



## **NOTICE OF MEETING**

### **The Executive**

**Monday 18 July 2016, 5.00 pm**

**Council Chamber, Fourth Floor, Easthampstead House, Bracknell**

### **To: The Executive**

Councillor Bettison OBE (Chairman), Councillor Dr Barnard (Vice-Chairman), Councillors D Birch, Brunel-Walker, Mrs Hayes MBE, Heydon, McCracken and Turrell

ALISON SANDERS

Director of Corporate Services

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Published: 8 July 2016



**The Executive**  
**Monday 18 July 2016, 5.00 pm**  
**Council Chamber, Fourth Floor, Easthampstead House,**  
**Bracknell**

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**AGENDA**

	Page No
<b>1. Apologies</b>	
<b>2. Declarations of Interest</b>	
Any Member with a Disclosable Pecuniary Interest or an Affected Interest in a matter should withdraw from the meeting when the matter is under consideration and should notify the Democratic Services Officer in attendance that they are withdrawing as they have such an interest. If the Interest is not entered on the register of Members interests the Monitoring Officer must be notified of the interest within 28 days.	
<b>3. Minutes</b>	
To consider and approve the minutes of the meeting of the Executive held on 14 June 2016.	5 - 8
<b>4. Urgent Items of Business</b>	
Any other items which, pursuant to Section 100B(4)(b) of the Local Government Act 1972, the Chairman decides are urgent.	
<b>5. Revenue Expenditure Outturn 2015/16</b>	
To note the revenue expenditure outturn 2015/16 and approve the necessary actions arising therefrom.	9 - 44
<b>6. Capital Programme Outturn 2015/16</b>	
To note the capital outturn expenditure position for 2015/16 and seek approval for the carry forward of the remaining capital programme, the majority of which is committed but not yet spent.	45 - 66
<b>7. RE3 Waste Strategy</b>	
To endorse the RE3 Waste Strategy as set out in Annex 1.	67 - 102
<b>8. Community Access at Edgbarrow &amp; Sandhurst Sports Centres</b>	
To seek approval to undertake a public consultation on how community	103 - 122

access to the leisure facilities at Edgbarrow and Sandhurst sports centres may be managed in the future.

9. **Medium Term Financial Strategy**

To approve the Medium Term Financial Strategy 2017/18-2019/20. 123 - 134

10. **Youth Offending Service Inspection**

To inform the Executive of the outcome of the recent Inspection (short quality screening) carried out by Her Majesty's Inspectorate of Probation (HMIP). 135 - 162

11. **Exclusion of Public and Press**

To consider the following motion:

That pursuant to Regulation 4 of the Local Authorities (Executive Arrangements) (Access to Information) Regulations 2012, members of the public and press be excluded from the meeting for the consideration of items 12, 13, 14 & 15 which may in part or entirety involve the likely disclosure of exempt information under the following category of Schedule 12A of the Local Government Act 1972:

- (3) Information relating to the financial or business affairs of any particular person (including the authority holding that information).

12. **Proposed Changes to the Commissioning & Delivery of Drug & Alcohol Services**

To recommend to Executive the preferred option in respect of the future commissioning and delivery of substance misuse services in Bracknell Forest. 163 - 186

13. **Binfield Learning Village at Blue Mountain - Award of Works Contracts**

To award the enabling works and main works contracts for the Binfield Learning Village. 187 - 212

14. **Award of Framework Agreement for Supported Bus Passenger Transport Services**

To seek approval for the award of a new Framework Agreement for Supported Bus Passenger Transport Services to a number of bus operators. 213 - 218

15. **Contract Award for Health Visiting Services**

To provide an update on the procurement of Health Visiting Services and recommend the award of the contract to the preferred bidder. 219 - 228

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**EXECUTIVE**  
**14 JUNE 2016**  
**5.00 - 6.00 PM**

**Present:**

Councillors Bettison OBE (Chairman), Dr Barnard (Vice-Chairman), D Birch, Mrs Hayes MBE, Heydon, McCracken and Turrell

**Apologies for absence were received from:**

Councillors Brunel-Walker

**1. Declarations of Interest**

Councillor Birch declared a non-pecuniary interest in Item 4: Revenue Budget 2016/17 – Additional Savings Proposals, as a representative of Involve.

Councillor Dr Barnard declared a non-pecuniary interest in Item 4: Revenue Budget 2016/17 – Additional Savings Proposals, as a trustee of Involve.

**2. Minutes**

**RESOLVED** that the minutes of the meeting of the Executive on 10 May 2016 together with the accompanying decision records be confirmed as a correct record and signed by the Leader.

**Executive Decisions and Decision Records**

The Executive considered the following items. The decisions are recorded in the decision sheets attached to these minutes and summarised below:

**3. Overview & Scrutiny Review of Procedure for Planning Applications and Enforcement**

**RESOLVED** that the Executive;

- i) commended the working group for the review conducted and the report it produced and
- ii) endorsed the proposed response to the working group report as set out in section 5 of the report attached to the agenda papers.

**4. Revenue Budget 2016/17 - Additional Savings Proposals**

Councillor Birch declared a non-pecuniary interest in Item 4: Revenue Budget 2016/17 – Additional Savings Proposals, as a representative of Involve.

Councillor Dr Barnard declared a non-pecuniary interest in Item 4: Revenue Budget 2016/17 – Additional Savings Proposals, as a trustee of Involve.

**RESOLVED** that;

- i) the Executive recommended to Council the savings proposals set out in Annexes A to C and
- ii) that the Council's Commitment Budget be amended to reflect the savings proposals contained in the report.

5. **Bracknell Forest Children & Young People's Mental and Emotional Wellbeing Strategy 2016-19**

**RESOLVED** that the Bracknell Forest Children & Young People's Mental and Emotional Wellbeing Strategy 2016-19 be ratified and the action plan be implemented.

6. **Community Learning Service – Ofsted Inspection**

**RESOLVED** that;

- i) the Executive noted the outcome of the recent Ofsted inspection and
- ii) agreed the action plan produced in response to the Ofsted Inspection 2016 as summarised in Annex A.

7. **Family Focus Programme Update**

**RESOLVED** that the planned programme for this project be approved.

8. **Update on provision for Young People Not in Education, Employment or Training (NEET)**

**RESOLVED** that the current strategies in place to support vulnerable young people into a sustainable form of education, employment or training be endorsed.

9. **Annual Report on the Statutory Roles and Responsibilities of the Director of Children's Services and the Lead Member for Children's Services 2015-16**

**RESOLVED** that the Executive endorsed the report and noted the range of activity undertaken by the Director of Children's Services and Lead Member for Children's Services in fulfilling the Statutory Guidance.

10. **Complaint Against Bracknell Forest Council - Ombudsman Decision**

**RESOLVED** that the Executive;

- i) noted the Ombudsman's findings
- ii) agreed that no further action needed to be taken in relation to the matter set out in the report
- iii) noted that a copy of the report had been circulated to all members of the Council
- iv) and approved the draft report of the Executive attached as Annex A.

11. **Corporate Performance Overview Report**

**RESOLVED** that the Executive noted the performance of the Council over the period from January to March 2016, highlighted in the Overview Report in Annex A.

**Decision Records**

**CHAIRMAN**

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**TO: EXECUTIVE**  
**DATE: 18 JULY 2016**

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## **REVENUE EXPENDITURE OUTTURN 2015/16** **Borough Treasurer**

### **1 PURPOSE OF REPORT**

- 1.1 The Council, at its meeting on 25 February 2015, approved a revenue budget for 2015/16 of £79.179m. This report informs Members of the outturn expenditure position, subject to audit, for the financial year 2015/16 highlighting that the Council is within budget for the eighteenth successive year and under spent by -£2.702m. The Council has therefore returned £1.770m to General Balances as opposed to a budgeted withdrawal of £0.932m.
- 1.2 The Accounts & Audit Regulations 2015 require the Annual Statement of Accounts to be signed by the Borough Treasurer by 30 June and approved by the Council or a specific committee by 30 September. The draft accounts were actually signed on 26 May. The Council has established a Governance and Audit Committee which will meet on 21 September to approve the Annual Statement of Accounts.

### **2 RECOMMENDATIONS**

**That the Executive:**

- 2.1 **Note the outturn expenditure for 2015/16, subject to audit, of £76.477m, which represents an under spend of -£2.702m compared with the approved budget.**
- 2.2 **Note the budget carry forwards of £0.315m (see paragraph 5.9 and Annexe C).**
- 2.3 **Recommends that Council note the Treasury Management performance in 2015/16 as set out in Annexe B.**
- 2.4 **Approve the earmarked reserves as set out in Annexe D.**
- 2.5 **Approve the virements relating to the 2015/16 budget between £0.050m and £0.100m and recommend those that are over £0.100m for approval by Council (see Annexe E).**

### **3 REASONS FOR RECOMMENDATIONS**

- 3.1 The recommendations are intended to inform the Executive of financial performance against budget in the 2015/16 financial year.

### **4 ALTERNATIVE OPTIONS CONSIDERED**

- 4.1 The report sets out the Council's actual financial performance in 2015/16 and the consideration of options is not therefore appropriate.

### **5 SUPPORTING INFORMATION**

General Fund Revenue Expenditure 2015/16

- 5.1 The Council approved a revenue budget of £79.179m for 2015/16. In addition transfers to and from S106 and earmarked reserves (£0.684m) have been made during the course of the year. These are shown in Table 1 below and explanations for the use of the reserves are set out in the following paragraphs.

Table 1: Transfers From Earmarked Reserves/Budget Carry forwards

Department	Carry Forwards from 2014/15	Bus Contract (S106)	Other S106	Structural Changes	Other Earmarked Reserves	Total
	£'000	£'000	£'000	£'000	£'000	£'000
Corporate Services	25	0	0	47	592	664
Children, Young People and Learning	0	0	0	57	-123	-66
Adult Social Care, Health and Housing	0	0	0	552	-820	-268
Environment, Culture & Communities	177	90	94	257	-365	253
Non departmental budgets	0	0	0	0	101	101
<b>Total</b>	<b>202</b>	<b>90</b>	<b>94</b>	<b>913</b>	<b>- 615</b>	<b>684</b>

**Carry Forwards from 2014/15**

In accordance with the Council's constitution, budget under spends can be carried forward to the following year in exceptional circumstances.

**Bus Contract from S106**

The Wykery Copse bus contract was negotiated during the course of the year with the funding to be provided from S106 resources.

**Other S106**

Revenue funding for staff and a vehicle involved in the production, co-ordination and monitoring of the Suitable Alternative Natural Green Spaces (SANGS) plans and the maintenance and management of SANGS areas has also been provided from S106 resources.

**Structural Changes**

One off costs associated with restructuring and salary protections payments were met from the Structural Changes Reserve during the year.

**Other Earmarked Reserves**

Carry forwards to 2016/17 of -£0.315m are included within this figure and are covered in more detail in paragraph 5.9. A number of other transfers have been made to or from reserves during the year, the most significant being transfers to Schools Reserves (-£0.443m), the Better Care Fund Reserve (-£0.383m), Government Grants Unapplied Reserve (-£0.250m) and the Commuted Maintenance of Land Reserve (-£0.476m) and transfers from the Economic Development Reserve (£0.279m), Transformation and Innovation Reserve (£0.081m), Business Rates Equalisation Reserve (£0.251m), Members Initiative Reserve (£0.118m), Residents Parking Scheme Reserve (£0.140m) and the Planned Maintenance Reserve (£0.149m).

## Unrestricted

### Provisional Outturn Position

- 5.2 Table 2 analyses by department the outturn compared with the original budget. These figures inevitably remain subject to minor change, pending external audit. However, no significant movement is anticipated.

Table 2 – Projected Outturn Expenditure

Department	Original Approved Budget	Carry Forwards & Virements	Current Approved Budget	Outturn	Variance
	£'000	£'000	£'000	£'000	£'000
Corporate Services	7,472	202	7,674	7,087	-587
Children, Young People and Learning	25,669	1,097	26,766	26,429	-337
Adult Social Care and Health	37,216	587	37,803	37,145	-658
Environment, Culture & Communities	33,947	1,399	35,346	34,257	-1,089
Non Departmental Budgets	-23,583	-2,785	-26,368	-28,291	-1,923
Transfers to/from Earmarked Reserves	-1,542	-500	-2,042	-150	1,892
<b>Total</b>	<b>79,179</b>	<b>0</b>	<b>79,179</b>	<b>76,477</b>	<b>-2,702</b>

- 5.3 The current approved budget takes into account virements actioned during the course of the year. The most significant being:

- Those included in paragraph 5.1 and Table 1
- Reallocation of budgets to departments for non cash items to reflect actual costs (£2.7m), namely:
  - the requirement to charge to service revenue accounts capital expenditure not adding value to assets (£0.2m);
  - downward revaluation of properties (£1.0m);
  - capital charges (-£1.4m)
  - revenue expenditure funded from capital under statute (£1.3m);
  - pension adjustments (£1.6m).
- Adjustments relating to the accounting for the waste PFI (-£0.6m).
- Allocations from the Contingency Fund (£1.1m).

These reallocations have no overall effect on the amount raised from tax payers as they are reversed out within the Non Departmental Budgets line.

- 5.4 Explanations for significant variances by service are set out in Annexe A and more detail can be found in departmental QSRs. Variances to be highlighted are:

#### Corporate Services/Chief Executive's Office

- Additional income from Industrial and Commercial Properties (-£0.099m).
- An under spend in the Operations Unit primarily from reduced Home to School Transport and reactive maintenance costs (-£0.376m).
- Under spends on Member Services (-£0.028m), consultants fees (-£0.024m) and a number of other supplies and services budgets across the department.

### Children, Young People and Learning

- Within Learning and Achievement, additional income was earned at the Bracknell Open Learning Centre from lettings and courses, fee income from the School Improvement Team and fixed penalty notices (-£0.131m). In addition, a saving was achieved on higher education fees (£0.041m).
- The number of Special Guardianship Orders and Childcare Solicitor assessments increased, resulting in over spends (£0.151m). These overspends were more than offset by savings at Larchwood Respite Home (-£0.056m) and on staffing (-£0.037m), direct payments (-£0.054m), the Emergency Duty team (-£0.031m) adoption services (-£0.020m) and specialist support services (-£0.018m).
- A net under spend within Strategy, Resources and Early Intervention primarily relating to staff costs (-£0.039m).

### Adult Social Care, Health and Housing

- An under spend on Learning Disabilities (-£0.938m) partly offset by additional costs on Physical Support (£0.407m) and Support with Memory and Cognition (£0.376m). These variances primarily relate to care package costs and Continuing Health Care Funding.
- A significant increase in the recovery of Housing Benefit overpayments during the year resulted in additional income (-£0.462m) which was partly offset by additional agency staff costs (£0.145m).
- Funding from the Better Care Fund not matched against specific services (-£0.389m) offset by agency staff overspends at Heathlands care home (£0.194m), additional homeless family costs (£0.071m) and an over spend on Forestcare relating to staff and equipment (£0.133m).

### Environment, Culture and Communities

- Additional income at the Cemetery and Crematorium (-£0.114m), the Lookout (-£0.133m), Downshire Golf Course (-£0.045m), and from Waste (-£0.058m), Local Land Charges grant (-£0.072m) and Building Control (-£0.090m).
- An under spend on Waste Disposal due to reduced tonnages and the resolution of the dispute on recycle income (-£0.426m).
- Concessionary Fares under spent due to a reduction in passenger numbers (-£0.145m).

### Non-Departmental / Council Wide

- Higher cash balances have been sustained throughout the year resulting in additional interest (-£0.459m).
- Internally funded capital expenditure was financed from internal borrowing to spread the cost impact on revenue. The capital expenditure charged to the General Fund budget was therefore not required (-£0.314m). Greater use of internal financing for assets under construction and higher than forecast capital carry forwards created an under spend against the Minimum Revenue Provision (-£0.118m).
- The Contingency was not fully allocated during the year (-£0.886m).
- Further income was received relating to the Council's deposit with Heritable Bank (-£0.082m). The Council has now recovered 100% of its original deposit (£2m), and £0.011m in interest. An exchange rate gain also occurred on the deposit held in Iceland relating to Glitnir Bank (-£0.095m).
- Transfers into the Structural Changes Reserve (£1m) and Transformation Reserve (£1m) to fund the Council's transformation programme and any resulting staffing implications.

## Unrestricted

- 5.5 A full analysis of the 2015/16 variances, identifying those already built into the 2016/17 base budget, one off items and those of an ongoing nature has been undertaken to inform the evolving 2017/18 budget proposals.

### Schools Budget

- 5.6 The Schools Budget is a ring fenced account, fully funded by external grants, the most significant being the Dedicated Schools Grant. Any under or over spend remaining at the end of the financial year must be carried forward to the next years Schools Budget and as such has no impact on the Council's overall level of balances. There was a £1.164m under spend on the Schools Budget which has been transferred into the Unused School Balances Reserve (£1.373m as at 31 March 2016). The most significant variance was a -£0.982m under spend on SEN Provisions and Support Services reflecting the significant progress made in addressing the cost pressures arising from High Needs Pupils.

### Treasury Management

- 5.8 Annexe B contains a detailed analysis of the Council's treasury management performance during 2015/16. An annual report is required to comply with the Prudential Code for Capital Finance as performance in this area can have a significant impact on the Council's overall financial position and balances.

### Budget Carry Forwards

- 5.9 In accordance with the Council's Constitution, some unspent budget provision is permitted to be carried forward to the following year in exceptional circumstances. This would include where expenditure was budgeted for and planned in a particular year, but due to unforeseen circumstances has had to be deferred to the following year. Table 3 summarises the carry forwards by department and a detailed breakdown is included in Annexe C.

Table 3 – Budget Carry Forwards

<b>Department</b> (Details in Annexe C)	<b>Requested Carry Forwards</b>
	<b>£'000</b>
Corporate Services	21
Children, Young People and Learning	14
Environment, Culture & Communities	280
<b>Total</b>	<b>315</b>

### Balances (General Reserves)

- 5.10 The actual outturn for 2015/16 was an under spend of -£2.702m. The Council has therefore returned £1.770m to General Balances as opposed to a budgeted withdrawal of £0.932m. The General Fund balance at 31 March 2016 is therefore £12.730m. The 2016/17 budget was set on the basis that £5.174m of balances would be used, however

the additional savings proposals agreed in-year (£3.417m) will reduce this requirement to £1.757m leaving £10.973m available to support the 2017/18 and future years' budgets, subject to a recommended minimum prudent balance of £4m.

- 5.11 A detailed review of all existing reserves and provisions has been undertaken as part of the accounts closedown process. The proposed changes to reserves and balances are included in Annexe D.

Virement requests

- 5.12 Financial Regulations require formal approval by the Executive of any virement between £0.050m and £0.100m and of virements between departments of any amount. Full Council approval is required for virements over £0.100m. A number of virements have been made since the February Executive meeting which require the approval of the Executive. These have been previously reported to the Corporate Management Team which recommends them for approval. They have been included in the Quarterly Service Reports. Details of the virements are set out in Annexe E.

**6 ADVICE RECEIVED FROM STATUTORY AND OTHER OFFICERS**

Borough Solicitor

- 6.1 There is nothing to add to the report.

Borough Treasurer

- 6.2 The financial implications of this report are included in the supporting information.

Equalities Impact Assessment

- 6.3 None.

Strategic Risk Management Issues

- 6.4 The Council needs to maintain reserves to aid cash flow and to protect itself from fluctuations in actual expenditure and income. The review of reserves undertaken by the Borough Treasurer ensures that the Council has adequate and appropriate earmarked reserves to manage future risks.

**7 CONSULTATION**

Not applicable.

Background Papers

None.

Contact for further information

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## Corporate Services &amp; Chief Executive's

Variance	Explanation
£'000	
-33	<p><b>Members and Mayoral Services</b></p> <p>An under spend of £0.004m was reported on vehicle hire charges within the Mayoral services area and a further £0.001m on hospitality.</p> <p>The following under spends are reported within Member Services: £0.003m members allowances, £0.004m approved conferences, £0.002m member training, £0.002m mileage claims, £0.004m mobile telephones, £0.006m equipment rental, £0.001m refreshments, £0.001m computer consumables and £0.003m on seminar costs.</p>
-99	<p><b>Industrial &amp; Commercial Properties</b></p> <p>Due to an increase in income linked to business turnover, automatic stepped rents and rent reviews, income in excess of the budget (£0.035m) has been received from the Peel Centre.</p> <p>£0.019m has also been saved due to there no longer being a service charge for the Molly Millars Joint Arrangement.</p> <p>We received £0.040m from Bracknell Forest Homes in relation to prior year service charges for various flats.</p> <p>The financial year 2015/16 also saw low void periods which increased income.</p>
-26	<p><b>Construction and Maintenance</b></p> <p>There was a £0.021m under spend on consultants fees. In addition there was a £0.005m underspend reported on licence fees.</p>
-376	<p><b>Operations Unit</b></p> <p>More rigorous implementation of the SEN Transport Policy, in particular towards Parental Preference Applications has resulted in reduced costs. If a child is allocated a place in a particular school but the parents choose to send them to a different school, perhaps outside of the Borough, the parents cover the transport costs to that school.</p> <p>Personal Transport Budgets (PTB) have also been issued to some parents whereby if there is not a current route to that school, the parents are offered the option of transporting their own child and the Council reimburses them. This can create a large saving as the Council does not need to fund an extra vehicle, driver and escort. The introduction of these budgets can also change the entire dynamics in that different vehicles could be used for particular routes or children can switch to other routes thus reducing the number of vehicles/routes.</p> <p>These two areas have contributed £0.200m towards this underspend. There were also underspends on reactive maintenance at Time Square (£0.040m) and the Depot (£0.023m). The surrender of the Ocean House lease created an under spend of £0.022m and reduced business rates at Easthampstead House created an under spend of £0.025m. Vehicle requirement at Heathlands and Waymead contributed £0.015m towards the total and there was a saving at Larchwood of £0.005m.</p> <p>Savings were also identified within the Fire Alarms (£0.013m), Gas and Electricity</p>

## Outturn 2015/16 – Significant Variances

Annexe A

Variance	Explanation
£'000	
	(£0.013m) and Telephone, Postage and Stationery budgets.
-22	<b>Community Safety</b>  This under spend has come from the CCTV section of Community Safety.



## Children, Young People &amp; Learning

Variance	Explanation
<b>£'000</b>	
<b>-190</b>	<p><b>Chief Officer: Learning &amp; Achievement</b></p> <p>The main areas of under spending relate to: a £0.131m over-achievement of income, mainly through additional lettings and courses at the Bracknell Open Learning Centre, fee income from the School Improvement Team and fixed penalty notices in Education Welfare; a £0.041m saving on higher education fees for former looked after children as there were no eligible young people; and a £0.012m negotiated saving on contract costs relating to Information, Advice and Guidance services for 13-19 year olds.</p>
<b>-87</b>	<p><b>Children &amp; Families: Social Care</b></p> <p>There were two significant over spends. Firstly, the number of Special Guardianship Orders (SGO) which has increased resulting in an over spend of £0.113m. These orders, made under the Children Act 1989 are intended for those children who cannot live with their birth parents and who would benefit from a legally secure placement with his or her extended family. Secondly, the Childcare Solicitors recharge from Reading Borough Council, including Public Law Order Assessments over spent by £0.038m, reflecting actual demand on the service.</p> <p>The remaining significant variances were all under spends and in respect of; -£0.037m on the staffing budget; -£0.056m at Larchwood Respite Home, mainly as a result of additional income; -£0.054m on direct payments to young people as fewer clients took this option; -£0.031m on the recharge for the out of hours Emergency Duty Team; -£0.020m on adoption services as a result of financing spend from unused grant; and -£0.018m on specialist support services where less assessments were completed.</p>
<b>-39</b>	<p><b>Strategy, Resources and Early Intervention</b></p> <p>Whilst there have been a number of variances across services, the most significant relates to a net under spend of -£0.116m on staffing which is partially offset by spend of £0.065m on agency staff covering vacant posts in specialist services.</p>

## Adult Social Care, Health and Housing

Variance	Explanation
£'000	
-389	<p><b>Director</b></p> <p>The primary reason for the under spend is funding from the Better Care Fund for implementation of the Care Act. It is not possible to match much of this income to specific costs. In total the Council received £0.354m of which £0.280m is accounted for here.</p> <p>A further £0.100m was received from the Better Care Fund to support carer's services. This funded the annual grant made to the Berkshire Carers Service.</p>
371	<p><b>Support with Memory &amp; Cognition</b></p> <p>There was a £0.170m over spend on the cost of externally commissioned care packages, primarily due to the cost of residential and supported living placements. This is due to the higher cost of making placements rather than an increase in numbers.</p> <p>There was also an over spend on staff costs due to the requirement to employ agency staff until the new workforce strategy is implemented and vacant posts are filled. This included an assistant dementia advisor, social worker and assistant team manager.</p>
-938	<p><b>Learning Disability</b></p> <p>There was a £0.744m under spend on the cost of care packages. Care packages in Learning Disability are high value and so a small number of changes can have a significant impact. In particular during the year the Council was awarded a significant amount of backdated Continuing Health Care funding. The seven largest awards accounted for additional income of £0.359m. In addition, the anticipated costs from young people transferring into care were not as high as expected and there was a small surplus from the grant given to the Council in respect of Independent Living Fund recipients.</p> <p>Other amounts making up the variance include funding received from the Better Care Fund for advocacy costs (£0.070m), application of Learning Disability Development Funds being less than budget (£0.026m), and an underspend on care management costs (£0.092m).</p>
131	<p><b>Housing Options</b></p> <p>The over spend is mainly due to costs of providing Bed &amp; Breakfast temporary accommodation to homeless families, plus an increased emphasis on homeless prevention services to address this (£0.071m).</p> <p>There has also been increased expenditure on agency staff during the year to fill vacant posts (£0.060m).</p>
133	<p><b>Forestcare</b></p> <p>The over spend is primarily due to increased purchase of Lifeline equipment (£0.100m), software costs (£0.016m) and staff costs (£0.010m).</p>
-462	<p><b>Housing Benefit Payments</b></p> <p>There was a significant increase in the value of Housing Benefit overpayments identified during the year. In general, the Council receives £1.40 for every £1 of overpayment recovered - £0.40 in subsidy and £1 from the claimant. In the financial</p>

	year the value of overpayments identified was £1.7m compared to £1.2m in 2014/15 and £0.9m in 2013/14, resulting in a significant increase in income.
<b>145</b>	<b>Housing Benefit Administration</b> The over spend is mostly due to agency staff retained to ensure staff are properly trained on the identification of Housing Benefit overpayments. This has resulted in additional income for the Council, as outlined in the variance against Housing Benefit Payments.
<b>407</b>	<b>Physical Support</b> There was a £0.150m over spend on the Berkshire joint equipment store which is administered by West Berkshire Council. The reason for this is an increased value of equipment issued, with the rates of recycling of equipment remaining broadly similar to the previous year.  There was also a £0.260m overspend on care packages which is mostly to do with the rising cost of residential placements. Due to limited capacity in the local market, placing clients in residential accommodation is becoming increasingly difficult to do at a competitive rate. Whereas the Council target rate is less than £600 per week, new placements are usually higher than £850 per week.
<b>194</b>	<b>Heathlands</b> The over spend is due to the reliance on agency staff which was exacerbated with the consultation on closure of the care home and day centre towards the end of the financial year.
<b>-174</b>	<b>Performance &amp; Resources</b> The underspend is mainly from lower staff costs in finance due to vacant posts during the year plus the income generated from appointeeship clients (£0.099m), and lower software maintenance costs (£0.029m). There were also lower staff costs in performance (£0.020m) and lower property repairs and maintenance costs (£0.019m).

## Environment, Culture &amp; Communities

Variance	Explanation
<b>£'000</b>	
<b>-114</b>	<b>Cemetery &amp; Crematorium</b>  Income for the year was greater than anticipated, which resulted in the net target being exceeded by £0.114m.
<b>-145</b>	<b>Concessionary Fares</b>  The passenger number information received from the bus companies show a reduction in passenger numbers. This has resulted in a budget under spend of £0.145m.
<b>90</b>	<b>Community Infrastructure Levy</b>  A sum equivalent to 5% of CIL monies received can be used to cover administrative costs in relation to this scheme; an income budget of £0.105m was included in 2015/16 in respect of these anticipated receipts. However, the sums received have been less than estimated; the shortfall for the year is £0.090m.
<b>-133</b>	<b>The Lookout</b>  The number of visitors to the centre has been greater than anticipated; this has resulted in net additional income of £0.133m. A large portion of this income, £0.044m, was from the catering function which had been brought in-house during the year.
<b>-116</b>	<b>Waste Management</b>  The recent clarification over recycle income has resulted in more income being received. Over the year the council has received £0.581m of which £0.258m had already been accrued for. Taking into account the final settlement costs of £0.207m, the net additional income is £0.116m.
<b>-310</b>	<b>Waste Disposal</b>  The annual costs of the waste PFI contract shows a saving for the Council of £0.310m. The main reason for this is a reduction in the budgeted tonnage for the year and a reduction in green waste tonnages being deposited at Longshot Lane.
<b>114</b>	<b>Coral Reef</b>  The net loss for the year was £0.114m, due in the main to problems with the flume tower which had to be closed from 19th June to 3rd July. During this time the flumes were obviously not accessible and therefore it was not possible to charge peak rates, leading to reduced income. It is also possible that once it was known that the flumes were not open that some customers did not visit at all, again leading to a further loss of income. It is estimated that the loss of income during this period was £0.040m. In addition the Tower had to have scaffolding erected to carry out repairs (on the advice of the structural engineer) at a cost £0.038m.

Variance	Explanation
-90	<p><b>Building Control</b></p> <p>Income has been greater than that budgeted for, and the need to use consultants for additional specialist advice has been lower than estimated. There have also been savings in staffing costs due to a retirement and a reduction in hours within the section.</p>
-72	<p><b>Local Land Charges</b></p> <p>The legal costs involved in the joint claim against local authorities in respect of Personal Search companies has still not been settled, since their claim for £16 million plus interest, naturally, is still in dispute. An estimate, based on the worse case scenario has been made, which indicates that Bracknell's share will be £0.049m. A grant was received this year from the Government in respect of the claim, which was £0.072m more than is required in the provision to meet the legal costs.</p>
-101	<p><b>On/Off Street Parking</b></p> <p>Income from season tickets was higher than budgeted, mainly due to the number of tickets issued to the town centre contractors, while day to day income and income from decriminalised parking is slightly lower than budgeted. The net effect is £0.026m of additional income.</p> <p>The actual cost of the resident's street parking scheme (£0.080m) was less than the funds held in an earmarked reserve for the trial (£0.140m), resulting in an under spend this year of £0.060m. The residents are being consulted on whether or not to continue the scheme on a self funded basis.</p>
-65	<p><b>Public Realm Contract</b></p> <p>Savings are still being realised in respect of the Street Lighting, Street Cleansing &amp; Landscape contracts due to sums allowed for un-programmed work and inventory changes which are no longer required.</p>
-60	<p><b>Downshire Golf Course</b></p> <p>The purchase of a new mower at the start of the year resulted in reduced repairs and maintenance costs of £0.015m. Net income from the catering function (including the recently opened halfway house) has exceeded budget by £0.040m. In addition the net income from the golf shop exceeded budget by £0.005m.</p>
-58	<p><b>Waste Income</b></p> <p>Income from the sale of waste services including the sale of garden sacks and textiles has been greater than that anticipated.</p>

## Non Departmental Budgets/Earmarked Reserves

Variance	Explanation
<b>£'000</b>	
<b>-459</b>	<b>Interest</b> Higher cash balances have been sustained throughout the year resulting in additional interest.
<b>-177</b>	<b>Icelandic Banks</b> Further income was received relating to the Council's deposit with Heritable Bank (-£0.082m). The Council has now recovered 100% of its original deposit (£2m), and £0.011m in interest. An exchange rate gain also occurred on the deposit held in Iceland relating to Glitnir Bank (-£0.095m).
<b>223</b>	<b>Business Rates Income</b> The amount of relief provided to businesses was less than originally forecast which in turn will require a repayment of Section 31 grant received from the Government (£0.018m). The repayment accrued for last years Section 31 grant was an underestimate (£0.133m). Overall rates income was greater than forecast which has increased the levy payable by the Council (£0.090m).
<b>-118</b>	<b>Minimum Revenue Provision (MRP)</b> Greater use of internal financing for assets under construction and higher than forecast carry forwards into 2015/16 have created an under spend against the Minimum Revenue Provision.
<b>-314</b>	<b>Revenue Contributions to Capital</b> The associated capital expenditure has now been financed from internal borrowing to spread the cost impact on revenue. The budget is therefore no longer required and an under spend can be declared.
<b>-150</b>	<b>Financial Adjustments</b> This primarily relates to a decrease in the bad debt provision for Council Wide debts.
<b>-886</b>	<b>Contingency</b> The contingency was not fully allocated during the year. The balance was therefore declared an under spend.
<b>2,000</b>	<b>Earmarked Reserves</b> Transfers into the Structural Changes Reserve (£1m) and Transformation Reserve (£1m) to fund the Council's transformation programme and any resulting staffing implications.
<b>-108</b>	<b>Earmarked Reserves</b> The transfer out of the Business Rates Equalisation Reserve has been increased to reflect the impact of the in-year over spend on the levy and reductions in Section 31 grant income.

**TREASURY MANAGEMENT ANNUAL REPORT 2015/16****1 INTRODUCTION**

1.1 The annual treasury report is a requirement of the Council's reporting procedures and covers the treasury activity during 2015/16. The report meets the requirements of both the CIPFA Code of Practice on Treasury Management and the CIPFA Prudential Code for Capital Finance in Local Authorities. The Council is required to comply with both Codes through regulations issued under the Local Government Act 2003.

1.2 The report covers

- ◆ The current treasury position
- ◆ Capital Expenditure and Financing 2015/16
- ◆ The Strategy for 2015/16
- ◆ The Economy in 2015/16
- ◆ The investment outturn for 2015/16
- ◆ Compliance with Treasury Limits

**2 SUPPORTING INFORMATION****Current Treasury Position**

2.1 Average investments for the year amounted to £44.56m and the investment position at the end of the year was as follows.

Investment position	At 31 March 2016		At 31 March 2015	
	Principal	Average Rate	Principal	Average Rate
Fixed Interest Investments	£7.000m	0.70%	£23.500m	0.60%
Variable Interest Investments	£18.038m	0.46%	£15.320m	0.46%
<b>Total Investments</b>	<b>£25.038m</b>	<b>0.55%</b>	<b>£38.820m</b>	<b>0.53%</b>
<b>Net borrowing position</b>	<b>£0.00m</b>		<b>£0.00m</b>	

### **Capital Expenditure and Financing**

- 2.2 The Council undertakes capital expenditure on long term assets. These activities may either be funded immediately through capital receipts or capital grants etc, or if insufficient financing is available financed through borrowing. The actual capital expenditure forms one of the required prudential indicators and the table below shows how this was financed in 2015/16. The Council's underlying need to borrow is called the Capital Financing Requirement (CFR). The CFR is simply the total outstanding capital expenditure which has not yet been paid for from either revenue or capital resources, and is shown below in Table 2.

<i>Table 2 Financing of Capital Programme 2015/16</i>	
	<b>£'000</b>
<b>Expenditure</b>	
Capital Programme	45,089
<b>Total</b>	<b>45,089</b>
<b>Financed by</b>	
Capital Receipts	5,863
Government Grants/Contributions	29,992
Capital Financing Requirement	9,234
<b>Total</b>	<b>45,089</b>

### **The Strategy for 2015/16**

- 2.3 At the time of publication of the 2015/16 Treasury Management Strategy Statement (TMSS) growth had rebounded in 2014 surpassing all expectations propelled by a recovery in consumer spending and the housing market. However growth in the manufacturing sector and in exports had weakened during 2014 due to poor growth in the Eurozone. The expectation for interest rates within the Treasury Management Strategy for 2015/16 anticipated low but rising Bank Rate, (starting in quarter 1 of 2016), and gradual rises in medium and longer term fixed borrowing rates during 2016/17. Continued uncertainty in the aftermath of the 2008 financial crisis promoted a cautious approach, whereby investments would continue to be dominated by low counterparty risk considerations, resulting in relatively low returns compared to borrowing rates.

### **The Economy in 2015/16**

- 2.4 Market expectations for the first increase in Bank Rate moved considerably during 2015/16, starting at quarter 3 2015 but soon moving back to quarter 1 2016. However, by the end of the year, market expectations had moved back radically to quarter 2 2018 due to many fears including concerns that China's economic growth could be heading towards a hard landing; the potential destabilisation of some emerging market countries particularly exposed to the Chinese economic slowdown; and the continuation of the collapse in oil prices during 2015 together with continuing Eurozone growth uncertainties.
- 2.5 These concerns have caused sharp market volatility in equity prices during the year with corresponding impacts on bond prices and bond yields due to safe haven flows. Bank Rate, therefore, remained unchanged at 0.5% for the seventh successive year. Economic growth (GDP) in 2015/16 has been disappointing with growth falling steadily from an annual rate of 2.9% in quarter 1 2015 to 2.1% in quarter 4.



- 2.6 The ECB commenced a full blown quantitative easing programme of purchases of Eurozone government and other bonds starting in March at €60bn per month. This put downward pressure on Eurozone bond yields. There was a further increase in this programme of QE in December 2015. As for America, the economy has continued to grow healthily on the back of resilient consumer demand. The first increase in the central rate occurred in December 2015 since when there has been a return to caution as to the speed of further increases due to concerns around the risks to world growth.

### **Icelandic Deposits**

- 2.7 The U.K. Government, Local Government Association, administrators and other agencies have continued to work throughout 2015/16 in recovering assets from Icelandic investments.
- 2.8 In the case of Heritable Bank plc a late development in March 2015 saw agreement between administrators and one of the banks largest creditors. A settlement was agreed that relinquished competing claims between Heritable and this creditor. As such the administrator was able to declare a further dividend on 27<sup>th</sup> August 2015 of 3.98p. This brings total recovery to £2.011m on the outstanding principal of £2m. Taking account of the interest due on the original deposit, the recovery amounts to 97.98p in the £. There may be a final payment due from the estate; however this may take some months to realise.
- 2.9 The recovery of the remaining balance relating to Glitnir, currently held in an escrow account has been complicated by current Icelandic legislation covering currency transactions. Approximately 80% of the Council's deposit was paid to the Council in a basket of currencies on the 14th March 2012 leaving an outstanding balance of 116,387,685Kr (£600k) which the bank is currently holding in an escrow account. The Council continues to work alongside the LGA to facilitate the recovery of these monies as efficiently and effectively as possible. The final value of this amount is uncertain given the currency controls and the weakness of the Icelandic currency at present. The Central Bank is expected to announce some relaxation of the general currency controls in the future, however there is still considerable uncertainty regard the form this may take. A number of auctions have been held but due to their complexity and uncertainty the Council has chosen not to participate. However a further auction is planned in June and the Council is likely to participate as this may offer the best opportunity to maximise its return on these escrowed monies.

### **Investment Outturn**

- 2.10 The financial year 2015/16 continued the challenging investment environment of previous years, namely low investment returns with the expectation for the Bank Rate remaining at 0.5% being proved correct.
- 2.11 The Council's investment policy is governed by CLG guidance, which was implemented in the annual investment strategy approved by the Council on 25th February 2015. This policy sets out the approach for choosing investment counterparties, and is based on credit ratings provided by the three main credit rating agencies supplemented by additional market data (such as rating outlooks, credit default swaps, bank share prices etc.). No changes were made to the counterparty criteria for 2015/16. The investment activity during the year conformed to the approved strategy.

- 2.12 The average rate on investments was 0.55% on an average balance of £44.6m, representing a 19 basis points out-performance on the 7-Day LIBID benchmark (0.36%).
- 2.13 The outturn for net investment income is £658,000 (see table 3), an increase in income of £459,000 on the original budget. Cash balances remained stronger than anticipated throughout the year and were bolstered through additional capital grants from central government and the under-spend on the Council's overall budget. The capital programme lagged projections, particularly in relation to the major schemes included for 2015/16 (Coral Reef Roof, Binfield Learning Village and Town Centre Regeneration). The actual cash-outflow for these schemes are difficult to predict in advance and the re-phasing resulted in considerably higher cash balances in 2015/16. An additional benefit of higher than anticipated cash-balances was the ability of the Council to maximise the opportunity to make a pre-payment to the Pension Fund enabling the Council to benefit from a pre-payment premium of £322,000 (against an anticipate premium of £200,000). This is incorporated into the Other Interest figure below. Unfortunately following the impact of the Vodafone revaluation appeal, the cash balances have been significantly reduced in April 2016 and as such the benefit from this slippage in the capital programme will be largely negated in 2016/17.

