

# QUARTERLY SERVICE REPORT

# CORPORATE SERVICES

Q3 2013-14  
October - December 2013

Portfolio holders:  
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Director:  
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## Section 1: Director's Commentary

### General Highlights:

#### Work to support Town Centre redevelopment

Retailers supported the development of a retailers guide for customers with disabilities at the Bracknell Regeneration Partnership Annual Awards dinner and two businesses have signed up to help produce it.

The Time Square works programme (to consolidate the Council into two offices) has continued as planned. The contractors have now completed work on 7 of 10 wings in the Time Square building as planned and within the agreed budget. Staff from Amber House are scheduled to move into Time Square in January.

ICT continue to be heavily involved in the Time for a Change project and to date have carried out in excess of 600 staff moves. The need to adhere to PSN has resulted in the distribution of a further 150 laptops bringing the total laptop population to 650. It also necessitated the closing of BFAnywhere, the web-based secure portal. This has required some teams to review working styles and practices to deal with this change.

#### Work with the community

Capacity building work is underway with the Bracknell and Sandhurst Nepalese Societies to enable them to take over the running of the Nepali cafés from April 2014.

The Sandhurst Town Council Respect, Responsibility and Rights Project has been independently evaluated by the ICoCo Foundation and shown to have a positive impact and deserves to attract wider interest.

#### Asset Management

As part of the Council's disposals programme, the sale of Brackworth was completed on 11 December 2013. A capital receipt of £570,000 has been obtained from the disposal. The sales of Santa Catalina and land at Rainforest Walk have also been completed for £190,000 and £250,000 respectively.

The contract for sale of the land at Binfield Nursery has been exchanged following evaluation of all bids in the competitive process. This has required significant input from Property and Legal teams.

#### Performance highlights

The Annual Audit Letter was presented to the Executive (and will also be presented to the Governance and Audit Committee in January). The letter contained no specific recommendations from the external auditor.

As mentioned above PSN continues to have a large influence on the ICT teams work. The project required the rapid deployment of a further 150 laptops, completion of server and desktop software patching schedules, re-configuration of the data network and completion of our submission. Our documents were submitted at the end of November and we were informed on 9 January that we had been successful and received our certificate on 14 January. Our submission date for this year is the

end of August. Work is in hand to detail the revenue and capital impact of the project.

The Digital Services Team has become the first website team in the country where every member of the team has become accredited in accessibility through Siteimprove. The team all undertook two new accessibility courses.

Repayment of over £1m in outstanding debts secured by Legal Services (including large contribution payable under Jennett's Park Section 106 Agreement).

The Print Room successfully transferred, on the 6 January, to a shared service with Wokingham Borough Council based at their Shute End offices. 1.5FTE BFC staff are now located in Shute End giving them access to modern printing technology. The Council now have access to more modern machinery which produces better quality print with the addition of staff resilience as there is pooled resource from both Councils. This initiative has avoided BFC having to invest in new machinery and resource.

The annual parental survey on Special Educational Needs Home to School Transport had a 64% response rate (180 out of 281). 95% of respondents were either satisfied or very satisfied with the overall service, 97% with their driver and 94% with their passenger escort. An overall average of 95% satisfied or very satisfied matches figures from 2012 which is the highest since the survey started in 2008.

Following the review of the work of the Surveyors team, monitoring of key Performance Indicators is undertaken each quarter. In respect of capital projects there were 5 questionnaires returned 1 October to 31 December 2013. Of the 5 returned, the average ratings were:

3 projects Excellent (60%)  
2 projects Good (40%)  
0 projects Satisfactory (0%)  
0 projects Poor (0%)

Of the 36 projects completed 1 October to 31 December 2013.

28 (78%) projects were completed on time and on budget.  
31 (86%) projects were completed within budget.  
5 (14%) projects additional works were required to complete the project and or additional works were requested by the Client.  
33 (92%) projects were completed on time.  
3 (8%) projects additional works were required.

#### Other significant projects

The Council's draft budget proposals for 2014/15 were finalised and approved by the Executive for consultation.

The Autumn Statement and Provisional Local Government Finance Settlement were announced in December. A detailed analysis shows that these are in line with the Council's expectations.

Formal project arrangements were put in place for the replacement of the Council's Payroll and HR system. A Project Board and Project Team were established and held their initial meetings.

While PSN formed the majority of the team's work-load this quarter major strides were achieved in the Microsoft migration and SAN replacement projects and the Time Square refurbishment remains on target.

The 'Have Your Say' Consultation Portal was launched this quarter and it is now being used by all departments to run their consultations.

Human Resources significant work in the quarter includes:

- The collation of personal data has now been completed with a return rate from employees of 49% (excluding schools). Work will now commence on analysing the data ahead of the new Workforce Monitoring Report.
- Considerable work has been done towards implementing a Bracknell Forest equivalent of the "Living Wage" as a way of recognising the issues around low pay in some areas of the Council's workforce.
- The organisation Change Protocol commenced in the quarter; this deals with the staffing changes arising from the requirement to balance the 2015/16 budget. The formal consultation with staff and trade Unions began in November with At Risk letters issued during December.
- Work has continued on a key strategic HR area – the action plan from the "Good to Great" concept. This included two significant strands around Recognising and Releasing Talent and Improving Performance.

Legal significant work in the quarter includes:

- Extensive legal advice provided in connection with request to release Blue Mountain Golf Course Section 52 Agreement and Community Infrastructure Levy.
- Legal Services heavily involved in large number of SEN cases arising from change in eligibility threshold.
- Extensive legal support provided in connection with procurement of Public Realm Services.

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

The Revenues team has seen a slight downturn in collection of Council Tax and Business Rates of 0.2% and 2.26% respectively during quarter 3 in comparison to the same time period during the previous year. A new Revenue Services Manager has been appointed and debt profiles will be analysed and recovery processes will be reviewed throughout quarter 4 and into 2014/15 to try and improve these statistics. The team has also experienced some staff shortages and increased workload during the last quarter, this has resulted in a higher number of work items outstanding and therefore an increased response time for correspondence. The team is currently reprioritising work areas in order to deal with this and to support this. Revenues Services calls have transferred successfully to Customer Services, with few difficulties.

Customer Service Performance against target has improved since the last report and is just below target. Q3 has been a busy quarter with the annual canvass, the secondary school admissions process and the start of the renewal process for payment for the garden waste collection service. There was a slight dip in our customer satisfaction scores in comparison to Q2, however, the performance was still just below target and is within tolerance levels. The team is currently developing ways of improving performance in call handling, and this is beginning to show in improvements in waiting times.

It had been planned to launch auto-operator for external calls in December 2013, but unfortunately the supplier did not complete the 3rd party access agreement for the BFC network in time. The service will now be launched during January 2014.

A bid to the European Integration Fund in September to support the integration of the Nepali and other migrant communities in the borough was not successful however this result has been challenged and the bid will be resubmitted in January.

ICT support has found that staff in some locations are suffering from protracted logon times and as a result work is underway to identify the root cause. Some individual fixes have been applied but it is hoped that a pattern can be detected and a more general fix applied.

#### **Areas where risk is closely monitored:**
































##### Risk Register

The Corporate Services Risk Register was reviewed on 19 December 2013 when the completeness and scoring of risks was reviewed and the mitigating actions updated. The main change made was to include an additional risk on potential fraud. To enable this risk to be properly assessed, officers were tasked with reviewing where fraud may potentially arise in their service areas and the adequacy of controls in place to prevent such frauds arising and to feed back to DMT at the end of January.

#### **Limited Assurance Internal Audit Reports**

No audit reports were finalised with limited assurance opinions in Corporate Services during Quarter 3.

