



NOTICE OF MEETING

Overview and Scrutiny Commission

Thursday 29 March 2018, 7.30 pm

Council Chamber, Fourth Floor, Easthampstead House, Town Square,
Bracknell, RG12 1AQ

To: OVERVIEW AND SCRUTINY COMMISSION

Councillor Leake (Chairman), Councillor Angell (Vice-Chairman), Councillors Allen, Mrs Angell, Mrs Birch, Brossard, Finnie, Harrison, Mrs McCracken, Peacey, Porter, Mrs Temperton, Tullett and Virgo

Church Representative Members (Voting in respect of education matters only)

One Vacancy, (Church of England)

One Vacancy, (Roman Catholic)

Parent Governor Representative Members (Voting in respect of education matters only)

Mrs L Wellsted

cc: Substitute Members of the Commission

Councillors Dudley, Mrs Mattick, Thompson and Worrall

ALISON SANDERS
Director of Resources

EMERGENCY EVACUATION INSTRUCTIONS

- 1 If you hear the alarm, leave the building immediately.
- 2 Follow the green signs.
- 3 Use the stairs not the lifts.
- 4 Do not re-enter the building until told to do so.

If you require further information, please contact: Kirsty Hunt
Telephone: 01344 353108
Email: kirsty.hunt@bracknell-forest.gov.uk
Published: 21 March 2018



Overview and Scrutiny Commission
Thursday 29 March 2018, 7.30 pm
Council Chamber, Fourth Floor, Easthampstead House, Town
Square, Bracknell, RG12 1AQ

Sound recording, photographing, filming and use of social media at meetings which are held in public are permitted. Those wishing to record proceedings at a meeting are however advised to contact the Democratic Services Officer named as the contact for further information on the front of this agenda as early as possible before the start of the meeting so that any special arrangements can be made.

AGENDA

Page No

1. **Apologies for Absence/Substitute Members**

To receive apologies for absence and to note the attendance of any substitute members.

2. **Minutes and Matters Arising**

To approve as a correct record the minutes of the meeting of the Overview and Scrutiny Commission held on 25 January 2018.

5 - 8

3. **Declarations of Interest and Party Whip**

Members are asked to declare any disclosable pecuniary or affected interests and the nature of that interest, including the existence and nature of the party whip, in respect of any matter to be considered at this meeting.

Any Member with a Disclosable Pecuniary 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 Disclosable Pecuniary Interest is not entered on the register of Members interests the Monitoring Officer must be notified of the interest within 28 days.

Any Member with an Affected Interest in a matter must disclose the interest to the meeting. There is no requirement to withdraw from the meeting when the interest is only an affected interest, but the Monitoring Officer should be notified of the interest, if not previously notified of it, within 28 days of the meeting.

4. **Urgent Items of Business**

Any other items which, pursuant to Section 100B(4)(b) of the Local Government Act 1972, the Chairman decides are urgent.

5. **Public Participation**
To receive submissions from members of the public which have been submitted in advance in accordance with the Council's Public Participation Scheme for Overview and Scrutiny.
6. **Quarterly Service Reports (QSRs)**
To consider the performance monitoring reports for quarter 3 (October – December 2017) of the 2017/18 financial year for the: 9 - 38
- Resources Directorate
- The Chairman has asked that any questions arising from the reports should be referred to the Director of Resources in advance and only raised in the meeting if you consider the issue requires wider discussion.*
7. **Transformation Programme Update**
To consider a brief summary report of the progress of each review within the Transformation Programme. 39 - 50
8. **Proposed merger of Overview and Scrutiny Panels**
To consider the Commission's working group's proposals relating to the merger of Adult Social Care and Housing Overview and Scrutiny Panel and Health Overview and Scrutiny Panel. 51 - 56
9. **Work Programme and Panel Activity Update**
To note the progress against the Overview and Scrutiny work programme, and the reports from Overview and Scrutiny Panel Chairmen on each Panel's progress against the work programme. 57 - 62
10. **Executive Forward Plan**
Forthcoming items on the Executive Forward Plan of a corporate nature are attached for consideration. 63 - 66

This page is intentionally left blank



**OVERVIEW AND SCRUTINY COMMISSION
25 JANUARY 2018
7.30 - 8.20 PM**

Present:

