

# QUARTERLY SERVICE REPORT

## CORPORATE SERVICES

Q4 2016 - 17  
January - March 2017

**Executive Members:**

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**Director:**

Alison Sanders

Date completed:

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## Key

### Actions

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	Action may fall behind schedule		Action is no longer applicable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

### Performance indicators

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

## Section 1: Where we are now

### Director's overview

#### Introduction

Progress against objectives has continued well this year, however, the tight deadlines set for some of the Transformation Projects have been very challenging. The additional consultation period for the Council Wide Support Services Review has lengthened some of the timescales for the restructuring, but it is still anticipated that this will complete in September 2017.

#### Budget and savings delivered for 2016/17

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

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

The Directorate's revenue budget for 2016/17 will complete on target.

#### Transformation projects progress

##### Council Wide Support Services Review (CWSS)

- The initial consultation for the restructure of Council Wide Support Services ran for a 4-week period from 20 February to 20 March 2017.
- There were over 130 sets of questions submitted during the initial consultation period, ranging from 2 or 3 questions to 50 questions per set. The total number of questions submitted is estimated to be approximately 800 and every question has been acknowledged, considered and responded to.
- The key area of concern, identified through consultation comments/questions and feedback from directorate leads is the potential loss of direct links to directorates at all levels of operation rather than just via the Business Partner.
- A number of changes were made to structures and job descriptions (some requiring further job evaluation) in response to comments and questions submitted during the consultation and these are now under consideration in the second phase of the consultation.
- Following a review of the initial consultation responses it was agreed to extend the consultation period for a further 3 week period, with the second phase of consultation running from 29 March to 19 April 2017, to consider the changes made to structures and job descriptions.
- Work continues on the development of the necessary ICT improvements to support the new model.
- Work will begin on the implementation of new processes once staff have had confirmation that they are slotted in to posts in the new structures.
- Workshops and interviews for the Business Intelligence element of the review are now underway and the outcomes should be available by the end of April.

### Citizen and Customer Contact Review (CCC)

Staff workshops have been completed to develop the Blueprint for the new customer experience. Over 180 staff attended these workshops and a blueprint around the principles developed in the workshops, is being used to inform the service redesign with each service area.

The pilot for service redesign has been completed for Highways (defect reporting) and Adult Social Care Intake Team. The findings from the service redesign have not yet been implemented, but have identified opportunities for more digitalisation and self-service, better use of telephony technology, and links to more online information sources.

Service redesign work with the Multi Agency Safeguarding Hub has begun. Although in the early stages, this has also identified opportunities for better use of the technology available, and for redesigning the digital self-service offer.

The financial information in the Business Case will need to be based on what can be extrapolated from the service redesign pilot with the Highways service.

The Council has delivered 2 workshops with the voluntary sector and with BFC volunteers to kick off the development of a volunteering/active citizen policy. Work on a Council-Wide volunteer handbook, policies and procedures is progressing.

The programme team have considered the supporting outcomes from the programme to be delivered by 2020, and are developing a strategic “dashboard” model for performance data and management information reporting. A Governance and sourcing strategy has also been discussed and agreed by the team.

Work continues on the “top 300” high need customers with further in-depth analysis across the Council needed to understand the demand that customers make on statutory and voluntary services, and how effectively we respond to these demands.

A new approach to communications has been developed including both audience and message development, with increased use of digital communication channels, such as GovDelivery and social media. A behaviour change toolkit has also been developed to introduce staff to key communication concepts as well as a checklist against which they can evaluate their communication with customers.

Analysis on contact points has been completed and a strategy agreed to channel shift to digital first on telephony, post, face to face and email.

The work to integrate the Netcall telephony system and the Firmstep CRM system has been successfully tested and the link to pause recording when a payment is made by a customer, thereby complying with payment card industry standards, will now be applied to all CRM forms where a payment is required. The plan is to go-live with the integration from 1 May. The integration also enables the details of customers, who have previously called the Contact Centre from the same contact number, to be automatically populated on to the Customer Service Advisor’s screen; this will help to speed up the customer interaction and make the process more efficient.

Some initial cost savings have been identified during this analysis and will be detailed during implementation.

The results of the work during the Plan Phase were reported to a Gateway Review with members on 3 April and all recommendations detailed in the report were approved to take forward into the “Do” Phase.

**Property Review**

The relocation of members, staff and other functions from Easthampstead House to Time Square is now a live project called Time2change with a target completion date of spring 2018.

Agents for the exploration of future delivery options at Easthampstead Park Conference Centre have been appointed and will make their recommendations to CMT in the summer.

Options for delivery of services on a redeveloped Commercial Centre site should be completed in the next two months. Options are being developed for the use of surplus land beside Sandhurst Library. Further work is being done with potential bidders on the London Road Landfill site. The Heathlands site is proposed to be developed for EMI clients in partnership with other local authorities and health partners.

**Progress on other major projects****Mobile & Flexible working**

The current number of all employees recorded on the HR system recorded with work styles for Mobile and Flexible working is HomeFlex (377) and Free (413)..

Detachable hybrid devices and laptops have been trialled in both ASCH&H and Children's Social Care. Further trials of Windows 10 touch laptops, touch convertible and touch detachable hybrids are required before recommendations for wider use can be made. It is likely that different teams will require different solutions. The touch devices to trial are on order awaiting delivery.

Mobile devices currently are in full operational use in the following areas: the Highway Asset team, Trees team, Forestcare, Playground Inspectors, Home Library Service and the Library Community Services Team.

A mobile application for LAS and Controcc (Adults Social Care) is planned to be available for testing from August. Other mobile applications are planned for Building Control and Health and Safety teams.

A softphone solution using CISCO Jabber has been trialled by 81 users across departments and workstyles for the past few months. Positive feedback has generally been received. In most cases the softphone solution negates the need for a desk phone and also allows 4 person conference calls and 1:1 video chats. Recommendations for wider use will be considered by the Mobile Technology Solutions Board in June.

The Vasco physical token will be replaced by certificates so that only the user ID and password need to be entered when the BFGO login box appears. Final testing of the solution to be completed in May. Following the success of this, the solution can be rolled out council-wide.

The Samsung J5 device that will replace the Blackberry as an email on the move solution, providing the GOOD email and calendar solution, will be trialled by a small number of users Q1 2017/18. Agreement for the mobile device management tool needs to be confirmed prior to rollout across the Council.

Website redevelopment

The Digital Services team have continued to redevelop the public website. A beta site was launched for review in January containing a selection of service area pages including News, Council Tax and Waste and Recycling. The remainder of the site is under construction including promotional pages for services such as Leisure, Fostering and Parks and Countryside. The new website will be launched in May, replacing the current website. A number of third party websites and web applications have been rebranded to reflect the new design of the website, such as Modern.Gov, Jobs, Community learning, Self-service, online forms and the Consultation portal. This work will help to provide consistency across the Council's websites and improve the customer journey for customers. The new public website will be launched in May 2017.

Community Hubs development

## Crowthorne Community Hub

- The next meetings of the TRL Community Hub Working Group are on 29th March & 6th April.
- One of their first actions will be to update the community hub schedule. They plan some community consultation to help them do this.
- Crowthorne Parish Council have set up a page on their web site regarding the development and this will have a link to an online survey regarding the Hub.

## Warfield Community Hub

- The Warfield Neighbourhood Centre Feasibility Study went out to tender, however, no quotations were received for this work, other than an offer from Atkins to quote for only part of it.
- A Waiver was granted so that Atkins could be approached, outside of the tendering process, to discuss what they could offer in terms of extent of the brief and cost. However, their cost was prohibitive.
- The proposal is now to break the work down into two areas:
  - Consultation – identify the desired functions/uses of the neighbourhood centre (develop a 'preferred option') to inform Stage 2; and
  - Design – consolidate requirements across the neighbourhood centre and develop a design that works within the site/funding constraints.
- Property Services will lead on the commercial element of the neighbourhood centre, in partnership with the developer, and Warfield Parish Council will lead on the consultation and development of a preferred option regarding the community hub.
- At the design stage a consultant will be appointed.
- The next meeting of the Working Group will be the middle of April and then the consultation work will start.

## Blue Mountain

- A preferred option for a new build design has been agreed with Binfield Parish Council.
- The feasibility cost for this design is £2,588,512. There is currently a funding shortfall of approx. £1,000,000.
- The meetings of the Blue Mountain Community Hub Working Group have been put on hold until September 2017 while Planners look at what other S106 income can be achieved from larger sites that could be used for the Hub.

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

- The next quarter will see the efforts of the Finance teams focused on the year end accounts closure.
- The annual tranche of secondary admission appeals will take place in May/June.
- Mayor making and Annual Council will take place on 24 May.

- Preparations will be made for the General Election on 8 June.
- Legal Services are exploring the way forward with regard to developing a shared service with West Berkshire Council.
- Revised Service Level Agreements have been produced for services to schools that better present the services offered. Work will continue over the next year with CYPL to update pricing to reflect actual costs and improve marketing to help attract interest from schools in neighbouring authorities.

## Highlights and remedial action

### Good Performance

- The Band D Council Tax agreed by Council on 1 March 2017 will result in Bracknell Forest continuing to have the third lowest level of tax among English unitary Authorities.
- Revenue Services has successfully completed the annual billing process, accurately billing 50,000 households on time and without any issues. The team faced several last minute legislation changes this year and still managed to bill in accordance with the agreed timetable. The team have surpassed the previous year's collection rate for Council Tax and have significantly increased the collection of arrears for both taxes.
- Electronic payslips were successfully introduced in January 2017 with minimal negative feedback from staff.
- The first purchase has been completed under the Commercial Property Investment Strategy with the acquisition of a large-scale specialist warehouse facility in Suffolk.
- Contract signed with Vodafone for mobile telephony which gives improved mobile flexibility to support flexible working.