## Section 2: Department Indicator Performance

Ref	Short Description	Previous Figure Q2 2013/14	Current Figure Q3 2013/14	Current Target	Current Status	Comparison with same period in previous year
<b>Corporate Property - Quarterly</b>						
L059	Percentage of post sent second class (Quarterly)	95.00%	97.00%	96.00%		
L076	Planned maintenance spend (Quarterly)	30.50%	90.40%	60.00%		
L077	Staff cleaning surveys results (6 monthly)		64.15%	70.00%		
<b>Customer Services - Quarterly</b>						
L051	Percentage of current year's Council tax collected in year (Quarterly)	57.04%	84.84%	85.00%		
L053	Percentage of current year's Business Rates collected in year (Quarterly)	48.85%	86.24%	90.00%		
L055	Satisfaction level expressed in survey of telephone contact with Customer Services (Quarterly)	98.00%	87.00%	90.00%		
L194	Percentage of calls answered within 20 seconds (Quarterly)	61.00%	76.90%	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)	76.00%	87.00%	70.00%		
L182	Percentage of citizens using the Tell Us Once service offered by Registrars (Quarterly)	89.00%	85.00%	90.00%		
<b>Finance - Quarterly</b>						
BV8	Percentage of invoices paid within 30 days (Quarterly)	94.7%	94.2%	95.0%		
L064	Debt outstanding as percentage of gross debt (Quarterly)	7.00%	5.00%	9.00%		
L065	Return on investments exceeds 7-day LA cash benchmark rate (Quarterly)	0.63%	0.61%	0.50%		
<b>ICT - Quarterly</b>						
L079	Resolution of reported ICT incidents (Quarterly)	96%	93%	94%		
L082	ICT service availability - percentage of time service is available for use (Quarterly)	97.80%	97.70%	99.00%		
<b>ICT - Annual</b>						
L078	ICT User satisfaction - service user survey (Annually)	5.08	5.08	5.25		
<b>Legal Services - Quarterly</b>						
L084	Number of section 106s completed (Quarterly)	11	13			

L085	Amount of money recovered in debt collection (Quarterly)	51,559.30	1,086,569.56			
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)	8%	4%			
L086.2	Percentage of Freedom of Information requests dispatched which were refused because the time limit would be exceeded (Quarterly)	4%	3%			
L086.3	Number of Freedom of Information requests received (Quarterly)	242	272			
L088	Number of leases completed (Quarterly)	21	38			

Note: Key indicators are identified by shading

## Traffic Lights

Compares current performance to target



On, above or within 5% of target



Between 5% and 10% of target



More than 10% 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
NI001	Percentage of people who believe people from different backgrounds get on well together in their local area (Biennially (every two years))
NI004	Percentage of people who feel they can influence decisions in their locality (Biennially (every two years))
NI006	Participation in regular volunteering (Biennially (every two years))
NI023	Perceptions that people in the area don't treat one another with respect and consideration (Biennially (every two years))
BV156	Percentage of buildings open to the public which are suitable for and accessible to disabled people (Annually)
L075	Number of commercial property voids (Annually)
L052	Cumulative percentage of Council Tax collected for the previous year at 31 March (Annually)
L054	Cumulative percentage of business rates collected for the previous year at 31 March (Annually)
L060	Percentage response to the annual canvass (Annually)
BV14	Percentage of early retirements as a percentage of total employees (Annually)
L066	Top five percent earners - women (Annually)
L067	Top five percent earners - minority ethnic communities (Annually)
L068	Top five percent earners - with disability (Annually)
L070	Percentage of employees with a disability (Annually)
L071	Percentage of black and ethnic minority employees (Annually)



L072	Gender pay gap (Annually)
L073	Average number of off the job training days per employee (Annually)
L074	Average amount spent on training per employee (Annually)
L130	Percentage staff voluntary turnover (Annually)
L131	Percentage of staff leaving within one year of starting (Annually)
L174	Average number of working days lost to sickness per employee (Annually)
L080	ICT Project management - 5 metrics (Annually)
L087	Percentage of time recorded as chargeable time (Annually)

## Section 3: Complaints

### Corporate Complaints received

The number of complaints received in this quarter – 7.

The number of complaints received from quarter 1 to quarter 3 (*year to date*) - 30

Stage	New complaints activity in quarter 3	Complaints activity year to date	Outcome of total complaints activity year to date
New Stage 2	4	23	17 upheld, 0 partially upheld, 5 not upheld, 1 ongoing
New Stage 3	3	3	1 upheld, 0 partially upheld, 2 not upheld, 0 ongoing
New Stage 4	0	0	0 upheld, 0 partially upheld, 0 not upheld, 0 ongoing
Local Government Ombudsman	0	4	0 upheld, 0 partially upheld, 4 not upheld, 0 ongoing

### Nature of complaints/ Actions taken/ Lessons learnt:

4 new stage 2 complaints received in Q3:

- One customer was unhappy that Revenues telephone calls are now channelled through the Customer Services team meaning that they were required to queue twice to have their enquiry resolved, the customer was also unhappy with the attitude of the member of staff in Revenues that they spoke to. Their total waiting time was under 4 minutes. An apology was given regarding the attitude of the individual for any distress caused. A review of the queuing software will be undertaken in the next quarter.
- Complaint that council tax liability had been miscalculated following end of entitlement to single person discount. It was calculated correctly and an explanation was provided to the customer. A review of the billing stationery will be undertaken over the next quarter.
- Land ownership dispute – the occupier has concerns about the ownership of land to the rear of his garden. Officers are continuing to try and assist in finding a satisfactory solution.
- Complaint concerned the administrative process relating to a relative's marriage which then progressed to Stage 3 in this quarter and was not upheld.

3 new stage 3 complaints.

- One complaint mentioned above regarding the administrative process relating to a relative's marriage which was not upheld.
- Two complaints relating to Council Tax payments.

## Section 4: People

### Staffing Levels

	Establishment Posts	Staffing Full Time	Staffing Part Time	Total Posts FTE	Vacant Posts	Vacancy Rate
Directorate	4	3	1	3.5	0	0
Community Engagement	3	1	2	2.42	0	0
Customer Services	42	30	12	37.69	2	4.55
Democratic & Registration Services	20	11	9	16.87	1	4.76
Finance	38	27	11	33.85	0	0
Human Resources	18	16	2	17.28	1	5.26
ICT	38	35	3	36.85	0	0
Legal	13	8	5	11.41	0	0
Property Services	43	32	11	38.48	0	0
<b>Department Totals</b>	<b>219</b>	<b>163</b>	<b>56</b>	<b>198.35</b>	<b>4</b>	<b>1.79</b>

### Staff Turnover

For the quarter ending	31 Dec 2013	1.38
For the last four quarters	1 Jan 2013 – 31 Dec 2013	5.88

Total voluntary turnover for BFC, 2012.13: 12.48%

Average UK voluntary turnover 2012: 10.6%

Average Public Sector voluntary turnover 2011: 8.1%

(Source: XPerHR Staff Turnover Rates and Cost Survey 2013)

### Comments:

The Vacancy Rate has again decreased this quarter. There has been a small reorganisation of posts within ICT and they are now fully staffed. Recruitment within Democratic and Registrations Services has also reduced the number of vacancies they currently hold. During Quarter 4 one of the posts within Customer Services will also be filled.

Turnover rates for the Department remain very low and well below that of the whole authority.

## Staff Sickness

Section	Total staff	Number of days sickness	Quarter 3 average per employee	2013/14 annual average per employee
Directorate	4	1	0.25	0.33
Community Engagement	3	2.5	0.83	8.22
Customer Services	42	57	1.36	6.89
Democratic Services	20	16.5	0.83	2.07
Finance	38	36	0.95	3.53
Human Resources	18	16	0.89	1.33
ICT	38	37.5	0.99	3.74
Legal	13	3	0.23	0.62
Property Services	43	27.5	0.64	2.73
<b>Department Totals (Q3)</b>	<b>219</b>	<b>197</b>	<b>0.90</b>	
<b>Projected Totals (13/14)</b>				<b>3.57</b>

Comparator data	All employees, average days sickness absence per employee
Bracknell Forest Council 12/13	5.56 days
All local government employers 2012	9.0 days
All South East Employers 2012	8.7 days

(Source: Chartered Institute of Personnel and Development Absence Management survey 2013)

### Comments:

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





Sickness for this quarter stands at 197 days. This compares favourably with last quarter when the figure was 206.5, however there have been only 4 day attributable to long term sick this quarter (the end of one absence in Finance).