Councillors Leake (Chairman), Angell (Vice-Chairman), Mrs Angell, Mrs Birch, Brossard, Finnie, Harrison, Mrs McCracken, Peacey, Mrs Temperton, Virgo and Mrs Mattick (Substitute)

Executive Members:

Councillors McCracken and Heydon

Apologies for absence were received from:

Councillors Allen and Porter and Tullett

In Attendance:

Timothy Wheadon, Chief Executive
Alison Sanders, Director of Resources
Stuart McKellar, Borough Treasurer
Nikki Gibbons, Chief Officer: Human Resources

36. Apologies for Absence/Substitute Members

Apologies were received from Councillors Allen, Porter and Tullett.

Councillor Mrs Mattick was acting as a substitute for Councillor Tullett.

37. Minutes and Matters Arising

RESOLVED that the minutes of the meeting of the Commission held on 17 November 2017 be approved as a correct record, and signed by the Chairman.

38. Declarations of Interest and Party Whip

Councillor Mrs Birch declared a personal interest as the spouse of the Executive Member for Adult Services, Health and Housing.

During item 7 Councillor Virgo declared an affected interest as an independent board member of South Hill Park Trust.

39. Urgent Items of Business

There were no items of urgent business.

40. Public Participation

No submissions had been made by members of the public under the Council's Public Participation Scheme for Overview and Scrutiny.

41. Executive Forward Plan

Members received and noted the scheduled Key and Non-Key Executive Decisions of a corporate nature.

It was noted that the first six items should not have been included as they had already been considered by the Executive.

In relation to item reference 1073356 – Bracknell Forest Lottery the Chairman advised the meeting that the Executive had agreed to form a working group to consider if a local lottery for Bracknell Forest should be established.

42. The Council's Budget Consultation

Councillor Virgo had declared an affected interest in the item as he was an independent board member of South Hill Park Trust.

The Commission considered a report that set out draft budget proposals for 2018/19. It was reported that the Executive would be considering all representations made at its meeting on 13 February 2018, before recommending the budget to Council.

The Borough Treasurer updated the Commission and made the following points:

- The draft budget proposals for 2018/19 had been agreed by the Executive at its meeting on the 19 December 2017, before the Government had released details on the provisional settlement. The Secretary of State had listened to local government concerns about Children's Services pressures and had given flexibility for local Council's to increase Council Tax by an additional 1% above the 3% general increase and 2% increase for Adult Social Care pressures. This meant a possible 6% increase.
- Overview and Scrutiny's contribution to the consultation process was a key element in the budget setting process.
- No changes had been announced to the New Homes Bonus.
- The Berkshire bid to participate in a business rates pilot has been accepted with Bracknell Forest acting as the lead Council. This was good news as additional funding would be available.
- In order to respond to the pressures in Children, Young People and Learning and Adult Social Care there was a reliance on the delivery of transformation projects.
- In 2018/19 there was a modest capital budget under £9million and there would be no need for additional borrowing and no new capital demands.

The Director of Corporate Services reported that within her directorate there were pressures which underpinned the ability to transform and to keep up with legislative changes. The proposed savings were genuine efficiency savings generated by shifts in operations such as savings related to working in the Microsoft environment.

The Members noted the supplementary report which included the relevant budget minute extract from each Panel meeting.

Concerns were raised about the implementation of the £35k saving proposal to provide all agendas electronically. The Commission queried the details of when the decision was made, who by, together with what consultation had taken place with Members. The Director of Resources explained that this proposal was in response to the Council's difficult financial situation and reflected the whole Council's approach to reducing paper. It was explained that relevant IT kit, support and training would be

provided so that Members could use the Mod.Gov application to access information and ensure that all Members were confident in using electronic screens. It was confirmed that adaptations would be made to respond to individual's needs. The Director stated that it had been recognised that some reports would require printing and examples were discussed such as the Local Plan, site visits, budget papers. It was confirmed that some paper copies would be available for public meetings however these would be the rarity. In response to concerns around difficulties using the software it was acknowledged that it would take time to learn this new skill and Members would have the option to print their own copy at their own cost as required. It was suggested that this would restrict the number of people who would stand as candidates but surveys had shown that the local population as a whole were more digitally enabled and the Residents Survey had indicated a growing request for more digitised communication by Bracknell Forest residents. Residents expected their council to be as cost effective as it could. It was suggested that the structure of reports should be reviewed as it was challenging to find vital information in the existing report format. The Vice Chairman asked for clarity on the statutory requirements on the Council for supporting members in this respect. The Chairman concluded that there was deep unease about the implementation of this proposal and concerns would be raised outside of the meeting.

