



QUARTERLY SERVICE REPORT

CORPORATE SERVICES

Q3 2014 -15
October - December 2014

Portfolio holders:
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Councillor Alan Ward

Director:
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Section 1: Director's Commentary

Corporate Services have made excellent progress on key areas during the last quarter, however the illness and death of the Mayor, Cllr Alan Kendall has had a significant impact on the Mayoral Service. Mayoral engagements have been covered by the Deputy Mayor and past Mayors. Councillor Blatchford has been elected Mayor at the Council meeting on 21 January 2015.

General Highlights for the quarter include

Work to support Town Centre redevelopment

Work on the Development Agreement has reached a conclusion and drafting of the revised Section 106 Agreement for Town Centre re-development has been agreed.

Whilst the redevelopment is still being planned work is underway to support new and existing retailers.

The Council launched a guide for retailers on providing excellent customer service to people with disabilities with the Bracknell Regeneration Partnership this quarter; the guide has been entered for a national award.

Work to conclude the Office Accommodation Strategy which has released redevelopment sites in the Town Centre remains on target. The key actions which are completed this quarter include:

- The whole first floor in Easthampstead house has been redesigned as open plan office space and an improved and better sized post room has been completed.
- The Construction and Maintenance team have relocated from the Commercial Centre to Easthampstead House to work in the same building as their colleagues in the Property team.
- The ground floor reception area in Easthampstead House has been redecorated and the ceiling and lighting replaced.
- The Assistant Chief Executive's team's office has been redecorated and the layout changed to accommodate more staff using shared desks.
- In all the offices which have been redecorated in Easthampstead House the lighting has been changed to energy saving LED lighting.
- Terms have been agreed for the surrender of one floor at Ocean House.

Work with the Community

Members, various primary and secondary schools, and Bracknell & Wokingham College were involved in activities during Local Democracy Week in October. Members' Services also worked with Executive Members, senior officers, the MP, the Youth Council and colleagues in Children, Young People and Learning, to ensure the successful delivery of National Takeover Day in November.

To support planned new communities in the Borough, detailed discussions have taken place with Binfield Parish Council on the ownership and management arrangements for the Blue Mountain Clubhouse and with Crowthorne and Warfield Parish Councils on the proposed community hubs at TRL and Warfield.

The European Integration Fund 'Stronger Voices' project for non-European residents in Bracknell Forest has achieved its interim targets in December 2014. These include Participants in Health training and English for speakers of other languages (ESOL).

Customer Service

As part of the strategy to improve the service we provide to our customers, the new Firmstep CRM system was successfully launched on 1 October. The system includes a self-service portal which enables customers to log their enquiries via forms on our web site and to track progress. The system is at an embryonic stage, it currently enables customers to log enquiries for landscaping services and street cleansing. In the coming months we will be adding more services beginning with highways, tree services and then moving on to waste and recycling. Over 2000 residents had set up an online account by the end of the quarter. We anticipate publicising this more widely in the New Year.

The Youth Service website has been handed over to the service to manage, and the final microsites have successfully been migrated to the new Content Management System, Drupal.

Performance Highlights

Detailed budget proposals for 2015/16 were agreed for consultation by the Executive on 16 December 2014.

The Council's draft capital programme contained a number of major capital projects including Binfield Learning Village at Blue Mountain, Town Centre Regeneration and Coral Reef Roof and Flumes which required a significant amount of financial support and advice prior to being included in the budget proposals.

Although there is a very limited staffing impact arising from the annual Balancing the Budget exercise, the Organisational Change Protocol was triggered during the quarter and staff consultation on the proposed changes began.

Both the Annual Pay Policy Statement and The Eighth Pay and Workforce Strategy were drawn up during the quarter and subsequently approved by the Employment Committee (they will go to Full Council in January for endorsement).

The review of Single Person Discounts has now been completed with a total of £164k of cancelled discounts. This is an excellent result as the cost of the review was a fraction of this. The review was conducted by a third party and was executed very smoothly with minimal impact on the team. A review of all other discounts, e.g. students, is currently being conducted by the team.

Benchmarking

Democratic Services participated in the second year of the CIPFA Benchmarking Club. Staff costs and numbers are in the average range and are lower than two of the other Berkshire authorities that took part, and similar to the third. In addition the team services a significantly higher number of meetings than the other participants. Analysis continues to be based on population size and therefore smaller authorities such as Bracknell Forest can look disproportionately expensive given that core functions are the same regardless of population size.

Electoral Services participated in the first year of the CIPFA Benchmarking Club. This exercise sought information and data before the introduction of individual electoral registration and therefore it is difficult to draw reliable comparisons with other authorities based on current practice. Staffing costs are in the higher region due to cost analysis being based on the size of the electorate and Bracknell Forest had the smallest electorate. Half of the contributors had an electorate of at least twice the size of Bracknell Forest. However, performance was good against the performance standards for the Electoral Registration Officer and the Returning Officer.

Other significant Projects

Democratic & Registration Services

The Elections Programme Board has been established to oversee the delivery of all three elections in May: UK Parliamentary, Borough and Parish. Work has been underway engaging with new home movers/residents within the Borough including writing to each new resident and door knocking the non-responders as required by the individual electoral registration regime. The Central Post Room assisted Electoral Services Team design a "Clean" envelope for outgoing mail.

From 10 December legislation came into force allowing civil partnerships to be converted into marriages. There have been 13 conversions to date.

Finance

Implementation of the new HR/Payroll System was a high priority for this quarter; the project plan has gone very well with all the key milestones achieved. The proposed "go live" date of 1 August 2015 is therefore on target.

The Council was successful in securing grant funding from CLG for two counter fraud projects, in collaboration with a number of other local authorities. The most significant area of activity will be on Council Tax Benefit Reduction Scheme fraud.

Human Resources

A revised appraisal scheme integrating the outputs of the Good to Great work streams was developed and publicised during the quarter.

Legal Services

- Draft Section 106 Agreement for development of TRL site, Crowthorne issued.
- Section 106 and Licence Agreement for construction of part of Link Road for major development by Berkeley Homes at Warfield completed.
- Extensive legal support provided in connection with Blue Mountain project.
- Preparation for appeal by McDonalds against decision of Licensing Committee (Council decision upheld in Magistrates' Court on 8th January 2015 with costs awarded to the Council).
- Conduct of public inquiry appeal against refusal of planning permission for 72 dwellings at Tilehurst Lane, Binfield.
- Legal support provided for proposed adoption of CIL Charging Schedule.

ICT Services

- Completion of migration of applications to the new version of Citrix.
- Upgrade to Windows 7 and Office 2010 for desktop and Citrix are to be completed by the end of the year.
- Email on the move solution implementation is 90% complete.
- Upgrade to Helpdesk system is complete.
- Installation of high capacity link between Time Square and Easthampstead House is underway.

Property Services

- Vail Williams have completed a property review of operational assets. The recommendations are being assessed.
- Licenses and easements have been put in place to enable the construction of Clement House extra care facility to be progressed.
- Terms have been agreed for the purchase of two shops at Wildridings Square.
- Landscape Department lease vehicles have all been returned to Lease companies.

Construction & Maintenance

Corporate Planned Maintenance Work 54% Completed at 31 December 2014.

From 1 October to 31 December 2014 there were 19 capital projects completed. Of the 19 projects completed:

- 14 (74%) projects were completed on time and on budget.
- 17 (89%) projects were completed within budget.
- 16 (84%) projects were completed on time.

Areas where performance has been more difficult are

Customer Services target for answering the phone in 20 seconds has improved on the previous quarter to 74.6% compared to 65%. It is planned to recruit to several vacancies in the team during the next quarter which, following training, will hopefully assist in improving performance.

Areas where risk is closely monitored

The Corporate Services Risk Register was reviewed by Corporate Services DMT on 18 December. The key changes made were to increase the risk on external contractors, remove the risk on the Time for a Change project to reflect the fact that the project is nearing completion and to add in an additional risk on compliance with Payment Card Industry Standards.

