



QUARTERLY SERVICE REPORT

CORPORATE SERVICES

Q4 2014 -15
January – March 2015

Portfolio holders:
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Section 1: Director's Commentary

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

General Highlights for the quarter include:

Work to support Town Centre redevelopment

The Office Accommodation Strategy is now complete. This was achieved within the planned budgets and timescales. It has also released redevelopment sites in the Town Centre. The final actions included the relocation of the Highways Management team from Time Square to join their main contractors in Building C of the Commercial Centre and the move of the Parks and Countryside and Libraries teams from the ground floor to join their colleagues in ECC on the fourth floor in Time Square.

The Council Chamber and Function Room had a facelift with repainting of the walls and ceilings.

As a result of the quality and management of the Time for a Change programme of work, the Council has been awarded a Certificate Of Excellence from IESE. Brymor, who were the main contractors, have won a Silver Considerate Contractors Award.

Work with the Community

The 2014 resident survey results have been published and shared widely with residents, members, staff and partners. The survey was conducted by QA Research as a sample telephone interview. QA completed just over 1800 interviews of a representative sample of residents.

The results show:

- 94 per cent of respondents said that people from different backgrounds got on well together.
- 87 per cent of respondents were satisfied with the area as a place to live (only five per cent were dissatisfied).
- 65 per cent of people were satisfied with the way the Council runs things; an increase of 15 per cent since 2009 (only 11 per cent were dissatisfied).

The survey results also show the number of people who believe the Council offers value for money has increased to 59 per cent of respondents - in 2012 it was 55 per cent and in 2009 it was 35 per cent. This is a very positive result during a period of financial austerity.

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 new community hubs at TRL and Warfield.

The European Integration Fund 'Stronger Voices' project for non-European residents in Bracknell Forest has achieved a successful interim audit in March and is on track to achieve its targets in June 2015. These include Participants in Health training and English for speakers of other languages (ESOL).

Performance Highlights

On 25 February Full Council agreed the Budget and Council Tax for 2015/16. This is the fifth consecutive year in which there has been no increase in the Borough's Council Tax.

Detailed work is underway for the preparation of the 2014/15 financial statements. The current expectation is that the Council will spend within budget for the seventeenth consecutive year.

In Customer Services work has continued on the Firmstep CRM system with focus over the last quarter on the Highways and Tree Services. Progress has been challenged by the complicated integration work required between the Firmstep system and the Confirm system which covers these Services; however, we are now very close to launching these services in the new system. Over 4,500 residents have now signed up for an online account in the system, allowing them to track the progress of their queries.

Revenue Services have surpassed the amount of council tax collected in the previous year 2013/14; this is due to increased efficiency within the team and the introduction of stricter recovery procedures. The annual bills for 2015/16 were printed and issued on time to all 48,000 households in the borough.

The South East Employers Charter Plus reassessment for member development took place on 14 January and the Council was re-accredited for a further three years.

Corporate Services were reassessed under the Investors in People Standard and achieved the Silver level. The directorate was previously awarded Bronze.

Other significant projects

Democratic & Registration Services

The induction programme for the newly elected Mayor, Councillor Andy Blatchford was delivered and the draft induction programme for newly elected Borough Councillors was prepared.

The Immigration Act 2014 came into effect on 2 March changing the notice period for marriage and civil partnerships from 15 to 28 days. Registrars are now expected to validate documents such as passports which has required a change to the process and has increased the length of appointments.

A refresh of 800 signatures for postal and proxy voters has been undertaken which is required every five years for each person with a postal or proxy vote

Finance

Financial and procurement advice and support continues to be provided for a number of significant capital projects including the Binfield Learning Village and Coral Reef.

System build for the new HR and Payroll system is nearing completion. Parallel running of systems will begin in May and the anticipated go live date is August 2015.

Human Resources

- A pilot scheme to trial the electronic appraisal scheme got underway during the quarter with early results looking very promising. This required significant support from Digital Services.

- The step up to Social Work Programme funding bid was successful.
- The new Bracknell Forest supplement was agreed by Council to help address the issue of low pay in the workforce by improving hourly rates for many staff.

ICT Services

- Email on the move solution implementation completed.
- Work on replacement of remote site phone systems commenced.
- Evaluation of tablet technology for Members and remote workers is underway
- Windows 7/Office 2010 roll-out completed.
- Citrix migration completed.
- Close down of Novell environment completed.

Legal

- The workload of the Legal Services Section was exceptionally heavy during the final quarter of 2014/15. This was principally due to the urgency in completing Section 106 Agreements for proposed developments in advance of the CIL Charging Schedule coming into force on 6 April 2015. Two Section 106 Agreements for major SALP developments, the former TRL Site, Crowthorne and Amen Corner North were completed. A further major Section 106 Agreement for Amen Corner South was drafted but not completed because the landowners were unable to conclude arrangements between themselves.
- Extensive Legal advice has been provided in connection with the proposed development of the former Binfield Nursery and the Binfield Learning Village.
- Legal advice has been provided in connection with a dispute with the London Borough of Brent concerning the ordinary residence of persons re-accommodating from the Ravenswood Village for people with learning disabilities.
- The recent increase in school attendance prosecutions has continued with 28 new instructions during the quarter.
- The rise in FOI requests and subject access requests under Data Protection has continued.

Property Services

Heads of terms agreed in principle for the purchase of Dennis Pilcher House from Bracknell Forest Homes.

Heads of terms agreed for the surrender of the lease for Margaret Wells Furby Centre in Great Hollands to allow the service to be run by Children, Young People and Learning.

There was 1 capital project questionnaire returned between 1 January to 31 March 2015. The ratings were excellent. Corporate Planned Maintenance Work is over 80% completed or committed at 31 March 2015; from 1 January to 31 March 2015 there were 8 projects completed. Of the 8 projects completed, 6 (77%) projects were completed on time and on budget.

Areas where performance has been more difficult are:

- Business Rates collection has been more tricky throughout this year and the previous year's collection rate level will not be reached. This is mainly due to an increase in one specific Business Rates avoidance scheme operating in the Borough which the team are focussing on and looking to launch a legal challenge. However, the performance level overall is still very high.
- The percentage of calls answered by the Contact Centre within 20 seconds was below target. This is due to some staff absence and the training of new staff. On the positive side, the customer surveys which were returned over the last quarter (87) were all

positive about the service received which is a credit to the team who have worked very hard during this period.

