well. A series of workshops have been set up throughout January to test the beta site with stakeholders from across the council. This includes both small group and 1:1 sessions.
- The project plan and business case spine for the Legal Services Review was agreed at the first Board meeting, held at the end of November.
- Consultation is reaching a conclusion on the staffing structure for the new Business Intelligence Unit with the objective to commence the working of the new unit on 1 April 2018.

Citizen and Customer Contact Review (CCC)

- Volunteering Policy, Volunteering Agreement, Managers' Guidance and Volunteering Handbook have been agreed. Work is underway to develop a borough wide volunteering website.
- Work is ongoing to reduce the reliance on cash and cheque payments and to transfer paper direct debits to an online process, and implement chip and pin technology.
- An implementation plan for the reconfiguration of Time Square reception area, increasing customer self-serve and moving to appointments has been scoped out.
- Post room restructure is on track to make anticipated savings and we continue to look at ways in which we can reduce the use of paper post, and the courier service.
- Telephony analysis is underway to identify potential cost savings and to put a plan together to implement the telephony contact model agreed.
- Social media training is ongoing. Public Health are assisting in supporting the roll out of MusterPoint and GovDelivery. The Social media network team, including Comms continue to meet regularly to assess the successes of this approach and to recommend next steps.
- All web forms are now on the new Achieve system.
- Digital "show and tell" event – We are arranging an event on 29 January and 2 February 2018, to showcase digital developments, new technology, and associated ways of working.
- EDRMS - A number of workshops have been held with staff and ICT and a full report and implementation schedule will be in place for end January 2018 (linked to Enterprise agreement timelines).
- Work is underway with the GIS team to look at merging customer databases; further work is needed on a master data set to support delivery of digital communications.
- We are beginning to look at KPIs and performance measures for customer contact to develop a cross Council dashboard.

We have revisited the CCC future sourcing strategy and approach, looking at areas where we could progress opportunities for sharing, divesting and selling services. We will be approaching key contacts in partner services, Parish and Town Councils and other councils to see where common interests might emerge.

Property Review

- The Council will be reviewing any offers and considering the due diligence of interested parties for its interest in Easthampstead Park Conference Centre. However, no council resolution to dispose of the asset has been made as yet.
- Plans for the redevelopment of the Commercial Centre are being fully appraised. An interim report to CMT has been considered with additional detailed work to be carried out and resubmitted.

- The Council continues to seek opportunities for commercial acquisitions as part of its Commercial Property Investment Strategy, having fully invested £58m to produce net £2.1m annual income. An additional £30m has been released to support the programme through additional investment.
- A competitive dialogue process is being initiated supported by external consultants to seek opportunities to address liabilities at the former landfill site Strongs Heath, London Road.

Progress on other major projects

One Council: Time 2 Change

Pre construction moves were completed in October with over 300 staff having been relocated into new agile working practices. Staff have been offered both furniture and IT equipment to purchase in order to allow them to work from home more comfortably and efficiently and so far over 150 staff have taken this up with money raised being donated to the Mayor's charity. Office furniture has also been donated to local businesses and a Bracknell based charity supporting adults with disabilities in Sierra Leone.

At the end of 2017 only 60 staff and the Democratic function remain in Easthampstead House. These staff and the councillors will start to vacate in February. Easthampstead House will be empty by late April 2018.

Construction of a new atrium with additional space, Council chamber and offices, Chief Executive, Leader and Group rooms and a storage area in the underground car park commenced on Monday 30 October and contractual completion date for the construction phase in Time Square is Friday 23 May 2018 however our contractors are ahead of schedule and 4th Floor South will be handed back in mid January. The new atrium structure is taking shape.

Stage 2 moves will start on 19/20 January with all open plan floors to be completely refitted with new furniture and IT technology by 11 February.

Once again IT internal resources will be used for each move phase. New mobile kit will be allocated to teams prior to the moves to enable flexible and agile working.

Meeting room hardware and software and the Council Chamber AV kit will be installed once construction is complete.

Portman Close has been identified as ICT disaster recovery site replacing the backups, secondary SAN and networking at Easthampstead House. A new fibre link has been ordered to replace the existing link between the Library and Easthampstead House.

Agile working

- 173 Adult Social Care staff upgraded with Windows 10 devices, all with a touch screen and stylus capability for the convertible and detachable devices.
- 858 users have now been assigned the Jabber Softphone in Time Square and Easthampstead House. Customer Services, Revenues and Registrars services are to receive Jabber softphones in advance of the refit of their floor in February.
- 109 users have been upgraded from a PC to a Windows 10 large laptop to allow for hot desking.
- 101 Children's Social Care have chosen their preferred Windows 10 device.

- 31 Senior Officers have chosen their preferred Windows 10 device to support paperless meetings.
- The migration from Blackberry to the Samsung J5 devices has commenced targeting over 250 users across the Council.
- The migration from standard Nokia mobile phones to the Samsung J3 device has commenced with over 230 completed.
- E Learning pages have been developed and this includes 'how to' videos under Windows 10 Guides and Videos.
- To support the move to paperless meetings Members will choose their new kit prior to the end of a financial year. Demonstration on the choices of kit is due to start w/c 8 January 2018.
- Members' ICT equipment will be upgraded to a Windows 10 device which provides a robust operating system and offers touch screen functionality and the use of a stylus. The Modern.gov app will be installed on the new laptops, which allows all agenda papers to be available on one device, including confidential pink papers. Papers can be annotated in advance or during a meeting and will be stored automatically.

Microsoft Enterprise Agreement

The agreement was signed in July 2017 for a three year period. This gives right of use for a number of Microsoft products, supporting the ICT and Digital Strategy moving services to the Cloud.

A high level timetable of product deliverables has been produced.

The main products include:

- Active Directory – move to the Cloud – complete.
- Intune – infrastructure set-up and trial of Samsung J5's with Intune complete. J5 replacement of Blackberry devices underway.
- SharePoint – initial technical workshop to inform planning for an EDRMS solution took place which will support the move to a digital post room.
- Exchange in the Cloud – being planned to migrate spring/summer 2018.
- Windows 10 – being rolled out with new devices which commenced in August 2017.
- Office 2016 – to be rolled out once Exchange is in the Cloud.
- Teams (previously called Skype) – will replace Cisco Jabber – commencing preparation work – May 2018.

We are working with a Microsoft Gold partner to assist with the implementation of the products. As products are implemented other products used can be discontinued and savings for these products made.

Community Hubs development

Warfield – the community consultation finished 30 October and the Working Group met to agree the specification and the priorities and scope for compromise and these were shared for comments with ward Councillors at a meeting on 30 November. Property have drawn up a draft specification for the retail element and this has been included along with that for the Community Hub in an updated feasibility study brief, which will go out for tender the first week in January 2018. The feasibility brief is to be completed by the end of April 2018.

Blue Mountain – discussions are still ongoing with the CCG and Binfield GP surgery to explore if an expanded surgery could be co-located with the community facility. A meeting has taken place between BFC and NHS Property Services Ltd and further meetings involving the CCG are planned. S106 contributions have been identified.

Crowthorne – the Working Group met with the architect (Stride Treglown) and developer (L&G) to discuss the specification and proposed designs for the community hub and updated draft plans were provided at the end of December. L&G are currently speaking to planners regarding the removal of the requirement for a temporary community hub and instead bring forward the development of the permanent facility for completion sometime in 2019.

