

QUARTERLY SERVICE REPORT RESOURCES

Q3 2017 - 18
October - December 2017

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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	Action may fall behind schedule		Action is no longer applicable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.

A clean, green, growing and sustainable place



Sub-Action	Due Date	Status	Comments
5.2 The right levels and types of housing are both approved and delivered			
5.2.05 Support housing delivery where possible with the Council's own land holdings in particular Sandy Lane site and Heathlands site	31/03/2019		The 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	<i>Other Virements reported in First Budget Monitoring</i>
	-6	<i>Virements reported in Second Budget Monitoring</i>
	0	<i>Virements reported in Third Budget Monitoring</i>
	0	<i>Virements reported in Fourth Budget Monitoring</i>
	-1,063	<i>Virements reported in Fifth Budget Monitoring</i>
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	<i>Virements reported in Sixth Budget Monitoring</i>
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	<i>Virements reported in Seventh Budget Monitoring</i>
	0	<i>Virements reported in Eighth Budget Monitoring</i>
	0	<i>Virements reported in Ninth Budget Monitoring</i>
	0	<i>Virements reported in Tenth Budget Monitoring</i>
	0	<i>Virements reported in Eleventh Budget Monitoring</i>
	-721	Total Budget Virements Reported to Date

RESOURCES BUDGET MONITORING - NOVEMBER 2017

Variances

Note	Variance		Explanation
	£'000	£'000	
	0		Variances Reported in First Budget Monitoring
	0		Variances Reported in Second Budget Monitoring
	0		Variances Reported in Third Budget Monitoring
	0		Variances 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		Variances 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		Variances 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		Variances Reported in Seventh Budget Monitoring
	0		Variances Reported in Eighth Budget Monitoring
	0		Variances Reported in Ninth Budget Monitoring
	0		Variances Reported in Tenth Budget Monitoring
	0		Variances Reported in Eleventh Budget Monitoring
	21		Total Budget Variances 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		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				
Percentages									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