

QUARTERLY SERVICE REPORT

DELIVERY DIRECTORATE

Q3 2018 - 19
October - December 2018

Executive Members:

Councillor Iain Mc Cracken

Executive Director:

Gill Vickers






Date completed: 18/02/2019

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

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Key

Actions

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	Action may fall behind schedule		Action is no longer applicable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

Performance indicators

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

Section 1: Where we are now

Director's overview

Our **Customer Contact** work continues at pace and we have had a positive response to setting up direct debits from residents who currently pay their council tax by cash and cheque. 6 percent of those contacted have transferred to direct debit. Over the last 12 months, the volume of cheques received has reduced by 22%, suggesting that more customers are moving to online payment.

All **nine libraries** now have self-service operating and "Open Plus" to enable residents to access libraries out of usual opening hours has now been tested at Binfield and will shortly be rolled out across the other libraries

In **ICT** the Windows 10 upgrade is 90% complete and is due for completion in March 2019. Around 700 email accounts have now been migrated to Exchange Online and the more complex accounts such as team accounts and P.A.s accounts will be moved across during January 2019.

Office 365 ProPlus is currently being tested by a pilot group in IT and Organisational Development and BT have been commissioned to assist with the migration of Exchange accounts to Office 365.

We have appointed IBI Modus to undertake a cost appraisal, based on the concept plan developed for the **Blue Mountain Community Hub**, to review whether the build costs could be reduced and this will be completed by the end of January 2019.

In contracted services the redeployment and coordination of Indigo staff ensured there were no problems with **car parking** during key periods such as the visit from HM The Queen, the Christmas lights switch on and the increased town centre visits during the Christmas period.

The **Waste and Recycling Collection Contract** extension specification is virtually complete and an order has been placed for 11 waste trucks. The implementation of collection of additional materials through kerbside recycling had gone well and increasing numbers of residents are joining our recycling incentive scheme.

In the autumn budget statement the Borough was awarded an additional **highway maintenance** grant of £754,000 from the Department for Transport for pothole repairs. To date approximately £561,000 of this grant has been spent resurfacing sections of Berkshire Way, Old Wokingham Road and Maidenhead Road and further works are planned for March 2019.

The **LED installation project** will complete by end January 2019 with some minor additional works continuing beyond this date. Where major issues have been identified during the programme a review will be undertaken to see what can be done to address these.

The refurbished Dry Changing Rooms at **Bracknell Leisure Centre** opened at the end of November, the new reception desk and foyer opened before Christmas and the new and much larger gym opened in the first week in January 2019. Improvements will continue including but not restricted to the closure of the café for refurbishment and the creation of a new studio and crèche area and refurbishment of the wet changing rooms.

The new second chapel at the **Crematorium** is now being used for funeral services and has received good feedback.

In **democratic services** the annual household canvass achieved a completion rate of 96% of households in the Borough and 67% of these were via a digital channel which is the highest digital response in the country amongst the circa 240 authorities using these digital services.

There has also been a restructure of the **Registration Service** to facilitate a more commercial focus, generate additional income and ensure resilience and flexibility within the service.

The Centre for Public Scrutiny undertook a **health check** of the Council's **overview and scrutiny** function in November to assess the current approach and make recommendations to improve impact and effectiveness of scrutiny. The recommendations are expected in early 2019.

In **Property Services** the sale of Easthampstead Park Conference Centre was completed on 8th October 2018 and the purchase of a property in Northampton completed the Council's investment programme of £86m which aims to deliver net additional income of £3m per annum.

Downshire Homes Ltd have completed 20 property purchases and are expected to have acquired a further 8 by the end of the financial year.

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

- **Payments** – implementing Gov.UK Pay in 'live' online forms.
- **Revenues** – we expect the My Account functionality to go 'live', enabling customers to view their council tax accounts online, and to sign up for e-billing.
- **Libraries** – Open Plus to go 'live'.
- **Digital Services** – work to start on ensuring all third party applications meet the same accessibility standards as the public website.
- **Environment Services** – Annual 'Great British Spring Clean' - local litter picking events from 22 March - 23 April. Waste electrical and clothing roadshow Saturday 30 March 2019 at Bracknell Leisure Centre.

Highlights and remedial action

Good performance

- The work to date using Booking Bug for online bookings suggests that this will not be a suitable solution for the council, and work will begin trialling an alternative provider in January.
- Work has been completed to repair the flooring in part of the exhibition at The Look Out. The exhibition was closed for a week, but was fully operational in time for the Christmas holidays.

Areas for improvement

- L221 Satisfaction level expressed in survey of contact with Customer Services, across all channels (Quarterly) - This is 76.3%, down from 79.0% last quarter, against a target of 85.0%. We are investigating further, particularly as our telephony SLA has been strong over this period and we introduced the new reception area at Time Square which has resulted in positive comments from customers. Whilst the survey is focusing on customer contact with Customer services, customers frequently comment on the outcome of their enquiry which often involves more sections than just Customer Services
- L321 Network performance - internet capacity (Quarterly) - This is 72%, up from 69% last quarter, against a target of 60%. The internet service provider upgrade on one link from 100MB to 1GB is in place from Jan 19 (in addition to existing other 100 MB link). Internet traffic now directed through 1GB link. Therefore usage should reduce in Q4 2018-19.

- L003 Number of visits to leisure facilities (Quarterly) - This is 1,014,058 against a target of 1,277,031. The target is flat profiled throughout the year, so target may not represent the true profile of visits throughout the year, which will peak and trough at different times of the year across the sites. The attendance target is sourced from Everyone Active's bid, as the number they expected to achieve in Year 1 of the contract, and as such is a very ambitious target (in excess of what has previously been achieved). The target they set for Coral Reef in particular was notably higher than has ever been achieved under direct management and this site largely accounts for the 'red' indicator being generated, despite visitor levels at Coral Reef comparing well to previous years. Attendance figures recorded here cannot be compared directly to historical data for this indicator, as this indicator now tracks only the sites managed by Everyone Active, whereas historical figures cover additional sites.

Audits and Risks

- A Delivery risk register has been developed to reflect the new structure and this was reviewed by DMT on 27th November 2018.
- During quarter 3 limited assurance internal audit opinions were given on cyber security, the enterprise agreement and IT asset management. An action plan is in development to address the concerns on cyber security and asset management.