It is expected that sickness levels in this quarter will be slightly higher than during the summer months because of the increased likelihood of cold and flu.



The current projected absence figure for Corporate Services for the year still stands at 3.57 which is lower than the actual for last year for the Authority and that for Corporate Services. With just one quarter left this year it looks likely that the absence figures for Corporate Services will compare favourably with those of the whole authority.

## 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 2013 - 2014. This contains 41 actions to be completed in support of 7 Medium Term Objectives. Annex A provides detailed information on progress against each of these key actions:

Overall 3 actions were completed at the end of Quarter 3 () , while 36 actions are on schedule () and 2 were causing concern ( and ).

The 2 actions that are causing concern are:

Ref	Action		Progress
11.1.1	Implement regional Public Service Network through the Unicorn contract in conjunction with other local authorities in Berkshire and Surrey.		Due to changes in the PSN code of connection (CoCo) it has been necessary to delay the review of Unicorn services available to the authority until certification has been achieved.
11.5.1	Identify where “avoidable contact” with customers exists and reduce by 10%. Take appropriate action to minimise waste in processes. Use ‘Systems Thinking’ methodology to redesign services identified as priority.		We are progressing with the procurement of a replacement or upgraded CRM system, and once in place, will establish whether it can be used to report on avoidable contact.

## Section 6: Money

### Revenue Budget

The original cash budget for the department was £15.121m. Net transfers of -£0.541m have been made bringing the current approved cash budget to £14.580m. A detailed analysis of these budget changes in this quarter is available in Annex B.

The forecast outturn for the department is £0.028m over 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	(1,605)	(1,605)	Increased voids and void periods, resulting in reduced income.
Bracknell Market	14	14	Traders potentially leave due to falling footfall.
Print Services	(72)	(72)	As other departments look to cut expenditure, printing income will be affected and income target not 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 £8.994m.

Expenditure to date is £3.796m representing 42% of the budget. The Department anticipates 74% 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 B.

## Section 7: Forward Look

### Town Centre & Civic Accommodation

- Legal drafting to enable highways and utilities works to commence as soon as possible.
- Continue negotiations with third party site owners in the town centre.
- Process advance payment settlements for compulsory purchased interests.
- Amber House CTPLD staff and services move into Time Square in January 2014.
- Work to the Time Square building will be complete by early June as predicted initially. At that point the Council will be occupying two rather than four office buildings in the town centre.
- The lease for Amber House will end in March 2014 and all staff will be moved into Time Square.
- Customer Services and all other town centre front facing services will be moved from Easthampstead House into Time Square by April.
- CYPL will move from Ocean House into Time Square by May 2014.
- Preparation for Easthampstead House improvements to the ground floor to accommodate ICT.
- Specifications drawn up for the redesign of the vacant registrars' office area and first floor accommodation in Easthampstead House.

### Community Engagement & Equalities

- Prepare for and manage the LGA Equality Framework Peer Review
- Manage the procurement of a Framework agreement for Community Consultation and Engagement Services
- Lead a community empowerment scoping project.
- Publish the Council's Equality Information Reports for 2012-13.
- Publish the 'All of Us' Equality Scheme Impact Report for 2012-13.
- Facilitate the development of The Parks Community Centre/Sports Pavilion and manage the phase two Great Hollands Community Centre improvement works.
- Support the EIA process on budget proposals.
- Continue to manage the roll out of new corporate consultation software to improve the accessibility and quality of the Council's consultations.

### Customer Services

- The team will be relocating to Time Square, and a review of the staffing structure and working arrangements will begin as a result of this move.
- Work will continue on the procurement of a new or upgraded CRM system.
- Digital Services team will begin work on an online bookings project, and improvements to the Open Data website.
- Work on the new JSNA and Youth websites will continue through the next quarter.
- The Revenues Service will begin reviewing debt collection arrangements, to identify opportunities to improve collection rates.
- Further Digital Inclusion sessions will be run, and an investigation into incentivising customers for using online services will begin.

### Democratic & Registration Services

- Implementing the outcomes of the Independent Remuneration Panel's report.
- Launching the biennial Members' survey.
- Establishing the City Deal Joint Committee.
- Supporting the Serious Case Review.
- Supporting the budget decision-making process.

- Completing the delayed 2013 annual canvass.
- Commencing preparations for the European Parliamentary election.
- Finalising arrangements for the relocation of the Register Office to Time Square.
- Introducing arrangements for single sex marriages.

#### Corporate Property

- Options for development of Coopers Hill for a new youth hub to be considered with planning officers over the next three months.
- Complete leases for youth centres at Whitegrove.
- Progress options for identifying sites for school accommodation.
- Negotiate terms for the sale of Downside.
- Following an Executive decision in February/March 2014 to progress the sale of Adastron House.
- Undertake a staff survey of catering services.
- Progress the sale of Binfield Nursery site. Following invitations for parties to make best and final bids the successful party is due to submit a planning application.
- Working with West Berks Council to jointly procure the heating boiler service contracts which will start in July 2014.
- Participate in CIPFA Benchmarking of the Estates function.
- Monitoring of the new shared bulk print service with Wokingham.
- Assist in the market consultation process underway.
- Review the ongoing occupation at Ocean House with the view to terminate the lease hold occupation.

#### ICT Services

- Completion of Microsoft migration (not all applications will be migrated during this time).
- Begin upgrade to Windows 7 and Office 2010.
- Begin installation of new SAN and Core Switch replacement.
- Email on the move solution implementation.

#### Legal Services

- The Planning Committee is due to consider an application for development of the former TRL Site. If approved a major Section 106 Agreement will be required.
- Continuing extensive Legal support will be required in connection with Blue Mountain Golf Course, Bracknell Market and the Community Infrastructure Levy.
- Conveyancing Team likely to be engaged in connection with disposal of Adastron House.
- Large number of school attendance and housing benefit prosecutions scheduled for hearings in the Magistrates' Court.

#### Finance

- Consultation on the Council's 2014/15 budget proposals will be concluded.
- The final budget package for 2014/15 will be prepared, incorporating the Final Local Government Finance Settlement, and presented to Full Council for approval on 27 February, where the Council Tax for 2014/15 will also be agreed.
- Preparations will begin for the closure of the Council's 2013/14 accounts and the drafting of the financial statements.
- Development of the Agresso financial system will continue. The focus will be on the successful go live of a fixed assets module to support the preparation of the Council's financial statements for 2013/14.












- Work on the preparation of the internal audit plan for 2014/15 will be completed and the plan will be presented to the Governance and Audit Committee in March for approval.
- Updated Financial Regulations will be presented to the Governance and Audit Committee and Full Council for approval.
- Work on the replacement of the Council's Payroll and HR system will continue. The focus will be on concluding business process improvements and the finalisation of the procurement plan and specification.








#### Human Resources







- Subject to further analysis and Member approval, officers will be discussing with the trade unions how best to approach the implementation of the "Living Wage".
- The Organisational Change Protocol timetable will continue over the coming period culminating in a Special Meeting of the Employment Committee which will deal with the staffing implications required to balance next years budget.
- Corporate Management Team will be dealing with a report recommending the approach to be adopted in respect of the On-Line Update service of the Disclosure and Barring Service (previously the Criminal Records Bureau).
- There are some significant recruitment activities planned for the quarter, both at Chief Officer level and in staffing the Council's new Economic Development Section.
- The new Learning and Management system is now in place but further development activities will be needed over the period to refine the database.