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

- The Council will receive the Independent Remuneration Panel's report and recommendations following its review of the Council's Members' Allowances Scheme.
- The Democratic Services Team will be delivering the scrutiny function pending recruitment to the vacant posts.
- The staff survey deadline was slightly extended after a low initial response rate, and a report from the independent Market Research organisation analysing the results is expected to be released next quarter.
- Workshops are being developed to further roll out the leadership and management role in modelling behaviours and values.
- The HR and Payroll Manager self-service – work is on track for the new online annual leave booking system through ESS to be delivered for 1 April 2018. Elements of self-serve reporting have been rolled out for manager use. Further development of self service options will continue through the year.
- Develop and implement Workforce transformation strategy – this continues to be delivered at pace, leadership and management development programme has been drafted and is ready to roll out next quarter (including coaching and mentoring) as well as a new reward and recognition scheme for all employees that has been developed to embed and reinforce the values and behaviours.

Highlights and remedial action

Good performance

- Libraries Review - The tender evaluation process for the assisted opening and self-service kiosk technologies is now complete and the contract has been awarded. Design work on physical alterations to the libraries is currently in design and should be completed mid March. There are also parallel discussions regarding the future of both Bracknell and Harmans Water libraries.
- Downshire Homes Ltd have completed on 20 house purchases, which completes the target for the year.
- Support provided for the Leisure Review by a number of teams in Resources with a target date for the completion of leases for the three facilities by 31 March 2018.
- Under the Commercial Property Investment Strategy we have fully invested £58m in four properties to produce net £2.1m per annum. Full Council have released an additional £30m to support the programme and deliver full annual net income of £3m per annum.

Areas for improvement

- L293 – Percentage of maintenance projects completed on time and on budget was 70% against a target of 100% which represents 16 of 23 projects completed both on time and on budget during this quarter.

- Crematorium New Chapel - Works commenced on site 10 April 2017. Due to the contractors poor workmanship and performance there has been further delays on site. Currently the contractor is reporting that works will be completed early May 2018.
- L064 debt outstanding as percentage of gross debt – This is relating to the Community infrastructure Levy invoices which can be payable up to 3 years after invoicing.
- L262 voluntary staff turnover - The Q3 figure is 3.4%, which is 0.6% up compared to the same period last year. There can be seasonal variations which can affect this figure however the general trend does seem to be an increasing figure.

Audits and Risks

During quarter 3, three audit reports were issued with a limited assurance opinion. These were Cyber Security including VOIP, Council Tax and Business Rates.

The Resources risk register was reviewed by DMT on 7th December and the following key changes were made:

- The staffing resource risk was increased; and
- The business continuity risk was reduced.

Budget position

Revenue Budget

The original cash budget for the department was £13.554m. Net transfers of £-0.721m have been made bringing the current approved cash budget to £12.833m.

There are four variances to report in the third quarter's monitoring.

The Directorate 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 (Historic Portfolio)	(3,878)	(3,878)	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 £62.321m.










Expenditure to date is £35.175m representing 57% of the budget. The Department currently anticipates 0.2% of the total approved budget to be carried forward into the next financial year.











Section 2: Strategic Themes

Value for money








Sub-Action	Due Date	Status	Comments
1.1 Council Tax is in the lowest 10% nationally amongst similar authorities			
1.1.01 Maintain Council Tax in the lowest 10% nationally of all unitary authorities	31/03/2018		Maintained
1.2 The cost quality and delivery mechanism of all services will be reviewed by 2019			
1.2.01 Implement the Transformation Board work programme for 2017/18 (T)	31/03/2018		The programme is making good progress with most reviews progressing well and £6m of savings identified. The Adults Programme status remains Amber for this reporting period. This reflects the impact of demand pressures which are overshadowing the savings that are being delivered from transformation work. The Children's Programme has been focussed during the autumn on identifying the resource needed to deliver the 7 workstreams and completing project planning. Plan Phase Gateway Reviews for Parks and Countryside and Planning and Building Control are in March.
1.2.05 Undertake a council wide review of Citizen and Customer Contact and implement the findings (T)	31/03/2018		A number of projects are underway to implement the programme. Some digital developments are beginning to be embedded in service areas. Cultural change continues to be a priority.
1.2.06 Undertake a council wide review of support services (HR ICT Finance Property Legal Procurement Performance Management and Business Intelligence) and implement the findings (T)	31/03/2018		Development of the intranet, which will facilitate self service continues to progress well. Work is ongoing to implement improvements to function specific technology. Significant resource restrictions have limited the progress on implementing new processes. The restructure of the BI function is underway.
1.2.10 Conclude the delivery plan for the Facilities Management Category Strategy	31/03/2019		CMT have agreed the conclusion of this category management.
1.2.11 Undertake a review of key council properties and implement the findings (including Time Square Easthampstead House Commercial Centre Easthampstead Park Conference Centre South Hill Park Open Learning Centre London Road waste site and Longshot Lane recycling centre)	31/08/2019		CMT have considered the proposals for the Commercial Centre and require further work. A subsequent report on the options to be brought forward for consideration. Additional projects are being considered around Adults & Childrens facilities to assist in new service delivery models under the transformation programme.

1.2.15 Implement the Accommodation Strategy for consolidation of Council office accommodation in Time Square.	31/05/2018		Brymor are currently on programme. All pre construction moves have been completed successfully in line with Move programme. Final stage of moves have now been planned and scheduled and are due to be completed in April 2018 & the Move Management company have now been engaged in Stage 2.
1.2.16 Prepare a Business case towards establishing a shared Legal Service with West Berkshire Council with a view to implementing a shared structure by 1 October 2017. (T)	01/06/2018		The Project Board has been established and met in October. Workstreams have been formally defined and data is being collected to support the business case decision. The plan is on track.
1.3 We charge appropriately for services and seek opportunities to generate additional income			
1.3.05 Review Service Level Agreements and charging with schools and academies and explore opportunities for further service provision	31/03/2019		Refresh of current SLAs is underway, costing of services largely complete
1.3.06 Implement the changes to the discretionary Home to School Transport service	31/03/2019		There are currently no outstanding home to school transport contributions for this academic year.
1.3.07 Develop Property Investment Strategy to support Property Acquisitions in line with the Council's budget requirements and existing property investment portfolio and begin acquisitions	31/03/2019		Of the £60m funds released by the Council to support this project, £58m has been invested to produce net receipts of £2.1m pa. A further £30m has been released to deliver a total of £3m net income pa and additional opportunities are being investigated. The acquired properties are fully let and full income producing.
1.3.08 Develop and deliver a programme to embed commercial practices across the Council in order to maximise value from all available resources. (T)	31/03/2018		The commercial property Strategy is being implemented and proposals for a lottery are being developed
1.4 Self-service and the use of online services has increased			
1.4.01 Increase range of services available through the website and uptake of customer online account (E)(T)	31/03/2019		Work has been continuing to recreate all forms in the new system. The number of online accounts has increased to 23,700 in the quarter.
1.4.02 Develop an ICT and Digital Strategy to support increased use of online resources by staff. (T)	30/04/2017		Complete
1.4.03 Implement employee and manager self-service in the new HR and Payroll system (T)	31/03/2018		Aspects of the implementation of Manager Self Service of the new HR System have been delayed due to resource issues within the Payroll Section. Implementation of employee self service has been completed. Extra functionality has been added through direct manager access to information, this will be further enhanced from April 2018 when Annual Leave will be held within the system and staff will request annual leave through ESS