Budget position

The original cash budget for the department was £21.468m. Net transfers of -£2.317m have been made bringing the current approved cash budget to £19.151m. A detailed analysis of the budget changes in this quarter is available in Annex A.

The variances reported in the first three quarters of the year total £0.039m and are detailed in Annex A.

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 these is as follows:

Service Area	Budget £000's	Forecast Outturn £000's	Comments
Commercial Property	(6,465)	(6,465)	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 £47.691m.











Expenditure to date is £16.881m representing 37% of the budget. The Department anticipates 100% of the total approved budget to be spent by the end of the financial year. 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



Action	Due Date	Status	Comments
1.2 The cost, quality and delivery mechanism of all services will be reviewed by 2019			
1.2.05 Undertake a council wide review of Citizen and Customer Contact and implement the findings. (T)	31/03/2019		The reconfiguration of reception at Time Square has been completed. Work is continuing to reduce payments received by cash and cheque, by amending website content, building new online payment forms and communicating the changes to customers who currently pay this way.
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. Investigate opportunities for shared services. (T)	31/03/2019		Work has commenced on stage 2 of the programme, developing and embedding self-service tools for common tasks including contacting support service functions and addressing associated cultural change.
1.2.07 Working in Partnership with Everyone Active to monitor the contracted-out leisure service against the key performance indicators and standards set out within the contract. (E) (T)	31/03/2019		This period covers the third full quarter of the new partnership with Everyone Active. Some challenges still remain at Bracknell Leisure Centre in particular, but this quarter has seen a further improvement in how operations are being dealt with by Everyone Active, largely as a result of having a new Contract Manager in place, which is helping to drive standards, and both customer and staff communications. The number of complaints received by the council continues to drop. This quarter also saw the Bracknell Leisure Centre improvement project progress in earnest, with the new dry changing rooms opening during this period, and the new gym and reception opening in the first week of 2019. Operations have been mainly smooth at Coral Reef and Downshire Golf Complex. How the council manages the leisure management contract was audited during this period, resulting in a Satisfactory outcome.
1.2.08 Implement the remaining elements of the library transformation review. (E) (T)	31/03/2019		Frontline restructure was completed on target and implemented on 1st November 2018. Budget savings for 2018/19 have been met as a result. Self-service technology has been rolled out across all Libraries, but Open+ is behind schedule, and is now due to go live in Quarter 4.
1.2.09 Implement the agreed actions following the Transformation Review of South Hill Park (T)	31/03/2019		Works on the creation of a new function space have commenced and will complete during Q4. This space is crucial in terms of enabling the generation of higher levels of commercial income and leading in turn to greater financial


			self-sufficiency.
1.2.17 Work with ASCHH to implement e-benefits/digital solution for welfare services	31/03/2019		This review will now be included in the Front Door Transformation Programme
1.2.18 Work with ASCHH to review BFC Mychoice to extend digital operation	30/06/2018		This work has been further delayed, due to a lack of resources in both customer services and housing and welfare.
1.2.20 Joint commercial development and early help function (T)	31/03/2019		Joint Commercial Development has been taken out of the project and the Early Help has now been developed and the A.D. Early Help (Sarah Gee) appointed. Sarah will be joining the People Directorate in March 2019
1.2.22 Establish the arrangements for the new Strategic Emergency Planning Service as delivered by the new joint arrangements	31/03/2019		This quarter was dominated by the visit of the Queen which required a large amount of planning but was very successful. As such progress on other initiatives has been slightly delayed.
1.3 We charge appropriately for services and seek opportunities to generate additional income			
1.3.03 Open a 2nd Chapel at Easthampstead Park Cemetery and Crematorium.	30/06/2018		Complete
1.3.05 Review Service Level Agreements and charging with schools and academies and explore opportunities for further service provision. (T)	31/03/2019		The project is currently working on a Commercial Strategy for services that will be finalised during the Autumn term.
1.3.06 Implement the changes to the discretionary Home to School Transport service.	31/03/2019		Contributions for discretionary HTST (Post 16) are now business as usual.
1.3.07 Implement the Commercial Property Investment Strategy to support Property Acquisitions in line with the Council's budget requirements and existing property investment portfolio, and begin acquisitions. (T)	30/06/2018		The Council completed the last purchase of an investment on 4 December 2018, completing the project which is now fully invested.
1.4 Self-service and the use of online services has increased			
1.4.01 Increase the range of services available through the website and uptake of customer online account, ensuring that all services meet accessibility requirements.	31/03/2019		At the end of December the number of online accounts had reached 29,400. A further delay has meant that the council tax account is still to be made live, although it is now working successfully in the test environment. A plan is in development to extend the functionality of the online account.
1.4.06 Introduce self issue in libraries and deliver the extension of opening hours through the use of technology. (T)	31/12/2018		Self-service technology has been successfully implemented at all Libraries. However, print management software is only live in Bracknell Library and will be rolled out in Quarter 4. Implementation of Open+ technology is behind schedule and although it has been installed in Binfield Library, it has not yet gone live. It is expected that rollout across all sites

			will take place in Quarter 4.
1.7 Spending is within budget			
1.7.02 Implement savings as identified for 2018-19. (T)	31/03/2019		The 2018/19 savings relating to the Resources department have already been removed from the departmental budgets.
1.8 Surplus assets are sold			
1.8.01 Set realistic targets for anticipated capital receipts as part of annual budget.	31/03/2019		Capital receipts to date have been in line with those anticipated.

Ref	Short Description	Previous Figure Q2 2018/19	Current Figure Q3 2018/19	Current Target	Current Status
L051	Percentage of current year's Council tax collected in year (Quarterly)	56.79%	84.00%	84.50%	
L053	Percentage of current year's Business Rates collected in year (Quarterly)	59.47%	87.34%	58.60%	
L221	Satisfaction level expressed in survey of contact with Customer Services, across all channels (Quarterly)	79.00%	75.30%	85.00%	
L320	Number of major systems with downtime plus resolution time (Quarterly)	0	0	1	
L321	Network performance - internet capacity (Quarterly)	69%	72%	60%	

A strong and resilient economy



Action	Due Date	Status	Comments
2.3 A thriving town centre is supported by coordinated town centre management			
2.3.03 Manage the cleaning and grounds maintenance of the town centre in accordance with the town centre management agreement.	31/03/2019		All BFC areas within the town centre were pressure washed prior to the Queen's visit which was effective but staining from fast food soon reappeared. Pigeons mess is also a significant problem due to the number of them roosting on buildings. This issue has been passed to Environmental Health at PPP. Two new battery powered scrubbing machines have been demonstrated and looked effective. The small machine for spot staining was purchased at the end of December and the ride on machine is to be hired early in the new year for 4 weeks to see how effective this would be in the longer term.