Limited Assurance Internal Audit Reports

Three following audits were finalised with a limited assurance opinion during quarter 3:

Council Wide Procurement

- A limited assurance opinion was given due to a priority 1 recommendation in respect of waivers to Contract Standing Orders. The issues identified were approval of waivers being sought retrospectively and lack of sufficient evidence to support the justification that current contractors were the sole provider of the service. Action is being taken to

remind officers in each directorate to submit waivers on a timely basis to avoid the need for retrospective approval and to provide better supporting evidence for waivers submitted for approval.

Surveyors Services

- One priority 1 recommendation was raised which resulted in a limited assurance opinion. The priority 1 recommendation was in respect of delays in checking the quality of work undertaken by the reactive maintenance contractor and the amounts billed together with delays in billing by the contractor and the level of errors on bills raised. A review carried out by external consultants has identified areas for improvement in processes and a project is already scheduled to commence in January 2015 to implement improvements to these processes.

Debtors

- A limited assurance opinion was given on this audit due to a priority one recommendation being raised as the auditor identified that there was no segregation of duties within the debtors IT system for the write off of debts. The Chief Technical Accountant has now implemented a compensating control to address this weakness.

Section 2: Department Indicator Performance

Note: The 'Current status' column compares the data for quarter 3 against the target set for quarter 3. The final column in the table compares the quarter 3 performance for 2014/15 against the quarter 3 performance for 2013/14. See key below the table.

Ref	Short Description	Previous Figure Q2 2014/15	Current Figure Q3 2014/15	Current Target	Current Status	Comparison with same period in previous year
Corporate Property - Quarterly						
L059	Percentage of post sent second class (Quarterly)	97.00%	95.00%	96.00%		
L076	Planned maintenance spend (Quarterly)	77.10%	84.60%	50.00%		
L229	Number of clients with learning difficulties using the R-bus (Quarterly)	72	66	20		N/A
Customer Services - Quarterly						
L051	Percentage of current year's Council tax collected in year (Quarterly)	57.09%	84.82%	85.00%		
L053	Percentage of current year's Business Rates collected in year (Quarterly)	57.14%	83.12%	80.60%		
L194	Percentage of calls answered within 20 seconds (Quarterly)	65.00%	74.60%	80.00%		
L221	Satisfaction level expressed in survey of contact with Customer Services, across all channels (Quarterly)	86.00%	93.50%	75.00%		N/A
Democratic and Registration Services - Quarterly						
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)	92.00%	88.00%	70.00%		
L182	Percentage of citizens using the Tell Us Once service offered by Registrars (Quarterly)	82.00%	88.00%	90.00%		
Democratic and Registration Services - Annually						
L232	Percentage of confirmed electors (Annually)	N/A	98.00%	N/A		New one-off Indicator
Finance - Quarterly						
BV8	Percentage of invoices paid within 30 days (Quarterly)	91.6%	93.2%	95.0%		
L064	Debt outstanding as percentage of gross debt (Quarterly)	6.00%	5.00%	8.00%		

Ref	Short Description	Previous Figure Q2 2014/15	Current Figure Q3 2014/15	Current Target	Current Status	Comparison with same period in previous year
L065	Return on investments exceeds 7-day LA cash benchmark rate (Quarterly)	0.50%	0.50%	0.50%		
ICT - Quarterly						
L079	Resolution of reported ICT incidents (Quarterly)	92%	90%	95%		
L082	ICT service availability - percentage of time service is available for use (Quarterly)	98.80%	98.90%	99.00%		
L220	Number of ICT Helpdesk Calls (Quarterly)	5,980	6,139	No target set	N/A	N/A
Legal Services - Quarterly						
L084	Number of section 106s completed (Quarterly)	9	9	No target set	N/A	
L085	Amount of money recovered in debt collection (Quarterly)	42,112.64	5,783.02	No target set	N/A	
L086.1	Number of Freedom of Information requests received (Quarterly)	297	242	No target set	N/A	
L086.2	Percentage of Freedom of Information requests dispatched (where 50% or more of the request) was refused as the information is already publically available (Quarterly)	9%	11%	No target set	N/A	
L086.3	Percentage of Freedom of Information requests dispatched which were refused because the time limit would be exceeded (Quarterly)	3%	1%	No target set	N/A	
L088	Number of leases completed (Quarterly)	21	23	No target set	N/A	

Note: Key indicators are identified by shading

Traffic Lights		Comparison with same period in previous year	
Compares current performance to target		Identifies direction of travel compared to same point in previous quarter	
	Achieved target or within 5% of target		Performance has improved
	Between 5% and 10% away from target		Performance sustained
	More than 10% away from target		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 – 2014 Q4)
NI004	Percentage of people who feel they can influence decisions in their locality (Biennially (every two years – 2014 Q4)
NI006	Participation in regular volunteering (Biennially) (every two years – 2014 Q4)
NI023	Perceptions that people in the area don't treat one another with respect and consideration (Biennially) (every two years – 2014 Q4)
BV156	Percentage of buildings open to the public which are suitable for and accessible to disabled people (Annually – Q4)
L075	Number of commercial property voids (Annually – Q4)
L222	An annual staff satisfaction survey for town centre buildings to be undertaken on Facilities support and service (Annually – Q4)
L052	Cumulative percentage of Council Tax collected for the previous year at 31 March (Annually – Q4)
L054	Cumulative percentage of business rates collected for the previous year at 31 March (Annually – Q4)
L066	Top five percent earners - women (Annually – Q4)
L067	Top five percent earners - minority ethnic communities (Annually – Q4)
L068	Top five percent earners - with disability (Annually – Q4)
L070	Percentage of employees with a disability (Annually – Q4)
L071	Percentage of black and ethnic minority employees (Annually – Q4)
L072	Gender pay gap (Annually – Q4)
L073	Average number of off the job training days per employee (Annually – Q4)
L074	Average amount spent on training per employee (Annually – Q4)
L078	ICT User satisfaction – service user survey (Annually – Q4)
L130	Percentage staff voluntary turnover (Annually – Q4)
L131	Percentage of staff leaving within one year of starting (Annually – Q4)
L174	Average number of working days lost to sickness per employee (Annually – Q4)
L078	ICT User satisfaction - service user survey (Bi-annually) (Annually – Q3)
L080	ICT Project management - 5 metrics (Annually – Q4)
L087	Percentage of time recorded as chargeable time (Annually – Q4)

Section 3: Complaints

Corporate Complaints received

The number of complaints received in this quarter – 5.

The number of complaints received from quarter 1 to quarter 3 (*year to date*) – 13

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

Stage	New complaints activity in quarter 3	Complaints activity year to date	Outcome of total complaints activity year to date
New Stage 2	4	10	2 upheld, 2 partially upheld, 6 not upheld
New Stage 3	1	3	1 partially upheld, 2 not upheld
New Stage 4	0	0	
Local Government Ombudsman	0	0	

Nature of complaints/ Actions taken/ Lessons learnt:

Four new stage 2 complaints:

A complaint has been received expressing concern at delay by the Council in responding to a request for surrender of a lease for a Guide Centre. The complainant has been advised that a date for surrender had already been agreed with a colleague from the Girl Guiding organisation. The surrender has now been completed. Complaint not upheld.

A complaint was received following the issue of a summons for council tax. Complaint not upheld.

A complaint received re Single Person Discount review; customer is disabled and does not feel that cancellation should have been processed without taking disability into account. We have apologised and noted the account saying we will contact by email prior to any future changes. Complaint partially upheld.

A complaint received about the queuing time in Time Square. Complaint not upheld.

1 new stage 3 complaint:

Concerning the management of the proposed Warfield Community Hub. Not upheld.