1.4.05 Develop and implement a Workforce Transformation Strategy (T)	30/09/2017		Strategy completed and action plan agreed. Significant progress made on delivering action plan including, new employee values and behaviours introduced and incorporated into revised appraisal scheme, induction and recruitment. Leadership development including 360 feedback has been piloted and other programmes, including coaching and mentoring being finalised to be rolled out from March 2018.
1.4.17 Development and implementation of the Council's strategy to minimise the amount of apprenticeship levy paid which will move towards meeting the apprenticeship levy quota.	31/03/2019		Work continues within the OD section which aims to maximise benefit to the council from using apprenticeship funding to progress management development within the Council
1.4.18 Provision of a range of learning and development opportunities to ensure that Adult and Children's Social Care meet their statutory obligations with regard to safeguarding and the continuous professional development of social workers in line with their re-registration requirements.	31/03/2019		A range of opportunities were provided including Motivational Interviewing, Cultural Competency, Safeguarding and Workshop to Raise Awareness of Prevent (WRAP).
1.5 Community involvement and the use of volunteers in the delivery of council services has increased			
1.5.03 Ensure that community based delivery models and the use of volunteers are considered as service delivery options in all Transformation Programme policy and service reviews (T)	31/03/2019		Considered in the assessment of sourcing options in the analyse phase of all service reviews. 117 applications by volunteers have been received in the library service. There are currently 17 Applicants awaiting interview. There are now 91 volunteers working for the library service.
1.6 Resident and staff satisfaction levels remain high			
1.6.03 Ensure that residents and staff are consulted on all proposed major changes to services and that the impact of these changes on them is assessed (E) (T)	31/03/2019		Consultation and equality impact assessments regularly undertaken including on all transformation reviews.
1.6.05 Conduct a Staff Survey in autumn 2017 to test staff satisfaction levels	31/10/2017		Staff survey completed. Awaiting detailed report on findings
1.6.06 Respond and communicate results of the 2017 Residents' Survey	31/03/2018		Complete
1.6.07 Analyse the staff survey results by protected characteristics and follow up on any areas of concern. (E)	31/12/2017		Work will begin on receipt of final report.
1.7 Spending is within budget			
1.7.02 Implement savings as identified for 2017-18 (T)	31/03/2018		Savings profile is on track for delivery
1.8 Surplus assets are sold			
1.8.01 Set realistic targets for anticipated capital receipts as part of	31/03/2018		Property Services continue to work to deliver maximum possible capital receipts

annual budget			in accordance with the Council's budget plans.
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Ref	Short Description	Previous Figure Q2 2017/18	Current Figure Q3 2017/18	Current Target	Current Status
L051	Percentage of current year's Council tax collected in year (Quarterly)	57.02%	84.49%	57.10%	
L053	Percentage of current year's Business Rates collected in year (Quarterly)	60.93%	90.74%	58.50%	
L221	Satisfaction level expressed in survey of contact with Customer Services, across all channels (Quarterly)	92.10%	89.25%	85.00%	
L256	Percentage of transactions carried out online and the use of the customer portal (Quarterly)	33.0%	No longer available	53.9%	No longer available
L257	Cumulative number of complaints received at stages 2 and 3, statutory social services complaints, and complaints referred by the Local Government Ombudsman (Quarterly)	73	109	N/A	N/A
L261	Level of staff sickness absence (Quarterly)	1.21	1.71	1.62	
L262	Level of voluntary staff turnover (Quarterly)	7.0%	3.4%	2.8%	

People live active & healthy lifestyles



Sub-Action	Due Date	Status	Comments
4.4 Personal choices available to allow people to live at home are increased			
4.4.11 Seek acquisitions of suitable properties through Downshire Homes Ltd supporting the Council's housing needs	31/03/2019		Downshire Homes Ltd have completed on 20 house purchases. This completes the target for the year.
4.8 Learning opportunities are available for adults			
4.8.01 Work with partners to coordinate opportunities for Digital Inclusion activities (E)	31/03/2018		Opportunities for digital inclusion activities at Time Square are dependent on completion of the Time To Change programme of works and reconfiguration of the face to face access facilities. In addition resources have been unavailable to progress the coordination of digital inclusion activities. Work in this area will recommence in the first quarter of 2018/2019.














Sub-Action	Due Date	Status	Comments
5.2 The right levels and types of housing are both approved and delivered			
5.2.05 Support housing delivery where possible with the Council's own land holdings in particular Sandy Lane site and Heathlands site	31/03/2019		The Sandy Lane sale to CALA Homes is expected to be considered by planning in spring. The proposed redevelopment of Heathlands is expected to be considered by planners late spring/early summer. Work continues under the One Public Estate with all the Berkshire Authorities to release land to support housing delivery wherever possible.
5.3 Appropriate infrastructure development is completed to support housing growth including; Warfield Link Road Coral Reef Junction Jennetts Park town centre			
5.3.03 Facilitate the development of new Community Hubs at three sites - Blue Mountain (Binfield) Warfield Transport Research Laboratory (Crowthorne) working with the Parish Councils	31/03/2019		Warfield - specification finalised and agreed with Warfield Parish Council and Borough Cllrs. Blue Mountain - discussions on-going with the CCG and Binfield surgery to explore if an expanded surgery could be co-located with the community facility. Crowthorne - reviewing initial architects designs for the hub with the Parish Council.
5.4 Neighbourhood Plans and Community Infrastructure Levy (CIL) to support local community facilities and other infrastructure are in place			
5.4.02 Deliver Neighbourhood Planning Referenda in Warfield Bracknell Town and other parish council areas when developed	31/03/2019		None presently required.












Strong, safe, supportive and self-reliant communities





















6: Strong, safe, supportive and self-reliant communities			
Sub-Action	Due Date	Status	Comments
6.1 Levels of volunteering and community action in the borough are increased			
6.1.02 Develop the Council's approach to embedding community self reliance as a cross cutting theme across all the Council's services and activities through the Citizen and Customer Contact Review	31/03/2019		- Volunteering Policy approved by the Employment Committee. Volunteer Handbook, Manager Guidance and Volunteer Agreement to be launched with the Volunteer Policy in Q4. - Funding identified for Involve to develop a volunteering brokerage website.
6.1.04 Recruit volunteers to support redevelopment of the website and the customer's online account by carrying out testing	31/03/2019		Complete
6.2 High levels of community cohesion are maintained			
6.2.02 Ensure local work on the Prevent agenda addresses issues of community cohesion through the implementation of the Prevent Steering Group strategy (E)	31/03/2019		Strategy implementation progressing well.
6.2.04 Monitor the implementation of the new 'All of Us' Equality Scheme for 2017-20 which sets out the Council's cohesion objectives and actions (E)	31/03/2019		On track









