

# QUARTERLY SERVICE REPORT

## CORPORATE SERVICES

Q4 2012-13  
January - March 2013

Portfolio holders:  
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Director:  
Alison Sanders

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## Section 1: Director's Commentary

Corporate Services has made good progress against all service plan actions over the last year despite delays outside of the Directorate's control. The majority of indicators are also on target which is a significant achievement given the pressure of change and economic climate for many of these.

Over the last year there are some real achievements to be very proud of:

- The combined work of Property, Legal and Finance teams in bringing the Town Centre deal close to completion.
- Website getting four stars in the SOCITM survey.
- Customer Services maintaining customer satisfaction at over 90%.
- Revenues Team maintaining council tax collection rates in a very difficult economic climate.
- Successful delivery of the EIF project and its positive impact on the lives of the Nepali community.
- Increased consultation skills in staff across the organisation through the training programme by the The Consultation Institute.
- Unravelling all of the complexities associated with the changes to the local government finance regime (business rates, local council tax benefit scheme etc) and finding that the impact was very close to our original forecasts.
- Producing the best set of accounts ever - the external auditor made only three recommendations for improvement.
- The planning and execution of cabling of Ocean House and subsequent moves.
- Technology refresh associated with 'Time for Change'.
- Public Health, the success setting up and transferring of both the Shared Team and the Locality Team from the PCT's to the Council, taking a lead for the Berkshire Unitaries and ensuring the legal arrangements are all in place.
- The work around eLearning. There were 2308 sessions completed in 2012/13 which equates to 330 training days. We made available 25 new packages of which the majority were developed by internal resources at a fraction of the cost of using an external.
- Coral reef repairs on budget and re-opened for Holiday season (on time).
- Occupancy levels of the commercial portfolio in extremely difficult trading conditions in the commercial property market.
- Legal support to the sites delivering affordable and extra care housing.
- Successful legal prosecutions for fraud and school non attendance.
- Effective SEN litigation.

### Highlights for the quarter include:

The results of the 2012 Residents' Survey conducted by QA Research were published this quarter. The aim of the survey was to gather the views of a representative number of Bracknell Forest residents on a variety of issues relating to the Council as well as attitudes towards Bracknell Forest as a place to live and work. The response rate was 11%, which compares favourably to a national average response rate for this type of household drop survey of between 3-5%.

The results demonstrate a number of significant positive changes since 2008/09 including improved perception of the Council in terms of overall satisfaction with the way the Council runs things, perceptions of the Council providing value for money, feelings of being informed about Council services and being able to influence decisions in the local area. The vast majority of residents (85%) are satisfied with Bracknell Forest as a place to live and the things that people like best are parks and open spaces, access to nature and the low rate of crime.

There has been a decrease in the number of people who feel that people not treating each other with respect and consideration was a problem and levels of community cohesion remain high

with the majority of residents believing that people from different backgrounds get on well together. This is positive given there has been a significant increase in the number of people from Black and minority ethnic groups living in the borough over the past 10 years.

A key mechanism for communication with residents and a positive factor in their improved perceptions of the Council is the website. Bracknell Forest Council's new website achieved a top ranking in the SOCITM Better Connected Review 2013. It was one of only 37 councils to receive the top four star rating and was ranked in the top 20 best developed local authority websites. Bracknell Forest Council's website also has the highest level of resident take-up in the country 45%, a position it has held for four consecutive years.

The Council set its budget and council tax for 2013/14 on 27 February 2013. There was no increase in council tax for the third successive year.

In March the Revenues team successfully issued the new council tax and business rates bills for the coming year. There were an increased number of telephone calls following the issue of the bills, due to the changes to the council tax support scheme, but the team has dealt with these efficiently, and call volumes are now returning to normal. The levels of council tax collection at 97.6% are an improvement on last year and the highest since 2004. This is an achievement in the current economic climate.

Since November there has been significant progress on the Town Centre Accommodation programme following Executive approval of funding to complete the refurbishment of Time Square. The procurement process for a new contract was completed in March. The work to reduce the number of buildings in the Town Centre has been furthered with staff moving out of Seymour House to Ocean House on a temporary basis until Time Square is complete. Significant support for this work was provided by ICT and Property Services. Staff across the Council have now been provided with the ICT equipment and telephony to support changes to working practices, to enable flexible working, in preparation for the planned reductions in accommodation. This has been a major project for ICT services.

Work to support Town Centre regeneration has also been a priority in the last quarter. For many months work on a revised Town Centre Section 106 has been on-going but considerable progress has been achieved during the quarter and completion very early in the next municipal year appears to be achievable.

CPO notices for property interests required for the development of the NRQ west were served and Legal work on the Development Agreement was completed.

The Integrated Transport Unit (ITU) has received the results of parental satisfaction survey on Special Educational Needs transport. This had a 67% response rate (194 returns). The results show that 94% of parents are either satisfied or very satisfied with the overall service being provided. 96% are satisfied or very satisfied with the driver and 95% with the transport escort. The team are very pleased with both the high response rate and satisfaction levels.

The Implementation of the new postal contract with TNT has been very successful. The Council has engaged well with the clean mail (machine readable) process and the percentage of clean mail sent has risen from 25% prior to the contract starting to 89% for the first two months. Saving of £1000 per month so far and projected to save £1500 per month.

As part of our target for property disposals, contracts have now been exchanged for a long lease of Adastron House and Byways with Thames Valley Housing Association, subject to Thames Valley obtaining planning permission. Craigholm sold for £600,000, £150,000 more than expected and further properties are ready for sale.

The quarterly Building Surveyors report on capital projects shows that 84% of projects were completed within budget and 76% of projects were completed by the target date. 100% of projects were rated as good or excellent. The team worked hard with contractors and the Coral Reef roof repairs were completed before expected and the facility re-opened in time for Easter.

New insurance contracts were awarded from 1 April 2013. The Council's new main insurer will be Travelers. Annual savings of £138,000 are anticipated as a result of lower premiums and changes to the level of deductibles.

The Council is the lead authority providing a support service for the Public Health function to all the Berkshire Unitary Authorities following the transfer of that function to local authorities on 1 April 2013. To establish the framework for the inter-authority arrangements the Borough Solicitor drafted and completed an Agreement between all six authorities. Putting in place Agreements between the Berkshire authorities is rarely an easy process and this occasion was not an exception, but the Agreement was completed before the 1 April deadline.

The transfer of all remaining Public Health staff to the Council has taken place but there are some vacancies in both the core and locality teams which remain to be filled. Recruitment to those posts will be on BFC terms and conditions. The pan Berkshire HR Group has met regularly to manage the (sometimes complex) process necessary to facilitate the staff transfers.

Within ICT services, following the outcome of the SOCITM customer satisfaction survey, a detailed action plan has been developed to ensure service improvement is at the heart of what we do. The team were better than average when judged against other unitary authorities across England but customer satisfaction had decreased 9% from the previous survey in 2009. Over the last year, the ICT Helpdesk took over 23,000 calls of which 13% were incidents and 87% were help calls.

Towards the end of the quarter the role of Information Security Officer was transferred from ICT to Legal Services. The officer appointed to fulfil the role is doing so under an agreement between the Council and West Berkshire D.C. under which the officer, who is employed by West Berkshire, divides her time between the two authorities.

The Council was successful in major SEN litigation before a Tribunal, as a result of which the Council will not be required to fund a provision which could, over a number of years, have cost in excess of £1M.

Work has continued on the implementation of the new Learning & development database which it is anticipated will greatly improve the functionality of the service.

There have been some improvements in the achievement of key workforce targets across the Council:

- L066 Top five percent earners - women (annual indicator)  
An increase of 3 women in the Top 5% has led to this indicator at 39% now exceeding its target of 32%.

**Areas where performance has been more difficult are:**

Customer Services has continued to see a dip in the performance for answering calls in the Contact Centre. This has been brought about by the team continuing their support for the work to review the Benefits and Housing processes which has involved 2FTEs seconded to the work. From April a slightly different model of operation in the Time Square reception area will mean that Customer Services will not be as involved in this work and it is hoped that performance for answering calls will improve.

Also, as stated in last quarter's report, Call Centre performance has been affected by the Contact Centre taking calls which are typically longer in duration; the team has seen an influx in these calls over the last month as customers for services such as Nationality Checking attempt to obtain appointments before the annual April fee increase.

On a positive note, the team continues to receive very positive feedback from customers in the Customer Services Satisfaction Survey, with the quarter average in excess of 90% satisfied against a target of 80%.

Every 5 years a fresh specimen of a postal voter's signature is required. Signatures change over time therefore signatures provided by postal voters are refreshed so that an accurate record is kept. This also limits the number of postal votes rejected at an election due to mismatched signatures. This year 2000 personal identifiers required refreshing. 17% of those contacted did not respond to the initial request nor to the reminder and therefore their postal votes were cancelled. This figure is significantly higher than last year's non-response rate of 6%.

Job evaluation continued to take centre stage in HR terms because of the requirements to implement a new pay and grading structure. However, the quarter saw slow progress as the trade unions were not able to engage in the planned meetings with the Council. Further meetings have now been scheduled.