Table 3 – Investment Income

	Budget £'000	Actual £'000
<b>Investment Income</b>		
Gross Interest	+39	-267
Other Interest	-310	-455
<b>Total Interest</b>	<b>-271</b>	<b>-722</b>
<b>Expenditure</b>		
Interest Payments - Other	2	0
Fees & Charges	70	64
<b>Total Expenditure</b>	<b>72</b>	<b>64</b>
<b>Net Interest</b>	<b>-199</b>	<b>-658</b>

*Fees and Charges include costs related to banking charges, software licences and professional support and advice.*

### **Compliance with Treasury Limits**

- 2.14 During the financial year the Council operated within the treasury limits and Prudential Indicators set out in the Council's Treasury Policy Statement and annual Treasury Strategy Statement.
- 2.15 The Council's underlying need to borrow is called the Capital Financing Requirement (CFR). The CFR is simply the total outstanding capital expenditure which has not yet been paid for from either revenue or capital resources This includes PFI and finance lease schemes on the balance sheet, which increases the Council's borrowing need however no borrowing is actually required against these schemes as a borrowing facility is included in the contract.

- 2.16 As noted above the Council did not enter into any external borrowing and as such these limits are illustrative of the underlying need to borrow and do not reflect the actual position faced by the Council.

	<b>31 March 2016 Actual Indicator (£m)</b>
<b>Opening balance</b>	<b>54,661</b>
Net financing need for CFR purposes	9,234
Less MRP/VRP and other financing movements	-1,594
<b>Closing balance</b>	<b>62,301</b>

- 2.17 The outturn for the remaining Prudential Indicators are as follows

### THE PRUDENTIAL CODE FOR CAPITAL FINANCE FOR LOCAL AUTHORITIES

No.	AFFORDABILITY INDICATORS	2015/16 Out-turn
<b>1</b>	<b>Financing Costs to Net Revenue Stream</b>	%
(a)	General Fund	-0.83
<b>2</b>	<b>Impact of New Capital Investment</b>	£ p
(a)	Cumulative Increase in Council Tax (Band D, per annum)	1.08
No.	CAPITAL EXPENDITURE INDICATORS	
<b>3</b>	<b>Gross Capital Expenditure</b>	<b>£'000</b>
(a)	General Fund	£45,089
No.	EXTERNAL DEBT INDICATORS	2015/16 Out-turn
<b>5</b>	<b>Authorised limit for external debt -</b>	<b>£'000</b>
(a)	Borrowing	65,000
(b)	Other long term liabilities	17,000
(c)	TOTAL	82,000
<b>6</b>	<b>Operational boundary -</b>	<b>£'000</b>
(a)	Borrowing	62,000
(b)	Other long term liabilities	17,000
(c)	TOTAL	79,000

The Council's treasury management activities are regulated by a variety of professional codes and statutes and guidance:

- The Local Government Act 2003 (the Act), which provides the powers to borrow and invest as well as providing controls and limits on this activity;
- The Act permits the Secretary of State to set limits either on the Council or nationally on all local authorities restricting the amount of borrowing which may be undertaken ;
- Statutory Instrument (SI) 3146 2003, as amended, develops the controls and powers within the Act. The SI requires the Council to undertake any borrowing activity with regard to the CIPFA Prudential Code for Capital Finance in Local Authorities;
- The SI also requires the Council to operate the overall treasury function with regard to the CIPFA Code of Practice for Treasury Management in the Public Services;
- Under the Act the CLG has issued Investment Guidance to structure and regulate the Council's investment activities.
- Under section 238(2) of the Local Government and Public Involvement in Health Act 2007 the Secretary of State has taken powers to issue guidance on accounting practices. Guidance on Minimum Revenue Provision was issued under this section on 8<sup>th</sup> November 2007.

The Council has complied with all of the above relevant statutory and regulatory requirements which require the Council to identify and, where possible, quantify the levels of risk associated with its treasury management activities. In particular its adoption and implementation of both the Prudential Code and the Code of Practice for Treasury Management means both that its capital expenditure is prudent, affordable and sustainable, and its treasury practices demonstrate a low risk approach.

**CORPORATE SERVICES / CX OFFICE**  
**Carry Forwards to 2016/17**

<b>Total</b>	<b>Explanation</b>
<b>£'000</b>	
4	<b>Community Engagement and Equality</b> Due to the work required for the Transformation Board, the production of a guide on public services for new migrants to the borough and supporting volunteering promotions in the borough was not completed. A carry forward was therefore requested.
9	<b>Web Services</b> The introduction of Web Chat has been put back to April/May 2016 due to a delay in the main Netcall Upgrade project upon which it relies. A carry forward was therefore requested.
8	<b>Construction &amp; Maintenance</b> Three asbestos surveys that were due to take place in 15/16 at Cranbourne Primary, Owlsmoor Primary and Easthampstead Park Secondary were postponed due to conflicts with other works on site. A carry forward was therefore requested.
<b>21</b>	<b>Grand Total</b>

## CHILDREN, YOUNG PEOPLE AND LEARNING

### Carry Forwards to 2016/17

Amount	Explanation
£'000	
6	<b>Education Capital and Property.</b> Planned work to update pupil yield forecasts for future school places projections has been delayed due to work pressures around the creation of Brakenhale academy. A carry forward was requested to commission the study next year.
8	<b>Extended Services and support to families.</b> A delay has occurred in placing the order for iPads and mobile devices within Extended Services and Support to Families. A carry forward was requested to meet the revenue contribution to capital required next year.
<b>14</b>	<b>Grand Total</b>

## ENVIRONMENT, CULTURE & COMMUNITIES

### Carry Forwards to 2016/17

Total	Explanation
£'000	
65	<p><b>Local Development Framework (LDF) - Minerals &amp; Waste Plan</b> Discussions have been held with the commissioning authorities, West Berkshire and also an alternative provider (Hampshire County Council) on the timescale and cost for the project. Due to delays, a carry forward was requested to enable the work to be completed in 2016/17.</p>
100	<p><b>Local Development Framework (LDF)</b> A number of other pieces of work covered by the Local Development Framework have also been delayed, including the Gypsy and Traveller Accommodation Assessment, the retail study commissioned jointly with three other Berkshire planning authorities and the open space and recreation study work (-£0.100m). Carry forwards were requested to complete the projects in 2016/17.</p>
15	<p><b>Departmental ICT</b> Suppliers were engaged to deliver document management, Prism (online library solution) and leisure management reporting software, including a trial environment and data load. However, due to renegotiations around the prices, works were only partially delivered with completion now expected in April 2016. A carry forward was requested.</p>
100	<p><b>Highway Maintenance (including Street Lighting)</b></p> <p><b>Winter Maintenance</b> Delays in the supply and installation of equipment at the Highways Depot (£0.004m).</p> <p><b>Planned Maintenance</b> Ringway were unable to fit our contract in last summer and so commenced as soon as the new micro asphalt season started in March but were unable to complete the work until the 19th April. (£0.086m).</p> <p><b>Drainage Major &amp; Minor Roads</b> Ringway were unable to complete scheduled works within the financial year and overran into April (£0.010m).</p> <p>A carry forward was requested to cover the costs of these works.</p>
<b>280</b>	<b>Grand Total</b>

## Reserves & Balances Policy Statement

As part of the financial planning process the Council will consider the establishment and maintenance of reserves and balances. In setting these, account is taken of the key assumptions underpinning the budget and financial strategy, together with the Council's financial management arrangements. Key factors considered include;

- Cash flow
- Assumptions on inflation and interest rates
- Level and timing of capital receipts
- Demand led pressures
- Planned economies
- Risk associated with major projects
- Availability of other funding (e.g. insurance)
- General financial climate

Reserves and Balances can be held for a number of purposes

### General Balances

Balance	Purpose	Policy	Value
<b>General Fund</b>	Provides general contingency for unavoidable or unforeseen expenditure and to cushion against uneven cash flows and provides stability in longer term financial planning.	Policy based on a risk assessment of budget and medium term financial plans. Historically £4m has been considered to be the minimum prudent level. Using balances to support expenditure results in a loss of investment income.	March 13 £12.982m March 14 £9.813m March 15 £10.961m March 16 £12.730m



**Earmarked Reserves**

Earmarked Reserves are sums of money which have been set aside for specific purposes. These are excluded from general balances available to support revenue or capital expenditure. The Council has the following earmarked reserves:

<b>Reserve</b>	<b>Purpose</b>	<b>Policy</b>	<b>Value</b>
<b>Insurance and other Uninsured Claims</b>	This provides cover for the excess payable on claims under the Council's insurance policies (self insurance). It also provides for any potential future claims not covered by existing policies, including contractual disputes and legal claims.	Needs to be at a level where the provision could sustain claims in excess of current claims history	March 13 £2.266m March 14 £2.639m March 15 £2.731m March 16 £2.666m
<b>Budget Carry Forward</b>	Used to carry forward approved unspent monies to the following year.	Budget Carry Forwards are permitted only in accordance with the scheme set out in financial regulations.	March 13 £0.449m March 14 £0.719m March 15 £0.202m March 16 £0.315m
<b>Cost of Structural Change</b>	The reserve gives an opportunity to fund the one-off additional costs arising from restructuring before the benefits are realised.	This reserve will be used to meet organisational wide and departmental restructures where there are demonstrable future benefits.	March 13 £1.975m March 14 £1.664m March 15 £1.469m March 16 £1.555m
<b>Schools' Balances</b>	These funds are used to support future expenditure within the Dedicated Schools Block and include individual school balances.	Balances are permitted to be retained by Schools under the Schools Standards & Framework Act 1998. Policies are set and the reserves are managed by schools and the LEA has no practical control over the level of balances.	March 13 £4.471m March 14 £4.371m March 15 £4.013m March 16 £3.333m
<b>Discretionary School Carry Forwards</b>	The statutory requirement to carry forward school balances has been extended to cover those held for Pupil Referral Units and the Schools Specific Contingency as set out in the financial regulations.	Budget Carry Forwards are permitted in accordance with the scheme set out in financial regulations.	March 13 £0.102m March 14 £0.068m March 15 £0.074m March 16 £0.074m

<b>Reserve</b>	<b>Purpose</b>	<b>Policy</b>	<b>Value</b>
<b>Unused Schools Budget Balance</b>	The Schools Budget is a ring fenced account, fully funded by external grants, the most significant of which is the Dedicated Schools Grant. Any under or overspending remaining at the end of the financial year must be carried forward to the next year's Schools Budget and as such has no impact on the Council's overall level of balances.	This reserve is held for specific accounting reasons. The funds in this reserve are ring fenced and cannot be used for any other purpose.	March 13 £0.517m March 14 £0.950m March 15 £0.208m March 16 £1.373m
<b>SEN Resource Units</b>	An earmarked reserve set up in 2012/13 from the under spend on the Schools Budget to fund building adaptations required to develop SEN (special education needs) resource units.	Part of the unused Schools Budget balance, but earmarked for a particular purpose. The funds are therefore ring fenced. The reserve has been approved by the Executive member for Children, Young People and Learning.	March 13 £0.490m March 14 £0.490m March 15 £0.490m March 16 £0.316m
<b>Schools Job Evaluation</b>	An earmarked reserve set up in 2012/13 from the under spend on the Schools Budget to help finance any additional costs that may arise in schools from the implementation of the Bracknell Forest Supplement.	Part of the unused Schools Budget balance, but earmarked for a particular purpose. The funds are therefore ring fenced. The reserve has been approved by the Executive member for Children, Young People and Learning.	March 13 £0.285m March 14 £0.285m March 15 £0.117m March 16 £0.000m
<b>School Meals Re-tender</b>	An earmarked reserve set up in 2013/14 from the under spend on the Schools Budget to cover the costs of the re-tender exercise.	Part of the unused Schools Budget balance, but earmarked for a particular purpose. The funds are therefore ring fenced. The reserve has been approved by the Executive member for Children, Young People and Learning.	March 14 £0.040m March 15 £0.040m March 16 £0.040m
<b>School Expansion Rates</b>	An earmarked reserve set up in 2013/14 from the under spend on the Schools Budget to help finance the increase in Business Rates arising from school expansions. School budgets are normally set on a provisional figure and the reserve will absorb the differences between	Part of the unused Schools Budget balance, but earmarked for a particular purpose. The funds are therefore ring fenced. The reserve has been approved by the Executive member for Children, Young People and Learning.	March 14 £0.112m March 15 £0.196m March 16 £0.445m

<b>Reserve</b>	<b>Purpose</b>	<b>Policy</b>	<b>Value</b>
	provisional and actual figures.		
<b>Education Library Service</b>	A joint arrangement with other Berkshire authorities for the Education Library Service. This reserve is used for the provision of future equipment.	The reserve is held in order to finance the renewal or maintenance of specific items of equipment and reduces pressure on maintenance budgets in one particular year. Use of the reserve is subject to the agreement of the Council's participating in the joint arrangement. The service will end next year.	March 13 £0.110m March 14 £0.089m March 15 £0.063m March 16 £0.028m
<b>Repairs &amp; Renewals</b>	The Council has accumulated funding in an earmarked reserve from service charges paid by tenants at Longshot Lane, Forest Park and Liscombe.	The reserve is held in order to finance future improvement works thereby reducing pressure on maintenance budgets.	March 13 £0.046m March 14 £0.051m March 15 £0.066m March 16 £0.014m
<b>Building Regulation Chargeable Account</b>	A statutory ring fenced account which over time must breakeven.	This reserve is held for specific accounting reasons. The funds in this reserve are ring fenced and cannot be used for any other purpose. The account is currently in deficit and therefore there is no balance on the reserve.	March 13 £0.000m March 14 £0.000m March 15 £0.000m March 16 £0.000m
<b>Commuted Maintenance of Land</b>	Money is received and set aside for the ongoing maintenance of land transferred to the Council under Section 106 agreements.	The reserve will be used to cover the cost of maintaining land transferred to the Council under Section 106 agreements.	March 13 £0.217m March 14 £0.239m March 15 £0.643m March 16 £1.104m
<b>S106 and Travel Plan Monitoring</b>	Money is received and set aside to cover the costs of monitoring developers' compliance with Section 106 agreements, including any travel plan requirements.	The reserve will be used to cover the cost of monitoring developers' compliance with Section 106 agreements, including any travel plan requirements.	March 13 £0.099m March 14 £0.109m March 15 £0.120m March 16 £0.120m
<b>Financial Systems Upgrade</b>	A reserve to meet additional revenue costs arising from the upgrade of Agresso.	The reserve has been used to meet costs arising from phase two of the upgrade.	March 13 £0.049m March 14 £0.040m March 15 £0.040m

Reserve	Purpose	Policy	Value
			March 16 £0.000m
<b>Property Searches Chargeable Account</b>	A reserve created for a statutory ring fenced account which over time must breakeven.	This reserve is held for specific accounting reasons. The funds in this reserve are ring fenced and cannot be used for any other purpose.	March 13 £0.063m March 14 £0.117m March 15 £0.133m March 16 £0.154m
<b>Business Rates Equalisation</b>	A reserve to manage the volatility in business rates income expected to result from the localisation of business rates in April 2013.	The reserve will be used to smooth the impact of changes in business rate income on the annual budget including levy payments and further appeals. The sum set aside for the 2015/16 Collection Fund deficit accounts for £6.084m of the total.	March 13 £2.000m March 14 £0.000m March 15 £13.700m March 16 £11.798m
<b>Transformation</b>	A reserve to support investment in service innovation and improvements.	The reserve will be used to meet the upfront costs of transformation.	March 13 £0.435m March 14 £0.500m March 15 £0.480m March 16 £1.399m
<b>Demographic Pressures and Projects</b>	A reserve to fund future demographic pressures and projects within Adult Social Care.	The reserve will be used to smooth the impact of demographic changes and to meet the upfront cost of projects designed to create efficiencies and service improvements.	March 13 £0.759m March 14 £0.709m March 15 £0.477m March 16 £0.477m
<b>Revenue Grants Unapplied</b>	A reserve to hold unspent revenue grants and contributions where there are no outstanding conditions.	The reserve will be used to match the grant income to the associated expenditure.	March 13 £1.802m March 14 £1.941m March 15 £2.083m March 16 £2.333m
<b>Early Intervention</b>	A reserve to support initiatives that focus on early intervention and preventative work.	The reserve will be used to meet the upfront cost of initiatives focusing on early intervention and preventative work.	March 13 £0.465m March 14 £0.353m March 15 £0.289m March 16 £0.259m

<b>Reserve</b>	<b>Purpose</b>	<b>Policy</b>	<b>Value</b>
<b>Economic Development</b>	A reserve to support economic development.	This reserve will be used to support and increase local economic prosperity. This reserve is no longer required as provision for ongoing costs has been made within the Council's revenue budget.	March 13 £0.456m March 14 £0.550m March 15 £0.279m March 16 £0.000m
<b>School Masterplans and Feasibility Studies</b>	A reserve to meet the cost of masterplans and feasibility studies for schools expansion.	Any upfront costs incurred prior to a decision being taken to construct an asset may need to be met from revenue.	March 13 £0.300m March 14 £0.500m March 15 £0.500m March 16 £0.500m
<b>Repairs and Maintenance</b>	A reserve to address 1D priorities (urgent works required to assets which are life expired and/or in serious risk of imminent failure) which are revenue rather than capital in nature.	The reserve will be used for high priority revenue repairs and maintenance. The reserve is no longer required.	March 13 £0.500m March 14 £0.494m March 15 £0.187m March 16 £0.000m
<b>Residents Parking Scheme</b>	A reserve to meet the cost of the trial scheme in six zones surrounding Bracknell Town Centre.	To meet the cost of the trial scheme in the first two years of operation. The reserve is no longer required.	March 14 £0.140m March 15 £0.140m March 16 £0.000m
<b>Members Initiatives</b>	A reserve to fund another round of small projects (£0.015m per member) based on members' knowledge of local ward priorities or in conjunction with partners and other stakeholders.	The reserve will be used for local ward priorities identified by members	March 14 £0.630m March 15 £0.207m March 16 £0.089m
<b>Public Health Reserve</b>	Under the conditions of the Public Health grant, any under spend of the ring fenced grant can be carried over via a reserve into the next financial year.	The reserve will be used to fund Public Health priorities and projects.	March 14 £0.286m March 15 £0.399m March 16 £0.380m
<b>Better Care Fund Reserve</b>	A new reserve to help meet the cost of Better Care Fund priorities and projects.	The reserve will be used to fund Better Care Fund priorities and projects.	March 15 £0.945m March 16 £1.328m

**Unusable Revenue Reserves**

Certain reserves are kept to manage the accounting processes and do not represent usable resources for the Council.

<b>Balance</b>	<b>Purpose</b>	<b>Policy</b>	<b>Value</b>
<b>Collection Fund Adjustment Account</b>	A reserve required to reflect Collection Fund changes included in the SORP 2009. The balance represents the difference between the Council Tax income included in the Income and Expenditure Account and the amount required by regulation to be credited to the General Fund.	This balance is held for specific accounting reasons.	March 13 £0.209m March 14 £6.474m March 15 -£5.851m March 16 -£5.611m
<b>Accumulated Absences Account</b>	A reserve which absorbs the differences that would otherwise arise on the General Fund Balance from accruing for compensated absences earned but not taken in the year (e.g. annual leave and flexi-time entitlement carried forward at 31 March). Statutory arrangements require that the impact on the General Fund Balance is neutralised by transfers to or from the Account.	This balance is held for specific accounting reasons.	March 13 -£5.198m March 14 -£5.108m March 15 -£5.692m March 16 -£5.598m
<b>Pensions</b>	Reflects the Council's share of the Royal County of Berkshire Pension Fund's assets and liabilities. Contributions will be adjusted to ensure any projected deficit is funded.	This balance is held for specific accounting reasons.	March13 -£145.949m March14 -£164.072m March15 -£223.895m March16 -£214.650m

## Virements between Departments

Total	Explanation
<b>£'000</b>	
	<b><u>Corporate Services / CX Office</u></b>
101	Allocation of Planned Maintenance budgets to match the programme of works.
-7	Revenue contributions to meet HR & Payroll System staff capital costs.
47	An allocation from the Structural Changes Reserve to finance additional costs associated with redundancies.
	<b><u>Children, Young People and Learning</u></b>
7	Allocation of Planned Maintenance budgets to match the programme of works.
39	An allocation from the Structural Changes Reserve to finance additional costs associated with redundancies.
28	Revenue contributions to school capital projects (-£0.027m) less a reversal of the previous contribution to Garth Hill College for solar panels which is no longer required this year (£0.055m).
	<b><u>Adult Social Care, Health and Housing</u></b>
7	Allocation of Planned Maintenance budgets to match the programme of works.
552	An allocation from the Structural Changes Reserve to finance additional costs associated with redundancies.
-2	Revenue contribution towards the refurbishment of flats at Waymead.
	<b><u>Environment, Culture and Communities</u></b>
234	Allocation of Planned Maintenance budgets to match the programme of works.
257	An allocation from the Structural Changes Reserve to finance additional costs associated with redundancies.
-133	Revenue contributions for capital equipment purchases at Bracknell Leisure Centre, Coral Reef, EHPCC, Downshire Golf Complex and the Lookout café.
	<b><u>Non-Departmental</u></b>
-349	Allocation of Planned Maintenance budgets to match the programme of works.
114	Revenue contributions towards capital
-895	Structural Changes Reserve
<b>0</b>	<b>Total Virements</b>

### Departmental Virements over £50,000

Debit	Credit	Explanation
£'000	£'000	
		<b><u>Corporate Services / CX Office</u></b>
		<b><u>Single Person Discount /RV Review</u></b>
		A consultant was engaged to maximise the income received for Council Tax and Business Rates. This has resulted in an increase in income to the Collection Fund which is outside of Corporate Services budgets. The cost was met from Finance budgets.
52		Local Tax Collection
	-52	Finance
<b>52</b>	<b>-52</b>	<b>Total</b>



## Departmental Virements over £50,000

Debit	Credit	Explanation
£'000	£'000	
		<b><u>Adult Social Care, Health and Housing</u></b>
		Movement of staff budget from Housing Options to Housing Benefits Administration to reflect the new ways of working for Housing staff.
79	-79	Housing Options - Employees Housing Benefits Administration - Employees
		Budget adjustments to align the Council budget with the Better Care Fund. This virement reflects one project that is no longer required, and a second that will be managed by the CCG rather than the Council.
3	-62	Director - Third Party Payments Director - Other Income Physical Support - Third Party Payment
59		
		Changes to the Departmental Staffing Budget to reflect additional external income and funding received during the year that is being used to fund staff costs. This includes Winter Pressure funding from the NHS, increased usage by other authorities of the Berkshire-wide out-of-hours service, and additional income for Forestcare.
92	-92	Community Response & Reablement - Other Grants, Reimbursements and Contributions Community Response & Reablement - Employees
210	-210	EDS - Other Grants, Reimbursements and Contributions EDS - Employees
63	-201	Physical Support - Other Grants, Reimbursements and Contributions Physical Support - Employees
138		Physical Support - Third Party Payments
		Virement to reflect both the additional Public Health grant received in respect of children's 0-5 services, which became the responsibility of the Council from 1 October 2015, and also the in-year cut to Public Health grant made by NHS England.
537	-537	Public Health - Government Grants Public Health - Third Party Payments
		To align the Council budgets with the final Better Care Fund position.
157	-647	Director - Third Party Payments Director - Other Grants, Reimbursements and Contributions
107		Director - Other Income
106	-106	Joint Commissioning - Third Party Payments Joint Commissioning - Other Grants, Reimbursements and Contributions
55	-68	Community, Response & Reablement - Employees Community, Response & Reablement - Third Party Payment
113		Community, Response & Reablement - Other Grants, Reimbursements and Contributions
	-101	Community, Response & Reablement - Other Income
225	-1	Physical Support - Supplies and Services Physical Support - Third Party Payments
160		Physical Support - Other Grants, Reimbursements and Contributions

### Departmental Virements over £50,000

Debit	Credit	Explanation
£'000	£'000	
121	-106 -3 -12	<p>Costs from other departments that have a clear health benefit, and are therefore coded to Public Health, include staff costs. This virement is therefore required to ensure the Departmental Staffing Budget is not overspent.</p> <p>Public Health - Employees Public Health - Supplies &amp; Services Public Health - Third Party Payment Public Health - Other Income</p>
190	-190	<p>Virement to amend the staffing budget for one-off pressures. This is made up of pressures from having an interim Director, statutory responsibilities in respect of Deprivation of Liberty Safeguarding, and agency staff retained to train Housing Benefit officers on the identification of overpayments, which has yielded additional subsidy.</p> <p>Director - Employees Director - Third Party Payment</p>
<b>2,415</b>	<b>-2,415</b>	<b>Total</b>

### Departmental Virements over £50,000

Debit	Credit	Explanation
£'000	£'000	
		<b><u>Schools Budget</u></b>
		The approved Scheme for Local Management of Schools sets out criteria under which school budgets will be adjusted to take account of changing circumstances. These can be in respect of local policy decisions in order to comply with relevant legislation.
1,981		Delegated School Budgets.
	-1,523	SEN provisions and support services
79		Education out of School
	-341	School Staff Absence and Other Items
10		Early Years provisions and support services
	-206	Support to Schools in Financial Difficulties
		St Margaret Clitherow converted to an academy on 1 September. The Education Funding Agency will now finance the school direct by way of a reduction to the level of Dedicated Schools Grant.
	-326	Delegated School Budgets
	-11	Other budgets
337		Dedicated Schools Grant
<b>2,407</b>	<b>-2,407</b>	<b>Total</b>

### Departmental Virements over £50,000

Debit	Credit	Explanation
£'000	£'000	
		<b><u>Non-Departmental</u></b>
		The Members Initiative Fund has been used to support capital and revenue schemes. As this is a revenue fund, capital schemes require a transfer of resources to the Revenue Contributions to Capital budget.
50	-50	Revenue Contributions to Capital Members Initiative Fund
<b>50</b>	<b>-50</b>	<b>Total</b>
<b>4,924</b>	<b>-4,924</b>	<b>Grand Total</b>

**TO: EXECUTIVE  
18 JULY 2015**

**Capital Programme Outturn 2015/16  
(Borough Treasurer)**

**1 PURPOSE OF DECISION**

1.1 At its meeting on 25 February 2015, the Council approved a capital programme for 2015/16-2017/18. This report updates the Executive on the capital outturn expenditure position for 2015/16 and requests approval for the carry forward of the remaining capital programme, the majority of which is committed but not yet spent. The report also sets out how the 2015/16 expenditure is to be financed.

**2 RECOMMENDATIONS**

**2.1 That the Executive:**

- a) **Notes the outturn capital expenditure and in particular the key variances identified in paragraph 5.5.**
- b) **Approves the carry forward of £20.967m from the 2015/16 capital programme to 2016/17 including £0.339m relating to projects approved in 2014/15 (see paragraph 5.6).**
- c) **Notes the financing of capital expenditure as shown in Table 2.**
- d) **Approves the additions and virements to the 2016/17 Capital Programme as outlined in paragraphs 5.14 – 5.18**

**3 REASONS FOR RECOMMENDATIONS**

3.1 The reasons for the recommendations are set out in section 5 below.

**4 ALTERNATIVE OPTIONS CONSIDERED**

4.1 Not Applicable

**5 SUPPORTING INFORMATION**

Outturn Capital Expenditure

5.1 The capital programme for 2015/16 consisted of £67.020m on projects and programmes. The projected outturn is £45.089m (67% of approved budget). These figures remain subject to change, pending external audit. However, no significant movement is anticipated. The capital programme is monitored on a monthly basis by officers and reported formally to the Corporate Management Team on a quarterly basis and through to Members in the Quarterly Service Reports.

5.2 The published capital budget is based on scheme approvals and does not reflect the anticipated cash flow. Cash budgets are also monitored against to reflect the spend profile of the capital works. The actual spend is 98% of the cash budget (£45.177m) and highlights the importance of setting cash budgets as well as scheme approvals. Many of the capital schemes are both technically and logistically complex to implement. Issues such as planning approvals, land transfers and inclement weather can all lead to unavoidable delays. In addition, their financial scale requires a lengthy tender process to ensure that best value is obtained prior to letting the works contract. It is therefore extremely difficult to complete such schemes within the

## Unrestricted

financial year in which they are approved. Cash budgets are therefore a more accurate way of monitoring spend and performance.

- 5.3 Table 1 summarises the outturn position for schemes managed by Service Departments based on latest information available. The detailed monitoring sheets are provided at Annexes A-D.

*Table 1: Capital outturn for each Service*

Annex	Service	Approved budget	Estimated Outturn	Carry forward	(Under) /Over spend
		£'000	£'000	£'000	£'000
A	Adult Social Care, Health & Housing	5,291	3,831	1,060	-400
B	Children, Young People & Learning	24,854	19,080	5,774	0
C	Council Wide	13,993	6,823	6,711	-459
C	Corporate Services	655	416	239	-2
D	Environment, Culture & Communities	22,227	14,939	7,183	-105
<b>Total Capital Programme</b>		<b>67,020</b>	<b>45,089</b>	<b>20,967</b>	<b>-966</b>
		% spent	67%		

- 5.4 The total carry forwards requested by service departments amount to £20.967m and have been reflected in the cash budgets mentioned above. Many of the projects are either close to being completed or are contractually committed and underway.
- 5.5 According to Financial Regulations, departments are required to manage their budgets to ensure that the overall department capital programme is not exceeded. As can be seen above the overall capital programme is underspent against budget and there have been some significant variances which are required to be drawn to the attention of Members (>£25,000). The key budget variances are detailed below.

### Adult Social Care, Health and Housing

Older Person Accommodation Strategy (£400K underspend) - Council decided to no longer proceed with scheme at Dennis Pilcher House.

### Council Wide

Market Place Properties CPO (£461.8k underspend) – Following the settlement of the largest outstanding CPO claim, there are now only 3 outstanding CPOs. A carry-forward of £100k is requested, and the provision has been reduced with the remaining balance identified as an underspend

### Environment, Culture and Communities

Shoulder of Mutton Highway Works (£82.2k underspend) – Scheme postponed and funding returned to unallocated S106 reserves.

- 5.6 In accordance with Financial Regulations, funding for capital projects is automatically permitted to roll forward for one year. After this, funding may only be rolled forward if work on a project has commenced on-site, unless the approval of Members has been obtained. Projects totalling £0.339m (as detailed in Annex E) carried forward from 2014/15 have not yet been contractually committed. However, work is planned to commence on these schemes in the near future. Consequently, it is requested that these funds be carried forward into 2016/17.

### **Use of capital resources**

- 5.7 Capital expenditure can be financed from four main sources. These are Developers' Contributions (S106 monies and Community Infrastructure Levy), Grants, Capital Receipts and Borrowing. No external borrowing has been necessary during 2015/16.

#### Capital Receipts

- 5.8 The 2015/16 Capital Programme was approved with an assumption that £5m of capital receipts would be generated in the year. As part of the transfer agreement with Bracknell Forest Homes (BFH) the Council receives a share of the sales of properties by Bracknell Forest Homes through preserved Right-To-Buy and also receives a share of the proceeds from the VAT-Shelter agreement. The amount received from Bracknell Forest Homes for 2015/16 is £2.010m.
- 5.9 A further source of receipts is the sale of surplus assets and other miscellaneous capital receipts of which £3.853m has been received from the sale of these during 2015/16, with significant receipts from the sale of Binfield Nursery (£3m) and East Lodge (£0.4m).
- 5.10 As such the total capital receipts that can be used to fund the Capital Programme are £5.863m. With interest rates at historical lows and the rate of return on the Council's investments reduced to an average of 0.5%, these additional receipts will not have a material impact on the Council's revenue outturn in 2015/16.
- 5.11 It is proposed that all of the capital receipts be used to finance capital expenditure.

#### S106 receipts

Each year the Council enters into a number of agreements under Section 106 of the Town & Country Planning Act 1990 by which developers make a contribution towards the cost of providing facilities and infrastructure which may be required as a result of their development. Usually the monies are given for works in a particular area and/or for quite specific purposes. At the start of the financial year, £6.436m was available from accumulated developer contributions to fund projects.

During the year, a number of projects costing £2.336m have been undertaken that can be funded from Section 106 monies. In addition, £3.279m was received from developers towards new projects and £0.184m has supported revenue expenditure on bus contracts, Suitable Alternative Natural Green Spaces (SANGS) posts and waste and recycling.

Taking into account the funding requirements identified above the total Section 106 resources available for future schemes consequently amount to £7.195m as at 31 March 2016. Of this, £3.620m has already been committed or provisionally allocated for future projects.

#### Community Infrastructure Levy (CIL)

A total of £1.405m was invoiced in 2015/16 in relation to the CIL, of which a net £1.184m (after taking account of the SANGs contribution, the 5% admin fee and the Parish contributions) was available to finance the capital programme. The CIL is accounted for on an accruals basis, and whilst £1.184m was billed and therefore available for financing purposes, the actual cash received amounted to only £307,000. Those liable for CIL have the option of a payment schedule as set out in

the legislation and all developers took up this opportunity to phase payments in 2015/16.

Government grants/Contributions

A total of £26.484m of government grants and other external contributions have been used to finance capital projects in 2015/16. The majority of the grants used were from the Department for Education for schools expansion and maintenance (£16.1m), and the Department for Transport funding for the Local Transport Plan (£10.3m) was also used during the year.

5.12 Table 2 below summarises how the capital expenditure for 2015/16 will be financed.

*Table 2: Financing of Capital Expenditure*

	£'000
Total capital expenditure	45,089
To be financed by:	
-Capital receipts	5,863
-Community Infrastructure Levy (CIL)	1,184
-Government Grants/contributions	26,484
-S106 monies available	2,324
-Capital Financing Requirement	9,234

**Capital Financing Requirement**

5.13 As a result of the capital expenditure in 2015/16 the Council now has an overall capital financing requirement of £62.301m as at the 31 March 2016. The Council will need to provide for the repayment of this through the minimum revenue provision which will need to be re-calculated using the policy agreed by Council. This will be incorporated into the budget round for 2017/18.

**Amendments to 2016/17 Programme**

5.14 The Council agreed a Capital Programme of £79.829m for 2016/17 funded through external grants and contributions of £19.846m and the balance funded by internal resources and borrowing of £59.983m.

Council Wide

5.15 In order to maximise the resources available to the General Fund Revenue Account the Council makes every effort to capitalise project management costs and fees associated with capital works included within the planned programme. In setting the 2016/17 Budgets the revenue impact was allowed for. Approval for the capitalisation of £400,000 of costs within the Revenue Budget is now sought.

5.16 A sum of £463,000 was approved by Council within the 2016/17 Planned Maintenance programme (and included in the recent Contract Award report approved by the Executive) for works that were being undertaken as part of the overall scheme at Coral Reef. These works will be managed as part of the whole Coral Reef enhancement project and as such it is recommended that this budget sum be vired from the Council Wide programme (Buildings Planned Maintenance Programme) to the Environment, Culture & Communities (Coral Reef Roof and Flumes) budget.



### Housing Programme

- 5.17 Funding from the 2015/16 Housing programme was used to fund the deposit payable on the scheme to convert Amber House to affordable housing units as part of the TRL S106 Agreement. The final S106 sum has been agreed with Legal & General and is expected in late June. As such the funding from the housing programme can be reinstated to an amount equivalent to the difference between the cost of the affordable housing at Amber House and the sum received from Legal & General. As such it is recommended that £397,000 be added to the Housing Programme in 2016/17
- 5.18 A property purchased in 2015/16 as part of the Temp-to-Permanent programme to alleviate homelessness was a property that the Council had previously provided a mortgage on through the Mortgage Scheme. As such the sum due to purchase the property was netted off against the principal outstanding on the mortgage due to the Council. However the accounting rules require such transactions to be grossed up and it is recommended that the 2016/17 Housing Programme be increased by £79,000 to ensure there is no adverse impact on the Housing Capital Programme.

### **Future Capital Programme**

- 5.19 Work will be commencing over the coming months to prepare the capital programme for 2017/18-2019/20. The extent of the capital programme is based on affordability supplemented by any external funding. The affordability of the capital programme takes into account the revenue impact of the capital scheme both in running costs and the necessity to repay the capital sum. Therefore, this will impact on the Council's ability to continue to fund a capital programme at current levels. The indicative capital programme for 2017/18 is £38.8m, of which £16.3m is expected to be externally funded, however this level of capital spend will need to be reviewed in light of the actual Council's resources and will be considered as part of the budget process over the coming months.

## **6 ADVICE RECEIVED FROM STATUTORY AND OTHER OFFICERS**

### Borough Solicitor

- 6.1 The authorisation for incurring capital expenditure by local authorities is contained in the legislation covering the service areas.

### Borough Treasurer

- 6.2 The financial implications are contained within the report.

### Impact Assessment

- 6.3 None

### Strategic Risk Management

- 6.4 The most significant risk facing the Council is the impact of the capital programme on the revenue budget. As the outturn is in line with that assumed in setting the 2015/16 budget the risk on the revenue budget has been minimised.
- 6.5 There are also a range of risks that are common to all capital projects which include:
- Tender prices exceeding the budget
  - Planning issues and potential delays
  - Uncertainty of external funding (especially when bids are still to be submitted or the results of current bids are unknown)
  - Building delays due to unavailability of materials or inclement weather

- Availability of staff with appropriate skills to implement schemes and IT projects in particular.