In response to the Members' questions, the following points were made:

- In relation to investments and borrowing the Council would take a mix of borrowing maturities as the best value was being offered on long-term borrowing maturities of 40 to 50 years but needed to create a balanced portfolio to be able to respond to changing markets.
- The additional 1% pressure in relation to the pay award for staff was due to the offer made to Unions being 1% above the assumed 1%.
- The Schools section of the budget paper had been rewritten in response to comments at the CYPLO&S Panel meeting as members had found the wording very confusing.

The Chairman revisited the concerns raised at the ECC O&S Panel about the increases to fees and charges in some areas but a lack of increase in others. The hourly rate of £55 for professional planning fees was highlighted as a concern as this was considered to be too low for a commercial charge and there was a risk that the Council was subsidising third parties who would pass this on as a recharge. It was explained that the cost of services would be covered and that legally the Council could not deliberately raise charges to make a profit. However the Borough Treasurer agreed to look at this again and report back on how the rate was assessed and what factors were taken into account.

It was raised that there had been a significant number of queries at each of the Panel meetings, there had been no budget papers relating to Health and Members were disappointed that officers attending the meetings had been unable to answer the detailed questions.

Councillor Virgo sought clarification on the length of the grant settlement to be offered to South Hill Park as the Activist report had recommended a three year agreement. The Borough Treasurer advised that South Hill Park Trust had indicated that they would not be able to deliver the grant reduction target and they would be working towards a two year agreement.

In relation to the proposed fees and charges for the Appeals Service offered by Democratic Services it was queried whether the fees covered the cost of delivering the service. It was explained that these fees were introduced to respond to Academy and Voluntary Aided Schools requesting this service and had been calculated based

on recent experience. It was queried whether higher charges would prohibit the appeals process. The Chairman requested further information on how the Appeals Service charging was assessed.

The £7k proposed saving on staff benefits related to the ceasing of free Sports Centre membership which was taken up by 200 members of staff, 100 of which are in schools, but would be money leaving the organisation once the Sports Centre was outsourced.

The Chairman reiterated concerns regarding the performance targets being reached in relation to transformation savings for both Children, Young People and Learning and Adult Social Care, Health and Housing but the Borough Treasurer reassured Members present that close monitoring was in place to ensure that this would be delivered.

The Commission endorsed the comments made in the minute extracts from Overview & Scrutiny Panels and would incorporate these into the overall feedback.

43. Work Programme and Panel Activity Update

The Commission noted progress against the Overview and Scrutiny work programme for 2017-18 and the reports from Overview and Scrutiny Panel Chairmen on each Panel's progress against the work programme (where provided). It was agreed that a number of the indicators should be changed to Amber to reflect their delayed completion due to lack of officer resource. In particular the review on Houses in Multiple Occupation which had not met since July 2017. The Chairman noted that steps were in hand to recruit to the Overview and Scrutiny team.

Councillor Mrs Birch, Chairman of Children, Young People and Learning Overview and Scrutiny Panel provided a verbal update that they had had a good meeting considering the budget and the next meeting would be focused on schools performance as the results had been ratified.

CHAIRMAN



QUARTERLY SERVICE REPORT RESOURCES

Q3 2017 - 18
October - December 2017

Executive Members:

Councillor Iain Mc Cracken
Councillor Peter Heydon
Councillor Paul Bettison

Director:

Alison Sanders

Date completed: 07/02/2018

Contents

Section 1: Where we are now	3
Section 2: Strategic Themes	10
Value for money	10
People live active & healthy lifestyles	14
A clean, green, growing and sustainable place	15
Strong, safe, supportive and self-reliant communities.....	16
Section 3: Operational Priorities	17
Annex A: Financial information	22
Annex B: Annual indicators not reported this quarter.....	29

Key

Actions

	Action is on schedule		Action has been completed
	Action may fall behind schedule		Action is no longer applicable
	Action is behind schedule	-	Not yet updated

Performance indicators

	On, above or within 5% of target
	Between 5% and 10% of target
	More than 10% from target

Section 1: Where we are now

Director's overview

Introduction

The last quarter has been a period of unprecedented activity across the Resources Directorate as many teams have been consolidating their new staffing arrangements and building teams whilst also supporting key Transformation Projects across the Council.