There are some annual HR indicators where the Council's targets have not been achieved for a variety of reasons:

- L067 Top five percent earners – minority ethnic communities  
Numbers of staff from ethnic minorities in this borough have gone down from 3 to 2 with the retirement of one member of staff resulting in the percentage decreasing from 4.64 to 3%.
- L068 Top five percent earners – with disability  
Numbers in this bracket have stayed steady at 3 but the number of staff overall within the top 5% has gone up slightly, by 2 people, increasing the denominator; the percentage has therefore decreased slightly from 4.64% to 4.5%.  
(As there are only a small number of staff involved, the process is to calculate at which salary point the 5% figure is reached and then include all the staff paid at that salary point in the calculation even if that takes the % very slightly over 5%. This has led to an apparent anomaly in the figures shown in other indicators i.e. the reduction in the denominator (i.e. total workforce) and the number of staff eligible to be in the top 5%.)
- L070 Percentage of employees with a disability  
The percentage has gone down from 1.55% to 1.42% due to the number of staff completing declarations going down from 3749 to 3668 and the number declared disabled going down from 58 to 52.
- L131 Percentage of staff leaving within one year of starting  
The turnover on this indicator is 22% against a target of 20%. Since the last financial year the number of staff leaving with less than a year's service has decreased (last year's figure was 34%) as there has been a reduction in overall recruitment activity. However, the total number of staff employed by the Council [which forms the denominator for this indicator] has also decreased. If the denominator had stayed the same, the indicator would have shown green but because both figures have decreased, the effect is that the indicator as a percentage shows as red.

Generally, in relation to these workforce indicators, although the numbers involved are very small they generate significant changes in the percentages reported against target.

The impact of eLearning on how training is provided has had a significant affect on the figures being reported in the QSR. ELearning is cheaper to deliver than traditional learning mechanisms and also requires less time away from work. As a consequence both costs and time off work for training are both less than target. However, this is actually a positive change for the organisation and staff are generally very enthusiastic about the benefits of eLearning approach.































**Areas where risk is closely monitored:**

The Corporate Services Risk Register was reviewed by DMT on 28 March 2013.



The key changes in response to the review were reductions in the potential impacts for both the finance and economic risk and the information services risk.





























During Quarter Q4, no limited assurance reviews were issued for Corporate Services.
















## Section 2: Department Indicator Performance

Ref	Short Description	Previous Figure Q3 2012/13	Current Figure Q4 2012/13	Current Target	Current Status	Comparison with same period in previous year
<b>Corporate Property - Quarterly</b>						
L059	Percentage of post sent second class (Quarterly)	98.00%	98.00%	95.00%		
L076	Planned maintenance spend (Quarterly)	80.00%	101.10%	95.00%		
<b>Customer Services - Quarterly</b>						
L051	Percentage of current year's Council tax collected in year (Quarterly)	85.07%	97.60%	97.50%		
L053	Percentage of current year's Business Rates collected in year (Quarterly)	88.50%	96.59%	98.00%		
L055	Satisfaction level expressed in survey of telephone contact with Customer Services (Quarterly)	92.00%	96.00%	90.00%		
L056	Percentage of calls answered within 5 rings (Quarterly)	65.70%	46.80%	80.00%		
<b>Democratic and Registration Services - Quarterly</b>						
L057	Percentage of agendas published 5 clear days prior to a meeting (Quarterly)	100.00%	100.00%	100.00%		
L058	Percentage of minutes published within 5 clear days of a meeting (Quarterly)	86.00%	77.00%	70.00%		
<b>Finance - Quarterly</b>						
BV8	Percentage of invoices paid within 30 days (Quarterly)	93.0%	93.0%	95.0%		
L064	Debt outstanding as percentage of gross debt (Quarterly)	10.00%	10.00%	10.00%		
L065	Return on investments exceeds 7-day LA cash benchmark rate (Quarterly)	1.04%	1.01%	0.50%		
<b>ICT - Quarterly</b>						
L079	Resolution of reported ICT incidents (Quarterly)	90%	97%	94%		
L082	ICT service availability - percentage of time service is available for use (Quarterly)	99.90%	99.80%	99.00%		
<b>Legal Services - Quarterly</b>						
L084	Number of section 106s completed (Quarterly)	9	11			
L085	Amount of money recovered in debt collection (Quarterly)	19,159.02	30,545.95			
L086.1	Percentage of Freedom of Information requests dispatched (where 50% or more of the request) was refused as the information is already publically available (Quarterly)	11%	15%			
L086.2	Percentage of Freedom of Information requests dispatched which were refused because the time limit would be exceeded (Quarterly)	5%	7%			



Ref	Short Description	Previous Figure Q3 2012/13	Current Figure Q4 2012/13	Current Target	Current Status	Comparison with same period in previous year
L086.3	Number of Freedom of Information requests received (Quarterly)	189	222			
L088	Number of leases completed (Quarterly)	19	20			

Ind. Ref	Short Description	Previous figure	Current figure 2012/13	Current Target	Current Status	Comparison with same period in previous year
<b>Community Engagement &amp; Equalities - Annual</b>						
NI001	Percentage of people who believe people from different backgrounds get on well together in their local area (Biennially (every two years))	82.0%	87.0%	83.0%		
NI004	Percentage of people who feel they can influence decisions in their locality (Biennially (every two years))	28.0%	30.0%	30.0%		
NI006	Participation in regular volunteering (Biennially (every two years))	21.0%	28.0%	22.0%		
NI023	Perceptions that people in the area don't treat one another with respect and consideration (Biennially(every two years))	30.0%	14.0%	25.0%		
<b>Corporate Property - Annual</b>						
BV156	Percentage of buildings open to the public which are suitable for and accessible to disabled people (Annually)	83.00%	90.20%	90.00%		
L075	Number of commercial property voids (Annually)	3.98	2.99	6.00		
<b>Customer Services - Annual</b>						
L052	Cumulative percentage of Council Tax collected for the previous year at 31 March (Annually)	98.99%	99.02%	99.00%		
L054	Cumulative percentage of business rates collected for the previous year at 31 March (Annually)	99.85%	99.08%	98.50%		
<b>Human Resources - Annual</b>						
BV14	Percentage of early retirements as a percentage of total employees (Annually)	0.67%	0.12%			
L066	Top five percent earners - women (Annually)	35.60%	39.04%	32.00%		
L067	Top five percent earners - minority ethnic communities (Annually)	4.64%	3.00%	4.50%		
L068	Top five percent earners - with disability (Annually)	4.64%	4.50%	6.00%		
L069	Percentage of ill-health retirements (Annually)	0.20%	0.06%			
L070	Percentage of employees with a disability (Annually)	1.55%	1.42%	2.00%		
L071	Percentage of black and ethnic minority employees (Annually)	3.89%	4.25%	4.50%		

Ind. Ref	Short Description	Previous figure	Current figure 2012/13	Current Target	Current Status	Comparison with same period in previous year
L072	Gender pay gap (Annually)	18.25%	18.38%	18.00%		
L073	Average number of off the job training days per employee (Annually)	3.4	3.3	3.5		
L074	Average amount spent on training per employee (Annually)	375.00	337.00	350.00		
L130	Percentage staff voluntary turnover (Annually)	12.69%	12.48%			
L131	Percentage of staff leaving within one year of starting (Annually)	34.57%	22.99%	20.00%		
L174	Average number of working days lost to sickness per employee (Annually)	5.64	5.56	5.50		
<b>ICT - Annual</b>						
L080	ICT Project management - 5 metrics (Annually)	93.00%	80.40%	80.00%		
<b>Legal Services - Annual</b>						
L087	Percentage of time recorded as chargeable time (Annually)	64.00%	65.00%	70.00%		

Note: Key indicators are identified by shading

### Traffic Lights

Compares current performance to target



On, above or within 2.5% of target



Between 2.5% and 7.5% of target



More than 7.5% from target

### Comparison with same period in previous year

Identifies direction of travel compared to same point in previous year



Performance has improved



Performance sustained



Performance has declined

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

Ind. Ref	Short Description
L060	Percentage response to the annual canvass (Annually) – reported Q3
L077	Staff cleaning surveys results (6 monthly) – reported Q1 & Q3
L078	ICT User satisfaction - service user survey (Annually) – reported Q3

## Section 3: Complaints

### Complaints received

Stage	No. rec'd Q4	Nature of complaints (bulleted list)	Action taken and lessons learned (bulleted list)
New Stage 2	4	<ul style="list-style-type: none"> <li>A council tax customer complained that a summons had been issued without prior warning.</li> <li>A council tax customer complained that they had incorrectly received a notice warning that bailiff action was about to be taken.</li> <li>Complaint received from a Community Centre manager. Complaint relates to the system for taking reports of building faults, outside normal business hours.</li> <li>That an FOI request seeking disclosure of an e-mail refused on the basis that legal professional privilege attached to the document should not have been refused</li> </ul>	<ul style="list-style-type: none"> <li>A reply was sent informing that 5 direct debit payments and a cheque had been returned unpaid by the customer's bank during the financial year. These had resulted in 4 reminders and a letter being sent all warning that recovery action would be taken if the payments were not brought up to date.</li> <li>Payment of the outstanding council tax was received on the day the notice was sent. A letter was sent in response with apologies for any inconvenience caused.</li> <li>The building fault reporting process is currently being investigated. The process for taking information about building faults outside normal business hours is being reviewed to establish where the report was sent, and to ensure the process is robust for future cases.</li> <li>The complaint was upheld by the Borough Solicitor who decided that legal professional privilege did not apply to the e-mail.</li> <li>A guidance note has been issued by the Borough Solicitor to all lawyers in the Legal Services team advising upon the parameters of legal professional privilege.</li> </ul>
New Stage 3		None	
New Stage 4		None	
Ombudsman		None	