People live active & healthy lifestyles






Action	Due Date	Status	Comments
4.1 Numbers of adults and young people participating in leisure and sport is increased			
4.1.03 Work in partnership with Everyone Active to undertake capital improvement works at Bracknell Leisure Centre	31/03/2019		Capital works have been ongoing throughout this quarter focussing on the new gym, dry changing rooms and reception area.
4.1.04 Work in partnership with Everyone Active to create development proposals for Downshire Golf Complex and determine how to proceed	31/12/2018		Currently the business case does not support the proposal. Further investigation is required to see if there are any alternative funding arrangements.
4.3 Comprehensive public health programmes aimed at adults and young people, including smoking cessation, weight management and sexual			
4.3.05 Working in partnership with Everyone Active and Public Health to facilitate/promote health improvement schemes within the leisure facilities.	31/03/2019		Everyone Active has continued to share Public Health messages and event information on social media. They are also in early discussions about the potential to host a Public Health community expo event in Summer 2019, the outcome being to build upon the work of the Public Health team in attempting to improve community engagement and showcase things that an individual can do to combat loneliness and social isolation.
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 in accordance with annual	31/03/2019		20 of 20 purchases (2018/19) completed for Downshire Homes Ltd, for the prevention of Homelessness. Total of 58 completions to date.
4.8 Learning opportunities are available for adults			
4.8.01 Work with partners to coordinate opportunities for Digital Inclusion activities, in particular enabling older and vulnerable people to gain access to the internet and online council services. (E)	31/03/2019		Time Square reception has been reconfigured, and customers are supported to access online services. A further delay is necessary in the development of a more in-depth digital inclusion offer, to enable recruitment to a number of vacant posts in customer services.

Ref	Short Description	Previous Figure Q2 2018/19	Current Figure Q3 2018/19	Current Target	Current Status
L003	Number of visits to leisure facilities (Quarterly)	72,6362	1,014,058	1,277,031	
L015	Number of attendances for junior courses in leisure (Quarterly)	76,609	115,929	100,000	




A clean, green, growing and sustainable place

Action	Due Date	Status	Comments
5.2 The right levels and type of housing are both approved and delivered			
5.2.05 Support housing delivery where possible with the Council's own land holdings	31/03/2019		We are promoting a number of sites for potential residential development as part of the town centre regeneration.
5.3 Appropriate infrastructure development is completed to support housing growth including; Warfield Link Road, Coral Reef Junction, Jennetts			
5.3.03 Facilitate the development of new Community Hubs at three sites: Blue Mountain (Binfield); Warfield; Transport Research Laboratory	31/03/2019		On track. Winkfield Parish Council are managing Martin's Heron and the Warren Community Centre under a Tenancy at Will while the lease is being agreed. Work continues with partners in order to provide a joint facility at Blue Mt. The final stakeholder meeting took place for the Warfield Neighbourhood Centre feasibility study. Plans for the Crowthorne CH are nearing completion.
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 Referendums when plans are developed.	31/03/2019		None presently required.
5.7 Cleanliness of the borough is maintained to defined environmental standards			
5.7.01 Maintain public realm land to relevant Environmental Protection Act (EPA) and contractual standards.	31/03/2019		No issues for Q3
5.8 The cost of waste disposal, supported by a recycling rewards scheme is reduced			
5.8.01 Enable and encourage the public to increase recycling, seek opportunities to increase the materials recycled and reduce dependence on landfill.	31/03/2019		Recycling for first two quarters was slightly lower than same period last year. green waste remained low during hot summer but glass recycling was higher than the same period last year
5.8.02 Continue to support the development of the recycling reward scheme.	31/03/2019		Residents continue to sign up to the incentive scheme with 15458 signed up now. Donating reward points to good causes continues to be popular as are the waste electrical and clothing roadshows held twice a year where residents are rewarded with 500 points for dropping off items. iPad competition to use up surplus points is also popular
5.8.03 Extend the waste collection contract for implementation from April 2019.	31/03/2019		Specification updates almost complete. Vehicles ordered by SUEZ. All non-domestic premises notified of change and many have already made arrangements (some jointly) for commercial collections. Schools will remain in the contract until end of Summer term (July) then they have to make their own arrangements. Progress on Core system going well.












Ref	Short Description	Previous Figure Q2 2018/19	Current Figure Q3 2018/19	Current Target	Current Status
NI192	Percentage of household waste sent for reuse, recycling and composting (Cumulative figure reported quarterly in arrears)	41.7% (Q1 figure)	40.1% (Q2 figure)	43%	
NI193	Percentage of municipal waste land filled (Cumulative figure reported quarterly in arrears)	16.40 (Q1 figure)	16.44% (Q2 figure)	18%	
L348	Number of residents subscribing to the recycling reward scheme (Quarterly)	15,323	15,458	15,150	
















Strong, safe, supportive and self-reliant communities

Action	Due Date	Status	Comments
6.1 Levels of volunteering and community action in the borough are increased			
6.1.04 Recruit volunteers to support redevelopment of the website and the customer's online account by carrying out testing.	31/03/2019		No additional volunteers have been required for testing during this quarter.