This has significantly increased the pressure on already stretched staff which has been compounded by difficulties in recruitment to vacant posts in the highly competitive local economy. Pressure on staff has been evident in increased levels of sickness absence and managers are very aware of needing to carefully manage staff workloads whilst they are covering absent colleagues. This will need to be carefully monitored into the next quarter as there are a number of key milestones in cross Council plans to achieve.

In November the Directorate held a Senior Management Group event which looked ahead to potential service developments and also discussed areas raised by teams from the Looking Forward event held in September. The next Directorate engagement event in February will discuss with teams the ICT Strategy and the One Council: Time 2 Change programme.

Budget and savings delivered for 2017/18

The approved Resources' cash budget for 2017/18 was £13.554m which included economies of £-0.392m and commitments of £-0.704m. The CWSS review resulted in a net budget increase of £0.562m as the part year effect for the transfer of staff to form the new Resources Directorate after taking account of the savings of 10%. The Council Wide PA review has resulted in a saving from Resources of £0.065m. The disaggregation of the Chief Executive's department resulted in a budget decrease of £0.319m and in addition to this budget has been vired from non-departmental headings to take account of the income on the newest commercial property investments that the Council has purchased (£-1.595m).

Transformation projects progress

Council Wide Support Services Review (CWSS)

- A full review of new process implementation was conducted at the December board meeting. Whilst some processes have been successfully implemented there is limited capacity within support services to focus on the implementation of further processes to facilitate self service.
- To support these requirements a Request for Spend has been submitted for additional HR resource to provide backfill to allow the HR Support Hub Manager to focus on the implementation of People Manager in iWorks, development of the cross-functional starters and leavers process and development of intranet content to support self service.
- Elements of self-service reporting have been rolled out for manager use and access to basic employee information for managers is now in place.
- Work will continue next quarter for the online annual leave booking system to be in place for 1 April 2018, using the iTrent HR system.
- A new Payroll Manager has now been appointed which will also release some resource to support the payroll testing required for the implementation of People Manager within iWorks. This appointment also releases staff time to develop the financial systems to support further self service.
- Procurement of the new ICT helpdesk is progressing well. A meeting has taken place with technical and systems staff to discuss technical challenges (including system

interface and workflow via the intranet) of the remaining new processes. This group will continue to meet and ensure technical support is in place for the implementation of new processes.

- Work to develop the new intranet is progressing well. A series of workshops have been set up throughout January to test the beta site with stakeholders from across the council. This includes both small group and 1:1 sessions.
- The project plan and business case spine for the Legal Services Review was agreed at the first Board meeting, held at the end of November.
- Consultation is reaching a conclusion on the staffing structure for the new Business Intelligence Unit with the objective to commence the working of the new unit on 1 April 2018.

Citizen and Customer Contact Review (CCC)

- Volunteering Policy, Volunteering Agreement, Managers' Guidance and Volunteering Handbook have been agreed. Work is underway to develop a borough wide volunteering website.
- Work is ongoing to reduce the reliance on cash and cheque payments and to transfer paper direct debits to an online process, and implement chip and pin technology.
- An implementation plan for the reconfiguration of Time Square reception area, increasing customer self-serve and moving to appointments has been scoped out.
- Post room restructure is on track to make anticipated savings and we continue to look at ways in which we can reduce the use of paper post, and the courier service.
- Telephony analysis is underway to identify potential cost savings and to put a plan together to implement the telephony contact model agreed.
- Social media training is ongoing. Public Health are assisting in supporting the roll out of MusterPoint and GovDelivery. The Social media network team, including Comms continue to meet regularly to assess the successes of this approach and to recommend next steps.
- All web forms are now on the new Achieve system.
- Digital "show and tell" event – We are arranging an event on 29 January and 2 February 2018, to showcase digital developments, new technology, and associated ways of working.
- EDRMS - A number of workshops have been held with staff and ICT and a full report and implementation schedule will be in place for end January 2018 (linked to Enterprise agreement timelines).
- Work is underway with the GIS team to look at merging customer databases; further work is needed on a master data set to support delivery of digital communications.
- We are beginning to look at KPIs and performance measures for customer contact to develop a cross Council dashboard.