## Section 4: People

### Staffing Levels

	Staff in Post	Staffing Full Time	Staffing Part Time	Total Posts FTE	Vacant Posts	Vacancy Rate
Directorate	4	3	1	3.5	0	0
Community Engagement	5	2	3	3.76	0	0
Customer Services	44	33	11	40.07	0	0
Democratic & Registration Services	20	11	9	16.46	4	16.67
Finance	39	30	9	35.55	2	4.88
Human Resources	18	16	2	17.28	1	5.26
ICT	37	33	4	35.45	2	5.13
Legal	13	8	5	11.41	0	0
Property Services	44	32	12	38.89	1	2.22
<b>Department Totals</b>	<b>224</b>	<b>168</b>	<b>56</b>	<b>202.37</b>	<b>10</b>	<b>4.27</b>

### Staff Turnover

For the quarter ending	31 Mar 2013	1.85
For the last four quarters	1 Apr 2012 – 31 Mar 2013	6.28

Total voluntary turnover for BFC, 2011/12: 12.69%

Average UK voluntary turnover 2011: 9.3%

Average Public Sector voluntary turnover 2011: 6.7%

(Source: XPerHR Staff Turnover Rates and Cost Survey 2012)

### Comments:

The vacancy rate has gone down this quarter from 4.95% to 4.27%. There have been a couple of leavers over the quarter but replacements have also been recruited. The vacancy within HR will be filled this quarter.

Voluntary turnover for the quarter has remained steady at 1.85% compared to 1.86% last quarter. However the annual figure for 12/13 of 6.28% is a good deal lower than the authority average for 2011/12 of 12.69%.

## Staff Sickness

Section	Total staff	Number of days sickness	Quarter 4 average per employee	2012/13 annual average per employee
Directorate	4	0	0	1.5
Community Engagement	5	32	6.4	16.8
Customer Services	44	114	2.59	6.45
Democratic Services	20	16.5	0.83	3.6
Finance	39	43	1.1	4.01
Human Resources	18	10	0.56	2.33
ICT	37	23.5	0.64	2.58
Legal	13	7	0.54	1.62
Property Services	44	58.5	1.33	3.35
<b>Department Totals (Q4)</b>	<b>224</b>	<b>304.5</b>	<b>1.36</b>	
<b>Projected Totals (12/13)</b>		<b>908.5</b>		<b>4.06</b>

Comparator data	All employees, average days sickness absence per employee
Bracknell Forest Council 11/12	5.64 days
All local government employers 2011	8.1 days
All South East Employers 2011	6.4 days

(Source: Chartered Institute of Personnel and Development Absence Management survey 2012)

### Comments:

*[20 working days or more is classed as Long Term Sick.]*





Sickness for this quarter has gone up since the previous quarter to 304.5 days in total from 259 days. This is due to a higher number of days lost to long term absence.

This quarter there were 112 days attributed to long term sick compared to just 28 last quarter. This is attributable to two members of staff.




The annual absence for the Department for 2012/13 was 4.06 days per employee which is lower than the Authority figure for 2011/12 of 5.64 but higher than the actual figure for Corporate Services in 2011/12 of 3.59 days per employee.

## Section 5: Progress against Medium Term Objectives and Key Actions

Progress has been monitored against the sub-actions, supporting the Key actions contained in the Corporate Services Service Plan for 2012 - 2013. This contains 25 actions to be completed in support of 2 Medium Term Objectives. Annex A provides detailed information on progress against each of these key actions:

Overall 2 actions were completed at the end of Quarter 4 () , while 20 actions are on schedule () and 3 were causing concern ( and ).

The 3 actions that are causing concern are:

Ref	Action		Progress
11.5.1	identify where “avoidable contact” with customers exists and take appropriate action to minimise waste in processes		Project implementation team established and system procurement exercise underway. This project should be delivered by the end of Q2/2014.
11.5.2	extend the range of online and transactional services which may be used by customers on a 24/7 basis to support channel shift		The Channel Migration Project team is identifying key services for development of online processes. Work is underway on moving a number of internal HR and Finance processes to online. Discussions are underway with the School Admissions team. Data analysis is underway, with a view to developing targeted communications at specific customers.
11.5.3	use automated speech recognition with the telephony system to improve speed of access to service		Further issues have been experienced with the format of telephone numbers. However we expect to resolve these soon, and should be able to implement the system for internal use in Q1/2014, and for external use in Q2/2014.

## Section 6: Money

The original cash budget for the department was £15.285m. Net transfers of £0.391m have been made bringing the current approved cash budget to £15.676m. A detailed analysis of these budget changes in this quarter is available in Annex B.

The forecast outturn for the department is £0.204m under the current approved cash budget. A detailed analysis of the new variances this quarter is available in Annex B.

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

Service Area	Budget £000	Forecast Outturn £000	Comments
Commercial Property	(1,492)	(1,486)	Increased voids and void periods, resulting in reduced income.
Bracknell Market	4	10	Traders potentially leave due to falling footfall.
Design & Print	(69)	(69)	As other departments look to cut expenditure, printing income will be affected and income target may not be achieved.

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 £4.004m.

Expenditure to date is £2.758m representing 69% of the budget. The Department anticipates 99% of the total approved budget to be spent by the end of the financial year. A significant proportion of budget is allocated to the Time Square works due to commence in the next financial year. A detailed list of schemes together with their approved budget and forecast spend is available in Annex B

The following schemes are currently forecast to over/(under) spend.

Scheme	Over/(Under) Spend	Comments
Time Square Refurbishment – Chillers & Roof	£0.03m	An outstanding invoice due to administrators was paid
Replacement Network Circuits	(£0.010m)	Costs lower than anticipated
New Hope repairs	£0.006m	Outstanding retention and ICT Fees
Server and Server Component Refresh	£0.002m	Citrix server costs higher than budgeted.

The schemes identified below are now expected to complete in the 2013/14 financial year.

<b>Scheme</b>	<b>Carry Forward Amount</b>
The Parks Community Centre/Sports Pavillion	£0.176m
ICT Maintenance Programme - Photocopiers	£0.006m
Members Initiatives	£0.080m
Replacement Revenue & Benefits System	£0.039m
Replacement Network Circuits (Invest To Save)	£0.023m
Backup System Replacement	£0.047m
IPT Migration Project (Invest To Save)	£0.057m
Community Centres (S106)	£0.203m
Provision of Technology To Members	£0.025m
North Ascot Community Centre	£0.017m
CRM – Reporting Enhancements	£0.025m
Building Surveyors Asset Management	£0.012m
Easthampstead and Wildrings Community Centre	£0.030m
Bullbrook Community Centre	£0.006m
Access Improvement Programme	£0.067m
ICT Infrastructure Development/ Network Refresh	£0.023m
Desktop Computer Refresh	£0.037m
Electronic Documents Records Management System	£0.147m
Improvements and Capitalised Repairs	£0.961m
Market Place Properties	£0.396m
Laptop Refresh	£0.088m
Vasco Token System Replacement	£0.014m
Times Square Accommodation	£0.241m
Times Square Data Cabling	£0.115m
Superfast Broadband Match Funding	£0.029m
Power Generator	£0.010m
<b>Total Proposed Carry Forward to 2013/14</b>	<b>£2.873m</b>



## Section 7: Forward Look

### Town Centre & Civic Accommodation

- Work to implement the CPO will continue in relation to the NRQ west with a vacant possession date of 4th June for all BRP and BFC property interests and those acquired under the compulsory purchase process.
- Drafting of the Development Agreement will be concluded.
- Work with the Council's advisors to resolve CPO claims will continue. Further settlements for Market Square claims will be finalised.
- Work on the Stanley Walk development phase will continue, including design work and legal drafting.
- Work to bring forward the redevelopment of Winchester House will continue, including the future of the market. Further work on bringing other 3rd party sites forward will be commenced.
- A town centre photography competition will take place in partnership with BRP.
- The final assessments of the tenders for the Time Square works is now complete and a recommendation was agreed by the Executive in April. Work programme is predicted to start in June 2013 and finish in approximately 56 weeks
- The move to flexible working to enable the council to increase occupancy in Time Square is progressing as planned. A programme of development options is now available for staff and all town centre staff now have the ICT equipment to support their workstyle
- Seymour House staff have been moved to Ocean House and are fully operational from that site. All customer contact relating to CYPL services is being conducted through Time Square.