### Areas for improvement

- L254 Annual % return for rental income from the property portfolio is lower as a percentage this year as there have not been many reviews or lease renewals. However, as voids are at an all-time low income remains higher than projected as a total income, but lower than a percentage increase from the base position calculated by this indicator.
- L293 % Maintenance budgets completed on time and on budget  
Because of the relatively small number of projects completed in any one quarter, it's very easy to miss the target for this indicator. In addition, the budgets for most maintenance projects are very much an approximation taken from condition survey data. The variations that result are contained and managed within the overall planned maintenance budget but this does mean that individual budgets often don't bear this level of precision.
- BV156 % building open to public – accessible  
The only buildings outstanding on the current publically accessible buildings list are the two town centre car parks. Unfortunately, due to the large volume of other works being undertaken in connection with the town centre regeneration, it has not yet been possible to complete a full access survey. It is anticipated that this will be resolved by the second quarter of this financial year. Significant access improvements have been made to the carparks as part of their refurbishment, so it is anticipated that the survey results when completed will be positive.
- BV8 % invoices paid within 30 days  
Processing of invoice payments continues to be an area of concern due to staff turnover. Efforts are being made to secure additional interim resources alongside permanent advertising.
- L065 Return on investments exceeds 7 day LA cash benchmark rate  
We had budgeted for interest rates at 0.5% for the year, however as a result of the

economic uncertainty as a result of the EU Referendum vote, the Bank of England lowered the base rate to 0.25%.

- L070 % employees with a disability – Council wide  
The percentage of employees with a disability has increased from last year so it is improving and we are closer to the target than we were last year. We have also since lowered the target for next year to 2% which is more realistic and achievable in the context of a reducing workforce and low normal turnover.

### Audits and Risks

One audit report with a limited assurance opinion was issued for the Directorate during quarter 4. This was for Accounts Payable.

The Corporate Services risk register was reviewed by the Corporate Services Department management Team on 2nd March 2017. The Register currently includes 4 red risks relating to finance and economic pressures, staff morale, information services and cyber security.

### Budget Position

#### Revenue Budget

The original cash budget for the department was £14.082m. Net transfers of £0.099m (including in-year savings) have been made bringing the current approved cash budget to £14.181m. A detailed analysis of the budget changes in this quarter is available in Annex A.

There are sixteen variances to report in the fourth quarters monitoring.

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

Service Area	Budget £000	Forecast Outturn £000	Comments
Commercial Property	(1,955)	(2,220)	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 £35.928m.

Expenditure to date is £18.900m representing 53% of the total budget. However, excluding the Town Centre Redevelopment works and the Commercial Property Investment strategy, the Department anticipates 94% of the total approved budget to be spent by the end of the financial year with 6% being carried forward into 2017-18. A detailed list of schemes together with their approved budget and forecast spend is available in Annex A.

## Section 2: Strategic Themes

### Value for money



Sub-Action	Due Date	Status	Comments
<b>1.1 Council Tax is in the lowest 10% nationally amongst similar authorities</b>			
1.1.01 Maintain Council Tax in the lowest 10% nationally of all unitary authorities	31/03/2017		Band D Bracknell Forest Council tax in 2017/18 is the third lowest among 56 unitary authorities
<b>1.2 The cost, quality and delivery mechanism of all services will be reviewed by 2019</b>			
1.2.05 Undertake a council wide review of Citizen and Customer Contact and implement the findings	31/03/2017		<p>The status of the project is now Green as the project is prepared for the Plan phase Gateway Review on 3 April with the business case 70% complete. •Designing the new customer experience/ blueprint – Sixteen workshops have been held with around 180 front line colleagues from across the council to look at the future of citizen and customer contact . Led by the Chief Officer for Customer Services and supported by a number of colleagues from other departments, these workshops have generated much discussion and great suggestions for how we can help residents interact with us in a more self-sufficient manner in the coming years. •Partnership working – Workshops with current BFC volunteers took place on 6 February and with voluntary sector organisations and Involve on 7 February, to develop and define the Council's future volunteering strategy. The strategy is now being drafted.</p> <p>•Technology, processes and information - Data analysis is complete on generic email accounts across the Council. Principles and guidance for drop box and email use have been drafted to ensure that drop box use is effective and encourages consistent, timely responses. Further data analysis of telephone contact continues. •Pilot new way of working – Work is progressing well with the 3 pilot areas ASC Intake Team, MASH and Highways. The MASH workshops are about to commence. •New approach to communications – New communications approach written addressing key elements: Audience Development, Message Development and Behaviour Change. Methods in approach piloted by Public Health – resulting in significant audience growth and increase in engagement. Behaviour Change toolkit in development, including e-learning package for staff.</p> <p>•Business case – The business case is 70%</p>

			<p>complete. A report of the recommendations from the Plan Phase will go to Finance PRG on 24 April and Executive on 25 April. The finalised slide deck plan phase report will go to Members on 30 March in preparation for the gateway review on 3 April.</p> <ul style="list-style-type: none"> <li>•Implementation plan – The implementation plan is being drafted and will be finalised following any feedback received from the gateway review meeting.</li> <li>•Costings – Initial findings of the cost to the Council of staff time spent on customer contact show that it equates to 140 full time posts at a cost of just under £4.5m.</li> </ul>
1.2.06 Undertake a council wide review of support services (HR, ICT, Finance, Property, Legal, Procurement, Performance Management and Business Intelligence) and implement the findings	31/03/2017		<p>The RAG status for this project is now Amber.</p> <ul style="list-style-type: none"> <li>•The staff consultation for the restructure of Council Wide Support Services ran for a 4-week period from 20 February to 20 March 2017. Following the close of the consultation, structures and job descriptions have been reviewed and the consultation extended for a further two weeks in order to allow sufficient time for staff to comment on the updates that have taken place to structures, having listened to their consultation feedback.</li> <li>•There were over 130 sets of questions submitted during the consultation period, ranging from 2 or 3 questions to 50 questions per set. The total number of questions submitted is estimated to be approximately 800 and every question has been acknowledged, considered and responded to.</li> <li>•Of all the comments submitted none stated that the Target Operating Model would not be effective. Feedback from directorate leads suggests that whilst staff don't necessarily agree with the TOM they accept the need for change and to make savings.</li> <li>•Work continues on the development of the necessary ICT improvements.</li> <li>•Work will begin on the implementation of new processes once staff have had confirmation that they are slotted in to posts in the new structures.</li> <li>•Workshops and interviews for the Business Intelligence element of the review are now underway and the outcomes should be available by the end of April.</li> </ul>
1.2.10 Conclude the delivery plan for the Facilities Management Category Strategy	31/03/2019		<p>The working group is seeking to demonstrate that the savings achieved follow the original recommendations with a paper to CMT. This will conclude the savings target element of the category but a further recommendation will be to continue with the strategy to consolidate some budgets and deliver savings and efficiencies council wide.</p>
1.2.11 Undertake a review of key council properties and implement the	31/08/2019		<p>The relocation of staff from Easthampstead House to Time Square is now a project</p>

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)			called Time2change with a target completion for spring 2018. Agents for the future delivery at Easthampstead Park have been appointed with a report to CMT in the summer. Options for delivery of a new depot should be completed in the next two months. Other projects are being considered by individual Directorates.
<b>1.3 We charge appropriately for services and seek opportunities to generate additional income</b>			
1.3.01 Carry out a review of income generation and charging and implement opportunities identified	31/03/2017		Focus on the Commercial property Investment Strategy which is being implemented.
1.3.05 Review Service Level Agreements and charging with schools and academies and explore opportunities for further service provision	31/03/2019		Revised SLAs agreed for 2017/18, charges to be reviewed further in advance of 2018/19
1.3.06 Implement the changes to the discretionary Home to School Transport service	31/03/2019		The required contributions for Post 16 transport assistance have been received from all but one family. Lengthy discussions have taken place with the school regarding this family accessing a bursary fund from the school. Decision taken by Transport & Support Manager to directly invoice the school for the contribution.
1.3.07 Develop Property Investment Strategy to support Property Acquisitions in line with the Council's budget requirements and existing property investment portfolio, and begin acquisitions	30/09/2016		The strategy was agreed by the Executive in October 2016. The Council has completed its first acquisition under the Corporate Property Investment Strategy. The property is a large distribution warehouse located in Stowmarket. This should contribute to £440k per annum to the Council's revenue budget.
<b>1.4 Self-service and the use of online services has increased</b>			
1.4.01 Increase range of services available through the website and uptake of customer online account	31/03/2017		
1.4.02 Develop a Digital Strategy to support increased use of online resources by staff	31/10/2016		The Digital ICT Strategy was approved by Executive on 14th March 2017. Extensive planning and costing for delivery has commenced.
1.4.03 Implement employee and manager self service in the new HR and Payroll system	31/12/2016		Both Employee Self Service and Manager Self Service are now live within the new HR and Payroll System. Electronic Payslips via Employee Self Service were implemented in January 2017. Learning & Events and the new Appraisal System which use Both ESS and MSS went live on 1st April 2017. Further enhancements to Manager Self Service will continue through the year. So far implementations have all been on target with the confirmed Project Plan.
1.4.04 Support the procurement, installation and deployment of a new GIS system with colleagues in ECC	31/03/2019		Installation and implementation is now complete
1.4.05 Develop and implement a Workforce Transformation Strategy	31/03/2017		The Organisational Development and Workforce Strategy has been signed off by