We have revisited the CCC future sourcing strategy and approach, looking at areas where we could progress opportunities for sharing, divesting and selling services. We will be approaching key contacts in partner services, Parish and Town Councils and other councils to see where common interests might emerge.

Property Review

- The Council will be reviewing any offers and considering the due diligence of interested parties for its interest in Easthampstead Park Conference Centre. However, no council resolution to dispose of the asset has been made as yet.
- Plans for the redevelopment of the Commercial Centre are being fully appraised. An interim report to CMT has been considered with additional detailed work to be carried out and resubmitted.

- The Council continues to seek opportunities for commercial acquisitions as part of its Commercial Property Investment Strategy, having fully invested £58m to produce net £2.1m annual income. An additional £30m has been released to support the programme through additional investment.
- A competitive dialogue process is being initiated supported by external consultants to seek opportunities to address liabilities at the former landfill site Strongs Heath, London Road.

Progress on other major projects

One Council: Time 2 Change

Pre construction moves were completed in October with over 300 staff having been relocated into new agile working practices. Staff have been offered both furniture and IT equipment to purchase in order to allow them to work from home more comfortably and efficiently and so far over 150 staff have taken this up with money raised being donated to the Mayor's charity. Office furniture has also been donated to local businesses and a Bracknell based charity supporting adults with disabilities in Sierra Leone.

At the end of 2017 only 60 staff and the Democratic function remain in Easthampstead House. These staff and the councillors will start to vacate in February. Easthampstead House will be empty by late April 2018.

Construction of a new atrium with additional space, Council chamber and offices, Chief Executive, Leader and Group rooms and a storage area in the underground car park commenced on Monday 30 October and contractual completion date for the construction phase in Time Square is Friday 23 May 2018 however our contractors are ahead of schedule and 4th Floor South will be handed back in mid January. The new atrium structure is taking shape.

Stage 2 moves will start on 19/20 January with all open plan floors to be completely refitted with new furniture and IT technology by 11 February.

Once again IT internal resources will be used for each move phase. New mobile kit will be allocated to teams prior to the moves to enable flexible and agile working.

Meeting room hardware and software and the Council Chamber AV kit will be installed once construction is complete.

Portman Close has been identified as ICT disaster recovery site replacing the backups, secondary SAN and networking at Easthampstead House. A new fibre link has been ordered to replace the existing link between the Library and Easthampstead House.

Agile working

- 173 Adult Social Care staff upgraded with Windows 10 devices, all with a touch screen and stylus capability for the convertible and detachable devices.
- 858 users have now been assigned the Jabber Softphone in Time Square and Easthampstead House. Customer Services, Revenues and Registrars services are to receive Jabber softphones in advance of the refit of their floor in February.
- 109 users have been upgraded from a PC to a Windows 10 large laptop to allow for hot desking.
- 101 Children's Social Care have chosen their preferred Windows 10 device.

- 31 Senior Officers have chosen their preferred Windows 10 device to support paperless meetings.
- The migration from Blackberry to the Samsung J5 devices has commenced targeting over 250 users across the Council.
- The migration from standard Nokia mobile phones to the Samsung J3 device has commenced with over 230 completed.
- E Learning pages have been developed and this includes 'how to' videos under Windows 10 Guides and Videos.
- To support the move to paperless meetings Members will choose their new kit prior to the end of a financial year. Demonstration on the choices of kit is due to start w/c 8 January 2018.
- Members' ICT equipment will be upgraded to a Windows 10 device which provides a robust operating system and offers touch screen functionality and the use of a stylus. The Modern.gov app will be installed on the new laptops, which allows all agenda papers to be available on one device, including confidential pink papers. Papers can be annotated in advance or during a meeting and will be stored automatically.

Microsoft Enterprise Agreement

The agreement was signed in July 2017 for a three year period. This gives right of use for a number of Microsoft products, supporting the ICT and Digital Strategy moving services to the Cloud.

A high level timetable of product deliverables has been produced.