### Corporate Property

- Developing a programme of Town Centre events with BRP.
- Developing options for Youth Hub/Coopers Hill.
- Complete a lease for floors 1 & 2 at Ocean House.
- Working with West Berks Council to share two Term Maintenance Contracts which will start in April 2014.
- Refurbishment works to be carried out to the kitchen area, Easthampstead House, 2<sup>nd</sup> Floor.
- Complete safeguarding training for all home to school drivers and escorts.
- Develop Print Strategy. Report to CMT and Executive.
- Undertake a staff survey of catering services.
- Developing options for new library at Harmans Water Square.
- Decommission Seymour House and manage building security.
- Complete contracts for transfer of land for extra care unit to BFH.
- Assist CYP&L in carrying out feasibilities for new school accommodation.
- Complete sale of land at Rainforest Walk.
- Complete the sale of Brackworth.

### Community Engagement & Equalities

- Facilitate the development of The Parks Community Centre/Sports Pavilion and Great Hollands Community Centre improvement works.
- Manage the introduction of new corporate consultation software to improve the accessibility and quality of the Council's consultations.
- Develop an action plan to respond to the results of the Council's 2012 borough wide household survey.
- Produce the new BFP community engagement strategy and its action plan.
- Retender the Consultation and Engagement Framework Agreement.

- Evaluate the impact of the European Integration Fund funded 'Healthy Voices' Nepali community project and review options for sustaining successful activities.

#### Customer Services

- We will be taking forward work to understand contact that is avoidable with the Council and to investigate how this can be improved in order to provide a better experience for the customer and to use resources more productively.
- We hope to implement the Automatic Operator product during the next quarter. This project is reliant on the work to develop a single telephone directory for the Council using Outlook which is nearly complete.
- The corporate web team will begin work reviewing the use of open source for web content management. This will be achieved over the coming year through the redevelopment of the Youth Services website using open source software (Drupal). This work will help to evaluate the suitability of using open source for the Council's public website.

#### Democratic & Registration Services

- Submit Member Development Annual Report to Council.
- Contribute to the Members' Allowances and Expenses Audit.
- Finalise the Member Development Programme 2013/14.
- Undertake a mid point review of the 360° feedback project with the Member Development Charter Steering Group.
- Deliver the Annual Council Meeting and provide an induction session for the Mayor and Deputy Mayor.
- Deliver the annual tranche of appeals against secondary school allocations and commence the primary school appeals.
- Conduct By-Elections for Crowthorne Parish Council and the Great Hollands South Ward of Bracknell Town Council.
- Finalise the Police and Crime Commissioner election accounts.
- Renew the Nationality Checking Service operating licence.
- Prepare for new key performance targets for the Registration Service.

#### ICT Services

- Continue migration to Microsoft infrastructure.
- Continue work on projects related to Accommodation strategy.
- Complete transfer of Public Health staff to local teams.
- Continue service improvement action plan.
- Continue ICT category management strategy action plan.
- Review DR/BC solutions in consultation with CMT and DMTs.
- Complete Leisure Centres phone system install.
- Re-direct Darwin Close network link via Reading BC.
- Develop strategy for Network maintenance contract (due 1/8/13).
- Research/Planning for data centre core switch, server and storage replacement.
- Development of the Server Team knowledge base to support Service Desk calls.
- Numerous Application upgrades.
- Replacement system for Payroll link to HMRC.
- Standardisation of Outlook signatures.
- Migration of EPCC Exchange accounts to the Corporate System.
- Chip & Pin implementation for Customer Services.

### Legal Services

- Town Centre Section 106 Agreement likely to be concluded.
- Another major SEN Tribunal case is due to be concluded.
- Extensive legal advice on procurement of Public Realm management is likely to be required.
- Preparation of the Annual Governance Statement.





### Finance






- Following the implementation of fundamental changes to local government finance and responsibilities, the focus will be on monitoring their impact on the Council's 2013/14 budget. The part re-localisation of business rates, the localisation of council tax benefit and the transfer of public health are considered to be the most significant risks.
- The major area of activity during the first quarter of 2013/14 will be the closure of the 2012/13 accounts and the preparation of the Council's draft statement of accounts. The statutory deadline for completion of the draft accounts is 30 June.
- Following the award of new insurance contracts on 1 April 2013, work will focus on managing the transfer of business to the Council's new main insurer, Travelers.
- Within payroll, work will continue on the implementation of HMRC's real time information (RTI) requirements and the introduction of auto enrolment into the pension fund for eligible employees from 1 May 2013.
- To streamline the Council's procurement arrangements and drive better value for money an e-procurement package will be tested.
- As a continuation of the development programme for the Agresso financial system and to improve the efficiency of the payments process, the wider introduction of procurement cards for low value transactions will be trialled.








### Human Resources








- The appraisal process will start in the next quarter. Guidance notes will be issued to all staff and it is anticipated that the vast majority of appraisals will be completed by the end of the quarter.
- The pan Berkshire HR group will continue to meet to ensure the Public Health function is bedded down properly and staff are able to work effectively.
- An employment Law seminar has been set up at the end of April using Shoosmiths, a highly regarded firm of solicitors with the aim of updating managers on key employment development and potential changes to HR's often complex area. To date over 50 managers have signed up for the event.
- Sandhurst Town Council have asked the HR section to assist with the recruitment of a replacement for their Executive Officer. The work started in quarter 4 and will continue into the next quarter.

## Annex A: Progress on Key Actions



MTO 1: Re-generate Bracknell Town Centre				
Sub-Action	Due Date	Owner	Status	Comments
<b>1.9 Implement an Accommodation Strategy to rationalise the number of buildings used by the Council</b>				
1.9.1 Implement an Accommodation Strategy to rationalise the number of buildings used by the Council	31/03/2013	CS		The Time Square works programme tender process has been carried through to the final stages of approval. Three contractors submitted a valid tender and one has been selected for final consideration. The Works start date remains early June and is within the proposed time scale. Staff from Seymour House were moved to floors 1 and 2 of Ocean House in March and are fully operation from that site. All customer contact is being conducted from Time Square. Seymour House is being emptied and decommissioned. All workstreams supporting the Time for a Change programme are progressing as planned including floor and move planning, storage rationalisation, ICT and telephony provision and the cultural changes towards increased flexible working.
1.9.2 ICT work plan to support new ways of working and Accommodation Strategy	31/03/2013	CS		Deployment of kit in line with agreed workstyles for staff in town centre buildings in line with the ICT refresh programme and the Flexible Working initiative completed. Audit of remote sites underway and work programme for deploying kit agreed. Refresh for all sites on schedule for completion in June 2013.
1.9.3 Corporate Property to manage all building contracts resulting from implementation of Accommodation Strategy and to arrange disposals in accordance with the Development Agreement.	31/03/2013	CS		Contractors for Time Square have been interviewed, assessed and validated and Executive approval granted. The contract will be placed in May and works commenced in June.
1.9.4 Establish Time Square as the primary town centre reception service area by moving customer-facing staff currently in Easthampstead House to the ground floor of Time Square north.	31/03/2013	CS		Layout and interim arrangements are kept under review to ensure the plans continue to meet the service needs.






MTO 7: Support Our Older & Vulnerable Residents				
Sub-Action	Due Date	Owner	Status	Comments
<b>7.5 Improve the range of specialist accommodation for older people which will enable more people to be supported outside residential and nursing care</b>				
7.5.3 Market Binfield Nursery site	31/03/2014	CS		Binfield Nursery site is following a disposal process with a recommendation to the Executive to follow in early summer.
MTO 11: Work with our communities and partners to be efficient, open, transparent and easy to access and to deliver value for money:				
Sub-Action	Due Date	Owner	Status	Comments
<b>11.1 ensure services use resources efficiently and ICT and other technologies to drive down costs</b>				
11.1.1 procure and implement regional Public Service Network through project Unicorn in conjunction with other local authorities	31/10/2012	CS		Unicorn partnership and accession agreement documents being produced for signature. First step is to move from CWW to Unicorn provider (BT) for provision of PSN services later in the year. Cabinet Office made aware of this intention.
11.1.2 to ensure Council buildings are fully utilised, dealing with vacant accommodation as appropriate, taking into account market conditions and other possible Council uses	31/03/2013	CS		Binfield Nursery site is following a disposal process with a recommendation to the Executive to follow in early summer. Craigholm was sold on the 7th March 2013 after competitive bids and a realisation of over £100,000 above agent's initial expectations. East Lodge is still being marketed for redevelopment. Brackworth is proceeding to a public auction.
<b>11.2 ensure staff and elected members have the opportunities to acquire the skills and knowledge they need</b>				
11.2.1 review the Member Development Strategy and deliver a comprehensive Member Development Programme	31/03/2013	CS		One approved conference was attended by one councillor; eight additional conferences were attended by nine councillors; five training sessions were attended by 19 councillors; and three briefing seminars were offered to all Members. 6 Members received their 360° feedback report, discussed the contents and updated their PDPs and the 7 Members in the next tranche started the process.
11.2.2 creation of a minimum of six new e-learning packages available in the Council's e-learning zone per annum	31/03/2013	CS		New packages introduced this quarter: Passport to procurement, Commissioning, Government Connect Secure e-mail, Contract Management, Plain English.