			CMT and will be implemented over the next 3 years. The new values and behaviours that form part of this strategy now form part of our new approach to appraisals.
<b>1.5 Community involvement and the use of volunteers in the delivery of council services has increased</b>			
1.5.02 Develop a new community engagement strategy for 2016-19 to deliver on the Council's new narrative	30/11/2016		Being developed through the delivery of the Transformation Programme's work on behaviour and culture change.
1.5.03 Ensure that community based delivery models and the use of volunteers are considered as service delivery options in all Transformation Programme policy and service reviews	31/03/2017		The Council's approach to community self reliance has been embedded in the Programme's engagement plan, as well as it being a key strand in the Citizen & Customer Contact review. The new strategy for the library service is based on working with the community to significantly increase levels of volunteering. A new volunteering and active communities policy is being developed along with a new approach to communication to promote active citizenship and closer working with the voluntary and community sector as a part of the Citizen and Customer Contact review.
<b>1.6 Resident and staff satisfaction levels remain high</b>			
1.6.02 Conduct the Residents Survey 2017 to test resident satisfaction	31/01/2017		Completed. The results were positive with improvements to resident satisfaction with the borough and the Council.
1.6.03 Ensure that residents and staff are consulted on all proposed major changes to services and that the impact of these changes on them is assessed	31/03/2017		Significant changes to services are impact assessed and consulted upon. Resident Survey completed.
1.6.04 Deliver an action plan to attain the Excellent level of the Equality Framework for Local Government to support the Council to achieve outcomes for vulnerable groups and areas of greatest need based on prevention and early intervention	31/03/2017		Given the significant change taking place to services across the organisation stemming from the Transformation Programme the time is not right to prioritise attaining the Excellent level and efforts instead will be focussed on maintaining the Achieving level.
1.6.05 Conduct a Staff Survey in autumn 2017 to test staff satisfaction levels	31/10/2017		It has been agreed that the staff survey will take place in Spring 2018 rather than Autumn 2017. Therefore work has not yet started on this.
<b>1.7 Spending is within budget</b>			
1.7.02 Implement savings as identified for 2016-17	31/03/2017		Managed through the Council's Budget Monitoring process
<b>1.8 Surplus assets are sold</b>			
1.8.01 Set realistic targets for anticipated capital receipts as part of annual budget	31/03/2017		The budgets are endorsed by the Council and Property Services is working to deliver the anticipated receipts.

Ref	Short Description	Previous Figure Q3 2016/17	Current Figure Q4 2016/17	Current Target	Current Status
L051	Percentage of current year's Council tax collected in year (Quarterly)	84.56%	98.28%	97.50%	
L053	Percentage of current year's Business Rates collected in year (Quarterly)	83.05%	98.62%	97.50%	
L221	Satisfaction level expressed in survey of contact with Customer Services, across all channels (Quarterly)	80.00%	96.50%	75.00%	
L256	Percentage of transactions carried out online and the use of the customer portal (Quarterly)	48.5%	49.0%	N/A	N/A
L261	Level of staff sickness absence (Quarterly)	1.62	1.93	5.00	
L262	Level of voluntary staff turnover (Quarterly)	2.8%	2.5%	3.25%	

Ind Ref	Short Description	Previous figure 2015/16	Current figure 2016/17	Current Target	Current Status
NI004	Percentage of people who feel they can influence decisions in their locality (Biennially (every two years))	41 % (2014/15)	40.0%	41.0%	
L250	Band D Council Tax within the lowest 10% of all English unitary authorities (Annually)	10.0%	5.4%	10.0%	
L251	Value of savings achieved (Annually)	2,900,00	6,900,00	4,500,000	
L252	Capital receipts generated through the release of surplus assets (Annually)	N/A	0	N/A	N/A
L254	Annual percentage return for rental income from the property portfolio (Annually)	2.50%	2.10%	2.50%	
L258	Overall residents' satisfaction with council services (Annually)	65.0%	68.0%	65.0%	
L259	Percentage of population satisfied with the borough as a place to live (Annually)	87.0%	90.0%	87.0%	

## A strong and resilient economy



Sub-Action	Due Date	Status	Comments
<b>2.1 The borough is regarded as an excellent business location</b>			
2.1.07 Establish a local contractor mini framework specifically working with local small medium enterprises to provide additional building repair and support services	31/12/2016		This is now complete. The decision to award the contact was signed on 6 October 2016 and the contract went live from 1 November 2016.
<b>2.6 Businesses are supported and encouraged to play an active role in the community</b>			
2.6.01 Work with Involve to develop a brokerage service to support businesses to contribute to the community	31/03/2019		Involve are working with over 20 companies to support the delivery of their CSR strategies and are continuing to develop new relationships. Waitrose hosted a business and community event in February to further promote CSR and build relationships between voluntary and community groups and local businesses.

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



Sub-Action	Due Date	Status	Comments
<b>3.6 Children and young people with Special Educational Needs are supported to achieve their potential</b>			
3.6.02 Provide statutory and discretionary transport support services in accordance with the revised policy	31/03/2019		BFC currently supports 297 children and young people with SEN with transport assistance. This can be further broken down: SEN within statutory school age – 194, YP with SEN who are Post 16 and continuing at their place of education or colleges – 38, Over 19 or formerly SEN or Post 16 SEN who started a new course in September 2016 – 28, Students at the Pupil Referral Unit (classed as SEN) – 34, SEN pupils who receive a Personal Transport Budget - 3

3. People have the life skills and education opportunities they need to thrive					
Ind Ref	Short Description	Previous figure 2015/16	Current figure 2016/17	Current Target	Current Status
L274	Percentage of admissions appeals which are upheld - Infant (Annually)	0.0%	0.0%	N/A	N/A
L275	Percentage of admissions appeals which are upheld - Primary (Annually)	5.0%	0.0%	5.0%	
L276	Percentage of admissions appeals which are upheld - Secondary (Annually)	10.0%	11.0%	10.0%	



## People live active & healthy lifestyles

Sub-Action	Due Date	Status	Comments
<b>4.4 Personal choices available to allow people to live at home are increased</b>			
4.4.11 Seek acquisitions of suitable properties through Downshire Homes Ltd, supporting the Council's housing needs	31/03/2019		Downshire Homes have either acquired or offered on the properties required to meet their objectives for 2016/17. The purchase of 20 out of 20 properties has been completed.
<b>4.8 Learning opportunities are available for adults</b>			
4.8.01 Work with partners to coordinate opportunities for Digital Inclusion activities	31/03/2017		Work with Bracknell Forest Homes, the Open Learning Centre, Libraries and other stakeholders continues, to provide opportunities for digital inclusion activities. The level of digital exclusion appears to be decreasing, with significant improvements in access to broadband at home recorded in the recent residents' survey, in particular among the over 65s, who are most likely to be digitally excluded.

4. People live active and healthy lifestyles					
Ind Ref	Short Description	Previous figure 2015/16	Current figure 2016/17	Current Target	Current Status
L282	Number of adults taking part in digital inclusion activities (Annually)*	N/A	Not Available	N/A	N/A



## A clean, green, growing and sustainable place

Sub-Action	Due Date	Status	Comments
<b>5.2 The right levels and types of housing are both approved and delivered</b>			
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		All deeds of release have been agreed with the HCA and Bracknell Forest Homes for Sandy Lane. Negotiations are continuing on the detailed drafting of the legal agreement. The former Heathlands site is being considered by C.M.T and may work collaboratively with other local authorities for residential care provision.
<b>5.3 Appropriate infrastructure development is completed to support housing growth including; Warfield Link Road, Coral Reef Junction, Jennetts Park, town centre</b>			
5.3.03 Facilitate the development of new Community Hubs at three sites: Blue Mountain (Binfield); Warfield; Transport Research Laboratory (Crowthorne) working with the Parish Councils	31/03/2019		<ul style="list-style-type: none"> <li>• Blue Mountain Community Hub: the feasibility study has been completed. The working group is concentrating on identifying additional S106 funding for the project and will review the financial position in September 2017. Exploration of whether a health facility could also be accommodated on the site.</li> <li>• Warfield Community Hub: the feasibility study has been delayed due to a lack of interest from the market to deliver this. Warfield Parish Council will now be leading on the community consultation.</li> <li>• Crowthorne Community Hub: the Parish Council working group is now meeting regularly and a meeting with L&amp;G is planned.</li> </ul>
<b>5.4 Neighbourhood Plans and Community Infrastructure Levy (CIL) to support local community facilities and other infrastructure are in place</b>			
5.4.02 Deliver Neighbourhood Planning Referenda in Warfield, Bracknell Town and other parish council areas when developed	31/03/2019		None required during this period.



## Strong, safe, supportive and self-reliant communities

Sub-Action	Due Date	Status	Comments
<b>6.1 Levels of volunteering and community action in the borough are increased</b>			
6.1.02 Develop the Council's approach to embedding community self reliance as a cross cutting theme across all the Council's services and activities through the Citizen and Customer Contact Review	31/03/2017		New policy on volunteering and active citizenship in development. New communications approach being developed to encourage active citizenship and self reliance.
6.1.03 Develop and deliver an action plan to increase volunteering and community self reliance and resilience in the borough working with Involve and other partners	31/03/2018		Community Resilience Partnership established. Volunteer passport launched. New projects in development during Spring/Summer 2017.
6.1.04 Recruit volunteers to support redevelopment of the website and the customer's online account by carrying out testing	31/03/2017		Volunteers used throughout website testing.
<b>6.2 High levels of community cohesion are maintained</b>			
6.2.02 Ensure local work on the Prevent agenda addresses issues of community cohesion through the implementation of the Prevent Steering Group strategy	31/03/2019		Prevent action plan updated and includes actions focussed on maintaining community cohesion. Ongoing engagement with BICs and other community groups. Successful Involve community event at Wokingham College in March.
6.2.04 Develop a new 'All of Us' Equality Scheme for 2017-20 which sets out the Council's cohesion objectives and actions	31/03/2017		New equality objectives and a new scheme to be approved by the Executive in April. Equality actions are being identified and embedded into the 2017-18 service plans.
6.2.05 Deliver the Bracknell Forest Civilian-Military Partnership's Action Plan with the Royal Military Academy Sandhurst to support the integration of the Armed Forces community	31/03/2017		Action plan was refreshed with new actions through a workshop at the July meeting of the Partnership.