- The biennial target for volunteering measured through the residents' survey has not been met. A decrease in volunteering levels since 2012 is evident from the 2014 residents' survey. The demographic of people responding to the survey and the national decline in levels of volunteering evidenced in national surveys could have had an impact.
- Top five percentage earners - minority ethnic communities L067. Last year we had 3 members of staff in this category from an ethnic background, however, 2 have left this year and no others have been recruited. Therefore, there has been a significant reduction in performance of this indicator.
- Top five percentage earners - with disability L068. Last year we had 3 people with a disability in the top 5% of earners. However, one of these left during the year and no others were recruited leading to a reduced performance against the indicator this year.
- Gender pay gap L072. The gap has slightly increased over the last year. Analysis shows that female average salary has stayed pretty static but the male average salary has gone up by approx. £500. It seems likely, therefore, that there have been more men recruited at a middle management level. This will require further investigation.
- Average number of days training per employee L073
The average number of off the job training days per employee is below target for last year. This reflects the current situation where more employees are completing certain types of training through specially designed eLearning modules rather than at face to face training sessions.

Areas where risk is closely monitored:

The Corporate Services Risk Register was reviewed by the Departmental Management Team on 31 March 2015. Key changes made to the scoring of 5 risks and a new risk was added on remote working.

Limited Assurance Internal Audit Reports

During quarter 4, one limited assurance report was issued in draft in respect of Accounts Payable. This was due to a priority one recommendation raised to address weaknesses in control arising from the on-line payments without invoice process.

Section 2: Department Indicator Performance

Note: The 'Current status' column compares the data for quarter 4 against the target set for quarter 4. The final column in the table compares the quarter 4 performance for 2014/15 against the quarter 4 performance for 2013/14. See key below the table.

Ref	Short Description	Previous Figure Q3 2014/15	Current Figure Q4 2014/15	Current Target	Current Status	Comparison with same period in previous year
Corporate Property - Quarterly						
L059	Percentage of post sent second class (Quarterly)	95.00%	97.00%	96.00%		
L076	Planned maintenance spend (Quarterly)	84.60%	99.70%	85.00%		
L229	Number of clients with learning difficulties using the R-bus (Quarterly)	66	68	20		
Customer Services - Quarterly						
L051	Percentage of current year's Council tax collected in year (Quarterly)	84.82%	97.86%	97.50%		
L053	Percentage of current year's Business Rates collected in year (Quarterly)	83.12%	97.86%	98.80%		
L194	Percentage of calls answered within 20 seconds (Quarterly)	74.60%	68.96%	80.00%		
L221	Satisfaction level expressed in survey of contact with Customer Services, across all channels (Quarterly)	93.50%	100.00%	75.00%		
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)	88.00%	72.00%	70.00%		
L182	Percentage of citizens using the Tell Us Once service offered by Registrars (Quarterly)	88.00%	90.00%	90.00%		
Finance - Quarterly						
BV8	Percentage of invoices paid within 30 days (Quarterly)	93.2%	93.8%	95.0%		
L064	Debt outstanding as percentage of gross debt (Quarterly)	5.00%	8.00%	8.00%		
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)	90%	96%	95%		
L082	ICT service availability - percentage of time service is available for use (Quarterly)	98.90%	99.20%	99.00%		
L220	Number of ICT Helpdesk Calls (Quarterly)	6,139	5,559	No target set		

Ind Ref	Short Description	Previous figure 2013/14	Current figure 2014/15	Current Target	Current Status	Comparison with same period in previous year
Legal Services - Quarterly						
L084	Number of section 106s completed (Quarterly)	9	19	No target set		
L085	Amount of money recovered in debt collection (Quarterly)	5,783.02	5,133.89	No target set		
L086.1	Number of Freedom of Information requests received (Quarterly)	242	313	No target set		
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)		11%	No target set		
L086.3	Percentage of Freedom of Information requests dispatched which were refused because the time limit would be exceeded (Quarterly)	1%	3%	No target set		
L088	Number of leases completed (Quarterly)	23	19	No target set		
Community Engagement & Equalities - Annual						
NI001	Percentage of people who believe people from different backgrounds get on well together in their local area (Biennially (every two years))		94.0%	88.0%		cf 2012/13
NI004	Percentage of people who feel they can influence decisions in their locality (Biennially (every two years))		49.0%	32.0%		cf 2012/13
NI006	Participation in regular volunteering (Biennially (every two years))		20.0%	31.0%		cf 2012/13
NI023	Perceptions that people in the area don't treat one another with respect and consideration (Biennially (every two years))		13.0%	13.0%		cf 2012/13
Corporate Property - Annual						
BV156	Percentage of buildings open to the public which are suitable for and accessible to disabled people (Annually)	87.20%	91.90%	89.50%		
L075	Number of commercial property voids (Annually)	1.00	3.50	5.00		
L222	An annual staff satisfaction survey for town centre buildings to be undertaken on Facilities support and service (Annually)		83.40%	70.00%		
Customer Services - Annual						
L052	Cumulative percentage of Council Tax collected for the previous year at 31 March (Annually)	99.05%	99.00%	99.00%		
L054	Cumulative percentage of business rates collected for the previous year at 31 March (Annually)	99.06%	99.20%	98.50%		

Ind Ref	Short Description	Previous figure 2013/14	Current figure 2014/15	Current Target	Current Status	Comparison with same period in previous year
Human Resources - Annual						
L066	Top five percent earners - women (Annually)	39.80%	45.47%	39.00%		
L067	Top five percent earners - minority ethnic communities (Annually)	4.30%	1.56%	4.50%		
L068	Top five percent earners - with disability (Annually)	4.30%	3.11%	6.00%		
L070	Percentage of employees with a disability (Annually)	2.07%	1.96%	2.00%		
L071	Percentage of black and ethnic minority employees (Annually)	5.08%	5.19%	4.50%		
L072	Gender pay gap (Annually)	17.61%	19.70%	18.00%		
L073	Average number of off the job training days per employee (Annually)	2.9	2.9	3.0		
L074	Average amount spent on training per employee (Annually)	370.00	352.00	325.00		
L130	Percentage staff voluntary turnover (Annually)	12.64%	13.41%	13.0%		
L131	Percentage of staff leaving within one year of starting (Annually)	18.08%	17.81%	20.00%		
L174	Average number of working days lost to sickness per employee (Annually)	5.50	5.20	6.50		
ICT - Annual						
L078	ICT User satisfaction - service user survey (Biennially)	5.08	5.32	5.30		
L080	ICT Project management - 5 metrics (Annually)	81.10%	81.00%	80.00%		
Legal Services - Annual						
L087	Percentage of time recorded as chargeable time (Annually)	64.50%	72.50%	70.00%		

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 annual indicator is not being reported this quarter:

L232 Percentage of confirmed electors - New one-off annual indicator reported Q3

Section 3: Complaints

Corporate Complaints received

The number of complaints received in this quarter – 0.