Section 3: Operational Priorities

Action	Due Date	Status	Comments
7.2.01 Deliver national and local elections and referendums without challenge	31/03/2019		No elections or referendums this quarter.
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 nominations were received for the parent governor vacancies on Overview & Scrutiny. Another round of recruitment will take place over the summer. Five education appeal panel members with experience in schools were recruited following a campaign using social media, schools, governor newsletters, press releases, parish and town council links and the website.
7.2.18 Redevelop the public website to improve citizen use of online information and service access, ensuring that all elements within our control meet accessibility standards. (E)	31/03/2019		Complete
7.2.26 Complete biennial review of Corporate Asset Management Plan.	31/12/2018		A report is going to Executive 12 February 2019 to approve recommendations for new Asset Management Plan.
7.2.27 Support the Town Centre Compulsory Purchase Orders, the Market and potential future phases of the town centre regeneration.	30/06/2019		One of the Town Centre properties has commenced a CPO claim connected to the Town Centre redevelopment this is both funded and being managed through the Developer Partner.
7.2.28 Increase Self service use of Frontline (the building maintenance management system) by all building managers.	30/06/2019		The roll out of the full self service to the Frontline data base is complete. All building managers are now self managing.
7.2.29 Provide professional support to CYPL seeking expansion of existing and development of new schools.	31/03/2019		The school has now opened and Property Services are supporting the creation of a new community hub.
7.2.36 Retender Mayoral Chauffeuring contract	01/06/2018		The Chauffeur Services Contract has been approved for a final two years to 31 May 2020 in accordance with the Council's Contract Standing Orders.
7.2.47 Implement and evaluate new access channels and technologies, e.g. webchat, SMS, online bookings and subscription-based email	31/03/2019		The upgrade to the telephony system has made it possible to extend the use of webchat to service areas outside customer services. Further work on this has been put on hold pending the review of the Front Door projects in the transformation programme. Procurement of an alternative solution for online bookings has been completed, and a new trial will begin shortly.
7.2.51 Develop an Overview and Scrutiny work plan for 2018/19	31/03/2019		All overview & scrutiny panels have an agreed work programme.
7.2.52 Achieve Charter + re-accreditation for councillor learning and development	30/09/2018		The Council achieved Charter+ accreditation for another three years from 19 April. The assessors agreed that we continue to be the benchmark for

			member development across the region.
7.2.54 Undertake the four yearly councillor survey	31/03/2019		The analysis of responses was delayed and will be completed in the next quarter.
7.2.55 Implement a system of paperless meetings for relevant democratic meetings	31/03/2019		Paper copies of the complete budget papers were available for all Members in advance of overview & scrutiny consideration of the budget. Members and officers continue to be supported to access agenda papers electronically.
7.2.56 Provide project management which supports the delivery of a new 64 bed dementia care home.	31/10/2020		The project is currently on hold and options are currently being considered.
7.2.64 Lead the Council's involvement in the cross Berkshire One Public Estate programme to deliver a place based review in Bracknell Forest and agreed joint working schemes.	31/03/2019		Bracknell's Place Base Review final draft will be presented to the Partnership in Q1 2019.

Ref	Short Description	Previous Figure Q2 2018/19	Current Figure Q3 2018/19	Current Target	Current Status
L057	Percentage of agendas published 5 clear days prior to a meeting (Quarterly)	100%	100%	N/A	N/A
L058	Percentage of minutes published within 5 clear days of a meeting (Quarterly)	92%	94%	100%	
L076	Planned maintenance spend (Quarterly)	69%	80%	80%	
L079	Resolution of reported ICT incidents (Quarterly)	94%	91%	93%	
L085	Amount of money recovered in debt collection (Quarterly)	£139,555	£143,917	N/A	N/A
L086	Number of Freedom of Information requests received (Quarterly)	322	275	N/A	N/A
L220	Number of ICT Helpdesk Calls (Quarterly)	6635	5904	N/A	N/A
L229	Number of clients with learning difficulties using the R-bus (Quarterly)	76	76	65	
L231	Number of entries on the Electoral Register (Quarterly)	88,175	88,881	N/A	N/A
L234	Number of Council Tax cases in arrears (Quarterly)	5,288	5,746	5,400	
L291	Number of new legal cases opened each quarter (Quarterly)	88	317	N/A	N/A
L292	Percentage of capital projects rated good or excellent (Quarterly)	100%	100%	100%	
L293	Percentage of maintenance projects completed on time and on budget (Quarterly)	68%	80%	70%	
L299	Town centre car park usage (number of transactions) (Quarterly)	348,829	405,827	300,000	
L305	Percentage of Street Cleansing and Grounds Maintenance inspections across the borough where quality of work meets EPA cleanliness and contractual standards (Quarterly)	98.80%	98.80%	98.50%	

Section 4: Staff Sickness

Section	Total staff	Number of days sickness	Quarter 3 average per employee	2018/19 annual average per employee
Executive Director	1	0	0	0
Business Intelligence	11	4	0.36	1.44
Contract Services	66	15	0.22	0.88
Customer Experience	152	99.5	0.65	2.6
Democratic Services	16	75	4.69	18.76
IT	48	14.5	0.3	1.2
Legal	11	1	0.1	0.4
Property	16	77	4.81	19.24
Department Totals (Q3)	321	285	0.88	
Totals (18/19)				3.52

Comparator data	All employees, average days sickness absence per employee
Bracknell Forest Council 17/18	7.03 days
Public Sector employers 2017	8.50 days

Source CIPD: Health & Wellbeing Survey May 2018

Comments: This is the first quarter of reporting under the new council structure so it's difficult to compare to previous figures. The overall total for most sections is under the annual average for BFC. This is traditionally a quarter with high levels of sickness as its winter so these figures could go down as we get to the end of the year.