Section 3: Operational Priorities








7: Operational			
Sub-Action	Due Date	Status	Comments
7.2 Corporate Services			
7.2.01 Deliver national and local elections without challenge and within budget	31/03/2019		Delivered Crowthorne Parish by-election on 23 November 2017. James Kay, the Conservative Party candidate, was elected.
7.2.03 Involve a wide range of people to sit on a range of Council bodies including the Education Appeals Panel the Independent Review Panel and Overview & Scrutiny Panels (E)	31/03/2019		No vacancies currently that the Council can appoint to.
7.2.05 Publish draft Statement of Accounts	31/05/2017		Complete
7.2.06 Prepare monthly budget monitoring reports on time	31/03/2019		No comments
7.2.07 Provide financial advice to the Council in its support for Downshire Homes Limited including the provision of loan finance	31/03/2019		Form of loan agreement agreed by DHL board
7.2.08 Use monthly budget monitoring reports to identify and address any emerging overspends promptly	31/03/2019		Latest monitoring indicates a small underspend is likely by the year end
7.2.09 Carry out annual review of Constitution	31/10/2017		Code of Conduct changes implemented. Further changes to Constitution to be presented to Council on 25 April 2018
7.2.10 Provide effective and timely legal support as required including Property Contracts Planning and Public Protection advice and drafting	31/03/2019		Significant contractual activity. Ongoing advice in relation to London Road Landfill procurement and Easthampstead Park Conference Centre. Academisation of Edgbarrow and Wildmoor Heath Schools Further purchases of commercial property and emergency housing for DHL. Completed 3 week Foxley Oaks Planning inquiry. Outcome awaited
7.2.11 Provide Legal support to Downshire Homes Ltd including advice to the Board and conveyancing for property acquisitions	31/03/2019		7 properties purchased in Q3
7.2.12 Provide legal support to review of Community Infrastructure Levy Charging Schedule	31/03/2018		The review remains pending dependent upon (1) the timing of a government consultation on proposed changes to the current legislative framework and (2) the need for changes driven at a local level by emergent strategic sites being identified under the draft local plan. It is now likely to be deferred until late 2019
7.2.13 Provide Legal support on all infrastructure projects	31/03/2019		Continued legal support on Binfield Learning Village (Highways agreement and Property/Contracts advice relating to transfer of school site to KGA) Ongoing Planning law support on major development sites in Warfield

7.2.14 Retender the Occupational Health contract	30/06/2017		Complete
7.2.16 Refine and expand the Council's e-learning opportunities	31/03/2019		eLearning packages were launched for Agile Working. Agile working for managers, Training videos for IT skills, Coaching skills for managers and Equality Impact assessments.
7.2.18 Redevelop the public website to improve citizen use of online information and service access (E)	31/12/2017		Redevelopment of the public website continues, with an ongoing review of content and structure. However the delays in moving to new hosting arrangements have continued in this quarter, and this has led to delays in implementing some new functionality. It is anticipated that work underway in Q4 will bring this project back on track.
7.2.26 Complete biennial review of Corporate Asset Management Plan	31/03/2018		This will be considered by the Executive at the end of the summer 2018
7.2.27 Support the Town Centre Compulsory Purchase Orders the Market and potential future phases of the town centre regeneration	30/06/2019		Property Services continue to support the Town Centre Regeneration.
7.2.28 Increase Self service use of Frontline (the building maintenance management system) by all building managers	31/03/2019		Arranging appointments to provide training to community centres is on going.
7.2.29 Provide professional support to CYPL seeking expansion of existing and development of new schools	31/05/2017		Property Services continue to support CYP&L as and when required.
7.2.30 Provide project management which supports the delivery and redevelopment of Coral Reef	03/04/2019		Works complete and Practical Completion achieved on the 21 September 2017 - Final account agreed £12,320m - Project in defect till 20 Sept 2018 Project Overspend with additional Atkins fees £556,891.15.
7.2.31 Support the maintenance of high levels of cohesion and the integration of our diverse communities including through work to implement the local community covenant with the RMAS. (E)	01/03/2019		2017 Resident Survey result - 96% of people believed that people from different backgrounds get on well in the borough. The Civilian Military Partnership continues to make good progress in implementing its action plan. Hate crime levels are monitored by the Community Cohesion partnership and remain low with no increase in hate crime despite a recent upward trend nationally following the Manchester and London terrorist attacks. It is no longer a statutory requirement for local authorities to collect Hate crime data from schools.
7.2.32 Work with Involve to support the activities of the Bracknell Forest Faith and Belief Forum including facilitating representation of faith and belief communities. (E)	01/03/2019		Supported the Faith and Belief Forum's AGM. and Interfaith week events. The Forum continues to be represented on the Community Cohesion Partnership.
7.2.33 Support the Access Advisory Panel to advocate for the needs of people with disabilities across the borough.	01/03/2019		Council continue to support and attend Access meetings.

(E)			
7.2.34 Enable people with disabilities to contribute to the development of the Bracknell Forest Disabled Go Access guide through regular steering group meetings. (E)	01/03/2019		The Council's contract with Disabled Go was renewed in 2016 for three years, with The Lexicon agreeing to contribute 50% of the funding. The annual allocation of new access guides was rolled forward to 2017 /18 and surveying of new premises in Bracknell Town Centre will take place in January 2018.
7.2.35 Publish annual equality information reports and Identify any follow on actions that need to be taken as a result of equality monitoring and agree these with service areas. (E)	01/03/2019		Systems are in place to ensure that reports are produced in line with expected timescales.
7.2.36 Retender Mayoral Chauffeuring contract	01/06/2018		Process not yet due to commence.
7.2.37 Agree a clear way forward for the Cooper's Hill site	31/03/2018		Discussions underway
7.2.38 Annual workforce monitoring conducted and report produced published and follow on actions identified. (E)	31/12/2017		The Annual Workforce Monitoring Report was completed and went to Employment Committee in December. This will be added to the public website in line with legislation.
7.2.39 Encourage staff to self disclose personal information to increase the accuracy of workforce. (E)	31/12/2017		There are new regulations coming out in May 2018 regarding the GDPR. This would be a good opportunity to remind employees that they can now update their details on iWork@BFC and how this information is used
7.2.40 Carry out ICT user satisfaction survey (short and full survey)	31/03/2018		Complete
7.2.41 Develop implementation plan for ICT Strategy	30/04/2017		The implementation plan for Microsoft Enterprise Agreement was approved by CMT in November and has commenced in Q3. AD Azure is complete and Intune was tested and a roll out has started on Samsung J5's. Windows 10 devices continue to be issued and Exchange online prerequisites are being addressed.
7.2.42 Implement wireless expansion in key sites	30/04/2017		A site survey has begun at the Commercial Centre in preparation for installation of a wireless network.
7.2.43 Review two factor authentication soft token replacement	30/04/2017		Complete
7.2.44 Implement password Self-Service	30/04/2017		Will be done later when as part of Enterprise Agreement rollout -when Active Directory is in the cloud and also Windows 10 Enterprise with Bitlocker and Direct Access are on devices. The new Helpdesk software is currently going through a procurement process.
7.2.45 Review Protective Marking scheme for documents and implement change	30/04/2017		Complete
7.2.46 Implement a replacement for the ICT helpdesk system	31/03/2018		A procurement exercise is currently ongoing to select a suitable system. This is on target for a 1st April 2018 go live date.