The number of complaints received from quarter 1 to quarter 4 (*year to date*) – 13

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 4	Complaints activity year to date	Outcome of total complaints activity year to date
Previous Stages 2 &3 = New stage 2	0	13	2 upheld, 3 partially upheld, 8 not upheld, 0 ongoing
Previous Stage 4 = New stage 3	0	0	0 upheld, 0 partially upheld, 0 not upheld, 0 ongoing
Local Government Ombudsman	0	0	0 upheld, 0 partially upheld, 0 not upheld, 0 ongoing

Section 4: People

Staffing Levels

	Establishment Posts	Staffing Full Time	Staffing Part Time	Total Posts FTE	Vacant Posts	Vacancy Rate
Directorate	2	2	0	2	0	0
Community Engagement	5	1	4	3.7	0	0
Customer Services	43	35	8	40.34	2	4.44
Democratic & Registration Services	20	12	8	17.32	1	4.76
Finance	36	27	9	33.48	2	5.26
Human Resources	17	14	3	16.03	1	5.56
ICT	39	35	4	37.35	1	2.5
Legal	12	7	5	10.25	1	7.69
Property Services	40	27	13	35.16	1	2.44
Department Totals	214	160	54	195.63	9	4.04

Staff Turnover

For the quarter ending	31 Mar 15	2.34
For the last four quarters	1 Apr 14 - 31 Mar 15	7.41

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:

5 members of staff left voluntarily this quarter which is a slight increase on last quarter. Voluntary turnover for the whole of 14/15 stands at 7.41%, which is much lower than the Authority total of 12.64% in 13/14.

In ICT the vacancy is being covered by an 'Acting Up' arrangement. In Legal there is current recruitment for the vacant post which should be filled next quarter.

Staff Sickness

Section	Total staff	Number of days sickness	Quarter 4 average per employee	2014/15 annual average per employee
Directorate	2	1	0.5	2.25
Community Engagement	5	18	3.6	4.8
Customer Services	43	60.5	1.41	4.65
Democratic & Registration Services	20	8.5	0.43	0.65
Finance	36	47.5	1.32	2.61
Human Resources	17	11	0.65	1.74
ICT	39	67.5	1.73	4.47
Legal	12	7	0.58	2
Property Services	40	41	1.03	4.4
Department Totals (Q4)	214	261	1.22	
Totals (14/15)				3.45

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 261 days. This is higher than last quarter when the figure was 168; there have been 57 days attributable to long term sick this quarter.

The annual average absence figure for Corporate Services for the year 14/15 stands at 3.45 days, which is lower than the actual for 13/14 for the Authority and lower than last years figure for Corporate Services of 4.01 days. 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 21 actions were completed at the end of Quarter 4 () , while 34 actions are on schedule () and 1 causing concern ( and ) .

The 1 action is causing concern are:

Ref	Action		Progress
11.8.12	Implement Facilities Management Category Strategy		Facilities Management Category Strategy is an on-going project with a number of actions. Procurement of a new term maintenance contract has resulted in a shortlist being evaluated at present. A process to establish mini competitions for specific building services. However, not all savings will be achieved in the original timescale. Various facilities contracts are being amalgamated to deliver efficiencies.

Section 6: Money

Revenue Budget

The original cash budget for the department was £14.102m. Net transfers of £0.580m have been made bringing the current approved cash budget to £14.682m. A detailed analysis of these budget changes in this quarter is available in Annex B.

The forecast outturn for the department is £0.101m 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 £10.837m.

Expenditure to date is £7.863m representing 73% of the budget. The Department anticipates 87% 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.

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

Scheme	Over/(Under) Spend £'000
ICT Helpdesk Software replacement	(0.2)
Vasco Token System replacement	2.5
Time Square data cabling	6.5
Power generator	(6.7)
Easthampstead House car park	(2.2)
Time Square meeting rooms	4.8
CITRIX Licensing	(8.0)
All Services Hub	0.4
Time Square – Easthampstead House network link	2.7
TOTAL	(0.2)

The schemes identified below are now expected to complete in the 2015/16 financial year.

Scheme	Carry Forward £'000
The Parks Community Centre/Sports Pavilion	210.1
North Ascot Community Centre	5.2
Property & Asset Management System	32.2
On-line booking systems	10.2
ICT Helpdesk Software replacement	5.0
Customer Relationship management system	54.5
Replacement Revenue & Benefits system	32.1
Replacement network circuits	21.2
Backup system replacement	37.4
Electronic documents records management system	85.3
Time Square accommodation	33.2
Great Hollands Community centre & library	50.3
Phone system replacement – remote sites	44.7
Storage area networks	60.6
Phone system replacement - libraries	19.3
Community Centres – S106	140.5
Replacement HR & payroll system	50.0
Access Improvement Programme	71.1
Server and server component refresh	21.4
ICT maintenance programme - photocopiers	0.9
Improvements & capitalised repairs	150.0
CITRIX licensing	78.0
Network refresh	42.9
SQL Server licences	44.0
Oracle 11 upgrade	62.0
IPS Firewall	30.0
Computer estate refresh	28.7
DNS-DHCP-IPAM system	20.0
Wireless expansion	20.0
Network management software	10.3
Total Proposed Carry Forward to 2015/16	1,470.3

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.

Community Engagement & Equalities

- Manage the Harmans Water Community Centre and Library redevelopment project
- 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.
- Develop action plans for the Civilian/Military Partnership.
- Manage the new European Integration Fund 'Stronger Voices' project to support the integration of migrant communities and achieve its June 2015 targets.
- Commence the production of a new Equality Scheme for 2016-2021.

Customer Services

- The Revenues team will be continuing to collect any outstanding arrears as we enter into the new financial year, as well as starting to collect the new years charge.
- Following the May elections we will be looking to agree the use of new recovery methods such as Bankruptcy and Charging Orders with the new administration; this is so that we can start to take serious action against the small number of serial debtors that have not paid Council Tax for many years despite the team and our enforcement agents actively pursuing them.
- Work on Business Rates avoidance legal challenge will be ongoing throughout the coming year.
- A new scheme will be developed to assist small businesses with their business rates.
- The main focus for the Customer Services team in the next quarter will be on migrating the Waste and Recycling processes to the Firmstep CRM system.
- We will also begin discussions with other services about scheduling their redesign into the project plan. These will include Registrars, School Admissions, Licensing, Business and Enterprise Service, and Elections.
- The Digital Services team will be establishing the project for the redevelopment of the public website using an open source content management system.
- In addition work will begin to establish the requirements for a new Intranet, including networking and shared work environments.