## 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	31/10/2014	CS		All actions identified in the accommodation strategy to rationalise the number of buildings are ongoing. Preparations to move CTPLD staff into Time Square on 16th January are complete. All ASCHH services will cease to operate from Amber House by 7th February and the building will be released in March. Work to Time Square remains on schedule to enable all customer facing services to move there from Easthampstead House in March.
1.9.2 Implement ICT work plan to support new ways of working and Accommodation Strategy.	31/03/2014	CS		Roll-out of laptops completed on schedule and BFAnywhere portal closed. Working through organisations such as Socitm to lobby for relaxation of stance on BYOD.
1.9.3 Let and manage all building contracts resulting from implementation of Accommodation Strategy and arrange disposals in accordance with the Development Agreement.	31/03/2014	CS		Time Square refurbishment continues through the programme which is on time and on budget. Arrangements in place to end Ocean House lease and Amber House lease.
1.9.4 Establish Time Square as the primary town centre reception service area by moving customer-facing staff (Customer Services, Revenue Services and Registrars) currently in Easthampstead House to the ground floor of Time Square north.	31/10/2014	CS		On track to be delivered as part of Time for a Change programme. Customer journeys for new services in Time Square have been mapped, and system developments are underway to ensure a smooth transition. Interim arrangements for during the works are being finalised.
1.9.5 Move CYPL to Ocean House.	31/04/13	CS		All staff were moved to Floor 1 and 2 of Ocean House on 14th March. All public facing meeting and correspondence is through Time Square. Seymour House was emptied and handed back to Property section by end of April 2013. Demolished in October 2013.

1.9.7 Move ECC, CYPL and ASCHH to final locations in Time Square.	31/10/2014	CS		Work to Time Square is 75% complete with only the Ground floor wings and 3 South to be finished. ASCHH occupy the first floor in their final locations. By 7th February, Housing Benefits and Options will have moved to Ground South. This places the whole ASCHH department in its final location including CTPLD. All other final locations will be achieved in June when floor 3 South is complete ECC will relocate in Time Square and CYPL move from Ocean House to Time Square floors 2 and 3 South.
1.9.11 Implement flexible and mobile working across all town centre offices.	31/03/2014	CS		Actions continue to support the implementation of flexible working. The headcount audit was issued in December to identify the number of flexible working staff. This is to calculate the desks required in town centre buildings. ASCHH final location is complete for first floor and are working on a 5:4 ratio of shared desks. Training for new laptop users was completed in December on schedule. A review of the on line training packages for flexible working is underway.
<b>MTO 4: Support our younger residents to maximise their potential</b>				
<b>Sub-Action</b>	<b>Due Date</b>	<b>Owner</b>	<b>Status</b>	<b>Comments</b>
<b>4.3 Increase opportunities for young people in our youth clubs and community based schemes.</b>				
4.3.5 Implement phase three of the Modernisation of the Youth Service Programme, including the development of options for the Town Centre Youth Hub.	31/03/2014	CS		Proposal for a Youth Hub and affordable housing is being developed with a registered provider due to submit a planning application by the end of March 2014.
<b>MTO 5: Work with schools and partners to educate and develop our children, young people and adults as lifelong learners</b>				
<b>Sub-Action</b>	<b>Due Date</b>	<b>Owner</b>	<b>Status</b>	<b>Comments</b>
<b>5.11 Ensure systems in place for effective pupil and school place planning.</b>				
5.11.3 Support CYPL in finding suitable sites for school extensions and new schools.	31/03/2014	CS		Property Services are assisting CYPL in the development of a new SEN facility at Eastern Road. Negotiations are






				continuing for additional land to support the Garth Hill college 6th form temporary extension. A programme and project team is established for the future options at Blue Mountain.
<b>MTO 6: Support Opportunities for Health and Wellbeing</b>				
<b>Sub-Action</b>	<b>Due Date</b>	<b>Owner</b>	<b>Status</b>	<b>Comments</b>
<b>6.2 Support the Health and Well Being Board to bring together all those involved in delivering health and social care in the Borough.</b>				
6.2.3 Work with colleagues to implement, support and advise the Health and Wellbeing Board.	31/03/2014	CS		The Board continues to operate effectively and the Public Participation Scheme has been used.
<b>6.7 Recognise the value libraries play in our communities.</b>				
6.7.2 Carry out option appraisals for the relocation and enhancement of library facilities in Harmans Water.	31/03/2014	CS		A further project appraisal is being carried out for a community library scheme as the first was not affordable.
<b>MTO 7: Support our older and vulnerable residents</b>				
<b>Sub-Action</b>	<b>Due Date</b>	<b>Owner</b>	<b>Status</b>	<b>Comments</b>
<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>				
7.5.2 Work with the PCT to extend Bridgewell and increase bed capacity.	31/03/2014	CS		The lease has been completed and the memory clinic have taken up occupation.
7.5.4 Work with housing association partners in provision of Extra Care unit at Garth site.	31/03/2014	CS		The sale of the site for the construction of the extra care facility has now been completed and construction on site has now commenced.
7.5.5 Dispose of Binfield Nursery site for residential including older people's accommodation.	31/12/2013	CS		The purchaser has now submitted a full planning application and completion is subject to the outcome of the planning application.
<b>MTO 10: Encourage the provision of a range of appropriate housing</b>				
<b>Sub-Action</b>	<b>Due Date</b>	<b>Owner</b>	<b>Status</b>	<b>Comments</b>
<b>10.1 Ensure a supply of affordable homes.</b>				
10.1.6 Work with Thames Valley Housing Authority on development of affordable homes on the Adastron/ Byways site.	31/03/2014	CS		TVHA have submitted two final revised offers which will be considered by the Council's Executive in quarter 4.
<b>10.2 Support people who wish to buy their own home.</b>				
10.2.3 Assist applicants in purchasing houses under the homebuy scheme.	31/03/2014	CS		Assistance will be provided to applicants under the homebuy scheme throughout the year.

10.2.4 Assist applicants in purchasing houses under the homebuy scheme.	31/03/2014	CS		Two Homebuy transactions were completed during the quarter.
<b>MTO 11: Work with our communities and partners to be efficient, open, transparent and easy to access and to deliver value for money</b>				
<b>Sub-Action</b>	<b>Due Date</b>	<b>Owner</b>	<b>Status</b>	<b>Comments</b>
<b>11.1 ensure services use resources efficiently and ICT and other technologies to drive down costs.</b>				
11.1.1 Implement regional Public Service Network through the Unicorn contract in conjunction with other local authorities in Berkshire and Surrey.	31/10/2013	CS		Due to changes in the PSN code of connection (CoCo) it has been necessary to delay the review of Unicorn services available to the authority until certification has been achieved.
11.1.2 Implement a programme of property reviews to ensure Council buildings are fully utilised, dealing with vacant accommodation as appropriate, taking into account market conditions and other possible Council uses, to secure disposals.	31/03/2014	CS		The terms of reference for a property review/audit are being taken through the Asset Management Group. The Property review should be conducted in the first quarter 2014/15.
11.1.3 Explore opportunities to expand the electronic distribution of agendas and meeting papers.	31/03/2014	CS		Members have been advised of the availability of the app as a means of accessing confidential papers in addition to the public papers. Instructions are available on Boris and Members have been offered help in downloading the app, however take-up has been minimal.
<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.	31/03/2014	CS		Sessions for the Member Development Programme continue to be scheduled. There were 75 attendances at five sessions and 12 attendances at nine conferences. The final tranche of the 360° feedback programme was completed.
11.2.2 Using agreed methods but with an emphasis on e-learning, deliver the agreed corporate training plan with priority given to key areas such as management development, information security and safeguarding.	31/03/2014	CS		Information Security & Data Protection Workshops continue to be run on a regular basis. A number of e-learning packages are already in use including autism, faith & belief, using social media, work experience and using assistive technology. A new support area within the e-learning zone has been created for managers undertaking the ILM Level 3 & 5 programmes