<b>6. Strong, safe, supportive and self-reliant communities</b>					
Ind Ref	Short Description	Previous figure 2014/15	Current figure 2016/17	Current Target	Current Status
NI001	Percentage of people who believe people from different backgrounds get on well together in their local area (Biennially (every two years))	94.0%	96.0%	94.0%	
NI006	Participation in regular volunteering (Biennially (every two years))	20.0%	20.0%	25.0%	
NI023	Percentage of the population who believe that people in the local area treat one another with respect and consideration (Biennially (every two years))	87.0%	88.0%	87.0%	

## Section 3: Operational Priorities

7: Operational			
Sub-Action	Due Date	Status	Comments
<b>7.2 Corporate Services</b>			
7.2.01 Deliver national and local elections without challenge and within budget	31/03/2019		No elections during this period.
7.2.02 Retender Electoral registration and Elections Printing – 3 year framework agreement	31/12/2019		The tender process is complete and the new agreement commenced on 1 March 2017.
7.2.03 Involve a wide range of people to sit on a range of Council bodies including the Education Appeals Panel, the Independent Review Panel and Overview & Scrutiny Panels	31/03/2019		On 25 January Governance & Audit Committee appointed a pool of co-opted members with a range of experience to sit on Code of Conduct Panels as required.
7.2.04 Deliver primary and secondary admission appeals	31/03/2019		The Panel met twice this quarter to hear four appeals; two secondary and two primary, one of which was an infant class size appeal. None of the appeals were upheld.
7.2.05 Publish draft Statement of Accounts	31/05/2017		Complete
7.2.06 Prepare monthly budget monitoring reports on time	31/03/2019		Deadlines met
7.2.07 Provide financial advice to the Council in its support for Downshire Homes Limited including the provision of loan finance	31/03/2019		Loan terms agreed in principle
7.2.08 Use monthly budget monitoring reports to identify and address any emerging overspends promptly	31/03/2019		On-going
7.2.09 Carry out annual review of Constitution	27/04/2016		Complete
7.2.10 Provide effective and timely legal support as required including Property, Contracts, Planning and Public Protection advice and drafting	31/03/2019		Noteworthy property transactions include the purchase of a commercial income producing property in Stowmarket for £11.5 Million: Several leases of Downshire  Homes Ltd properties to Look Ahead, a care support and housing provider to enable the housing of vulnerable adults with learning difficulty/autism within the borough, and also the surrender and regrant of leases to major sporting clubs within the borough to enable them to access significant grants from Sports England. Also, significant work has been done on the anticipated sell off of the large swathe of land at Garth
7.2.11 Provide Legal support to Downshire Homes Ltd including advice to the Board and conveyancing for property acquisitions	31/03/2019		20 properties purchased in 16/17 financial year. Further 20 planned for 17/18. Instructions currently in place for 10 properties.
7.2.12 Provide legal support to review of Community Infrastructure	31/03/2017		Review of CIL charging Schedule deferred

Levy Charging Schedule			
7.2.13 Provide Legal support on all infrastructure projects	31/03/2019		S38 on Blue Mountain close to completion. Awaiting final agreement from Developer's lawyers. Advised on Memorandum of Understanding with Contractors for site access in relation to access road
7.2.14 Retender the Occupational Health contract	30/06/2017		This has now been awarded. Final changes are being made to the contract before it is signed by the provider and the Council.
7.2.15 Implement an electronic accident reporting system	30/09/2016		The new online Accident Reporting system has been developed and installed and was fully operational for staff to access from 1st September 2016.
7.2.16 Refine and expand the Council's e-learning opportunities	31/03/2019		Work continues on enhancing e-learning opportunities for staff. 1 extra package went live within the last quarter. Staff have been concentrating on the implementation of the new L&D module within iWorks.
7.2.17 Migrate from ESRI GIS to Open Source GIS	30/06/2016		Original target date exceeded. Cadcorp has now been updated in stages: 31 Jan 2017 - New Public Facing GIS Live 5 April 2017 - New Internal GIS Live Currently dual running the internal applications This will ease transition to the new system and allow time to iron out any wrinkles. Planning to decommission the ESRI GIS server BFGISAPPLIVE, BFGISAPPTTEST, BFGISDBLIVE, BFGISDBTEST in June 2017.
7.2.18 Redevelop the public website to improve citizen use of online information and service access	31/10/2016		Original target date exceeded. Beta site launched in January with full site to be launched May 2017.
7.2.19 Develop Electronic Documents and Records Management System (EDRMS)/Collaborative Working Strategy to support mobile & flexible working	30/09/2016		The Action plan for the strategy is now being managed under the Civic Accommodation programme.
7.2.20 Ensure current technology is removed from Coral Reef at close-down and liaise with site management regarding business requirements for re-opening	31/03/2017		All ICT actions currently complete. New requirements for the new centre when it opens late summer 2017 to be discussed and planned with ICT co-ordinated by the Coral Reef project team.
7.2.21 Support Forestcare to promote the use of mobile lifeline technology	31/03/2017		Project complete
7.2.22 Support the delivery of the Home Library Service using mobile technology	30/09/2016		Barcode scanners and android tablets have now been rolled out.
7.2.23 Review the CRM contract	31/05/2016		This work has been delayed.
7.2.24 Procure significant contracts including mail services and home to school transport	30/06/2016		The Downstream Postal Service has 39 months to run and we are currently being offered the best rates for second class mail items that can be achieved. HTST contract is in operation.

7.2.25 Complete establishment of construction mini framework for Asset Management Plan	31/05/2016		See action 2.1.07
7.2.26 Complete annual review of Corporate Asset Management Plan	30/06/2017		The Corporate Asset Management Plan was endorsed by the Executive Member in July 2016.
7.2.27 Support the Town Centre Compulsory Purchase Orders, the Market and potential future phases of the town centre regeneration	31/03/2017		Work is ongoing to conclude to the Town Centre Compulsory Purchase Orders.
7.2.28 Increase Self service use of Frontline (the building maintenance management system) by all building managers	31/03/2019		Schools asbestos management training is complete. A programme is being drawn up to extend this training to corporate building managers. In addition, some community centre managers have expressed interest in using the self-service aspects of the system and so training is being planned.
7.2.29 Provide professional support to CYPL seeking expansion of existing and development of new schools	31/05/2017		Property Services continue to support CYPL as and when required for the expansion and development of new schools.
7.2.30 Provide project management which supports the delivery and redevelopment of Coral Reef	03/04/2019		Construction works are progressing well on site and contractor is reporting that all elements of the works other than Sauna World remain to be complete on 28th July. Sauna World is scheduled to complete on 18th August 2017, as per the advised programme issued. Atkins March 2017 Cost Report states that the overall project budget is over committed by £75k

<b>Corporate Property - Quarterly</b>					
Ind Ref	Short Description	Previous Figure Q3 2016/17	Current Figure Q4 2016/17	Current Target	Current Status
L059	Percentage of post sent second class (Quarterly)	98.0%	97.5%	95.0%	
L076	Planned maintenance spend (Quarterly)	101.1%	122.3%	50.0%	
L229	Number of clients with learning difficulties using the R-bus (Quarterly)	65	70	60	
L292	Percentage of capital projects rated good or excellent (Quarterly)	100.0%	100.0%	90.0%	
L293	Percentage of maintenance projects completed on time and on budget (Quarterly)	89.0%	75.0%	85.0%	
<b>Customer Services - Quarterly</b>					
Ind Ref	Short Description	Previous Figure Q3 2016/17	Current Figure Q4 2016/17	Current Target	Current Status
L233	Percentage of abandoned calls to the main Council contact number (Quarterly)	1.9%	2.7%	5.0%	
L234	Number of Council Tax cases in arrears (Quarterly)	4,817	5,922	N/A	N/A
<b>Democratic and Registration Services - Quarterly</b>					
Ind	Short Description	Previous Figure	Current Figure	Current	Current

Ref		Q3 2016/17	Q4 2016/17	Target	Status
L057	Percentage of agendas published 5 clear days prior to a meeting (Quarterly)	100.0%	100.0%	100.0%	
L058	Percentage of minutes published within 5 clear days of a meeting (Quarterly)	100.0%	97.0%	85.0%	
L231	Number of entries on the Electoral Register (Quarterly)	87,949	88,176	86,063	
<b>Finance - Quarterly</b>					
Ind Ref	Short Description	Previous Figure Q3 2016/17	Current Figure Q4 2016/17	Current Target	Current Status
BV8	Percentage of invoices paid within 30 days (Quarterly)	86.3%	88.9%	95.0%	
L064	Debt outstanding as percentage of gross debt (Quarterly)	4.00%	4.00%	7.00%	
L065	Return on investments exceeds 7-day LA cash benchmark rate (Quarterly)	0.32%	0.29%	0.50%	
<b>ICT - Quarterly</b>					
Ind Ref	Short Description	Previous Figure Q3 2016/17	Current Figure Q4 2016/17	Current Target	Current Status
L079	Resolution of reported ICT incidents (Quarterly)	88%	95%	95%	
L082	ICT service availability - percentage of time service is available for use (Quarterly)	98.8%	99.1%	99.0%	
L220	Number of ICT Helpdesk Calls (Quarterly)	4,947	5,555	N/A	N/A
<b>Legal Services - Quarterly</b>					
Ind Ref	Short Description	Previous Figure Q3 2016/17	Current Figure Q4 2016/17	Current Target	Current Status
L085	Amount of money recovered in debt collection (Quarterly)	317,070.40	133,746.44	N/A	N/A
L086	Number of Freedom of Information requests received (Quarterly)	286	307	N/A	N/A
L291	Number of new legal cases opened each quarter (Quarterly)	148	84	N/A	N/A