7.2.47 Implement and evaluate new access channels and technologies e.g. webchat SMS online bookings and subscription-based email notifications.	31/03/2019		Gov.UK Notify was used successfully to send SMS reminders for Council Tax the first time. Ongoing development of this channel continues, with a view to using it to send emails and SMS reminders in relation to garden waste. Social media channels are now being used in Customer Services to deal with customer enquiries. Webchat is currently in test, and will go live on Waste and Recycling web pages early in Q4.
7.2.48 Introduce a replacement new vehicle for the R-Bus community transport scheme for people with Learning Disabilities. (E)	01/07/2018		The R-Bus continues to operate in support of people with learning disabilities.
7.2.49 Raise awareness of hate crime reporting and maintain low levels of hate crime through engaging partners in quarterly hate crime monitoring and action to address it. (E)	31/03/2019		Work continues to promote hate crime reporting and regular updates are received from Thames Valley Police.
7.2.50 Implement the requirements for compliance with General Data Protection Regulations (GDPR)	31/05/2018		Action plan being implemented. Monthly progress reports to Information Management Group meetings
7.3.02 Ensure all report production and other deadlines are met for servicing the on-going programme of Overview and Scrutiny meetings	01/04/2019		Overview and Scrutiny Panel and Commission agendas and reports prepared and published in accordance with statutory requirements. Support to current Working Groups is being reviewed pending recruitment to vacant posts within the team.

7. Operational					
Ref	Short Description	Previous Figure Q2 2017/18	Current Figure Q3 2017/18	Current Target	Current Status
BV8	Percentage of invoices paid within 30 days (Quarterly)	96.7%	92.4%	98.0%	
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)	86.0%	78.0%	80.0%	
L059	Percentage of post sent second class (Quarterly)	94.0%	96.0	95.0%	
L064	Debt outstanding as percentage of gross debt (Quarterly)	8.00%	8.00%	4.00%	
L065	Return on investments exceeds 7-day LA cash benchmark rate (Quarterly)	0.09%	0.10%	0.00%	
L076	Planned maintenance spend (Quarterly)	63.3%	75.0%	30.0%	
L079	Resolution of reported ICT incidents (Quarterly)	88%	92%	95%	
L085	Amount of money recovered in debt collection (Quarterly)	28,940.24	17,692.70	N/A	N/A

L086	Number of Freedom of Information requests received (Quarterly)	280	277	N/A	N/A
L220	Number of ICT Helpdesk Calls (Quarterly)	5,254	5,176	N/A	N/A
L229	Number of clients with learning difficulties using the R-bus (Quarterly)	75	72	60	
L231	Number of entries on the Electoral Register (Quarterly)	89,317	89,505	88,176	
L233	Percentage of abandoned calls to the main Council contact number (Quarterly)	2.2%	3.3%	4.5%	
L234	Number of Council Tax cases in arrears (Quarterly)	5,924	5,341	N/A	N/A
L291	Number of new legal cases opened each quarter (Quarterly)	114	314	N/A	N/A
L292	Percentage of capital projects rated good or excellent (Quarterly)	No data	100.0%	100.0%	
L293	Percentage of maintenance projects completed on time and on budget (Quarterly)	73.0%	70.0%	75.0%	
L320	Number of major systems with downtime plus resolution time (Quarterly)	1	1	8	
L321	Network performance - internet capacity (Quarterly)	51.00%	53.00%	80.00%	

Annex A: Financial information

RESOURCES BUDGET MONITORING - NOVEMBER 2017									
	Original Cash Budget	Virements & Budget C/Fwds	NOTE	Current Approved Cash Budget	Spend to Date %	Department's Projected Outturn	Variance Over/(Under) Spend	Variance This Month	NOTE
	£000	£000		£000	%	£000	£000	£000	
Director of Resources									
Director of Resources	212	3		215	84	215	0		
Community Engagement & Equalities	189	12		201	56	201	0		
	401	15		416	71	416	0	0	
Head of Democratic & Registration Services									
Committee Services	342	3		345	51	345	0		
Member and Mayoral Services	886	-7		879	67	864	-15		
Registration of Births, Deaths & Marriages	-38	1		-37	273	-37	0		
Registration of Electors / Elections	191	-5		186	99	184	-2		
Overview & Scrutiny	0	119		119	35	119	0		
	1,381	110		1,491	59	1,474	-17	0	
Chief Officer: Customer Services									
Local Tax Collection incl Cashiers	349	-3		346	85	346	0		
Customer Services	940	23		963	75	963	0		
Operations Unit	3,743	0		3,743	60	3,645	-98	-43	1, 3, 4
	5,032	20		5,052	220	4,954	-98	-43	
Borough Solicitor									
Legal	586	-75		511	71	511	0		
Chief Officer: Human Resources									
Human Resources	444	203		647	66	710	63	-10	4
Unified Training Unit	431	-5		427	15	427	0		
Health & Safety	56	1		57	58	57	0		
	931	200		1,131	46	1,194	63	-10	
Borough Treasurer									
Finance	2,119	346		2,465	57	2,445	-20		
Insurance	394	-2		392	40	392	0		
	2,513	344		2,857	55	2,837	-20	0	
Chief Officer: Property Services									
Property Services	378	24		402	65	402	0		
Industrial & Commercial Properties	-2,318	-1,560		-3,878	108	-3,878	0		
Construction & Maintenance	475	-45		430	50	430	0		
	-1,465	-1,581		-3,046	122	-3,046	0	0	
Chief Officer: Information Services									
ICT Services	2,444	681	A	3,125	73	3,218	93	9	2, 4
Chief Executive's Office									
Chief Executive	383	-48		336	66	336	0		
Chief Executive's Office (Support)	783	-200		583	84	583	0		
Town Centre Redevelopment	53	-53		0	0	0	0		
Voluntary Sector Grants	304	0		304	75	304	0		
Community Safety	208	-135		73	64	73	0		
	1,731	-435		1,296	76	1,296	0	0	
Transformation Board	0	0		0	100	0	0	0	
TOTAL RESOURCES	13,554	-721		12,833	55	12,854	21	-44	
Memorandum item									
Devolved Staffing Budget - Resources	10,439	501	A	10,940	69	11,090	150	-33	4
Non Cash Budgets									
Capital Charges	1,932	0		1,932		1,932	0	0	
IAS19 Adjs	686	0		686		686	0	0	
Recharges	-9,026	0		-9,026		-9,026	0	0	
	-6,408	0		-6,408		-6,408	0	0	

RESOURCES BUDGET MONITORING - NOVEMBER 2017

Virements

Note	Total	Explanation
	£'000	
	315	Other Virements reported in First Budget Monitoring
	-6	Virements reported in Second Budget Monitoring
	0	Virements reported in Third Budget Monitoring
	0	Virements reported in Fourth Budget Monitoring
	-1,063	Virements reported in Fifth Budget Monitoring
A	0	CXO Disaggregation Following the disaggregation of the Chief Executive's Office, a tidy up of budgets has been required in order to align the budgets to the expected spend of the departments that those teams now sit in.
B	0	Chief Executive's Office/Community Engagement A contribution (£0.010m) from the DSB has been made from the Chief Executive's Office to Community Engagement to support the training costs of the Transformation team.
	0	Virements reported in Sixth Budget Monitoring
A	0	ICT The service provided to schools has changed in this financial year and we are no longer providing technical support as part of the package. As such the remaining DSB budget for the members of staff who used to carry out this service is to be used to reduce the income target, as we are no longer selling this part of the service. This is a part year effect that will be completed as a one-off virement with the full year effect being put through next financial year as an ongoing virement.
	0	Virements reported in Seventh Budget Monitoring
	0	Virements reported in Eighth Budget Monitoring
	0	Virements reported in Ninth Budget Monitoring
	0	Virements reported in Tenth Budget Monitoring
	0	Virements reported in Eleventh Budget Monitoring
	-721	Total Budget Virements Reported to Date