Democratic & Registration Services

- The Parliamentary General election, Borough and Parish elections will be delivered on 7 and 8 May.
- Work will begin to implement the Cabinet Office requirements for phase two of individual electoral registration.
- The Member Development Annual report and Strategy will be considered by Council on 29 April.
- The Member Induction Programme will commence immediately after the May elections.
- The Notice of Members' Allowances will be published.
- The Annual Council meeting and first meeting of committees will take place on 27 May to elect the Leader, the Mayor and Deputy Mayor and to establish committees and appoint

Members to them. All public information about Members, committee membership etc will be updated.

- The annual tranche of secondary school admission appeals will be delivered.
- A special Citizenship Ceremony will be held on 15 June to celebrate the anniversary of the signing of the Magna Carta.

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 Harmans Water Library and Community Centre.
- To complete the disposal of Adastron House to Thames Valley Housing Association.
- Progress legal matters regarding the purchase of Dennis Pilcher House from Bracknell Forest Homes.
- Progress legal matters regarding the surrender of the lease for Margaret Wells Furby Centre in Great Hollands.
- 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.
- New lift contract evaluated and preferred bidder chosen – new contract to start in May.
- New fire alarm, fixed electrical and emergency lighting contract to be procured.
- Enter into contract with Coral Reef ride vendor and send out additional PQQ for Coral Reef main contractor.
- Start first phase of Asbestos surveys..
- New Term Maintenance contract to be evaluated and in place by September.

ICT Services

- Phase 2 of Win7 project underway.
- Complete PSN submission.
- Begin roll-out of technology to new Members.
- Continue roll-out of new phone service to libraries.
- Assist with Multi-Agency Service Hub (MASH) set up with CYP&L.
- Provide technology support for elections.
- Begin work on capital projects for 2015/16.

Legal Services

- It is anticipated that the Development Agreement for the Binfield Learning Village development will be completed during the quarter.
- Legal support will be provided on CIL following the Council's Charging Schedule coming into force on 6 April 2015.
- Two SEN cases are listed for hearing during the quarter.
- A Judicial Review of a planning enforcement notice is listed for hearing in the High Court in April.
- Legal support will continue to be provided on the Care Act regulations and statutory guidance issued thereunder.

Finance

- The main focus during the forthcoming quarter will be the preparation of the Council's financial statements for the year ended 31 March 2015. The statutory deadline for this work is 30 June. However, in partnership with our external auditors, the Council will be

trailing early closedown with the aim of having a draft set of financial statements available by 29 May.

- The new government will be undertaking a spending review. Whilst the timing of this review is far from certain any announcements will be analysed in detail in order to establish the potential impact on the Council's medium term financial plans.
- Work on the replacement of the Council's HR and Payroll system will continue. Parallel runs are planned for May, June and July, with go live scheduled for August.
- Financial and procurement advice and support will continue to be provided for a number of significant capital projects including Binfield Learning Village and Coral Reef.
- A review and update of the Council's procurement strategy will begin. One major area of focus will be the Council's future approach to category management.
- Preparations will begin for the retendering of the Council's internal audit contract which expires on 31 March 2016.

Human Resources

- Work arising from the staff survey action plans and linking those to the Good to Great initiative
- Bedding in the new appraisal scheme to ensure it works effectively.
- Intensive work arising from the next phase of the "Step Up To Social Work" programme to create opportunities for trainee NQ social workers.
- The new HR/Payroll system based on iTrent software is going forward with major development work still required including around self service.
- Corporate contribution to the implementation of the Coral Reef HR strategy will continue into the next few quarters, there are significant staffing issues to be addressed.

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		Ongoing licenses issued to support town centre redevelopment.
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		The Office Accommodation Strategy and related programme work to rationalise the number and use of town centre buildings is complete. The final moves within Time Square were carried out in January when the Parks and Countryside team left the ground floor to join their ECC colleagues on the fourth floor of Time Square. In Ocean House, the second floor was handed back to the landlord early. The first floor will be handed back in line with the agreed timescale in August 2015.
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 was completed on upgrading the desktop estate to Win 7/Office 2010 and removing Novell from the infrastructure. Work was also completed upgrading our BlackBerrys. A new project began to assess tablet technology requirements for Members and 20 field teams within the authority. Pilots are underway and it is anticipated having a number of supported technologies in place by the end of quarter 2 of 2015.
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	30/06/2014	CS		This is mainly completed. Some management information is now being obtained from the new queue management system; however, further requirements have been highlighted with the supplier.

Sub-Action	Due Date	Owner	Status	Comments
ground floor of Time Square north. Support the move of the initial contact for Housing & Benefits to the ground floor south of Time Square.				
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 2014. All departments now occupy their final position 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		The surrender of one floor at Ocean House has completed. The other will be handed over August 2015.
1.9.9 Implement flexible and mobile working principles across all town centre offices	31/12/2014	CS		All actions relating the Office Accommodation Strategy and Time for a Change programme have now been completed as planned. Those sections in both Time Square and Easthampstead House where flexible working has been adopted have changed their office layouts to fit with the 5:4 desk ratio. The offices have been refurbished to provide suitable working environments and staff have been provided with the relevant ICT kit for their workstyle. The Easthampstead House Annex remains as a flexible work space which will accommodate 10 and there are 5 bookable workstations in the main building. A list of all hot desks in Time Square has also been published giving staff the capability of working from another site when necessary.

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		The originally anticipated number of instructions from Planning enforcement were not received during the quarter but are expected shortly. Additional Legal support will be sought under the resilience arrangement with West Berks B.C. and Reading B.C. if required.

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				

Sub-Action	Due Date	Owner	Status	Comments
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 Programme by providing support to property changes required.	31/03/2015	CS		The leases for North Ascot Youth Centre and Whitegrove Youth 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 CYP&L have been given authority to enter into discussions with potential partners for the future management of the Creative Arts Centre.
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 principal heads of terms and property transaction framework agreement are to be presented to the Executive Member for Transformation & Finance to agree on the 8th April, with a view to exchanging contracts within 2 weeks thereafter.
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.				