Annex A: Financial information

DELIVERY BUDGET MONITORING - NOVEMBER 2018								
	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
	£000	£000		£000	%	£000	£000	£000
Executive Director of Delivery								
Executive Director of Delivery	218	279		497	94	497	0	
	218	279		497	94	497	0	0
Head of Democratic & Registration Services								
Committee Services	311	4		315	48	315	0	
Member and Mayoral Services	875	6		881	61	881	0	
Registration of Births, Deaths & Marriages	-33	5		-28	240	-28	0	
Registration of Electors / Elections	194	0		194	70	194	0	
Overview & Scrutiny	121	1		122	47	122	0	
	1,468	15		1,483	55	1,483	0	0
Assistant Director: Customer Experience								
Local Tax Collection incl Cashiers	416	-24	C	392	122	392	0	
Customer Services	1,024	105		1,129	65	1,129	0	
Operations Unit	3,273	166	A	3,439	65	3,359	-80	
Archives	109	0		109	50	109	0	
South Hill Park	289	7		296	81	296	0	
Sports Development & Community Recreation	45	6		51	51	51	0	
The Look Out	-168	6		-162	208	-162	0	
Edgbarrow/Sandhurst Sport Centre	0	0		0	0	0	0	
Leased Leisure Sites	35	-1		34	65	34	0	
Easthampstead Park Conference Centre	66	8		74	651	334	260	
Libraries	1,375	-5		1,370	70	1,370	0	
Cemetery & Crematorium	-1,131	33	B	-1,098	62	-1,098	0	
Smart Card	152	-10		142	50	142	0	
	5,485	290		5,775	74	5,955	180	0
Borough Solicitor								
Legal	516	17	A, C	533	62	533	0	
	516	17		533	62	533	0	0
Assistant Director: Property Services								
Property Services	412	1		413	23	413	0	
Industrial & Commercial Properties	-3,906	-2,559		-6,465	68	-6,465	0	
Construction & Maintenance	408	4		412	67	412	0	
Health & Safety	59	1		60	57	60	0	
	-3,027	-2,553		-5,580	72	-5,580	0	0
Assistant Director: Contract Services								
Waste Management	7,230	14		7,244	53	6,989	-255	
Street Cleaning	903	2		905	58	876	-29	
Highways Maintenance	3,181	-36		3,145	61	3,145	0	
On/Off Street Parking	-621	108		-513	-6	-513	0	
Regulatory Services	941	51		992	26	992	0	
Emergency Planning	89	0		89	62	89	0	
Other	1,019	-463		556	86	567	11	
Environmental Services	646	-47	B	599	60	640	41	
Asst. Director Contract Services	210	-202		8	113	8	0	
Leisure Contract	-557	45		-512	88	-421	91	
	13,041	-528		12,513	56	12,372	-141	0
Assistant Director: Information Services								
ICT Services	3,767	162		3,929	70	3,929	0	
	3,767	162		3,929	70	3,929	0	0
TOTAL DELIVERY	21,468	-2,317		19,151	61	19,190	39	0
Memorandum item								
Devolved Staffing Budget - Delivery	10,509	-547		9,962	64	9,962	0	0
Non Cash Budgets								
Capital Charges	8,995	0		8,995		8,995	0	0
IAS19 Adjs	1,842	0		1,842		1,842	0	0
Recharges	-2,949	0		-2,949		-2,949	0	0
	7,888	0		7,888		7,888	0	0

DELIVERY BUDGET MONITORING - NOVEMBER 2018
Virements

Note	Total	Explanation
	£'000	
	15	<i>Carry Forwards reported in First Budget Monitoring</i>
	-29	<i>Other Virements reported in First Budget Monitoring</i>
	99	<i>Virements reported in Second Budget Monitoring</i>
	-2,605	<i>Virements reported in Third Budget Monitoring</i>
	129	<i>Virements reported in Fourth Budget Monitoring</i>
A	-473	Directorate Restructure The budget and costs for the Director of ECC have been split 50/50 across Place, Planning and Regeneration and Delivery to reflect the management of services prior to restructure, a virement of £31k is required to cover these costs. In addition £47k of the ECC Departmental budget has been transferred to the Director Place, Planning and Regeneration to support management delivery. Salary allocations have been amended to reflect actual service provision within ECC, these adjustments are split between Place, Planning and Regeneration and Delivery Departments, the net effect in Place, Planning and Regeneration is £0.329m.
B	4	ICT Due to the movement of a staff member from the BI team into the Applications Section within ICT, an inter-departmental part year effect virement is to take place from ASCHH to Delivery (£0.004m). IN addition to this, the saving relating to a restructure within the print room at the start of the year was not reflected, as such £0.039m is to be moved from the DSB (redundant post) into non-DSB to reduce down the income target.
C	0	Libraries/Operations Unit As part of the restructure within the operations Unit, an agreement was made to vire some of the Courier posts budget to libraries as they will now need to complete some of the courier runs that the Operations Unit used to cover. As such, a DSB virement of £0.004m is to be made from Ops Unit to Libraries.
D	0	Postage Savings A tidy up of budgets was required resulting from the postage savings that were taken.
E	7	South Hill Park As previously reported, it was agreed by the Director for ECC that a contribution of £7,100 would be made from the ECC Departmental supplies and services budget to the South Hill Park maintenance budget to cover the costs of remedial works that arose from damage caused by BFC works undertaken at South Hill Park. The virement reflects that the budgets are now held in different Departments, with South Hill Park within Delivery.
F	508	Structural Changes Due to the recent restructures across the Council, a request is made to Structural Changes Reserve to the value of £0.542m.
G	-18	Sports Development Due to the recent restructures across the Council, the Sports Development function is now to be brought back together within the People Directorate (it was previously split across ECC/CYPL) as such a virement of £0.018m is to be made to People.
H	46	Energy 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 £0.046m for the Delivery Directorate.
	74	<i>Virements reported in Fifth Budget Monitoring</i>

A	0	Legal/Operations Unit The mobile telephones, stationery and refreshments budgets from the Legal section have now been centralised, following the earlier Council Wide centralisation. (The legal budgets could not be centralised initially due to being part of a transformation review.)
B	0	Environmental Services/Cemetery & Crematorium The Closed Churchyards cost centre was previously located within environmental services and has now been moved to the Cemetery and Crematorium area which is a much more suitable section for this budget line.
C	0	Local Tax Collection / Legal Court costs used to be split across Revenue Services and Legal, however they are now paid by Direct Debit and as such can only be paid from one area. All of these costs are being coded to Legal and in order for all the budget to be in the same place as the costs, a virement is to be made from Local Tax Collection to Legal for the amount of £0.015m.
	0	<i>Virements reported in Sixth Budget Monitoring</i>
	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>
	-2,317	Total Budget Virements Reported to Date