RESOURCES BUDGET MONITORING - NOVEMBER 2017

Variations

Note	Variance		Explanation
	£'000	£'000	
	0		Variations Reported in First Budget Monitoring
	0		Variations Reported in Second Budget Monitoring
	0		Variations Reported in Third Budget Monitoring
	0		Variations Reported in Fourth Budget Monitoring
1		-100	Home to School Transport An underspend has been identified within Home to School transport as a result of savings made on new supplier contracts and an amalgamation of routes.
2		-17	Democratic & Registration Underspends are to be reported in the following areas: Member Services (£0.010m) in relation to member's allowances, Electoral Services (£0.002m) due to a reduced number of canvassers required, and Records & Storage (£0.005m) due to large credits being received at year end the past 2 years it is assumed that this will be the case also in this financial year.
3		-20	Finance A reduction in the cost of the external audit contract has been achieved thus creating an underspend (£0.010m). There is also an underspend to report within the internal audit function due to streamlining the audit days (£0.010m).
4		19	HR An overspend is expected on DBS checks due to a previous saving being taken that exceeded the budget requirement (£0.008m). There is also an overspend due for the licences/maintenance of iTrent (£0.011m).
	-118		Variations Reported in Fifth Budget Monitoring
1		183	DSB The DSB is currently showing an overspend which in previous years would be reduced down by the level of underspends in the non-DSB service area budgets. Due to all the staffing changes and centralisation of support services, it is intended to show the DSB overspend differently and maintain the underspends within the services areas.
	183		Variations Reported in Sixth Budget Monitoring
1		15	Operations Unit An overspend is to be reported on reactive maintenance at Easthampstead House due to the failure of the lifts. (Previously reported as an emerging issue).
2		24	ICT An overspend is to be reported within ICT due to the requirement for the internet link expansion (£0.011m), the move of the library link from EH to TS creating a pressure of £0.002m and the load balancer for the EA will result in a pressure of £0.001m. The previously reported emerging issue in relation to the Enterprise Agreement is now to be reported as a variance. Due to a change in the order of the implementation plan, the pressure has reduced from £0.056m to £0.010m for this financial year.
3		-50	Operations Unit A further underspend has been identified within Home to School transport as a result of savings made on new supplier contracts and an amalgamation of routes.
4		-33	DSB The overspend on the DSB has reduced this month by £0.033m to £0.150m.
	-44		Variations Reported in Seventh Budget Monitoring
	0		Variations Reported in Eighth Budget Monitoring
	0		Variations Reported in Ninth Budget Monitoring
	0		Variations Reported in Tenth Budget Monitoring
	0		Variations Reported in Eleventh Budget Monitoring
	21		Total Budget Variations Reported to Date

CAPIT - L MONITORING 2017/18																	ANNEX	
Dept: Resources																		
As at: 30th November 2017																		
Cost Centre	Cost Centre Description	2016/17 Brought Forward	2017/18 Budget	Virements Awaiting Approval	Total Virements	Approved Budget	Internally/ Externally Funded	Cash Budget 2017/18	Expenditure to Date	Current Comm'ts	2017/18 Cash Budget unspent/ uncommitted	Estimated Outturn 2017/18	Carry Forward 2018/19	(Under) / Over Spend	Target for Completion	Current Status of Project / Notes	Responsible Officer	Date of Last Comment
		£000's	£000's	£000's	£000's	£000's		£000's	£000's	£000's	£000's	£000's	£000's	£000's				
PRIOR YEAR FUNDED SCHEMES																		
Prior Year Funded Schemes - Resources																		
YM248	The Parks Community Centre/Sports Pavilion	14.0	0.0		0.0	14.0	Internal	14.0	2.6	0.0	11.5	14.0	0.0	0.0		Snagging works to be completed by 31st March 2018.	A Thomas	Oct-17
YM293	Property & Asset Management System	31.2	0.0		0.0	31.2	Internal	16.2	0.5	0.0	15.7	1.2	15.0	0.0		Roll out of the asbestos management module of the system is underway and training is currently ongoing in schools. Lack of staff resources has slowed down implementation of other parts of the system but it is expected to be able to continue over the summer.	S Caplan D Burgess	Dec-17
YM312	On-Line Booking Systems	6.2	0.0		0.0	6.2	Internal	6.2	0.0	0.0	6.2	6.2	0.0	0.0		We have used some of this budget to pay for consultancy to develop booking of bulky waste collections. The carry forward is to fund the development of other booking facilities, such as appointments.	B Mulheir	Dec-17
YM313	ICT Helpdesk Software Replacement	5.2	0.0		0.0	5.2	Internal	5.2	0.0	0.0	5.2	5.2	0.0	0.0	Apr-18	Budget to be used to contribute to procurement of a new service desk solution which is due for implementation Apr-18	D James D Langley T Farmer	Nov-17
YM315	Customer Relationship Management System (Invest To Save)	30.9	0.0		0.0	30.9	Internal	30.9	1.5	1.8	27.6	30.9	0.0	0.0		Work is underway to develop the telephony integration and integrate New Forms to the Capita payment portal. All services have now been taken off the Lagan system, and the final data downloaded. The project to come off Lagan is close to closure, as work becomes 'business as usual', with remaining funding to be used to develop CRM (CCC Review)	B Mulheir	Dec-17
YM329	Replacement HR & Payroll System	0.0	0.0		0.0	0.0	Internal	0.0	0.0	0.0	0.0	0.0	0.0	0.0		System now live and further developments underway e.g. web recruitment and self service. Additional costs and their funding agreed by CMT - year end budget virement from reserve.	N Gibbons	Dec-17
YM243	Community Centres - S106	135.0	0.0		-51.2	83.8	External	0.0	0.0	0.0	0.0	0.0	83.8	0.0		Total S106 funding anticipated for the scheme.	A Thomas	Dec-17
YM349	Waterside Park	0.7	0.0		0.0	0.7	Internal	0.7	1.7	0.0	-0.9	0.7	0.0	0.0		Purchase complete - remaining budget to be used towards roofing works.	S Caplan	Dec-17
YM350	Agresso Upgrade	20.3	0.0		0.0	20.3	Internal	20.3	16.0	0.0	4.3	20.3	0.0	0.0		Test module has been successfully loaded. Upgrade has been re-scheduled for June 2017 to avoid clash with work on Trent.	S McKellar	Dec-17
YM351	Disposal of land at Sandy Lane	30.0	0.0		0.0	30.0	Internal	30.0	0.0	0.0	30.0	30.0	0.0	0.0		Remaining £30k to be used for Civic Accommodation.	S Caplan	Dec-17
YM359	Alert H&S System	5.4	0.0		0.0	5.4	Internal	5.4	0.8	0.0	4.6	5.4	0.0	0.0			N Gibbons	
YM368	Intranet Development	20.0	0.0		0.0	20.0	Internal	20.0	0.0	0.0	20.0	20.0	0.0	0.0			B Mulheir C Stenning	
Total of Prior Year Funded Schemes - Resources		298.9	0.0	0.0	-51.2	247.7	0.0	148.9	23.0	1.8	124.2	133.9	98.8	0.0				