Section 4: People

Staffing Levels

	Establishment Posts	Staffing Full Time	Staffing Part Time	Total Posts FTE	Vacant Posts	Vacancy Rate
Directorate	3	3	0	3	0	0
Community Engagement	6	2	4	4.7	0	0
Customer Services	40	32	8	37.43	3	6.98
Democratic & Registration Services	19	9	10	16	2	9.52
Finance	37	28	9	34.48	1	2.63
Human Resources	18	15	3	17.03	0	0
ICT	38	34	4	36.35	2	5
Legal	13	8	5	11.25	0	0
Property Services	40	26	14	34.98	1	2.44
Department Totals	214	157	57	195.22	9	4.04

Staff Turnover

For the quarter ending	31 Dec 2014	1.87
For the last four quarters	1 Jan – 31 Dec 2014	7.76

Total voluntary turnover for BFC, 2013/14:	12.64%
Average UK voluntary turnover 2013:	12.5%
Average Local Government England voluntary turnover 2013:	12.0%

(Source: XPerHR Staff Turnover Rates and Cost Survey 2014 and LGA Workforce Survey 2012/13)

Comments:

Voluntary Turnover for this quarter has decreased. There were 4 leavers within Corporate Services leaving voluntarily.

One of the vacancies within Democratic Services is because of an internal secondment which is being covered by staff within the office – this will end in the next quarter. There were a number of leavers from Customer Services which will be recruited to in the next quarter. In ICT one vacancy is being covered by an Acting Up arrangement and the other is being covered on a temporary basis by a contractor.

Staff Sickness

Section	Total staff	Number of days sickness	Quarter 3 average per employee	2014/15 annual average per employee
Directorate	3	1	0.33	1.56
Community Engagement	6	2.5	0.42	1.33
Customer Services	40	39	0.98	4.65
Democratic & Registration Services	19	1	0.05	0.32
Finance	37	25.5	0.69	1.77
Human Resources	18	8	0.44	1.37
ICT	38	44.5	1.17	3.75
Legal	13	6	0.46	1.74
Property Services	40	70.5	1.76	4.5
Department Totals (Q3)	214	198	0.93	
Totals (14/15)				2.99

Comparator data	All employees, average days sickness absence per employee
Bracknell Forest Council 13/14	5.50 days
All local government employers 2013	8.0 days
All South East Employers 2013	6.9 days

(Source: Chartered Institute of Personnel and Development Absence Management survey 2014)

N.B. 20 working days or more is classed as Long Term Sick.

Comments:

Sickness for this quarter stands at 198 days. This is slightly higher than last quarter when the figure was 142.5, there have been 68 days attributable to long term sick this quarter.

The annual average absence figure for Corporate Services for the year stands at 2.99 which is lower than the actual for last year for the Authority and on par with last year's figure for Corporate Services. Corporate Services once again compares favourably with absence levels throughout 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 2014 - 2015. This contains 56 actions to be completed in support of 8 Medium Term Objectives. Annex A provides detailed information on progress against each of these key actions.

Overall 10 actions were completed at the end of Quarter 3 () , while 44 actions are on schedule () and 2 were causing concern ( and ) .

The 2 actions that are causing concern are:

Ref	Action		Progress
11.7.1	Work with Wokingham Borough Council to deliver a successful shared bulk print service which provides for both councils' needs		The Bulk Print Service is reviewed and monitored monthly by the ICT Services Manager at BFC and the Digital Solutions Manager at WBC with a number of improvements being actioned. The quality and timeliness of the service is very good and customer feedback is very positive. However, close monitoring has shown a decline in print volumes resulting in a potential pressure on projected income. Work is in hand to mitigate any financial impact. This trend in declining levels of print continues the trend over the last 5 years.
11.8.12	Implement Facilities Management Category Strategy		Facilities Management Category Strategy is an on-going project. Procurement of a new term maintenance contract has commenced as well as a process to establish mini competitions for specific building services. However, not all savings will be achieved in the original timescale.

Section 6: Money

Revenue Budget

The original cash budget for the department was £14.102m. Net transfers of £0.360m have been made bringing the current approved cash budget to £14.462m. A detailed analysis of these budget changes in this quarter is available in Annex B.

The forecast outturn for the department is £0.047m 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	(1,683)	(1,819)	There is a risk that increased voids and void periods could result in a loss of income. However, in 2014/15, due to additional income from the Peel Centre the income budget has been exceeded.
Print Services	(57)	(7)	As other departments look to cut expenditure, printing income will be affected and income target not achieved.

Capital Budget

The total approved capital budget for the year is £6.473m.

Expenditure to date is £2.615m representing 40% of the budget. The Department anticipates 85% 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

- Continue to work with principal developer to deliver town centre regeneration through providing financial, legal and property advice.
- Continue negotiations with third party site owners in the town centre.
- Process advance payment settlements for compulsory purchased interests.
- Continue to work with Comer Homes to monitor demolition and delivery of new Winchester House.
- Final rationalisation of the office space in the Commercial Centre to accommodate Public Realm contactors and Highways team members from Time Square.
- Decorations and repairs to the Council Chamber and Function Room scheduled for February 2015.
- Move of Parks and Countryside team from ground floor to join ECC colleagues on floor 4 in Time Square.
- Final negotiations with BRP on the lease of Ocean House. Floor 1 has already been handed back.

Community Engagement & Equalities

- Report on the results of the 2014 Residents Survey.
- Develop an action plan to move to the Excellent Level of the Equality Framework.
- Develop the ownership and management arrangements for the new Community Hubs in the strategic housing areas.
- Take on the ownership of and open The Parks Community Centre/Sports Pavilion.
- Launch the new Civilian/Military Partnership.
- Resigning event with the RMAS for the Bracknell Forest Community Covenant
- Manage the new European Integration Fund 'Stronger Voices' project to support the integration of migrant communities and achieve its June 2015 targets.

Customer Services

- Revenue Services Team will be implementing the changes to business rates announced in the Chancellor's autumn statement.
- The annual NNDR1 government return forecasting the Business Rates income for the coming year 2015/16 will be completed.
- The annual Council Tax and Business Rates billing will be carried out at the end of February for the coming year resulting in 50,000 bills being issued to taxpayers in the Borough.
- Focus for the Customer Services team in the next quarter will continue to be on the new CRM system, implementing further services into the system, including highways, tree service and waste and recycling, and taking opportunities to add any other services to the work plan.
- The redevelopment of the Council's main website will begin, with a view to transferring the website to the Drupal content management system. A cross-council project board will be established to oversee this work.
- The Digital Services team will also be working on the development of a new website for the Business and Enterprise Service, to support delivery of their work programme.

Democratic & Registration Services

- Recruitment of Democratic Services Officer to provide maternity cover and recruitment of an Electoral Officer in response to the requirements of individual electoral registration.
- Undertake the refresh of 800 signatures for postal and proxy voters which is done every five years for each person with a postal or proxy vote.
- Preparations for the UK Parliamentary, Borough and Parish Elections in May 2015 including preparing the induction programme for Borough councillors.
- Inducting and supporting the new Mayor from 21 January.
- Managing the impact of the extension of the notice period for marriages and civil partnerships from 15 to 28 days.
- Achieve Charter+ re-accreditation.

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 legal agreements for the sale of East Lodge, subject to planning permission.
- Complete the purchase of two shops at Wildridings Square.
- Complete the surrender of the remaining floor at Ocean House.
- Progress detailed plans for Harmanwater Library and Community Centre.
- Progress options for identifying sites for school accommodation.
- To complete the disposal of Adastron House to Thames Valley Housing Association.
- Progress discussions with Bracknell Forest Homes on agreements for access routes and services affecting BFC land.
- Progress the sale of Binfield Nursery site. The terms of the S106 agreement are being referred back to the Planning Committee in February 2015, subject to approval of which completion will then follow.
- The Executive have approved the continuing procurement and delivery of the Education Village (Blue Mountain). Details of the land transaction continue to be negotiated.
- To consider recommendations made by Vail Williams in the property review.
- Vehicle, equipment and plant found to be surplus from Landscape Services will be sold off at auction. Estimated income of £10 - £12 K
- The Council will be taking on an electric vehicle to be used as a Pool car. This will be part of Phase 2 of Low Emissions Vehicle (ULEV) programme . This is a programme part funded by The Office for Low Emission Vehicles (OLEV) and DFT.
- Procurement process for Council refreshments contract will begin.
- Responsibility for office moves now in final stage of being handed over to Transport and Support Manager.
- Procurement process for new fuel card contract is now in the evaluation stage.
- Coral Reef procurement plan to be considered prior to publishing an OJEU notice.
- Specification to be finalised for term maintenance contract.
- Feasibility options for Downshire Club House to be finalised.