## 7 CONSULTATION

7.1 Not Applicable

Contact for further information

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Doc. Ref

Capital Monitoring Report Outturn 15-16 - Exec

**CAPITAL MONITORING 2015/16**

Dept: Adult Social Care, Health and Housing

As at: 31st March 2016

Cost Centre	Cost Centre Description	Approved Budget £000's	Cash Budget 2015/16 £000's	Expenditure to Date £000's	Estimated Outturn 2015/16 £000's	Carry Forward 2016/17 £000's	(Under) / Over Spend £000's	Target for Completion	Current Status of Project / Notes
	<b>Housing</b>								
YP260	Enabling More Affordable Housing	72.0	72.0	72.0	72.0	0.0	0.0	2015/16	East Lodge (£100k) will no longer be used and the remaining budget was vired to Temp to Perm. Santa Catalina (£72k) was completed at the end of Oct
YP261	Help to Buy a Home (Cash Incentive Scheme)	300.4	227.0	227.0	227.0	73.4	0.0	2015/16	4 cases have been completed; 82 Anneforde / 33 Dumers Lane / 123 Ullswater / 5 Agart Crescent. £73k to be c/f to 2016/17
YP262 51	Enabling More Affordable Homes ( Temp to Perm)	1,846.0	1,846.0	1,846.0	1,846.0	0.0	0.0	2015/16	Purchased 8 properties in 2015/16 (Helmsdale, £186k, Aysgarth, £42k, Stoney Road, £311k, Deansgate, £257k, Wildridings, £179k, Swaledale £263k and Ringwood £268k. Vandyke £260k).
YP304	Mortgages for Low Cost Home Ownership Properties	174.1	117.6	117.6	117.6	56.5	0.0	2015/16	Mortgage advance for 50 Haversham has been moved from YP316. £56.5k budget should be carried forward to 2016/17
YP316	BFC My Home Buy	452.7	105.3	105.3	105.3	347.5	0.0	2015/16	1 property has completed (50 Haversham) and 1 property was completed in April 2016. £347.5k to be c/f to 2016/17 which includes budget for purchase that was completed in April of £148k therefore £200k is available in 2016/17
YP466	Amber House	500.0	500.0	500.0	500.0	0.0	0.0	2015/16	Budget has been spent
YP471	Choice Based Letting System	30.0	30.0	30.0	30.0	0.0	0.0	2015/16	Budget has been spent
YP472	Tenterton Guest House	850.0	836.4	836.4	836.4	13.6	0.0	2015/16	Purchase of Tenterton Lodge - Building & Stamp Duty (£802k) and cost of capitalised repairs. £13.6k to be carried forward to 2016/17 for capitalised repairs to Tenterton Lodge
YP480	Waymead Flats Refurb (Invest to Save)	1.3	1.3	1.3	1.3	0.0	0.0	2015/16	Spend incurred in 2015/16 but no budget
	<b>Total Housing</b>	<b>4,226.5</b>	<b>3,735.5</b>	<b>3,735.5</b>	<b>3,735.5</b>	<b>491.0</b>	<b>0.0</b>		
	<b>Adult Social Care &amp; Health</b>								
YS528	Care Housing Grant	15.4	0.0	0.0	0.0	15.4	0.0	2015/16	To be carried over to 2016/17
YS529	Community Capacity Grant	351.7	45.8	45.8	45.8	305.9	0.0	2015/16	Paid £32k for works at 28 Oakengates and £4k for sluice at Bridgewell and £10k for equipment at Forestcare. The remaining budget will be carried over to 2016/17
YS581	Older Person Accommodation Strategy	400.0	400.0	0.0	0.0	0.0	-400.0	2015/16	Dennis Pilcher House capital scheme will no longer proceed.
YH126	Improving Info for Social Care (Capital Gr)	39.2	0.0	0.0	0.0	39.2	0.0	2015/16	This money relates to intergrating the Social Services and Health IT Systems - will need to be c/f to 2016/17
YS418	ASC IT Systems Replacement	258.6	50.2	50.2	50.2	208.4	0.0	2015/16	Budget held for potential costs of interoperability. Budget was previously held for Care Act costs that are no longer required. - Paid £20k to date for salary of TB plus £11k on consultancy fees (Edenhouse) and £17k on installation costs (Liquidlogic)
	<b>Total Adult Social Care &amp; Health</b>	<b>1,064.9</b>	<b>496.1</b>	<b>96.1</b>	<b>96.1</b>	<b>568.8</b>	<b>-400.0</b>		
	<b>Total ASCH&amp;H</b>	<b>5,291.4</b>	<b>4,231.6</b>	<b>3,831.6</b>	<b>3,831.6</b>	<b>1,059.8</b>	<b>-400.0</b>		

CAPITAL MONITORING 2015/16  
Dept: Children, Young People and Learning

As at 31 March 2016

Cost Centre	Cost Centre Description	Approved Budget 2015/16	Cash Budget 2015/16	Expenditure to Date	Estimated Outturn 2015/16	Carry Forward 2016/17	(Under) / Over Spend	Next Target / Explanatory Note	Current status of the project / notes
		£000's	£000's	£000's	£000's	£000's	£000's		
	<b>SCHOOL PROJECTS</b>								
YS562	Amen Corner Primary (North)	56.5	56.1	56.1	56.1	0.4	0.0	Detailed design complete	School anticipated from Sep-17
YS551	Amen Corner Primary (South)	10.8	0.0	0.0	0.0	10.8	0.0	School/housing programmes match	Developer has outline planning permission for school, negotiating S106
YS558	Ascot Heath Schools Relocation	30.1	20.0	20.0	20.0	10.1	0.0	Possible Developer Construct Scheme	Designs being reviewed following public consultation
YS538	Birch Hill Primary	0.0	0.0	0.0	0.0	0.0	0.0	Project on hold	Surge classroom on hold, not required for Sep-15, will review for Sep-16
YS542	Cranbourne Primary	1,662.1	1,295.8	1,295.8	1,295.8	366.3	0.0	On site	On site
YS503	Crown Wood Primary	511.7	284.7	284.7	284.7	227.0	0.0	Completed	Completed. Extension of Time claim outstanding
YS536	Fox Hill Primary	175.4	174.8	174.8	174.8	0.6	0.0	Surge on hold. Kitchen complete	Surge classroom on hold. Kitchen completed
YS504	Great Hollands Primary	1,123.0	706.3	706.3	706.3	416.7	0.0	On site	On site
YS552	Harmans Water Primary	0.8	0.8	0.8	0.8	0.0	0.0	Surge classroom open	Surge classroom open
YS502	Holly Spring Infant & Junior	45.1	42.8	42.8	42.8	2.3	0.0	Completed	Completed
YS405	Jennett's Park CE Primary	5.1	2.8	2.8	2.8	2.3	0.0	Additional Classroom in September 2015	Additional Classroom opened Sep-15 (F&E and ICT only)
YS460	Meadow Vale Primary	142.7	-4.5	-4.5	-4.5	147.2	0.0	Completed	Completed. Extension of Time claim outstanding
YS464	Owlsmoor Primary	2,473.1	2,210.3	2,210.3	2,210.3	262.8	0.0	Completed	Completed
YS537	Pines (The) Primary	-4.0	-54.3	-54.3	-54.3	50.3	0.0	Phase 1 Completed	Phase 1 Completed
YS553	TRL Primary	10.9	0.0	0.0	0.0	10.9	0.0	School/housing programmes match	Awaiting commencement of development which will trigger S106 provisions
YS555	Warfield East Primary	11.2	0.0	0.0	0.0	11.2	0.0	School/housing programmes match	Developer in negotiation with planners over draft S106 provisions
YS554	Warfield West Primary	154.1	154.1	154.1	154.1	0.0	0.0	On site	On site
YS539	Wildmoor Heath Primary	515.5	446.6	446.6	446.6	68.9	0.0	Project on hold. Kitchen for Sep-15	Project on hold, pending Broadmoor housing. School Meals Kitchen completed.
YS540	Wildridings Primary	0.0	0.0	0.0	0.0	0.0	0.0	Project on hold	Surge classroom on hold, not required for Sep-15, will review for Sep-16
YS543	Winkfield St Marys Primary	526.1	157.4	157.4	157.4	368.7	0.0	On site	On site
YS541	Wooden Hill Primary	20.4	5.4	5.4	5.4	15.0	0.0	Project on hold	Surge classroom on hold, not required for Sep-15, will review for Sep-16
<b>Y25</b>	<b>Primary</b>	<b>7,470.6</b>	<b>5,499.1</b>	<b>5,499.1</b>	<b>5,499.1</b>	<b>1,971.5</b>	<b>0.0</b>		
YS476	Brakenhale Capacity Works	714.8	656.8	656.8	656.8	58.0	0.0	Phase 4 complete	Phase 4 Complete
YS549	Easthampstead Park	336.5	75.1	75.1	75.1	261.4	0.0	Completed	Completed
YS547	Edgbarrow School Expansion	903.3	145.1	145.1	145.1	758.2	0.0	In design	In design
YS548	Garth Hill College	5,287.1	5,231.6	5,231.6	5,231.6	55.5	0.0	Completed	Completed
YS499	Sandhurst Redevelopment	17.5	15.0	15.0	15.0	2.5	0.0	Masterplan completed	Masterplan completed
<b>Y20DB</b>	<b>Secondary</b>	<b>7,259.2</b>	<b>6,123.6</b>	<b>6,123.6</b>	<b>6,123.6</b>	<b>1,135.6</b>	<b>0.0</b>		
YS530	Eastern Road SEN	2,410.4	2,379.1	2,379.1	2,379.1	31.3	0.0	Completed	Completed
<b>Y20DB</b>	<b>Special</b>	<b>2,410.4</b>	<b>2,379.1</b>	<b>2,379.1</b>	<b>2,379.1</b>	<b>31.3</b>	<b>0.0</b>		
YS556	Binfield Learning Village	3,400.8	2,359.5	2,359.5	2,359.5	1,041.3	0.0	In design	In design, work packages being tendered, planning application submitted
	<b>Village</b>	<b>3,400.8</b>	<b>2,359.5</b>	<b>2,359.5</b>	<b>2,359.5</b>	<b>1,041.3</b>	<b>0.0</b>		
	<b>Fees</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	To be fully spent by March 2015	To be allocated to projects
YS585	Basic Need Grant for Allocation	509.8	0.0	0.0	0.0	509.8	0.0	Unallocated grant	Unallocated grant to be c/f to fund future years' projects
Y20IA	Devolved Capital and other funds held by schools	923.2	552.0	552.0	552.0	371.2	0.0	On-going	In progress
YS339	Section 106 Developer Contributions	0.0	0.0	0.0	0.0	0.0	0.0	To be allocated to projects	Allocated to projects
YS290	RCCO Related School Spend	6.7	6.7	6.7	6.7	-0.0	0.0		
	<b>Other Schools Related Capital</b>	<b>1,439.7</b>	<b>558.7</b>	<b>558.7</b>	<b>558.7</b>	<b>881.0</b>	<b>0.0</b>		
	<b>SCHOOL PROJECTS</b>	<b>21,980.7</b>	<b>16,920.0</b>	<b>16,920.0</b>	<b>16,920.0</b>	<b>5,060.7</b>	<b>0.0</b>		
	<b>Percentages</b>			<b>100.0%</b>	<b>100.0%</b>		<b>0.0%</b>		
	<b>CAPITAL MAINTENANCE / CONDITION</b>								
<b>52</b>	<b>Planned works</b>	<b>2,219.6</b>	<b>1,929.5</b>	<b>1,929.5</b>	<b>1,929.5</b>	<b>290.1</b>	<b>0.0</b>	In progress.	Delays in receipt of final accs and in project initiation. C/f is fully committed.
	<b>ROLLING PROGRAMME</b>	<b>2,219.6</b>	<b>1,929.5</b>	<b>1,929.5</b>	<b>1,929.5</b>	<b>290.1</b>	<b>0.0</b>		
	<b>Percentages</b>			<b>100.0%</b>	<b>100.0%</b>		<b>0.0%</b>		
	<b>OTHER PROJECTS</b>								
YS368	Integrated Children's Services	150.0	101.9	101.9	101.9	48.1	0.0	Early 16-17	Go live postponed. Further costs incurred to complete implementation.
YS411	Capita One (EMS) Upgrade	99.5	55.9	55.9	55.9	43.6	0.0	Early 16-17	Solus upgrade completed. Remaining projects in progress.
YS412	Easthampstead Park School ICT Upgrade	14.0	14.0	14.0	14.0	0.0	0.0	Complete	Invoice to be settled.
YS452	CSC ICT Mobile Working	100.0	9.3	9.3	9.3	90.7	0.0	Sep-16	Delays due to changes in requirements and initial tablet option discontinued.
<b>Y20G</b>	<b>ICT projects</b>	<b>363.5</b>	<b>181.1</b>	<b>181.1</b>	<b>181.1</b>	<b>182.4</b>	<b>0.0</b>		
<b>Y40CA</b>	<b>Youth Facilities</b>	<b>110.1</b>	<b>15.0</b>	<b>15.0</b>	<b>15.0</b>	<b>95.1</b>	<b>0.0</b>	Mar-17	Planning for modernisation and ongoing restructuring of the Youth Service.
<b>Y20G</b>	<b>Retentions - Non Schools</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>		
YS580	Places for 2 year olds	109.6	24.7	24.7	24.7	84.9	0.0	In progress	ICT pushed to 16/17. Other works starting in Feb half term.
YS582	Priestwood Guide Centre	70.0	8.9	8.9	8.9	61.1	0.0	In progress	Advice received. Works to begin in Feb half term.
<b>Y20HA</b>	<b>Other</b>	<b>179.6</b>	<b>33.6</b>	<b>33.6</b>	<b>33.6</b>	<b>146.0</b>	<b>0.0</b>		
	<b>OTHER PROJECTS</b>	<b>653.2</b>	<b>229.7</b>	<b>229.7</b>	<b>229.7</b>	<b>423.5</b>	<b>0.0</b>		
	<b>Percentages</b>			<b>100.0%</b>	<b>100.0%</b>		<b>0.0%</b>		
	<b>TOTAL CAPITAL PROGRAMME</b>	<b>24,853.5</b>	<b>19,079.2</b>	<b>19,079.2</b>	<b>19,079.2</b>	<b>5,774.3</b>	<b>0.0</b>		

**CAPITAL MONITORING 2015/16**

ANNEX C

**Corporate Services & Chief Executives**

Dept: **Office**

As at: **31st March 2016**

Cost Centre	Cost Centre Description	Additional Council Funding Virements	Approved Budget	Cash Budget 2015/16	Expenditure to Date	Carry Forward 2016/17	(Under) / Over Spend	Target for Completion	Current Status of Project / Notes
		£000's	£000's	£000's	£000's	£000's	£000's		
<b>PRIOR YEAR FUNDED SCHEMES</b>									
<b>Prior Year Funded Schemes - Corporate Services &amp; Chief Executive</b>									
YM245	Jennett's Park Community Centre	0.0	10.0	10.0	10.0	0.0	0.0	Complete	Grant given to JPCA to carry out works to provide an office space at Jennetts Park Community Centre in development.
YM248	The Parks Community Centre/Sports Pavilion	0.0	210.1	185.5	185.5	24.6	0.0	Mar-17	Budget to be used to complete the snagging works.
YM254	New Hope Works			0.0	4.3	0.0	4.3	Complete	Project complete
YM259	North Ascot Community Centre	0.0	4.3	4.3	4.3	0.0	0.0	Complete	All works completed
YM293	Property & Asset Management System	0.0	36.1	4.9	4.9	31.2	0.0	Mar-17	Training to roll the system out to Corporate building managers and Schools is largely complete and the system is now in daily use. Further development work continues.
YM312	On-Line Booking Systems	0.0	6.2	0.0	0.0	6.2	0.0	Mar-17	We have used some of this budget to pay for consultancy to develop booking of bulky waste collections. The carry forward is to fund integration with Uniform, to facilitate booking of pest control and other appointments.
YM313	ICT Helpdesk Software Replacement	0.0	5.2	0.0	0.0	5.2	0.0	Jul-16	V-fire module likely to need further configuration following full upgrade to be configured to enable self-service. Will be in 2016-7.
YM315	Customer Relationship Management System (Invest To Save)	0.0	57.5	20.9	20.9	36.6	0.0	Mar-17	The development of the telephony integration and upgrade to the Capita payment portal are required before new services can be developed. The majority is likely to be completed toward the end of the last quarter of 2015/16, but it will be necessary to carry forward some of this project budget to the next financial year.
<b>Total of Prior Year Funded Schemes - Corporate Services &amp; Chief Executive</b>		0.0	329.4	225.557	229.9	103.8	4.3		
<b>Prior Year Funded Schemes - Council Wide</b>									

**CAPITAL MONITORING 2015/16**

ANNEX C

**Corporate Services & Chief Executives**

Dept: **Office**

As at: **31st March 2016**

Cost Centre	Cost Centre Description	Additional Council Funding Virements	Approved Budget	Cash Budget 2015/16	Expenditure to Date	Carry Forward 2016/17	(Under) / Over Spend	Target for Completion	Current Status of Project / Notes
		£000's	£000's	£000's	£000's	£000's	£000's		
YM165	Server and Server Component Refresh	0.0	52.5	9.9	9.9	42.5	0.0	Sep-16	Citrix server hardware and VMWare EOL replacements to take place throughout the coming year. Further Servers to be ordered for Citrix Farm upgrade however EOL not until April 16 so will only purchase towards year end. Some design work required for the Citrix Farm. Considering options with suppliers. Remainder of spend will be in 2016/17.
YM215	Replacement Revenue & Benefits System	0.0	32.1	0.0	0.0	32.1	0.0	Mar-17	A purchase order for the Revenues module of the CRM has been placed, with a view to implementing this in Q4 of 2015/16. A tender is underway for the e-benefits software solution and an order will be placed shortly, however it is not expected to be delivered until the next financial year.
YM239	Replacement Network Circuits (Invest To Save)	0.0	23.2	19.6	19.6	3.6	0.0	Jul-16	Required for speeding up at remote sites. Some funds required for extension of wireless links. Work continues to replace these. Additional funds are required for unreliable and poor performance of remote connections (many currently use EPS8 circuits)
YM247	Market Place Properties	0.0	471.8	371.8	-90.0	100.0	-461.8	Mar-17	Following the settlement of the largest outstanding CPO claim, there are now 3 outstanding CPO's with an estimated value of £0.065m, which will be split 50/50 with BRP. Whilst the balance in the provision should be adequate to meet BFC costs a balance will be maintained within capital to ensure all CPO claims can be met.
YM252	IPT Migration Project (Invest To Save)	0.0	48.1	29.6	29.6	18.5	0.0	Jun-16	Review of licences and additional requirements to be assessed.
YM214	Electronic Documents Records Management System	0.0	189.5	90.6	90.6	98.9	0.0	Oct-17	File storage and collaboration strategy commenced.
YM253	Time Square Accommodation	0.0	14.6	14.6	8.9	0.0	-5.7	Complete	All works fully complete and all retention monies to both Contractor and the Consultant.
YM304	Great Hollands Community Centre & Library	0.0	53.9	5.3	5.4	48.6	0.0	Mar-17	Carry forward budget required for roof works.

**CAPITAL MONITORING 2015/16**

ANNEX C

**Corporate Services & Chief Executives**

Dept: **Office**

As at: **31st March 2016**

Cost Centre	Cost Centre Description	Additional Council Funding Virements	Approved Budget	Cash Budget 2015/16	Expenditure to Date	Carry Forward 2016/17	(Under) / Over Spend	Target for Completion	Current Status of Project / Notes
		£000's	£000's	£000's	£000's	£000's	£000's		
YM307	CITRIX Licensing	0.0	72.0	0.0	0.0	72.0	0.0	Mar-17	Licence requirements to be confirmed. Changes to Citrix farm over coming year being reviewed. In process of determining licence numbers - to be ordered 16/17.
YM308	Phone System Replacement - Remote Sites	0.0	44.7	8.8	8.8	35.9	0.0	Jun-16	Work anticipated to take place early16/17.
YM309	Storage Area Networks	0.0	60.6	23.9	23.9	36.7	0.0	May-16	Extended storage required for new backup solution. Backup solution installed.
YM311	Phone System Replacement - Libraries	0.0	19.5	3.2	3.1	16.3	0.0	Mar-17	Ascot Heath outstanding. Work to move BT circuit needs to accommodate this are complete.
YM317	Easthampstead House Accommodation	0.0	10.8	10.8	10.8	0.0	0.0	Complete	All snagging works completed and all retention monies paid
YM318	Time Square Meeting Rooms - Display Screens	0.0	21.6	18.6	18.6	3.0	0.0	Jun-16	Further spend on meeting rooms required which will result in an overspend to be offset by other schemes.
YM322	Oracle 11 Upgrade	0.0	62.0	1.2	1.2	60.8	0.0	Oct-16	Some server upgrades required during year to Oracle v11 for business systems. Some systems require v12. Some dates for applications being scheduled including Uniform, M3, Confirm and EDRMS. Budget requires a carry forward to 2016-17 when work is likely to be carried out.
YM323	Time Square - Easthampstead House Network Link	0.0	30.0	0.0	0.0	30.0	0.0	Jul-16	To be completed in new financial year.
YM324	IPS Firewall	0.0	30.0	0.0	0.0	30.0	0.0	Aug-16	Reviewed in the autumn. Upgrades required as a result of PSN. Designs being considered, work not likely to start until April 2016
YM326	DNS-DHCP-IPAM System	0.0	20.0	0.0	0.0	20.0	0.0	Jun-16	To install resilient system. Supplier visit took place and procurement pending.
YM327	Wireless Expansion	0.0	20.0	1.7	1.7	18.3	0.0	Jul-16	To include additional wiring, firewalls, hardware and access points to expansion in Easthampstead House and Time Square. Firewall ordered. Work to continue throughout 2016-7.
YM328	Network Management Software	0.0	10.3	0.0	0.0	10.3	0.0	Jul-16	Software to be procured to improve internal monitoring and reporting - Solarwinds - requires server patching and increased licensing. To be ordered.

**CAPITAL MONITORING 2015/16**

ANNEX C

**Corporate Services & Chief Executives**

Dept: **Office**

As at: **31st March 2016**

Cost Centre	Cost Centre Description	Additional Council Funding Virements	Approved Budget	Cash Budget 2015/16	Expenditure to Date	Carry Forward 2016/17	(Under) / Over Spend	Target for Completion	Current Status of Project / Notes
		£000's	£000's	£000's	£000's	£000's	£000's		
YM331	Pocket Park	0.0	187.3	116.7	116.7	70.6	0.0	Jul-16	Pocket Park design services and demolition notice.
YM334	Bracknell Bus Station	0.0	4,300.0	4,300.0	4,300.0	0.0	0.0	Complete	Purchase of Bracknell bus station.
<b>Total of Prior Year Funded Schemes - Council Wide</b>		0.0	5,774.5	5,026.285	4,558.8	748.2	-467.6		
<b>Total Prior Year Funded Schemes</b>		0.0	6,103.8	5,251.842	4,788.6	852.0	-463.3		
<b>Percentages</b>					91%	14%	-9%		
<b>CURRENT YEAR PROGRAMME</b>									
<b>Current Year Programme - Corporate Services &amp; Chief Executive</b>									
YM243	Community Centres - S106	0.0	141.5	6.5	0.0	135.0	-6.5	Rolling Programme	Total S106 funding anticipated for the scheme.
YM329	Replacement HR & Payroll System	0.0	184.2	184.2	184.2	0.0	0.0	Jun-16	System now live and further developments underway eg incident reporting, web recruitment and self service. Additional costs being funded from revenue.
<b>Total of Current Year Programme - Corporate Services &amp; Chief Executive</b>		0.0	325.6	190.620	184.2	135.0	-6.5		
<b>Current Year Programme - Council Wide</b>									
YM219/220/228/229/231/232	Members Initiative	50.0	50.0	50.0	50.0	0.0	0.0	Complete	Capital expenditure from Members Initiatives Schemes 2015-16
YM002	Access Improvement Programme	0.0	193.7	107.2	107.2	86.5	0.0	Rolling programme	Work on this years programme is underway.
YM181	Capitalisation of Revenue (Budgets Only)	0.0	300.1	300.1	300.1	0.0	0.0	Mar-16	Monies transferred as part of the final accounts process.
YM244	Improvements and Capitalised Repairs - Council Wide - Planned Maintenance	0.0	1,387.3	860.6	860.6	526.6	0.0	Rolling programme	Works on this years programme are underway . To date 62% of the budget has been spent with a further 17% committed.
YM320	Network Refresh	0.0	168.5	144.8	144.8	23.7	0.0	Jun-16	Will spend on CUCM servers and EOL equipment throughout the year. In progress, to be completed in the next financial year.
YM325	Computer Estate Refresh	0.0	235.0	52.8	52.8	182.2	0.0	Mar-17	To be used for replace on fail. Some budget may get used by mobile technology. Some screens require upgrades also
YM333	Harmanswater CC & Library	0.0	1,276.0	19.1	19.1	1,256.9	0.0	Mar-17	Project on hold pending a library review



**CAPITAL MONITORING 2015/16**

ANNEX C

**Corporate Services & Chief Executives**

Dept: **Office**

As at: **31st March 2016**

Cost Centre	Cost Centre Description	Additional Council Funding Virements	Approved Budget	Cash Budget 2015/16	Expenditure to Date	Carry Forward 2016/17	(Under) / Over Spend	Target for Completion	Current Status of Project / Notes
		£000's	£000's	£000's	£000's	£000's	£000's		
YM335	ALBACS Upgrade	0.0	35.0	24.2	24.2	10.8	0.0	Mar-16	Current system went end of life in September 2015. New C-Series software installed. Initial set-up issues resolved and system live as of 30/06/2015. New HSM's to be purchased in 16/17 to support the system.
YM336	Website Redevelopment 2015	0.0	35.0	0.0	0.0	35.0	0.0	Jul-16	The redevelopment of the public website is progressing well. Procurement exercise is underway to appoint a Design Agency to support the development of the site, and we expect an appointment to be made shortly. This work will be completed next financial year.
YM337	Netcall System Replacement	0.0	40.0	37.0	37.0	3.0	0.0	Mar-17	The project to transfer to the new Liberty platform is underway, and we expect this to be completed in Q4, although some budget for additional administrator training will be required in Q1 of 2016/17.
YM338	Data Centre Gas Canister 10 Year Renewal	0.0	10.0	10.0	9.3	0.0	-0.7	Complete	Complete
YM340	Server 2003 Upgrade	0.0	40.0	0.0	0.0	40.0	0.0	Jun-16	In progress with services and being co-ordinated with application upgrades where possible. ~80 servers to upgrade. To be completed next financial year.
YM341	SQL Upgrade	0.0	142.0	89.1	89.1	52.9	0.0	Mar-16	All SQL DBs need to be upgraded to SQL 2014. All SQL 2005 licences will no longer be supported by MS from 2015. Due to PSN requirements, unsupported software is not permissible on the BFC network. Servers in progress. Further licences are required - which will be ordered later in the year.
YM342	Server Hardware Replacement	0.0	107.0	0.9	0.9	106.1	0.0	Mar-16	Planning commenced, work to be undertaken January-March for Citrix Upgrade. Orders to take place during the period.
YM343	Members ICT Equipment Refresh	0.0	37.1	32.5	32.5	4.6	0.0	Mar-16	Options currently being trialled by Members. Rollout complete.
YM344	MFD - Printer Refresh	0.0	41.0	36.2	36.2	4.7	0.0	Mar-16	Printers to be rolled out as per agreed schedule. Majority in this year replaced. Remainder of budget to be spent on break and fix. Review of plotters being carried out.

**CAPITAL MONITORING 2015/16**

ANNEX C

**Corporate Services & Chief Executives**

Dept: **Office**

As at: **31st March 2016**

Cost Centre	Cost Centre Description	Additional Council Funding Virements	Approved Budget	Cash Budget 2015/16	Expenditure to Date	Carry Forward 2016/17	(Under) / Over Spend	Target for Completion	Current Status of Project / Notes
		£000's	£000's	£000's	£000's	£000's	£000's		
YM345	Town Centre Redevelopment	0.0	<b>3,600.0</b>	0.0	0.0	3,600.0	0.0	Mar-17	The Council will need to undertake its own planned investment on wider Town Centre infrastructure, in order to facilitate the Town Centre redevelopment works. All of these items have a much wider impact than the new development itself and will benefit the whole Borough.
YM346	Asbestos Control	0.0	<b>30.0</b>	0.0	0.0	30.0	0.0	Mar-17	A budget is required to cover any asbestos removal or encapsulating works in Corporate properties that is identified in future Asbestos Management Surveys. The surveys will be phased over a number of years
YM347	Purchase of Shop 3-6 Wildridings Square - Invest to Save	0.0	<b>334.8</b>	334.8	334.8	0.0	0.0	Complete	Owning the additional shops gives advantages in the management of the whole parade as a coherent unit.
YM348	ITS New Back Up System	119.0	<b>156.4</b>	156.4	165.2	0.0	8.8	Mar-16	New backup solution currently going through procurement. An Invest To Save bid was approved by CMT on the 2nd September. Some spend in Jan/Feb necessary. Solution in place.
<b>Total Current Year Programme - Council Wide</b>		<b>169.0</b>	<b>8,218.8</b>	<b>2,255.7</b>	<b>2,263.7</b>	<b>5,963.1</b>	<b>8.0</b>		
<b>Total Current Year Programme Percentages</b>		169.0	8,544.4	<b>2,446.3</b>	<b>2,447.8</b>	<b>6,098.1</b>	<b>1.5</b>		
					<b>100%</b>	<b>71%</b>	<b>0%</b>		
<b>Total Council Wide</b>		169.0	13,993.3	7,282.0	6,822.5	6,711.3	-459.5		
<b>Total Corporate Services &amp; Chief Executives</b>		0.0	655.0	416.2	414.0	238.8	-2.2		
<b>Total Capital Programme Percentages</b>		<b>169.0</b>	<b>14,648.3</b>	<b>7,698.2</b>	<b>7,236.489</b>	<b>6,950.1</b>	<b>-461.8</b>		
					<b>94%</b>	<b>47%</b>	<b>-6%</b>		

<b>CAPITAL MONITORING 2015/16</b>								
<b>Dept:</b>	Environment, Culture & Communities							ANNEX D
<b>As at:</b>	31st March 2016							
<b>Cost Centre</b>	<b>Cost Centre Description</b>	<b>Approved Budget</b>	<b>Cash Budget 2015/16</b>	<b>Expenditure to Date</b>	<b>Estimated Outturn 2015/16</b>	<b>Carry Forward 2016/17</b>	<b>(Under) / Over Spend</b>	<b>Current Status of Project / Notes</b>
		<b>£000's</b>	<b>£000's</b>	<b>£000's</b>	<b>£000's</b>	<b>£000's</b>	<b>£000's</b>	
YH016	Disabled Facilities Grant	668.0	425.5	425.5	425.5	242.5	0.0	The spend to date is £425,504 with £147,000 approved but not spent.
YL009	Minor Works Programme	94.4	78.1	78.1	78.1	16.3	0.0	Bracknell Leisure Centre already spent £78.1k. £16.3k remainder to be spent in next financial year.
YL011	Parks & Open Spaces S106 Budget Only	53.4	0.0	0.0	0.0	53.4	0.0	Projects totalling £53,484 have been approved (£1,984 for Libraries at Ascot Heath and Great Hollands and £51,500 for open spaces at Bill Hill and Farley Wood). Other schemes are currently being drawn up for Worlds End, and Beedon Drive
YL152	Grass Cutting Equipment	34.4	34.4	34.4	34.4	0.0	0.0	Complete
YL255	Minor Works/Improvements	134.3	106.9	106.9	106.9	27.4	0.0	The carry forward consists of Edgbarrow/Sandhurst Sports Centre options which are on hold (£7.4k). There is also a further £20,000 for new exhibits at the Look Out.
YL265	SPA Mitigation Strategy (S106)	245.0	197.1	197.1	197.1	47.9	0.0	Implementation of project works is subject to planning approvals for new housing and associated s106 agreements (re. The Thames Basin Heaths SPA). Progress and priorities are reviewed monthly in liaison with Spatial Policy and Finance.
YM007	Capitalisation of Revenue (Highways)	339.6	331.4	331.4	331.4	8.2	0.0	Programme started on site.
YP001	Sustainable Modes of Travel to School (SMOTTS)	186.6	170.5	170.5	170.5	16.1	0.0	Carry forward required to complete installation of signs at 5 schools
YP003	Mobility/Access Improvement Schemes	96.3	96.3	96.3	96.3	0.0	0.0	Works complete
YP006	Local Safety Schemes	133.4	97.3	97.3	97.3	36.1	0.0	Carry forward required to construct Old Wokingham Rd Local Safety Scheme which has been pushed back to assist Ringways in resourcing town centre works.
YP007	Maintenance (Street Lighting)	747.5	747.5	747.5	747.5	0.0	0.0	Complete

<b>CAPITAL MONITORING 2015/16</b>								
<b>Dept:</b>	Environment, Culture & Communities							ANNEX D
<b>As at:</b>	31st March 2016							
<b>Cost Centre</b>	<b>Cost Centre Description</b>	<b>Approved Budget</b>	<b>Cash Budget 2015/16</b>	<b>Expenditure to Date</b>	<b>Estimated Outturn 2015/16</b>	<b>Carry Forward 2016/17</b>	<b>(Under) / Over Spend</b>	<b>Current Status of Project / Notes</b>
		<b>£000's</b>	<b>£000's</b>	<b>£000's</b>	<b>£000's</b>	<b>£000's</b>	<b>£000's</b>	
YP009	Structural Maintenance of Bridges	538.8	413.4	413.4	413.4	125.4	0.0	Works on site will begin as road space permits.
YP013	Land Drainage	398.5	290.0	290.0	290.0	108.5	0.0	Designs complete works in progress on site. Further projects will follow.
YP113	Road Surface Treatments	852.8	852.8	852.8	852.8	0.0	0.0	Projects complete.
YP162	Traffic Management Schemes	138.8	78.5	78.5	78.5	60.3	0.0	Carry forward required to complete Park road and Old Wokingham Road Speed Management Schemes were put back to assist Ringways in resourcing town centre works.
YP225	Traffic Modelling	17.9	0.0	0.0	0.0	17.9	0.0	Model refresh delayed until new financial year.
YP247	Bracknell Railway Station Enhancements	44.8	5.0	5.0	5.0	39.8	0.0	Preliminary design by SHP. Carry forward required for future station artwork.
YP258	SANGS - Enhancement Works	161.4	-6.5	-6.5	-6.5	167.9	0.0	Budget required for pump priming work for SANGS, potential works arising from Regulation 63 of Habitat Regulations.
YP269	Residential Street Parking	246.2	246.2	245.9	245.9	0.0	-0.3	Works complete
YP306	Maintenance of Car Parks	663.8	193.3	193.3	193.3	470.5	0.0	High Street Protective Coating works are still to be tendered, this work can not be completed until after the lighting works are completed which started in March 2016 and therefore £470k will be c/fwd.
YP349	Green & Blue Waste Bins	53.1	53.1	53.1	53.1	0.0	0.0	Transfer from Revenue for the purchase of blue & green bins.
YP350	Skimped Hill/Market Street Accessibility Improvements Town Centre to Peel Centre	29.9	29.9	29.9	29.9	0.0	0.0	Works complete
YP353	Cycle Parking	46.0	46.0	46.0	46.0	0.0	0.0	Works complete
YP355	Town Centre Highway Works	3,626.6	1,710.8	1,710.8	1,710.8	1,915.8	0.0	Detailed design stage on a number of Town Centre Regeneration highway improvement schemes. Millennium Way and Met Office schemes on site. Carry forward required to complete construction works.

<b>CAPITAL MONITORING 2015/16</b>								
<b>Dept:</b>	Environment, Culture & Communities							ANNEX D
<b>As at:</b>	31st March 2016							
<b>Cost Centre</b>	<b>Cost Centre Description</b>	<b>Approved Budget</b>	<b>Cash Budget 2015/16</b>	<b>Expenditure to Date</b>	<b>Estimated Outturn 2015/16</b>	<b>Carry Forward 2016/17</b>	<b>(Under) / Over Spend</b>	<b>Current Status of Project / Notes</b>
		<b>£000's</b>	<b>£000's</b>	<b>£000's</b>	<b>£000's</b>	<b>£000's</b>	<b>£000's</b>	
YP359	Play Area Rolling Programme	70.9	70.9	70.8	70.8	0.0	0.0	Works complete, site officially opened and scheme was front page news.
YP367	EDRMS	0.0	0.0	-0.6	-0.6	0.0	-0.6	Project complete
YP418	Cemetery & Crematorium Improvements	77.3	77.3	77.3	77.3	0.0	0.0	Completed
YP422	Upgrade Leisure Management System	103.4	0.0	0.0	0.0	103.4	0.0	Online redevelopment due to be delivered June 16. Back office implementation will not start until development works signed off.
YP423	Linking Confirm to Corporate ERDMS - Smart Office	110.1	9.1	9.1	9.1	101.0	0.0	Project delayed due to business case review to ensure requirements are met. Work continues on pilot project for Transport Development correspondence.
YP425	Shoulder of Mutton	68.9	68.9	-13.3	-13.3	0.0	-82.2	Scheme postponed and funding to be returned to S106 pot for possible future scheme.
YP428	S106 Parks & Open Spaces Improvements Programme	67.7	34.5	34.5	34.5	33.2	0.0	All works on target for completion in next financial year.
YP439	Urban Traffic Management Control	100.0	100.0	93.5	93.5	0.0	-6.5	Schemes have been programmed for completion throughout the year.
YP442	Coral Reef Roof Replacement	2,011.2	820.9	820.9	820.9	1,190.3	0.0	Tender process complete. Contract awarded.
YP443	Bus Station Improvements	683.4	683.4	683.4	683.4	0.0	0.0	Works complete
YP446	Access to Employment Areas	100.0	59.2	59.2	59.2	40.8	0.0	Improved pedestrian and cycling signage between the Bus and Rail Stations and Southern Business Area complete. Design work in progress to improve signage to the other business areas such as Western . Carry forward required to complete signing and lighting improvements on other business areas.
YP449	Sports Centre Phase 3	3.6	3.6	3.6	3.6	0.0	0.0	Works complete.
YP450	Downshire Way Widening	5.2	5.2	-0.7	-0.7	0.0	-5.9	Works complete.
YP451	Car Park Improvement / Refurbishment	198.7	64.9	64.9	64.9	133.8	0.0	Replacement door works completed January 2016. Outstanding surface and relining works are still to be programmed after completion of electrical works

<b>CAPITAL MONITORING 2015/16</b>								
<b>Dept:</b>	Environment, Culture & Communities							ANNEX D
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		<b>£000's</b>	<b>£000's</b>	<b>£000's</b>	<b>£000's</b>	<b>£000's</b>	<b>£000's</b>	
YP452	Car Park Lighting High Street	200.0	56.3	56.3	56.3	143.7	0.0	This forms part of a £600k electrical upgrade which is currently underway. This work is due for completion mid Jul 2016.
YP453	Coral Reef Roundabout Signalisation	2,524.0	2,524.0	2,524.0	2,524.0	0.0	0.0	Works complete
YP454	A329 Jennetts Park Roundabout	313.3	313.3	313.3	313.3	0.0	0.0	Works complete.
YP456	Update Traffic Signal Infrastructure	211.4	202.7	202.7	202.7	8.7	0.0	Rackstraws signal replacement in progress on site.
YP457	Green Deals Community Fund - Home Insulation	1,696.2	893.3	893.3	893.3	802.9	0.0	Works complete -£803k grant to be repaid
YP458	Road Surfacing - Pot Hole Fund	26.4	26.4	25.9	25.9	0.0	-0.5	Works complete
YP459	Improvements Lily Hill Park - Bracknell Rugby Club	15.9	0.0	0.0	0.0	15.9	0.0	No communication received from Rugby Club
YP462	Replacement Leisure Management Card Payment Devices	22.0	0.0	0.0	0.0	22.0	0.0	This project is linked to the leisure management system procurement and this therefore required to be carried forward..
YP463	Upgrade CONFIRM Mobile Software	23.8	23.8	18.4	18.4	0.0	-5.4	Project complete
YP465	Warfield Link Road - Local Growth Fund	3,500.0	2,444.8	2,444.8	2,444.8	1,055.2	0.0	Work on the road by Berkley Homes has commenced, payments are to be made on a quarterly basis. The overall scheme will take two years to complete.
YP468	Easthampstead Park Outdoor Wedding Venue - Invest to Save	45.0	45.0	45.0	45.0	0.0	0.0	Complete
YP469	Great Hollands Rec. - Grant	3.1	3.1	3.1	3.1	0.0	0.0	Paid to Bracknell Town Council as a grant towards on-site outdoor gym equipment.
YP470	Footway / Cycletrack along Ringmead	200.0	153.2	153.2	153.2	46.8	0.0	Carry forward to complete F/C street lighting improvements along the route in April.
YP473	Bill Hill Improvement Works	35.0	3.9	3.9	3.9	31.1	0.0	Intepretation board and monoliths ordered, vegetation clearance started. Project delayed due to contractor issues.
YP474	Farley Wood Improvement Works	16.5	16.5	15.3	15.3	0.0	-1.2	Work complete

<b>CAPITAL MONITORING 2015/16</b>								
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<b>Cost Centre</b>	<b>Cost Centre Description</b>	<b>Approved Budget</b>	<b>Cash Budget 2015/16</b>	<b>Expenditure to Date</b>	<b>Estimated Outturn 2015/16</b>	<b>Carry Forward 2016/17</b>	<b>(Under) / Over Spend</b>	<b>Current Status of Project / Notes</b>
		<b>£000's</b>	<b>£000's</b>	<b>£000's</b>	<b>£000's</b>	<b>£000's</b>	<b>£000's</b>	
YP475	Ascot Heath/Great Hollands Library Improvement Works	2.0	2.0	0.0	0.0	0.0	-2.0	Work complete
YP476	Replacement of M3 Software (Invest to Save)	58.0	12.5	12.5	12.5	45.5	0.0	System configuration ongoing. Go live expected to be September 2016.
YP477	Downshire Golf Complex - Golf Simulator (Invest to Save)	30.0	30.0	30.0	30.0	0.0	0.0	Scheme complete.
YP478	Bracknell Railway Station Improved Passenger Facilities	55.0	0.0	0.0	0.0	55.0	0.0	Order placed, work to be carried out next year when further budget is available.
YP489	EPCC - Projector & Presentation Equipment	24.6	24.6	24.6	24.6	0.0	0.0	Works complete
YP491	Leisure Sites Equipment	73.5	73.5	73.5	73.5	0.0	0.0	Works complete
		<b>22,227.4</b>	<b>15,044.0</b>	<b>14,939.4</b>	<b>14,939.4</b>	<b>7,183.4</b>	<b>-104.5</b>	

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**Schemes with zero spend in 14/15 & 15/16 and C/F requested**

<u>Scheme</u>	<u>Budget</u>	<u>Comments</u>
IPS Firewall	£30,000	Reviewed in the autumn. Upgrades required as a result of PSN. Designs being considered, work not likely to start until April 2016
Internet (DNS-DHCP) System	£20,000	To install resilient system. Supplier visit took place and procurement pending.
Traffic Modelling	£17,900	Model refresh delayed until new financial year.
SANGS Enhancement Works	£167,900	Budget required for pump priming work for SANGS, potential works arising from Regulation 63 of Habitat Regulations.
Upgrade Leisure Management System	£103,400	Online redevelopment due to be delivered June 16. Back office implementation will not start until development works signed off.

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Unrestricted

**TO: EXECUTIVE  
18 JULY 2016**

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**RE3 WASTE STRATEGY  
Director: Environment, Culture and Communities**

**1 INTRODUCTION**

- 1.1 This Council along with Wokingham and Reading Councils have joined together to form re3 for the purposes of our waste disposal needs. The Partnership has through the Joint Waste Disposal Board (JWDB) agreed the draft Strategy as attached (Annex 1).
- 1.2 All three Councils are being asked to endorse the Strategy so as to maximise the potential of the Partnership to reach its own targets and help the Councils achieve theirs.

**2 RECOMMENDATION**

- 2.1 **That the Executive endorses the draft Strategy as set out in Annex 1.**

**3 REASONS FOR RECOMMENDATION**

- 3.1 The PFI Contract binds the Partnership to achieve a 50% overall recycling rate for the facilities by the end of its term (31 October 2031). The Strategy seeks to help ensure that the target is met.

**4 ALTERNATIVE OPTIONS CONSIDERED**

- 4.1 The Executive could resolve not to endorse the Strategy as proposed by the JWDB.

**5 SUPPORTING INFORMATION**

- 5.1 The proposed Strategy has been endorsed by the JWDB as a draft. The Strategy has been informed by the product of a number of workshops, local and national experience, mindful of the constraints, issues and opportunities.
- 5.2 The Strategy provides the direction for the Partnership over the coming years against which performance can be measured and reported. Whilst the ownership of the Strategy rests with the JWDB, each of the partner councils has a responsibility to deliver. The Strategy incorporates our local collection recycling targets as incorporated in the Council Plan 2015-2019. The local targets will only be achieved with the contribution of re3 and vice versa.
- 5.3 All partner councils are taking the draft through their respective process. Any comments made will be fed back to a future meeting of the JWDB when the draft will be finalised.