Sub-Action	Due Date	Owner	Status	Comments
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. The volunteer audit research has been presented to CMT, the second stage of the work to identify services not currently using volunteers that could use them will now commence.
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 providers to needs identified in the borough	30/04/2014	CS		The JSNA website was delivered on time, and has been very well 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 project to develop a new website addressing drug and alcohol misuse began in February 2015 and is currently being developed by an external web design agency called Rouge Media. The work is expected to be completed by early in the second quarter of 2015.
6.8.9 Promote healthy living by implementing employee health checks	01/04/2015	CS		The total number of checks carried out to date is 326 which represents a significant percentage of staff who are eligible for them and the scheme has therefore been a real success. Discussions are ongoing with Public Health about how to build on the impetus created by the strategy of improving the health of the workforce.
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		Planning committee approved the application and terms of the S106 which is due for completion prior to 2nd April. The property transaction will not complete for a number of weeks thereafter.
MTO 10: Encourage the provision of a range of appropriate housing				
Sub-Action	Due Date	Owner	Status	Comments

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. Agreement on claw back with HCA being finalised.
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. 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		Legal work being finalised for completion.
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.
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		Electronic distribution of agendas and meeting papers continues to be encouraged however current take up is low. There will be more opportunities to move away from paper copies as access to new technology is introduced.
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		A high level strategic review of property uses aligned to operational service delivery is being considered, which will utilise some of the data captured in the Vail Williams review.
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		A process review project is underway within the Construction & Maintenance team, which includes a greater and better use of the Frontline software.
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		Due to contract end dates, telecommunications work has been broken into 3 lots. Unicorn to be used as the procurement vehicle for fixed line and broadband services and to be tested when tendering for Wide Area Network (WAN) and Internet Service

Sub-Action	Due Date	Owner	Status	Comments
				Provider (ISP) services later in the year. The Fixed line service is expected to realise a saving of £6,000 per annum.
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. Parallel running will take place during May, June and July, with go live scheduled for August.
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		Three conferences were attended by four councillors; two member development sessions were attended by 23 councillors; one training session was attended by three councillors.
11.2.2 Achieve re-accreditation for the Charter+ award for Member development	31/01/2015	CS		Received Charter+ re-accreditation for another three years.
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		The new L&M System is now linked to the revised appraisal scheme which itself integrates the output from the Good to Great Programme (see sub actions 11.2.7 and 11.2.8). Employees completing their appraisal forms will be automatically /electronically directed to the LMS to complete their PDPs.
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 2014 Pay and Workforce Strategy has now ended. The January 2015 Council Meeting endorsed the Pay & Workforce Strategy and the accompanying action plans which will now be enacted.
11.2.7 Develop and implement the Good to Great programme theme of Managing Performance	31/03/2015	CS		See also response to sub action 11.2.3. In addition to the work already outlined, the new appraisal scheme introduces for the first time a competency framework for non-managerial staff as a key theme to improve performance management. The Performance Management Toolkit will be launched in Q1 of the 2015/16 cycle i.e. May/June
11.2.8 Develop and implement the Good to Great programme theme of Developing and Releasing Talent	31/03/2015	CS		See also response to sub action 11.2.3 The mentoring scheme was successfully launched during the quarter with 12 new mentors and 18 new mentees undergoing training; outputs will continue to be closely monitored but early indications are very promising. The Secondment

Sub-Action	Due Date	Owner	Status	Comments
				Policy will be launched in Q1 of the 2015/16 cycle i.e. May/June.
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 is the same percentage (11%) as the 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 range of data on Datashare has continued to be expanded during the year and work will continue in subsequent years to further improve the accessibility of information to the public.
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		Social media was used to deliver key messages about individual electoral registration (IER) and the May elections. In addition a full page in Town & Country was dedicated to providing important information about IER.
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		Phase 1 complete. Awaiting the design for IER phase two from the Cabinet Office.
11.4.5 Deliver the Equality Scheme 2012-16 action plan and monitor its implementation	31/03/2015	CS		On track and monitoring process for 2014/15 has commenced.
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		The feasibility review of the use of open source on the website has been completed and a clear direction for redevelopment agreed. In 2015/16 a new capital project will be used to support the design and the work will

Sub-Action	Due Date	Owner	Status	Comments
				be completed before the end of the financial year.
11.5.2 Implement new CRM system to enable customers to have a single online account	31/03/2015	CS		Implementation of the first phase of the new CRM was completed in October 2014 (Street Cleansing and Grounds Maintenance services). The second phase which focuses on Highways and Tree services is nearing completion. There has been a slight delay due to the need for some complicated integrations. Work on the next phase, which will bring Waste and Recycling services into the new system has just started. The emphasis is on self-service and as at end of March there were 4187 registered 'Self' users.
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		Performance of the new shared service has been good. The Bulk Print Service continues to be closely monitored by the ICT Services Manager at BFC and the Digital Solutions Manager at WBC with a number of improvements being actioned. There has been a continued decline in print volumes from a move to digital resulting in a pressure on projected income. Work is in hand to mitigate any adverse financial impact.
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 hold its opening event after the May elections. The legal transfer of The Parks Community Centre will be completed in May and it will also be officially opened after the elections.
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 and implementation of consultation software	31/03/2015	CS		On track
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 creation of new CRM system has its foundations firmly built on promoting Digital First. The system enables customers to log and monitor their own enquiries 24/7 at their own convenience without the need to telephone, visit or email the Council. The Landscaping and Street

Sub-Action	Due Date	Owner	Status	Comments
				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 with a number of actions. Procurement of a new term maintenance contract has resulted in a shortlist being evaluated at present. A process to establish mini competitions for specific building services. However, not all savings will be achieved in the original timescale. Various facilities contracts are being amalgamated to deliver efficiencies.
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		Full Council agreed 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 by Council on 25 February 2015.

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

Annex B: Financial Information

	Original Cash Budget	Virements & Budget		Current Approved Cash Budget	Spend to Date %	Projected Outturn	Department's Over/(Under) Spend	Variance This Quarter		Requested Carry Forward
	2014/2015	C/Fwds	NOTE						NOTE	
	£000	£000		£000	%	£000	£000	£000		£000
Director of Corporate Services										
Director of Corporate Services	217	50	A	267	97	267	0	0		
Community Engagement & Equalities	185	81	A,B,E	266	63	281	15	15	9	
	402	131		533	80	548	15	15		
Head of Democratic & Registration Services										
Committee Services	355	-14	A	341	90	341	0	0		
Member and Mayoral services	934	-42	A,F	892	87	875	-17	-17	7,8	-6 #1
Registration of Births, Deaths & Marriages	-28	27	A	-1	3,800	-14	-13	-13	6	-13 #2
Registration of Electors / Elections	184	25	A	209	61	209	0	0		
	1,445	-4		1,441	81	1,441	-30	-30		
Chief Officer: Customer Services										
Local Tax Collection incl Cashiers	382	-4	A	378	68	378	0	0		
Customer Services	984	-64	A	920	98	914	-6	-6	5	-6 #3
	1,366	-68		1,298	90	1,292	-6	-6		
Borough Solicitor										
Legal	613	-30	A	583	86	568	-15	-15	11	
Chief Officer: Human Resources										
Human Resources	493	-8	A,D	485	89	484	-1	-1	4	
Unified Training Unit	419	-8	A	411	68	411	0	0		
Health & Safety	56	2	A	58	86	58	0	0		
	968	-14		954	80	953	-1	-1		