Prior Year Funded Schemes - Council Wide																		
YM215	Replacement Revenue & Benefits System	27.5	0.0		0.0	27.5	Internal	27.5	11.0	12.1	4.5	27.5	0.0	0.0		A delay in implementation of the Revenues module of the CRM was experienced. Work is also underway to develop a specification of requirements for e-benefits, for which £0.011m is available.	A Sanders B Mulheir S Hendey	Dec-17
YM239	Replacement Network Circuits (Invest To Save)	3.6	0.0		0.0	3.6	Internal	3.6	0.0	0.0	3.6	3.6	0.0	0.0	Oct-17	To offset budget against overspend against YM320 and close	D Langley D James T Farmer	Oct-17
YM247	Market Place Properties	100.0	0.0		0.0	100.0	Internal	100.0	0.0	0.0	100.0	100.0	0.0	0.0		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.	S Caplan V Nicholls	Dec-17
YM252	IP Migration Project (Invest to Save)				0.0	0.0	Internal	0.0	24.3	0.0	-24.3	0.0	0.0	0.0				
YM214	Electronic Documents Records Management System	67.6	0.0		0.0	67.6	Internal	67.6	7.1	9.2	51.2	67.6	0.0	0.0	Apr-18	Being used for consultancy and development of Sharepoint for DMS file structures and storage under EDRMS Strategy - Times2Change programme, managed by Stuart McKellar and Bobby Mulheir. Consultant days have been ordered form here	D Langley D James T Farmer B Mulheir	Dec-17
YM307	CITRIX Licensing	62.2	0.0		0.0	62.2	Internal	62.2	55.2	0.0	7.0	62.2	0.0	0.0	Apr-18	Required for true-up, RDS and Citrix licences for new farm	T Farmer D James D Langley	Dec-17
YM308	Phone System Replacement - Remote Sites	30.4	0.0		0.0	30.4	Internal	30.4	11.5	7.1	11.8	30.4	0.0	0.0	Apr-18	To offset budget against overspend against YM320 and close	T Farmer D James D Langley	Oct-17
YM309	Storage Area Networks	36.7	0.0		0.0	36.7	Internal	13.0	13.0	0.0	0.0	13.0	23.7	0.0	Apr-18	Purchased new SAN shelf to support EDRMS but remainder to be used to support move of data and storage replication at new site when EH closes. Likely move to Portman Close being costed for BC SAN and	T Farmer D James D Langley	Dec-17
YM311	Phone System Replacement - Libraries	10.3	0.0		0.0	10.3	Internal	10.3	0.0	0.0	10.3	10.3	0.0	0.0	Apr-18	To offset budget against overspend against YM320 and close	T Farmer D James D Langley	Oct-17
YM322	Oracle 11 Upgrade	44.8	0.0		0.0	44.8	Internal	44.8	11.3	0.0	33.5	44.8	0.0	0.0	Apr-18	Some server and system upgrades required during year to Oracle business systems. Schedule being agreed for upgrades and PSN requirements. Oracle true-up underway Dec-17.	T Farmer D James D Langley	Dec-17
YM323	TS - EH Network Link / Civic Accommodation	30.0	0.0		0.0	30.0	Internal	30.0	0.0	0.0	30.0	30.0	0.0	0.0		Brought forward balance to be used for ICT works relating to Civic Accommodation move.	K Toor / M Howlett	Dec-17
YM327	Wireless Expansion	16.0	0.0		0.0	16.0	Internal	0.0	0.0	0.0	0.0	0.0	16.0	0.0	Apr-18	To be used for additional wireless capacity where required to support move to one main building to support cabling costs and will be completed once all construction is finished. Commercial Centre to be included	T Farmer D James D Langley	Dec-17
YM328	Network Management Software	7.8	0.0		0.0	7.8	Internal	0.0	0.0	0.0	0.0	0.0	7.8	0.0	Apr-18	Software to be procured to improve internal monitoring and reporting - Solarwinds Server Patch Manager procured. Now looking at other requirements Inc. DB management will be in 17/18.	T Farmer D James D Langley	Dec-17
OSR Quarter 3 2017/18 – RESOURCES		0.4	0.0		-0.4	0.0	Internal	0.0	0.0	0.0	0.0	0.0	0.0	0.0		Works completed -unspent budget (£609k) returned to Town Centre project.	V Nicholls	
YM335	ALBACS Upgrade	0.6	0.0		0.0	0.6	Internal	0.6	0.0	0.0	0.6	0.0	0.0	-0.6		Complete	T Farmer D James D Langley	Oct-17
YM336	Website Redevelopment 2015	0.4	0.0		0.0	0.4	Internal	0.4	0.0	0.0	0.4	0.4	0.0	0.0		The redevelopment of the public website is progressing well. The main aspects of the design and build have been completed, and the code for the site is now in the council's ownership.	B Mulheir	Dec-17

YM331	Pocket Park	0.4	0.0		-0.4	0.0	Internal	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	Works completed -unspent budget (£609k) returned to Town Centre project.	V Nicholls		
YM335	ALBACS Upgrade	0.6	0.0		0.0	0.6	Internal	0.6	0.0	0.0	0.6	0.0	0.0	-0.6			Complete	T Farmer D James D Langley	Oct-17	
YM336	Website Redevelopment 2015	0.4	0.0		0.0	0.4	Internal	0.4	0.0	0.0	0.4	0.4	0.0	0.0			The redevelopment of the public website is progressing well. The main aspects of the design and build have been completed, and the code for the site is now in the council's ownership.	B Mulheir	Dec-17	
YM337	Netcall System Replacement	3.0	0.0		0.0	3.0	Internal	3.0	0.0	0.0	3.0	3.0	0.0	0.0			The transfer to the new Liberty platform has been delivered, and the remaining budget will be used to implement the Q-buster functionality.	B Mulheir	Dec-17	
YM340	Server 2003 Upgrade	40.0	0.0		0.0	40.0	Internal	40.0	32.8	0.0	7.2	40.0	0.0	0.0	Dec-17		Main order placed. Remainder required for additional applications	T Farmer D James D Langley	Dec-17	
YM341	SQL Upgrade	3.7	0.0		0.0	3.7	Internal	3.7	0.0	0.0	3.7	3.7	0.0	0.0	Apr-18		To offset budget against overspend against YM242 and close	T Farmer D James D Langley	Oct-17	
YM342	Server Hardware Replacement	42.5	0.0		0.0	42.5	Internal	42.5	8.1	10.2	24.2	42.5	0.0	0.0	Apr-18		To use for remaining upgrades and ICT Strategy	T Farmer D James D Langley	Dec-17	
YM002	Access Improvement Programme	63.8	0.0		0.0	63.8	Internal	63.8	12.6	1.0	50.2	63.8	0.0	0.0			Work on this years programme is well underway - a few jobs in the design phase but will be complete this financial year. Small carry forward possible.	S Caplan D Burgess	Dec-17	
YM165	Server and Server Component Refresh	47.2	0.0		0.0	47.2	Internal	47.2	6.1	1.1	39.9	47.2	0.0	0.0	Apr-18		To be used for EH decommissioning, hardware upgrades and ICT Strategy. Costs being determined for server moves.	D Langley D James T Farmer	Dec-17	
YM320	Network Refresh	19.9	0.0		0.0	19.9	Internal	19.9	41.2	2.7	-24.0	19.9	0.0	0.0			Currently overspent - to offset with other budgets e.g. YM308, YM311, YM239 and close	D Langley D James T Farmer	Oct-17	
YM325	Computer Estate Refresh	254.4	0.0		0.0	254.4	Internal	254.4	274.0	0.4	-20.0	254.4	0.0	0.0	Apr-18		To be used to kit out staff flexibly - to close and spend against YM365	T Farmer D James D Langley	Nov-17	
YM344	MFD - Printer Refresh	2.0	0.0		0.0	2.0	Internal	2.0	0.3	0.0	1.7	2.0	0.0	0.0	Oct-17		Budget spent	T Farmer D James D Langley	Dec-17	
YM349	Waterside Park	0.7	0.0		0.0	0.7	Internal	0.7	1.7	0.2	-1.1	0.7	0.0	0.0				S Caplan		
YM354	Server Anti-Virus/Intrusion Prevention	2.5	0.0		0.0	2.5	Internal	2.5	0.0	0.0	2.5	2.5	0.0	0.0	Dec-17		Budget for further configuration	D James	Dec-17	
YM355	Magistrates Court Building (Purchase)	15.3	0.0		0.0	15.3	Internal	15.3	1.3	0.0	14.0	15.3	0.0	0.0			Purchase complete, final works being carried out.	S Caplan	Dec-17	
YM356	Replacement of JEL Building Mgmt. System Controls	4.1	0.0		0.0	4.1	Internal	4.1	3.6	0.0	0.5	4.1	0.0	0.0			All works are underway but several final installations won't be completed until the Easter holiday period.	S Milne	Dec-17	
YM363	South Hill Park Ceremony Suite	25.0	0.0		0.0	25.0	Internal	25.0	9.4	5.5	10.1	25.0	0.0	0.0	Jan-18		Refurbishment delayed pending negotiations regarding the lease agreement but progressing. On track for completion by Jan 18.	A. Moore	Nov-17	
YM364	Iken System Upgrade	6.0	0.0		0.0	6.0	Internal	6.0	5.5	0.0	0.5	6.0	0.0	0.0				S Prashar		
Total of Prior Year Funded Schemes - Council Wide		968.4	0.0	0.0	-0.4	968.0	0.0	920.5	530.0	49.5	341.1	919.9	47.5	-0.6						