**6 ADVICE RECEIVED FROM STATUTORY AND OTHER OFFICERS**

Borough Solicitor

- 6.1 No significant legal issues arise from the matters discussed in this report.

Borough Treasurer

- 6.2 There are no direct financial implications arising from this report which is for information and discussion. Given the current financial challenges the objectives within Annex 1 should be contained within existing budgets, any additional financial implications arising out of the implementation of this strategy will need to be dealt with at the appropriate time.

Equalities Impact Assessment

- 6.3 Not applicable at this stage.

Strategic Risk Management Issues

- 6.4 The strategy seeks to minimise the loss of PFI credits should the facilities not meet the targets set. The strategy will also help this Council achieve its recycling targets.

**7 CONSULTATION**

Principal Groups Consulted

- 7.1 Not applicable at this stage.

Method of Consultation

- 7.2 Not applicable at this stage

Representations Received

- 7.3 Not applicable at this stage

Background Papers

re3 Strategy - 2016/17

Contacts for further information

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# re3 Strategy – 2016/17

DRAFT

## ABOUT THIS STRATEGY

The re3 strategy is principally intended to provide a practical response to the two definitive challenges faced by the re3 waste services in 2016. The first is the impact of the change to local government funding as a result of the central government austerity programme. The second is the Waste (England and Wales) Regulations 2011 (transposing from the Revised EU Waste Framework Directive (2008)) which sets the 50% target for reuse and recycling for the re3 councils. In combination, those challenges are at the heart of the contribution waste services can (and must) make in support of the re3 councils and the communities they serve.

Though the financial impacts and performance imperatives on local government demand immediate attention, it is important that re3 has a credible plan for a thriving future. This re3 strategy aims to promote the realignment of re3 services so they are fit for modern purpose and the 'real world' business environments within which the re3 councils operate.

Fortunately, the re3 partnership has a considerable track-record in successfully addressing shared and difficult circumstances. The partnership was established to address earlier strategic challenges and this strategy seeks to continue in that vein. It aims to do that via two routes. Firstly via initiatives which build upon the shared re3 PFI contract and, secondly, by identifying and promoting the conditions for further collaboration and efficiency in the waste services operated across the re3 councils.

The re3 strategy has been developed following consultation with the Members of the re3 Board and senior officers. The individual councillors on the re3 Board, and the appropriate senior officers, also have responsibility for waste collection and thus as a collective they work together as the "re3 partnership" and towards common goals. The strategy seeks to combine the responsibilities of the Joint Waste Disposal Board and the commitments of each of the Councils in their re3 partnership capacity. Appendix 1 below describes the process that was followed in the development of this re3 Strategy.

This re3 strategy recognises the financial impacts on the re3 councils, and thus residents, which arise from how waste is managed. External factors, including legislation, have increased the exposure of the councils to the risks and rewards of secondary material markets. Accordingly, this strategy seeks to introduce, alongside the traditional emphasis on collecting waste, a more commercially-minded approach to service objectives. This re3 strategy considers the destination of waste materials no less than it considers their source.

Despite that change in emphasis, it is also more important than ever before that the re3 partnership understands and remains engaged with its residents. This two-way process must be more consistent and is critical to understanding the views of the people to whom re3 delivers services. As a result of the financial circumstances for local government, service changes are inevitable. It is essential that re3 has the platform from which to explain and communicate detail to residents. This re3 Strategy includes a number of areas in which the re3 councils will increase clarity for residents and other (some prospective) stakeholders. It is hoped that such an approach will promote greater understanding and thus more focused engagement.

The objectives in this re3 strategy seek to be non-prescriptive wherever possible. This approach is intended to reflect the shared needs of the re3 councils, their enduring

synergies and their considerable shared investment. However, the approach also affords the individual councils scope to make the necessary contribution to the strategy objectives in their own way, where such is appropriate.

Finally, the re3 Strategy must be delivered. So, while there is scope to adopt a separate approach in some cases, the shared objectives must remain the priority for the re3 partnership. Accordingly, each objective has its own delivery template which will detail ownership, timescale for delivery and, very importantly, provide a basis for shared and continued learning. Furthermore, this strategy, which covers a single year, fits within a strategy schedule which runs up to the beginning of the 2020/21 council year. It is intended that successive annual strategies as shown in appendix 1 will contribute progressively to achieving delivery of a reduction in net spending on waste services and the 50% target for reuse and recycling.

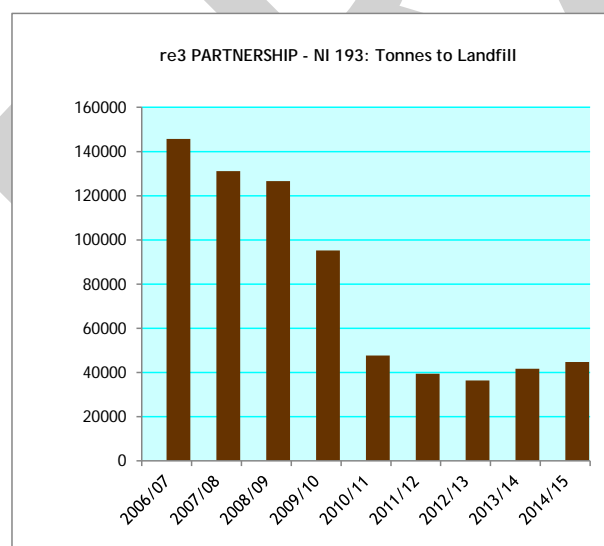
## ABOUT THE re3 PARTNERSHIP

The re3 Partnership

### Notable achievements

1. Greatly reduced reliance on landfill: This was one of the principal objectives that the re3 partnership had for their shared contract. It continues to be an important objective in strategic waste management. Since commencement of the re3 contract in late 2006, the amount of waste sent to landfill by the re3 partnership has reduced from [145,699 tonnes (66.70%) in 2006/07] to [41663 tonnes (21.70%) in 2014/15] as Figure 1, below, illustrates. This is principally related to the inclusion, within the re3 Contract of access to the Lakeside Energy from Waste facility.

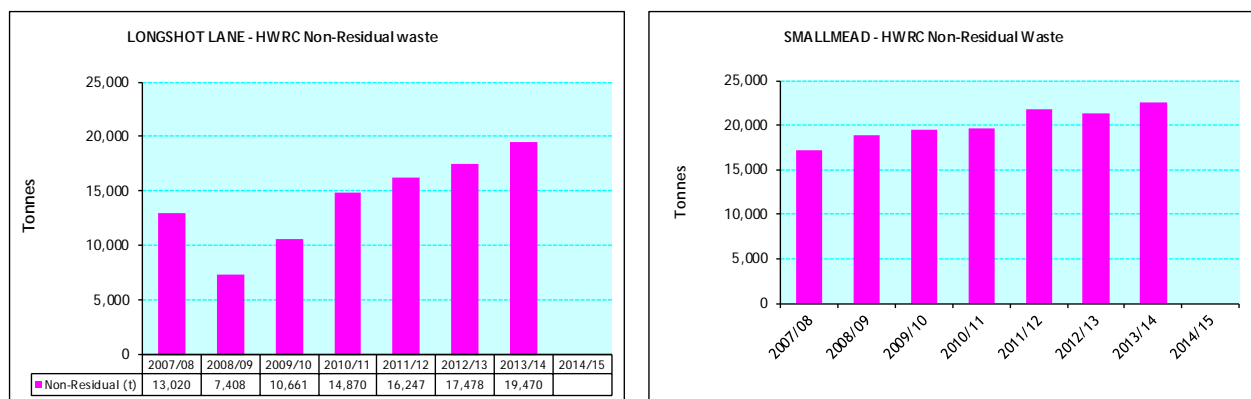
Figure 1 – Waste to Landfill re3 Partnership (Tonnes per Annum)



2. Increased HWRC recycling: Both the range of materials that can be recycled and the amount recycled or reused has increased as a result of the arrangements put in place via the shared re3 contract. Figures 2 and 3, below, illustrate the increase

since the start of the re3 Contract. There is scope for further improvement in recycling at the HWRCs.

**Figures 2 and 3 – Non-Residual Waste at the re3 Household Waste Recycling Centres.**

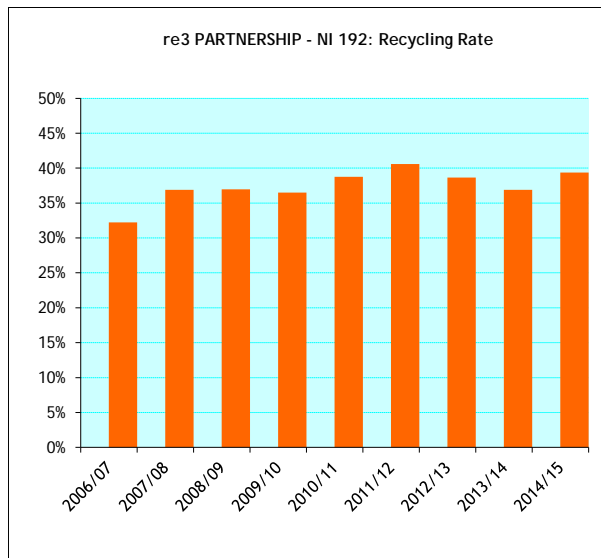


- Introduction of waste collection constraints: During the period of the re3 partnership, each of the re3 councils has introduced a form of capacity and/or frequency control for waste intended for disposal. In Bracknell Forest and Reading, that takes the form of an alternating weekly collection. In Wokingham it takes the form of a limitation on the number of bags that are freely available. The successful introduction of these constraints has contributed to savings in the cost of collection and introduced a degree of compulsion to recycle.
- User satisfaction at HWRCs: Despite their increasing numbers of visitors and receipt of waste the re3 HWRCs have maintained high levels of user satisfaction. This is a notable achievement for the shared arrangements – the councils and the staff who work at the HWRCs. It is also worth acknowledging the willingness of re3 residents to sort the waste they bring so that we can recycle and reuse as much as possible.

Notable challenges

- Improving performance to achieve the 50% recycling and reuse target: While performance at the HWRC's continues to improve, the councils have struggled to build-upon the initial gains that were achieved by their respective changes to collection frequency or capacity (as described at 3, above). Improved performance across the board is required in order to maximise the efficiency of existing waste services and to get as close as possible to 50% recycling and reuse. Figure 4 below illustrates the re3 recycling rate since 2006/07.





6. Local Government funding: Considerable cuts in funding across local government mean that considerable change is needed. Waste services can make an important contribution to the corporate objectives of the re3 councils and to other services such as Social Care and Health. The scope to make change exists. The motivation for all parties to engage in change must be encouraged and nurtured. Waste services will need to operate with a reduced direct cost to the councils (and thus taxpayers). Alongside that, however, all parties must recognise (in all areas) that almost everything the councils collect and manage can contribute to the net cost of the service. Recyclables may derive an income or reduce a cost and even waste for disposal might be directed to a cheaper form of processing.
7. Population growth: Recent growth predictions for households being built in the re3 area exceed those assumed at the time the re3 contract was negotiated. The re3 councils understand the need to ensure appropriate access to services that residents use directly (e.g. the shared HWRCs) and indirectly (e.g. the management of waste collected by the respective council waste collection services). However, the scope to increase access is likely to be constrained, not least financially, and so it will be necessary to balance present needs with future capacity.
8. Accommodating changes in patronage at HWRCs: The re3 councils recognise that there appears to be a link between the frequency and scale of waste collection and use of the HWRCs. A further factor may be the willingness of residents to make a trip to the HWRCs more frequently and/or with smaller amounts of waste. These factors are likely to exist within the re3 area and across boundaries with neighbouring councils. The re3 partnership will need to build such considerations into future service planning and be mindful of them in estimating future performance and financial outcomes.

## VISION

The re3 partnership provides and supports universal services. While waste includes some important statutory obligations; the net reduction in funding for local government cannot be overlooked. The re3 councils have commitments to residents in the re3 area (including some who are vulnerable) and many other important areas of service. Accordingly, this re3 Strategy reflects the need to evolve existing operations and standards, in the waste service area, in support of the corporate priorities of the re3 councils.

Accordingly, the vision for re3 reflects the need for waste services to be better aligned with one another and to contribute both corporately and, of course, to the wider community. The vision for re3 is as follows:

**A high performing service that manages waste for the benefit of the whole re3 community.**

## STRATEGY

The re3 Strategy is embodied in the following objectives. The objectives are listed alphabetically within four, numbered, themes.

Reporting and renewal of the strategy is explained at Appendix 1. Principal Owners will be assigned following adoption of the strategy.

### 1. REDUCE THE NET COST OF WASTE

Ref	Objective	
<b>A</b>	<b>The re3 partnership will target the cost of food waste to residents.</b>	
<b>Additional Background</b>		
Waste food represents a double cost to communities. <b>The re3 partnership will target the cost of food waste to residents.</b> Whenever food is wasted, residents, as consumers, pay for food that ultimately isn't consumed and then they pay, as taxpayers, to dispose of it or treat it. Even if treatment involves energy production residents are still footing the bill for food they ultimately did not consume. Accordingly re3 intends to: (a) try to address food waste at source and encourage re3 residents to become the least wasteful 'foodies' in the country, and (b) seek ways of addressing imbalances between those of us who have enough and those who don't – as one approach to addressing and reducing food wastefulness in general.		
<b>Principal Owners</b>	<b>Target</b>	<b>Deadline</b>
<b>Notes</b>		
<ul style="list-style-type: none"><li>• <b>This objective is linked with objective I.</b></li><li>• <b>Measurement of the target for this objective will be achieved via compositional analysis of waste within the re3 area.</b></li></ul>		

Ref	Objective	
<b>B</b>	<b>The re3 partnership will review the operation of its two Household Waste Recycling Centres (HWRC).</b>	
<b>Additional Background</b>		
<p>Within the context of the strategic requirements of the re3 councils, it is important that the HWRCs provide an appropriate and sustainable service for re3 residents. <b>The re3 partnership will review the operation of its two Household Waste Recycling Centres (HWRC).</b> The HWRCs each serve over 10,000 visitors a week. That number of visits represents both an indication of the demand that has built-up for this service but also the potential opportunities for engaging with re3 residents in a manner which supports better performance and a reduction to the net cost of waste.</p>		
<b>Principal Owners</b>	<b>Target</b>	<b>Deadline</b>
<b>Notes</b>		
<ul style="list-style-type: none"> <li>• This objective will also impact upon non-re3 residents.</li> <li>• This objective will incorporate some new arrangements at the HWRCs – some of which are already in operation in neighbouring authorities.</li> </ul>		

Ref	Objective	
<b>C</b>	<b>The re3 partnership will investigate the business case for optimised additional sharing and collaboration between the re3 councils.</b>	
<b>Additional Background</b>		
<p>The re3 partnership recognises that there is potential for savings and efficiencies to be achieved via further sharing of services (including waste collection in 2019). It is important that the universality of some waste services does not prevent change but is retained, nonetheless, as an important consideration in planning their future delivery. Because of their importance, it is essential that any theoretical benefits (from further sharing) are objectively assessed and shown to be deliverable and sustainable. <b>The re3 partnership will investigate the business case for optimised additional sharing and collaboration between re3 councils.</b> This work will support the individual and collective decision-making procedures of the re3 councils.</p>		
<b>Principal Owners</b>	<b>Target</b>	<b>Deadline</b>
<b>Notes</b>		
<ul style="list-style-type: none"> <li>• This objective will require the modelling of (it is suggested) a manageable number of potential shared-service arrangements.</li> <li>• The full support and openness of the respective councils (their client teams and contractors) will be required in order to ensure that modelling of options is accurate.</li> <li>• In order to support the re3 councils in a decision-making process, and any ensuing procurement process, modelling must be complete within the 2016/17 year. Failure to</li> </ul>		

undertake modelling within that timescale may mean that some opportunities are undeliverable.

Ref	Objective	
<b>D</b>	<b>The re3 partnership will work with its waste management Contractor to maximise utilisation of the re3 facilities where that has a positive financial or performance outcome and no detriment to re3 residents or re3 services.</b>	
<b>Additional Background</b>		
<p>The re3 partnership will work with its waste management Contractor to maximise utilisation of the re3 facilities where that has a positive financial or performance outcome and no detriment to re3 residents or re3 services. The re3 councils have made a considerable investment in the excellent facilities provided through the shared contract. Changes in waste volumes arise for a variety of reasons. As an example, waste volumes fell sharply as a result of the financial crisis in 2008. Where capacity exists, the re3 councils will seek to use it for mutual gain and ideally on commercial terms.</p>		
<b>Principal Owners</b>	<b>Target</b>	<b>Deadline</b>
<b>Notes</b>		
<ul style="list-style-type: none"> <li>• The re3 PFI contract foresees the utilisation of any present spare capacity.</li> <li>• The re3 PFI contract specifies that re3 (Contract) waste will take precedence.</li> </ul>		

Ref	Objective
<b>E</b>	<b>The re3 partnership will seek to explore areas in which a more commercial approach can help to reduce the net cost of waste.</b>
<b>Additional Background</b>	
<p>To support the re3 councils in the delivery of their wider corporate objectives, the re3 partnership will seek to explore areas in which a more commercial approach can help to reduce the net cost of waste. This, arguably more self-sufficient, perspective is a widely recognised response to the manner in which the funding for local government services is changing. The re3 councils also recognise, however, that there is both a legal and commercial balance to be struck between universal funding for universal services and commerciality.</p>	

Principal Owners	Target	Deadline
<b>Notes</b>		
<ul style="list-style-type: none"> <li>• The EU Waste Framework Directive recognises the manner in which commercial markets underpin the recycling of secondary materials.</li> <li>• The Landfill Allowance Trading Scheme (LATS) was abolished in 2013. This step removes a disincentive to local authorities wishing to operate commercial collection services (the tonnage of such would have contributed to the LATS target for each council).</li> </ul>		

Ref	Objective
<b>F</b>	<b>The re3 partnership will keep a close eye on the development of Government Policy on waste collection harmonisation and, as relevant, will contribute to studies and evidence gathering.</b>

**Additional Background**

Waste services are delivered across the country in a vast number of local variations. Such differences often reflect valuable local policy decisions but they may also build-in cost. **The re3 partnership will keep a close eye on the development of Government Policy on waste collection harmonisation and, as relevant, will contribute to studies and evidence gathering.** Differences in collection types may add variables which prevent effective assessment of optimised collections (or benchmarking) which could drive-down costs. If preferred, national, collection service archetypes are to be developed, it would be beneficial to be prepared and have contributed an re3 voice to their development.

Principal Owners	Target	Deadline
<b>Notes</b>		
<ul style="list-style-type: none"> <li>• One relevant initiative is the work by WRAP on the harmonisation of waste collections systems. Government appears supportive of greater harmonisation of waste collection systems.</li> <li>• From a theoretical and economic perspective, difference is a differentiating cause of cost in pricing.</li> </ul>		

## 2. RECYCLE $\geq$ 50% BY 2020

<b>Ref</b>	<b>Objective</b>	
<b>G1</b>  BRACKNELL FOREST COUNCIL	<b>Targets have been set for the specific service areas of the re3 partnership in alignment with the goal of achieving 50% reuse and recycling by 2020.</b>	
<b>Additional Background</b>		
The re3 partnership considers that targets are a helpful stimulus for service planning and activity. <b>Targets have been set for the specific service areas of the re3 partnership in alignment with the goal of achieving 50% reuse and recycling by 2020.</b> There are two targets for each council within this objective. The first relates to the specific contribution of the kerbside recycling collection service to the overall recycling rate for the council. The second relates to the level of non-target and non-recyclable material (or contamination) delivered by the council as a part of its kerbside recycling collections. All gains, however small they are in isolation, should be considered and, wherever it is affordable, sought.		
<b>Principal Owners</b>	<b>Target</b>	<b>Deadline</b>
	Increase collected recycling/composting/reuse rate to 23% of total household waste	31.03.17
	Reduce contamination of kerbside recycling delivered to the MRF to 15%	31.03.17
<b>Notes</b>		
<ul style="list-style-type: none"> <li>• These targets adopt the terminology and methodology of the MRF Code of Practice introduced as part of the Material Recovery Facilities (MRF) Regulations laid before Parliament in February 2014.</li> <li>• Overall recycling rate includes composting and reuse.</li> <li>• Reductions in contamination will make a considerable contribution to the efficient sorting of materials into marketable streams and thus help to maximise recycling.</li> </ul>		

The table below summarises current contributions to Bracknell's recycling rate of 37%, and sets out target contributions in order to meet the 2020 target of 50%.

	CURRENT	2020 TARGET
<b>BRACKNELL</b>	<b>% Recycled by Source</b>	
HWRC	11%	15%
Council Collected	21%	28%
Bring Bank	5%	7%
<b>Total Recycling Rate</b>	<b>37%</b>	<b>50%</b>

To achieve an overall recycling rate of 50% by 2020, the targets assume that the HWRCs will recycle 65% of waste received there. Additional glass tonnage, diverted from residual waste to bring banks, is also required.

The table below sets out annual targets to represent a pathway towards meeting the 2020 recycling target.

### ANNUAL TARGETS

2016/17 2017/18 2018/19 2019/20

BRACKNELL	Target % Recycled by Source			
HWRC	12%	13%	14%	15%
<b>Council Collected</b>	<b>23%</b>	<b>26%</b>	<b>28%</b>	<b>28%</b>
Bring Bank	6%	7%	7%	7%
<b>Total Recycling Rate</b>	<b>41%</b>	<b>46%</b>	<b>49%</b>	<b>50%</b>

These targets are challenging (so too are those set for the HWRC and MRF). Analysis of the residual waste and MRF sampling data suggests that the recyclable tonnage is present in the waste stream and has the potential to be diverted. It should also be noted that, from a purely commercial perspective, there is a value to the councils in recycling as much waste as possible. Every tonne of recyclable material that remains in the residual waste represents a higher processing cost and lost income. Moreover, maximising recycling via existing systems helps to delay the requirement to commission potentially costly additional processing capacity.

The table below sets out contamination targets to 2020.

BRACKNELL	2015/16	2016/17	2017/18	2018/19	2019/20
	CURRENT	TARGET CONTAMINATION RATE			
	20%	15%	12%	10%	10%

Ref	Objective
G2  READING BOROUGH COUNCIL	<b>Targets have been set for the specific service areas of the re3 partnership in alignment with the goal of achieving 50% reuse and recycling by 2020.</b>

#### Additional Background

The re3 partnership considers that targets are a helpful stimulus for service planning and activity. **Targets have been set for the specific service areas of the re3 partnership in alignment with the goal of achieving 50% reuse and recycling by 2020.** There are two targets for each council within this objective. The first relates to the specific contribution of the kerbside recycling collection service to the overall recycling rate for the council. The second relates to the level of non-target and non-recyclable material (or contamination) delivered by the council as a part of its kerbside recycling collections. All gains, however small they are in isolation, should be considered and, wherever it is affordable, sought.

Principal Owners	Target	Deadline
	Increase collected recycling/composting/reuse rate to 24% of total household waste	
	Reduce contamination of kerbside recycling delivered to the MRF to 20%	

#### Notes

- These targets adopt the terminology and methodology of the MRF Code of Practice introduced as part of the Material Recovery Facilities (MRF) Regulations laid before Parliament in February 2014.
- Overall recycling rate includes composting and reuse.
- Reductions in contamination will make a considerable contribution to the efficient sorting of materials into marketable streams and thus help to maximise recycling.

The table below summarises current contributions to Reading's recycling rate of 32%, and sets out target contributions in order to meet the 2020 target of 50%.

READING	CURRENT 2020 TARGET	
	% Recycled by Source	
HWRC	9%	12%
Council Collected	20%	32%
Bring Bank	4%	5%
<b>Total Recycling Rate</b>	<b>32%</b>	<b>50%</b>

To achieve an overall recycling rate of 50% by 2020, the targets assume that the HWRCs will recycle 65% of waste received there. Additional glass tonnage, diverted from residual waste to bring banks, is also required.

The table below sets out annual targets to represent a pathway towards meeting the 2020 recycling target.



**ANNUAL TARGETS**

2016/17   2017/18   2018/19   2019/20

READING	Target % Recycled by Source			
HWRC	10%	11%	11%	12%
<b>Council Collected</b>	<b>24%</b>	<b>28%</b>	<b>32%</b>	<b>32%</b>
Bring Bank	5%	5%	5%	5%
<b>Total Recycling Rate</b>	<b>39%</b>	<b>44%</b>	<b>48%</b>	<b>50%</b>

These targets are challenging (so too are those set for the HWRC and MRF). Analysis of the residual waste and MRF sampling data suggests that the recyclable tonnage is present in the waste stream and has the potential to be diverted. It should also be noted that, from a purely commercial perspective, there is a value to the councils in recycling as much waste as possible. Every tonne of recyclable material that remains in the residual waste represents a higher processing cost and lost income. Moreover, maximising recycling via existing systems helps to delay the requirement to commission potentially costly additional processing capacity.

The table below sets out contamination targets to 2020.

READING	2015/16	2016/17	2017/18	2018/19	2019/20
	CURRENT	TARGET CONTAMINATION RATE			
	27%	20%	15%	10%	10%

Ref	Objective
<b>G3</b>  WOKINGHAM BOROUGH COUNCIL	<b>Targets have been set for the specific service areas of the re3 partnership in alignment with the goal of achieving 50% reuse and recycling by 2020.</b>

#### Additional Background

The re3 partnership considers that targets are a helpful stimulus for service planning and activity. **Targets have been set for the specific service areas of the re3 partnership in alignment with the goal of achieving 50% reuse and recycling by 2020.** There are two targets for each council within this objective. The first relates to the specific contribution of the kerbside recycling collection service to the overall recycling rate for the council. The second relates to the level of non-target and non-recyclable material (or contamination) delivered by the council as a part of its kerbside recycling collections. All gains, however small they are in isolation, should be considered and, wherever it is affordable, sought.

Principal Owners	Target	Deadline
	Increase collected recycling/composting/reuse rate to 20% of total household waste	31.03.17
	Reduce contamination of kerbside recycling delivered to the MRF to 15%	31.03.17

#### Notes

- These targets adopt the terminology and methodology of the MRF Code of Practice introduced as part of the Material Recovery Facilities (MRF) Regulations laid before Parliament in February 2014.
- Overall recycling rate includes composting and reuse.
- Reductions in contamination will make a considerable contribution to the efficient sorting of materials into marketable streams and thus help to maximise recycling.

The table below summarises current contributions to Wokingham's recycling rate of 38%, and sets out target contributions in order to meet the 2020 target of 50%.

WOKINGHAM	CURRENT 2020 TARGET	
	% Recycled by Source	
HWRC	16%	21%
Council Collected	18%	24%
Bring Bank	4%	5%
<b>Total Recycling Rate</b>	<b>38%</b>	<b>50%</b>

To achieve an overall recycling rate of 50% by 2020, the targets assume that the HWRCs will recycle 65% of waste received there. Additional glass tonnage, diverted from residual waste to bring banks, is also required.

The table below sets out annual targets to represent a pathway towards meeting the 2020 recycling target.

### ANNUAL TARGETS

2016/17 2017/18 2018/19 2019/20

WOKINGHAM	Target % Recycled by Source			
HWRC	17%	18%	19%	21%
Council Collected	20%	23%	24%	24%
Bring Bank	5%	5%	5%	5%
<b>Total Recycling Rate</b>	<b>42%</b>	<b>46%</b>	<b>48%</b>	<b>50%</b>

These targets are challenging (so too are those set for the HWRC and MRF). Analysis of the residual waste and MRF sampling data suggests that the recyclable tonnage is present in the waste stream and has the potential to be diverted. It should also be noted that, from a purely commercial perspective, there is a value to the councils in recycling as much waste as possible. Every tonne of recyclable material that remains in the residual waste represents a higher processing cost and lost income. Moreover, maximising recycling via existing systems helps to delay the requirement to commission potentially costly additional processing capacity.

The table below sets out contamination targets to 2020.

WOKINGHAM	2015/16	2016/17	2017/18	2018/19	2019/20
	CURRENT	TARGET CONTAMINATION RATE			
	19%	15%	12%	10%	10%

Ref	Objective	
<b>G4</b>  HWRC	<b>Targets have been set for the specific service areas of the re3 partnership in alignment with the goal of achieving 50% reuse and recycling by 2020.</b>	
Additional Background		
The re3 partnership considers that targets are a helpful stimulus for service planning and activity. <b>Targets have been set for the specific service areas of the re3 partnership in alignment with the goal of achieving 50% reuse and recycling by 2020.</b>		
Principal Owner	Target	Deadline
	To recycle/ compost/ reuse 50% of household waste received at the HWRCs	31.03.17
Notes		
<ul style="list-style-type: none"> <li>Overall recycling rate includes composting and reuse.</li> </ul>		

The targets below relate to the performance of the HWRC in isolation. They are, however, linked directly to the performance shown in objectives G1 to G3, above.

#### SMALLMEAD HWRC

	2015/16	2016/17	2017/18	2018/19	2019/20
	CURRENT	TARGET HWRC RECYCLING RATES			
HWRC Recycling Rate	47%	50%	55%	60%	65%

#### LONGSHOT LANE HWRC

	2015/16	2016/17	2017/18	2018/19	2019/20
	CURRENT	TARGET HWRC RECYCLING RATES			
HWRC Recycling Rate	49%	50%	55%	60%	65%

<b>Ref</b>	<b>Objective</b>		
<b>G5</b>	<b>Targets have been set for the specific service areas of the re3 partnership in alignment with the goal of achieving 50% reuse and recycling by 2020.</b>		
<b>MRF</b>			
<b>Additional Background</b>			
The re3 partnership considers that targets are a helpful stimulus for service planning and activity. <b>Targets have been set for the specific service areas of the re3 partnership in alignment with the goal of achieving 50% reuse and recycling by 2020.</b>			
<b>Principal Owners</b>		<b>Target</b>	<b>Deadline</b>
		To reduce the rate of target recyclables rejected to 20%	31.03.17
<b>Notes</b>			
<ul style="list-style-type: none"> <li>• These targets adopt the terminology and methodology of the MRF Code of Practice introduced as part of the Material Recovery Facilities (MRF) Regulations laid before Parliament in February 2014.</li> <li>• Reductions in contamination must be matched by improvements in the performance of the MRF (reductions in the loss of Target Recyclables in MRF rejects).</li> </ul>			

	2015/16	2016/17	2017/18	2018/19	2019/20
	CURRENT	TARGET PROCESS LOSS RATE			
Rate of Rejection of Target Materials	39%	20%	10%	5%	0%

Ref	Objective	
H	<b>The re3 partnership will focus planning and development on forms of treatment that would have most impact.</b>	
<b>Additional Background</b>		
<p>The re3 partnership will focus planning and development on forms of treatment that would have most impact. If significant investment is needed in order to achieve the 50% target, it must be directed (wherever possible) at forms of treatment that add value beyond the target itself. A comprehensive local treatment solution for wood waste is an example. Wood recycling is possible for some forms of wood waste while recovery via biomass is more common. Recycling wood would contribute to our target while biomass might provide a more sustainable contribution to local energy needs. Moreover, as wood is principally delivered via resident trips to the HWRCs the cost of an additional collection service may be unnecessary.</p>		
Principal Owners	Target	Deadline
<b>Notes</b>		
<ul style="list-style-type: none"> <li>• This objective seeks to support a widened aspiration of the re3 partnership in terms of what it can achieve.</li> <li>• This objective links to E.</li> </ul>		

Ref	Objective	
I	<b>The re3 partnership will purposefully explore the introduction of forms of treatment for the surplus food from residents that ends-up in the waste stream.</b>	
<b>Additional Background</b>		
<p>The re3 partnership will purposefully explore the introduction of forms of treatment for the surplus food from residents that ends-up in the waste stream. It is important that, on behalf of residents, the re3 councils minimise exposure to conditions and arrangements which indirectly support wastefulness or penalise waste avoidance. It is for this reason that this objective sits alongside work to reduce food waste at source. Food waste represents a significant proportion of the waste not currently recycled or reused. There are no direct legal requirement for the separate collection and processing of food waste. However, policy developments (such as the recent inclusion, as part of the recent EU Circular Economy Package, of food within the TEEP arrangements) represent a direction of travel which re3 acknowledges in its strategic planning.</p>		
Principal Owners	Target	Deadline
<b>Notes</b>		
<ul style="list-style-type: none"> <li>• This objective seeks to support a widened aspiration of the re3 partnership in terms of what it</li> </ul>		

- can achieve.
- This objective links to [E].

Ref	Objective
<b>J</b>	<b>The re3 partnership will continue to pursue the issue of the classification of the recycling of Incinerator Bottom Ash (IBA).</b>

#### Additional Background

The re3 partnership will continue to pursue the issue of the classification of the recycling of Incinerator Bottom Ash (IBA). While re3 understands the **stance**<sup>1</sup> taken by the relevant legislative bodies (UK Government and European Union), there is a strong case for classing, as recycling, the production of construction materials from IBA. For re3, via our use of the Lakeside Energy from Waste facility, this activity displaces the use of virgin materials and does not 'crowd-out' recycling in any way. A recent **report**<sup>2</sup> indicated that classifying this activity as recycling would contribute 4% to recycling performance across England (and possibly more for the re3 councils). The current classification places a considerable and unhelpful additional cost burden on Waste Disposal Authorities such as re3.

Principal Owners	Target	Deadline

#### Notes

- This objective might be pursued via dialogue and cooperation between the re3 Board and Executive Members at like-minded Waste Disposal Authorities (e.g. [Hampshire](#))
- One approach might be to demonstrate, alongside those benefits detailed above, how the recycling of IBA doesn't 'crowd-out' other recycling. This might be achieved by an explanation of the financial benefits of recycling and reiterating the imposition of controls on EfW use within the re3 contract.

Ref	Objective
<b>K</b>	<b>The re3 partnership will investigate and publish its assessment of the link between bin volume (per week) and recycling performance.</b>

#### Additional Background

Waste collection is often planned on the basis of the volume (litres per week equivalent) of the bins, bags or other receptacles provided by local authorities for waste collection. **The re3 partnership will investigate and publish its assessment of the link between bin volume per week and recycling performance.** This assessment of existing and new evidence will provide a clear basis upon which future local policy decisions can be made and support the planning of future re3 waste services. Such information will also assist in the

<sup>1</sup> [Waste Data Flow Guidance \(2009\)](#) provides a good description (page 4) of the enduring Gov't position.

<sup>2</sup> ['At this rate...exploring England's recycling challenges'](#) (2015) Suez (page 9).

requirements that the re3 councils may seek to place upon new developments (as per **M** below) for appropriate space.

Principal Owners	Target	Deadline

#### Notes

- The successful delivery of this objective will provide essential information for future planning.
- This objective will benefit from the contributions of a wide range of officers (both re3 and from other authorities), Contractors and waste industry experts. It will draw upon both existing work and new evidence.
- This objective links to objective [P]

Ref	Objective
<b>L</b>	<b>The re3 partnership will take steps to increase recycling of glass bottles and jars.</b>

#### Additional Background

Bottle Banks are a critical part of the overall recycling package for the re3 councils. Many bottle banks are provided within the shared re3 contract while others have been added to further improve accessibility for residents. **The re3 partnership will take steps to increase recycling of glass bottles and jars to 6% of total household waste by 2020.**

Principal Owners	Target	Deadline
	Increase recycling of glass bottles and jars at bring banks to 5% of household waste	31.03.17

#### Notes

- re3 residents make good use of existing bottle banks. Improvement in utilisation and capture of glass is possible though.
- Using the existing bottle bank system is expected to remain the most financially advantageous system (though it will continue to be reviewed).

### 3. PLANNING AND CAPACITY

Ref	Objective
<b>M</b>	<b>The re3 partnership will support the Minerals and Waste Planning process to ensure strategic waste planning within the re3 area.</b>

#### Additional Background



Waste Planning will be an important issue for the re3 councils as the current contract progresses, and ultimately nears its final years. The re3 councils have discussed working together to prepare a Minerals and Waste Plan. Discussions were initially held across the respective Planning functions but the input and support of the re3 Project Team will be essential in ensuring that the waste element is addressed adequately. **The re3 partnership will support the Minerals and Waste Planning process to ensure strategic waste planning within the re3 area.**

Principal Owners	Target	Deadline

**Notes**

- This objective relates to the input of the re3 councils to the process. It should be noted that The Royal Borough of Windsor and Maidenhead are also expected to be a co-contributor to the Plan itself.
- This objective is specifically concerned with the 'waste' element of the Plan.
- This objective is intended to work alongside objectives N and O.

Ref	Objective
<b>N</b>	<b>The re3 councils will collaborate on common elements of development guidance and/or enforcement.</b>

**Additional Background**

There is a need to ensure that new housing developments, of any type, within the re3 area appropriately and adequately incorporate the need for operational waste management (based on the waste hierarchy). **The re3 councils will collaborate on common elements of development guidance and/or enforcement.** Failure to address this may embed future costs to taxpayers and may undermine the effectiveness and efficiency of re3 services.

Principal Owners	Target	Deadline

**Notes**

- The re3 councils will seek to develop commonly supported principles which support shared requirements on developers. The guidance they each produce may differ in other areas to reflect local and corporate priorities.
- The re3 councils believe that it is beneficial to all parties for common principles, and waste-related development guidance, to be adopted across the re3 area.

Ref	Objective
<b>O</b>	<b>The re3 partnership will consider the potential requirement for new waste management facilities within the re3</b>

## area between 2016 and 2036.

### Additional Background

With increased residential development and performance considerations in mind, the re3 partnership may need to supplement the existing complement of re3 facilities. **The re3 partnership will consider the potential requirement for new waste management facilities within the re3 area between 2016 and 2036 [the latter date being the same as the potential Minerals and Waste Plan timescale].** An open process of reviewing needs and aspirations will assist the re3 councils in identifying potential sites and stakeholders.

Principal Owners	Target	Deadline

### Notes

- The re3 councils consider that being open about their aspirations and plans would assist potential service providers in bringing forward options.
- Moreover, the process of assessing options will ideally lend itself to sharing current expectations with residents and other stakeholders – such as on the cost and affordability of potential new facilities.
- This objective supports objectives N and P.

## 4. SUPPORTIVE SYSTEMS AND COMMUNICATION

Ref	Objective
P	<b>The re3 Councils will review their relevant policies and processes and share expertise, learning and delivery where possible.</b>

### Additional Background

Within the re3 partnership, the councils will seek to take advantage of all opportunities to share where they will contribute towards reduced costs, improvements in recycling performance or assist the councils in ensuring capacity. **The re3 Councils will review their relevant policies and processes and share expertise, learning and delivery where possible.** Shared initiatives have already been approved for marketing and communications. Further opportunities exist for working supportively on issues such as service policies, data, marketing, bids for funding and enforcement.

Principal Owners	Target	Deadline

### Notes

- The potential advantages to working together more closely, or undertaking the initial consideration, may not lead to immediate savings but will contribute to a change of perspective that is almost certainly going to be required in future.
- As a specific example, working together on marketing (where existing data sources do not exist) would most likely result in positive economies of scale.
- A further example that the re3 partnership will explore is in bidding for additional sources of funding for specific initiatives.
- This objective is linked to objectives C, F and N.

Ref	Objective	
Q	<b>The Board will support re3 as a local brand and seek to build upon the collective scope of the re3 partnership.</b>	
<b>Additional Background</b>		
<p>A trusted brand can be invaluable in communicating purposefully with service users and external bodies. The re3 facilities are very well used and popular but recognition of whom or what re3 represents could be improved. The re3 brand could be used to a greater extent in the process of change – both internally and with external engagement. Examples of the value of a strong brand include in communicating with residents and in recognition with suppliers and material processors of the quality of services or materials from re3. <b>The Board will support re3 as a local brand and seek to build upon the collective scope of the partnership.</b> The partnership should ensure that residents are aware that re3 is formed of the respective councils, working together.</p>		
Principal Owners	Target	Deadline
<b>Notes</b>		
<ul style="list-style-type: none"> <li>• The re3 brand would be strongly supportive of efforts to strengthen the culture of re3.</li> <li>• The re3 brand should also be developed to maximise the impact of re3 responses to consultations on legislation or guidance.</li> <li>• This objective is supportive of R and S.</li> </ul>		

Ref	Objective	
R	<b>Communication activities for re3 will be coordinated by the shared Marketing and Communications Officer and will support the re3 partnership in speaking as one on relevant waste issues.</b>	
<b>Additional Background</b>		
<p>The re3 partnership has agreed to work together in the delivery of marketing and communications campaigns where they relate to common (uniform) aspects of the waste service. <b>Communication activities for re3 will be coordinated by the shared Marketing and Communications Officer and will support the re3 partnership in speaking as one on relevant waste issues.</b> Communications campaigns for re3 will be set out in an annual Communications Strategy (to include social media).</p>		
Principal Owners	Target	Deadline

**Notes**

- The re3 Joint Waste Disposal Board and the respective Communications Teams and Senior Officers of the re3 Councils have approved a share Communications Strategy.
- This objective supports objectives all other objectives.

Ref	Objective
<b>S</b>	<b>The re3 partnership will undertake an annual consultation process to understand aspects of public opinion on the re3 waste services.</b>

**Additional Background**

It is essential that service engagement and change is undertaken in a manner which encourages resident participation and actively seeks resident opinion. **The re3 partnership will undertake an annual consultation process to understand aspects of public opinion on the re3 waste services.**

Principal Owners	Target	Deadline

**Notes**

- This objective works closely with objective R and may support any of the other objectives according to the content and context of any consultation.