Borough Treasurer									
Finance	1,926	-31	A	1,895	90	1,865	-30	-30	3
Insurance	325	0		325	34	325	0	0	
	<u>2,251</u>	<u>-31</u>		<u>2,220</u>	<u>81</u>	<u>2,190</u>	<u>-30</u>	<u>-30</u>	
Chief Officer: Property Services									
Property Services	282	63	A	345	106	386	41	-15	1
Industrial & Commercial Properties	-1,699	16		-1,683	142	-1,819	-136	0	12
Construction & Maintenance	448	-16	A	432	92	432	0	0	
Operations Unit	3,841	149	A,C,D,E	3,990	87	3,955	-35	-18	13
	<u>2,872</u>	<u>212</u>		<u>3,084</u>	<u>60</u>	<u>2,954</u>	<u>-130</u>	<u>-33</u>	
Chief Officer: Information Services									
ICT Services	2,346	164	A	2,510	97	2,560	50	0	
Chief Executive's Office									
Chief Executive	344	92	A,G	436	65	471	35	35	2
Chief Executive's Office	787	165	A,G	952	94	963	11	11	10
Town Centre Redevelopment	53	0		53	-113	53	0	0	
NI136 - Grant Contributions to Shopmobility & CAB	219	0		219	100	219	0	0	
Community Safety	273	-36	A	237	76	237	0	0	
	<u>1,839</u>	<u>221</u>		<u>2,060</u>	<u>82</u>	<u>2,106</u>	<u>46</u>	<u>46</u>	
TOTAL CS AND CX OFFICE	14,102	581		14,683	80	14,582	-101	-54	-25
Memorandum item									
Devolved Staffing Budget - CS and CX	9,061	194	A	9,255	93	9,255	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 4 – DECEMBER 2014 TO FEBRUARY 2015

Note	Total £'000	Explanation														
	360	Virements reported in QSR3 Period														
A	0	<p>DSB In order to balance the Corporate Services DSB staffing budgets a contribution of £0.050m has been made from Legal Services , £0.030m from Local Tax Collection and £0.015m from ICT non-DSB budgets, which are underspending, to the Corporate Services DSB budgets. The DSB budgets have then been realigned to reflect in year staff turnover and amendments to staffing structures</p>														
B	0	<p>Support to Community Engagement & Equalities Underspends have been vired to Community Engagement to support the costs of the Residents Survey; Democratic & Registration Services have vired £0.014m with a further £0.015m from Human Resources.</p> <p>Democratic & Registration Services have also vired a further £0.005m to support the management costs for the Parks Community Centre</p>														
C	-3	<p>Revenue Contribution to Capital A revenue contribution from the Operations Unit is required to support the costs of a franking machine in the Post Room.</p>														
D	0	<p>Operations Unit/Human Resources A virement of £0.008m has been made from the Operations Unit to Human Resources to cover the Investors In People costs.</p>														
E	0	<p>Operations Unit/Community Engagement A virement of £0.020m has been made from the Operations Unit to Community Engagement to support:</p> <table> <tr> <td>Residents survey</td> <td>£0.001m</td> </tr> <tr> <td>Staff survey equalities investigation</td> <td>£0.004m</td> </tr> <tr> <td>Social Value in Procurement workshop</td> <td>£0.003m</td> </tr> <tr> <td>Consultation Institute compliance assessment</td> <td>£0.002m</td> </tr> <tr> <td>Consultation Institute -training course</td> <td>£0.006m</td> </tr> <tr> <td>LGA equality framework re-accreditation</td> <td>£0.004m</td> </tr> </table>	Residents survey	£0.001m	Staff survey equalities investigation	£0.004m	Social Value in Procurement workshop	£0.003m	Consultation Institute compliance assessment	£0.002m	Consultation Institute -training course	£0.006m	LGA equality framework re-accreditation	£0.004m		
Residents survey	£0.001m															
Staff survey equalities investigation	£0.004m															
Social Value in Procurement workshop	£0.003m															
Consultation Institute compliance assessment	£0.002m															
Consultation Institute -training course	£0.006m															
LGA equality framework re-accreditation	£0.004m															
F	-3	<p>Revenue Contribution to Capital A revenue contribution from Member & Mayoral Services is required to support the final costs of works undertaken in the Council Chamber.</p>														
G	227	<p>Chief Executive Approval by the Executive, on the 23rd September, for funding from the Economic Development Reserve to cover costs within the Business Enterprise Service work plan, the costs for 2014-15 are:</p> <table> <tr> <td>Staffing</td> <td>£0.154m</td> </tr> <tr> <td>Link To China</td> <td>£0.015m</td> </tr> <tr> <td>Careers Event</td> <td>£0.017m</td> </tr> <tr> <td>Business Survey</td> <td>£0.007m</td> </tr> <tr> <td>Inward Investment Strategy</td> <td>£0.015m</td> </tr> <tr> <td>Economic Development Framework</td> <td>£0.006m</td> </tr> <tr> <td>Superfast Broadband</td> <td>£0.013m</td> </tr> </table>	Staffing	£0.154m	Link To China	£0.015m	Careers Event	£0.017m	Business Survey	£0.007m	Inward Investment Strategy	£0.015m	Economic Development Framework	£0.006m	Superfast Broadband	£0.013m
Staffing	£0.154m															
Link To China	£0.015m															
Careers Event	£0.017m															
Business Survey	£0.007m															
Inward Investment Strategy	£0.015m															
Economic Development Framework	£0.006m															
Superfast Broadband	£0.013m															
	221	Virements reported in QSR4 Period														
	581	Total Virements Reported To Date														