<b>Corporate Property - Annual</b>					
Ind Ref	Short Description	Previous Figure 2015/16	Current Figure 2016/17	Current Target	Current Status
BV156	Percentage of buildings open to the public which are suitable for and accessible to disabled people (Annually)	94.7%	94.7%	100.0%	
L075	Number of commercial property voids (Annually)	1.5%	0.5%	5.0%	
L222	An annual staff satisfaction survey for town centre buildings to be undertaken on Facilities support and service (Annually)	80.20%	81.30%	80.00%	
<b>Customer Services - Annual</b>					
Ind Ref	Short Description	Previous Figure 2015/16	Current Figure 2016/17	Current Target	Current Status
L052	Cumulative percentage of Council Tax collected for the previous year at 31 March (Annually)	99.10%	99.24%	99.00%	

L054	Cumulative percentage of business rates collected for the previous year at 31 March (Annually)	99.40%	99.32%	97.50%	
<b>Human Resources - Annual</b>					
Ind Ref	Short Description	Previous Figure 2015/16	Current Figure 2016/17	Current Target	Current Status
L066	Top five percent earners - women, council wide (Annually)	50.02%	49.62%	47.00%	
L067	Top five percent earners - minority ethnic communities, council wide (Annually)	4.80%	8.40%	4.00%	
L068	Top five percent earners - with disability, council wide (Annually)	3.22%	6.72%	4.50%	
L070	Percentage of employees with a disability, council wide (Annually)	1.87%	2.20%	3.50%	
L071	Percentage of black and ethnic minority employees, council wide (Annually)	5.76%	6.12%	6.00%	
L072	Gender pay gap, council wide (Annually)	18.10%	16.26%*	18.00%	
L074	Average amount spent on training per employee, council wide (Annually)	325.00	355.00	330.00	
L131	Percentage of staff leaving within one year of starting (Annually)	18.39%	19.40%	18.00%	
<b>ICT - Annual</b>					
Ind Ref	Short Description	Previous Figure 2015/16	Current Figure 2016/17	Current Target	Current Status
L078	ICT User satisfaction - service user survey (Bi-annually)	5.32	5.32	5.32	
L080	ICT Project management - 5 metrics (Annually)	82.0%	100.0%	80.0%	
<b>Legal Services - Annual</b>					
Ind Ref	Short Description	Previous Figure 2015/16	Current Figure 2016/17	Current Target	Current Status
L087	Percentage of time recorded as chargeable time (Annually)	85.0%	65.8%	65.0%	

\*L072: 16.26% - This figure has been produced using the new definitions within the new gender pay gap regulations that came into force on 1st April 2017. It is therefore not a direct comparison to last year.

## Section 4: People

### Staffing levels

	Establishment Posts	Staffing Full Time	Staffing Part Time	Total Posts FTE	Vacant Posts	Vacancy Rate
Directorate	2	2	0	2	0	0
Customer Services	41	30	11	37.87	3	6.82
Democratic & Registration Services	18	13	5	16.58	1	5.26
Finance	33	24	9	30.06	3	8.33
Human Resources	19	14	5	17.11	0	0
ICT	36	33	3	35	2	5.26
Legal	12	7	5	10.24	1	7.69
Property Services	35	23	12	30.91	6	14.63
<b>Department Totals</b>	<b>196</b>	<b>146</b>	<b>50</b>	<b>179.77</b>	<b>16</b>	<b>7.55</b>

### Staff Turnover

For the quarter ending	31 March 2017	3.06%
For the last four quarters	1 April – 31 March 2017	9.48%

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

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

Comments: There were 6 voluntary leavers during the last quarter which is the same as the previous quarter. Of the 16 vacancies 2 (including one Chief Officer) are being covered by contractors on a temporary basis. Of the other vacancies recruitment is underway for one of the posts in Finance. Other posts are currently being held vacant for the time being because of Council Wide Support Services Review.

### Staff sickness

Section	Total staff	Number of days sickness	Quarter 4 average per employee	2016/17 annual average per employee
Directorate	2	2.5	1.25	1.25
Customer Services	41	124	3.02	8.87
Democratic & Registration Services	18	8	0.44	1.56
Finance	33	63.5	1.92	4.33
Human Resources	19	8	0.42	3.21
ICT	36	63	1.75	6.92
Legal	12	12	1	3.79
Property Services	35	84	2.4	10.54
<b>Department Totals (Q4)</b>	<b>196</b>	<b>362.5</b>	<b>1.85</b>	
<b>Totals (16/17)</b>				<b>6.44</b>

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

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

Comments: Sickness for this quarter stands at 362.5 days. This is lower than the last quarter but slightly higher than the same period last year. There were 194.5 days attributable to long term sick this quarter. There are currently 3 members of staff off on long term absence.

The annual average for 16/17 is 6.44 days which is higher than the authority figure for 15/16. The annual average excluding long term sick is 3.31 days per employee.

## Section 5: Complaints

Stage	New complaints activity in quarter	Complaints activity year to date	Outcome of total complaints activity year to date
Stage 2	0	4	2 not upheld, 1 partially upheld, 1 upheld
Stage 3	2	2	2 not upheld
Local Government Ombudsman	0	0	N/A
TOTAL	2	6	N/A

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

**Nature of complaints/ Actions taken/ Lessons learnt:** Two complaints regarding Council Tax liabilities and enforcement agent's fees - not upheld at Stage 2 or Stage 3.

## Annex A: Financial information

CORPORATE SERVICES / CX OFFICE BUDGET MONITORING - FEBRUARY 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	Requested Carry Forward
	£000	£000		£000	%	£000	£000	£000		£000
<b>Director of Corporate Services</b>										
Director of Corporate Services	215	-6		209	104	209	0	0		
Community Engagement & Equalities	218	-38		180	87	205	25	0		
	<b>433</b>	<b>-44</b>		<b>389</b>	<b>96</b>	<b>414</b>	<b>25</b>	<b>0</b>		
<b>Head of Democratic &amp; Registration Services</b>										
Committee Services	337	-32		305	84	299	-6	-2	#1,7	-2
Member and Mayoral Services	874	4		878	91	862	-16	-4	#2, #3,8,9	-4
Registration of Births, Deaths & Marriages	-41	9		-32	331	-32	0	0		
Registration of Electors / Elections	187	30		217	143	206	-11	0		
	<b>1,357</b>	<b>12</b>		<b>1,369</b>	<b>92</b>	<b>1,336</b>	<b>-33</b>	<b>-6</b>		
<b>Chief Officer: Customer Services</b>										
Local Tax Collection incl Cashiers	365	-36	A	329	201	634	305	305	4,6	
Customer Services	937	49	A	986	93	986	0	0		
	<b>1,302</b>	<b>13</b>		<b>1,315</b>	<b>120</b>	<b>1,620</b>	<b>305</b>	<b>305</b>		
<b>Borough Solicitor</b>										
Legal	581	46		627	85	637	10	0		
<b>Chief Officer: Human Resources</b>										
Human Resources	427	59		486	113	591	105	90	2,3	
Unified Training Unit	424	-9		415	48	404	-11	-11	5, #6, 11, 12	-11
Health & Safety	55	7		62	89	62	0	0		
	<b>906</b>	<b>57</b>		<b>963</b>	<b>83</b>	<b>1,057</b>	<b>94</b>	<b>79</b>		
<b>Borough Treasurer</b>										
Finance	1,919	26		1,945	85	1,905	-40	0		
Insurance	406	0		406	62	406	0	0		
	<b>2,325</b>	<b>26</b>		<b>2,351</b>	<b>81</b>	<b>2,311</b>	<b>-40</b>	<b>0</b>		
<b>Chief Officer: Property Services</b>										
Property Services	337	49		386	92	386	0	0		
Industrial & Commercial Properties	-1,913	-42		-1,955	121	-2,300	-345	-80	1	
Construction & Maintenance	485	63		548	87	548	0	0		
Operations Unit	3,869	-64	A,B	3,805	81	3,718	-87	0		
	<b>2,778</b>	<b>6</b>		<b>2,784</b>	<b>56</b>	<b>2,352</b>	<b>-432</b>	<b>-80</b>		
<b>Chief Officer: Information Services</b>										
ICT Services	2,420	75	A	2,495	97	2,490	-5	-10	5	
<b>Chief Executive's Office</b>										
Chief Executive	491	-139		352	65	343	-9	0		
Chief Executive's Office (Support)	796	151	A	947	93	939	-8	-5	#4	-5
Town Centre Redevelopment	53	0		53	-1,008	53	0	0		
Voluntary Sector Grants	382	-28		354	95	335	-19	0		
Community Safety	258	-74		184	53	184	0	0		
	<b>1,980</b>	<b>-90</b>		<b>1,890</b>	<b>54</b>	<b>1,854</b>	<b>-36</b>	<b>-5</b>		
Transformation Board	0	0		0	100	0	0	0		
<b>TOTAL CS AND CX OFFICE</b>	<b>14,082</b>	<b>99</b>		<b>14,181</b>	<b>85</b>	<b>14,069</b>	<b>-112</b>	<b>283</b>		<b>-22</b>
<b>Memorandum item</b>										
Devolved Staffing Budget - CS and CX	9,495	488	A,B	9,983	105	9,983	0	0		
<b>Non Cash Budgets</b>										
Capital Charges	1,703	0		1,703		1,703	0	0		
IAS19 Adjts	1,093	0		1,093		1,093	0	0		
Recharges	-9,108	0		-9,108		-9,108	0	0		
	<b>-6,312</b>	<b>0</b>		<b>-6,312</b>		<b>-6,312</b>	<b>0</b>	<b>0</b>		