ICT Services

- Email on the move solution implementation to complete by the end of the January and work on new users begun.
- Begin work on replacement of remote site phone systems.
- Following upgrade to Helpdesk system a review of processes to be undertaken and system re-configured.
- Staff Satisfaction Survey with ICT to be undertaken.
- SOCITM service benchmarking exercise to be undertaken.
- Work on library telephone systems to be completed.
- Evaluation of tablet technology for Members and remote workers to be undertaken.

Legal Services

- Recruit a new Borough Solicitor.
- Completion of Section 106 for TRL Site anticipated.
- Section 106 to be drafted and completed for major residential development at Amen Corner North.
- Preparation for issue of revised Public Contracts Regulations (governing procurement by public authorities).
- Large number of school attendance prosecutions scheduled for January and February.
- Extensive legal support will continue to be provided arising from revised legislative regime for Adult Social Care.
- Ramifications of recent Supreme Court judgement concerning Deprivation of Liberty Orders likely to become clearer and may entail significant legal resource being required.
- 2 significant Trading Standards prosecutions to be pursued.

Finance

- The 2015/16 budget and council tax will be agreed by Full Council on 25 February 2015.
- Initial preparations for the closure of the Council's 2014/15 accounts will begin. The Council has been asked by its external auditors to participate in a pilot project on early closure and audit. The implications of this will be assessed and the Council will participate if practicable.
- A new banking contract will be awarded as will a new contract for casualty insurance cover. Both contracts will commence on 1 April 2015.
- Work on the replacement of the Council's HR and Payroll system will continue. System build will be completed and testing commenced with a view to initial parallel running in April or May.
- Financial and procurement advice and support will continue to be provided for a range of significant capital projects including Binfield Learning Village at Blue Mountain, the school places programme, the Town Centre Redevelopment and Coral Reef Roof and Flumes.
- An internal audit plan for 2015/16 will be drawn up and presented to the Governance and Audit Committee for approval.

Human Resources

- A revised appraisal scheme integrating the outputs of the Good to Great work streams was developed and publicised during the quarter.
- The recruitment exercise for the Borough Solicitor post commenced during the quarter and will continue into the next one.
- The results of the staff survey were received during the period and a detailed analysis of them commenced with a view to constructing a corporate wide and departmental Action Plans.
- A re-assessment of the Essential Car user Allowance was started In Q3.
- The Coral Reef HR Strategy was constructed by Corporate HR and formally approved by Members in December, it has now started its roll out and implementation and will be closely monitored over the next 12 months until closedown.
- Work started on a bid to the DfE for continued funding for the "Step Up To Social Work" programme to recruit and train Social Workers; Bracknell is the lead partner for the Berkshire wide programme.

Annex A: Progress on Key Actions

Sub-Action	Due Date	Owner	Status	Comments
MTO 1: Re-generate Bracknell Town Centre				
1.3 Deliver the framework which enables regeneration of Bracknell Town Centre.				
1.3.4 Manage property transactions in accordance with the Development Agreement and in support of town centre regeneration	31/03/2015	CS		Property continue to support licenses and transactions to enable the redevelopment of the town centre as the development agreement nears an unconditional stage.
1.9 Implement an Accommodation Strategy to rationalise the number of buildings used by the Council.				
1.9.1 Implement the Office Accommodation Strategy to rationalise the number of buildings used by the Council	30/01/2015	CS		Actions identified in the Office Accommodation strategy are all running to schedule. Building C at the Commercial Centre was vacated as planned in November and is now occupied by the Council main Public Realm contractors and BF Highways team.
1.9.14 Rationalise space in Easthampstead House (and former print room) to provide accommodation for ICT and Construction & Maintenance and Minority Groups	30/11/2014	CS		Construction work in Easthampstead House was complete by December to enable the Construction and Maintenance team to move into the open plan office on floor 1. Moves in Easthampstead House are now complete with the Property Services Group all located in one building.
1.9.2 Implement ICT work plan to support new ways of working and Accommodation Strategy	30/06/2014	CS		Work relating to Easthampstead House moves has been completed and the upgrading of the infrastructure to Windows 7/Office 2010 is scheduled to complete by the end of the January. This includes upgrading the BlackBerry handsets, the technology supporting email on the move.
1.9.3 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. Support the move of the initial contact for Housing & Benefits to the ground floor south of Time Square	30/06/2014	CS		The queue management process is working effectively now, although the provision of management information has not yet been concluded.
1.9.4 Relocate ECC, CYPL, CS and ASCHH to final positions in Time Square	31/05/2014	CS		All moves related to the office refurbishment in Time Square were carried out over the final two weekends in May. All departments now occupy their final position

Sub-Action	Due Date	Owner	Status	Comments
				including the staff from Ocean House. Action is now complete.
1.9.8 Surrender the leases for Ocean House and Amber House	31/03/2015	CS		Terms have been agreed for the surrender of one floor at Ocean House. Complete the purchase of Amber House to support affordable housing.
1.9.9 Implement flexible and mobile working principles across all town centre offices	31/12/2014	CS		Flexible working has been further expanded through the refurbishment of Easthampstead House. The team office of the Assistant Chief Exec has reduced their desk ratio in line with the corporate framework and are now working on a 5:4 ratio of shared desks for flexible workers as have the Learning & Development and Health & Safety teams.
MTO 2: Protect communities by strong planning policies				
Sub-Action	Due Date	Owner	Status	Comments
2.5 Take strong enforcement action against those that do not comply with planning law.				
2.5.2 Provide effective Legal support for planning enforcement including issuing of enforcement notices	31/03/2015	CS		Legal Advice has continued to be provided on planning enforcement. The Head of Development Management has advised the Borough Solicitor that an extensive number of instructions to issue Enforcement Notices is likely to be forthcoming. In that eventuality a determination will need to be made as to whether there is sufficient in-house capacity or whether additional legal support will be required from Reading BC and West Berkshire BC under the Legal Resilience Arrangement entered into between the three authorities.
MTO 4: Support our younger residents to maximise their potential				
Sub-Action	Due Date	Owner	Status	Comments
4.1 Provide accessible, safe and practical early intervention and support services for vulnerable children and young people in the Borough.				
4.1.4 Deliver a redesigned Youth website, with improved access to on-line information and advice for young people	30/06/2014	CS		The new website for the Youth Service has been completed, and handed over to the service for ongoing updating. The Digital Services team will continue to provide maintenance and support, and the site will continue to be reviewed and developed on an iterative basis.
4.3 Increase opportunities for young people in our youth clubs and community based schemes.				
4.3.3 Implement phase three of the Modernisation of the Youth Service	31/03/2015	CS		The leases for North Ascot Youth Centre and Whitegrove Youth

Sub-Action	Due Date	Owner	Status	Comments
Programme by providing support to property changes required.				Centre have now been completed.
4.3.5 Work with Thames Valley Housing to develop proposals for the Coopers Hill site to facilitate the provision of a new youth hub.	31/03/2015	CS		Colleagues in CYPL are preparing an update report to Members in the first quarter of 2015.
MTO 5: Work with schools and partners to educate and develop our children, young people and adults as lifelong learners				
Sub-Action	Due Date	Owner	Status	Comments
5.10 Encourage all residents to continue as learners, both in relation to future employment and recreation				
5.10.3 Co-ordinate a partnership approach to delivering opportunities a 'digital inclusion' programme, facilitating access to IT and the internet for the digitally excluded, in particular older people.	31/03/2015	CS		Digital Inclusion work continues, working with Adult Social Care colleagues, external partners and the Open Learning Centre to enhance the opportunities for developing ICT and internet skills.
5.11 Ensure systems in place for effective pupil and school place planning.				
5.11.2 Support CYPL in finding suitable sites for school extensions and new schools and supporting procurement activity around these	31/03/2015	CS		Property Services continue to advise and support CYPL in the delivery of school places throughout the Borough.
5.11.4 Provide advice and support in relation to the Blue Mountain site for the provision of a 9 form entry secondary school, a 2 form entry primary school and a nursery provision	30/09/2014	CS		The Executive have approved the continuing procurement and delivery of the Learning Village. Details of the land transaction continue to be negotiated.
MTO 6: Support Opportunities for Health and Wellbeing				
Sub-Action	Due Date	Owner	Status	Comments
6.2 Support the Health and Well Being Board to bring together all those involved in delivering health and social care in the Borough.				
6.2.2 Develop clarity in the respective roles of partners within the Health and Well Being Board	31/03/2015	CS		Democratic Services has worked with the Board to consider its role and membership and will continue to support the Board and ensure that it runs in accordance with the constitution and agreed procedures.
6.7 Recognise the value libraries play in our communities.				
6.7.1 Develop and implement the Good to Great programme theme of community empowerment.	31/03/2015	CS		Good progress. 10 volunteers have been attracted to support the extension of opening hours at Great Hollands library which now opens on Thursdays.
6.7.4 Carry out feasibility assessments for options for the community centre and library at Harmans Water	30/06/2014	CS		Options were considered for the future use and refurbishment of the property and proposals are included in the budget for 2015/16.
6.8 Support health and wellbeing through Public Health.				
6.8.11 Deliver JSNA website, providing access for all service	30/04/2014	CS		The JSNA website was delivered on time, and has been very well