CORPORATE SERVICES / CX OFFICE QSR – DECEMBER 2014 TO FEBRUARY 2015
Variations

Note	Total £'000	Explanation
	-47	Variations reported in QSR3 Period
1	-15	<p>Property Services A drop in town centre funded events has meant an additional underspend of £0.015m can be reported taking the underspends identified to date to £0.035m.</p>
2	35	<p>Director of Transformation Costs of £0.035m for the Director of Transformation have been incurred, however there is no base budget for these costs and contingency funding is requested.</p>
3	-30	<p>Finance Finance have identified various underspends including £0.004m for payroll printing costs, £0.004m in internal audit costs due to delays in some audits and £0.022m following a rebate on audit fees from the Audit Commission.</p>
4	-1	<p>Human Resources A review of budgets has identified a potential underspend of £0.001m for long service awards.</p>
5	-6	<p>Local Tax Collection incl. Cashiers Testing by Capita for the upgrade to v9 of the cashiers system has been delayed until April, resulting in an underspend of £0.006m.</p> <p>As this expenditure has been committed a carry forward request will be made for this underspend.</p>
6	-13	<p>Registration Services The contractor has delayed the upgrade of the Stopford system a number of times, which means the supplementary work on the website to align presentation of pages with Stopford has been delayed resulting in an underspend.</p> <p>The work is still scheduled to take place so a carry forward request will be made for this underspend</p>
7	-6	<p>Member & Mayoral Services Mentoring and Leadership Academy for two Members, the finalisation of requirements could not be completed and booked before the end of the current financial year.</p> <p>As this training has been committed through the Improvement and Development Agency for Local Government a carry forward request will be made for this underspend.</p>
8	-11	<p>Members & Mayoral Services Various underspends have been identified including Members and Mayoral Allowances £0.005m, Vehicle hire charges by the Mayor £0.001m and equipment purchases £0.005m</p>
9	15	<p>Community Engagement & Equalities The Community Centre Support reactive maintenance budget is currently overspending, whilst Centre's have been asked to only undertake essential maintenance to the end of the financial year a pressure of £0.015m is anticipated.</p>

10	11	<p>Chief Executives Office (Support) Due to staff sickness and a lack of cover within Graphic Design there was a loss of income in the first half of the financial year which has not been recovered in the third and fourth quarters.</p>
11	-15	<p>Legal Services It is anticipated that income from S106 and other legal services fees will exceed budget resulting in an underspend of £0.048m. A virement of £0.033m has been made to the Department's DSB budget to cover the extension of ICT agency staff to the end of the financial year reducing this underspend to £0.015m.</p>
12	0	<p>Industrial & Commercial Properties There is no longer a charge from Wokingham for the Molly Millars joint arrangement, resulting in an underspend of £0.018m. In addition there is an underspend of £0.051m across the various properties for Business Rates due to properties being occupied.</p> <p>These underspends of £0.069m are however offset by an overspend on property repairs and maintenance.</p>
13	-18	<p>Operations Unit The Operations Unit have identified various underspends of £0.027m:- Integrated Transport Unit £0.015m, following the receipt of additional income due mainly to increase demand for minibus hire. Green Travel Issues £0.005m as no further schemes have been identified Refreshment Service £0.002m Office Services £0.005m, various supplies and services budgets</p> <p>These have been reduced slightly due to an overspend of £0.009m within the running costs of Home To School Transport.</p>
	-54	Variances reported in QSR4 Period
	-101	Total Variances Reported To Date

CORPORATE SERVICES / CX OFFICE QSR4 – DECEMBER 2014 TO FEBRUARY 2015**Carry Forwards Currently Reported**

Note	Total £'000	Explanation
The budget underspends connected with these carry forwards are included in the analysis of variances		
#1	-6	Members & Mayoral Services Carry forward required to fund the Mentoring and Leadership Academy for two Members. The finalisation of requirements could not be completed and booked before the end of the current financial year.
#2	-13	Registration Services The contractor has delayed the upgrade of the Stopford system a number of times, which means the supplementary work on the website to align presentation of pages with Stopford has been delayed.
#3	-6	Local Tax Collection Testing by capita for the upgrade to v9 of the cashiers system has been delayed until April.
-25	Total Carry Forwards Currently Reported	

Corporate Services & Chief Executive's Office Capital Monitoring as at 28th February 2015												
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												
YM245	Jennett's Park Community Centre	0	10.0	10.0	10.0	0.0	0.0	10.0	0.0	0.0	March 2015	Blake Morgan contribution to Jennertts Park Community Centre of £0.010m received.
YM248	The Parks Community Centre/Sports Pavilion	200.8	9.3	210.1	0.0	0.0	0.0	0.0	210.1	0.0	March 2016	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	11.1	11.1	0.0	0.0	5.2	0.0	March 2016	The CA wish to install another canopy with the remainder of the budget (they will make up the difference from their own finances) so the project won't be completed until 2015-16.
YM293	Property & Asset Management System	36.5	0.0	36.5	4.3	0.4	3.9	0.0	32.2	0.0	March 2016	Development work has been hampered by time constraints but resources are being made available in the 4th quarter to resolve this. We now expect this project to extend into 2015-16.
YM306	Council Chamber Audio & Visual Replacement	2.2	3.2	5.4	5.4	5.4	0.0	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	9.8	9.8	0.0	0.0	10.2	0.0	March 2016	The Open Learning Centre is unlikely to use this budget as they are going to adopt the online access module of their current management system. We are currently investigating the possibility of integrating the new CRM with Outlook, to enable booking of bulky waste collections. We will also investigate integration with Uniform, as this may facilitate booking of pest control appointments.
YM313	ICT Helpdesk Software Replacement	15.0	0.0	15.0	10.0	9.8	0.0	0.2	5.0	-0.2	March 2016	Upgrade went live in December 2014, may require some configuration.