**CORPORATE SERVICES / CX OFFICE BUDGET MONITORING - FEBRUARY 2017****Carry Forwards Currently Identified**

<b>Note</b>	<b>Total</b>	<b>Explanation</b>
	<b>£'000</b>	
#1	2	Training was due to take place for 'Exclusions Appeals' in March, unfortunately the trainer is now not available until April and so a carry forward is requested.
#2	2	A carry forward is requested for two Member training sessions that should have been delivered as part of this year's programme but have needed to be postponed to next year
#3	2	It was intended to hold the memorial service for John Nike this year but it was not possible to do so and therefore a carry forward is requested to meet the costs in the new financial year
#4	5	The BID steering group only approved the ongoing plan for this group in early 2017. As a result of this delay, a survey that has been commissioned along with initial work on branding will now fall into the first quarter of the 2017/18 financial year and so a carry forward is requested.
#5	9	Due to the work of the transformation programme, management training was scaled back in the first half of this financial year. The Transformation Programme Board have now been decided that some additional mentoring/training is required for CMT/SLG as a direct result of the works of the programme, but this cannot be completed in 2016/17. As such, a carry forward of £0.009m is requested to enable this training to happen in the first quarter of 2017/18.
#6	2	Due to unforeseen circumstances the celebration of achievement ceremony has had to be rescheduled for 5 April 2017. As such a carry forward has been requested to pay for the accommodation, catering, printing and guest speaker (£0.002m).
	<b>22</b>	

CORPORATE SERVICES / CX OFFICE BUDGET MONITORING - FEBRUARY 2017		
Virements		
Note	Total	Explanation
	£'000	
	21	<b>Carry Forwards reported in First Budget Monitoring</b>
	303	<b>Other Virements reported in First Budget Monitoring</b>
	-304	<b>Virements reported in Second Budget Monitoring</b>
	18	<b>Virements reported in Third Budget Monitoring</b>
	90	<b>Virements reported in Fourth Budget Monitoring</b>
	0	<b>Virements reported in Fifth Budget Monitoring</b>
	0	<b>Virements reported in Sixth Budget Monitoring</b>
A	64	<b>Structural Changes Reserve</b>  A redundancy within the Construction and Maintenance department within Corporate Services and Chief Executive's Office was made during 2016/17 as part of the efficiency savings package. The cost of this totals £0.064m and budget is requested from the Structural Changes Reserve to fund this.
B	-21	<b>Operations Unit and Industrial &amp; Commercial Properties</b>  The gas and electricity budgets have been recalculated following the receipt of the Energy Managers projected volumes and price changes from the 1st April. This has resulted in budget reductions of £0.021m for the Civic Buildings and Industrial & Commercial Properties.
C	0	<b>HR / Local Tax Collection</b>  It was agreed at DMT on 24/11/2016 for £2k to be permanently vired from Local Tax Collection to HR to support the licence costs of the new iTrent system. This was taken from block 2 of the efficiency savings for 2017/18 that at this stage are not being taken.
D	8	<b>Property Services</b>  A virement of £0.008m has been made to Property Services for the savings identified on the Fire Alarm contract. This is a saving that is to be attributed to the Facilities Management Category Strategy savings target.
	51	<b>Virements reported in Seventh Budget Monitoring</b>
A	0	<b>Industrial &amp; Commercial Property / Community Engagement</b>  To support a community based project being completed by a local charity, £0.004m has been vired from Industrial & Commercial Property to Community Engagement.
	0	<b>Virements reported in Eighth Budget Monitoring</b>
A	10	<b>Property Services</b>  A virement of £0.010m has been made to Property Services from the other Departments for the savings identified on the stationery contract. This is a saving that is to be attributed to the Facilities Management Category Strategy savings target.
B	0	<b>Property Services</b>  A virement of £0.003m has been made to Property Services for the savings identified on the stationery contract. This is a saving that is to be attributed to the Facilities Management Category Strategy savings target.
C	0	<b>DSB</b>  The DSB budgets have been realigned to reflect in year staff turnover and amendments to staffing structures.
	10	<b>Virements reported in Ninth Budget Monitoring</b>

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<b>A</b>	<b>0</b>	<b>DSB</b> The DSB budgets have been realigned to reflect in year staff turnover and amendments to staffing structures.
<b>B</b>	<b>-90</b>	<b>Office Accommodation</b> Earlier in the year £0.090m was transferred from contingency for the costs in advance of the main Office Accommodation project which starts in 2017-18. This money is now no longer required and so is to be returned to contingency.
	<b>-90</b>	<b><i>Virements reported in Tenth Budget Monitoring</i></b>
	<b>0</b>	<b><i>Virements reported in Eleventh Budget Monitoring</i></b>
	<b>99</b>	<b>Total Budget Virements Reported to Date</b>

CORPORATE SERVICES / CX OFFICE BUDGET MONITORING - FEBRUARY 2017		
Variances		
	£'000	£'000
	0	<b>Variances Reported in First Budget Monitoring</b>
	0	<b>Variances Reported in Second Budget Monitoring</b>
	8	<b>Variances Reported in Third Budget Monitoring</b>
	17	<b>Variances Reported in Fourth Budget Monitoring</b>
	-55	<b>Variances Reported in Fifth Budget Monitoring</b>
	-2	<b>Variances Reported in Sixth Budget Monitoring</b>
	-3	<b>Variances Reported in Seventh Budget Monitoring</b>
1	-15	<b>Industrial and Commercial Property</b> Due to minimal voids across the portfolio and some backdated rentals having been received, an underspend of £0.015m is to be reported.
2	-17	<b>Democratic and Registration Services</b> An underspend is to be reported for smaller amounts across various supplies and services in Committee Services (£0.004m) and Members Services (£0.002m) and an underspend is to be reported on canvass deliveries within Electoral Services (£0.011m).
3	-12	<b>Chief Executive's Office</b> An underspend is to be reported on consultants fees within the Chief Executive's Office (£0.009m) and a further underspend within Communications (£0.003m) relating to an invoice coming in for less than the accrual made.
	-44	<b>Variances Reported in Eighth Budget Monitoring</b>
1	-10	<b>Finance</b> Streamlining the internal audit days has resulted in an underspend of £0.010m.
2	-52	<b>Operations Unit</b> Underspend of £0.017m is to be reported within Transport Services due to increased demand for the vehicles and therefore income, and a further underspend of £0.035m has been identified within Home-to-School Transport due to the new framework and continued efficiencies.
3	-50	<b>Investment and Commercial Property</b> Due to an increase in rental received from the Peel Centre and low levels of voids across the portfolio, a further underspend of £0.050m is to be reported.
4	-19	<b>Chief Executive's Office</b> There is an underspend of £0.019m to report within voluntary sector grants due to the timing of the saving being taken from the budgets.
5	-5	<b>Operations Unit</b> There is an underspend to report on reactive maintenance at Easthampstead House - £0.005m.
6	-200	<b>Investment and Commercial Property</b> The financial data for Waterside Park has been further reviewed and it is now anticipated that there will be a surplus income of £0.200m at the end of the financial year.
7	20	<b>Community Engagement</b> There is an overspend of £0.025m to report on the reactive maintenance on the community centres, however the previously reported overspend on the residents survey has been absorbed within the section, thus creating a variance of £0.020m.
	-316	<b>Variances Reported in Ninth Budget Monitoring</b>

1		-80	<p><b>Industrial and Commercial Property</b></p> <p>Due to the purchase of the new commercial property at Stowmarket in mid-February, £0.080m of rental has been received relating to 2016/17.</p>
2		8	<p><b>Human Resources</b></p> <p>Due to the Council Wide saving put forward in 2015/16 in relation to DBS checks not being fully achieved a pressure is to be reported within Corporate Services for £0.008m.</p>
3		82	<p><b>Human Resources</b></p> <p>The costs associated with the Chief Officer: Information Services leaving have created a pressure of £0.082m within Human Resources (all costs associated with this were coded to HR so that they could be monitored).</p>
4		310	<p><b>Local Tax Collection</b></p> <p>An external consultant has undertaken a piece of work to complete some assessment alterations on a few of our business rate properties. This piece of work has generated an additional £1.000m through the collection fund although this has created a pressure within revenue. We had previously reported an emerging issues of approx. £0.090m however more assessments have been reviewed and completed thus bringing the pressure to £0.300m.</p>
5		-10	<p><b>ICT</b></p> <p>An underspend of £0.010m was reported on training costs earlier in the year, however this was reversed and put into the DSB to balance the DSB. This is now no longer required due to staffing changes and natural flex within the staffing budget and so it is to be reversed out and released back into the department.</p>
6		-5	<p><b>Local Tax Collection</b></p> <p>An underspend of £0.005m was reported on fees for other bought in services costs earlier in the year, however this was reversed and put into the DSB to balance the DSB. This is now no longer required due to staffing changes and natural flex within the staffing budget and so it is to be reversed out and released back into the department.</p>
7		-2	<p><b>Committee Services</b></p> <p>Training was due to take place for 'Exclusions Appeals' in March, unfortunately the trainer is now not available until April and so a carry forward is requested.</p>
8		-2	<p><b>Member &amp; Mayoral Services</b></p> <p>A carry forward is requested for two Member training sessions that should have been delivered as part of this year's programme but have needed to be postponed to next year.</p>
9		-2	<p><b>Member &amp; Mayoral Services</b></p> <p>It was intended to hold the memorial service for John Nike this year but it was not possible to do so and therefore a carry forward is requested to meet the costs in the new financial year.</p>
10		-5	<p><b>Economic Development</b></p> <p>The BID steering group only approved the ongoing plan for this group in early 2017. As a result of this delay, a survey that has been commissioned along with initial work on branding will now fall into the first quarter of the 2017/18 financial year and so a carry forward is requested.</p>

11		-9	<p><b>Learning &amp; Development</b></p> <p>Due to the work of the transformation programme, management training was scaled back in the first half of this financial year. The Transformation Programme Board have now been decided that some additional mentoring/training is required for CMT/SLG as a direct result of the works of the programme, but this cannot be completed in 2016/17. As such, a carry forward of £0.009m is requested to enable this training to happen in the first quarter of 2017/18.</p>
12		-2	<p><b>Learning &amp; Development</b></p> <p>Due to unforeseen circumstances the celebration of achievement ceremony has had to be rescheduled for 5 April 2017. As such a carry forward has been requested to pay for the accommodation, catering, printing and guest speaker (£0.002m).</p>
	283		<b><i>Variances Reported in Tenth Budget Monitoring</i></b>
	-112		<b>Total Budget Variances Reported to Date</b>