Sub-Action	Due Date	Owner	Status	Comments
providers to needs identified in the borough				received by users.
6.8.12 Deliver website for Public Health Bracknell, providing access to information about public health services in the borough	31/03/2015	CS		The Public Health team has identified requirements for a new website addressing drug and alcohol misuse. The full scope of the project is being finalised, and development of the website will take place over the coming months.
6.8.9 Promote healthy living by implementing employee health checks	01/04/2015	CS		NHS health checks are usually available at a GP surgery but the Council has developed a programme which allows them to be carried out at work for those aged between 40 and 74 who are not already being treated for a long term health condition. The checks are carried out in work time at a number of Council work places including a small number of schools. As the result of a publicity drive in this quarter the delivery of the programme was boosted and it is now anticipated that in addition to the 150 staff who have taken advantage of the service. A further 200 staff will have health checks over quarter 4 and into quarter 1 of 2015/16.

MTO 7: Support our older and vulnerable residents

Sub-Action	Due Date	Owner	Status	Comments
7.5 Improve the range of specialist accommodation for older people which will enable more people to be supported outside residential and nursing care.				
7.5.3 Completion of the sale of Binfield Nursery site for residential use including Older Persons Accommodation	30/06/2014	CS		The terms of the S106 agreement are being referred back to the planning committee in January 2015, subject to approval of which completion will then follow if approved.

MTO 10: Encourage the provision of a range of appropriate housing

Sub-Action	Due Date	Owner	Status	Comments
10.1 Ensure a supply of affordable homes.				
10.1.10 Arrange the disposal of Downside for affordable housing	31/08/2014	CS		Title issues to be resolved prior to completion
10.1.14 Work with partners to identify a suitable location to enable the relocation of the Bridgewell Centre	31/03/2015	CS		Heads of Terms have been agreed in principle. Further detailed work and consultations to be carried out.
10.1.8 Complete work with Thames Valley Housing Authority on development of affordable homes on the Adastron/ Byways site	30/06/2014	CS		Planning has been resolved to be granted, subject to the completion of S106, which is currently being agreed.
10.2 Support people who wish to buy their own home.				
10.2.1 Purchase properties for let to Housing clients	31/03/2015	CS		The search for additional houses is continuing.

Sub-Action	Due Date	Owner	Status	Comments
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
11.1 ensure services use resources efficiently and ICT and other technologies to drive down costs.				
11.1.1 Expand the electronic distribution of agendas and meeting papers	31/03/2015	CS		Officers have successfully tested access to confidential papers on IOS and Android devices. However there continues to be little interest in using personal tablets to receive agenda papers with the result that printing costs remain relatively high.
11.1.2 Complete 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	31/07/2014	CS		Vail Williams have completed a property review of operational assets. The recommendations are being considered.
11.1.3 Work in partnership with West Berkshire Council for the procurement of a shared contract for heating and ventilation	30/04/2014	CS		The procurement process is complete and contracts in place.
11.1.4 Further develop Frontline Property Management System to enable other Council services to access and update their property data	31/03/2015	CS		The project team commences work in January 2015 as detailed in the previous quarter.
11.1.5 Implement regional Public Service Network through the Unicorn contract in conjunction with other local authorities in Berkshire and Surrey	31/03/2015	CS		Unicorn agreed as procurement vehicle for this project and response received. Project to be signed off by Executive in March 2015. Assessing capacity required by remote sites as part of the project. It is anticipated that capacity will be increased without increasing cost.
11.1.7 Implement efficient business processes in tandem with a replacement Payroll and HR system	31/08/2015	CS		The project team has received training and system build has commenced. Backfill arrangements have been put in place to ensure the project team focus on implementing the new system, which is due to go live in September 2015.
11.2 ensure staff and elected members have the opportunities to acquire the skills and knowledge they need.				
11.2.1 Review the Member Development Strategy and deliver a comprehensive Member Development Programme	31/03/2015	CS		Four conferences were attended by six councillors; one Member development session was attended by 15 councillors; one training session was attended by nine councillors. Two further sessions

Sub-Action	Due Date	Owner	Status	Comments
				were arranged to be held during the next quarter.
11.2.2 Achieve re-accreditation for the Charter+ award for Member development	31/01/2015	CS		The reassessment date has been rescheduled to January 2015. The self-assessment evidence has been submitted to the Assessment Team.
11.2.3 Ensure the new Learning & Management system is in place and functioning efficiently, deliver the agreed corporate training plan with priority given to key areas such as management development information security and safeguarding	31/03/2015	CS		Implementation of LMS is going according to plan with the self service module pilots completed in two areas of Corporate Services and the results being assessed. The end of the Appraisal cycle meant all Personal Development Plans (PDPs) were received from departments which enabled the construction of the Corporate Training Programme for 2014/15 to take place.
11.2.4 Implement the Pay and Workforce Strategy Action Plan relating to organisational, leadership and skill development, recruitment and retention, pay and rewards	31/03/2015	CS		The 2013/14 Action plan is being implemented in accordance with the agreed timetable. A revised Pay & Workforce Strategy was considered by Corporate Management Team and the Employment Committee in Quarter 3 and recommended for acceptance by full Council at their January 2015 meeting.
11.2.7 Develop and implement the Good to Great programme theme of Managing Performance	31/03/2015	CS		The group of volunteers has been very engaged with the process of developing a new approach to performance management by the Council. Their work programme has included the following elements: - reviewing the current staff appraisal scheme from a performance perspective - constructing a Performance Management Toolkit - piloting a revised approach to 121 discussions between an employee and their manager. Progress has been very good in all those areas. Going forward, the new, digitised appraisal scheme which incorporates all the guidelines produced by the Good to Great team is being piloted with view to introducing it in the 2015/16 appraisal cycle.
11.2.8 Develop and implement the Good to Great programme theme of Developing and Releasing Talent	31/03/2015	CS		As with the Managing Performance group progress has been good in this area. The work programme covers 4 areas: - also reviewing the appraisal scheme but from a personal development perspective - constructing a secondment policy

Sub-Action	Due Date	Owner	Status	Comments
				- personal development planning for employees - extending the existing mentoring scheme. See Comment in 11.2.7 on the roll out programme.
11.3 publish information about the Council to promote openness and cost-effectiveness and accountability.				
11.3.1 Implement the Data Transparency Best Value Guidance by continuing the development and expanding the open data website to improve the accessibility of information to the public	30/09/2014	CS		New information continues to be published in response to frequently asked FOI requests. Percentage of requests referred to publicly available information increased by 2% from previous quarter. The majority of the additional information which required publication in accordance with the Transparency Code 2014 has now been completed.
11.3.2 Implement the Data Transparency Best Value Guidance by continuing the development and expanding the open data website to improve the accessibility of information to the public	31/03/2015	CS		The content of the site continues to be developed, in response to information requests from members of the public, and as data appropriate for publication is identified.
11.4 ensure residents have fair access to the services they need.				
11.4.1 Undertake a number of activities throughout the year to raise public awareness of the democratic process	31/03/2015	CS		During Local Democracy Week students attended a citizenship ceremony and spoke about what it means to be British and a Bracknell Forest resident; six primary schools met the Executive Member for Children, Young People & Learning; the Youth Council had a question and answer session with Executive Members; and sessions were also held at Easthampstead Park School with 10 students and at Bracknell & Wokingham College with 35 students.
11.4.2 Undertake a review of polling districts and polling places	31/01/2015	CS		Council approved the Steering group's recommendations and the outcome of the review was implemented.
11.4.3 Deliver the European Election for Bracknell Forest Borough	23/06/2014	CS		The European Parliamentary Election was delivered successfully.
11.4.4 Implement the Cabinet Office programme for the transition to Individual Electoral Registration	31/03/2015	CS		The IER canvass took place in October and the IER Register was published on 1 December and distributed to statutory bodies as per the Electoral Commission and Cabinet Office guidelines. Phase one IER transition has been completed and phase two is about to commence.