YM315	Customer Relationship Management System (Invest To Save)	111.2	0.0	111.2	56.7	56.7	0.0	0.0	54.5	0.0	March 2016	Confirm integration in the UAT system is complete but requires process and load testing prior to sign off. Once complete the integration will be replicated in the live system. Telephony integration is approaching completion in UAT and testing will start shortly. Phase 2 forms are almost complete and work is underway on Phase 3. Dates are currently being considered for the system move to New Achieve forms
Total of Prior Year Funded Schemes - Corporate Services & Chief Executive's		402.0	22.5	424.5	107.3	93.2	3.9	10.2	317.2	-0.2		
Prior Year Funded Schemes - Council Wide												
YM215	Replacement Revenue & Benefits System	55.3	0.0	55.3	23.2	23.2	0.0	0.0	32.1	0.0	March 2016	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. Work will begin on these areas in June/July, following completion of the migration of existing Lagan services into the new CRM system.
YM239	Replacement Network Circuits (Invest to Save)	23.2	0.0	23.2	2.0	0.0	0.0	2.0	21.2	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 Bridgewell 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 2016	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	0.0	0.0	0.0	0.0	37.4	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 upon 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	8.3	46.5	0.8	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	7.8	10.3	0.0	-2.5	0.0	2.5	Project complete	Vasco now transferred to AD
YM296	Times Square Data Cabling	5.0	0.0	5.0	5.0	11.4	0.0	-6.5	0.0	6.5	Project complete	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	76.6	46.9	29.7	0.0	85.3	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	553.6	0.0	553.6	520.4	447.0	73.4	0.0	33.2	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	256.9	0.0	256.9	206.6	202.3	4.3	0.0	50.3	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	3.3	3.3	0.0	0.0	44.7	0.0	June 2015	A number of remote sites during 2013-14 had phone systems transferred to CISCO solution. First site for this programme was Cemetery and crematorium complete. Portman Close now completed. The Oaks and Rowan to be done
YM309	Storage Area Networks	88.1	0.0	88.1	27.5	27.5	0.0	0.0	60.6	0.0	March 2016	SAN installed and currently monitoring performance and resilience. Some invoices outstanding and some final consultancy required to coincide with backups set-up. More storage required.
YM310	Easthampstead House Car Park	4.0	0.0	4.0	4.0	1.8	0.0	2.2	0.0	-2.2	Project complete	Works have been completed, fees claimed in July 2014.
YM311	Phone System Replacement - Libraries	25.0	0.0	25.0	5.7	2.3	3.4	0.0	19.3	0.0	March 2016	Work being planned, there is an issue with supply in network equipment which may result in delays. Some hardware not yet received.
YM318	Time Square Meeting Rooms - Display Screens	22.0	0.0	22.0	22.0	5.8	21.0	-4.8	0.0	4.8	March 2015	Overspends to be met from other project underspends
Total of Prior Year Funded Schemes - Council Wide		2,001.7	0.0	2,001.7	1,617.5	969.5	178.3	469.8	384.2	4.8		

Total Prior Year Funded Schemes		2,403.7	22.5	2,426.2	1,724.8	1,062.7	182.2	480.0	701.4	4.6		
Percentages						62%	11%	28%	29%	0%		
Current Year Programme												
Current Year Programme - Corporate Services & Chief Executive's												
YM243	Community Centres - S106	140.5	0.0	140.5	0.0	0.0	0.0	0.0	140.5	0.0	Rolling programme	Total S106 funding anticipated for the scheme.
YM257	Office Equipment	0.0	2.5	2.5	2.5	0.0	2.5	0.0	0.0	0.0	March 2015	Revenue contribution to capital for purchase of new franking machine within the Post Room.
YM329	Replacement HR & Payroll System	0.0	250.0	250.0	200.0	126.0	20.4	53.5	50.0	0.0	August 2015	Contract awarded to MidlandTrent. Backfill arrangements for project team being implemented. System build underway.
YM330	IER Capital Hardware Funding	0.0	19.2	19.2	19.2	11.3	0.0	7.9	0.0	0.0	March 2015	Funding received from Cabinet Office for IER equipment.
YM332	Bullbrook Community Centre - S106	2.4	0.0	2.4	2.4	2.4	0.0	0.0	0.0	0.0	March 2015	Furniture purchased for use at Bullbrook Community Centre
Total of Current Year Programme - Corporate Services & Chief Executive's		142.9	271.7	414.6	224.1	139.8	22.9	61.4	190.5	0.0		
Current Year Programme - Council Wide												
YM002	Access Improvement Programme	155.3	100.0	255.3	184.2	165.0	19.2	0.0	71.1	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	67.7	60.9	6.8	0.0	21.4	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	70.5	62.6	7.9	0.0	0.9	0.0	March 2016	Konica printers now being purchased and will replace RICOH printers following EOL
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	1,697.9	1,466.5	231.3	0.0	150.1	0.0	Rolling programme	Works on this years programme are underway . To date 79% of the budget has been spent with a further 13% committed. Most of the expected carry forward (8%) 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	100.0	129.1	129.1	129.1	0.0	0.0	0.0	0.0	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

YM307	CITRIX Licensing	50.2	45.0	95.2	9.2	9.2	0.0	8.0	78.0	-8.0	September 2015	Partial extra licenses ordered Additional ones required before year end.
YM317	Easthampstead House Accommodation	0.0	104.6	104.6	102.0	2.6	0.0	0.0	0.0	0.0	November 2014	Project complete, in defects period until May with 2.5% retention.
YM319	All Services Hub	0.0	48.0	48.0	48.0	48.4	0.0	-0.4	0.0	0.4	March 2015	All necessary changes as a result of the Shaw Trust Accessibility review are now complete. As a result of the ASCHH consultation on design, work has started on the new landing page which will encompass design elements from both iHub and ASH. Project approach for delivering the Events Portal is currently being designed.
YM320	Network Refresh	0.0	146.6	146.6	103.7	69.6	34.2	0.0	42.9	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	0.0	0.0	0.0	0.0	44.0	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 all of the budget will be required.
YM322	Oracle 11 Upgrade	0.0	70.0	70.0	8.0	8.0	0.0	0.0	62.0	0.0	March 2016	Some server upgrades required during year to Oracle v11 for business systems. Some systems require v12
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	Project complete	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 placed Dec 14.
YM324	IPS Firewall	0.0	30.0	30.0	0.0	0.0	0.0	0.0	30.0	0.0	March 2016	For internal firewall improvements - planning underway. Likely to slip depending on PSN requirements.
YM325	Computer Estate Refresh	97.9	167.8	265.7	237.0	217.0	20.0	0.0	28.7	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 placed Dec 14. Ongoing requirements for replacements for remainder of year.
YM326	DNS-DHCP-IPAM System	0.0	20.0	20.0	0.0	0.0	0.0	0.0	20.0	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	9.7	0.0	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	16.6	16.6	16.6	12.7	4.0	0.0	0.0	0.0	March 2015	Pocket Park design services and demolition notice.
YM334	Bracknell Bus Station	0.0	4,300.0	4,300.0	4,300.0	4,300.0	0.0	0.0	0.0	0.0	March 2015	Purchase of Bracknell bus station, money held on deposit in Berwins client account pending completion.

Total Current Year Programme - Council Wide	745.9	7,257.6	8,003.5	7,416.4	6,660.8	758.7	4.9	579.2	-4.9
Total Current Year Programme	888.8	7,529.3	8,418.1	7,640.5	6,800.6	781.6	66.3	769.7	-4.9

Percentages 89% 10% 1% 9% 0%

Total - Council Wide	2,747.6	7,257.6	10,005.2	9,033.9	7,630.3	936.9	474.7	963.4	-0.1
Total - Corporate Services & Chief Executives	544.9	294.2	839.1	331.4	233.0	26.8	71.6	507.7	-0.2
Total Capital Programme	3,292.5	7,551.9	10,844.4	9,365.3	7,863.3	963.8	546.3	1,471.1	-0.3

Percentages 84% 10% 6% 14% 0%