				which commenced in September 2013 and more development of this approach to training is in place based on the identified needs of employees.
11.2.3 Implement the 5 priority areas of the 6th Pay and Workforce Strategy specifically those related to organisational development, leadership capacity, enhancing workforce skills and ensuring that the overall resources, pay and reward structure of the Council are appropriate and in line with best practice.	31/03/2014	CS		Progress is being made in accordance with individual key dates outlined in the Action Plans approved by Employment Committee on 5th December 2012. A new (7th) Pay & Workforce Strategy was taken to Employment Committee approval in Quarter 3 and is due to be approved by full Council in Quarter 4 i.e. on 22nd January 2014. Actions arising from that will form a key part of the work of the HR function in 2014/15.
<b>11.3 publish information about the Council to promote openness and cost-effectiveness and accountability.</b>				
11.3.1 Implement the Data Transparency Best Value Guidance by developing an open data website to improve the accessibility of information to the public.	31/03/2014	CS		No further action has been required during the quarter. However, in December 2013 the government published a draft revised Code of Recommended Practice for Local Authorities on Data Transparency and the final version of a revised Code is anticipated shortly. An analysis of actions required to implement the revised Code will be undertaken when it is published.
11.3.2 Compile and publish the 2012/13 notice of Members allowances and expenses.	31/07/2013	CS		The notice was published on 27 June 2013.
11.3.4 Implement the Data Transparency Best Value Guidance by developing an open data website to improve the accessibility of information to the public.	31/03/2014	CS		Continuing to review and update the open data site. JSNA site is now in design phase, and we expect to have a test site built by the middle of the next quarter.
<b>11.4 ensure residents have fair access to the services they need.</b>				
11.4.1 Deliver the Equality Scheme 2012-16 action plan and monitor its implementation.	31/03/2014	CS		2012-13 impact report and action plan monitoring completed. Will be approved and published in Q4.
11.4.2 Carry out a feasibility study to establish whether to conduct civil funerals.	31/03/2014	CS		The report is scheduled for completion by March 2014.
11.4.3 Continue implementing the programme to improve public access to Council buildings to 92.5%.	31/03/2014	CS		Works are ongoing to improve public access to Council buildings to 92.5% at the end of 2013/14. Currently 90.2%.
11.4.4 Maintain the Achieving Level of the Equality Framework externally assessed by a LGA Peer Review.	31/03/2014	CS		Preparing for the peer review in March 2014.






<p>11.4.5 Increase engagement in and awareness of the democratic process among members of the public by: undertaking a programme of activities throughout the year; maximising the use of social media and the website</p>	<p>31/03/2014</p>	<p>CS</p>		<p>Facebook and Twitter were used to create and promote awareness of the annual update of the electoral register. The Council supported Local Democracy Week with students from Edgbarrow School participating in a Citizenship Ceremony and decisions from both the Executive and Planning Committee were tweeted in real time. The Council supported National Takeover Day with six young politicians from across the borough spending a day shadowing five Bracknell Forest councillors and the Mayor. The Mayor and members of the Executive attended a Youth Council meeting for a discussion on local issues. Three local scouts attended the November Council meeting and pupils from Wildmoor Heath and St. Josephs' Catholic Primary Schools visited the Chamber to discover more about civic life.</p>
<p><b>11.5 develop appropriate and cost effective ways of accessing council services</b></p>				
<p>11.5.1 Identify where "avoidable contact" with customers exists and reduce by 10%. Take appropriate action to minimise waste in processes. Use 'Systems Thinking' methodology to redesign services identified as priority.</p>	<p>31/03/2014</p>	<p>CS</p>		<p>We are progressing with the procurement of a replacement or upgraded CRM system, and once in place, will establish whether it can be used to report on avoidable contact.</p>
<p>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.</p>	<p>31/03/2014</p>	<p>CS</p>		<p>Excellent progress has been made with channel shift for School Admissions, with an increase in online applications for secondary school places from 22% in 2012 to 65.9% in 2013. In addition a number of internal processes have been redesigned and online forms created to replace paper. Work to redesign other priority services as 'digital first' will be a key part of the CRM implementation plan, beginning next quarter.</p>
<p>11.5.3 Review CRM and CMS and investigate of new technologies and channels available, e.g. instant messaging, SMS, mobile apps.</p>	<p>30/09/2013</p>	<p>CS</p>		<p>CMS project is continuing well, with a beta version of the Youth website currently in test. The JSNA website is currently in the design phase, and a beta version is planned to be</p>



				published in Q4. The CRM project will continue into the next year, with a contract awarded next quarter, followed by implementation. This project will aim to deliver services on a 'digital first' basis, and will include the investigation of integration of new channels and technologies, such as SMS and Instant Messaging. We continue to investigate the business case for a subscription-based messaging service across the council.
<b>11.7 work with partners and engage with local communities in shaping services.</b>				
11.7.1 Publish and deliver the new Partnership Community Engagement Strategy.	31/03/2014	CS		The strategy has been published and the action plan is being implemented.
11.7.2 Develop partnership working with the parish and town Councils on neighbourhood engagement through joint activities.	31/03/2014	CS		Discussions are taking place with the Parish and Town Councils regarding community empowerment. The Sandhurst Town Council 3 R's project evaluation report will be published in Q4.
11.7.3 Implement corporately consultation software to improve the transparency and quality of consultations increasing consultation skills Council wide.	31/03/2014	CS		The consultation portal was launched this quarter. User testing has helped to improve the usability of the 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.	31/03/2014	CS		The Council's updated Medium Term Financial Strategy and Commitment Budget was reported to the Executive on 15 October and approved. The Executive agreed the Council's draft budget proposals for consultation on 10 December. The Autumn Statement and Provisional Local Government Finance Settlement were announced in December. Detailed analysis has shown that these are in line with the Council's expectations. The final budget package and council tax for 2014/15 will be presented to Full Council for approval on 27 February.
11.8.2 monitor the delivery of the annual budget and produce the financial statements, having regard to recommendations made by the external auditor.	30/09/2013	CS		The financial statements were approved by the Governance and Audit Committee on 30 September. An unqualified external audit opinion was



				issued. Budget monitoring for 2013/14 indicates that spending should be within budget for the sixteenth consecutive year.
11.8.3 Implement the necessary organisational change processes in line with service changes.	31/03/2014	CS		The organisation Change Protocol commenced in the quarter; this deals with the staffing changes arising from the requirement to balance the 2014/15 budget. The formal consultation with staff and Trade Unions began in November with At Risk letters issued during December.
11.8.4 Develop proposals to help the Council produce a balanced budget in 2014/15.	31/03/2014	CS		Draft budget proposals have been prepared and were published for consultation on 10 December.

<b>Status Legend</b>	
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

	Original Cash Budget	Virements & Budget		Current Approved Cash Budget	Spend to Date %	Projected Outturn	Department's Over/(Under) Spend	Variance This Quarter	
	2013/2014	C/Fwds	NOTE						NOTE
	£000	£000		£000	%	£000	£000	£000	
<b><u>Director of Corporate Services</u></b>									
Director of Corporate Services	206	72	H	278	63	278	0	0	
Community Engagement & Equalities	177	8	H	185	31	185	0	0	
	<b>383</b>	<b>80</b>		<b>463</b>	<b>50</b>	<b>463</b>	<b>0</b>	<b>0</b>	
<b>Head of Democratic &amp; Registration Services</b>									
Committee Services	427	-76	H	351	62	351	0	0	
Member and Mayoral services	901	47	H	948	65	948	0	0	
Registration of Births, Deaths & Marriages	-48	28	H	-20	290	-20	0	0	
Registration of Electors / Elections	218	-38	H	180	70	180	0	0	
	<b>1,498</b>	<b>-39</b>		<b>1,459</b>	<b>62</b>	<b>1,459</b>	<b>0</b>	<b>0</b>	
<b>Chief Officer: Customer Services</b>									
Local Tax Collection incl Cashiers	380	-65	H	315	12	282	-33	-33	5
Customer Services	942	79	H	1,021	65	1,021	0	-20	3
	<b>1,322</b>	<b>14</b>		<b>1,336</b>	<b>53</b>	<b>1,303</b>	<b>-33</b>	<b>-33</b>	
<b>Borough Solicitor</b>									
Legal	601	43	H,I	644	63	644	0	0	