CAPIT - L MONITORING 2016/17														
Corporate Services & Chief Executives Office														
Dept:														
As at: 28th February 2017														
Cost Centre	Cost Centre Description	2015/16 Brought Forward £000's	2016/17 Budget £000's	Total Virements £000's	Approved Budget £000's	Internally/Externally Funded	Cash Budget 2016/17 £000's	Expenditure to Date £000's	Current Comm'ts £000's	Estimated Outturn 2016/17 £000's	Carry Forward 2017/18 £000's	(Under) / Over Spend £000's	Target for Completion	Current Status of Project / Notes
<b>PRIOR YEAR FUNDED SCHEMES</b>														
<b>Prior Year Funded Schemes - Corporate Services &amp; Chief Executive</b>														
YM248	The Parks Community Centre/Sports Pavilion	24.6	0.0	0.0	24.6	Internal	10.6	10.6	0.0	10.6	14.0	0.0	Mar-17	Snagging works complete, await final invoice.
YM293	Property & Asset Management System	31.2	0.0	0.0	31.2	Internal	0.0	0.0	0.0	0.0	31.2	0.0	Jun-17	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.
YM312	On-Line Booking Systems	6.2	0.0	0.0	6.2	Internal	0.0	0.0	0.0	0.0	6.2	0.0	Jun-17	We have used some of this budget to pay for consultancy to develop booking of bulky waste collections. The carry forward is to fund the development of other booking facilities, such as appointments.
YM313	ICT Helpdesk Software Replacement	5.2	0.0	0.0	5.2	Internal	0.0	0.0	0.0	0.0	5.2	0.0	Sep-17	Looking at replacement service desk system to replace current V-fire system to support the TOM and self-service. Remaining budget to be c/f to support this.
YM315	Customer Relationship Management System (Invest To Save)	36.6	0.0	0.0	36.6	Internal	5.1	5.1	0.0	5.1	31.5	0.0	Jun-17	Work is underway to develop the telephony integration and integrate New Forms to the Capita payment portal. All services have now been taken off the Lagan system, and the final data downloaded. The project to come off Lagan is close to closure, as work becomes 'business as usual', with remaining funding to be used to develop CRM (CCC Review)
YM329	Replacement HR & Payroll System	0.0	0.0	0.0	0.0	Internal	0.0	27.2	0.0	27.2	0.0	0.0	Mar-17	System now live and further developments underway e.g. web recruitment and self service. Additional costs and their funding agreed by CMT - to be dealt with at year end.
<b>Total of Prior Year Funded Schemes - Corporate Services &amp; Chief Executive</b>		103.8	0.0	0.0	103.8	0.0	15.7	42.9	0.0	42.9	88.1	0.0		
<b>Prior Year Funded Schemes - Council Wide</b>														
YM215	Replacement Revenue & Benefits System	32.1	0.0	0.0	32.1	Internal	20.6	4.6	16.0	20.6	11.5	0.0	Mar-17	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.
YM239	Replacement Network Circuits (Invest To Save)	3.6	0.0	0.0	3.6	Internal	0.0	0.0	0.0	0.0	3.6	0.0	Mar-17	Required for speeding up at remote sites. Some funds required for extension of wireless links. Work continues to replace these. Additional funds are required for unreliable and poor performance of remote connections (many currently use EPS8 circuits). Failed to procure s/fast broadband in required location so looking at options. If needed will be procured prior to year-end and if not spent budget not required. Broadband lines orders - Invoice 17//18. To c/f budget remaining.

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YM247	Market Place Properties	100.0	0.0	0.0	100.0	Internal	0.0	0.0	0.0	0.0	100.0	0.0	Mar-17	Following the settlement of the largest outstanding CPO claim, there are now 3 outstanding CPO's with an estimated value of £0.065m, which will be split 50/50 with BRP. Whilst the balance in the provision should be adequate to meet BFC costs a balance will be maintained within capital to ensure all CPO claims can be met.
YM252	IFT Migration Project (Invest To Save)	18.6	0.0	0.0	18.6	Internal	18.6	0.8	0.2	1.0	0.0	-17.6	Dec-16	Review of licences and additional requirements to be assessed. No further spend anticipated.
YM214	Electronic Documents Records Management System	98.9	0.0	0.0	98.9	Internal	7.3	7.3	0.0	7.3	91.6	0.0	Jun-17	File storage and collaboration strategy commenced. Outcomes of workshops being assessed. Being managed under Civic Accommodation strategy by S McKellar. Likely budget will need c/f for further investment. Invoice for iESE work for £29k approved March 17/ c/f remainder of budget
YM304	Great Hollands Community Centre & Library	48.6	0.0	0.0	48.6	Internal	48.6	48.6	0.0	48.6	0.0	0.0	Mar-17	Complete.
YM307	CITRIX Licensing	72.0	0.0	0.0	72.0	Internal	11.7	8.1	3.6	11.7	60.3	0.0	Mar-17	Licence requirements to be confirmed. Changes to Citrix farm over coming year being reviewed.Design work for newfarm and hardware set-up in progress. In process of determining licence numbers - to be ordered 16/17. Likely to spend -£15K in Q3/4, orders for £5k paced , invoice likely 17/18. Remaining is underspend. To be agreed if can be repurposed for ICT strategy.
YM308	Phone System Replacement - Remote Sites	35.9	0.0	0.0	35.9	Internal	5.5	5.4	0.1	5.5	30.4	0.0	Mar-17	Heathlands closed, some other potential sites uncertain. Breakthrough and the Oaks to be done Q4/16/Q1/17. Order for £2-3k being palce - invoice 17/18.
YM309	Storage Area Networks	36.7	0.0	0.0	36.7	Internal	0.0	0.0	0.0	0.0	36.7	0.0	Dec-16	Extended storage required for new backup solution. Backup solution installed. Completed. May require budget for ICT Strategy.
YM311	Phone System Replacement - Libraries	16.3	0.0	-6.0	10.3	Internal	10.3	0.0	5.1	5.1	0.0	-5.3	Jun-16	Recharging by Colin Yerrington from other budget spends required. No further spend anticipated.
YM318	Time Square Meeting Rooms - Display Screens	3.0	0.0	0.0	3.0	Internal	3.0	3.0	0.0	3.0	0.0	0.0	Aug-16	Complete
YM322	Oracle 11 Upgrade	60.8	0.0	0.0	60.8	Internal	11.0	11.0	0.0	11.0	49.8	0.0	Mar-17	Some server upgrades required during year to Oracle v11 for business systems. Some systems require v12. Some dates for applications being scheduled including Uniform, M3, Confirm and EDRMS. Budget requires a carry forward when work is likely to be carried out. Schedule being agreed for upgrades.
YM323	Time Square - Easthampstead House Network Link	30.0	0.0	0.0	30.0	Internal	0.0	0.0	0.0	0.0	30.0	0.0	Mar-18	Budget to be used in 17/18 to support the ICT/Network costs of the TS Accommodation move.

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YM324	IPS Firewall	30.0	0.0	0.0	30.0	Internal	30.0	3.0	0.0	30.0	0.0	0.0	Mar-17	New firewall ordered £33.5k
YM326	DNS-DHCP-IPAM System	20.0	0.0	0.0	20.0	Internal	20.0	17.7	0.0	17.7	0.0	-2.3	Dec-16	Completed.
YM327	Wireless Expansion	18.3	0.0	0.0	18.3	Internal	13.3	2.3	0.0	13.3	5.0	0.0	Mar-17	To include additional wiring, firewalls, hardware and access points to expansion in Easthampstead House and Time Square. Firewall ordered. Work to continue throughout 2017-8. Order £11k paced. To c/f remainder.
YM328	Network Management Software	10.3	0.0	0.0	10.3	Internal	2.5	2.5	0.0	2.5	7.8	0.0	Mar-17	Software to be procured to improve internal monitoring and reporting - Solarwinds Server Patch Manager procured. Now looking at other requirements inc. DB management noe will be 17/18. To carry forward remainder.
YM331	Pocket Park	870.6	0.0	-608.0	262.6	Internal	262.6	262.2	0.6	262.6	0.0	0.0	Oct-16	Works completed -unspent budget (£609k) returned to Town Centre project.
YM333	Harmanswater CC & Library	1,257	0.0	-1,256.9	0.0	Internal	0.0	0.0	0.0	0.0	0.0	0.0	-	Budget removed as part of savings package.
YM335	ALBACS Upgrade	10.8	0.0	0.0	10.8	Internal	10.8	14.7	0.0	10.8	0.0	0.0	Feb-17	Current system went end of life in September 2015. New C-Series software installed. Initial set-up issues resolved and system live as of 30/06/2015. New HSM's to be purchased in 16/17 to support the system.
YM336	Website Redevelopment 2015	35.0	0.0	0.0	35.0	Internal	35.0	34.6	0.0	35.0	0.0	0.0	Dec-16	The redevelopment of the public website is progressing well. The main aspects of the design and build have been completed, and the code for the site is now in the council's ownership.
YM337	Netcall System Replacement	3.0	0.0	0.0	3.0	Internal	0.0	0.0	0.0	0.0	3.0	0.0	Mar-17	The transfer to the new Liberty platform has been delivered, and the remaining budget will be used to implement the Q-buster functionality.
YM340	Server 2003 Upgrade	40.0	0.0	0.0	40.0	Internal	0.0	0.0	0.0	0.0	40.0	0.0	Mar-17	In progress with services and being co-ordinated with application upgrades where possible. ~80 servers to upgrade. To c/f.
YM341	SQL Upgrade	52.9	0.0	0.0	52.9	Internal	49.2	42.6	6.6	49.2	3.7	0.0	Mar-17	Oracle/Win 12 - £6400, £5k consultancy ofr Oracle/Win12 migration from Northgate, oracle Uniform upgrade - £12k, £5k Oracle from physical to virtual. To c/f remainder