DELIVERY BUDGET MONITORING - NOVEMBER 2018
Variances

Note	Variance	Explanation
	£'000	
1	41	Environmental Services More highway and amenity land areas of Jennets Park are now being adopted and gradually being added to the Contract and The Parks estate off Broad Lane is expected to be adopted by the end of 2018. There will be a need to increase resources to undertake the new work required by Continental Landscapes Ltd (CLL) on both Street Cleansing and Grounds Maintenance Contracts. This will create an unavoidable budget pressure of £41,386 for 6 months of this financial year on the Grounds Maintenance contract as the new work on these estates is phased in. The pressure on both contract from April 2019 onwards will be £175,456.
	41	Variances Reported in First Budget Monitoring
	0	Variances Reported in Second Budget Monitoring
1	91	Coral Reef Due to incorrect meter readings being provided in previous years a backdated gas charge of £91k has been received.
2	-297	Waste Management When setting the 2018-19 budgets it was estimated that there would be a loss of approximately 2000 customers (which was in line with previous years) due to the increase in fees. Current projections are in the region of 1000 customers which would mean additional income of £52k is generated in the financial year. Household waste collection and recycling is projecting an underspend of £33k due to an underspend of contracted costs. A recent review of proforma invoices found that vat could be recovered on two prior year invoices resulting in a £212k credit.
3	11	Coroners Joint Arrangement The estimated costs of delivering the service , by Reading Council, have increased in excess of the current budget provision by £10,585
	-195	Variances Reported in Third Budget Monitoring
1	42	Waste Management The energy from waste projection has been reduced in line with contracted tonnage following guidelines from Defra resulting in an overspend of £42k on the Re3 contract.
2	-29	Environmental Services - Street Cleaning There is a projected underspend on external grounds maintenance costs of £29k
	13	Variances Reported in Fourth Budget Monitoring
	0	Variances Reported in Fifth Budget Monitoring
1	-80	Operations Unit - Home to School Transport An underspend of £0.080m has been identified within the Home to School Transport function. This is due to ongoing amalgamation of routes where possible, creating group pick up points and also a few particularly expensive routes have been removed from LA responsibility as these pupils are now the responsibility of Health.
2	260	Easthampstead Park Conference Centre The 2018-19 budget made an assumption that the transformation savings which were to be realised from the sale of the Conference Centre would mean that a budget was only required for the first 3 months of the financial year. In addition to this, the final figure for income in advance is higher than what was initially estimated, as such the current expected pressure on the budget is £0.260m.
	180	Variances Reported in Sixth Budget Monitoring
	0	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
	39	Total Budget Variances Reported to Date

CAPITAL MONITORING 2018/19												ANNEX D
Dept:	Delivery											
As at:	30th November 2018											
Cost Centre	Cost Centre Description	Approved Budget	Cash Budget 2018/19	Expenditure to Date	Current Comm'n'ts	Estimated Outturn 2018/19	Carry Forward 2019/20	(Under) / Over Spend	Target for Completion	Responsible Officer	Date of Last Comment	Current Status of Project / Notes
		£000's	£000's	£000's	£000's	£000's	£000's	£000's				
YM363	South Hill Park Ceremony Suite	9.1	9.1	1.8	0.0	9.1	0.0	0.0	Sep-18	Ann Moore	Dec-18	Project almost complete. Music system options being considered. Additional chairs required. Not progressed this month due to staffing pressures.
YM007	Capitalisation of Revenue (Highways)	415.2	415.2	200.4	34.9	415.2	0.0	0.0	Mar-19	Anthony Radford-Foley	Nov-18	surfacing complete further programmes under development
YP007	Maintenance (Street Lighting)	4.9	4.9	42.3	8.9	4.9	0.0	0.0	Mar-19	Anthony Radford-Foley	Nov-18	Works projects in progress
YP009	Structural Maintenance of Bridges	226.5	226.5	15.2	266.8	226.5	0.0	0.0	Mar-19	Anthony Radford-Foley	Nov-18	Works on site will begin as road space permits.
YP013	Land Drainage	391.5	391.5	34.4	159.0	391.5	0.0	0.0	Mar-19	Anthony Radford-Foley	Nov-18	Works on site will begin as road space permits and contractor resources allow. Staff resources may delay delivery
YP113	Road Surface Treatments	1,833.8	1,833.8	928.2	155.6	1,833.8	0.0	0.0	Mar-19	Anthony Radford-Foley	Nov-18	surfacing complete further programmes under development
YP458	Road Surfacing - Pot Hole Fund	262.5	262.5	0.0	0.0	262.5	0.0	0.0	Mar-19	Anthony Radford-Foley	Nov-18	surfacing complete further programmes under development
YP479	Replacement Led Street Lights	4,142.8	4,142.8	1,526.2	1,858.0	4,142.8	0.0	0.0	Mar-19	Anthony Radford-Foley	Nov-18	Works in progress on site, included within the carry forward is £850k to undertake works on subway lighting.
YM181	Capitalisation of Revenue (Budgets Only)	300.0	300.0	0.0	0.0	300.0	0.0	0.0	Mar-19	Arthur Parker		Updated at Financial Year-end only.
YM312	On-Line Booking Systems	6.2	6.2	0.0	0.0	6.2	0.0	0.0		Bobby Mulheir	Dec-18	Work in progress to implement Calendar bookings within the Customer Experience Platform with support from ICT Services and Firmstep. Booking Bug has been decommissioned as a booking solution.
YM315	Customer Relationship Management System (Invest To Save)	29.4	29.4	3.5	0.0	29.4	0.0	0.0		Bobby Mulheir	Dec-18	Opportunities to extend the use of the CRM and associated products continues. Self-service Kiosks are currently being investigated and are expected to be implemented to support reception processes.
YM336	Website Redevelopment 2015	0.4	0.4	0.0	0.0	0.0	0.0	(0.4)		Bobby Mulheir	Oct-18	This project ended in June 2017 with the launch of the council's new website.
YM337	Netcall System Replacement	3.0	3.0	1.2	0.0	3.0	0.0	0.0		Bobby Mulheir	Dec-18	Upgrade to Netcall Liberty product completed in November. Some training for administrators still to be delivered.
YM368	Intranet Development	5.1	5.1	0.0	0.0	5.1	0.0	0.0		Bobby Mulheir	Dec-18	Awaiting a decision from CMT on the future of the current intranet (Invotra) and a proposed moved to Sharepoint..
YM385	TS Customer Reception	50.0	50.0	24.9	4.3	50.0	0.0	0.0		Bobby Mulheir	Dec-18	IT work completed in November. Pending decision on ForestCare move to determine whether a further redesign will be necessary
YP482	Chapel at Cem & Crem (Invest to Save)	490.9	490.9	467.2	33.3	490.9	0.0	0.0	Mar-19	Bobby Mulheir	Nov-18	All works complete project in defects till Sept 2019
YP503	South Hill Park	79.4	79.4	0.0	0.0	79.4	0.0	0.0	Mar-19	Bobby Mulheir	Dec-18	Project works on Coach House are progressing well. An additional request for capital funding is pending. Work on the SLA is progressing
YP306	Maintenance of Car Parks	17.1	17.1	6.1	0.0	17.1	0.0	0.0	Mar-19	Damian James	Jul-18	Deck repairs requested
YP451	Car Park Improvement / Refurbishment	29.0	29.0	(14)	0.0	29.0	0.0	0.0	Mar-19	Damian James	Jul-18	Schemes progressing
YP537	Look Out Paking Bay Programme	40.0	40.0	0.0	0.0	40.0	0.0	0.0	Mar-19	Dave Poulton	Sep-18	First test parking bays planned for Oct 18.
YP538	Look Out Play Area/Exhibit Upgrade	30.0	30.0	0.0	0.0	30.0	0.0	0.0	Mar-19	Dave Poulton	Sep-18	Options / quotes being worked up.
YM214	Electronic Documents Records Management System	53.7	53.7	3.5	0.0	53.7	0.0	0.0	Mar-19	Debbie Langley	Nov-18	For use for IT and technical build when EDRMS programme recommences. Currently build on hold.
YM323	TS - EH Network Link / Civic Accommodation	21.0	(0)	0.0	0.0	0.0	21.0	0.0	Mar-19	Debbie Langley	Nov-18	No budget committed to date . Budget used for other capial schemes.
YM365	ICT Desktop and Mobile Infrastructure	729.5	729.5	503.4	115.0	729.5	0.0	0.0	Mar-19	Debbie Langley	Dec-18	Remainder planned for completion of upgrading equipment choices, agile desk set-ups and Windows 10, contract support for rollout, remote sites set-up
YM374	ICT Infrastructure	267.8	267.8	160.0	1.2	267.8	0.0	0.0	Mar-19	Debbie Langley	Nov-18	Replacing EOL equipment and software including SQL upgrades: servers upgrades, data centre and network equipment. Secondment to support network team agreed and therefore this will cover key project support costs in this area (to ensure revenue can afford service desk backfil costs)
YM376	ICT Digital Strategy	133.0	133.0	15.8	18.7	133.0	0.0	0.0	Mar-19	Debbie Langley	Dec-18	To use for hardware and consultancy to support EA elements plus Sharepoint resource as required. Some consultancy procured from Phenix and BT. More planned. Some hardware procured that need recharging here - ~£30k for Load Balancer.
YM377	CWSS/Self Service	44.8	44.8	0.4	0.0	44.8	0.0	0.0	Mar-19	Debbie Langley	Nov-18	Required for iWorks payroll enhancements and Service Desk