The main products include:

- Active Directory – move to the Cloud – complete.
- Intune – infrastructure set-up and trial of Samsung J5's with Intune complete. J5 replacement of Blackberry devices underway.
- SharePoint – initial technical workshop to inform planning for an EDRMS solution took place which will support the move to a digital post room.
- Exchange in the Cloud – being planned to migrate spring/summer 2018.
- Windows 10 – being rolled out with new devices which commenced in August 2017.
- Office 2016 – to be rolled out once Exchange is in the Cloud.
- Teams (previously called Skype) – will replace Cisco Jabber – commencing preparation work – May 2018.

We are working with a Microsoft Gold partner to assist with the implementation of the products. As products are implemented other products used can be discontinued and savings for these products made.

Community Hubs development

Warfield – the community consultation finished 30 October and the Working Group met to agree the specification and the priorities and scope for compromise and these were shared for comments with ward Councillors at a meeting on 30 November. Property have drawn up a draft specification for the retail element and this has been included along with that for the Community Hub in an updated feasibility study brief, which will go out for tender the first week in January 2018. The feasibility brief is to be completed by the end of April 2018.

Blue Mountain – discussions are still ongoing with the CCG and Binfield GP surgery to explore if an expanded surgery could be co-located with the community facility. A meeting has taken place between BFC and NHS Property Services Ltd and further meetings involving the CCG are planned. S106 contributions have been identified.

Crowthorne – the Working Group met with the architect (Stride Treglown) and developer (L&G) to discuss the specification and proposed designs for the community hub and updated draft plans were provided at the end of December. L&G are currently speaking to planners regarding the removal of the requirement for a temporary community hub and instead bring forward the development of the permanent facility for completion sometime in 2019.

Other areas of note and significant activity to come in the next quarter

- The Council will receive the Independent Remuneration Panel's report and recommendations following its review of the Council's Members' Allowances Scheme.
- The Democratic Services Team will be delivering the scrutiny function pending recruitment to the vacant posts.
- The staff survey deadline was slightly extended after a low initial response rate, and a report from the independent Market Research organisation analysing the results is expected to be released next quarter.
- Workshops are being developed to further roll out the leadership and management role in modelling behaviours and values.
- The HR and Payroll Manager self-service – work is on track for the new online annual leave booking system through ESS to be delivered for 1 April 2018. Elements of self-serve reporting have been rolled out for manager use. Further development of self service options will continue through the year.
- Develop and implement Workforce transformation strategy – this continues to be delivered at pace, leadership and management development programme has been drafted and is ready to roll out next quarter (including coaching and mentoring) as well as a new reward and recognition scheme for all employees that has been developed to embed and reinforce the values and behaviours.

Highlights and remedial action

Good performance

- Libraries Review - The tender evaluation process for the assisted opening and self-service kiosk technologies is now complete and the contract has been awarded. Design work on physical alterations to the libraries is currently in design and should be completed mid March. There are also parallel discussions regarding the future of both Bracknell and Harmans Water libraries.
- Downshire Homes Ltd have completed on 20 house purchases, which completes the target for the year.
- Support provided for the Leisure Review by a number of teams in Resources with a target date for the completion of leases for the three facilities by 31 March 2018.
- Under the Commercial Property Investment Strategy we have fully invested £58m in four properties to produce net £2.1m per annum. Full Council have released an additional £30m to support the programme and deliver full annual net income of £3m per annum.

Areas for improvement

- L293 – Percentage of maintenance projects completed on time and on budget was 70% against a target of 100% which represents 16 of 23 projects completed both on time and on budget during this quarter.

- Crematorium New Chapel - Works commenced on site 10 April 2017. Due to the contractors poor workmanship and performance there has been further delays on site. Currently the contractor is reporting that works will be completed early May 2018.
- L064 debt outstanding as percentage of gross debt – This is relating to the Community infrastructure Levy invoices which can be payable up to 3 years after invoicing.
- L262 voluntary staff turnover - The Q3 figure is 3.4%, which is 0.6% up compared to the same period last year. There can be seasonal variations which can affect this figure however the general trend does seem to be an increasing figure.

Audits and Risks

During quarter 3, three audit reports were issued with a limited assurance opinion. These were Cyber Security including VOIP, Council Tax and Business Rates.

The Resources risk register was reviewed by DMT on 7th December and the following key changes were made:

- The staffing resource risk was increased; and
- The business continuity risk was reduced.