DRAFT

## **APPENDIX 1 – STRATEGY MONITORING AND RENEWAL**

### **PART 1 – Annual Cycle**

This re3 strategy has been written to specifically address the requirements of the re3 partner councils. The urgent and ongoing financial pressures require prompt attention. But the 50% target must be achieved by 2020 and it is that ‘horizon’ which has been adopted as the principal guide in terms of meeting targets and objectives.

The re3 strategy has been developed to link Member/Officer aspirations with the specific requirements of our prevailing operating conditions. The strategy describes what the re3 partner councils will do – the strategic objectives, as shown below – to ensure that their activities are purposefully directed at successfully addressing those conditions.

Alongside identifying what needs to happen, however, the re3 partnership must demonstrate delivery and progress. This approach can be summed-up as follows:

“Good corporate performance is achieved by knowing what you are aiming for, being as certain as you can that the actions that you are taking are going to lead to where you want to be and ensuring those actions are carried out at the right level.”<sup>3</sup>

The second part of the re3 Strategy is, therefore, a compelling mechanism for reporting progress. That will be ever more important as we continue to move towards 2020.

The process for monitoring and renewing this re3 strategy will be as follows:

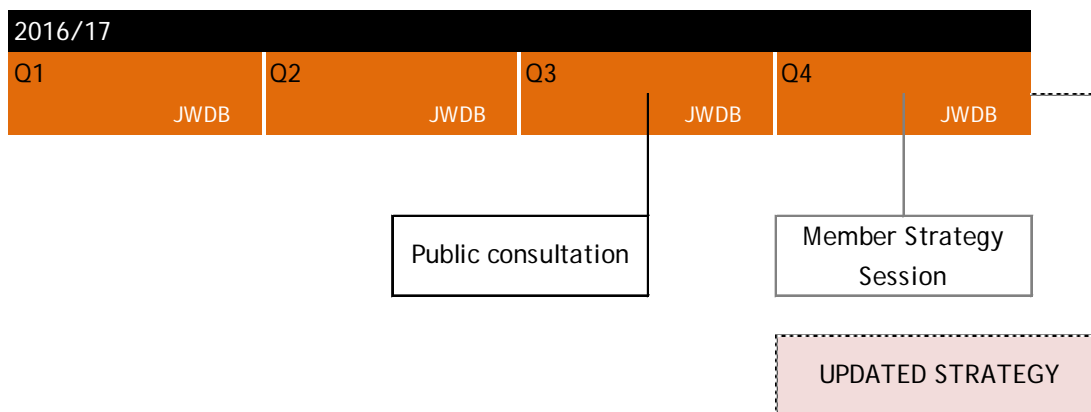
- A. Progress towards the achievement of each target and objective will be reported, by the relevant officers, at each Joint Waste Disposal Board (JWDB) meeting. It is expected that a variety of relevant officers will contribute to the delivery of any given objective. Performance reporting (presentation at the re3 JWDB) will be the responsibility of the respective Head of Service or the re3 Strategic Waste Manager. It is proposed that subsequent to reporting at the re3 JWDB, performance is also reported to an appropriate committee or forum at each council (as has previously been the case).
- B. During Q3 (October to December) each year, an appropriate and purposeful public consultation exercise will be undertaken. The financial constraints on the councils may limit the format of any consultation. However, re3 officers will seek to identify creative ways to elicit feedback from residents and other relevant stakeholders.
- C. An annual Member Strategy Session will be held in Q4 (January to March) each year. The session will consider performance in the year to date, the outcome of the public consultation and other relevant information.
- D. Drawing upon the data derived from A, B and C, above, a new re3 strategy will be presented to the first JWDB of the new year. This meeting will review the final outcomes (targets and objectives) for the year just gone and approve the new re3 strategy.

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<sup>3</sup> Cranfield University, School of Management (2016)

Figure 1.1, below, illustrates the way in which strategy is proposed to be monitored, in year, and renewed for the subsequent year.

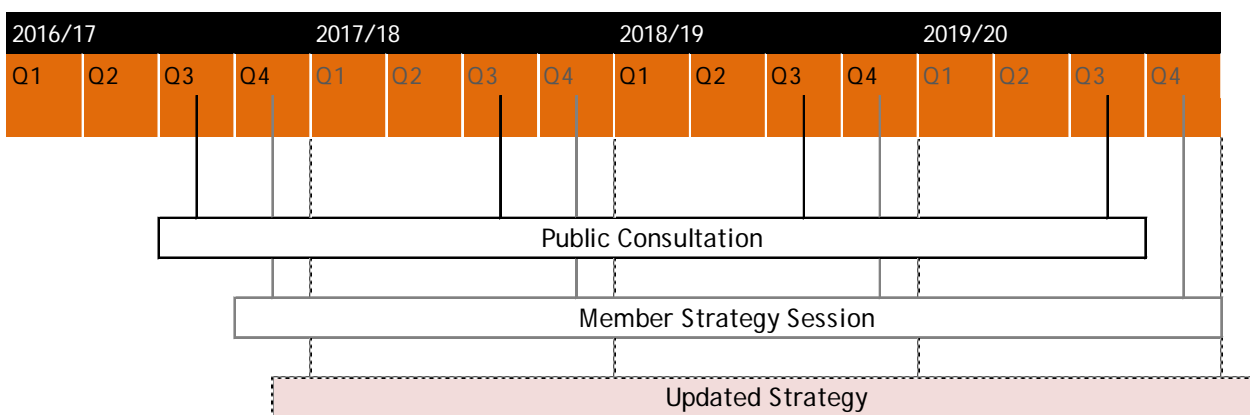
**Figure 1.1 – Annual Strategy Cycle**



The four years to 2020 have been identified singly, as illustrated at Figure 1.2, below.

The re3 partnership, and where appropriate each individual council, should make progress and achieve or surpass the respective year one (2016/17) targets. Via the process described above, targets and objectives will be reviewed and amended on an annual basis so that they reflect the required (or otherwise agreed) annual outcome which is required in order to reach the level of performance required in 2020.

**Figure 1.2 – Annual Cycle Over Four Years to 2020**



The re3 councils will monitor the development of Government policy on waste and similarly reflect change in the production of annual targets.

**PART 2 – DATA DERIVED STRATEGY**

In January 2016, the contributed to a detailed strategy workshop. The data collected from their contributions was collected, coded and analysed before being ordered into themes. From the themes, the 23 objectives were developed.

The process is shown at 1.3 below.

Many of the targets are challenging. In the case of the targets relating directly to recycling (such as at G and L) analysis of the residual waste and MRF sampling data suggests that the recyclable tonnage is present in the waste stream and has the potential to be diverted.

It should also be noted that, from a purely commercial perspective, there is a value to the councils in recycling as much waste as possible. Every tonne of recyclable material that remains in the residual waste represents a higher processing cost and lost income. Moreover, maximising recycling via existing systems helps to delay the requirement to commission potentially costly additional processing capacity.

All targets are derived from existing sources of data. While much data is available through the operation of the contract, objective P stresses the need to ensure that other sources, such as data procured by the councils, remains relevant. This will be particularly important in the case of the compositional data used in the objectives G1 to G5.

### PART 3 – CONTINUOUS IMPROVEMENT

The annual cycle is intended to encourage immediate progress and ensure that new or updated targets can direct the councils towards addressing the two principal challenges that are described at the beginning of this re3 Strategy – reducing the net cost of waste and improving performance to achieve the 50% recycling and reuse target.

Delivery of the annual targets will be essential or the councils may find that the required levels of improvement, as they near 2020, are too large.

The recycling targets that have been set (objectives G1 to G5) can be shown to progress from the current level of performance for each council or relevant service to the level. These targets combine waste collection and waste management to contribute to the overall 50% target attributed to each council.

The other principal challenge for re3, reducing the net cost of waste, does not have a specific target in the first year. This is because several of the other objectives are expected to provide data that could make such a specific target possible. For example, the work described at objectives B and C (HWRCs and Sharing) will, respectively, represent such a shift in operational outcomes that pre-estimates would carry significant uncertainty. It is anticipated that, subject to their delivery, both will provide far greater clarity on potential savings in time for the 2017/18 re3 Strategy. Accordingly, it is advised that a savings target is introduced in future re3 strategies for years 2 to 4 (2017/18 to 2019/20).

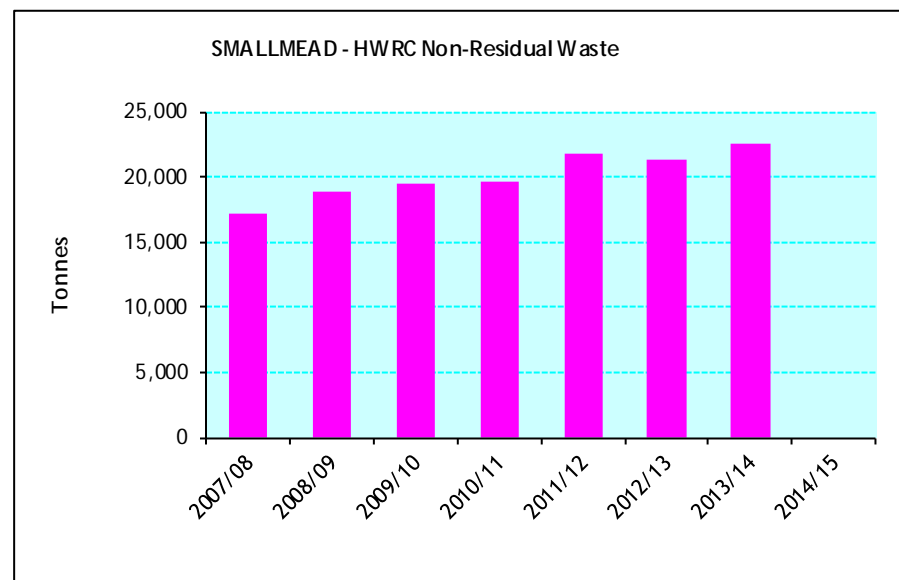
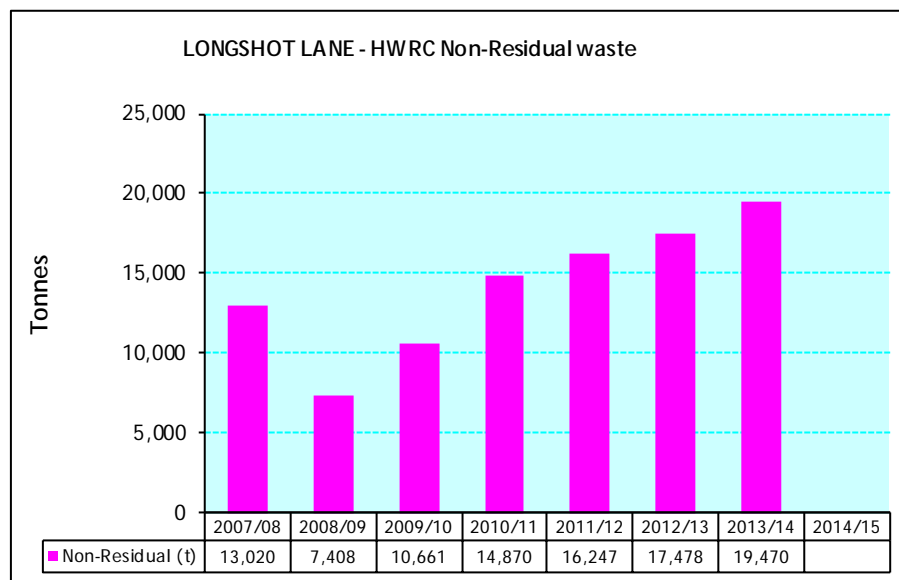
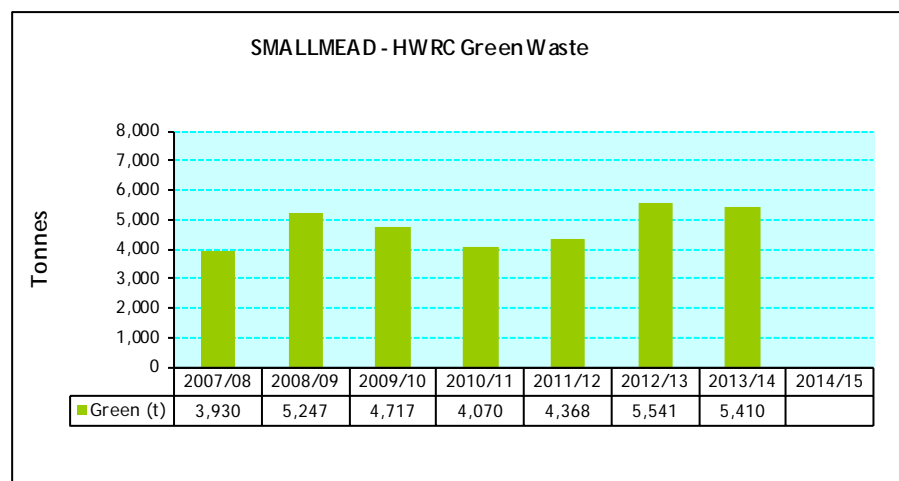
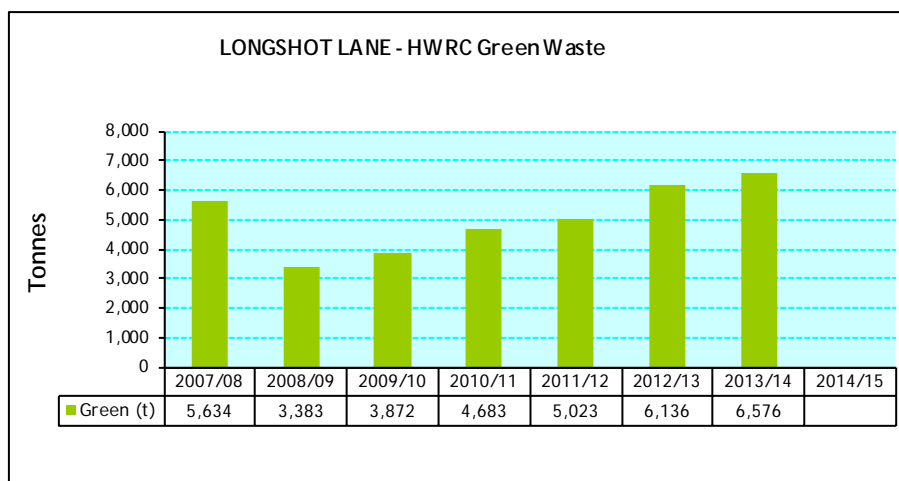
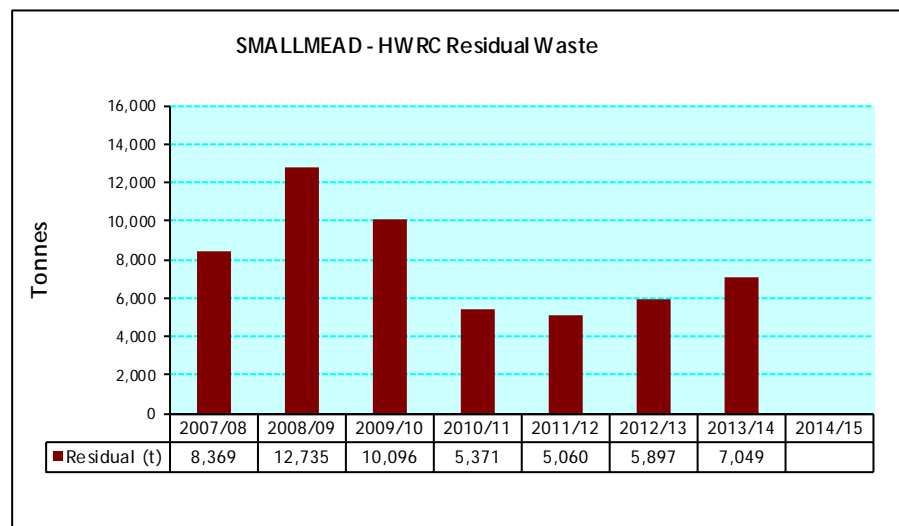
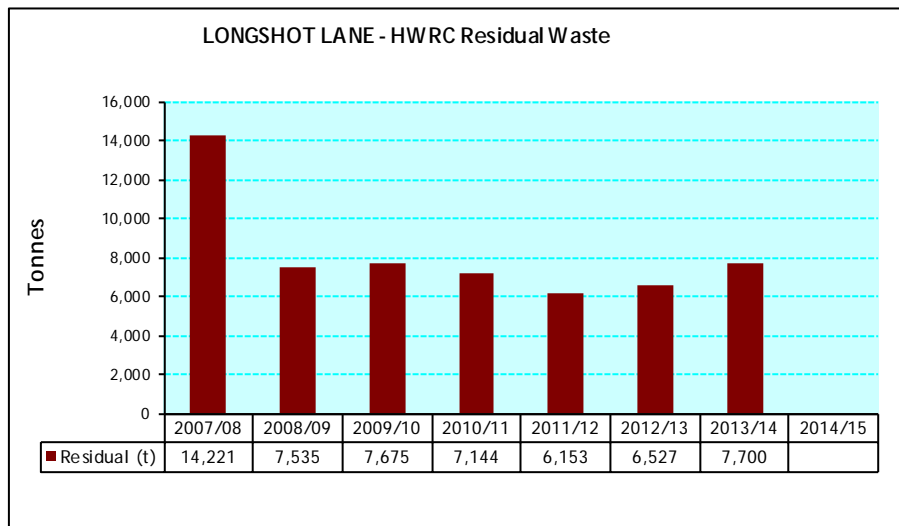
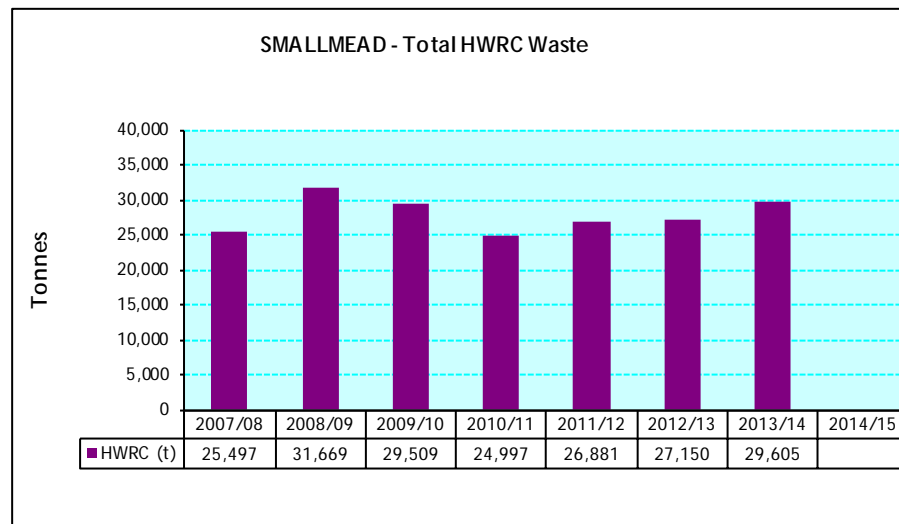
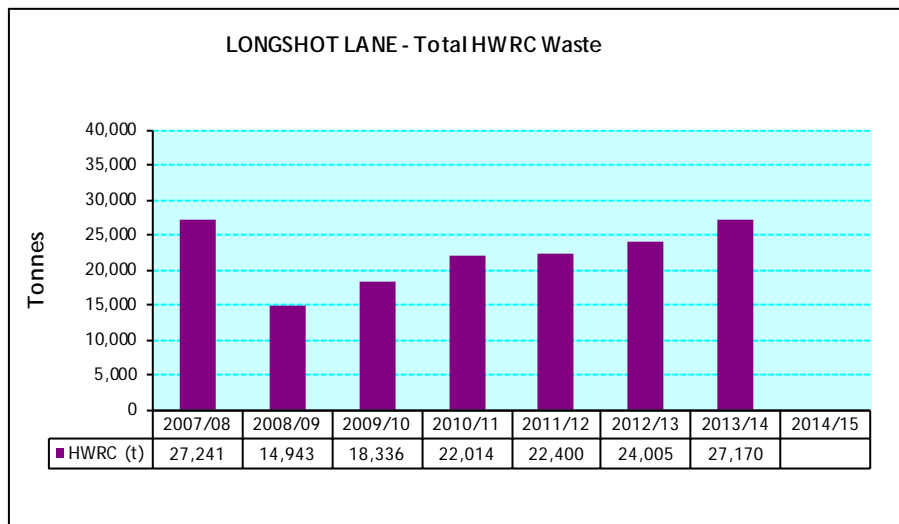
**Figure 1.3 – Development of the re3 Strategy**

Transcript Excerpts	Descriptive to Interpretive	Interpretive Coding	Themes	re3 Objective
1 Flat building in re3 area	24 Genuine conversation about in-house or outsourced waste collections	Type of Collection	Reduce Net Cost of Waste	C
2 Promoting better waste management design principles	25 Outsourced collections extended across Borough boundaries (e.g. green collections by Sita in Wokingham)	Commerciality		E
3 wastemanagement provision in new developments	31 Three weekly collections of residual waste.	MRF		E + D
4 insufficient planning for waste	53 Fortnightly collections in Wokingham	HWRC	B	
5 developers taking responsibility	54 Wheeled bins (instead of sacks)	Bins/ Bin Sizes	Recycle 50% by 2020	K
6 number of bins for HMOs to be reviewed (space)	75 Hunt for high value materials	Food/Glass		A, I + L
7 Too many bins - confusing/dissuading residents (generally)	65 Expectation of income generation	Biomass and Wood Waste		H
8 Renewed focus on comm's to change behaviour (better w.mgmt)	67 Charging for services undermines the justification for council tax	Bring Banks	L	
9 In new developments give resident 180 litre bins instead of 240 litre bins - to encourage behaviour change	76 Invoicing/charging electronically for efficiency	Material Quality	P	
10 Waste management in flats a concern across re3	62 RBC trade service offer	Housing Growth	Capacity	N + K
11 Not considering glass collection	73 Opportunities re: WEEE expanded services	Strategic Development Planning		M + O
12 encourage residents to recycle via bring banks	61 One-off biodegradable bags for green (charged)	Facilities		O
13 Not considering food collection at the moment	70 Charge for clinical waste	re3 Board	Q, F + P	
14 Opt-in food waste collection (in future)	71 Business opportunity for nappies/incontinence products	Shared Approach		P + C
15 Green bin cleaning service	35 Green bin cleaning service	Marketing		R + S
16 Engaging other members to support 50% target*	51 Plastics (other) and market issues	Ways of Working	R + S	
17 Programme of engaging with managing agents, landlords, residents (flats/HMOs)	39 Bid for third party material through MRF (where no negatives)	Specific Messages		R + S
18 Office block conversions into residential needs proper planning guidance	83 Receiving (Council/third-party) waste up to 24 hours (to manage traffic)	Direct Communications (Doorstepping)		S, R + Q
19 No glass collection plans	55 Charging for HWRC wastes (open to the idea)	Incentives	P	
20 Make it easy and convenient for people to recycle	62 Open HWRCs for longer ('sweat asset')			
21 Communication on glass recycling (include jars)	57 Charges to be reasonable			
22 Put anything they (residents) want into kerbside (targetting tonnage)	74 Free bags limit at HWRC - chargeable thereafter			
23 Continue to challenge why some materials not added to kerbside	80 Reduce summer opening (close at 6pm)			
24 Genuine conversation about in-house or outsourced waste collections	81 Alternate access (by class of user/vehicle type etc.)			
25 Outsourced collections extended across Borough boundaries (e.g. green collections by Sita in Wokingham)	6 number of bins for HMOs to be reviewed (space)			
26 Common need doesn't mean common approach	7 Too many bins - confusing/dissuading residents (generally)			
27 Working with FCC to set up biomass facility	9 In new developments give resident 180 litre bins instead of 240 litre bins - to encourage behaviour change			
28 Potential use of land around Smallmead	30 Smaller bin capacity as a means to behaviour change (phased-in)			
29 Longshot Lane too small (or not big enough)	60 Containment policy (bins) and potential to charge for any excess			
30 Smaller bin capacity as a means to behaviour change (phased-in)	34 Containment (bin capacity) versus Freedom			
31 Three weekly collections of residual waste.	14 Opt-in food waste collection (in future)			
32 Doorstepping to supplement Comms and embed messages	13 Not considering food collection at the moment			
33 Incentive Schemes that reward individuals/groups	40 Weekly food waste collection not financially justifiable at present			
34 Containment (bin capacity) versus Freedom	42 Food waste collection promptim behaviour change itself			
35 Reaching Communities where English is not first language	19 No glass collection plans			
36 Coordination of contracts/contract extensions	11 Not considering glass collection			
37 Wet cardboard and how to deal with it (as significant % of contamination)	27 Working with FCC to set up biomass facility			
38 State of bring bank sites as a reflection of our service	43 Idea of an Anaerobic Digester			
39 Policy at bring bank sites (collaboration)	63 Biomass as potential business opportunity			
40 Weekly food waste collection not financially justifiable at present	38 State of bring bank sites as a reflection of our service			
41 WBC design guide for planning processes	39 Policy at bring bank sites (collaboration)			
42 Food waste collection promptim behaviour change itself	20 Make it easy and convenient for people to recycle			
43 Idea of an Anaerobic Digester	22 Put anything they (residents) want into kerbside (targetting tonnage)			
44 Expand Longshot Lane to the level (size) required	37 Wet cardboard and how to deal with it (as significant % of contamination)			
45 A third HWRC	1 Flat building in re3 area			
46 Door knocking not financially justified	2 Promoting better waste management design principles			
47 How to engage residents who do not currently participate at all	3 wastemanagement provision in new developments			
48 Who to target: where to expend energy	4 insufficient planning for waste			
49 Green Redeem - incentives not great, difficulties in finding things upon which to redeem points	5 developers taking responsibility			
50 Targetting: HMOs 'transient' residents, the young (students)	10 Waste management in flats a concern across re3			
51 Plastics (other) and market issues	17 Programme of engaging with managing agents, landlords, residents (flats/HMOs)			
52 Cardboard from online purchases as a particular opportunity	18 Office block conversions into residential needs proper planning guidance			
53 Fortnightly collections in Wokingham	41 WBC design guide for planning processes			
54 Wheeled bins (instead of sacks)	87 Section 106/ CIL			
55 Charging for HWRC wastes (open to the idea)	93 Consequences of bad planning/building			
56 Effects of policies on flytipping	28 Potential use of land around Smallmead			
57 Charges to be reasonable	64 Land as an opportunity (leasing to third party)			
58 Shared learning on charges for green bins	92 Minerals and waste plan - one voice			
59 Gather resident contacts for future communications	29 Longshot Lane too small (or not big enough)			
60 Containment policy (bins) and potential to charge for any excess	44 Expand Longshot Lane to the level (size) required			
61 One-off biodegradable bags for green (charged)	45 A third HWRC			
62 RBC trade service offer	86 Growth driven by population increase and usage			
63 Biomass as potential business opportunity	26 Common need doesn't mean common approach			
64 Land as an opportunity (leasing to third party)	68 Position re3 as a separate entity			
65 Expectation of income generation	69 Board to be unified at re3, separate as councils			
66 Emphasising the benefits of the services already offered	88 Sticking together to build local mandate			
67 Charging for services undermines the justification for council tax	94 Collective of re3 is bigger than just three councils			
68 Position re3 as a separate entity	23 Continue to challenge why some materials not added to kerbside			
69 Board to be unified at re3, separate as councils	36 Coordination of contracts/contract extensions			
70 Charge for clinical waste	77 Shouldn't miss an opportunity to share			
71 Business opportunity for nappies/incontinence products	58 Shared learning on charges for green bins			
72 Comm's with residents on how it's not free if traders dump waste for them	56 Effects of policies on flytipping			
73 Opportunities re: WEEE expanded services	89 Working with LEP			
74 Free bags limit at HWRC - chargeable thereafter	95 Continual review			
75 Hunt for high value materials	96 Good governance = continual review of policies			
76 Invoicing/charging electronically for efficiency	8 Renewed focus on comm's to change behaviour (better w.mgmt)			
77 Shouldn't miss an opportunity to share	59 Gather resident contacts for future communications			
78 Share expertise e.g. Doorstepping, working with flats, green charging	84 Intelligence led initiatives			
79 Bid for third party material through MRF (where no negatives)	90 Prioritise things we can do (low hanging fruit)			
80 Reduce summer opening (close at 6pm)	91 Communications should come from one central source			
81 Alternate access (by class of user/vehicle type etc.)	16 Engaging other members to support 50% target*			
82 Open HWRCs for longer ('sweat asset')	35 Reaching Communities where English is not first language			
83 Receiving (Council/third-party) waste up to 24 hours (to manage traffic)	47 How to engage residents who do not currently participate at all			
84 Intelligence led initiatives	48 Who to target: where to expend energy			
85 Doorstepping across re3 area (cost, 'resource' needs)	50 Targetting: HMOs 'transient' residents, the young (students)			
86 Growth driven by population increase and usage	12 encourage residents to recycle via bring banks			
87 Section 106/ CIL	21 Communication on glass recycling (include jars)			
88 Sticking together to build local mandate	52 Cardboard from online purchases as a particular opportunity			
89 Working with LEP	66 Emphasising the benefits of the services already offered			
90 Prioritise things we can do (low hanging fruit)	72 Comm's with residents on how it's not free if traders dump waste for them			
91 Communications should come from one central source	32 Doorstepping to supplement Comms and embed messages			
92 Minerals and waste plan - one voice	46 Door knocking not financially justified			
93 Consequences of bad planning/building	78 Share expertise e.g. Doorstepping, working with flats, green charging			
94 Collective of re3 is bigger than just three councils	85 Doorstepping across re3 area (cost, 'resource' needs)			
95 Continual review	33 Incentive Schemes that reward individuals/groups			
96 Good governance = continual review of policies	49 Green Redeem - incentives not great, difficulties in finding things upon which to redeem points			

Descriptive data from the re3 Board Strategy Session was numbered and grouped according to its relationship with waste related issues and initiatives. These initial groupings formed 19 Interpretive Codes (illustrated where data has been grouped by colour) which were then also organised into four Themes. The objectives contained within the re3 Strategy were derived from the data and analysis as described here. The link between the objectives and data is shown in the final column.

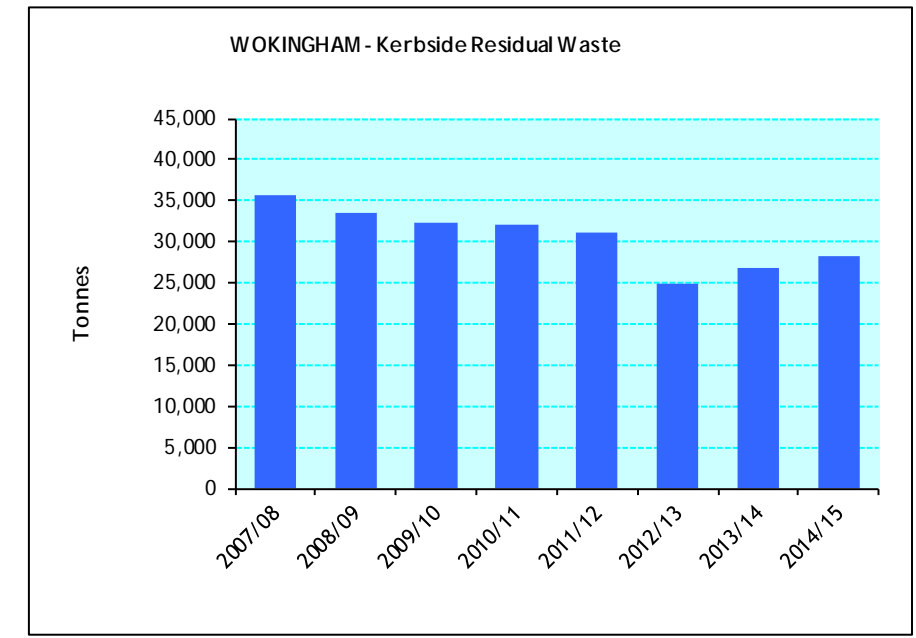
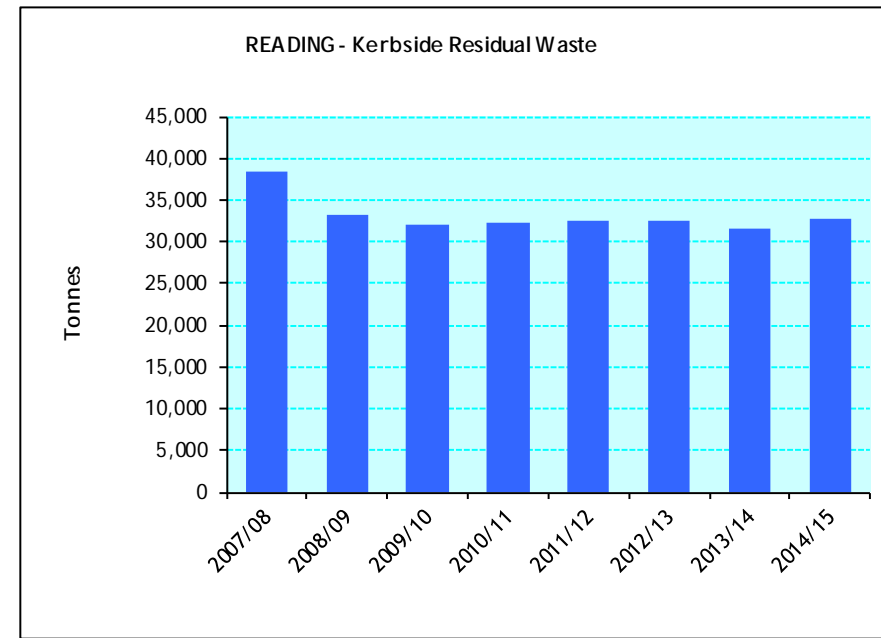
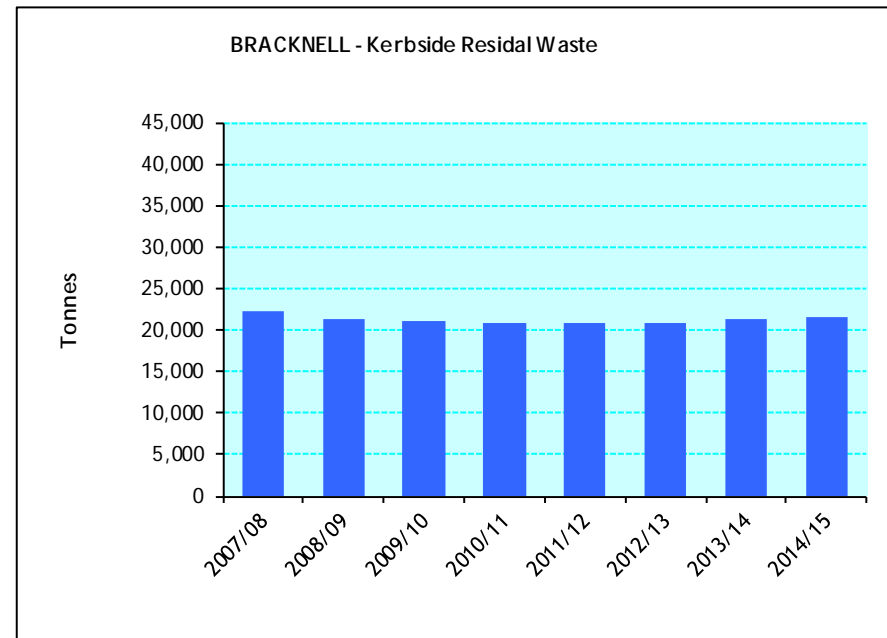


**APPENDIX 2 – Background Data**

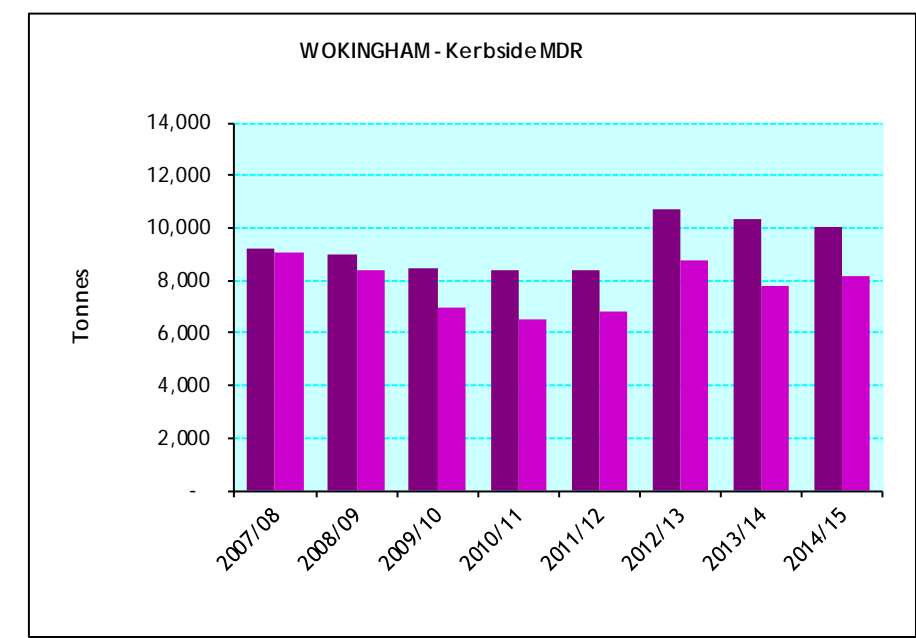
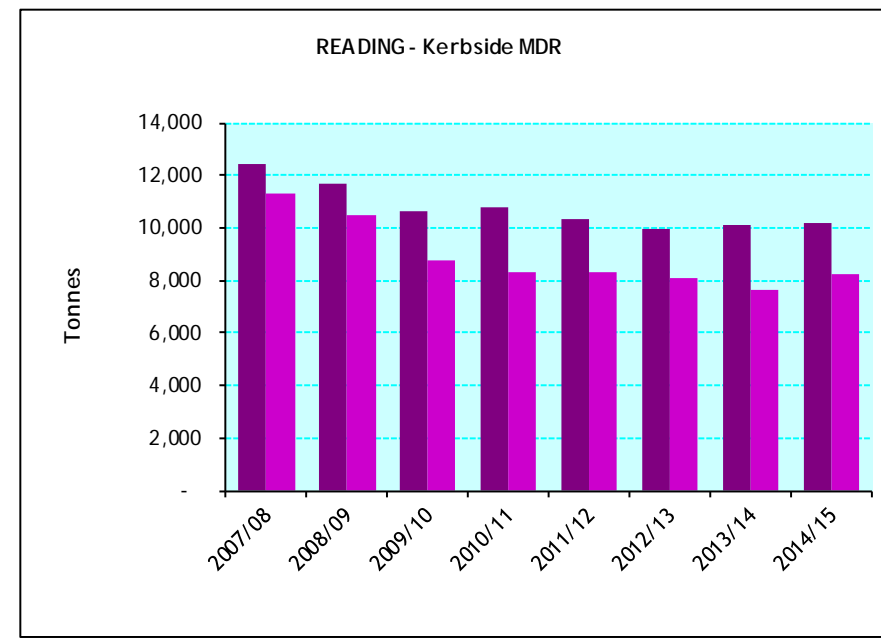
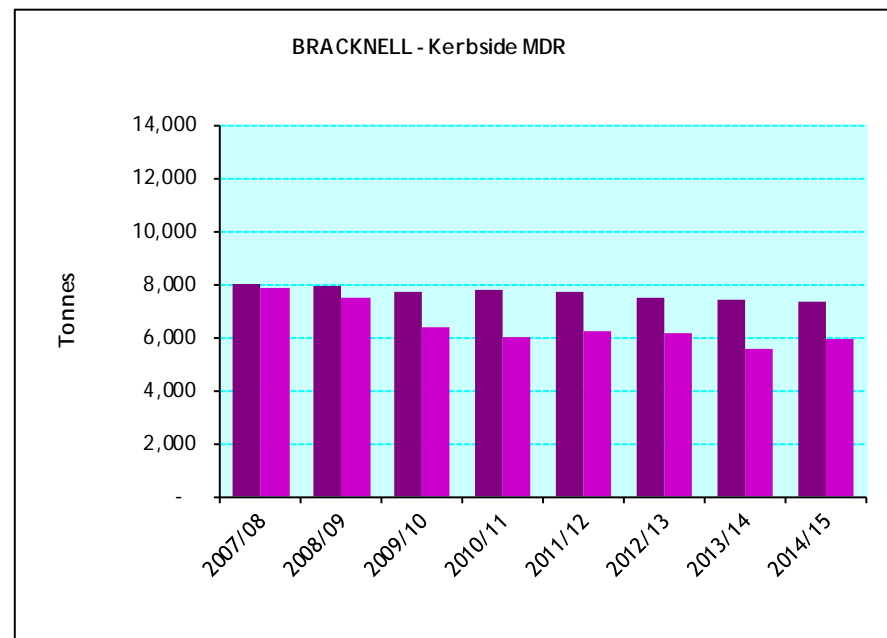


**Household Waste Recycling Centres:** The graphs above illustrate the performance of the two re3 HWRCs over the life of the re3 Contract. The overall tonnages of waste received by the sites has stayed broadly the same at Longshot Lane with an increase of up to 16% at Smallmead. Within that overall tonnage, however, the amounts sent for disposal from the two sites have reduced as the new arrangements provided for a wider range of recycling. The amount of Green Waste has increased, partially as a result of the introduction of charges for green waste collection.