11.2.3 delivery of a minimum one Institute of Leadership and Management award programme for managers at both level 3 and level 5 per annum	31/03/2013	CS		Both the Level 3 and Level 5 programmes have been completed in Quarter 4.
<b>11.3 publish information about the Council to promote openness and cost-effectiveness and accountability</b>				
11.3.1 Increase published information on Council web pages for frequently requested Freedom Of Information (FOI) data	31/07/2012	CS		The Open Data website launched on 1 April. The Publication Scheme has been updated in accordance with new guidance and this information will be published on the Open Data Site. There has been an increase in the percentage of FOI's where the information is already available to the applicant.
11.3.2 complete review of position on data sets in Data Transparency Best Value Guidance and implement recommendations from the Information Management Group	31/10/2012	CS		The Open Data website is in place. The Publication Scheme has been updated in accordance with new guidance and this information has been published. The location of public land and building assets and key attribute information that is normally recorded on asset registers has been published on the Open Data site. The Council has successfully published all sets of public data as suggested in the Code of Recommended Practice for Local Authorities on Data Transparency.
<b>11.4 ensure residents have fair access to the services they need</b>				
11.4.1 develop Equality Scheme 2012-16 action plan and monitor its implementation	31/03/2013	CS		The action plan has been developed. Annual monitoring of the plan has commenced using Paris.
11.4.2 carry out a feasibility study to increase access to marriage/civil partnership ceremonies outside core hours	31/03/2013	CS		Feasibility study has been completed and a report is being prepared proposing limited extended hours at an enhanced fee.
11.4.3 Corporate Property to continue implementing the programme to improve public access to Council buildings to 90%	31/03/2013	CS		Target of 90% achieved.
<b>11.5 develop appropriate and cost effective ways of accessing council services</b>				
11.5.1 identify where "avoidable contact" with customers exists and take appropriate action to minimise waste in processes	31/03/2013	CS		Project implementation team established and system procurement exercise underway. This project should be delivered by the end of Q2/2014.

11.5.2 extend the range of online and transactional services which may be used by customers on a 24/7 basis to support channel shift	31/03/2013	CS		The Channel Migration Project team is identifying key services for development of online processes. Work is underway on moving a number of internal HR and Finance processes to online. Discussions are underway with the School Admissions team. Data analysis is underway, with a view to developing targeted communications at specific customers.
11.5.3 use automated speech recognition with the telephony system to improve speed of access to service	30/09/2012	CS		Further issues have been experienced with the format of telephone numbers. However we expect to resolve these soon, and should be able to implement the system for internal use in Q1/2014, and for external use in Q2/2014.
<b>11.7 work with partners and engage with local communities in shaping services</b>				
11.7.1 develop a new Partnership Community Engagement Strategy	31/03/2013	CS		On track. The draft strategy is out to consultation and action plan is in development.
11.7.2 implement the Council's new approach of the Neighbourhood Engagement	31/03/2013	CS		Some NAGs continue to meet as independent groups. Changes have been made to the operation of the Parish and Town Council Liaison group to make it more effective.
11.7.3 Implement corporately consultation software to improve the transparency and quality of consultations	31/03/2013	CS		On track. Training on use of the system is ongoing. The software will be publically launched in April; a communications plan is in place to promote the consultation portal.
<b>11.8 implement a programme of economies to reduce expenditure</b>				
11.8.1 update the Medium Term Financial Strategy to include changes to the local government finance regime, strategic policy changes and lead on the development of the Council's annual budget	31/03/2013	CS		The Medium Term Financial Strategy is continuously reviewed and updated. An initial approach was reported to the Executive on 3 July as part of the Commitment Budget 2013/14 to 2015/16. Further modelling has been undertaken since that date to reflect changes in planning assumptions and potential funding scenarios and these were incorporated in the final budget proposals for 2013/14, agreed by Full Council on 27 February 2013.
11.8.2 monitor the delivery of the annual budget and produce the financial statements, having regard to recommendations made by the external auditor	30/09/2012	CS		The financial statements for 2011/12 were approved by the Governance and Audit Committee on 25 September. External audit gave a 'clean' audit opinion on the accounts. Budget monitoring indicates that the Council is expected to underspend significantly in 2012/13.



11.8.3 implement the necessary organisational change processes in line with service changes	31/03/2013	CS		The required Organisational Change programme was implemented in accordance with the Council's budget requirement's although it is clear that, subject to the final confirmation of government funding arrangements, there will be no large scale employee reduction programme in the near future.
11.8.4 Develop proposals to help the Council produce a balanced budget in 2013/14	31/03/2013	CS		The Council's budget and council tax for 2013/14 was agreed by Full Council on 27 February 2013. Detailed proposals were published in the Financial Plans and Budgets Supporting Information accompanying the formal council tax resolution. The final budget proposals included the use of £4.4m of balances; £2.5m of which was to accommodate one off items.

Status Legend	
Where the action has not yet started but should have been, or where the action has started but is behind schedule	
Where the action has not yet started or where the action has been started but there is a possibility that it may fall behind schedule	
Where the action has started, is not yet completed, but is on schedule	
Where the action has been completed (regardless of whether this was on time or not)	
Where the action is no longer applicable for whatever reason	



## Annex B: Financial Information

### CORPORATE SERVICES / CX OFFICE QSR4 – DECEMBER 2012 TO FEBRUARY 2013

	Original Cash Budget 2012/2013	Virements & Budget C/Fwds	NOTE	Current Approved Cash Budget	Spend to Date %	Department's Projected Outturn	Variance Over/(Under) Spend	Variance This Quarter	NOTE	Requested Carry Forward	NOTE	Variance Supported by CMT
	£000	£000		£000	%	£000	£000	£000				
<b>Director of Corporate Services</b>												
Director of Corporate Services	223	24	C	247	93	247	0	0				0
Community Engagement & Equalities	165	62	C,K	227	67	227	0	-10	4			0
	<b>388</b>	<b>86</b>		<b>474</b>	<b>81</b>	<b>474</b>	<b>0</b>	<b>-10</b>				<b>0</b>
<b>Head of Democratic &amp; Registration Services</b>												
Committee Services	400	28	C	428	82	418	-10	-10	9	-9	#5	0
Member and Mayoral services	919	13	C,D	932	84	911	-21	0				0
Registration of Births, Deaths & Marriages	-25	22	C	-3	2,200	-3	0	0				0
Registration of Electors / Elections	213	3	C	216	95	216	0	0				0
	<b>1,507</b>	<b>66</b>		<b>1,573</b>	<b>81</b>	<b>1,528</b>	<b>-31</b>	<b>-10</b>		<b>-9</b>		<b>0</b>
<b>Chief Officer: Customer Services</b>												
Local Tax Collection incl Cashiers	428	-43	C, T, X	385	106	385	0	0				0
Customer Services	940	-14	C, N, P	906	88	906	-20	-20	8	-18	#4	0
	<b>1,368</b>	<b>-57</b>		<b>1,291</b>	<b>94</b>	<b>1,291</b>	<b>-20</b>	<b>-20</b>		<b>-18</b>		<b>0</b>

**Borough Solicitor**

Legal	608	38	C,W	646	87	642	-4	6	6		0
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**Chief Officer: Human Resources**

Human Resources	523	177	C,W	700	58	685	-15	-23	7	-14	#3	0
Unified Training Unit	464	3	C	467	71	447	-20	0				0
Health & Safety	95	-8	C	87	93	87	0	0				0
	<b>1,082</b>	<b>172</b>		<b>1,254</b>	<b>65</b>	<b>1,219</b>	<b>-35</b>	<b>-23</b>		<b>-14</b>		<b>0</b>

**Borough Treasurer**

Finance	2,247	-67	C,F,G, X	2,180	86	2,150	-30	-34	1			0
Insurance	849	0		849	75	820	-29	0				0
	<b>3,096</b>	<b>-67</b>		<b>3,029</b>	<b>83</b>	<b>2,970</b>	<b>-59</b>	<b>-34</b>				<b>0</b>

**Chief Officer: Property Services**

Property Services	562	64	C,H, R	626	81	630	4	0				0
Industrial & Commercial Properties	-1,428	-64	A, Q	-1,492	105	-1,486	6	0				0
Surveyors	493	-12	B,C,J	481	77	472	-9	-9	10	-4	#2	0
Operations Unit	3,872	-140	A,C,L, N, S, U	3,732	86	3,683	-49	2	5			0
	<b>3,499</b>	<b>-152</b>		<b>3,347</b>	<b>75</b>	<b>3,299</b>	<b>-48</b>	<b>-7</b>		<b>-4</b>		<b>0</b>