<b>Chief Officer: Human Resources</b>									
Human Resources	540	-41	<i>H,I</i>	<b>499</b>	85	499	<b>0</b>	<i>0</i>	
Unified Training Unit	444	-15	<i>H</i>	<b>429</b>	42	429	<b>0</b>	<i>0</i>	
Health & Safety	97	-40	<i>H</i>	<b>57</b>	107	57	<b>0</b>	<i>0</i>	
	<b>1,081</b>	<b>-96</b>		<b>985</b>	<b>67</b>	<b>985</b>	<b>0</b>	<b>0</b>	
<b>Borough Treasurer</b>									
Finance	2,145	-131	<i>H,I,O</i>	<b>2,014</b>	77	2,014	<b>0</b>	<i>0</i>	
Insurance	868	-438	<i>H,I</i>	<b>430</b>	90	430	<b>0</b>	<i>0</i>	
	<b>3,013</b>	<b>-569</b>		<b>2,444</b>	<b>79</b>	<b>2,444</b>	<b>0</b>	<b>0</b>	
<b>Chief Officer: Property Services</b>									
Property Services	532	-109	<i>H,J</i>	<b>423</b>	55	423	<b>0</b>	<i>34</i>	<i>2,7</i>
Industrial & Commercial Properties	-1,587	-29	<i>H</i>	<b>-1,616</b>	109	-1,616	<b>0</b>	<i>0</i>	
Construction & Maintenance	378	78	<i>H,M</i>	<b>456</b>	68	468	<b>12</b>	<i>12</i>	<i>6</i>
Operations Unit	3,863	35	<i>H,N,P</i>	<b>3,898</b>	61	3,898	<b>0</b>	<i>0</i>	<i>8</i>
	<b>3,186</b>	<b>-25</b>		<b>3,161</b>	<b>37</b>	<b>3,173</b>	<b>12</b>	<b>12</b>	
<b>Chief Officer: Information Services</b>									
ICT Services	2,179	0	<i>H,K</i>	<b>2,179</b>	76	2,179	<b>0</b>	<i>0</i>	
<b>Chief Executive's Office</b>									
Chief Executive	340	28	<i>H</i>	<b>368</b>	96	368	<b>0</b>	<i>0</i>	
Chief Executive's Office	776	48	<i>H</i>	<b>824</b>	72	824	<b>0</b>	<i>0</i>	
Town Centre Redevelopment	51	0		<b>51</b>	-588	100	<b>49</b>	<i>74</i>	<i>1,4</i>
Voluntary Sector Grants	171	60		<b>231</b>	76	231	<b>0</b>	<i>0</i>	

NI136 - Grant Contributions to Shopmobility & CAB	219	-25		<b>194</b>	72	194	<b>0</b>	0
Community Safety	301	-60	<i>H,L</i>	<b>241</b>	35	958	<b>0</b>	0
	<b>1,858</b>	<b>51</b>		<b>1,909</b>	<b>55</b>	<b>1,839</b>	<b>49</b>	<b>74</b>
<b>TOTAL CS AND CX OFFICE</b>	<b>15,121</b>	<b>-541</b>		<b>14,580</b>	<b>60</b>	<b>14,573</b>	<b>28</b>	<b>67</b>
<b>Memorandum item</b>								
Devolved Staffing Budget - CS and CX	9,149	182		9,331	<b>70</b>	9,331	<b>0</b>	0
<b>Non Cash Budgets</b>								
Capital Charges	1,422	0		1,422		1,422	<b>0</b>	0
IAS19 Adjs	617	0		617		617	<b>0</b>	0
Recharges	-9,746	624		-9,122		-9,122	<b>0</b>	0
	<b>-7,707</b>	<b>624</b>		<b>-7,083</b>		<b>-7,083</b>	<b>0</b>	<b>0</b>

**CORPORATE SERVICES / CX OFFICE QSR 3 – SEPTEMBER TO NOVEMBER 2013**

<b>Note</b>	<b>Total £'000</b>	<b>Explanation</b>
	<b>-495</b>	<b>Virements reported in QSR2 Period</b>
A	-1	<p><b>Industrial &amp; Commercial Properties</b> The budgets for insurance premiums and the income from their recovery from tenants for units in Market Street has been transferred from ECC as the responsibility for these properties is with Corporate Services</p>
B	-34	<p><b>Property Services</b> Following finalisation of the Crowthorne Enterprise Centre accounts, the deposit returned from Legal and General was in excess of the final payment due to Oxford Innovations who ran the Centre. CMT approved the resulting underspend of -£0.034m be transferred to the Contingency fund from which £0.100m had previously been received in 2012/13 to support the Centre.</p>
C	15	<p><b>Finance</b> CMT have approved contingency funding of £0.015m to cover the professional fees relating to the submission of a High Court claim for landfill tax.</p>
D	-25	<p><b>Grant Contributions to CAB</b> Following CMT approval, -£0.025m has been transferred to the contingency fund to reflect the receipt of funding from Bracknell Regeneration Partnership to cover CAB relocation costs paid from contingency in 2012/13</p>
E	20	<p><b>Customer Services</b> Following approval from CMT a virement of £0.020m has been made from contingency to cover the costs of the CRM/CMS feasibility study.</p>
F	4	<p><b>Carbon Reduction Commitment</b> A budget of £0.004m has been vired from Contingency to cover the cost of CO2 emissions from properties within the Operations Unit.</p>
G	16	<p><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 budget increases of £0.012m for the Civic Buildings and £0.004m for Industrial and Commercial Properties vired from Contingency.</p>
H	0	<p><b>Corporate Services DSB</b> In order to balance the Corporate Services DSB staffing budgets, contributions of £0.139m have been made from the following non-DSB budgets, which have identified underspends, to the Corporate Services DSB budgets: Insurance £0.060m, Property Services £0.010m, Operations Unit £0.010m, Industrial &amp; Commercial Properties £0.015m, Human Resources £0.025m and Members &amp; Mayoral services £0.019m.</p> <p>The DSB budgets have then been realigned to reflect in year staff turnover and amendments to staffing structures.</p>
I	6	<p><b>Cash/Non Cash Budgets</b> The previously reported virement of £0.006m from non-cash to cash budgets for the recharges to the Pupil Referral Unit, within Children Young People and Learning, was not required and the virement has been reversed.</p>

J	-15	<b><u>Property Services</u></b> Previously reported underspends have been vired to Construction and Maintenance to support consultancy costs of conditions based surveys
K	3	<b><u>ICT</u></b> The Operations Unit have vired £0.003m to support the planned Project Manager infrastructure training.
L	10	<b><u>Community Safety</u></b> The Operations Unit have vired £0.010m to support the Domestic Abuse project undertaken in conjunction with TVPA
M	15	<b><u>Construction &amp; Maintenance</u></b> Property Services have vired £0.015m to cover the cost of consultancy fees for condition based surveys
N	-13	<b><u>Operations Unit</u></b> Previously reported underspends within the Operations Unit have been vired to ICT and Community Safety to support Project Manager Infrastructure training (£0.03m) and a Domestic Abuse project with TVPA (£0.010m).
O	-20	<b><u>Finance</u></b> Following the award of the contract for the e-Procurement Hosted Solution the virement of £0.035m previously received from the Transformation & Innovation Fund is not all required in this financial year and £0.020m can be returned.
P	-27	<b><u>Operations Unit</u></b> Due to the refurbishment of Times Square the full maintenance budget has not been required and has been used in part to support the purchase of office furniture and equipment. This is capital expenditure and a revenue contribution to capital is therefore required.
	<b>-46</b>	<b>Total Virements in QSR3 Period</b>
	<b>-541</b>	<b>Total Virements Reported To Date</b>