Total Prior Year Funded Schemes		1,267.3	0.0	0.0	-51.6	1,215.7		1,069.5	552.9	51.3	465.2	1,053.9	146.3	-0.6				
Percentages									0.5	5%	44%		12%	0%				
CURRENT YEAR PROGRAMME																		
Current Year Programme - Resources																		
YM366	EPC Regulations	0.0	50.0		0.0	50.0	Internal	50.0	0.0	0.0	50.0	50.0	0.0	0.0				S Booth
YM367	Civic Accommodation	0.0	3,400.0		0.0	3,400.0	Internal	3,400.0	335.6	1,872.9	1,191.6	3,400.0	0.0	0.0	Mar-18	All the pre construct moves are complete. The contractor has completed all their site setup / immobilisation works as programmed. Construction works commenced on the 30 October and progression well and the Contractor is currently reporting each phase of the works will be completed as programmed	M Howlett	Dec-17
YM371	Gt Hollands Pavillion	0.0	0.0		1.2	1.2	Internal	1.2	1.2	0.0	0.0	1.2	0.0	0.0	Nov-17	Allocated from S106 holding code. Complete	A Thomas	Nov-17
YM370	Binfield Parish Office	0.0	0.0		50.0	50.0	Internal	50.0	50.0	0.0	0.0	50.0	0.0	0.0	Nov-17	Allocated from S106 holding code. Complete	A Thomas	Nov-17
Total of Current Year Programme - Resources		0.0	3,450.0	0.0	51.2	3,501.2	0.0	3,501.2	386.8	1,872.9	1,241.6	3,501.2	0.0	0.0				
Current Year Programme - Council Wide																		
YM181	Capitalisation of Revenue (Budgets Only)	0.0	400.0		0.0	400.0	Internal	400.0	0.0	0.0	400.0	400.0	0.0	0.0		Monies transferred as part of the final accounts process.	A Parker S McKellar	Dec-17
YM244	Improvements and Capitalised Repairs - Council Wide - Planned Maintenance	97.0	1,775.0		0.0	1,872.0	Internal	1,872.0	850.1	450.5	571.4	1,872.0	0.0	0.0		Works on this years programme are well underway . To date 32% of the budget has been spent with a further 34% committed.	S Caplan D Burgess	Dec-17
YM345	Town Centre Redevelopment	5,859.7	850.0		-334.0	6,375.8	Internal	6,375.8	288.3	0.0	6,087.5	6,375.8	0.0	0.0		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.	V Nicholls	Dec-17
YM360	High St E Public Realm Works	0.0	0.0		334.4	334.4	Internal	334.4	334.4	0.0	0.0	334.4	0.0	0.0		Budget to be vired from Town Centre Redevelopment.	V Nicholls	Dec-17
YM346	Asbestos Control	7.4	30.0		0.0	37.4	Internal	37.4	6.4	18.8	12.2	37.4	0.0	0.0		A budget is required to cover any asbestos removal or encapsulating works in Corporate properties that is identified in future Asbestos Management Surveys. The final year of programmed surveys will take place in 17/18.	S Caplan D Burgess	Dec-17
YM362	Commercial Property Investments	7,767.7	20,000.0		-12,416.3	15,351.4	Internal	15,351.4	0.0	0.0	15,351.4	15,351.4	0.0	0.0		Holding code for CPI budget - budget to be vired as new completions occur.	S.Caplan	Dec-17
YM365	ICT Capital Schemes	0.0	767.0		49.7	816.7	Internal	816.7	330.3	48.5	437.8	816.7	0.0	0.0	Apr-18	To support flexible working and all other IT schemes e.g. network, server refresh and IT strategy	D James	Dec-17
YM369	Sheffield	0.0	0.0		18,097.3	18,097.3	Internal	18,097.3	18,097.3	0.0	0.0	18,097.3	0.0	0.0			S Caplan	
YM372	Hutwood Court Southampton	0.0	0.0		14,319.0	14,319.0	Internal	14,319.0	14,318.85	0.0	0.2	14,319.0	0.0	0.0			S Caplan	
YM373	Lincoln	0.0	0.0		0.0	0.0	Internal	0.0	9.22	0.0	-9.2	0.0	0.0	0.0			S Caplan	
Total Current Year Programme - Council Wide		13,731.8	23,822.0	0.0	20,050.0	57,603.9		57,603.9	34,234.8	517.8	22,851.2	57,603.9	0.0	0.0				
Total Current Year Programme Percentages		13,731.8	27,272.0	0.0	20,101.2	61,105.1		61,105.1	34,621.6	2,390.7	24,092.8	61,105.1	0.0	0.0				
									0.6	4%	39%		0%	0%				
Total Council Wide		14,700.2	23,822.0	0.0	20,049.7	58,571.8		58,524.4	34,764.8	567.3	23,192.3	58,523.8	-47.5	-0.6				
Total Resources		298.9	3,450.0	0.0	0.0	3,748.9		3,650.1	409.7	1,874.7	1,365.7	3,635.2	98.8	0.0				
Total Capital Programme		14,999.1	27,272.0	0.0	20,049.7	62,320.8		62,174.5	35,174.5	2,442.0	24,558.0	62,158.9	146.3	-0.6				
Percentages									0.57	3.93%	39%		0.2%	0%				

Annex B: Annual indicators not reported this quarter

Council Plan indicators

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

Operational indicators

Ind Ref	Short Description	Quarter due
Corporate Property		
BV156	Percentage of buildings open to the public which are suitable for and accessible to disabled people	Q4
L075	Number of commercial property voids	Q4
L222	An annual staff satisfaction survey for town centre buildings to be undertaken on	Q4

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