**Chief Officer: Information Services**

ICT Services	2,048	58	C,F, O	2,106	90	2,106	0	0				0
												0

### Chief Executive's Office

Chief Executive	340	40	C, Y	380	103	380	0	0		0
Chief Executive's Office	677	141	C	818	87	818	0	0		0
Town Centre Redevelopment	50	0	E	50	28	50	0	-25	2	0
Voluntary Sector Grants	163	0		163	100	163	0	0		0
NI136 - Grant Contributions to Shopmobility & CAB	219	25	M	244	98	244	0	0		0
Community Safety	240	41	C, V	281	89	274	-7	-7	3	0
	<b>1,689</b>	<b>247</b>		<b>1,936</b>	<b>70</b>	<b>1,851</b>	<b>-7</b>	<b>0</b>	<b>-7</b>	<b>0</b>

<b>TOTAL CS AND CX OFFICE</b>	<b>15,285</b>	<b>391</b>		<b>15,676</b>	<b>83</b>	<b>15,472</b>	<b>-204</b>	<b>-130</b>	<b>-52</b>	<b>0</b>
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### **Memorandum item**

Devolved Staffing Budget - CS and CX	9,264	61		9,325	93	9,325	0	0		
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### **Non Cash Budgets**

Capital Charges	1,898	0		1,898		1,898	0	0		
FRS17 Adjs	213	0		213		213	0	0		
Recharges	-10,429	0		-10,429		-10,429	0	0		
	<b>-8,318</b>	<b>0</b>		<b>-8,318</b>		<b>-8,318</b>	<b>0</b>	<b>0</b>		

## CORPORATE SERVICES / CX OFFICE QSR4 – DECEMBER 2012 TO FEBRUARY 2013

Note	Total £'000	Explanation
	<b>326</b>	<b>Total Virements in QSR3</b>
A	-29	<b>Energy Budgets</b> The gas and electricity budgets have been recalculated following the receipt of the Energy Managers projected volumes and price increases from the 1st April. This has resulted in a reduction for Bracknell Market of -£0.004m and the Civic Buildings of -£0.030m whilst there has been an increase of £0.005m for Industrial and Commercial Properties.
B	1	<b>Surveyors</b> A review of the planned maintenance programme identified additional works that were required across all Departments. Within Corporate services one additional scheme was identified by Surveyors, this virement has been made from the underspends of schemes across all Departments which have either been delayed or have been completed under the original estimated cost.
C	0	<b>Corporate Services DSB</b> In order to balance the Corporate Services DSB staffing budgets a contribution of £0.035m has been made by Finance from non-DSB budgets, which are underspending, to the Corporate Services DSB budgets. The DSB budgets have then been realigned to reflect in year staff turnover and amendments to staffing structures.
D	14	<b>Member &amp; Mayoral Services</b> As a result of a reduction in staffing levels severance payments totalling £0.014m have been paid, a virement is requested from the Structural Changes reserve.
E	0	<b>Town Centre Redevelopment</b> It was agreed by the Assistant Chief Executive and the Director of Corporate Services that the Town Centre management budget of £0.050m would transfer from Property Services to the Chief Executives Office with effect from the 1st January.
F	0	<b>Finance/ICT</b> A transfer of £0.027m has been made from identified underspends within Finance to ICT to cover the consultancy costs for the migration from Novell to Citrix (£0.026m) and to support a digital aerial solution at Times Square (£0.001m)
G	0	<b>Finance/Community Engagement</b> Match funding of £0.005m was required by Community Engagement as a contribution towards the 3R's evaluation being undertaken by Southampton University. A virement was made from Finance to Community Engagement to support this.
H	135	<b>Property Services</b> Previously reported as an emerging issue the Crowthorne Enterprise Centre lease was terminated on the 7th January. The losses incurred to this point are £0.135m.
I	-4	<b>Revenue Contributions to Capital</b> A virement of £0.135m has been received from Contingency to fund this pressure A contribution of -£0.004m from the Operations Unit to fund the traffic management changes required on health and safety grounds at the Commercial Centre following the change in use of the new nursery area.
J	8	<b>Surveyors</b> A virement of £0.008m is required from the Capital Feasibility Studies Reserve to cover the costs of the design work and preparation of the planning application associated with the Great Hollands's Library & Community Centre.

K	10	<b>Community Engagement</b> On 13 February CMT agreed the release of £0.010m from the Contingency to provide match funding for the English for Speakers of Other Languages and Community Integration projects.
L	25	<b>Operations Unit</b> As part of the Office Accommodation strategy staff will be transferred from Seymour House to Ocean House. This means that costs will continue to be incurred despite a saving of £0.025m being built into the budget which was anticipated on the original transfer of staff directly to Times Square.  On 13 February CMT agreed the release of £0.025m from the Contingency to cover these costs.
M	25	<b>Chief Executive Grants</b>  The Citizens Advice Bureau have relocated from premises in the Broadway due to the imminent town centre regeneration and the Council have contributed £0.025m towards their relocation costs.  On 13 February CMT agreed the release of £0.025m from the Contingency to cover these costs.
N	0	<b>Customer Services/ Operations Unit</b>  A virement of £0.013m has been made from the Operations Unit to Customer Services to support the purchase of new chip and pin facilities.
O	20	<b>ICT Services</b>  As a result of a reduction in staffing levels severance payments totalling £0.020m have been paid, a virement is requested from the Structural Changes reserve.
P	-20	<b>Customer Services</b>  Contingency funding of £0.020m was received to undertake the CRM/CMS feasibility study. It will not be possible to undertake this work before the end of the financial year. The funding is therefore to be returned to contingency and requested again in 2013-14.
Q	13	<b>Industrial &amp; Commercial Properties</b>  A review of the planned maintenance programme identified additional works that were required across all Departments. Within Corporate services additional schemes were identified at Birch Hill shops, Crown Row Shops, Priestwood Shops and Forest Park Business Units. This virement has been made from the underspends of schemes across all Departments which have either been delayed or have been completed under the original estimated cost.
R	7	<b>Property Services</b>  As a result of a reduction in staffing levels a redundancy payment totalling £0.007m has been made, a virement has been requested from the Structural Changes reserve.
S	-14	<b>Revenue Contribution to Capital</b> A revenue contribution from the Operations Unit to Capital is required in order to complete the refurbishment works of the 2nd floor toilets at the Easthampstead House
T	-63	<b>Revenue Contribution to Capital</b>  Council Tax Reduction software has been purchased using the Department of Communities and Local Government Council Tax Reform Grant. This is a capital item so a revenue contribution from Local Tax Collection to Capital is required.
U	-26	<b>Revenue Contribution to Capital</b>  A revenue contribution from the Operations Unit to Capital is required in order to complete the refurbishment works required at Ocean House ahead of the transfer of staff from Seymour House

V	-41	<b>Revenue Contribution to Capital</b>	A revenue contribution from Community Safety to Capital is required in order to support the purchase of CCTV cameras for the Town Centre and Sandhurst Sports Centre
W	0	<b>Human Resources/Legal Services</b>	Legal Services have agreed to support the Job Evaluation Project undertaken within Human Resources with a virement of £0.012m.
X	0	<b>Finance/Local Tax Collection</b>	Finance have agreed to vire £0.022m to Local Tax Collection to cover the consultancy costs associated with the localisation of Council Tax Benefit not covered by Council Tax Reform Grant
Y	4	<b>Chief Executive</b>	The Town Centre Economic Strategy aims to create a hub for small businesses making use of empty office space in the Town Centre. Following approval from CMT a virement of £0.004m is requested from the Economic & Development Reserve to support this strategy by providing 23 car parking spaces to Oxford Innovations from January 2013.
<b>65</b>		<b>Total Virements in QSR4Period</b>	
<b>391</b>		<b>Total Virements reported to Date</b>	

**CORPORATE SERVICES / CX OFFICE QSR – DECEMBER 2012 TO FEBRUARY 2013**  
**Variances**

<b>Note</b>	<b>Total £'000</b>	<b>Explanation</b>
	<b>-74</b>	<b>Total Variances in QSR3</b>
<b>1</b>	<b>-34</b>	<b>Finance</b>
		<p>There has been a reduction in the statutory audit fees of £0.085m but virements of £0.035m to balance the Corporate Services DSB, £0.027m to ICT to support a digital aerial solution at Times Square and consultancy costs for the migration from Novell to Citrix and £0.022m to Local Tax Collection to support the localisation of Council Tax Benefits have reduced the amount reported.</p> <p>Underspends of £0.015m have been identified within the Finance Department across supplies and services and training and seminar budgets</p> <p>The New Burdens Grant received from DCLG of £0.008m has not been spent resulting in an underspend..</p> <p>In addition Internal Audit have identified an underspend of £0.010m due to less audit days being required from the internal audit provider than were built into the audit plan in the current financial year.</p>
<b>2</b>	<b>-25</b>	<b>Town Centre Redevelopment</b>
		<p>The previously reported overspend of £0.025m for the relocation cost contribution to the Citizens Advice Bureau can be reversed following the receipt of Contingency funding.</p>
<b>3</b>	<b>-7</b>	<b>Community Safety</b>
		<p>The Community Safety Partnership allocated £0.007m of Community Safety funding for a Sexting DVD to raise awareness of the risks associated with young people participating in sexting (inappropriate message/pictures being sent electronically to others). Due to the short time period between the allocation of funding (December 2012) and the end of the financial year it is unlikely that schools will have had enough time to prepare and rehearse their entries and so the showcase event will not be held until the summer of 2013.</p>
<b>4</b>	<b>-10</b>	<b>Community Engagement</b>
		<p>The previously reported overspend of £0.010m for the match funding required for the English for Speakers of Other Languages and Community Integration projects can be reversed following the receipt of Contingency funding.</p>
<b>5</b>	<b>2</b>	<b>Operations Unit</b>
		<p>Contingency funding of (£0.025m) has been received to offset the previously reported pressure of staff moving from Seymour House to Ocean House as part of the Office Accommodation strategy .</p> <p>The previously reported Operations Unit underspend has been reduced by £0.027m to reflect firstly a virement of £0.013m to Customer Services to support the cost of new chip and pin facilities, and secondly the cost of the refurbishment of the toilets on the 2nd floor of Easthampstead House £0.014m.</p>