**CORPORATE SERVICES / CX OFFICE QSR 3 – SEPTEMBER TO NOVEMBER 2013**

**Variances**

<b>Note</b>	<b>Total £'000</b>	<b>Explanation</b>
	-39	<b>Variances reported in QSR2 Period</b>
1	25	<p><b><u>Town Centre Redevelopment</u></b> Following CMT approval -£0.025m has been transferred to the Contingency fund to reflect the receipt of funding from Bracknell Regeneration Partnership to cover CAB relocation costs previously paid from contingency. This reverses the previously reported underspend.</p>
2	34	<p><b><u>Property Services</u></b> Following CMT approval -£0.034m has been transferred to the Contingency fund to reflect the return of the deposit for Crowthorne Enterprise Centre, reversing the previously reported underspend.</p>
3	-20	<p><b><u>Customer Services</u></b> Contingency funding of £0.020m has been received for the CRM/CMS feasibility study, reversing the previously reported overspend.</p>
4	49	<p><b><u>Town Centre Redevelopment</u></b> The Council has agreed to meet the planning fees for Winchester House of £0.049m. Contingency funding is requested to cover these costs.</p>
5	-33	<p><b><u>Local Tax Collection</u></b> Following changes to the accounting treatment for Business Rates, the budget set aside for discretionary rates relief is no longer required, resulting in an underspend. The cost of discretionary rates relief will be met from the Collection Fund in future.</p>
6	12	<p><b><u>Construction &amp; Maintenance</u></b> There has been a reduced take up of maintenance service offered to Schools resulting in a pressure on the Construction &amp; Maintenance income budget.</p>
7	0	<p><b><u>Property Services</u></b> Property Services have identified savings of £0.010m due to a reduction in Town Centre Events and various supplies and services budgets for £0.005m.</p> <p>These underspends have been offset following a virement of £0.015m to Construction and Maintenance to support the consultancy costs for condition based surveys.</p>
8	0	<p><b><u>Operations Unit</u></b> Savings of £0.005m have been identified from the postal contract and £0.008m from an increase in income from the Transport function.</p> <p>These variances have been reduced following the virements to support ICT (£0.003m) and Community Safety (£0.010m)</p>
	<b>67</b>	<b>Variances reported in QSR3 Period</b>
	<b>28</b>	<b>Total Variances Reported To Date</b>

Corporate Services & Chief Executive's Office Capital Monitoring as at 30 <sup>th</sup> November 2013												
Cost	Project Description	2012/2013	2013	Approved	Cash	Expenditure	Current	2013/14	Carry Forward	(Under) / Over	Target for	Current status of the project
Centre		brought forward	/2014 Budget	Budget	Budget	to date	Commitment	Cash	2014	Spend	Completion	Notes
			Budget		2013/14			Budget	2014			
								unspent/ uncommitted	/2015			
					(1)	(2)	(3)	(1)-(2+3)				
				(£'000)	(£'000)	(£'000)	(£'000)	(£'000)	(£'000)	(£'000)		
<b>Prior Year Funded Schemes</b>												
<b>Prior Year Funded Schemes - Corporate Services &amp; Chief Executive's</b>												
YM245	Jennett's Park Community Centre	0.3	0.0	0.3	0.3	3.3	0.0	-3.0	0.0	3.0	March 2014	Project complete
YM248	The Parks Community Centre/Sports Pavilion	175.8	25.0	200.8	0.0	0.0	0.0	200.8	0.0	0.0	March 2015	The budget includes a virement of £0.025m from ECC towards works on a multi use games area.
YM249	Provision of Technology to Members	25.2	0.0	25.2	25.2	5.6	0.0	19.6	0.0	0.0	March 2014	Works have commenced to provide laptops to all Members using their own kit as part of the requirements of PSN.
YM254	New Hope	4.2	0.0	4.2	4.2	0.0	0.0	4.2	0.0	-4.2	March 2014	Project complete
YM255	CRM – Upgrade to Version 8	5.0	0.0	5.0	5.0	0.0	5.0	0.0	0.0	0.0	March 2014	This budget was retained as a result of dissatisfaction with the system upgrade. It is not expected that the outstanding amount will be paid. However, the budget may be used to support delivery of the new CRM.
YM259	North Ascot Community Centre	16.3	0.0	16.3	16.3	0.0	0.0	16.3	0.0	0.0	March 2014	The improvement works started in July 2012. Planning approval gained for the next stage of works, which will be completed in 2013-14
YM291	CRM – Reporting Enhancements	25.0	0.0	25.0	0.0	0.0	0.0	0.0	25.0	0.0	March 2015	A further review of this project is being carried out in light of the decision to move forward with a replacement CRM system. A new system may be able to provide the 'Avoidable Contact' reporting without the need for a separate system in which case this capital can be returned. Or we may need to use this capital to fund development work in the new system to facilitate this. We should know the



													capabilities of the new system by March 2014, and could then implement the original solution if necessary.
YM300	Easthampstead and Wildridings Community Centre	30.0	0.0	30.0	30.0	27.9	1.0	1.1	0.0	0.0	September 2013	Works completed September 2013	
YM302	Bullbrook Community Centre	5.6	0.0	5.6	5.6	2.4	0.0	3.2	0.0	.00	March 2014	Works completed August 2013	
<b>Total of Prior Year Funded Schemes - Corporate Services &amp; Chief Executive's</b>		<b>287.4</b>	<b>25.0</b>	<b>312.4</b>	<b>86.6</b>	<b>39.2</b>	<b>6.0</b>	<b>41.4</b>	<b>225.8</b>	<b>-1.2</b>			
<b>Prior Year Funded Schemes - Council Wide</b>													
YM260- YM265	Members Initiative	99.1	0.0	99.1	69.1	36.5	7.7	24.9	30.0	0.0	March 2015	Some small schemes in the pipeline. Web pages set up and Members recently reminded of funding.  New fund established in 2013/14 from revenue	
YM215	Replacement Revenue & Benefits System	55.3	0.0	55.3	0.0	0.0	0.0	0.0	55.3	0.0	March 2015	The new CRM may facilitate easier integration with the Revenues system, thereby making the purchase of the e-Revenues model unnecessary, although some capital would be required to fund the integration. The capacity of this system should be known by January 2014, enabling a decision on how to take this project forward to be made early 2014. It will be necessary to carry this capital forward to 2014-15, to enable completion of this.	
YM239	Replacement Network Circuits (Invest to Save)	23.2	0.0	23.2	23.2	0.0	0.0	23.2	0.0	0.0	March 2014	Required for speeding up at remote sites. Delayed due to PSN.	
YM247	Market Street Properties	454.1	0.0	454.1	454.1	0.0	0.0	454.1	0.0	0.0	January 2014	A provision of £1.716m was created to comply with grant conditions, this amount represented the £1.46m received from HCA and £0.256m from the Bracknell Forest budget of £0.4m. To date £1.546m of costs has 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
YM250	Backup System Replacement	45.1	0.0	45.1	45.1	7.7	0.0	37.4	0.0	0.0	March 2014	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. Determining method to recover data in the event of an incident. Priority orders agreed.	
YM251	Laptop Refresh	88.8	0.0	88.8	88.8	136.7	5.1	-53.1	0.0	0.0	March 2014	Refresh to fall in line with Flexible working and Time for Change strategy and a review of working styles. New rollout in progress. Currently using this budget to purchase additional laptops required for PSN, unmanaged endpoints which was not budgeted for. Costs being captured separately	
YM252	IPT Migration Project (Invest To Save)	59.1	0.0	59.1	59.1	0.0	3.7	55.4	0.0	0.0	March 2014	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.AD integration complete.	
YM294	Vasco Token System Replacement	12.8	0.0	12.8	12.8	5.0	0.0	7.8	0.0	0.0	March 2014	Replacement under review and new portal to be designed. Being used for Microsoft migration.	
YM296	Times Square Data Cabling	65.0	0.0	65.0	65.0	51.4	6.8	6.8	0.0	0.0	March 2014	To fall in line with the Time for Change accommodation moves. On schedule in line with refurbishment and moves scheduled.	
YM297	Superfast-Broadband Match Funding	29.1	0.0	29.1	0.0	0.0	0.0	0.0	29.1	0.0	March 2014	Capital funding for a market procurement using the Broadband Delivery UK procurement framework to buy a broadband infrastructure improvement solution across the Thames Valley.	
<b>Total of Prior Year Funded Schemes - Council Wide</b>		<b>931.6</b>	<b>0.0</b>	<b>931.6</b>	<b>817.2</b>	<b>237.4</b>	<b>23.3</b>	<b>556.5</b>	<b>114.4</b>	<b>0.0</b>			