Sub-Action	Due Date	Owner	Status	Comments
11.4.5 Deliver the Equality Scheme 2012-16 action plan and monitor its implementation	31/03/2015	CS		On track
11.4.6 Deliver the Equality Framework peer review action plan.	31/03/2015	CS		On track
11.5 develop appropriate and cost effective ways of accessing council services				
11.5.1 Redevelop public website using open source technology	31/03/2015	CS		Recruitment to the additional posts in the Digital Services Team is underway, and work has begun on establishing a project board to oversee the redevelopment of the public website.
11.5.2 Implement new CRM system to enable customers to have a single online account	31/03/2015	CS		The new CRM system went live, as planned on 1 October, with Street Scene and Landscaping service. At the end of December, over 2,000 customers had created an online account. Work is currently underway to implement Highways services in the new system, to be followed by Waste services in the new year.
11.7 work with partners and engage with local communities in shaping services.				
11.7.1 Work with Wokingham Borough Council to deliver a successful shared bulk print service which provides for both councils' needs	31/03/2015	CS		The Bulk Print Service is reviewed and monitored monthly by the ICT Services Manager at BFC and the Digital Solutions Manager at WBC with a number of improvements being actioned. The quality and timeliness of the service is very good and customer feedback is very positive. However, close monitoring has shown a decline in print volumes resulting in a potential pressure on projected income. Work is in hand to mitigate any financial impact. This trend in declining levels of print continues the trend over the last 5 years.
11.7.13 Facilitate the delivery and opening of The Parks community centre and sports pavilion and the redevelopment of Great Hollands Community Centre	31/03/2015	CS		The Great Hollands Community Centre will have an opening event following the redevelopment works in Q4; some maintenance work is required before the opening. The Parks Community Centre was completed this quarter and will be transferred to the Council in spring 2015.
11.7.2 Implement the partnership Community Engagement Strategy 2013-16	31/03/2015	CS		On track
11.7.3 Improve the transparency and quality of consultation and engagement activity through training	31/03/2015	CS		On track

Sub-Action	Due Date	Owner	Status	Comments
and implementation of consultation software				
11.8 implement a programme of economies to reduce expenditure				
11.8.1 Redesign services using a 'digital first' approach to encourage channel shift to more cost effective channels, where appropriate	31/03/2015	CS		The Landscaping and Street Cleansing Services have been redesigned using a 'digital first' approach, and work well on mobile devices. This approach is continuing as we redesign the Highways and Waste services for delivery through the new CRM system.
11.8.12 Implement Facilities Management Category Strategy	31/03/2015	CS		Facilities Management Category Strategy is an on-going project. Procurement of a new term maintenance contract has commenced as well as a process to establish mini competitions for specific building services. However, not all savings will be achieved in the original timescale.
11.8.2 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	31/03/2015	CS		Detailed budget proposals for 2015/16 were agreed for consultation on 16 December. Full Council will agree the budget and council tax for 2015/16 on 25 February. Work is underway to update the medium term financial strategy and develop five year financial forecasts.
11.8.3 Develop departmental proposals to help the Council produce balanced budget in 2015/16	31/03/2015	CS		Detailed proposals included in the budget agreed for consultation by the Executive on 16 December.

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	
	2014/2015	C/Fwds	NOTE	£000	%	£000	£000	£000	NOTE
	£000	£000		£000	%	£000	£000	£000	
<u>Director of Corporate Services</u>									
Director of Corporate Services	217	0		217	86	217	0	0	
Community Engagement & Equalities	185	5		190	46	190	0	0	
	402	5		407	68	407	0	0	
Head of Democratic & Registration Services									
Committee Services	355	-1		354	62	354	0	0	
Member and Mayoral services	934	8		942	58	942	0	0	
Registration of Births, Deaths & Marriages	-28	26		-2	2,100	-2	0	0	
Registration of Electors / Elections	184	3		187	56	187	0	0	
	1,445	36		1,481	56	1,481	0	0	
Chief Officer: Customer Services									
Local Tax Collection incl Cashiers	382	38		420	86	420	0	0	
Customer Services	984	-11		973	67	973	0	0	
	1,366	27		1,393	73	1,393	0	0	
Borough Solicitor									
Legal	613	0		613	59	613	0	0	
Chief Officer: Human Resources									

Human Resources	493	12		505	61	505	0	0	
Unified Training Unit	419	6		425	49	425	0	0	
Health & Safety	56	0		56	50	56	0	0	
	968	18		986	55	986	0	0	
Borough Treasurer									
Finance	1,926	0		1,926	67	1,926	0	0	
Insurance	325	0		325	9	325	0	0	
	2,251	0		2,251	59	2,251	0	0	
Chief Officer: Property Services									
Property Services	282	74		356	79	412	56	56	5,6
Industrial & Commercial Properties	-1,699	16	A	-1,683	123	-1,819	-136	-19	1
Construction & Maintenance	448	0		448	64	448	0	0	
Operations Unit	3,841	166		4,007	64	3,990	-17	-5	2
	2,872	256		3,128	34	3,031	-129	32	
Chief Officer: Information Services									
ICT Services	2,346	-4	B	2,342	79	2,392	50	2	3,4
Chief Executive's Office									
Chief Executive	344	15		359	40	359	0	0	
Chief Executive's Office	787	38		825	80	825	0	0	
Town Centre Redevelopment	53	0		53	364	53	0	0	
Voluntary Sector Grants	163	0		163	100	163	0	0	
NI136 - Grant Contributions to Shopmobility & CAB	219	0		219	100	219	0	0	
Community Safety	273	-31		242	39	242	0	0	
	1,839	22		1,861	79	1,861	0	0	

TOTAL CS AND CX OFFICE	14,102	360	14,462	60	14,415	-47	34
Memorandum item							
Devolved Staffing Budget - CS and CX	9,061	99	9,160	70	9,160	0	0
Non Cash Budgets							
Capital Charges	1,740	0	1,740		1,740	0	0
IAS19 Adjs	909	0	909		909	0	0
Recharges	-8,713	0	-8,713		-8,713	0	0
	-6,064	0	-6,064		-6,064	0	0

CORPORATE SERVICES / CX OFFICE QSR 3 - SEPTEMBER TO NOVEMBER 2014

Note	Total £'000	Explanation
	292	Virements reported in QSR2 Period
A	20	Industrial & Commercial Properties. In order to reflect the Ringway contract with ECC, the income budget within Corporate Services will be offset with the expenditure budget within ECC
B	48	ICT Contingency funding has been approved for the additional resources required to support the W7/Office 2010 rollout, the PSN return and the completion of the office moves
	68	Virements reported in QSR3 Period
	360	Total Virements Reported To Date