YM374	ICT Infrastructure	267.8	267.8	160.0	1.2	267.8	0.0	0.0	Mar-19	Debbie Langley	Nov-18	Replacing EOL equipment and software including SQL upgrades: servers upgrades, data centre and network equipment. Secondment to support network team agreed and therefore this will cover key project support costs in this area (to ensure revenue can afford service desk backfill costs)
YM376	ICT Digital Strategy	133.0	133.0	15.8	18.7	133.0	0.0	0.0	Mar-19	Debbie Langley	Dec-18	To use for hardware and consultancy to support EA elements plus Sharepoint resource as required. Some consultancy procured from Phoenix and BT. More planned. Some hardware procured that need recharging here - ~£30k for Load Balancer.
YM377	CWSS/Self Service	44.8	44.8	0.4	0.0	44.8	0.0	0.0	Mar-19	Debbie Langley	Nov-18	Required for iWorks payroll enhancements and Service Desk development. To be aligned with Support Services Programme
YL255	Minor Works/Improvements	4.1	4.1	11.7	0.0	11.7	0.0	7.6	Mar-19	Gareth Jones	May-18	Works complete
YM215	Replacement Revenue & Benefits System	16.5	16.5	17.1	0.0	16.5	0.0	0.0		Gill Vickers	Oct-18	ACR (axis counter receipting) will be completed Feb 19
YP349	Green & Blue Waste Bins	0.0	0.0	30.0	0.0	0.0	0.0	0.0	Mar-19	Janet Dowlman	Mar-18	Transfer from Revenue for the purchase of blue & green bins.
YM379	Bracknell Library Training Room	0.0	0.0	54.2	(5)	54.2	0.0	0.0	Oct-18	Kamay Toor	Dec-18	All works complete
YP535	Harmanswater Library	795.0	400.0	58.6	301.2	400.0	395.0	0.0	Mar-19	Kamay Toor	Dec-18	Construction works commenced on the 5th Nov and works are progressing well in site. Construction works programmed to completed end Feb 2019
YP508	Cem & Crem - Park Area Pathways	35.0	0.0	0.0	0.0	0.0	35.0	0.0	Mar-19	Linda Gizzie	Nov-18	Due to contractor commitments elsewhere for the council they were unable to fulfil their requirements in Summer (works cannot be undertaken in (autumn or winter) so it is likely we will need to carry forward to 2018-19 spring/summer
YP485	Bracknell Library - Introduction Self Service	497.8	497.8	52.1	96.3	497.8	0.0	0.0	Mar-19	Mandy Bates	Oct-18	Self Service is being embedded into all libraries and customer response to date has been positive. Open + for Binfield library has been delayed to Jan 2019 due to changes to Forest Care response service. Approximately a quarter of invoices have now been approved for payment with Bibliotheca following progression on technical delivery.
YM367	Civic Accommodation	2,118.9	2,083.9	408.2	0.7	420.0	35.0	(1,664)	Sep-18	Matt Howlett	Dec-18	The majority of final furniture and fittings have now been procured. - Retention to main contractor (£35k) to be released during 2019/20. Reallocation of underspend to other capital projects to made under direction of Director of Finance.
YM386	EH Demolition	1,000.0	0.0	0.0	0.0	0.0	1,000.0	0.0	Mar-18	Matt Howlett	Dec-18	Budget vired from Civic Accommodation (formed part of capital PAD, but separated for clarity). Future of EH still under review. EH no longer being demolished therefore this Cost Centre no longer required.
YL009	Minor Works Programme	6.0	6.0	(1)	0.0	6.0	0.0	0.0	Mar-19	Nick Smith	Aug-18	Remaining items BLC/DGC will take place before year end
YL152	Grass Cutting Equipment	35.0	35.0	35.0	35.0	35.0	0.0	0.0	Mar-19	Nick Smith	Mar-18	Complete
YP484	BLC Main Sports Hall Refurbishment	0.0	0.0	0.1	0.0	0.0	0.0	0.0	Mar-19	Nick Smith		
YP507	Replacement works to toilet area BLC	20.0	20.0	20.0	0.0	20.0	0.0	0.0	May-18	Nick Smith	May-18	Complete
YM359	Alert H&S System	4.6	4.6	0.0	0.0	4.6	0.0	0.0		Nikki Gibbons		
YM244	Improvements and Capitalised Repairs - Council Wide - Planned Maintenance	1,551.0	1,551.0	271.6	786.3	1,551.0	0.0	0.0	Mar-19	Richard Payne	Dec-18	All the projects have now been allocated and design process has commenced. Works to 3 Projects complete (Coral Reef, Fire Improvement, Waterside C) Works to 6 projects on site (76 Binfield, Hanworth, High St CP, Wick Hill, Tenterden, EPCC)
YM364	Iken System Upgrade	0.5	0.5	0.0	0.0	0.0	0.0	(0.5)		Sanjay Prashar	Oct-18	Project Complete
YP522	Savernake Park (S106)	0.0	0.0	(0)	0.0	0.0	0.0	0.0	Mar-19	Stephen Chown	Sep-18	Project complete
YM002	Access Improvement Programme	48.3	48.3	0.0	0.0	48.3	0.0	0.0	Mar-19	Steve Caplan	Dec-18	Works to both Braccan Walk and High Street CP are currently being designed. Works to be completed by the end of March 2019
YM293	Property & Asset Management System	10.0	10.0	0.0	0.0	10.0	0.0	0.0	Oct-18	Steve Caplan	Dec-18	Self Service roll out is now complete
YM346	Asbestos Control	21.4	2.3	1.1	2.3	0.0	19.1	0.0	Mar-19	Steve Caplan	Oct-18	No budget committed to date
YM351	Disposal of land at Sandy Lane	20.9	20.9	0.0	0.0	0.0	0.0	(20.9)	Mar-19	Steve Caplan		
YM356	Replacement of JEL Building Mgmt. System Controls	0.5	0.0	0.0	0.0	0.0	0.5	0.0	Mar-19	Steve Caplan	Dec-18	No budget committed to date
YM362	Commercial Property Investments	19,688.2	19,688.2	0.0	0.0	19,688.2	0.0	0.0	Mar-19	Steve Caplan		
YM366	EPC Regulations	50.0	50.0	0.0	16.0	50.0	0.0	0.0	Mar-19	Steve Caplan		
YM372	Hutwood Court Southampton (Commercial Property)	0.0	0.0	(0)	0.0	0.0	0.0	0.0	Mar-19	Steve Caplan		
YM373	Lincoln	246.9	246.9	247.4	0.0	246.9	0.0	0.0	Mar-19	Steve Caplan		
YM375	Service Report	100.0	100.0	0.0	0.0	100.0	0.0	0.0	Mar-19	Steve Caplan		
YM383	Redditch	11,623.5	11,623.5	11,633.8	0.0	11,623.5	0.0	0.0	Mar-19	Steve Caplan		
YM388	3, 4, 5A The Lakes, Northampton	0.0	0.0	0.0	0.0	0.0	0.0	0.0	Mar-19	Steve Caplan		
YP442	Coral Reef Enhancement Project (YP442/ YP527)	180.0	180.0	121.5	0.0	180.0	0.0	0.0	Mar-19	Steve Caplan	Dec-18	Works complete and Practical Completion achieved on the 21 September 2017. All outstanding defects will be rectified during the shutdown of Coral Reef between the 7th to the 13th Jan.