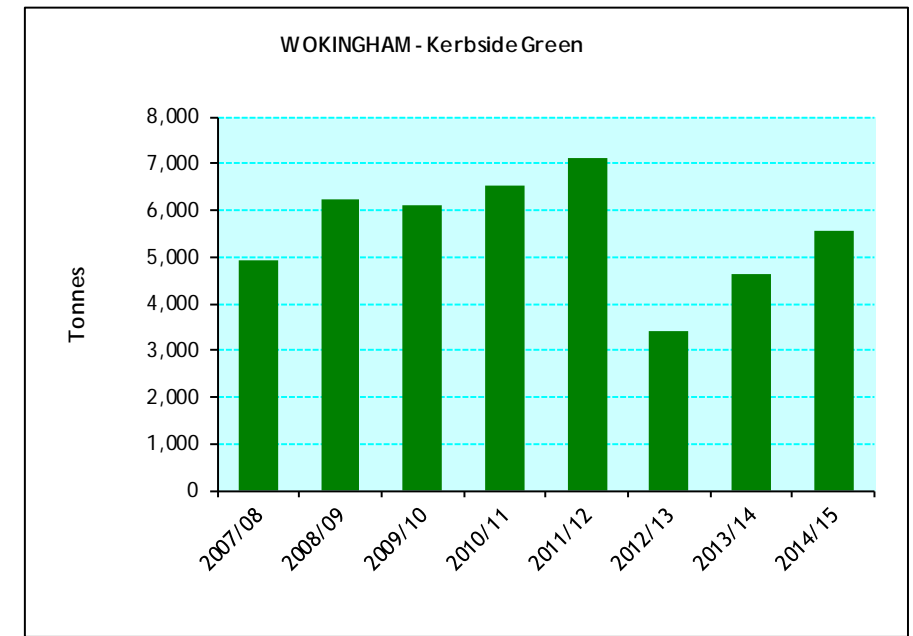
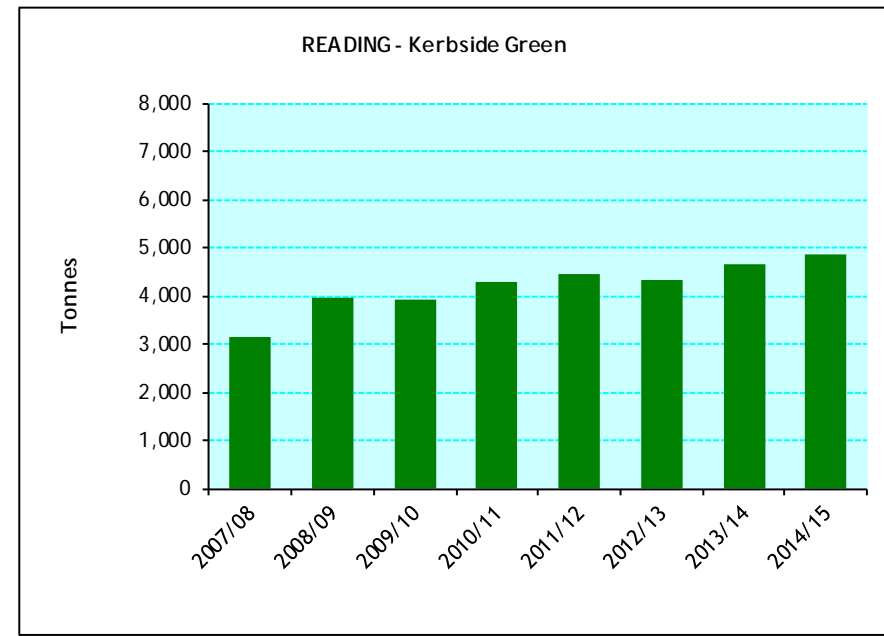
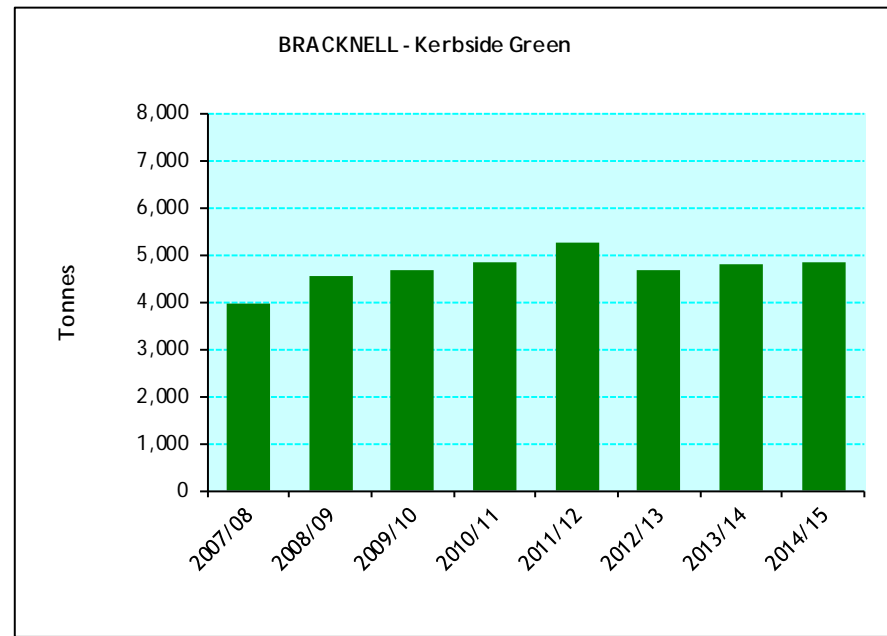
Please note: Construction of the new sites was completed during 2009. The graph columns for 2008-2009 show an increased tonnage at Smallmead and a reduced tonnage at Longshot Lane as a result of the additional patronage at the latter site due to construction-related reduced hours at Longshot Lane.



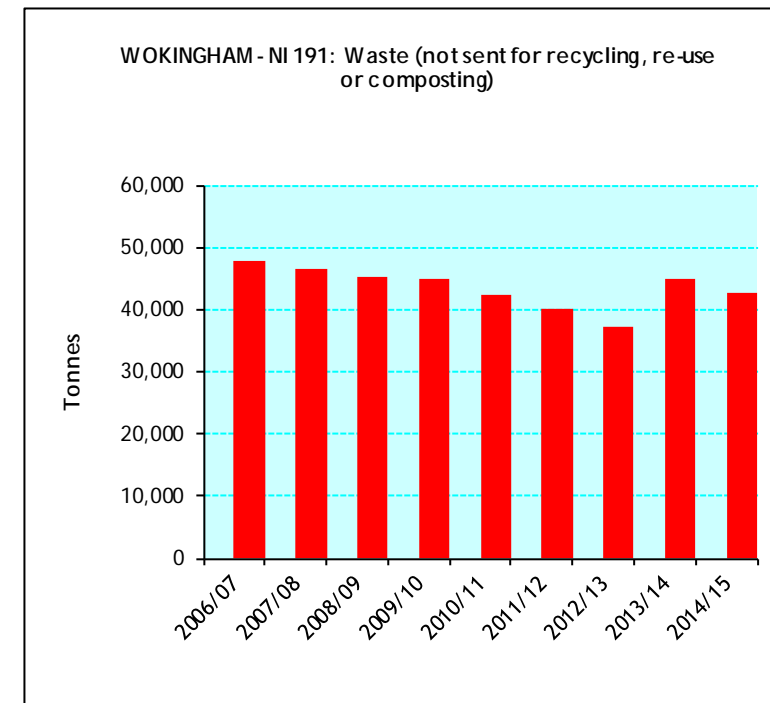
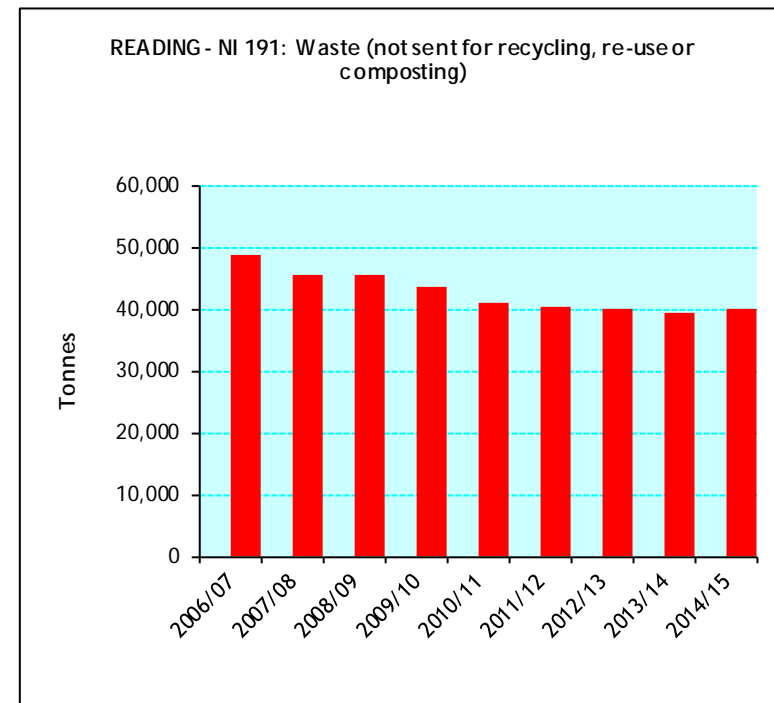
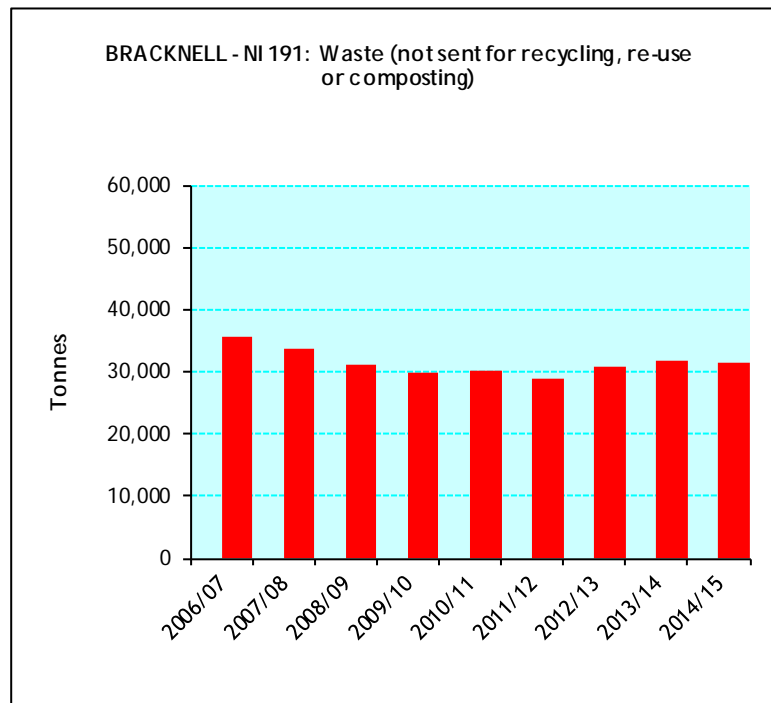
**Total Collected (Kerbside) Residual Waste:** As the graphs (above) illustrate, there has been an increase in waste being received at the two HWRCs. That increase may have been prompted, in part, by a reduction in collected waste (at the kerbside via weekly and alternated weekly collections) for the three councils. The policy decision to manage the capacity available for residents has made an important contribution to the service and particularly in relation to the cost of waste collection.

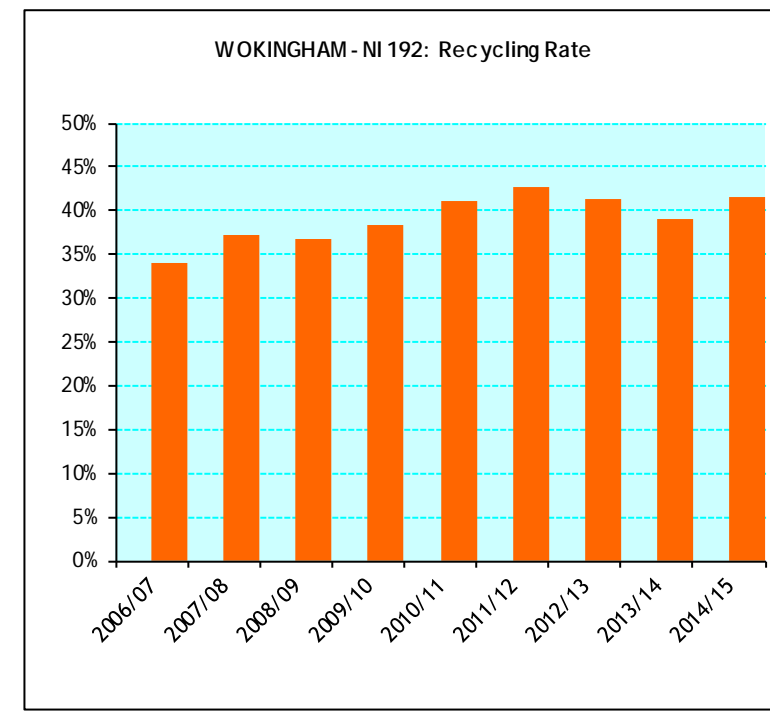
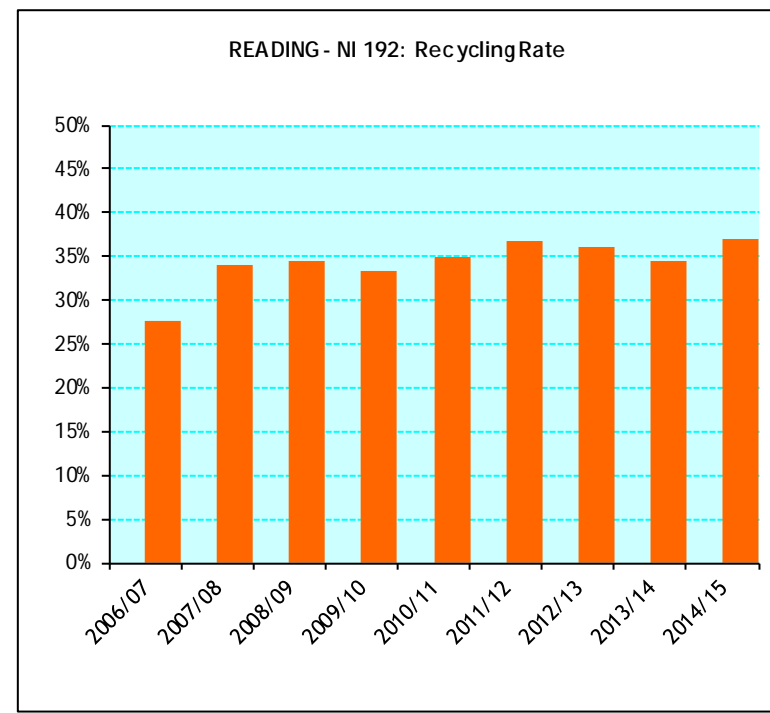
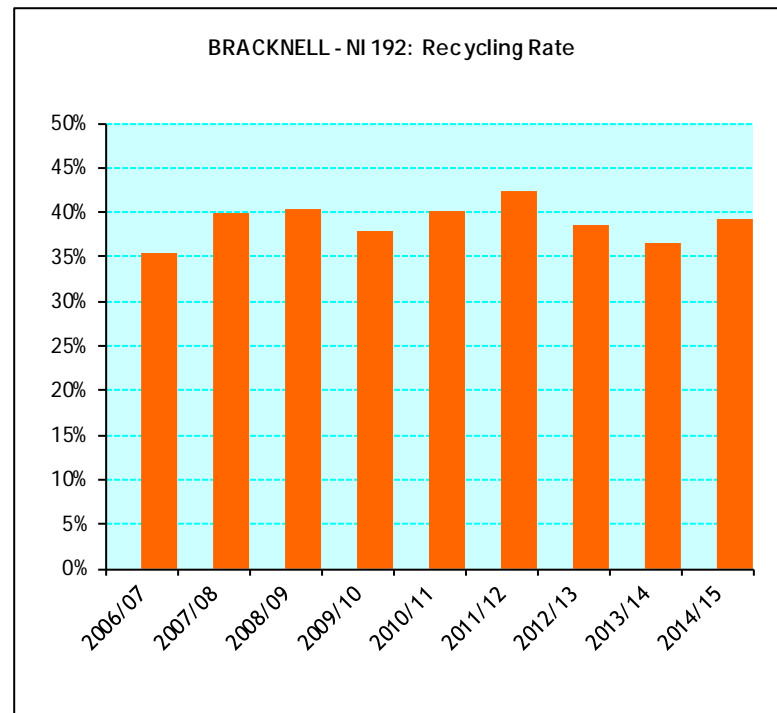
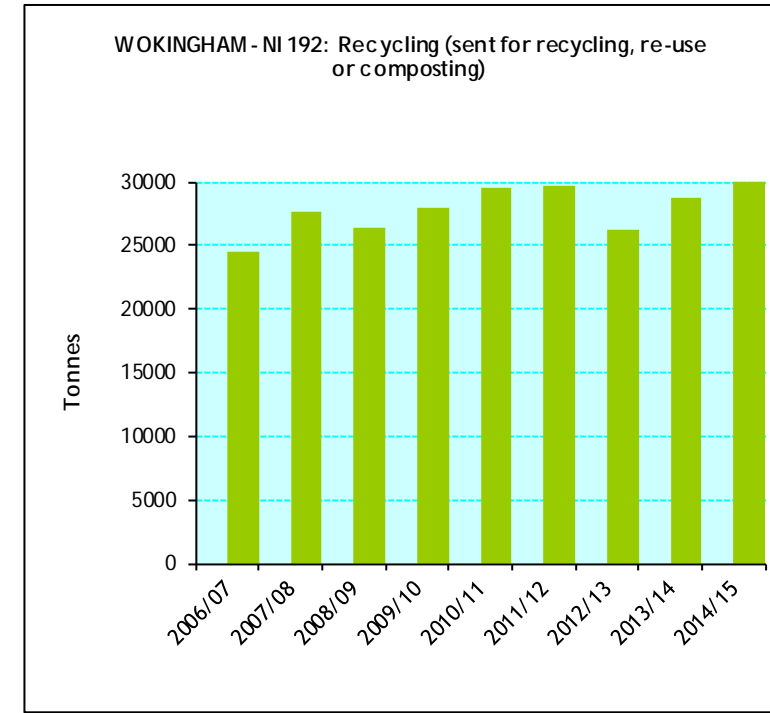
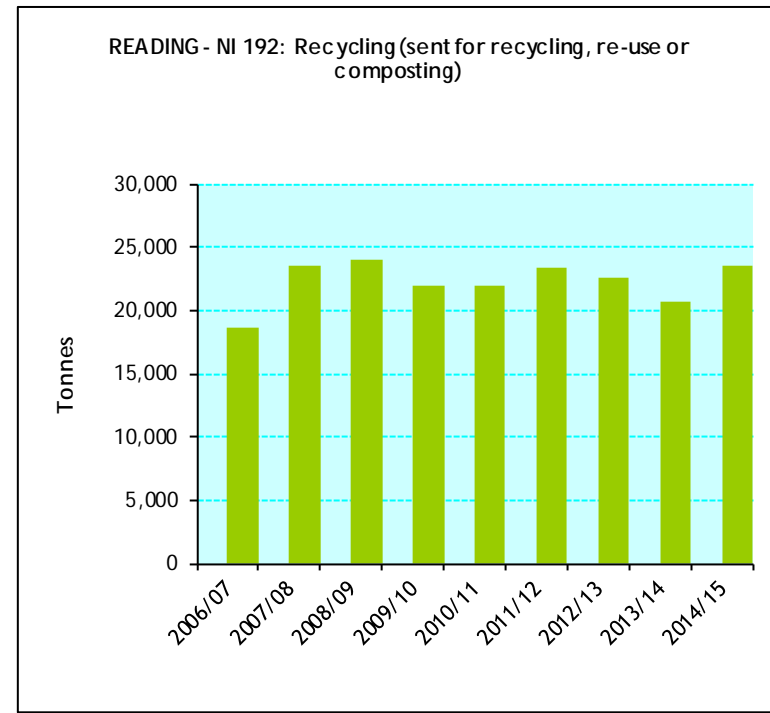
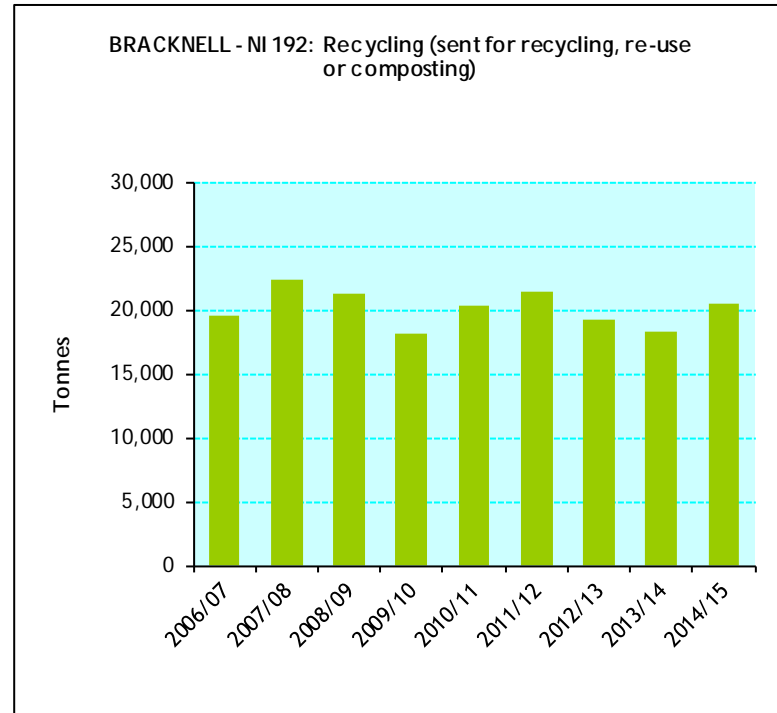


**Total Collected Recyclables (Kerbside MDR):** Mixed Dry Recyclables are collected by the re3 councils and processed, before recycling, at the re3 Materials Reclamation Facility (MRF). Since 2007, the amounts of recycling collected (purple columns) have gradually reduced and that is likely to be caused by the process of 'light-weighting' which has seen the overall weight and density of packaging reduced - in many ways a process which represents progress but which is making the job of the re3 councils (whose targets are weight based) harder and harder. The exception (right) is for Wokingham where changes to the waste collection arrangements were made in 2012. The amount actually recycled (pink) has also reduced over time and this is a result of 'contamination'. Contamination is an industry term to indicate the presence, within mixed recyclables, of materials that are not going to be recycled. Residents within the re3 area have embraced recycling but there is a persistent problem with contamination which must be addressed in order to maximise the efficiency of collections and contribute to increasing the amount recycled.

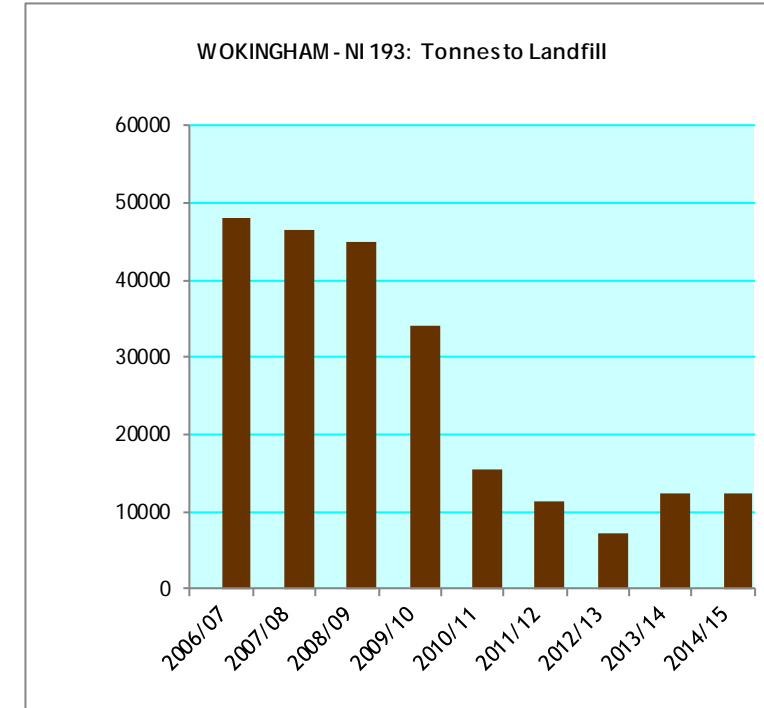
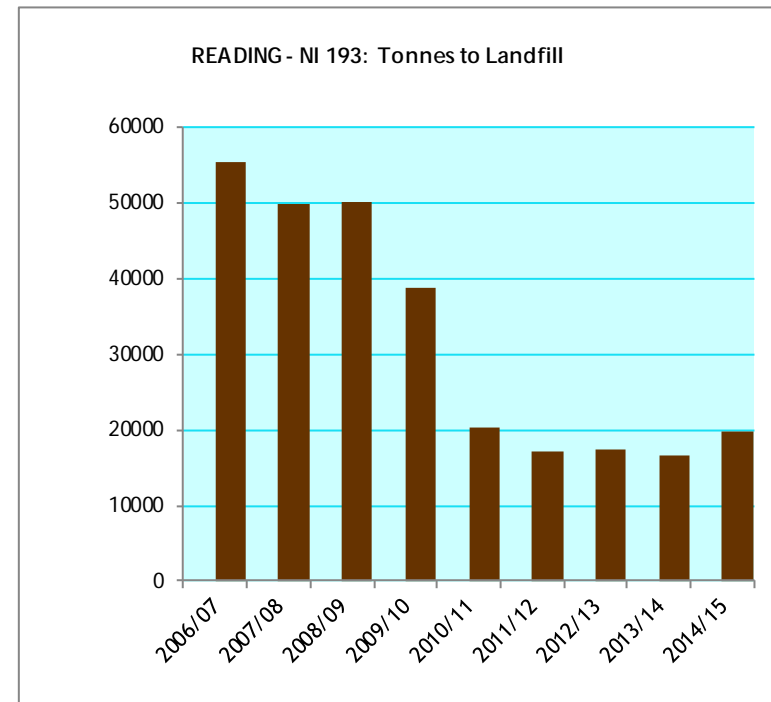
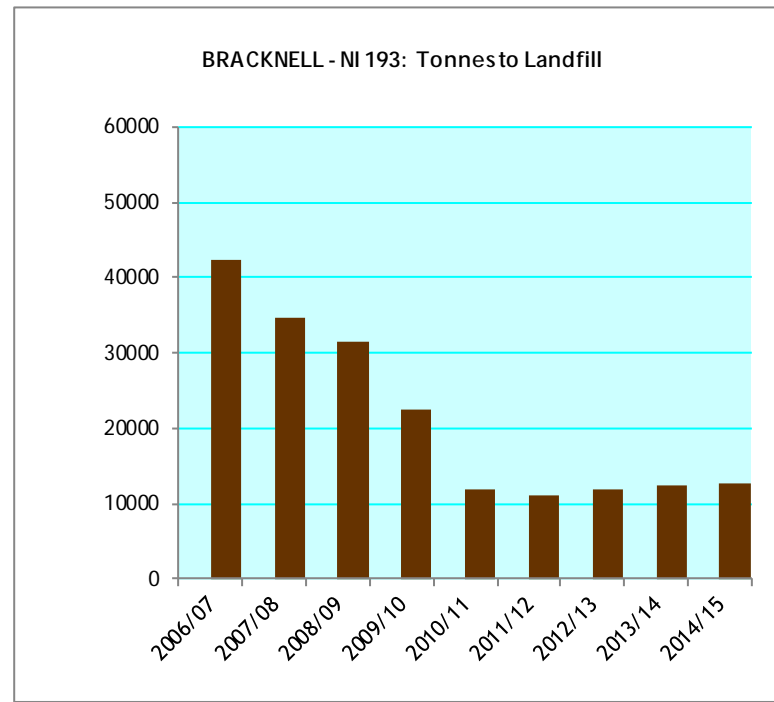


**Collected Green Waste:** The graphs illustrating HWRC performance (above) showed an increase in green waste being delivered to the HWRCs. There has also been an increase in collected green waste for Bracknell and Reading since 2007. For Wokingham, the introduction of a charge for green waste collection in 2012 had a notable effect though levels of collected green waste are returning towards pre-2012 levels.





Recycling: The graphs above illustrate the tonnage of recycling (green) and the overall recycling rate (orange). The graphs show that there have been improvements over the period covered 9in this instance including the year in which Bracknell and Reading introduced alternate weekly collections) but that it has proved difficult to sustain them and move clearly beyond 40%.



Landfill: Arguably the most significant factor driving the re3 councils throughout the procurement of the re3 contract was the need to reduce waste to landfill. That objective remains important and, as the graphs illustrate, it has been successfully addressed.

DRAFT

DRAFT

**TO: Executive**  
**18 JULY 2016**

**COMMUNITY ACCESS AT EDGBARROW AND SANDHURST SPORTS CENTRES**  
**Director of Environment, Culture and Communities**

**1 PURPOSE OF REPORT**

- 1.1 To seek approval from the Executive to undertake a public consultation in order to provide information to help determine how community access to the leisure facilities at Edgbarrow and Sandhurst sports centres may be managed in the future.

**2 EXECUTIVE SUMMARY**

- 2.1 Increasing pressure on school places has meant that community access to the sport facilities at Edgbarrow School has gradually deteriorated over the years and recent decisions by the school, which are supported by the Council, means that there will be no community access to the school's leisure facilities prior to 5.30 pm during term time from September 2016. There are no changes to the existing arrangements at Sandhurst Secondary School.

While these changes “merely” brings Edgbarrow into alignment with the community access arrangements at Sandhurst (and the majority of other schools across the borough and country), the collective impact of this and other changes over the years has created a situation where management of the facilities is less efficient than previously and much more challenging. Added to this are the ever increasing financial pressures facing the Council.

Consequently and in line with the Council's transformation programme, the community access arrangements to both schools would benefit from a comprehensive review to consider the views of the community, Crowthorne Parish Council and Sandhurst Town Council about future provision and how this is balanced against the Council's financial position now and in the future. While several access options have been discussed with both schools, two realistic options for that community access have been identified. Public consultation regarding those proposals should run ahead of any final Executive decision on the Council's recommended option which is what this report seeks to progress.

**3 RECOMMENDATIONS**

- 3.1 That the proposed two delivery options are approved as the main focus for public consultation.
- 3.2 That the accompanying public consultation questionnaire is approved for circulation and feedback.

**4 REASONS FOR RECOMMENDATIONS**

- 4.1 One of the proposals for future community access represents a significant change from the current delivery. Full public consultation is therefore necessary.

## **5 ALTERNATIVE OPTIONS CONSIDERED**

- 5.1 School management of full “pay and play” community access to the facilities have been discussed and rejected, as have community management of the facilities.

## **6 SUPPORTING INFORMATION**

- 6.1 Community access at Edgbarrow and Sandhurst sports centres is currently delivered by the Leisure Services section within Environment, Culture and Communities. A revenue budget is in place to support that delivery and there is the expectation of continued financial support from both Crowthorne Parish and Sandhurst Town Councils in keeping with the current Joint Management Agreement for the 2016/17 financial year. The net cost of operating the two centres is £179,000 per annum (excluding recharges, pension costs and capital charges).
- 6.2 As a result of the growing pressures for teaching space at Edgbarrow school the Council has already accepted the school’s decision that there will be a cessation of all daytime, term time access at Edgbarrow sports centre. All daytime, term time access will therefore cease as of 1<sup>st</sup> September 2016. In addition, Edgbarrow school will commence a project to re-develop the two squash courts in to an alternative teaching space. There are no service changes at Sandhurst Secondary School.
- 6.3 The existing arrangements for the provision of community access at Edgbarrow and Sandhurst sports centres – delivery by the Leisure Services section – will remain in place until 31<sup>st</sup> March 2017 at the earliest. A decision on whether this is to continue or alternative arrangements put in place will need to be made this year if there is any change to allow a smooth transition. Two realistic management options have been identified following discussion between the schools and Leisure Services.
- 6.4 Option one is for Leisure Services to continue to deliver community access at both leisure centres. Under this scenario Leisure would continue to staff both facilities and provide community access on weekday evenings (term-time), weekends and during school holidays. From the users’ perspective there would be little change in terms of access although charges may well have to increase to ensure at the very least no additional surplus is required to continue the operation and given the Council’s financial prospects prices may well have to be set at the maximum the market will bear to reduce the subsidy if possible.
- 6.5 Option two would see the schools manage community access. In practice this would mean the removal of fully staffed leisure facilities and a move towards groups hiring facilities for their own purposes via a direct booking arrangement with either school. This would mean the end to all pay-as-you-go access (where individuals can simply present themselves randomly and take part in any available service) and there would be an end to leisure memberships. From the users’ perspective this would represent a significant change.
- 6.6 Whilst option one is the least disruptive it would be subject to a number of influencing factors. Firstly there would be Bracknell Forest Council’s overall view towards continuing to support both sites financially given the current budget pressures it is facing generally. Secondly there would be the question of whether or not Crowthorne Parish Council and Sandhurst Town Council would continue to provide their financial



contributions too. Finally it would depend on there being ongoing co-operation and agreement between the Council and both schools regarding Leisure's access as the current Joint Management Agreement has not proven enough to protect the access times and areas that Leisure originally had. The responsibilities for on-site management would therefore need to re-negotiated.

- 6.7 Option two would deliver singular on-site management as the overall responsibilities for the maintenance and operation of the sports facilities would pass to the schools. The schools themselves are mindful of the associated costs they would thereby inherit back from Leisure and would look to develop business plans to recoup that cost via generating block bookings income of their own. Block booking is where an individual or an organisation makes a long term commitment to use a facility and pays up front (for example 3 hours hire of the football pitch for 6 months every Tuesday and Thursday). Once access arrangements are agreed, the management of block booking is much less staff intense that pay and play and therefore expenditure can be reduced while maintaining income. Both schools would also approach their local parish / town councils to request financial assistance towards their continued commitment to providing community access. This option would most likely lead to the loss of certain aspects of current community use however. For example access to the fitness facilities would be difficult to maintain and the delivery of coach-led sports courses would most likely cease too unless there were provided directly by coaches under the block booking system.
- 6.8 Given the anticipated differences that option two will necessitate, Leisure Services and the Schools are proposing a public consultation regarding the future delivery models for both sports centres. A consultation questionnaire is therefore attached below as appendix 1. Assuming that Executive approves the two options outlined above and the accompanying consultation questionnaire, it is proposed that full public consultation would take place throughout August and September 2016. It is anticipated that feedback from that consultation together with a recommendation for the proposed future delivery model for community access at Edgbarrow and Sandhurst Schools would be presented to the Executive for a final decision at their 15<sup>th</sup> November 2016 meeting.

## **7 ADVICE RECEIVED FROM STATUTORY AND OTHER OFFICERS**

### Borough Solicitor

- 7.1 Legal Services will give any further advice required on the form and timing of the public consultation exercise and on the inter-authority arrangements that apply to the sports centres.

### Borough Treasurer

- 7.2 Any financial implications associated in undertaking the consultation exercise will be met by existing revenue budgets.

Edgbarrow and Sandhurst has a deficit cash budget (i.e. operational income and expenditure but excluding capital charges, pension adjustments and recharges) of £179,000.

Equalities Impact Assessment

- 7.3 An equalities impact screening assessment was previously completed which covered the loss of daytime use at Edgbarrow sports centre. There was an overall neutral impact. The potential loss of all community access at both sports centres (in its current form) would most likely impact equally on all users groups.

Strategic Risk Management Issues

- 7.4 The impact of the potential loss of full community access at Edgbarrow and Sandhurst sports centres on a pay-and-play basis is seen as a significant public relations risk.

**8 CONSULTATION**

Principal Groups Consulted

- 8.1 Head teachers at Edgbarrow and Sandhurst School; Edgbarrow and Sandhurst Joint Management Committee; user group representing both facilities

8.2 Method of Consultation

Meetings

Representations Received

- 8.3 Strong community preference for continuation of existing arrangements; schools willing to accept sole management of facilities

Background Papers

Public consultation questionnaire – Appendix 1

Contact for further information

Gareth Jones, Head of Recreation - 01189 747580.  
gareth.jones@bracknell-forest.gov.uk

## Why we are consulting

Bracknell Forest Council, Edgbarrow and Sandhurst schools are currently considering the future for community access to the sports facilities at these schools. This follows changes necessitated by the demand on school places.

The schools and Bracknell Forest Council currently allow community access to both leisure facilities via a joint management agreement between Leisure Services, both schools, Crowthorne Parish Council and Sandhurst Town Council.

The sports centre buildings and facilities at both sites are owned by the schools. The schools ultimately have the right to determine their own levels of access to those facilities.

### Edgbarrow Sports Centre

As a direct result of increasing student numbers at Edgbarrow School all current day-time, term-time community access to Edgbarrow Sports Centre will cease with effect from 5 September 2016. From that point onwards there will be no daytime access at all before 5.30pm. Community access outside of extended school hours (after 5.30pm on weekday evenings, plus full days on weekends and during school holidays) will continue beyond 5 September 2016 until 31 March 2017.

### Sandhurst Sports Centre

Current Community access - there is no daytime access anyway - will remain unchanged (after 5.30pm on weekday evenings, plus full days on weekends) and will continue until 31 March 2017.

Given the impact of the changes at Edgbarrow, Bracknell Forest Council is now working with both Edgbarrow and Sandhurst schools to consider how future community access to both sites could be provided beyond 1 April 2017.

## What we are consulting on

Bracknell Forest Council is considering two options:

- Option 1 - Continue to provide out-of-school-time access levels to the facilities from 1 April 2017 onwards (this represents no change from current arrangements)
- Option 2 - Transfer responsibility for community access to the facilities to both schools. Each school would then look to develop hired 'block-booking' access to their own facilities. There would be no 'pay and play' activities. (For the purposes of clarity 'block booking' means access to facilities would be pre-booked for a set time on a set day in a set space for a fixed number of weeks at a time. 'Pay and play' means customers can turn up with or without a booking and - subject to availability - can pay a one-off fee for attending a single activity on any given day)

We would welcome your input about the likely impact of these changes on you or the group(s) you represent.

## How you can get involved

Please complete this survey to give us your views. This consultation runs from ????? until ????

Alternatively you can complete this survey online at <http://consult.bracknell-forest.gov.uk/public/leisure/ess>

## What happens next

The Council will take your views into consideration. The Council's Executive will be looking to make a final decision on future community use at both sports centres by November 2016.

**Your use of the sports centres**

**1. Are you responding to this survey as an individual or on behalf of an organisation?**

*(please select one answer)*

Individual .....

Organisation (eg, club, group, association, team) .....

**Name of organisation**

**2. Which sports centre do you currently use?**

*If neither, please answer Question 7 and then complete the 'About you' section*

*(please select one answer)*

Edgbarrow sports centre .....

Sandhurst sports centre .....

Both .....

Neither .....

**3. How often do you typically visit?**

*(please select one answer)*

Several times a week .....

Once a week .....

Several times a month .....

Once a month .....

Other .....

**Please specify other**

**4. How far do you currently travel to use the facilities?**

*(please select one answer)*

Less than 5 minutes .....

5 to 10 minutes .....

11 to 30 minutes .....

More than 30 minutes .....

**5. Which facilities or activities do you typically use? (Tick all that apply)**

*(please select all that apply)*

- Fitness room* .....
- Badminton* .....
- Exercise classes* .....
- Squash\** .....
- Tennis* .....
- Football (indoor)* .....
- Children's birthday parties* .....
- Trampolining* .....
- Gymnastics* .....
- Martial arts* .....
- Indoor cricket* .....
- Archery* .....
- Volleyball* .....
- Basketball* .....
- Table tennis* .....
- Football (outdoor)* .....
- Holiday schemes* .....
- Netball* .....

*Other* .....

\* Please note there will no longer be any squash courts at ESC from September 2016 onwards

**Please specify other**

**6. Are there any activities which are not currently offered that you would wish to participate in if they were available? Please state**

### Options

With Option 2 it is envisaged that each school would hire facility space and time to interested persons on a block booking basis. In other words access to facilities would be pre-booked for a set time on a set day in a set space for a fixed number of weeks at a time.

**7. From 1 April 2017 which of the two options for future community access would you personally prefer?**

*(please select one answer)*

Option 1 – current provision (outside of school hours) is retained ....

Option 2 – block booking access directly with either school .....

No preference .....

**8. Given the likelihood that either option would most likely entail a rise in prices please could you indicate the level of increase you would be prepared to bear**

*(please select one answer)*

Up to 10% .....