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YM342	Server Hardware Replacement	106.1	0.0	0.0	106.1	Internal	77.1	63.5	13.6	77.1	29.0	0.0	Mar-17	Planning commenced, work being undertaken. Budget underspend to be carried forward for review regarding ICT Digital Strategy
YM343	Members ICT Equipment Refresh	4.6	0.0	0.0	4.6	Internal	4.6	0.0	0.0	0.0	0.0	-4.6	Mar-16	Rollout complete - recharges complete.
<b>Total of Prior Year Funded Schemes - Council Wide</b>		3,014.9	0.0	-1,870.9	1,144.0	0.0	641.7	531.7	45.9	611.9	502.3	-29.8		
<b>Total Prior Year Funded Schemes</b>		3,118.8	0.0	-1,870.9	1,247.9		657.443	574.6	45.9	654.8	590.4	-29.8		
<b>Percentages</b>							87%	7%		47%		-5%		
<b>CURRENT YEAR PROGRAMME</b>														
<b>Current Year Programme - Corporate Services &amp; Chief Executive</b>														
YM243	Community Centres - S106	135.0	0.0	0.0	135.0	External	0.0	0.0	0.0	0.0	135.0	0.0	Rolling Programme	Total S106 funding anticipated for the scheme.
YM349	Waterside Park	0.0	4,500.0	0.0	4,500.0	Internal	4,500.0	4,473.3	29.3	4,500.0	0.0	0.0	Mar-17	Purchase complete - remaining budget to be used towards roofing works.
YM350	Agresso Upgrade	0.0	50.0	0.0	50.0	Internal	29.7	29.7	0.0	29.7	20.3	0.0	Feb-17	Test module has been successfully loaded. Upgrade has been re-scheduled for June 2017 to avoid clash with work on iTrent.
YM351	Disposal of land at Sandy Lane	0.0	100.0	0.0	100.0	Internal	100.0	0.0	0.0	10.0	0.0	-90.0	Mar-17	Awaiting approval for disposal plans.
YM352	Capita Payment Portal - Surcharge Module	0.0	15.0	0.0	15.0	Internal	15.0	11.2	0.0	11.2	0.0	-3.8	Aug-16	This module has now been implemented, and the final bill has been received.
YM359	Alert H&S System	0.0	0.0	0.0	0.0	Internal	0.0	12.5	0.0	12.5	0.0	0.0	Jun-17	
<b>Total of Current Year Programme - Corporate Services &amp; Chief Executive</b>		135.0	4,665.0	0.0	4,800.0		4,644.7	4,526.7	29.3	4,563.4	155.3	-93.8		
<b>Current Year Programme - Council Wide</b>														
YM002	Access Improvement Programme	86.5	35.0	0.0	121.5	Internal	58.4	49.6	8.8	58.4	63.1	0.0	Rolling programme	Work on this years programme is well underway - a few jobs in the design phase but will be complete this financial year. Small carry forward possible.
YM165	Server and Server Component Refresh	42.5	45.0	-25.0	62.5	Internal	15.4	15.4	0.0	15.4	47.1	0.0	Mar-17	Citrix server hardware and VMWare EOL replacements to take place throughout the coming year. Further Servers to be ordered for Citrix Farm upgrade however EOL not until April 16 so will only purchase towards year end. Some design work required for the Citrix Farm. Considering options with suppliers. Budget to be carried forward for review regarding ICT Digital Strategy
YM181	Capitalisation of Revenue (Budgets Only)	0.0	400.0	0.0	400.0	Internal	400.0	0.0	0.0	400.0	0.0	0.0	Mar-17	Monies transferred as part of the final accounts process.
YM244	Improvements and Capitalised Repairs - Council Wide - Planned Maintenance	526.6	1,670.0	-1,244.5	952.1	Internal	852.1	798.7	53.4	852.1	100.0	0.0	Rolling programme	Works on this years programme are underway. To date 94% of the budget has been spent with a further 6% committed. Coral Reef works (£463k) vired to ECC main project.
YM320	Network Refresh	23.7	57.0	-25.0	55.7	Internal	35.1	26.3	8.9	35.1	20.6	0.0	Mar-17	Will spend on CUCM servers and EOL equipment throughout the year. In progress, to be completed this financial year. Planning delayed so spend in Q4. Remaining budget to be used to support ICT/Network costs of TS accommodation move in 17/18.

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YM325	Computer Estate Refresh	182.2	423.0	-178.0	427.2	Internal	176.4	165.0	11.4	176.4	250.8	0.0	Mar-17	To be used for replace on fail. Some budget may get used by mobile technology - tbc. Some screens require upgrades also and SSD replacements. To c/f balance. Budget to be carried forward for review regarding ICT Digital Strategy
YM344	MFD - Printer Refresh	4.8	24.0	0.0	28.8	Internal	27.2	21.7	5.4	27.2	1.6	0.0	Mar-17	Printers to be rolled out as per agreed schedule. Majority in previous year replaced. Remainder of budget to be spent on break and fix. Review of plotters being carried out.
YM345	Town Centre Redevelopment	2,800.0	3,300.0	442.0	6,542.0	Internal	0.0	0.0	0.0	0.0	6,542.0	0.0	Mar-17	The Council will need to undertake its own planned investment on wider Town Centre infrastructure, in order to facilitate the Town Centre redevelopment works. All of these items have a much wider impact than the new development itself and will benefit the whole Borough.
YM346	Asbestos Control	30.0	30.0	0.0	60.0	Internal	50.5	47.0	3.5	50.5	9.5	0.0	Mar-17	A budget is required to cover any asbestos removal or encapsulating works in Corporate properties that is identified in future Asbestos Management Surveys. The final year of programmed surveys will take place in 17/18.
YM353	Microsoft Office Licences	0.0	60.0	-60.0	0.0	Internal	0.0	0.0	0.0	0.0	0.0	0.0	-	This budget was part of the £300k savings. Not required.
YM354	Server Anti-Virus/Intrusion Prevention	0.0	65.0	0.0	65.0	Internal	62.5	62.5	0.0	62.5	2.5	0.0	Jun-17	Procured and installed. Some further configuration required. Some final configuration required. Possibly some expenditure before year end to accommodate this - if not underspend.
YM355	Magistrates Court Building (Purchase)	0.0	775.0	350.0	1,125.0	Internal	1,125.0	1,109.7	19.4	1,125.0	0.0	0.0	Oct-16	Purchase complete, final works being carried out.
YM356	Replacement of JEL Building Mgmt. System Controls	0.0	9.0	0.0	9.0	Internal	5.0	3.0	2.0	5.0	4.0	0.0	Mar-17	All works are underway but several final installations won't be completed until the Easter holiday period.
YM361	Stowmarket - CP Purchase	0.0	0.0	11,500.0	11,500.0	Internal	11,500.0	11,500.0	0.0	11,500.0	0.0	0.0	Mar-17	Exchanged and completed. Budget vired from CP holding code
YM362	Commercial Property Investments	0.0	20,000.0	-11,500.0	8,500.0	Internal	0.0	0.0	0.0	0.0	8,500.0	0.0	Mar-18	Holding code for CPI budget - budget to be vired as new completions occur.
YM363	South Hill Park Ceremony Suite	0.0	25.0	0.0	25.0	Internal	25.0	0.0	0.0	0.0	0.0	0.0	Mar-18	Requirements have been drawn up but work has not yet been commissioned
YM364	Iken System Upgrade	0.0	0.0	6.0	6.0	Internal	6.0	0.0	0.0	0.0	0.0	0.0	Jun-17	
<b>Total Current Year Programme - Council Wide</b>		<b>3,696.3</b>	<b>26,918.0</b>	<b>-734.5</b>	<b>29,879.8</b>		<b>14,338.6</b>	<b>13,798.8</b>	<b>112.8</b>	<b>14,307.6</b>	<b>15,541.2</b>	<b>0.0</b>		
<b>Total Current Year Programme Percentages</b>		<b>3,831.3</b>	<b>31,583.0</b>	<b>-734.5</b>	<b>34,679.8</b>		<b>18,983.3</b>	<b>18,325.5</b>	<b>142.2</b>	<b>18,871.1</b>	<b>15,696.5</b>	<b>-93.8</b>		
								<b>97%</b>	<b>1%</b>		<b>45%</b>	<b>0%</b>		
<b>Total Council Wide</b>		<b>6,711.2</b>	<b>26,918.0</b>	<b>-2,605.4</b>	<b>31,023.8</b>		<b>14,980.3</b>	<b>14,330.5</b>	<b>158.7</b>	<b>14,919.6</b>	<b>16,043.5</b>	<b>-29.8</b>		
<b>Total Corporate Services &amp; Chief Executives</b>		<b>238.8</b>	<b>4,665.0</b>	<b>0.0</b>	<b>4,903.8</b>		<b>4,660.4</b>	<b>4,569.6</b>	<b>29.3</b>	<b>4,606.3</b>	<b>243.4</b>	<b>-93.8</b>		
<b>Total Capital Programme</b>		<b>6,950.0</b>	<b>31,583.0</b>	<b>-2,605.4</b>	<b>35,927.6</b>		<b>19,640.8</b>	<b>18,900.1</b>	<b>188.1</b>	<b>19,525.9</b>	<b>16,286.9</b>	<b>-123.6</b>		

## Annex B: Annual indicators not reported this quarter

### Council Plan indicators

Ind. Ref.	Short Description	Quarter due
<b>1. Value for money</b>		
L260	Staff are satisfied in their current job (Triennially)	N/A

### Operational indicators

Ind Ref	Short Description	Quarter due
	All Indicators are required to be reported on this quarter	