CORPORATE SERVICES / CX OFFICE QSR 3 – SEPTEMBER TO NOVEMBER 2014
Variations

Note	Total £'000	Explanation
	-81	Variations reported in QSR2 Period
1	-19	Industrial & Commercial Properties. A refund has been received from the Council's insurers for the costs of the fire at Adastron House
2	-5	Operations Unit Underspends have been identified of £0.005m within the Pool Cars budget.
3	-48	ICT Contingency funding has been approved for the additional resources required to support the W7/Office 2010 rollout, the PSN return and the completion of the office moves reversing the previously reported overspend
4	50	ICT As other services look to make efficiencies through a reduction in printing costs, this impacts on the print room income target. Following the receipt of the third quarters figures the pressure on the income target is £0.050m
5	90	Property Services Whilst work is underway to identify the council wide framework savings which formed part of the 2014-15 budget process, the savings will not start to be realised until 2015-16/2016-17 resulting in a pressure of £0.090m
6	-34	Property Services A review of budgets has been undertaken to identify underspends which will partially offset the framework pressure. A saving of £0.020m has been identified within Town Centre Management. In addition there are savings of £0.010m across various supplies and services budgets, and additional income of £0.004m from the right to buy scheme
	-34	Variations reported in QSR3 Period
	-47	Total Variations Reported To Date

Corporate Services & Chief Executive's Office Capital Monitoring as at 30 November 2014												
Cost	Project Description	2013/2014	2014	Approved	Cash	Expenditure	Current	2014/15	Carry Forward	(Under) /	Target for	Current status of the project
Centre		brought forward	/2015 Budget	Budget	Budget	to date	Commitment	Cash		Over	Completion	Notes
			Budget		2014/15			Budget	2015	Spend		
								unspent/ uncommitted	/2016			
					(1)	(2)	(3)	(1)-(2+3)				
				(£'000)	(£'000)	(£'000)	(£'000)	(£'000)	(£'000)	(£'000)		
Prior Year Funded Schemes												
Prior Year Funded Schemes - Corporate Services & Chief Executive's												
YM248	The Parks Community Centre/Sports Pavilion	200.8	0.0	200.8	200.8	0.0	0.0	200.8	0.0	0.0	March 2015	The budget includes a virement of £0.025m from ECC towards the multi use games area.
YM259	North Ascot Community Centre	16.3	0.0	16.3	16.3	11.1	0.0	5.2	0.0	0.0	March 2015	The final plans have been approved by the Planning Department and the works have started
YM291	CRM – Reporting Enhancements	25.0	0.0	25.0	25.0	0.0	0.0	25.0	0.0	0.0	March 2015	The first set of reports from the new CRM system have been produced, and the department concerned is providing feedback on the sorts of reports required. The CRM Development Team has gained access to Crystal Reports and is arranging training in its use to facilitate the development of bespoke reports.
YM293	Property & Asset Management System	36.5	0.0	36.5	4.7	0.4	4.3	0.0	31.8	0.0	March 2016	Development work generally has been hampered by time constraints but resources are being made available in the 4 th quarter to resolve this. We now expect this project to extend into 2015-16.
YM306	Council Chamber Audio & Visual Replacement	2.2	0.0	2.2	2.2	0	2.2	0.0	0.0	0.0	February 2015	Work is scheduled and will be completed by the end of February.
YM312	On-Line Booking Systems	20.0	0.0	20.0	20.0	9.8	0.0	10.2	0.0	0.0	March 2015	A consultant has provided an assessment of the requirements in the council, and an evaluation of possible solutions. This is currently being analysed and possible solutions investigated. A further capital bid is likely to follow next year to enable implementation of appropriate solutions.

YM313	ICT Helpdesk Software Replacement	15.0	0.0	15.0	15.0	0.3	14.7	0.0	0.0	0.0	March 2015	Awaiting invoice for upgrade which will go live in December 2014.
YM315	Customer Relationship Management System (Invest To Save)	86.2	0.0	86.2	86.2	40.9	1.4	43.9	0.0	0.0	December 2014	Recently applied fixes by Firmstep have resolved the issues affecting the running of appraisal forms in Internal Self. Initial testing is positive. Work has been undertaken to connect demo forms to Confirm system API to ensure two way communication achieved in live system. The automated system to upload LLPG to AchieveService servers has been completed. Initial meeting has taken place with Forest Care and these will be progressed early in the New Year. Other work will be the continuing development of management reports and the integration with NewCall and PayNet.
Total of Prior Year Funded Schemes - Corporate Services & Chief Executive's		402.0	0.0	402.0	370.2	62.5	22.6	285.1	31.8	0.0		
Prior Year Funded Schemes - Council Wide												
YM215	Replacement Revenue & Benefits System	55.3	0.0	55.3	55.3	19.4	20.0	15.9	0.0	0.0	March 2015	The new CRM may facilitate easier integration with the Revenues system, thereby making the implementation of the e-revenues model unnecessary, although some capital would be required to fund the integration. We will also investigate whether an integration through this system would facilitate delivery of online access to the benefits service, as the Northgate module has proved unsuitable.
YM239	Replacement Network Circuits (Invest to Save)	23.2	0.0	23.2	10.2	0.0	0.0	10.2	13.0	0.0	March 2016	Required for speeding up at remote sites. Delayed due to PSN. Some funds required for extension of wireless links and potential Bridgwell expansion. Work continues to replace these
YM247	Market Street Properties	471.8	0.0	471.8	471.8	0.0	0.0	471.8	0.0	0.0	March 2015	Budget required to meet outstanding CPO claims in addition to the provision of £0.150m. The outstanding CPO claims and adequacy of the provision are reviewed as part of the final accounts process.
YM250	Backup System Replacement	37.4	0.0	37.4	17.4	0.0	0.0	17.4	20.0	0.0	March 2016	Upgrade to enable Windows 2012 server in place but required further testing. Disc space being assessed with view to creating another store which is required for expansion Expenditure is dependant what amount of backups is required to be kept off site and what

													system is chosen to be used moving forward.
YM252	IPT Migration Project (Invest To Save)	55.6	0.0	55.6	55.6	3.9	51.0	0.7	0.0	0.0	March 2015	Required for extension to IP Call Manager. Additional test hardware required. Estimate £30k required for Call Manager which will be installed in the next few weeks.	
YM294	Vasco Token System Replacement	7.8	0.0	7.8	6.8	3.3	0.0	3.5	1.0	-3.5	March 2016	Vasco now transferred to AD	
YM296	Times Square Data Cabling	5.0	0.0	5.0	5.0	11.4	1.7	-8.2	0.0	8.2	March 2015	Complete - budget overspend will be met from other project underspends	
YM003	ICT Infrastructure Development/Network Refresh	39.7	0.0	39.7	39.7	25.5	7.9	6.3	0.0	0.0	March 2015	Core switches installed. Ongoing replacement of redundant kit taking place. Proxy servers and UPS to be done.	
YM214	Electronic Documents Records Management System	161.9	0.0	161.9	87.9	46.9	28.6	12.4	74.0	0.0	March 2016	£15k to be spent this financial year on SOCITM consultancy. Remainder to be used for renegotiation of contracts with Opentext and for CYP&L to develop an Information Management strategy to inform EDRMS.	
YM253	Time Square Accommodation	558.3	0.0	558.3	513.3	424.2	89.1	0.0	45.0	0.0	June 2015	All the works have been completed as programmed. Final account prepared and agreed. Project now in defects until June 2015. Phases 1-6 are now out of defects.	
YM298	Power Generator	186.0	0.0	186.0	186.0	179.3	0.0	6.7	0.0	-6.7	Project complete	Project complete	
YM304	Great Hollands Community Centre & Library	257.0	0.0	257.0	236.8	198.7	38.1	0.0	20.2	0.0	August 2015	All works completed as programmed on the 18th July. Final account prepared and agreed. Project in defects until 17th July 2015..	
YM308	Phone System Replacement - Remote Sites	48.0	0.0	48.0	25.0	3.3	0.0	21.7	23.0	0.0	June 2015	A number of remote sites during 2013-14 had phone systems transferred to CISCO solution. First site Cemetery and crematorium complete. Portman Close now completed. The Oaks and Rowan to be done.	
YM309	Storage Area Networks	88.0	0.0	88.0	88.0	27.5	53.0	7.6	0.0	0.0	March 2015	SAN installed and currently monitoring performance and resilience. Some invoices outstanding and some final consultancy required to coincide with backups set-up.	
YM310	Easthampstead House Car Park	4.0	0.0	4.0	4.0	1.8	0.0	2.2	0.0	-2.2	July 2014	Works have been completed, fees claimed in July 2014.	
YM311	Phone System Replacement - Libraries	25.0	0.0	25.0	25.0	0.0	0.8	24.2	0.0	0.0	March 2015	To be done throughout 2014-15, work being planned and is estimated to be completed by March 2015.	
YM318	Time Square Meeting Rooms - Display Screens	1.0	0.0	1.0	1.0	4.6	1.2	-4.8	0.0	4.8	June 2014	Overspends to be met from other project underspends	
Total of Prior Year Funded Schemes - Council Wide		2025.0	0.0	2025.0	1,789.2	924.3	283.5	581.3	196.2	0.6			