Budget position

Revenue Budget

The original cash budget for the department was £13.554m. Net transfers of £-0.721m have been made bringing the current approved cash budget to £12.833m.

There are four variances to report in the third quarter's monitoring.

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

Service Area	Budget £000	Forecast Outturn £000	Comments
Commercial Property (Historic Portfolio)	(3,878)	(3,878)	Increased voids and void periods, resulting in reduced income.

Although these budgets pose a risk to the Council, careful management has ensured that there is little adverse impact forecast at this point.

Capital Budget

The total approved capital budget for the year is £62.321m.

Expenditure to date is £35.175m representing 57% of the budget. The Department currently anticipates 0.2% of the total approved budget to be carried forward into the next financial year.

Section 2: Strategic Themes

Value for money



Sub-Action	Due Date	Status	Comments
1.1 Council Tax is in the lowest 10% nationally amongst similar authorities			
1.1.01 Maintain Council Tax in the lowest 10% nationally of all unitary authorities	31/03/2018		Maintained
1.2 The cost quality and delivery mechanism of all services will be reviewed by 2019			
1.2.01 Implement the Transformation Board work programme for 2017/18 (T)	31/03/2018		The programme is making good progress with most reviews progressing well and £6m of savings identified. The Adults Programme status remains Amber for this reporting period. This reflects the impact of demand pressures which are overshadowing the savings that are being delivered from transformation work. The Children's Programme has been focussed during the autumn on identifying the resource needed to deliver the 7 workstreams and completing project planning. Plan Phase Gateway Reviews for Parks and Countryside and Planning and Building Control are in March.
1.2.05 Undertake a council wide review of Citizen and Customer Contact and implement the findings (T)	31/03/2018		A number of projects are underway to implement the programme. Some digital developments are beginning to be embedded in service areas. Cultural change continues to be a priority.
1.2.06 Undertake a council wide review of support services (HR ICT Finance Property Legal Procurement Performance Management and Business Intelligence) and implement the findings (T)	31/03/2018		Development of the intranet, which will facilitate self service continues to progress well. Work is ongoing to implement improvements to function specific technology. Significant resource restrictions have limited the progress on implementing new processes. The restructure of the BI function is underway.
1.2.10 Conclude the delivery plan for the Facilities Management Category Strategy	31/03/2019		CMT have agreed the conclusion of this category management.
1.2.11 Undertake a review of key council properties and implement the findings (including Time Square Easthampstead House Commercial Centre Easthampstead Park Conference Centre South Hill Park Open Learning Centre London Road waste site and Longshot Lane recycling centre)	31/08/2019		CMT have considered the proposals for the Commercial Centre and require further work. A subsequent report on the options to be brought forward for consideration. Additional projects are being considered around Adults & Childrens facilities to assist in new service delivery models under the transformation programme.

1.2.15 Implement the Accommodation Strategy for consolidation of Council office accommodation in Time Square.	31/05/2018		Brymor are currently on programme. All pre construction moves have been completed successfully in line with Move programme. Final stage of moves have now been planned and scheduled and are due to be completed in April 2018 & the Move Management company have now been engaged in Stage 2.
1.2.16 Prepare a Business case towards establishing a shared Legal Service with West Berkshire Council with a view to implementing a shared structure by 1 October 2017. (T)	01/06/2018		The Project Board has been established and met in October. Workstreams have been formally defined and data is being collected to support the business case decision. The plan is on track.
1.3 We charge appropriately for services and seek opportunities to generate additional income			
1.3.05 Review Service Level Agreements and charging with schools and academies and explore opportunities for further service provision	31/03/2019		Refresh of current SLAs is underway, costing of services largely complete
1.3.06 Implement the changes to the discretionary Home to School Transport service	31/03/2019		There are currently no outstanding home to school transport contributions for this academic year.
1.3.07 Develop Property Investment Strategy to support Property Acquisitions in line with the Council's budget requirements and existing property investment portfolio and begin acquisitions	31/03/2019		Of the £60m funds released by the Council to support this project, £58m has been invested to produce net receipts of £2.1m pa. A further £30m has been released to deliver a total of £3m net income pa and additional opportunities are being investigated. The acquired properties are fully let and full income producing.
1.3.08 Develop and deliver a programme to embed commercial practices across the Council in order to maximise value from all available resources. (T)	31/03/2018		The commercial property Strategy is being implemented and proposals for a lottery are being developed
1.4 Self-service and the use of online services has increased			
1.4.01 Increase range of services available through the website and uptake of customer online account (E)(T)	31/03/2019		Work has been continuing to recreate all forms in the new system. The number of online accounts has increased to 23,700 in the quarter.
1.4.02 Develop an ICT and Digital Strategy to support increased use of online resources by staff. (T)	30/04/2017		Complete
1.4.03 Implement employee and manager self-service in the new HR and Payroll system (T)	31/03/2018		Aspects of the implementation of Manager Self Service of the new HR System have been delayed due to resource issues within the Payroll Section. Implementation of employee self service has been completed. Extra functionality has been added through direct manager access to information, this will be further enhanced from April 2018 when Annual Leave will be held within the system and staff will request annual leave through ESS