11 to 20% .....

21 to 30% .....

31 to 40% .....

More than 40% .....

No price increase would be acceptable .....

## Implications of Option 2

Given that Option 1 would present little or no change could you please respond to the questions below concerning Option 2.

### 9. Could your current pattern of use be maintained if you (or the activity or group you are a part of) were to block book space directly with either school?

*If no, please go to Question 19 and continue from there, if yes or don't know please answer Q10 to 18 and then the 'About you' section (please select one answer)*

- Yes .....
- No .....
- Don't know/unsure .....

### 10. Which facility / facilities would you require access to? (Tick all that apply)

*(please select all that apply)*

- ESC - Dance Studio (formerly squash courts) .....
- ESC - Fitness Room .....
- ESC - Main Astro-Turf Pitch (all or part of) .....
- ESC - Main Sports Hall (all or part of) .....
- ESC - Small Hall .....
- ESC - Tennis courts .....
- SSC - Fitness Room .....
- SSC - Gymnasium Hall .....
- SSC - Main Astro-Turf Pitch (all or part of) .....
- SSC - Main Sports Hall (all or part of) .....
- SSC - Small Astro-Turf Pitch .....
- SSC - Tennis courts .....

ESC = Edgbarrow Sports Centre

SSC = Sandhurst Sport Centre

**11. Which day(s) would you most likely want to access to the facilities?**

*(please select one answer)*

- Monday to Friday evenings .....
- Weekends .....
- Weekday evenings and weekends .....
- Don't mind .....

**12. Which time(s) in the evenings would you most likely want to access the facilities?**

*(please select all that apply)*

- 5.30pm to 6.30pm .....
- 6.30pm to 7.30pm .....
- 7.30pm to 8.30pm .....
- 8.30pm to 9.30pm .....
- Later than 9.30pm .....

**13. Which time(s) at the weekends would you most likely want to access the facilities?**

*(please select all that apply)*

- 9am to midday .....
- Midday to 3pm .....
- 3pm to 6pm .....
- Later than 6pm .....

**14. How long would you typically expect to use the facilities for on each visit?**

*(please select one answer)*

- Up to 1 hours .....
- 1 to 2 hours .....
- 2 to 3 hours .....
- More than 3 hours .....

**15. Consider the following list and indicate which things you feel should be the school's responsibility and which should be yours?**

*(please select one answer for each question)*

	Self	School
<b>Set up / take down / move equipment</b>	<input type="radio"/>	<input type="radio"/>
<b>Insurance</b>	<input type="radio"/>	<input type="radio"/>
<b>First aid provision</b>	<input type="radio"/>	<input type="radio"/>
<b>Unlocking/locking facilities</b>	<input type="radio"/>	<input type="radio"/>

**16. How regularly do you think you would block book the facilities?**

*(please select one answer)*

- For the term ahead (approximately 3 months) .....
- For the next 6 months .....
- For the next year .....
- For another period of time .....



**Please specify**

**17. How do you currently interact with sports centre staff concerning your bookings? (Tick all that apply)**

*(please select all that apply)*

*In person at the desk* .....

*On the phone* .....

*Via email* .....

**18. When do you normally make contact with sports centre staff concerning your bookings? (Tick all that apply)**

*(please select all that apply)*

*Monday to Friday before 5pm* .....

*Monday to Friday after 5pm* .....

*Weekends* .....

*School holidays* .....

**Alternatives**

**19. Please explain why you do not think your current pattern of usage could be maintained under a block booking arrangement? (ie, what would change for you personally if a block booking arrangement is put in place)**

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**20. Which of the following are important to you? (Tick all that apply)**  
*(please select all that apply)*

*Social / community feel that ESSC provides* .....

*Ability to pay monthly / annual fees to attend a variety of activities* ....

*Ability to 'turn up and play' without pre-booking weeks or months ahead*  
.....

*None of the above* .....

**21. Would you be able to use Bracknell Leisure Centre instead of Edgbarrow or Sandhurst sports centres?**  
*(please select one answer)*

Yes .....  No .....

**22. What would stop you transferring to Bracknell Leisure Centre? (Tick all that apply)**  
*If 'Travel time/distance' please answer the next question*  
*(please select all that apply)*

*Travel time / distance* .....

*Cost of travel* .....

*Lack of transport* .....

*Time / availability of access* .....

*No direct comparable activity* .....

*Unfamiliarity* .....

*Other* .....

**How far would you be prepared to travel?**

**Please specify other**

**23. What other current local venues might be suitable for your personal requirements? (please name the venues and explain how and why they might meet your needs)**

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**24. Are there any other alternatives to community leisure provision for Crowthorne and Sandhurst that you feel have not yet been considered? Please explain**

**About you**

Your postcode

**Are you?**

*(please select one answer)*

Male .....  Female .....

*(please select one answer)*

Under 18 .....

18-34 .....

35-49 .....

50-64 .....

65-79 .....

80+ .....

**To which of these groups do you consider you belong?**  
*(please select one answer)*

**White**

- English/Welsh/Scottish/ Northern Irish/British .....
- Irish .....
- Gypsy/Irish Traveller .....
- Showpeople/Circus .....
- Any other White background .....

**Mixed**

- White & Black Caribbean .....
- White & Black African .....
- White & Asian .....
- Any other Mixed background .....

**Asian or Asian British**

- Indian .....
- Pakistani .....
- Nepali .....
- Bangladeshi .....
- Chinese .....
- Filipino .....
- Any other Asian background .....

**Black or Black British**

- African .....
- Caribbean .....
- Any other Black background .....

**Arab/ Other Ethnic Group**

- Arab .....
- Other ethnic group .....

**Other, please specify**

**Do you consider yourself to have a health problem or disability which has lasted, or is expected to last, at least 12 months?**  
*(please select one answer)*

- Yes .....
- No .....

**Are your day-to-day activities limited because of your health problem or disability?**  
*(please select one answer)*

- Yes .....
- No .....

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## Initial Equalities Screening Record Form

<b>Date of Screening:</b>	<b>Directorate:ECC</b>	<b>Section: Recreation</b>	
<b>1. Activity to be assessed</b>	Transfer of community access to Edgbarrow and Sandhurst Schools		
<b>2. What is the activity?</b>	<input type="checkbox"/> Policy/strategy <input type="checkbox"/> Function/procedure <input type="checkbox"/> Project <input type="checkbox"/> Review <input type="checkbox"/> Y Service <input type="checkbox"/> Organisational change		
<b>3. Is it a new or existing activity?</b>	<input type="checkbox"/> New <input type="checkbox"/> Y Existing		
<b>4. Officer responsible for the screening</b>	Gareth Jones		
<b>5. Who are the members of the screening team?</b>	N/A		
<b>6. What is the purpose of the activity?</b>	Community access to the leisure facilities at Edgbarrow and Sandhurst Schools are currently managed by the Leisure Division. A potential alternative would be for the schools to manage this access. The difference between the two is that full "pay and play" access would be replaced by a "block booking" system which is not in itself at all unusual on school facilities		
<b>7. Who is the activity designed to benefit/target?</b>	The general public in the Crowthorne and Sandhurst areas		
<b>Protected Characteristics</b>	<b>Please tick yes or no</b>	<b>Is there an impact?</b> What kind of equality impact may there be? Is the impact positive or adverse or is there a potential for both? If the impact is neutral please give a reason.	<b>What evidence do you have to support this?</b> E.g equality monitoring data, consultation results, customer satisfaction information etc Please add a narrative to justify your claims around impacts and describe the analysis and interpretation of evidence to support your conclusion as this will inform members decision making, include consultation results/satisfaction information/equality monitoring data
<b>8. Disability Equality – this can include physical, mental health, learning or sensory disabilities and includes conditions such as dementia as well as hearing or sight impairment.</b>	N	<b>Access to facilities will still be possible but in future would need to be planned and booked</b>	<b>Schools have agreed to offer controlled access to facilities</b>
<b>9. Racial equality</b>	N	<b>Access to facilities will still be possible but in future would need to be planned and booked</b>	<b>Schools have agreed to offer controlled access to facilities</b>
<b>10. Gender equality</b>	N	<b>Access to facilities will still be possible but in future would need to be planned and booked</b>	<b>Schools have agreed to offer controlled access to facilities</b>

Unrestricted

11. Sexual orientation equality		N	Access to facilities will still be possible but in future would need to be planned and booked	Schools have agreed to offer controlled access to facilities
12. Gender re-assignment	Y	N	Access to facilities will still be possible but in future would need to be planned and booked	Schools have agreed to offer controlled access to facilities
13. Age equality	Y	N	Access to facilities will still be possible but in future would need to be planned and booked	Schools have agreed to offer controlled access to facilities
14. Religion and belief equality	Y	N	Access to facilities will still be possible but in future would need to be planned and booked	Schools have agreed to offer controlled access to facilities
15. Pregnancy and maternity equality	Y	N	Access to facilities will still be possible but in future would need to be planned and booked	Schools have agreed to offer controlled access to facilities
16. Marriage and civil partnership equality	Y	N	Access to facilities will still be possible but in future would need to be planned and booked	Schools have agreed to offer controlled access to facilities
17. Please give details of any other potential impacts on any other group (e.g. those on lower incomes/carers/ex-offenders, armed forces communities) and on promoting good community relations.	Prices may increase and this may have an impact on those with lower incomes			
18. If an adverse/negative impact has been identified can it be justified on grounds of promoting equality of opportunity for one group or for any other reason?	None identified for any of the protected groups			
19. If there is any difference in the impact of the activity when considered for each of the equality groups listed in 8 – 14 above; how significant is the difference in terms of its nature and the number of people likely to be affected?	N/A			
20. Could the impact constitute unlawful discrimination in relation to any of the Equality Duties?		N		



Unrestricted

<p><b>21. What further information or data is required to better understand the impact? Where and how can that information be obtained?</b></p>	<p>The proposal for altering community access will be made with an accompanying questionnaire which will collect detailed equality information from users of the service.</p>		
<p><b>22. On the basis of sections 7 – 17 above is a full impact assessment required?</b></p>		<p>N</p>	<p>Other than the decision to consult, no action will follow as a consequence of this report. However, the initial screening does not indicate any discrimination against any of the protected groups but more detailed information will be gleaned via the questionnaire.</p>
<p><b>23. If a full impact assessment is not required; what actions will you take to reduce or remove any potential differential/adverse impact, to further promote equality of opportunity through this activity or to obtain further information or data?</b> Please complete the action plan in full, adding more rows as needed.</p>			
<p><b>Action</b></p>	<p><b>Timescale</b></p>	<p><b>Person Responsible</b></p>	<p><b>Milestone/Success Criteria</b></p>
<p>None at this time</p>			
<p><b>24. Which service, business or work plan will these actions be included in?</b></p>	<p>Environment, Culture and Communities</p>		
<p><b>25. Please list the current actions undertaken to advance equality or examples of good practice identified as part of the screening?</b></p>	<p>Further equalities information is being sought via questionnaire</p>		
<p><b>26. Chief Officers signature.</b></p>	<p>Signature:</p>	<p>Vincent Paliczka</p>	<p>Date:21/06/16</p>

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**TO: THE EXECUTIVE**  
**DATE: 18 JULY 2016**

### MEDIUM TERM FINANCIAL STRATEGY 2017/18 – 2019/20 (Borough Treasurer)

**1 PURPOSE OF DECISION**

1.1 This report updates the Executive on the significant issues that are likely to impact upon the Council’s budget in future years and represents the next step towards setting a budget for the 2017/18 financial year and beyond.

**2 RECOMMENDATIONS**

2.1 **That the Commitment Budget for the period 2017/18 to 2019/20, summarised in Annex A of the report be approved.**

2.2 **That the Executive recommend to Council that the Government’s offer of a four year funding settlement be accepted, subject to the agreement of an efficiency plan at the Council meeting on 14 September 2016.**

2.2 **That the proposed budget process and timetable for 2017/18 as set out in paragraphs 5.18 to 5.22 of the report be approved.**

**3 REASONS FOR RECOMMENDATIONS**

3.1 The recommendations are designed to allow the Executive to develop its Medium Term Financial Strategy and to start to consider an appropriate budget strategy for 2017/18 and beyond.

**4 ALTERNATIVE OPTIONS CONSIDERED**

4.1 Background information relating to the options considered is included in the report.

**5 SUPPORTING INFORMATION**

Resources

5.1 The Final Local Government Finance Settlement for the period 2016/17 to 2019/20 was published on 8 February 2016. The Settlement contained previously unannounced changes to the distribution of resources amongst authorities depending on the different sets of services provided by them and their relative ability to raise income through council tax locally. The intention is to recognise both the rising costs of adult social care and the differing relative abilities of local authorities to raise income. The impact of this is for the significant cuts announced by the Government in the November 2015 Spending Review to fall greatest on those authorities with a perceived ability to raise more income from council tax, of which Bracknell Forest is one.

5.2 As part of the Final Settlement the Government has offered all local authorities the opportunity to take up a four year funding settlement to 2019/20. The Government has committed to provide a minimum allocation of Revenue Support Grant and Transitional Grant for each year of the Spending Review period, should councils wish to accept the offer and publish an efficiency plan. For Bracknell Forest the offer comprises:

	<b>Revenue</b>	<b>Transitional</b>
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	Support Grant £000	Grant £000
2016/17	11,283	934
2017/18	7,081	914
2018/19	4,445	0
2019/20	1,743	0

- 5.3 Whilst the offer represents an almost complete withdrawal of Revenue Support Grant over the four year period, the alternative is to accept an annual settlement and the inherent uncertainty around medium term financial planning that this brings. In addition to this there is clearly the underlying risk that future settlements will result in the withdrawal of Revenue Support Grant at a faster rate than that contained in the Government's offer. Therefore, on balance it is recommended that the Council accept the Government's offer of a four year settlement.
- 5.4 In order to be eligible for the four year settlement the Council is required to publish an efficiency plan and lodge this with the Department for Communities and Local Government by 14 October 2016. The Secretary of State has indicated that his approach will be light touch and that he does not intend to issue any firm guidance on what efficiency plans should contain. The intention is that they should be locally owned and locally driven. It is anticipated that some high level professional guidance will be issued over the summer. As such, it is recommended that Council accept the four year settlement at its meeting on 14 September 2016, subject to the agreement of an efficiency plan at that meeting. At this point in time the expectation is that this Council's efficiency plan will be a combination of the Medium Term Financial Strategy contained in this report and the transformation programme.
- 5.5 The Council identified a range of significant risks in preparing the 2016/17 Budget and it was deemed prudent to include a contingency fund of £1m. Whilst the Council continues to face uncertain times, given the level of reserves held by the Council and greater certainty around future levels of Government funding over the medium term, it is proposed that the contingency be retained at £1m throughout the planning period. This position will be reviewed as part of the annual budget setting process.
- 5.6 The Council also receives substantial external funding through a reducing number of specific grants for which the following assumptions have been included within the latest budget projections.

### Public Health and Other Specific Grants

These are some of the largest specific grants received by the Council, totalling over £7m in 2016/17. It has been assumed that these funding streams will be used to support services and initiatives within their specific service area (e.g. public health) and as such are financially neutral for planning purposes at this stage in the budget cycle.

### New Homes Bonus

This non-ringfenced grant is designed to reward and encourage development of new properties in local communities and will generate £3.9m for Bracknell Forest Council in 2016/17. Alongside the settlement the Government launched a consultation on the New Homes Bonus, including proposals to reduce the number of years for which it is paid from the current six years to four. The results of the consultation have yet to be announced. For the purposes of the Medium Term Financial Strategy a range of scenarios have been modelled and a realistic assessment of the likely outcome included. A slight reduction in grant of £0.228m is anticipated in 2017/18, with a more significant and further reduction of £1.414m expected in 2018/19.

## UNRESTRICTED

Education Services Grant is paid to fund education support services which local authorities provide centrally to maintained schools. It is not a ring fenced grant and authorities are free to decide how it is spent based on their individual circumstances. As part of the 2015 Spending Review the Government announced that it was looking to make savings of £600m from the grant. Announcements and consultations published since the settlement now indicate that the grant will be withdrawn almost completely and for Bracknell Forest this represents a funding reduction of £1.242m in 2017/18, followed by a further £0.255m in 2018/19. These reductions have been incorporated in the Commitment Budget at Annex A. Reductions of this level mean that services provided to schools cannot be maintained at their present level unless schools are prepared to pay for them. Establishing the Council's response to this challenge is a key project within the current transformation programme.

### Inflation and Interest Rates

- 5.7 Forecasting future levels of inflation and interest rates is fraught with considerable risk as the outlook for global economy continues to recover from the long-term economic shocks of 2008. The level of uncertainty has increased significantly following the result of the EU Referendum on 23 June and the consequences of vote to leave the European Union will only become apparent in the years ahead. Aside from this, the greatest risk faced by the UK and the USA is the “unwinding” of the monetary easing that has been in place for many years. Historically low interest rates and never-before attempted quantitative easing now represent challenges to be overcome as both economies continue to grow.
- 5.8 Based on the most up-to-date information and commentary from respected economists and the Governor of the Bank of England himself, UK interest rates may begin to rise in 2017, however any changes are likely to be minimal given the level of private sector debt (in particular personal levels of mortgage debt).
- 5.9 Whilst the Council still retains some surplus cash, the Capital Programme embarked on by the Council in 2015/16 – including the investment in the Town Centre regeneration and related highway works, the development of the Binfield Learning Village and the re-development of the Coral Reef Water World, will see the Council having to borrow to fund its on-going capital commitments at some point during 2016/17. With borrowing rates still at historically low levels and unlikely to significantly rise in the coming 18 months, the Council will be borrowing at a relatively fortuitous time. However with long-term borrowing rates close to 3%, there will be a material interest cost that will need to be factored into the Council's forward budget projections. The actual level of debt-servicing costs will depend both on future levels of interest rates and more importantly in the short-term the actual timing of the need to borrow which will itself depend on the progress on the various capital schemes. The figures included within the Commitment Budget at Annex A are a best estimate at this stage and will be closely monitored and updated as the major capital schemes progress and economic conditions change.
- 5.10 The outlook for inflation, over the period covered by the Commitment Budget, remains benign and is currently significantly below the 2% target set by the Monetary Policy Committee. In the short-term, expectations are for inflation to remain below target and only approach this level over the next 2 -3 years. The Consumer Price Inflation rate has been measured at close to zero in recent months. Given the underlying economic conditions this is likely to increase over the short-term. Allowances for budget increases due to inflation are calculated based on September indices. An estimate has been made at this stage of 1% for CPI in 2017/18, rising to nearer 2% in 2019/20. This translates into a non-pay inflationary pressure of £0.7m in 2017/18. The final figure will be updated once the September figures are published.
- 5.11 In terms of pay inflation, a 1% increase in public sector pay has been agreed for 2017/18. This represents an additional cost of £0.5m. Similar increases have been factored into the Medium Term Financial Strategy for 2018/19 and 2019/20.

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### Fees and Charges

- 5.12 Increases in fees and charges are determined by the overall economic conditions, the willingness of customers to pay the higher charges and continued demand for Council services. For planning purposes it has been assumed that income from fees and charges will increase in line with CPI. The Council's long term average rate of increase in fees and charges is between 2% and 3%. If the market will bear increases of this magnitude in 2017/18 this will have a positive impact on the budget forecasts. As a guide, a further 1% increase in fees and charges could be expected to yield an additional £0.2m in 2017/18.

### Business Rates

- 5.13 Business rates are an important income stream for the Council, a proportion of which are retained locally following the introduction of the business rates retention reforms in 2013. The Government has re-affirmed its plans to move towards 100% business rates retention by the end of this Parliament. Whilst work has now begun on developing an approach this is in its early stages and it is clear that it will be extremely complex and lead to a number of distributional changes. In the intervening period the Government will undertake a business rates revaluation in 2017, which it has promised to be cost neutral overall, however there are clearly likely to be further risks and uncertainties linked to potential appeals. Locally, the Council's largest business ratepayer has applied to the Government to join the central rating list. Whilst no decision has yet been made this represents a considerable risk to the Council's future business rate income. For the purposes of the Medium Term Financial Strategy, however, income is forecast to grow in line with the Government's baseline assumptions.
- 5.14 In addition to this the Council can also expect to see a growth in business rate income once the new town centre opens. An initial forecast prepared by the rating surveyors, Montagu Evans, suggests that the Council can expect to see its share of the additional business rate income to be in the region of £1.5m per annum. The main uncertainty around this will be the timing with which this income is received as it is dependent upon the Valuation Office agreeing rateable values over the coming months and the speed with which the remaining town centre units are let. For the purposes of the Medium Term Financial Strategy an additional £0.75m has been assumed for 2017/18, with the balance of a further £0.75m being achieved in 2018/19.

### Capital Programme

- 5.15 The indicative Council funded three year General Fund capital programme included within the budget assumptions are £8m each year. The long-term capital programme will be funded from a combination of capital receipts and borrowing. For 2017/18 an estimate of proceeds arising from Community Infrastructure Levy have been included along with a contribution from the Councils Right-To-Buy/VAT sharing agreement with Bracknell Forest Homes (which will end in 2018) and the sale of surplus assets. With the scope for generating income from capital receipts limited by the availability of surplus land/assets the capital programme has a significant impact on the revenue account with accounting regulations requiring resources to be set aside to cover underlying borrowing costs. Therefore the Council will need in due course to consider whether an indicative capital programme of approximately £8m is affordable as part of its overall budget strategy.

### Budget Pressures

- 5.16 At this stage it is not possible to quantify the precise impact of service pressures and developments but experience has shown that the Council typically needs to add around

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£1.5m per annum to the budget for essential service pressures predominantly within adults and children's social care.

### Budget Overview

- 5.17 Drawing together the above projections for future commitments and resources provides a starting point for considering the budget strategy for 2017/18 and beyond. This is detailed in Annex B and summarised below:

	<b>2017/18 £000</b>	<b>2018/19 £000</b>	<b>2019/20 £000</b>
Budget Requirement	84,221	90,707	94,967
Funding	-74,078	-73,156	-71,475
<b>Cumulative Funding Gap</b>	<b>10,143</b>	<b>17,551</b>	<b>23,492</b>
<b>Annual Funding Gap</b>	<b>10,143</b>	<b>7,408</b>	<b>5,941</b>

### Budget Strategy

- 5.18 The focus over the coming months will be on the challenge posed by the likely funding gap in 2017/18. The Council has a track record of delivering efficiency savings and reducing back office costs in order to protect front line services although it is becoming increasingly difficult to achieve similar types of savings year-on-year. The transformation programme that is currently underway will therefore be critical to the achievement of balanced budgets in the future. In practice, each of the following measures will need to be considered if a balanced budget is to be achieved:

- a) taking a firm line to limit future year's pressures
- b) delivering efficiency savings and reducing back office costs
- c) increasing the council tax
- d) utilising available balances
- e) implementing savings arising from the transformation programme

- 5.19 In order to balance the Council's 2016/17 budget council tax was increased by 3.99% (representing 2% for the adult social care precept and a further 1.99% to fund services in general). Whilst no decisions have yet been taken on council tax increases (and none are necessary until the budget is set in February 2017), the impact of a similar level of increase would reduce the funding gap as follows:

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	<b>2017/18 £000</b>	<b>2018/19 £000</b>	<b>2019/20 £000</b>
Budget Requirement	84,221	90,707	94,967
Funding (including 3.99% council tax increase)	-76,046	-77,170	-77,618
<b>Cumulative Funding Gap</b>	<b>8,175</b>	<b>13,537</b>	<b>17,349</b>
<b>Annual Funding Gap</b>	<b>8,175</b>	<b>5,362</b>	<b>3,812</b>

- 5.20 As reported elsewhere on tonight's agenda general balances were approximately £12.7m at 31 March 2016. The 2016/17 budget, following implementation of the additional saving proposals agreed in year, includes plans to spend £1.7m of this reserve on the assumption that the Council is able to spend within budget for the nineteenth consecutive year. Historically £4m has been considered to be the minimum prudent level for revenue balances. There is, therefore, £7m available to support future expenditure. As an example, if £6m of the £7m available were used, on a phased basis, to support the next three year's budgets the funding gap would reduce further, as follows:

	<b>2017/18 £000</b>	<b>2018/19 £000</b>	<b>2019/20 £000</b>
Budget Requirement	84,221	90,707	94,967
Funding (including 3.99% council tax increase)	-76,046	-77,170	-77,618
Phased use of Balances	-3,000	-2,000	-1,000
<b>Cumulative Funding Gap</b>	<b>5,175</b>	<b>11,537</b>	<b>16,349</b>
<b>Annual Funding Gap</b>	<b>5,175</b>	<b>6,362</b>	<b>4,812</b>

- 5.21 Clearly the Council faces a challenging financial outlook for the next three years and a combination of council tax increases, use of balances, efficiency and transformation savings will be required to achieve a legal and balanced budget in each of these years. Work will continue over the coming months so that the Executive is in a position to consult on a full range of budget proposals at its meeting in December.

Budget Timetable

- 5.22 Preparatory work at officer level has already been instigated by the Corporate Management Team to allow time to explore options. Within this context the key milestones for budget preparation are set out below:



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Development of budget proposals	July 16 – November 16
Executive agree proposals for consultation	13 December 16
Overview and Scrutiny Commission reviews budget proposals	26 January 17
Executive considers responses to consultation and agrees final budget proposals	14 February 17
Council agrees budget and Council Tax	1 March 2017

### 6 **ADVICE RECEIVED FROM STATUTORY AND OTHER OFFICERS**

#### Borough Solicitor

- 6.1 The Local Government Finance Act 1992 requires the Council to set the level of the Council Tax by 11 March each year. It is impossible to achieve this without having agreed an affordable revenue budget for the year in question.

#### Borough Treasurer

- 6.2 The financial implications of this report are included in the supporting information.

#### Equalities Impact Assessment

- 6.3 None.

#### Strategic Risk Management Issues

- 6.4 The Borough Treasurer, as the Council's Chief Finance Officer (section 151 officer) must formally certify that the budget is sound when it is recommended for approval in February. This will involve identifying and assessing the key risk areas in the budget to ensure the robustness of estimates and ensuring that appropriate arrangements are in place to manage those risks, including maintaining an appropriate level of reserves and contingency. This formalises work that is normally undertaken each year during the budget preparation stages and in monthly monitoring after the budget is agreed.

The budget includes resources sufficient to enable the Council to monitor these key risks and where possible to minimise their effects on services in accordance with the strategic risk actions plans. Specific risk reduction measures that are in place include the following:

- Budget Setting Process
  - Production and regular monitoring of a robust medium-term financial strategy
  - Regular analysis of budgets to identify legislative, demographic, essential and desirable service pressures / enhancements
  - Detailed consideration of budgets by officers and Members to identify potential budget proposals
  - Robust scrutiny of budget proposals prior to final agreement
  - Ensuring adequacy and appropriateness of earmarked reserves
- Budget Monitoring
  - Robust system of budgetary control with regular reporting to CMT and through the Quarterly Service Reports (QSR's) to Members
  - Exception reports to the Executive

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- Review of the Councils' budget monitoring arrangement by external audit to ensure they remain fit for purpose
- Taking corrective action during the year to ensure the budget is delivered every year (as in 2009/10, 2006/07, 2005/06 and 2000/01)
- Specific regular review by Group Accountants of particularly volatile budget areas

## 7 CONSULTATION

### Principal Groups Consulted

7.1 No groups have been consulted at this stage.

### Background Papers

None.

### Contacts for further information

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### Doc. Ref

## Commitment Budget 2017/18 to 2019/20

	2016/17 £'000	2017/18 £'000	2018/19 £'000	2019/20 £'000
<b>Adult Social Care, Health and Housing</b>				
Approved Budget	33,123	33,123	32,867	32,867
Support to former Independent Living Fund recipients		-256		18
Net Inter Departmental Virements				
<b>Adult Social Care and Health Adjusted Budget</b>	<b>33,123</b>	<b>32,867</b>	<b>32,867</b>	<b>32,885</b>
<b>Children, Young People and Learning</b>				
Approved Budget	16,629	16,629	17,834	18,026
Suitability surveys			20	-20
Schools Music Festival		10	-10	10
Recruitment and retention of social workers in Children's Social Care		26		
Conversion of SEN statements to Education Health Care Plans		-73	-73	
Education Services Grant		1242	255	
Net Inter Departmental Virements				
<b>Children, Young People and Learning Adjusted Budget</b>	<b>16,629</b>	<b>17,834</b>	<b>18,026</b>	<b>18,016</b>
<b>Corporate Services / Chief Executive's Office</b>				
Approved Budget	14,082	14,082	13,678	13,722
Borough Elections				123
Residents Survey		-29	29	-29
Capital Invest to Save 2015/16- ICT Backup System		-15		
Revenue impact of 2016/17 Capital Programme - ICT costs		36		
Property Services contract savings			15	
Waterside Park Investment Property		-396		
Net Inter Departmental Virements				
<b>Chief Executive / Corporate Services Adjusted Budget</b>	<b>14,082</b>	<b>13,678</b>	<b>13,722</b>	<b>13,816</b>
<b>Environment, Culture and Communities</b>				
Approved Budget	23,453	23,453	23,119	23,316
Waste Disposal PFI		255	252	231
Local Development Framework		-130	-26	
Capital Invest to Save 2006/07 - Easthampstead Park		-1	-1	-1
Car Parking income		-80		
London Road Landfill Site		-14		
Capital Invest to Save 2014/15 - Easthampstead Park outdoor wedding gazebo		-13		
Capital Invest to Save 2015/16 - IDOX Regulatory Services ICT system		-3		
Capital Invest to Save 2015/16 - Street Lighting LED		-376	-41	-25
Capital Invest to Save 2016/17 - Additional Chapel at Easthampstead Cemetery and Crematorium			-14	-53
Town Centre infrastructure maintenance		36	27	
Capital Invest to Save 2016/17 - Corporate Geographic Information System (GIS) replacement		-8		
Net Inter Departmental Virements				
<b>Environment, Culture and Communities Adjusted Budget</b>	<b>23,453</b>	<b>23,119</b>	<b>23,316</b>	<b>23,468</b>
<b>Total Service Departments</b>	<b>87,287</b>	<b>87,498</b>	<b>87,931</b>	<b>88,185</b>
<b>Non Departmental / Council Wide</b>				
Approved Budget	-15,849	-15,849	-14,243	-12,077
Minimum Revenue Provision		468	600	400
2016/17 Use of Balances (Full Year Effect) - Interest		13		
Ceasing to pay Pension Fund contributions in advance		100		
Increase in employers Pension Fund contributions		300	300	300
Interest on External Borrowing		343	279	12
2016/17 Capital Programme (Full Year Effect) - Interest		74		
Earmarked Reserves - funding for Education Health Care Plans		73	73	
Apprenticeship Levy		215		
Transition Grant		20	914	
Net Inter Departmental Virements				
<b>Non Departmental / Council Wide Adjusted Budget</b>	<b>-15,849</b>	<b>-14,243</b>	<b>-12,077</b>	<b>-11,365</b>
<b>TOTAL BUDGET</b>	<b>71,438</b>	<b>73,255</b>	<b>75,854</b>	<b>76,820</b>
<b>Change in commitment budget</b>		<b>1,817</b>	<b>2,599</b>	<b>966</b>

For management purposes budgets are controlled on a cash basis. The following figures which are used for public reports represent the cost of services including recharges and capital charges:

	<b>2016/17 £'000</b>	<b>2017/18 £'000</b>	<b>2018/19 £'000</b>	<b>2019/20 £'000</b>
Adult Social Care and Health	37,550	37,294	37,294	37,312
Children, Young People and Learning	27,234	28,439	28,631	28,621
Corporate Services	7,770	7,366	7,410	7,504
Environment, Culture & Communities	34,113	33,779	33,976	34,128
Non Departmental/Council Wide	-35,229	-33,623	-31,457	-30,745
	<b>71,438</b>	<b>73,255</b>	<b>75,854</b>	<b>76,820</b>

	<b>2017/18</b>	<b>2018/19</b>	<b>2019/20</b>
	£000	£000	£000
<b>Expenditure</b>			
Net Revenue Budget / Base Budget	82,081	84,221	90,706
Additional 2016/17 Savings	-3,417	-620	90
Commitment Budget	1,817	2,599	966
New Homes Bonus	228	1,414	105
Capital Programme/Interest Rates	812	93	0
Pressures	1,500	1,500	1,500
Inflation	1,200	1,500	1,600
	<b>84,221</b>	<b>90,707</b>	<b>94,967</b>
<b>Income</b>			
Govt Support - RSG	-7,081	-4,445	-1,743
Govt Support - NNDR Baseline	-15,707	-16,171	-16,687
NNDR Growth	-750	-1,500	-1,500
Council Tax - No Tax Increase	-50,540	-51,040	-51,545
	<b>-74,078</b>	<b>-73,156</b>	<b>-71,475</b>
<b>Cumulative Budget Gap</b>	<b>10,143</b>	<b>17,551</b>	<b>23,492</b>
<b>Annual Funding Gap</b>	<b>10,143</b>	<b>7,408</b>	<b>5,941</b>

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**TO: EXECUTIVE**  
**DATE: 18 JULY 2016**

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**YOUTH OFFENDING SERVICE INSPECTION**  
**Director of Children Young People and Learning**

**1 PURPOSE OF REPORT**

- 1.1 To inform the Executive of the outcome of the recent Inspection (short quality screening) carried out by Her Majesty's Inspectorate of Probation (HMIP).

**2 RECOMMENDATIONS**

- 2.1 **To NOTE that the HMIP report of Short Quality Screening of youth offending found the quality of work in Bracknell Forest to be excellent.**
- 2.2 **To ENDORSE the action plan (now completed).**

**3 REASONS FOR RECOMMENDATIONS**

- 3.1 Not applicable.

**4 ALTERNATIVE OPTIONS CONSIDERED**

- 4.1 None.

**5 SUPPORTING INFORMATION**

- 5.1 The Short Quality Screening (SQS) is part of a programme of risk proportionate Inspection of Youth Offending Work agreed by Ministers. SQS inspections are normally undertaken in 20 to 30 local authority areas per year across England and Wales. Youth Offending Services to be inspected in this programme are selected from across the full range of published performance data (first time entrants, reoffending and custody). The SQS programme runs in parallel with other inspection programmes including the Full Joint Inspection (FJI), thematic inspections and HMI Probation involvement in multi-agency child protection inspections in England.
- 5.2 The Head of Bracknell Forest Youth Offending Service was informed by telephone on 1<sup>st</sup> April 2016 that a SQS Inspection of the Service would take place between Monday 18<sup>th</sup> April and Wednesday 20<sup>th</sup> April. This was the first Bracknell Forest Youth Offending Service Inspection to take place since 2011. The following documents were requested and sent in advance to HMIP:
- YOS policy/procedures for the management of risk of harm to others.
  - YOS policy/procedures with regard to child protection and managing vulnerability.
  - YOS policy/procedures on engagement, compliance and enforcement.
  - YOS policy/procedures for the management oversight of practice.
  - YOS Quality Assurance (QA) procedure for casework and court reports.

- YOS structure chart, and a structure chart showing where the YOS sits in relation to Local Authority/partnership structures.

5.3 The report containing the findings from the Inspection is attached at Appendix 1. The Lead Inspector summarised the findings as follows:

“Overall, we found the quality of the work at Bracknell Forest YOS to be excellent. Staff were enthusiastic and committed. They worked hard to analyse the needs, vulnerabilities, risk of harm and reoffending of those sentenced by the courts, in order to plan the required work. There was a real understanding of how different aspects of the child or young person’s life interacted with each other. We saw effective support provided alongside enforcement of necessary boundaries”.

5.4 Key Strengths identified were:

- Good quality reports provided the court with relevant information to assist sentencing.
- The risk of harm to victims was effectively managed.
- Comprehensive and accurate assessments that inform effective plans.
- Good attention was paid to engagement with children and young people and their parents/carers, resulting in more effective interactions.
- Healthy relationships with children and young people supported case managers’ ability to achieve the delicate balance between supporting compliance and enforcement.

5.5 The areas identified as requiring improvement are documented in the attached action plan (appendix 2) and all have been completed.

5.6 The YOS is a multi professional co located team providing services for young people aged 10-17 who have offended and are sentenced by the Youth or Crown Court, to be supervised under a range of Youth Justice Court Orders. The service is provided with due regard for the victims of these offences. In accordance with the Crime and Disorder Act 1998, the partners who provide governance, funding and staff are the Local Authority, NHS, National Probation Service and the Police.

5.6 The YOS also supervises young people subject to statutory out of court disposals, i.e Youth Cautions and Youth Conditional Cautions, and has a Prevention Service for those young people aged 8+ who are at risk of offending and entering the Criminal Justice System. The YOS works in partnership with parents/carers in managing the young person's behaviour away from crime and anti-social behaviour.

5.7 The caseload of the YOS is approximately 60 young people/families.

#### Reoffending

5.8 Due to the success of prevention and early intervention provided by the YOS Prevention Service and other partner agencies, fewer young people than ever are now entering the Youth Justice System. Providing support for young people at risk of offending at a much earlier stage is successful in deterring them away from crime and anti social behaviour.



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5.9 The table below shows the number of those young people entering the Youth Justice System for the first time between April 2015 and March 2016:

	Baseline 2009 (Outturn)	Actual 12/13	Actual 13/14	Actual 14/15	Q1 (Apr- Jun)	Q2 (Jul- Sept)	Q3 (Oct- Dec)	Q4 (Jan- Mar)	YTD (15/16)
Number first time entrants	66	34	26	32	4	5	8	10	27
Number per 100,000 population	512.0	291.6	225.0	273.5	34.2	42.7	68.4	85.5	230.8

5.10 However, the result of this is that those young people who do offend and are sentenced by the Courts are a smaller but more entrenched cohort. These young people tend to be known to a variety of services, have complex needs, and are more difficult to engage. The national indicator which calculates the rate of reoffending relates to this cohort of young people who are subject to statutory youth justice court orders, youth cautions and youth conditional cautions, and nationally this has been increasing over the past few years, at the same time that the rate of those entering the youth justice system for the first time has been decreasing.

5.11 In Bracknell Forest the rate of reoffending has risen in line with the national trend.

5.12 The tables below show the cohort of young people on statutory supervision to YOS in 2014 (Jan – Dec) and the reoffending of those in the cohort throughout 2015 (Jan – Dec). The data is cumulative so the 12 month column is the total for the year:

	Total cohort (01/01/14- 31/12/14)	3 mths (Mar 15)	6 mths (Jun 15)	9 mths (Sept 15)	12 mths (Dec 15)
Total number of cohort offenders (01/01/14-31/12/14)	62				
Number who re-offended		9	13	17	17
% of re-offenders (binary)		14.5%	21.0%	27.4%	27.4%
Number of offences		44	50	64	67
Rate of re-offending (frequency)		0.71	0.81	1.03	1.08
Avg number of re-offences per 100 young people (population 10-17)		0.34	0.39	0.50	0.52
Number of young people who were LAC	8	1	1	3	3
Number of offences for LAC cohort (frequency)		20	20	28	29

NB: It must be noted that one young person was responsible committing 20 of the total number of offences

## **6 ADVICE RECEIVED FROM STATUTORY AND OTHER OFFICERS**

### Borough Solicitor

- 6.1 The Borough Solicitor notes the content of this report and it raises no legal issues that need to be addressed.

### Borough Treasurer

- 6.2 The Borough Treasurer is satisfied that no significant financial implications arise from this report.

### Equalities Impact Assessment

- 6.3 Not required

### Strategic Risk Management Issues

- 6.4 None identified

### Other Officers

- 6.5 N/A

## **7 CONSULTATION**

### Principal Groups Consulted

- 7.1 The report, Appendix 1 was sent by HMIP to the following recipients immediately prior to publication on the HMIP website:

- YOT/YOS Manager/Head of Service Karen Roberts.
- Local Authority Chief Executive Timothy Wheadon.
- Director of Children's Services Dr Janette Karklins.
- Lead Elected Member for Children's Services Gareth Barnard.
- Lead Elected Member for Crime Iain McCracken.
- Police and Crime Commissioner for Bracknell Forest Antony Stansfield.
- Chair of Local Safeguarding Children Board Alex Walters.
- Chair of Youth Court Bench Shabana Glynn.
- YJB Business Area Manager Shelley Green.
- Ofsted – Further Education and Skills Paul Joyce.
- Ofsted – Social Care Mary Candlin, Carolyn Adcock.
- Ofsted – Links Lynn Radley, Caroline Prandas.
- Care Quality Commission Jan Fooks-Bale.
- YJB link staff Lisa Harvey-Messina, Paula Williams, Linda Paris,
- Rowena Finnegan.

YJB Communications: Ali Lewis, Rachel Brown, Summer Nisar, Adrian Stretch.

This report has been considered by CSCMT, DMT and Bracknell Forest CMT.