<b>Total Prior Year Funded Schemes</b>		<b>1,219.0</b>	<b>25.0</b>	<b>1,219.0</b>	<b>903.8</b>	<b>276.5</b>	<b>29.3</b>	<b>597.9</b>	<b>340.2</b>	<b>-1.2</b>		
<b>Percentages</b>						<b>31%</b>	<b>3%</b>	<b>66%</b>	<b>38%</b>	<b>0%</b>		
<b>Current Year Programme</b>												
<b>Current Year Programme - Corporate Services &amp; Chief Executive's</b>												
YM243	Community Centres - S106	147.2	0.0	147.2	0.0	0.0	0.0	0.0	147.2	0.0	Rolling programme	Total S106 funding anticipated for the scheme.
YM293	Property & Asset Management System	12.3	40.0	52.3	33.0	10.9	22.1	0.0	19.3	0.0	March 2015	Works are ongoing to develop the system. Further development work is still required that will run to the end of 2013/14.. The next phase will be arranging training to roll out to building managers.
YM305	Town Centre CCTV	0.0	7.5	7.5	7.5	7.5	0.0	0.0	0.0	0.0	July 2013	New ANPR camera system at the junction of Drift road and the A330 Ascot Road
YM306	Council Chamber Audio & Visual Replacement	0.0	43.0	43.0	43.0	39.6	0.0	3.4	0.0	0.0	September 2013	The audio/visual equipment in the Council Chamber has been replaced and tested in various settings.. Initial snagging took place by the end of August but there were some additional minor changes as a result of the testing which have been completed .The operation of the system will be reviewed in 6 months.
YM312	On-Line Booking Systems	0.0	20.0	20.0	5.0	0.0	0.0	5.0	15.0	0.0	March 2015	The Digital Services team is currently investigating booking solutions that sit in the Drupal web environment. Alongside this we will be working with service teams over the coming months to analyse their requirements, so that we can evaluate possible solutions. We may need to carry some of this capital forward to 2014-2015, to facilitate implementation of preferred solution(s).
YM313	ICT Helpdesk Software Replacement	0.0	15.0	15.0	0.0	0.0	0.0	0.0	15.0	0.0	March 2015	Investigation into replacement Help desk system during 2013-14. Plan to only upgrade during 2014-15 not replace. Options being considered.
YM315	Customer Relationship Management System (Invest To Save)	0.0	86.2	86.2	36.2	0.0	0.0	36.2	50.0	0.0	December 2014	The procurement plan is progressing well, and we anticipate being able to select a system and award contracts in February 2014. Implementation should then take 6-9 months.
YM316	Farley Wood Community Centre	0.0	14.4	14.4	14.4	14.4	0.0	0.0	0.0	0.0	October 2013	Installation of sprung floor in the Main Hall of the Farley Wood Community Centre

Total of Current Year Programme - Corporate Services & Chief Executive's		159.5	226.1	385.6	139.1	72.4	22.1	44.6	246.5	0.0		
<b>Current Year Programme - Council Wide</b>												
YM002	Access Improvement Programme	102.6	100.0	202.6	87.6	45.9	33.2	8.5	115.0	0.0	Rolling Programme	Works this year are concentrating on Bracknell Leisure Centre and a scheme is currently being developed to meet the BVPI requirements. This work is likely to run over the end of the financial year and will require some of next years budget to complete.
YM003	ICT Infrastructure Development/Network refresh	34.0	237.0	271.0	271.0	244.6	17.4	9.0	0.0	0.0	March 2014	Need to replace core data switched, proxy servers and switches during 2013-14. Core data switches being reviewed alongside the Storage Area Network. Ordered Core switches. Work delayed due to PSN.
YM165	Server and Server Component Refresh	0.0	75.0	75.0	75.0	39.9	39.3	-4.2	0.0	0.0	March 2014	Server refresh to continue. Citrix servers purchased and being commissioned. Remainder of budget required for ESX hosts and licenses for servers. Additional servers ordered Oct/Nov for PSN and application upgrades.
YM179	Desktop Refresh	31.6	153.0	184.6	184.6	80.0	44.8	59.8	0.0	0.0	March 2014	Refresh to fall in line with Flexible working and Time for Change strategy and a review of working styles. Rollout due for completion in June with new rollout for 2013-14 commencing in June. New rollout commenced but stalled whilst solution for PSN unmanaged endpoints determined. Should complete rollout by March 2014.
YM180	ICT Maint Prog – Photocopiers	10.2	70.0	80.2	80.2	36.5	24.3	19.5	0	0.0	March 2014	Final rationalisation underway (EH). New refresh capital received for 2013/14 as some MFD's are over 7 years old. In progress of update. Times square is a priority.
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 2014	Monies will be transferred when schemes are identified as part of the final accounts process.
YM214	Electronic Documents Records Management System	158.8	40.0	198.8	48.5	48.2	0.0	0.6	150.0	0.0	August 2014	Revised schedules being planned and revisiting file plans.
YM244	Improvements and Capitalised Repairs – Council Wide – Planned Maintenance	1,130.0	500.0	1,630.0	1,430.0	1,112.6	317.4	0.0	200.0	0.0	Rolling Programme	Works on this years programme are underway .A significant proportion of the current budget (approximately £800k) is linked to the works proposed for Time Square. Project spend to date stands at 68.3% with a further 22.1% committed.
YM253	Times Square Accommodation	237.8	3,050.0	3,287.8	2,313.5	1,801.5	512.0	0.0	974.3	0	2015-16	Works to the 1st floor north wing (Phase 1) , 4th floor north and south wings (Phase 2), 3rd

													floor north wing (Phase 3) ,2nd floor north wing (Phase 4) and 2nd floor south wing (Phase 5) and 1st floor south wing (phase 6) were completed and the floors handed back to the Council as programmed. Works have commenced on the ground floor south wing on the 16 December and the contractor is currently reporting that works will be completed as programmed on the 7 February. The works to install the new boilers is complete and the boiler control panel is currently being installed
YM298	Power Generator	10.0	104.0	114.0	114.0	0.0	171.7	-57.7	0.0	0.0	March 2014	Investigating options with suppliers to install a power generator. Project specification commenced and will be co-ordinated with TS Works. Order for generator being placed.	
YM304	Great Hollands Community Centre & Library	3.3	291.3	294.6	56.4	33.8	22.6	0.0	238.2	0.0	July 2014	Phase 1 - All works completed 1st March 2014. Works in defect period until 28th February 2014. Final account prepared and agreed. Phase 2 - on the 25th July the Council agreed the scope of the project. The tender documents have been prepared and sent out to tender on the 26th November to 5 tenderers. Tenders to be returned on the 19th December at 12 noon. It is programmed that the works will commence on site during March 2014.	
YM307	CITRIX Licensing	0.0	78.0	78.0	78.0	0.0	0.0	78.0	0.0	0.0	March 2014	Increment in licenses to support Mobile and Flexible working	
YM308	Phone System Replacement – Remote Sites	0.0	48.0	48.0	10.0	0.0	0.0	10.0	38.0	0.0	March 2015	A number of remote sites during 2013-14 will have phone systems transferred to CISCO solution. Delayed due to PSN. Cem and crem to commence shortly.	
YM309	Storage Area Networks	0.0	450.0	450.0	450.0	4.4	4.8	440.8	0.0	0.0	March 2014	Replacement of Storage Area Network in the Data Centre required. This scheme will cover replication to another site also to increase resilience. Procurement plan approved. Contract awarded.	
YM310	Easthampstead House Car Park	0.0	25.0	25.0	25.0	0.0	12.3	12.7	0.0	0.0	March 2014	A scheme is being drawn up to repair the deck of the covered area	
YM311	Phone System Replacement - Libraries	0.0	25.0	25.0	0.0	0.0	0.0	0.0	25.0	0.0	March 2015	A number of libraries during 2013-14 will have phone systems transferred to CISCO solution following completion of those remote sites that need replacing. Not started. Delayed due to PSN.	
YM314	Garth Hill College Land Valuations	0.0	0.0	0.0	0.0	0.0	3.0	-3.0	0	00	March 2014	Costs of land valuations for options to expand Garth Hill College. To be met from land acquisition budget if purchase goes ahead.	