YM372	Hutwood Court Southampton (Commercial Property)	0.0	0.0	(0)	0.0	0.0	0.0	0.0	Mar-19	Steve Caplan		
YM373	Lincoln	246.9	246.9	247.4	0.0	246.9	0.0	0.0	Mar-19	Steve Caplan		
YM378	Property Review Feasibility	100.0	100.0	0.0	0.0	100.0	0.0	0.0	Mar-19	Steve Caplan		
YM383	Redditch	11,623.5	11,623.5	11,633.8	0.0	11,623.5	0.0	0.0	Mar-19	Steve Caplan		
YM388	3, 4, 5A The Lakes, Northampton	0.0	0.0	0.0	0.0	0.0	0.0	0.0	Mar-19	Steve Caplan		
YP442	Coral Reef Enhancement Project (YP442/ YP527)	180.0	180.0	121.5	0.0	180.0	0.0	0.0	Mar-19	Steve Caplan	Dec-18	Works complete and Practical Completion achieved on the 21 September 2017. All outstanding defects will be rectified during the shutdown of Coral Reef between the 7th to the 13th Jan.
Total Capital Programme		47,690.5	46,184.9	16,881.3	3,888.8	44,558.8	1,505.6	(1,678)				

Annex B: Annual indicators not reported this quarter

Council Plan indicators

Ind. Ref.	Short Description	Quarter due
1. Value for money		
L254	Annual percentage return for rental income from the property portfolio	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

Operational indicators

Ind Ref	Short Description	Quarter due
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
L317	Annual percentage return for net rental income from new properties purchased through the Commercial Property Investment Strategy (Annual)	Q4
Customer Experience		
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
L222	An annual staff satisfaction survey for town centre buildings to be undertaken on Facilities support and service	Q4
ICT		
L078	ICT User satisfaction - service user survey	Q4
L080	ICT Project management - 5 metrics	Q4
Legal		
L087	Percentage of time recorded as chargeable time	Q4