6	6	<b>Legal Services</b>	<p>A review of income received by Legal Services has found an increase in S106 income of £0.006m</p> <p>The overall underspend has been reduced by £0.012m following a virement to Human Resources to support the Job Evaluation Project.</p>
7	-23	<b>Human Resources</b>	<p>Due to a delay in the Job evaluation project an underspend of £0.014m has been identified against the Human resources Consultancy budget.</p> <p>In addition a review of budgets has identified various potential underspends totalling -£0.011m, including long service awards £0.003m, training costs £0.001m and occupational health of £0.007m.</p> <p>The previously reported underspend of £0.002m for subsidised staff services will however no longer be achievable.</p>
8	-20	<b>Customer Services</b>	<p>A review of Customer Services budgets has identified various underspends including Licences £0.016m, Clothing and Uniforms £0.001m and Training and Seminars £0.003m.</p>
9	-10	<b>Committee Services</b>	<p>A review of Committee Services budgets has identified various underspends including Publicity &amp; Marketing £0.003m, Stationery £0.002m, Training &amp; Seminars £0.002m and Print Room recharges £0.003m.</p>
10	-9	<b>Surveyors</b>	<p>The Building Surveyors asset management project has overrun and will not now be completed until 2013-14, the training that had been planned to be undertaken has therefore been postponed, resulting in an underspend of £0.004m.</p> <p>In addition the design work and preparation of the planning application associated with the Great Hollands's Library &amp; Community Centre will not be completed until 2013-14 resulting in an underspend of £0.005m.</p>
		<b>-130 Variances reported in QSR4 Period</b>	
		<b>-204 Total Variances reported to Date</b>	



**CORPORATE SERVICES / CX OFFICE QSR4 – DECEMBER 2012 TO FEBRUARY 2013****Carry Forwards Currently Reported**

<b>Note</b>	<b>Total £'000</b>	<b>Explanation</b>
<b>The budget underspends connected with these carry forwards are included in the analysis of variances</b>		
<b>#1</b>	<b>-7</b>	<b>Community Safety</b>  The Community Safety Partnership allocated £0.007m of Community Safety funding for a Sexting DVD to raise awareness of the risks associated with young people participating in sexting (inappropriate message/pictures being sent electronically to others). Due to the short time period between the allocation of funding (December 2012) and the end of the financial year it is unlikely that schools will have had enough time to prepare and rehearse their entries and so the showcase event will not be held until the summer of 2013.
<b>#2</b>	<b>-4</b>	<b>Surveyors</b>  The implementation of the Building Surveyors asset management system has not been able to be completed in 2012/13 and the training that had been planned has therefore been postponed until 2013/14.
<b>#3</b>	<b>-14</b>	<b>Human Resources</b>  The consultancy services required to complete the Job Evaluation Scheme through working with the Unions will not be completed until the next financial year.
<b>#4</b>	<b>-18</b>	<b>Customer Services</b>  There is outstanding work on channel shift and the use of automated operator that has not been possible to complete in 2012/13 (£0.008m).  In addition there are changes that are planned to Times Square reception area which have also had to be postponed (£0.010m)
<b>#5</b>	<b>-9</b>	<b>Committee Services</b>  Two ICT projects have not been completed this year due to supplier issues; one is changes to the express system for voter registration (£0.005m) and the second is the improvement to modern.gov (£0.004m).
<b>-52 Total Carry Forwards Currently Reported</b>		

### Corporate Services & Chief Executive's Office Capital Monitoring as at 28<sup>th</sup> February 2013

Cost Centre	Cost Centre Description	2011/12 brought forward	Cash Budget 2012 /2013 Budget	Approved Budget for the Project	Cash Budget 2012 /2013	Expenditure to date	Current Commitment	2012/13 Cash Budget unspent/ uncommitted	Carry Forward Budget 2013 /2014	(Under) / Over Spend	Target for Completion	Current status of the project /Notes
					(1) (£'000)	(2) (£'000)	(3) (£'000)	(1)-(2+3) (£'000)	(£'000)	(£'000)		

#### Prior Year Funded Schemes

Prior Year Funded Schemes - Corporate Services & Chief Executive's												
YM216	Bullbrook Community Centre Refurbishment & Extension	0.0	1.7	1.7	1.7	1.7	0.0	0.0	0.0	0.0	February 2013	Retention release
YM245	Jennett's Park Community Centre	6.1	0.0	6.1	6.1	5.5	0.3	0.3	0.0	0.0	March 2013	Plans in place to spend the remaining budget within 2012/13.
YM248	The Parks Community Centre/Sports Pavilion	175.8	0.0	175.8	0.0	0.0	0.0	0.0	175.8	0.0	2013-14	Works to commence Spring 2013
<b>Total of Prior Year Funded Schemes - Corporate Services &amp; Chief Executive's</b>		<b>181.9</b>	<b>1.7</b>	<b>183.6</b>	<b>7.8</b>	<b>7.3</b>	<b>0.3</b>	<b>0.3</b>	<b>175.8</b>	<b>0.0</b>		
Prior Year Funded Schemes - Council Wide												
YM180	ICT Maint Prog – Photocopiers	35.1	0.0	35.1	28.8	24.9	3.9	0.0	6.3	0.0	2013-14	Final rationalisation underway (EH). New refresh capital will be requested for 2013/14 as some MFD's are over 7 years old
YM199	Time Square Refurbishment - Chillers & Roof	0.0	0.0	0.0	0.0	3.4	0.0	-3.4	0.0	3.4	April 2012	The outstanding invoice to the administrators has been paid and this project should be considered as complete. The original capital budget was £0.750m and in 2011-12 an underspend of £0.052m was declared.
YM260 - YM265	Members Initiative	143.3	0.0	143.3	63.3	34.5	27.5	1.3	80.0	0.0	2013-14	Uncommitted balances have been shared equally amongst all members and pro formas have been circulated seeking further proposals from Members. Some proposals have been implemented.

YM215	Replacement Revenue & Benefits System	79.6	62.5	142.1	102.8	86.8	1.0	15.0	39.3	0.0	2013-14	Currently investigating suitability of e-revenues module. Supplier proposes merging e-revenues and e-services, and we await the outcome of this before proceeding. Also investigating use of in-house e-forms and an integration tool, rather than e-revenues module.
YM239	Replacement Network Circuits (Invest to Save)	33.2	0.0	33.2	10.0	0.0	0.0	10.0	23.2	-10.0	2013-14	Required in new financial year for speeding up at remote sites.
YM250	Backup System Replacement	46.6	0.0	46.6	46.6	0.0	0.0	0.0	46.6	0.0	2013-14	Pilot complete. Running some servers in live and dual running. Remainder to be transferred over to Aimstore apart from Novell. Required to buy extra space on cloud and boost data.
YM252	IPT Migration Project (Invest To Save)	81.4	0.0	81.4	24.1	16.0	8.1	0.0	57.3	0.0	2013-14	Install in central offices completed. New Cisco Manger expansion commissioned. Communication programme being developed by Learning & Development. Decommissioning of current PBX underway. This links to the accommodation strategy. To be used for integration of call manager with AD and Tiger
<b>Total of Prior Year Funded Schemes - Council Wide</b>		419.2	62.5	481.7	229.0	165.6	40.5	22.9	252.7	-6.6		

<b>Total Prior Year Funded Schemes</b>	<b>601.1</b>	<b>64.2</b>	<b>665.3</b>	<b>236.8</b>	<b>172.9</b>	<b>40.8</b>	<b>23.1</b>	<b>428.5</b>	<b>-6.6</b>		
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**Percentages**

**73%**

**17%**

**10%**

**181%**

**-3%**

**Current Year Programme**

<b>Current Year Programme - Corporate Services &amp; Chief Executive's</b>												
YM243	Community Centres - S106	14.0	188.9	202.9	0	0.0	0.0	0.0	202.9	0.0	Rolling Programme	Total S106 funding anticipated for the scheme. A budget of £0.014m was transferred from ECC to support schemes at North Ascot Community Centre.
YM249	Provision of Technology to Members	3.6	38.0	41.6	16.4	16.4	0.0	0.0	25.2	0.0	2013-14	1 Member awaiting connection to own broadband - equipment already chosen. All others have received the kit originally requested and all Council broadband lines have been cancelled. Significant number of Members chose to use their own kit and/or retain the old printer which may need replacing with the new Council equipment in 2013-14.