Total Prior Year Funded Schemes		2,427.0	0.0	2,427.0	2,159.3	986.9	306.1	866.4	228.0	0.6		
Percentages						46%	14%	40%	10%	0%		
Current Year Programme												
Current Year Programme - Corporate Services & Chief Executive's												
YM243	Community Centres - S106	149.2	0.0	149.2	0.0	0.0	0.0	0.0	149.2	0.0	Rolling programme	Total S106 funding anticipated for the scheme.
YM329	Replacement HR & Payroll System	0.0	250.0	250.0	160.0	51.6	35.4	73.0	90.0	0.0	August 2015	Contract awarded to MidlandTrent. Backfill arrangements for project team being implemented. System build underway.
YM332	Bullbrook Community Centre - S106	3.0	0.0	3.0	3.0	2.4	0.0	0.6	0.0	0.0	March 2015	Furniture purchased for use at Bullbrook Community Centre
Total of Current Year Programme - Corporate Services & Chief Executive's		152.2	250.0	402.2	163.0	54.0	35.4	73.6	239.2	0.0		
Current Year Programme - Council Wide												
YM002	Access Improvement Programme	155.4	100.0	255.4	202.9	136.5	66.4	0.0	52.5	0.0	Rolling programme	Work is almost complete at Bracknell Leisure Centre to meet BVPI requirements. Design work is ongoing for improvements to two libraries and Larchwood. Access audits of the two large car parks have been commissioned.
YM165	Server and Server Component Refresh	34.1	55.0	89.1	74.1	17.5	17.9	38.7	15.0	0.0	March 2016	Approximately 26 Windows OS upgrades, 3 physical server upgrades and warranties before end of March 2015 required.
YM180	ICT Maint Prog – Photocopiers	31.4	40.0	71.4	71.4	50.5	16.7	4.2	0.0	0.0	March 2015	Konica printers now being purchased and will replace RICOH printers following EOL. All budget should be spent before year end.
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 2015	Monies transferred as part of the final accounts process.
YM244	Improvements and Capitalised Repairs – Council Wide – Planned Maintenance	347.9	1,500.0	1,847.9	1,617.9	919.3	698.6	0.0	230.0	0.0	Rolling programme	Works on this year's programme are underway . To date 44% of the budget has been spent with a further 43% committed. Approximately £180k of the expected carry forward relates to one High Street car park with the balance being a handful of smaller projects that are likely to be delayed for a variety of reasons.
YM297	Superfast – Broadband Match Funding	29.1	80.0	109.1	109.1	60.9	68.3	-20.0	0.0	20.0	March 2015	Capital funding for a market procurement using the Broadband Delivery UK procurement framework to buy a broadband infrastructure improvement solution across the Thames Valley. The profiling of the budget has meant that the overspend is due to the remaining budget falls in 2015-16.

YM307	CITRIX Licensing	78.0	45.0	123.0	53.0	9.2	0.0	43.8	70.0	0.0	September 2015	Partial extra licenses ordered Additional ones required before year end.
YM317	Easthampstead House Accommodation	0.0	100.0	100.0	100.0	73.4	26.6	0.0	0.0	0.0	November 2014	The project will be complete by 28/11/14 due to extra work to the HR area being incorporated to the contract. The initial budget was to cover the refurbishment of floor 4 and 1 in Easthampstead House, both of which will be finished in time and within the agreed costs. Work which was incorporated was funded from other sources to complete the first floor.
YM319	All Services Hub	0.0	48.0	48.0	48.0	48.4	0.0	-0.4	0.0	0.4	March 2015	First drafts of the Governance Model have been circulated with an updated version due in early January. The mobile site is now live and can be found at http://search3.openobjects.com/kb5/bracknell/directorymobile/home.page . An accessibility review has been commissioned from The Shaw Trust on 5th January 2015 which will inform next design steps. iHub changes are currently being consulted on and ASC will report back to the project board in February.
YM320	Network Refresh	0.0	107.0	107.0	91.7	45.1	12.2	34.4	55.0	0.0	March 2016	Will spend on CUCM servers and EOL equipment. Some will now fall into 2015/16
YM321	SQL Server Licences	0.0	44.0	44.0	44.0	0.0	0.0	44.0	0.0	0.0	March 2015	To replace SQL 2005. Test servers to true-up. True-exercise of all licences for SQL required and then purchase requirement. Current estimations are that most of the budget will be required.
YM322	Oracle 11 Upgrade	0.0	70.0	70.0	20.0	8.0	0.0	12.0	50.0	0.0	March 2016	Some server upgrades required during year to Oracle v11 for business systems.
YM323	Time Square - Easthampstead House Network Link	0.0	30.0	30.0	30.0	0.0	32.7	-2.7	0.0	2.7	February 2015	Additional data centre traffic between these two sites requires a separate link to ensure that there is no impact on the current data and voice traffic and provides dedicated bandwidth to enable SAN replication and the free movement of virtual servers between the two sites. Will be required later in year when Call Manager installed and upgraded. Order to be placed Dec 14.
YM324	IPS Firewall	0.0	30.0	30.0	10.0	0.0	0.0	10.0	20.0	0.0	March 2016	For internal firewall improvements - planning underway. Likely to slip depending on PSN requirements.
YM325	Computer Estate Refresh	97.9	161.0	258.9	258.9	205.2	27.1	26.6	0.0	0.0	March 2015	Essentially for W7/Office 2010 during year. Issues with server being rolled out. Rollout commenced and due for completion by 2015 - approx 80% complete. Budget also needs to accommodate replacement kit as required. Large operational order to be placed Dec 14.

YM326	DNS-DHCP-IPAM System	0.0	20.0	20.0	20.0	.0	0.0	20.0	0.0	0.0	March 2015	To install resilient system. Not yet started.- planning for Q4 2014/15.
YM327	Wireless Expansion	0.0	20.0	20.0	0.0	0.0	0.0	0.0	20.0	0.0	September 2015	To be done at appropriate locations as required – not likely to be completed this year.
YM328	Network Management Software	0.0	20.0	20.0	9.7	0.0	9.7	0.0	10.3	0.0	September 2015	Software to be procured to improve internal monitoring and reporting. Not yet started Q4 2015.
YM331	Pocket Park	0.0	0.0	0.0	0.0	0.2	13.8	-13.9	0.0	0.0	March 2015	First drafts of the Governance Model have been circulated with an updated version due in early January. The mobile site is now live and can be found at http://search3.openobjects.com/kb5/bracknell/directorymobile/home.page . An accessibility review has been commissioned from The Shaw Trust on 5th January 2015 which will inform next design steps. iHub changes are currently being consulted on and ASC will report back to the project board in February.

Total Current Year Programme - Council Wide	773.7	2,870.0	3,643.7	3,160.6	1,574.0	1,390.0	196.5	522.8	23.1
Total Current Year Programme	925.9	3,120.0	4,045.9	3,323.5	1,628.0	1,425.4	270.2	762.0	23.1

Percentages 49% 43% 8% 19% 1%

Total - Council Wide	2,848.8	2,820.0	5,668.8	4,949.7	2,498.4	1,673.5	777.9	719.0	23.7
Total - Corporate Services & Chief Executives	554.1	250.0	804.1	533.1	116.5	58.0	358.7	271.0	0.0
Total Capital Programme	3,402.9	3,070.0	6,472.9	5,482.9	2,614.9	1,731.5	1,136.6	990.0	23.7

Percentages 48% 32% 20% 15% 0%