### Method of Consultation

- 7.2 See above

Representations Received

7.3 None

Background Papers

Appendix 1: Report of Short Quality Screening (SQS) of youth offending work in Bracknell Forest

Appendix 2: Action plan

Appendix 3: HMIP Inspection Criteria for SQS of Youth Offending Work in England and Wales

Contact for further information

Karen Roberts

Head of Service, Youth Offending Service and Leaving Care Team

CYPL Department

01344 354300

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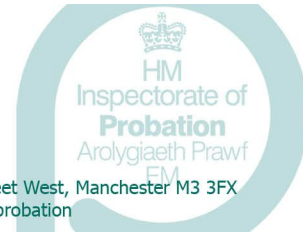


## Inspection of Youth Offending Work

Arolygiad o Waith Troseddu Ieuencid

### HM Inspectorate of Probation

1st Floor, Manchester Civil Justice Centre, 1 Bridge Street West, Manchester M3 3FX  
0161 240 5336 - [www.justiceinspectorates.gov.uk/hmiprobation](http://www.justiceinspectorates.gov.uk/hmiprobation)



<i>To:</i>	Chief Inspector David Gilbert, Chair of Bracknell Forest Youth Offending Service Management Board.
<i>Copy to:</i>	See copy list at end
<i>From:</i>	Alan MacDonald, Assistant Chief Inspector (Youth Justice)
<i>Publication date:</i>	11 May 2016

### Report of Short Quality Screening (SQS) of youth offending work in Bracknell Forest

The inspection was conducted from 18-20 April 2016 as part of our programme of inspection of youth offending work. This report is published on the HMI Probation website. A copy will be provided to partner inspectorates to inform their inspections, and to the Youth Justice Board (YJB).

#### Context

The aim of the youth justice system is to prevent offending by children and young people. Good quality assessment and planning at the start of a sentence is critical to increasing the likelihood of positive outcomes. We examined 14 cases of children and young people who had recently offended and were supervised by Bracknell Forest Youth Offending Service (YOS). Wherever possible, this was undertaken in conjunction with the allocated case manager, thereby offering a learning opportunity for staff.

#### Summary

The published reoffending rate<sup>1</sup> for Bracknell Forest was 34.9%. This was worse than the previous year and better than the England and Wales average of 38.0%.

Overall, we found the quality of the work at Bracknell Forest YOS to be excellent. Staff were enthusiastic and committed. They worked hard to analyse the needs, vulnerabilities, risk of harm and reoffending of those sentenced by the courts, in order to plan the required work. There was a real understanding of how different aspects of the child or young person's life interacted with each other. We saw effective support provided alongside enforcement of necessary boundaries.

#### Commentary on the inspection in Bracknell Forest:

##### 1. Reducing reoffending

- 1.1. The initial assessment of the child or young person was found to be comprehensive and well evidenced in all the cases sampled. There was good use of information and liaison with partner agencies to assess and review the likelihood of reoffending. Disability and diversity needs were always assessed. A speech and language screening was always

<sup>1</sup> The reoffending rate that was available during the fieldwork was published January 2016, and was based on binary reoffending rates after 12 months for the April 2013- March 2014 cohort. Source: Ministry of Justice

carried out. A timely self-assessment was completed, and the view of the child or young person and their parents/carers gathered. There was evidence of this being used well to inform assessments and reports. It was clear that the case managers had analysed the information and understood the children and young people with whom they were working.

- 1.2. Pre-sentence reports (PSRs) or panel reports were provided to the court in six of the cases sampled; they were all well written, providing a clear outline of offending behaviour, the risk of harm the child or young person posed to others and an assessment of vulnerability. There was a good assessment of the reasons given for offending in all cases and clear recommendations for alternatives to custody were made. One inspector noted: *"the case manager had a really good understanding of the young person and her history. She was able to provide a clear and concise assessment of the young person, her triggers to offending, her vulnerability and her needs"*.
- 1.3. Following on from the assessment we expect to see a plan of work to help reduce the likelihood of reoffending. We saw evidence that case managers had sought the views of the child and young person to produce personalised plans. We saw outcome focused and prioritised plans in most of the cases sampled. We found, however, that some plans were not sufficiently focused on reducing reoffending, and some actions were not sequenced and did not have a clear priority attached to them.
- 1.4. Work to address offending behaviour was carried out in all of the cases inspected. Bracknell Forest had an offending behaviour programme in place called Stepping Up. This focused on older boys who were involved in, or had experience of, abusive relationships. It was presented as a healthy relationship programme and was non-accusatory in nature and was used with boys who did not have a conviction for domestic abuse. Reparation work at the animal rescue centre was noted as being of particular benefit to the young people.
- 1.5. We found that assessments were reviewed when required in almost all of the cases sampled. As part of the review the child or young person was asked about changes in circumstances, and which parts of the plan had been achieved during supervision with the YOS. Reviews were of a sufficient standard and took account of what had changed. We saw a good example where the case manager had included in the review the comments of the parents relating to their child's positive progress during supervision.

## **2. Protecting the public**

- 2.1. We expect to see a detailed assessment of the risk of harm a child or young person poses to others. We were pleased to find that this happened in all of the cases. Case managers were alert to the need to take other behaviour into account, as well as formal convictions.
- 2.2. Having assessed the risks that the child and young person poses, the YOS should put plans in place to manage these risks. This was done to a satisfactory standard in more than three-quarters of the relevant cases sampled. Support services for specialist interventions such as mental health and children's social care were provided by partner agencies. On some occasions, however, we found a lack of clarity and coordination between the partner agency and the case manager.
- 2.3. Risk management plans should be reviewed regularly in order to keep them up to date. We were pleased to see that in all cases this was carried out to a satisfactory standard. The risk of harm to identifiable victims was effectively managed in all but one of the cases.

- 2.4. Management oversight of risk of harm was evident and effective in six of the nine relevant cases. Some plans which we considered not good enough had, however, been countersigned by the manager without addressing the deficiencies.

### **3. Protecting the child or young person**

- 3.1. Often children and young people who offend are themselves vulnerable and we expect to see that their safeguarding needs have been thoroughly assessed, with plans in place to manage those needs. Case managers had taken time to identify and understand the vulnerabilities that were presented in two-thirds of relevant cases. Joint work to promote the safeguarding and well-being of the child or young person was good in most cases. We were pleased to find that, where required, staff liaised effectively with other specialist services. In cases where other specialist agencies held responsibility for specific interventions, case managers were still diligent, unwavering advocates on behalf of the children and young people being supervised. Staff clearly supported and promoted the well-being of the child or young person throughout the sentence.
- 3.2. The YOS was alert to the possibility of child sexual exploitation. Case managers routinely assessed this risk in relation to all the children and young people they supervised. This process could have been more effective if the child and young person were present when the screening took place, to make sure that all relevant information had been gathered and considered.
- 3.3. The safeguarding needs of children and young people change over time and must therefore be kept under review. We found that assessment and plans had been reviewed sufficiently in almost all of the cases sampled.
- 3.4. It was evident that case managers took a holistic approach to the work with children and young people, so that they were able to see that some could be at the same time both in need of protection as well as posing a risk of harm to others.

### **4. Making sure the sentence is served**

- 4.1. Case managers took time to get to know the children and young people that they worked with and to develop trusting relationships. They identified diversity factors and barriers to engagement in relation to the children and young people they supervised. They sought to incorporate the findings into the assessments, plans and work undertaken. Discussions with case managers showed that effective use of home visits enabled them to understand the family dynamics of offending and the risk of harm to others. It was evident that the case managers viewed parents/carers as essential to the successful completion of the order. The child or young person and their parent/carer were sufficiently involved in the planning in all relevant cases. In addition, we saw more than one example of work to support parents/carers with their own needs where these were impacting on children and young people.
- 4.2. The YOS had access to resources from a substance misuse worker, health worker, Child and Adolescent Mental Health Service (CAMHS), a parenting worker and the Stepping Up programme. We saw evidence of these agencies' active and effective involvement in the cases we inspected. It is regrettable that the funding for CAMHS and the parenting worker has ceased and there is no alternate provision to meet this identified need.
- 4.3. Case managers made a consistent and substantial effort to support children and young people to comply with their sentence. If the child or young person failed to attend, compliance meetings were held to support their engagement, rather than resorting to formal breach action. In all cases we considered the response by the YOS to non-compliance to be appropriate.

## Operational management

Management oversight was evident in all of the cases sampled. We saw comments from managers as part of a quality assurance process on assessments. Where a court report had been written we found a PSR gatekeeping form. In some, but not all, cases we felt that management oversight was effective in appropriately reviewing work and giving good advice on improvements needed. Case managers told inspectors that they were confident in the skills and knowledge of their managers. They were also positive about supervision and training, and the opportunities for development. They described Bracknell Forest YOS as an organisation that positively promotes learning and development.

## Key strengths

- Good quality reports provided the court with relevant information to assist sentencing.
- The risk of harm to victims was effectively managed.
- Comprehensive and accurate assessments that inform effective plans.
- Good attention was paid to engagement with children and young people and their parents/carers, resulting in more effective interactions.
- Healthy relationships with children and young people supported case managers' ability to achieve the delicate balance between supporting compliance and enforcement.

## Areas requiring improvement

- Plans to address the likelihood of reoffending should be sequenced in order of priority and focused on desired outcomes against which the case manager can readily measure progress.
- Child sexual exploitation screening should be completed with the child or young person present.
- Risk management plans should provide details of the roles and responsibility of each agency involved.
- Management oversight should be targeted to improve the quality of sentence and risk management plans.

We are grateful for the support that we received from staff in the YOS to facilitate and engage with this inspection. Please pass on our thanks, and make sure that they are made fully aware of these inspection findings.

If you have any further questions about the inspection please contact the lead inspector, who was Yvette Howson. She can be contacted at [Yvette.howson@hmiprobation.gsi.gov.uk](mailto:Yvette.howson@hmiprobation.gsi.gov.uk) or on 07825 453092.



Copy to:

YOT/YOS Manager/Head of Service	<i>Karen Roberts</i>
Local Authority Chief Executive	<i>Timothy Wheadon</i>
Director of Children's Services	<i>Dr Jeanette Karklins</i>
Lead Elected Member for Children's Services	<i>Gareth Barnard</i>
Lead Elected Member for Crime	<i>Iain McCracken</i>
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YJB Business Area Manager	<i>Shelley Green</i>
Ofsted – Further Education and Skills	<i>Paul Joyce</i>
Ofsted – Social Care	<i>Mary Candlin, Carolyn Adcock</i>
Ofsted – Links	<i>Lynn Radley, Caroline Prandas</i>
Care Quality Commission	<i>Jan Fooks-Bale</i>
YJB link staff	<i>Lisa Harvey-Messina, Paula Williams, Linda Paris, Rowena Finnegan</i>
YJB Communications	<i>Ali Lewis, Rachel Brown, Summer Nisar, Adrian Stretch</i>

Note 1: As an independent inspectorate, HMI Probation provides assurance to Ministers and the public on the effectiveness of work with those who have offended or are likely to offend, promotes continuous improvement by the organisations that we inspect and contributes to the effectiveness of the criminal justice system.

Note 2: We gather evidence against the SQS criteria, which are available on the HMI Probation website - <http://www.justiceinspectorates.gov.uk/hmiprobation>.

Note 3: To request a paper copy of this report, please contact HMI Probation Communications at [communications@hmiprobation.gsi.gov.uk](mailto:communications@hmiprobation.gsi.gov.uk) or on 0161 240 5336.

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Appendix 2. YOS SQS Inspection Action Plan – April 2016

<b>Areas requiring improvement</b>	<b>Responsibility</b>	<b>Actions</b>
Plans to address the likelihood of reoffending should be sequenced in order of priority and focussed on desired outcomes against which the case manager can readily measure progress.	YOS Case managers /oversight by YOS Operational Manager	Completed, with effect from April 2016
Child sexual exploitation screening should be completed with the child or young person present.	YOS case managers	Completed, with effect from April 2016
Risk management plans should provide details of the roles and responsibility of each agency involved.	YOS Case managers /oversight by YOS Operational Manager	Completed, with effect from April 2016
Management oversight should be targeted to improve the quality of sentence and risk management plans.	YOS Operational Manager	Completed, with effect from April 2016

The above action plan will be monitored via an audit of cases in July 2016 and a further audit in December 2016 to ensure that actions have been embedded into practice.

Karen Roberts  
 Head of Youth Offending Service  
 12.5.16

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# **INSPECTION CRITERIA**

for

## **SHORT QUALITY SCREENING**

of

## **YOUTH OFFENDING WORK**

in

## **ENGLAND and WALES**

HMI Probation | 1st Floor Manchester Civil Justice Centre | 1 Bridge Street West | Manchester | M3 3FX | 0161 2405336

## **INTRODUCTION**

### **1. REDUCING REOFFENDING**

- 1.1 Assessment provides a robust framework for work to reduce reoffending
- 1.2 Planning increases the likelihood of the required work being undertaken to reduce reoffending
- 1.3 Management and partnership work make a positive difference to reducing reoffending.

### **2. PROTECTING THE PUBLIC**

- 2.1 Assessment provides a robust framework for work to manage risk of harm to others
- 2.2 Planning maximises the likelihood of victims being protected
- 2.3 Required work is undertaken to manage risk of harm to others and this is of good quality
- 2.4 Effective management ensures the public is protected

### **3. PROTECTING THE CHILD OR YOUNG PERSON**

- 3.1 Assessment provides a robust framework for work to protect children and young people and reduce their vulnerability
- 3.2 Planning maximises the likelihood of children and young people being protected and their vulnerability reduced
- 3.3 Effective management ensures that children and young people are protected and their vulnerability is reduced

### **4. ENSURING THAT THE SENTENCE<sup>1</sup> IS SERVED**

- 4.1 The likelihood of successful outcomes from the sentence is increased by good quality engagement with the child or young person and their family
- 4.2 Children and young people serve the sentence that they have received
- 4.3 The likelihood of a successful outcome from the sentence is increased through attention to the health, well-being, education, training, employment and other needs of the child or young person
- 4.4 Effective management ensures that the objectives of the Youth Justice System are met

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<sup>1</sup> The word 'Sentence' refers to all sentences of the court, whether in custody or in the community.

## INTRODUCTION

These inspection criteria are for use in the Short Quality Screening (SQS) of youth offending work in England and Wales. This version applies to all inspections with fieldwork commencing on 1<sup>st</sup> September 2014 onwards.

They explain what aspects of work with children and young people who have offended are inspected. Inspectors normally make a judgement on performance against each criterion. The criteria are each followed by a list of the primary indicators that inspectors use to assess performance.

The SQS programme focuses on the quality of casework at the start of sentence through to the time post sentence when initial plans should have been in place. All the criteria are considered within this time frame, together with any reviews that had fallen due and evidence of compliance up to the date of inspection. It treats this work as an indicator of the likelihood of positive outcomes following completion of the full sentence.

SQS inspections are undertaken in local authority areas across the broad range of published performance.

The SQS runs alongside the Full Joint Inspection (FJI) programme using primarily a subset of the criteria and indicators from that programme. Separate criteria are published for the FJI programme.

HMI Probation  
August 2014

### **Please note:**

YOT - The generic term YOT is used, since this is the term found within legislation (Crime and Disorder Act 1998). However we recognise that local areas operate a variety of models and terms to deliver the objectives outlined in the legislation. We will inspect work with children and young people who have offended or who are likely to offend irrespective of who actually undertakes that work.

Management – where the term 'management' is used within these criteria it applies to leadership, management and partnership work linked to addressing offending behaviour by children and young people, irrespective of who undertakes it.

## 1. REDUCING REOFFENDING

Reoffending is reduced through the services provided by the YOT and others. Good quality initial assessment and planning with effective management and partnership work increases the likelihood of successful outcomes.

### 1.1 Assessment provides a robust framework for work to reduce reoffending

1.1.1 The needs of children and young people who have offended are thoroughly understood, through timely and good quality assessment.

Quality indicators:

- *Comprehensive and good quality assessment is undertaken of the factors linked to offending by the child or young person, which includes relevant aspects of their local context or family background. Assessment is accurate, timely and analytical.*
- *There is sufficient assessment of health (including emotional or mental health and physical health) and substance misuse needs, in particular as these relate to reoffending.*
- *There is sufficient assessment of education, training, employment (ETE) needs, in particular as these relate to reoffending.*
- *There is sufficient assessment of living arrangements and parenting capacity, in particular as these relate to reoffending.*
- *Positive influences such as supportive and pro-social factors are also identified and assessed.*
- *The views of children and young people, their parents/carers and other evidence are brought together to form a coherent assessment.*
- *Sufficient attention is paid to barriers to engagement and other potential discriminatory factors.*
- *In particular assessment gives sufficient attention to the first, or preferred, language of the child or young person.*
- *Assessments draw sufficiently on those previously carried out, including those of other agencies.*
- *Sufficient attention is given identifying and gaining access to assessments carried out by other agencies.*
- *All relevant staff, and other agencies as required, are actively and meaningfully involved in the assessment.*
- *The outcomes of assessments are shared as appropriate with all workers involved in the case.*
- *Assessments are regularly reviewed, as required by the needs of the case. This includes at the start of sentence when the initial assessment was carried out for a court report, and following any significant change in the child or young person's circumstances or receipt of new information.*
- *Offending, and offending related behaviour is actively and effectively monitored by staff, and responded to appropriately*



- 1.1.2 Understanding by courts of the child or young person, their circumstances and their behaviour is promoted by good quality reports.

Quality indicators:

- *Reports are effective in influencing the outcome.*
- *Reports are of good quality and meet the needs of the reader.*
- *Reports contain a thorough analytical assessment of offending related behaviour, risk of harm to others and vulnerability.*
- *Where relevant, reports contain a thorough assessment of health (including emotional or mental health and physical health), substance misuse and ETE needs.*
- *Reports provide a clear and accurate picture of the child or young person, including where relevant, maturity and other relevant diversity or potential discriminatory factors, as required by the purpose of the report.*
- *Where relevant, sufficient attention is given to the impact of a custodial sentence.*
- *Reports contain clear and appropriate proposals commensurate with the seriousness of the offence and the assessment of the child or young person.*
- *Management and other arrangements ensure the quality of reports.*

## **1.2 Planning increases the likelihood of the required work being undertaken to reduce reoffending**

- 1.2.1 Good quality timely plans are in place for work to reduce reoffending.

Quality Indicators:

- *Intervention plans meet the assessed needs, and are targeted on those factors most likely to reduce offending.*
- *Plans give sufficient attention to health (including emotional or mental health and physical health) and substance misuse needs, in particular as these relate to reoffending.*
- *Plans give sufficient attention to ETE needs, in particular as these relate to reoffending.*
- *Plans give sufficient attention to living arrangements and parenting capacity, in particular as these relate to reoffending.*
- *Intervention plans are sequenced according to risk of harm, offending related priorities and, in appropriate cases, to reduce vulnerability.*
- *Sufficient priority is given to strengthening or reinforcing positive factors.*
- *Clear, specific and achievable goals are set that are relevant and meaningful to the child or young person.*
- *Outcome objectives and the intensity of delivery respond appropriately to diversity factors, potential discriminatory factors and the circumstances of the individual child or young person.*
- *In particular planning gives sufficient attention to the first, or preferred, language of the child or young person.*
- *Plans clearly reflect the views of the child or young person and, where relevant, their parents/carers on priorities for change.*
- *Sufficient priority is given to restorative justice and meeting the needs of victims.*
- *Staff and other agencies, including youth offender panels for referral orders, work effectively together to develop the plan.*

1.2.2 Custodial sentence plans are of good quality and support delivery of a well integrated sentence.

Quality indicators:

- *Staff, and partners where required, are actively and meaningfully involved in development and review of the custodial sentence plan.*
- *Custodial sentence plans clearly reflect the assessment of those factors most likely to reduce offending.*
- *Custodial sentence plans clearly reflect the views of the child or young person and, where relevant, their parents/carers.*
- *Custodial sentence plans are clear what aspects are to be delivered during each of the custodial and community phases of the sentence.*
- *Sufficient focus is given to resettlement planning throughout the custodial phase of the sentence.*

### **1.3 Management and partnership work make a positive difference to reducing reoffending.**

1.3.1 Managers are effective in ensuring that reducing reoffending is addressed through the provision of good quality services.

Quality Indicators:

- *Management and other arrangements ensure the quality of work to reduce reoffending.*
- *Partners provide sufficient resources and support to the YOT so that they make an effective contribution to assessment and planning.*
- *Managers ensure that staff who undertake work to reduce reoffending have sufficient training, experience and qualifications.*
- *There are effective and timely local systems to assist staff to monitor offending behaviour.*

## 2. PROTECTING THE PUBLIC

Actual and potential victims are kept safe through the effective management of risk of harm to others. Good quality initial assessment and planning with effective management and partnership work increase the likelihood of successful outcomes.

### 2.1 Assessment provides a robust framework for work to manage risk of harm to others

2.1.1 Risk of harm to others posed by the child or young person is thoroughly understood, through timely and good quality assessment that takes account of victims' needs.

Quality indicators:

- *Risk of harm assessment, including initial screening, is of good quality; being timely, comprehensive and analytical; addressing all aspects of actual and potentially harmful behaviour that are relevant to the case.*
- *The assessment clearly specifies the nature and level of risk to actual and potential victims, including the public and staff, and responds appropriately to any diversity or potential discriminatory factors in the case.*
- *Specific attention is given to the needs of vulnerable victims, motivation and the context in which harm has or may occur.*
- *Screening of risk of harm is timely and of sufficient quality.*
- *The Risk of Serious Harm (RoSH) classification, Multi-Agency Public Protection Arrangements (MAPPA) category and level, where applicable, are clear and accurate and are communicated to all relevant staff and other agencies.*
- *Reports to courts and others include a clear and thorough assessment of risk of harm to others.*
- *Agencies work together well in the assessment of risk of harm, including where appropriate in undertaking multi-agency assessments.*
- *Assessments draw adequately on MAPPA, other agencies' and previous assessments.*
- *In custodial cases the assessment is clear about the risk of harm that applies both in custody and the community.*

### 2.2 Planning maximises the likelihood of victims being protected

2.2.1 Timely and good quality plans maximise the likelihood of actual and potential victims being protected and risk of harm to others being reduced.

Quality indicators:

- *A comprehensive and current plan to manage risk of harm is completed where required; it covers risk to specific victims where applicable.*
- *Specific priority is given to overcoming barriers to engagement by the child or young person that may have an impact on managing risk of harm.*

- *Plans to manage risk of harm are clear and specific, appropriate to the circumstances of the case, with a clear link between assessment and the plan.*
- *Plans anticipate changes in risk of harm/acute factors wherever feasible, and include sufficient contingency planning.*
- *Plans are precise about roles and responsibilities for their delivery.*
- *Arrangements for sharing information about the case with partners or others are clear and precise. Where appropriate they are understood by, and agreed with, those involved.*
- *Plans are communicated to and agreed with all those involved in their delivery.*
- *In custodial cases plans are clear what actions are to be undertaken during the custodial phase of the sentence, including to reduce risk of harm in preparation for release, and during the community phase.*
- *Agencies work together well in the planning of risk of harm work.*
- *MAPPA are utilised effectively for appropriate cases.*
- *Intervention plans include actions to manage risk of harm where these are required and are then sequenced according to risk of harm.*

## **2.3 Required work is undertaken to manage risk of harm to others and this is of good quality**

2.3.1 Victims are protected and risk of harm to others is minimised through active management throughout the sentence.

Quality Indicators:

- *Risk of harm is actively managed throughout the course of the sentence.*
- *Risk of harm is regularly and thoroughly reviewed at appropriate times and following a significant change that might give rise to concern.*
- *Changes in risk of harm factors are identified swiftly and acted upon appropriately, including use of breach proceedings in appropriate cases to protect the public.*
- *Action is taken, when necessary, to monitor and protect the safety of actual and potential victims particularly those deemed vulnerable.*

## **2.4 Effective management and partnership work ensures the public is protected**

2.4.1 Managers are effective in ensuring that the risk of harm to others is properly managed, through the provision of good quality services.

Quality Indicators:

- *Operational management of risk of harm work ensures the quality of practice and is undertaken within a clear policy and practice framework, with responsibilities for the management of risk of harm understood and applied by all relevant staff and agencies.*
- *Where internal forums contribute to the oversight of work to manage risk of harm then these are effective.*

### 3. PROTECTING THE CHILD OR YOUNG PERSON

Children and young people are kept safe and their vulnerability reduced through effective initial management of cases by the YOT and its partners. The YOT makes an effective contribution to multi-agency child protection arrangements.

#### 3.1 Assessment provides a robust framework for work to protect children and young people and reduce their vulnerability.

3.1.1 Child protection and vulnerability needs are thoroughly understood, through timely and good quality assessment.

Quality indicators:

- *Timely and good quality assessment by the YOT and its partners establishes the level of the child or young person's safety and vulnerability.*
- *If necessary formal child protection procedures are implemented. In these cases, there is effective and timely engagement with local child protection arrangements to support the completion of the child protection assessment.*
- *Agencies share information appropriately.*
- *The assessment clearly specifies the nature and level of risk to the child or young person, and identifies appropriately any ethnicity or other diversity factors, including where these relate to the first, or preferred, language.*
- *The child or young person and where appropriate, parents/carers are actively engaged in the assessment.*
- *There is effective liaison with children's social care services in undertaking the assessment, to ensure that it is informed by knowledge gained from any previous involvement.*
- *Assessment draws on those previously carried out by the YOT and other agencies including by the police, secure establishments, children's social care services, education, health (including emotional or mental health and physical health) and substance misuse services.*
- *In custodial cases, and cases where the child or young person is placed in secure care, the assessment is clear about the vulnerability that applies both in the establishment and in the community, and is effectively communicated to all involved in the case.*
- *Assessment of vulnerability is regularly reviewed at appropriate times and following a significant change that might give rise to concern.*
- *Reports to courts and others include a clear and thorough assessment of the vulnerability of the child or young person.*

## **3.2 Planning maximises the likelihood of children and young people being protected and their vulnerability reduced**

3.2.1 Timely and good quality plans maximise the likelihood of children and young people being protected and their vulnerability needs addressed.

Quality Indicators;

- *A comprehensive and current plan is completed, which demonstrably takes account of ethnicity and diversity, to reduce vulnerability where assessment shows that a child or young person needs protection.*
- *The plan is clear and specific and addresses the risks and needs of the child or young person that are identified in the assessment*
- *Plans demonstrate that sufficient attention is given to health (including emotional or mental health and physical health) and to achieving a reduction of substance misuse.*
- *Plans give sufficient attention to ETE needs, particularly where these relate to protecting the child or young person and reducing their vulnerability.*
- *Plans give sufficient attention to living arrangements and parenting capacity, where these relate to protecting the child or young person and reducing their vulnerability.*
- *Staff contribute to the development of child protection plans and ensure that these properly reflect the contribution of the YOT.*
- *Where necessary staff challenge the decisions of other agencies in order to ensure that appropriate child protection plans are in place.*
- *Plans are clear and precise about roles and responsibilities for their delivery and are effectively communicated to those involved in their delivery.*
- *Arrangements for sharing information about the case with partners or others are clear and precise.*
- *Where relevant, plans to protect the child or young person and reduce their vulnerability are integrated into other plans of work with the child or young person.*
- *In all cases where children and young people are placed in the secure estate, plans specify the work to be undertaken in the establishment, in preparation for, and following release into the community.*
- *Agencies work together well in planning processes to protect children and young people and reduce their vulnerability. An effective contribution is made by the YOT to the plans of other agencies.*
- *Plans to manage safeguarding are regularly reviewed at appropriate times, and adapted as required.*
- *All necessary referrals are made to other agencies to protect the child or young person, and any other affected child or young person.*

## **3.3 Effective management and partnership work ensures that children and young people are protected and their vulnerability is reduced.**

3.3.1 Managers ensure that work to protect children and young people and reduce their vulnerability has sufficient priority and is properly delivered at the start of the sentence through the provision of appropriate and good quality services.

Quality indicators:

- *Operational management of work to safeguard and reduce the vulnerability of children and young people ensures the quality of practice and is undertaken within a clear policy and practice framework, with responsibilities understood and applied by all relevant staff and agencies.*
- *Where internal forums contribute to the oversight of work to manage safeguarding and reduce vulnerability, then these are effective.*

## 4. ENSURING THAT THE SENTENCE IS SERVED

Effective initial engagement with children and young people and their families, ensuring that children and young people comply with their sentences, attention to the health and well-being of the child or young person with effective management and partnership work all increase the likelihood of successful outcomes from the sentence.

### 4.1 The likelihood of successful outcomes from the sentence is increased by good quality initial engagement with the child or young person and their family

4.1.1 The child or young person and their parents/carers are meaningfully engaged throughout their initial contact with the YOT.

Quality indicators:

- *There is active and meaningful engagement with the child or young person and parents/carers to carry out assessments and reviews.*
- *Assessments allow sufficient opportunity for children and young people to tell their own story.*
- *Assessments reflect the child or young person, parent/carers and any significant others views about their needs.*
- *Children and young people and their parents/carers understand reports and are provided with a copy before the court date.*
- *Children and young people and their parents/carers are actively involved in the development of plans, and are provided with a timely copy.*
- *Plans are meaningful to children and young people, being written in a language that they understand and clearly reflect their opinions on priorities for change. Sufficient attention is given to ensuring that they understand and where possible, own them.*

4.1.2 The likelihood of successful outcomes is increased through identifying and responding to barriers to effective engagement.

Quality indicators:

- *There is timely and good quality assessment of potential barriers to engagement and access to services by the child or young person, including learning needs, disability and other potential discriminatory or diverse factors. Where appropriate, plans are put into place to mitigate their impact.*
- *Sufficient attention is given to identifying the first, or preferred, language of children and young people and their parents/carers. Where appropriate sufficient attention is given to enabling the child or young person and their parents/carers to work with the YOT in their first, or preferred, language.*
- *Specific attention is given in all cases to understanding and addressing the speech, language or communication needs of children and young people to ensure methods of working meet their individual needs.*
- *Assessments and plans to address diversity factors and barriers to engagement are clearly communicated to all involved in the case.*



- *Sufficient attention is given to issues of vulnerability and health and well being, where these act as a barrier to effective engagement with the service.*

## **4.2 Children and young people serve the sentence that they have received**

4.2.1 The initial requirements of the sentence are met and, where appropriate, enforcement action is taken following non-compliance.

Quality Indicators:

- *The child or young person and, where appropriate their parents/carers, understand the requirements of the sentence.*
- *Staff motivate children and young people to comply with the sentence.*
- *Action is taken to understand and address barriers to compliance.*
- *Children and young people comply with their sentence or, in appropriate cases, compliance with the sentence improves.*
- *Where the child or young person fails to comply with the sentence, there is an appropriate response, including breach action where needed.*
- *Sufficient contact is arranged with the child or young person to meet the requirements of the sentence.*

## **4.3 The likelihood of a successful outcome from the sentence is increased through initial attention to the health, well-being, education, training, employment (ETE) and other needs of the child or young person**

4.3.1 Sufficient attention is given to the health, well-being, ETE and other needs of the child or young person, in particular where this may act as a barrier to successful outcomes from the sentence.

Quality indicators:

- *Required referrals are made to address health (including emotional or mental health and physical health), substance misuse, ETE, social care and other needs relating to the child or young person.*
- *Staff and other agencies work together well to promote the health, well being, ETE and other needs of the child or young person, and support them at the start of their sentence.*

## **4.4 The initial contribution of managers and partners increases the likelihood of Youth Justice System objectives being met.**

4.4.1 Managers and partners are effective in ensuring that the YOT is able to deliver good quality services and meet the needs of children and young people.

Quality Indicators:

- *Managers have the required level of knowledge and skills to provide effective supervision of staff and oversight of work.*

- *Staff, secondees and volunteers are well supervised, trained (including through induction of new staff) and supported to deliver their work to a high standard, within a clear and consistently applied quality assurance framework.*
- *Managers ensure that case records are accurate and timely and clearly record the work that has been undertaken.*
- *Staff are trained to recognise and respond appropriately to speech, language and communication needs, and other diversity or potential discriminatory factors.*
- *Engagement with children and young people and response to non-compliance is undertaken within a clear policy and practice framework.*
- *Partnership working, including with local children's social care, education, health and accommodation services, ensures children and young people access the services they need, including those to address speech, language and communication needs.*

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**TO: EXECUTIVE  
18 JULY 2016**

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**AWARD OF FRAMEWORK AGREEMENT FOR  
SUPPORTED BUS PASSENGER TRANSPORT SERVICES  
(Director – Environment, Culture and Communities)**

**1 PURPOSE OF REPORT**

- 1.1 To seek approval for the award of a new Framework Agreement for Supported Bus Passenger Transport Services to a number of bus operators.
- 1.1 The Council has a duty under the 1985 Transport Act "to secure the provision of such public passenger transport services as the council consider it appropriate to secure to meet any public transport requirements ... which would not in its view be met apart from any action taken by it for that purpose."
- 1.2 The new framework agreement will provide the structure to procure supported bus services, and the call off contracts under the framework will then procure those services.

**2 RECOMMENDATIONS**

**The Executive:**

**Award the Framework Agreement for Supported Bus Passenger Transport Services to the transport operators identified in the Confidential Annex 1.**

**3 REASONS FOR RECOMMENDATIONS**

- 3.1 The tenderers have met the minimum thresholds set for quality which allow them to be invited to tender for routes without further qualification.
- 3.2 The officers have worked to the approved procurement plan.

**4 ALTERNATIVE OPTIONS CONSIDERED**

- 4.1 Not to award a new Framework Agreement and instead to extend the current Framework. This was discounted as the new Framework includes an additional local bus operator who is likely to bid for services and this additional competition should help keep costs for services as low as possible.

**5 SUPPORTING INFORMATION**

- 5.1 The Council currently provides 9 subsidised public bus services. These services were procured following a mini-competition among suppliers on the existing Framework agreement for Road Based Passenger Transport. Courtney Buses were awarded the contract on 27 March 2015 to operate these services from 1 August 2015 until 31 July 2018, with the option to extend twice, by one year each until 31 July 2020.

- 5.2 As the redevelopment of Bracknell town centre continues, with new shops and restaurants, there will inevitably be demand for additional bus services in the evenings and at weekends. If these services are not provided by operators on a commercial basis, the Council will need to consider the appropriateness of subsidised services and officers have already begun work on developing possible routes and timetables, focussing on access to the new town centre.
- 5.3 Since the current Framework agreement was introduced in December 2013 the bus operator scene in Bracknell Forest has changed. In August 2015 First Group withdrew all but one of their services from the borough and since that time Reading Buses have begun operating two routes in the borough. It is therefore considered sensible for the Council to refresh the existing framework in order to take account of the changing passenger transport environment.
- 5.4 The new framework agreement is very similar to the existing framework. It will be in place for a maximum of 4 years (3 +1). However individual call-off contracts may be let for up to 3, 5 or 8 years depending on demand and affordability.
- 5.5 The potential expenditure against the framework is between £2m and £7m over the period of the agreement. This extensive range covers the potential for services to be reduced if necessary and allows for up to eight years for call-off contracts.
- 5.6 In evaluation, tenderers had to meet minimum overall quality thresholds, as well as thresholds on individual criteria, to ensure that they are considered suitable to deliver bus services in Bracknell Forest. While some evaluation of costing was included, this was on sample routes only and cost evaluation will be a focus of the call-off competitions. Quality received 80% of the weighted scoring and cost 20%.
- 5.7 All tenderers exceeded the quality thresholds set, as detailed in Confidential Annex 1.
- 5.8 Call-off competitions under the framework agreement will be evaluated on a sliding scale, dependant on the route, with a minimum of 50% weighting for total cost. Where a new operator is sought for an existing route, the total cost will have a 100% weighting. Where the operators are required to develop new solutions the evaluation will include an appropriate level for quality. Qualitative criteria for a mini-competition might include emissions, frequency of journeys, serving deprived areas and facilities served, and link into the finalised Bus Strategy.

## **6 ADVICE RECEIVED FROM STATUTORY AND OTHER OFFICERS**

### Borough Solicitor

- 6.1 No significant legal issues arise from the matters discussed in this report

### Borough Treasurer

- 6.2 There are no financial implications arising from the award of this framework agreement. Call off competitions will be held as existing contracts expire or new ones are required. Tenders will be evaluated using the criteria outlined in paragraph 5.8.

Equalities Impact Assessment

- 6.3 An EIA screening report was included as part of the Procurement Plan for this Framework award and it was agreed that a full EIA was not required.

Strategic Risk Management Issues

- 6.4 The potential risks and associated mitigations are set out in the Procurement Plan.

Other Officers

- 6.5 Procurement advice was received from Geoff Reynolds.

**7 CONSULTATION**

Principal Groups Consulted

- 7.1 No consultation of the Framework Agreement was carried out

Background Papers

Confidential Annex 1 – Tenderers evaluation results

Contact for further information

Neil Mathews – Head of Transport Development – Ext. 1163

Stuart Jefferies – Transport Strategy and Implementation Manager – Ext. 1155

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TO: EXECUTIVE  
18 JULY 2016

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**CONTRACT AWARD FOR HEALTH VISITING SERVICES**  
**Director of Adult Social Care, Health and Housing**

**1. PURPOSE OF REPORT**

- 1.1 To provide an update on the procurement of Health Visiting Services and recommend the award of the contract to the preferred bidder.

**2. RECOMMENDATION**

- 2.1 **That the Health Visiting Service contract due to commence on 1<sup>st</sup> January 2017 be awarded to Tenderer A, Option A (commercially sensitive details in confidential annexes).**

**3. REASONS FOR RECOMMENDATION**

- 3.1 Responsibility for commissioning Health Visitor Service passed to local authorities in October 2015 and the current contract expires in December 2016.
- 3.2 A new service contract is required to provide continuity of care and the opportunity to evaluate options for the future provision of Children's Public Health programmes as a whole. An initial 15 month contract (with a 9 month extension) is proposed so as to coincide with the period of currently guaranteed Public Health Grant funding.
- 3.3 A competitive tendering process has been completed and a preferred solution has been identified.

**4. ALTERNATIVE OPTIONS CONSIDERED**

- 4.1 To not invest in the continued provision of Health Visiting services. This would be likely to significantly undermine health outcomes in both young children and parents and represent a false economy in relation to the resulting demand on other services.
- 4.2 To integrate Health Visiting into existing council services rather than procure a service from an external provider. While this is an option for the future, the responsibility for Health Visiting Services only transferred to local authorities in October 2015. Given the potential complexity inherent in integrating services more time is required to properly evaluate all options and implement any agreed solution.

**5. SUPPORTING INFORMATION**

- 5.1 Health visiting teams deliver the Department of Health's "Healthy Child Programme" for all children aged 0–5. From ages 5-19 the Healthy Child Programme is delivered primarily by School Nurses.

- 5.2 According to recent estimates there were 9,899 children aged 0–5 years living in Bracknell Forest.
- 5.3 Health Visitors offer parents varying levels of support according to need. The service includes support on child development, minor illnesses, breastfeeding, screening and immunisations. Health Visitors also play an important role in safeguarding.
- 5.4 A new service contract is required from 1st January 2017 to provide continuity of Health Visiting services as well as enable the evaluation of options for the future provision of Children’s Public Health programmes as a whole (including potential integration with other services).
- 5.5 An initial 15 month contract coincides with the period of currently guaranteed Public Health Grant funding. A nine month extension is then available depending on needs.
- 5.6 Health Visiting Services may include a Family Nurse Partnership (FNP) element which provides high intensity support for young mothers. However, recent research indicated that this service is not cost effective and does not add significant benefits to the main Health Visitor programme. Therefore, a separate FNP service did not form part of the procurement process. Work is under way to ensure continuity of support for women on the FNP programme within the main Health Visiting Service.
- 5.7 Following legal and procurement advice, a Prior Information Notice (PIN) was published in the Official Journal of the European Union (OJEU), the South East Business Portal and Contracts Finder, seeking expressions of interest from potential tenderers. The PIN was published in February 2016.
- 5.8 Scoring of tenders was weighted equally between quality (50%) and price (50%). A project team incorporating professionals from Public Health and Children’s Services assessed the bids as well as subsequent tenderer presentations. A recommendation was agreed upon for the award of the contract to Tender A, Option A (commercially sensitive details in confidential annexes).

## **6. ADVICE RECEIVED FROM STATUTORY AND OTHER OFFICERS**

### Borough Solicitor

- 6.1 No significant legal issues arise from the matters discussed in this report. The procurement has been carried out in accordance with the Public Contracts Regulations and the Council’s Contract Standing Orders.

### Borough Treasurer

- 6.2 The costs of the service will be met from existing resources. The contract has been awarded after a tender exercise, and the winning tender represents the best value for money of the 2 tenders submitted.

### Equalities Impact Assessment

- 6.3 An initial screening was completed at the start of the project and duly signed off by the appropriate Chief Officer. Health Visiting services are accessible to parents regardless of age, ethnic background or any other protected characteristic.

Strategic Risk Management Issues

6.4 None

**7. CONSULTATION**

Principal Groups Consulted

7.1 The tender evaluation team was drawn from Corporate Procurement, Public Health and the Children & Young People Directorate Early Help team. Findings from previous consultation work on the full spectrum of Children's Public Health services with a wide range of stakeholders also informed the process.

Method of Consultation

7.2 Meetings, stakeholder events, consultation surveys.

Representations Received

7.3 None

Background Papers

Annex A (Confidential): Procurement Process Details

Annex B (Confidential): Tender scoring spreadsheet

Contact for further information

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