YM254	New Hope	0.0	205.0	205.0	205.0	201.5	9.2	-5.7	0.0	5.7	December 2012	Works commenced on site on the 28 <sup>th</sup> August and completed November 2012. A virement of £0.020m has been made from Improvements and Capitalised repairs for works on New Hope included in the programme. The overspend is offset by underspends within the Department.
YM255	CRM – Upgrade to Version 8	0.0	25.0	25.0	25.0	20.0	5.0	0.0	0.0	0.0	December 2012	Most of the problems experienced with the upgrade have now been resolved, and this project is now signed off.
YM256	Tourneo 9 Seat Trend	0.0	17.0	17.0	17.0	17.0	0.0	0.0	0.0	0.0	April 2012	Vehicle received
YM258	Farley Wood Community Centre	0.0	1.7	1.7	1.7	1.7	0.0	0.0	0.0	0.0	May 2012	Works completed in May.
YM259	North Ascot Community Centre	0.0	22.1	22.1	5.6	5.6	0.0	16.5	0.0	0.0	March 2013	The improvement works started in July 2012. Work will be finalised in 2013-14 following the outcome of the planning enquiry.
YM291	CRM – Reporting Enhancements	0.0	25.0	25.0	0.0	0.0	0.0	0.0	25.0	0.0	2013-14	Work has begun on this project; however, it is unlikely now to deliver in this financial year. Capital needs to be carried forward to 2013/14.
YM292	Great Hollands Community Centre	0.0	75.0	75.0	75.0	27.0	48.0	0.0	0.0	0.0	Feb 2013	All works completed on the 1 <sup>st</sup> March 2013. Works in defect period until 28 <sup>th</sup> February 2014. Final account currently being prepared.
YM293	Building Surveyors Asset Management System	0.0	30.0	30.0	17.7	5.9	11.8	0.0	12.3	0.0	2013-14	Works are ongoing to develop the system, with building surveys being undertaken across a range of properties. Further development work is still required that will run into the summer of 2013.
YM300	Easthampstead and Wildrings Community Centre	0.0	30.0	30.0	0.0	0.0	0.0	0.0	3.0	0.0	2013-14	Plans for the improvement works are in development
YM301	Purchase of Transit Minibus	0.0	22.0	22.0	22.0	21.8	0.0	0.2	0.0	-0.2	November 2012	Vehicle received
YM302	Bullbrook Community Centre	0.0	5.6	5.6	0.0	0.0	0.0	0.0	5.6	0.0	2013-14	Soundproof insulation work to be undertaken in 2013-14.
YM304	Town Centre CCTV	0.0	39.4	39.4	39.4	26.2	13.2	0.0	0.0	0.0	Mar 13	Purchase of CCTV cameras for Town Centre and Sandhurst Sports Centre
<b>Total of Current Year Programme - Corporate Services &amp; Chief Executive's</b>		17.6	724.7	742.3	424.8	343.1	87.1	-5.4	317.5	5.5		
<b>Current Year Programme - Council Wide</b>												
YM002	Access Improvement Programme	7.0	100.0	107.0	40.3	4.3	36.0	0.0	66.7	0.0	Rolling Programme	With works at Bracknell Library and Crown Wood Community Centre now complete, the percentage of public buildings which are accessible stands at 90%. Works to the remaining more difficult sites are currently under consideration.

YM003	ICT Infrastructure Development/Network refresh	23.4	40.0	63.4	40.3	40.3	0.0	0.0	23.1	0.0	2013-14	Network refresh continuing at various sites. Need to replace network equipment at End of Life during year including EOL switches; UPS; modem.
YM165	Server and Server Component Refresh	33.3	100.0	133.3	133.3	126.9	8.3	-1.9	0.0	1.9	March 2013	Server refresh to continue. Citrix servers purchased and being commissioned. Remainder of budget required for ESX hosts ordered.
YM179	Desktop Refresh – Thin Client	64.3	99.0	163.3	126.3	94.3	32.0	0.0	37.0	0.0	2013-14	Refresh to fall in line with Flexible working and Time for Change strategy and review of working styles. Rollout started in October.
YM181	Capitalisation of Revenue (Budgets Only)	0.0	400.0	400.0	400.0	0.0	400.0	0.0	0.0	0.0	March 2013	Monies will be transferred as part of the final accounts process.
YM214	Electronic Documents Records Management System	5.9	305.0	310.9	163.6	152.1	11.5	0.0	147.3	0.0	August 2013	All Seymour House workshops scheduled. Visit to Bucks CC Debbie Herbert and Maureen Hoyle to see how implemented. Time line workshops end of October. Decisions over file plan November/December. Database and file plan build December/January.
YM244	Improvements and Capitalised Repairs – Council Wide – Planned Maintenance	853.3	2110.8	2,964.1	2,003.6	1,490.5	513.1	0.0	960.5	0.0	Rolling Programme	Works on this years have progressed well with more than 81% of projects either complete or on site. A significant proportion of the current budget (approximately £800k) is linked to the works proposed for Times Square.
YM247	Market Street Properties	74.7	400.0	474.7	78.7	51.6	0.0	27.1	396.0	0.0	2013-14	A provision of £1.7m was created in 2010/11 to comply with grant conditions, this amount represented the £1.46m received from HCA and £0.24m from the Bracknell Forest budget of £0.4m. To date £1.35m of costs have been incurred against this provision. The total budget agreed by the Executive for this project is as follows:- Initial HCA grant       £1.46m Additional HCA grant   £0.107m BFBC                       £0.4m - note. The grant money will be called on first with additional funding by BFBC and BRP on a pound for pound basis. BRP                         £0.4m TOTAL                     £2.367m
YM251	Laptop Refresh	144.7	144.0	288.7	200.6	142.2	58.5	0.0	88.1	0.0	2013-14	Refresh to fall in line with Flexible working and Time for Change strategy and a review of working styles and security requirements. Rollout started October.
YM253 YM299	Times Square Accommodation	48.7	195.0	243.7	2.9	2.9	0.0	0.0	240.8	0	2015-16	Approval to proceed with the project received on the 4.12.12. Tender documents prepared and sent out to 4 Tenderers on the 29th January. 4 tenders were received on the 4th March. The tender evaluation panel are

												currently evaluating the 4 tenders received. Contractors' interviews have been arranged to take place on the 12th March. Works are programmed to commence on site early June.
YM294	Vasco Token System Replacement	0.0	25.0	25.0	11.4	11.4	0.0	0.0	13.6	0.0	2013-14	Replacement under review and new portal to be designed.
YM295	Secure e-mail	0.0	44.0	44.0	44.0	44.0	0.0	0.0	0.0	0.0	December 2012	Products selection made in August, purchased in December.
YM296	Times Square Data Cabling	0.0	115.0	115.0	0.0	0.0	0.0	0.0	115.0	0.0	2013-14	To fall in line with Time for Change accommodation moves.
YM297	Superfast-Broadband Match Funding	0.0	100.0	100.0	70.9	70.9	0.0	0.0	29.1	0.0	2013-14	Capital funding for a market procurement using the Broadband Delivery UK procurement framework to buy a broadband infrastructure improvement solution across the Thames Valley
YM298	Power Generator	0.0	10.0	10.0	0.0	0.0	0.0	0.0	10.0	0.0	2013-14	Part of refurbishment of Time Square, as yet not started. Budget will not cover cost of power board required for a potential power generator.
YM303	Ocean House	0	26.4	26.4	10.3	16.1	0	0	0	0	Mar 13	Data cabling, electrical and new office costs incurred at Ocean House

<b>Total Current Year Programme - Council Wide</b>	1,255.3	4,214.2	5,469.5	3,342.3	2,241.7	1,075.5	25.1	2,127.2	1.9
<b>Total Current Year Programme</b>	<b>1,272.9</b>	<b>4,938.9</b>	<b>6,211.9</b>	<b>3,767.1</b>	<b>2,584.8</b>	<b>1,162.6</b>	<b>19.7</b>	<b>2,444.7</b>	<b>7</b>
<b>Percentages</b>				<b>69%</b>	<b>31%</b>	<b>1%</b>	<b>39%</b>	<b>0%</b>	

<b>Total - Council Wide</b>	1,674.5	4,267.7	5,951.2	3,571.3	2,407.3	1,115.9	48.1	2,379.9	-4.7
<b>Total - Corporate Services &amp; Chief Executives</b>	199.5	726.4	925.9	432.6	350.4	87.4	-5.2	493.3	5.5
<b>Total Capital Programme</b>	<b>1,874.0</b>	<b>5,003.1</b>	<b>6,877.2</b>	<b>4,003.9</b>	<b>2,757.7</b>	<b>1,203.4</b>	<b>42.8</b>	<b>2,873.2</b>	<b>0.8</b>
<b>Percentages</b>				<b>69%</b>	<b>30%</b>	<b>1%</b>	<b>42%</b>	<b>0%</b>	