1.4.05 Develop and implement a Workforce Transformation Strategy (T)	30/09/2017		Strategy completed and action plan agreed. Significant progress made on delivering action plan including, new employee values and behaviours introduced and incorporated into revised appraisal scheme, induction and recruitment. Leadership development including 360 feedback has been piloted and other programmes, including coaching and mentoring being finalised to be rolled out from March 2018.
1.4.17 Development and implementation of the Council's strategy to minimise the amount of apprenticeship levy paid which will move towards meeting the apprenticeship levy quota.	31/03/2019		Work continues within the OD section which aims to maximise benefit to the council from using apprenticeship funding to progress management development within the Council
1.4.18 Provision of a range of learning and development opportunities to ensure that Adult and Children's Social Care meet their statutory obligations with regard to safeguarding and the continuous professional development of social workers in line with their re-registration requirements.	31/03/2019		A range of opportunities were provided including Motivational Interviewing, Cultural Competency, Safeguarding and Workshop to Raise Awareness of Prevent (WRAP).
1.5 Community involvement and the use of volunteers in the delivery of council services has increased			
1.5.03 Ensure that community based delivery models and the use of volunteers are considered as service delivery options in all Transformation Programme policy and service reviews (T)	31/03/2019		Considered in the assessment of sourcing options in the analyse phase of all service reviews. 117 applications by volunteers have been received in the library service. There are currently 17 Applicants awaiting interview. There are now 91 volunteers working for the library service.
1.6 Resident and staff satisfaction levels remain high			
1.6.03 Ensure that residents and staff are consulted on all proposed major changes to services and that the impact of these changes on them is assessed (E) (T)	31/03/2019		Consultation and equality impact assessments regularly undertaken including on all transformation reviews.
1.6.05 Conduct a Staff Survey in autumn 2017 to test staff satisfaction levels	31/10/2017		Staff survey completed. Awaiting detailed report on findings
1.6.06 Respond and communicate results of the 2017 Residents' Survey	31/03/2018		Complete
1.6.07 Analyse the staff survey results by protected characteristics and follow up on any areas of concern. (E)	31/12/2017		Work will begin on receipt of final report.
1.7 Spending is within budget			
1.7.02 Implement savings as identified for 2017-18 (T)	31/03/2018		Savings profile is on track for delivery
1.8 Surplus assets are sold			
1.8.01 Set realistic targets for anticipated capital receipts as part of	31/03/2018		Property Services continue to work to deliver maximum possible capital receipts

annual budget			in accordance with the Council's budget plans.
---------------	--	--	--

Ref	Short Description	Previous Figure Q2 2017/18	Current Figure Q3 2017/18	Current Target	Current Status
L051	Percentage of current year's Council tax collected in year (Quarterly)	57.02%	84.49%	57.10%	
L053	Percentage of current year's Business Rates collected in year (Quarterly)	60.93%	90.74%	58.50%	
L221	Satisfaction level expressed in survey of contact with Customer Services, across all channels (Quarterly)	92.10%	89.25%	85.00%	
L256	Percentage of transactions carried out online and the use of the customer portal (Quarterly)	33.0%	No longer available	53.9%	No longer available
L257	Cumulative number of complaints received at stages 2 and 3, statutory social services complaints, and complaints referred by the Local Government Ombudsman (Quarterly)	73	109	N/A	N/A
L261	Level of staff sickness absence (Quarterly)	1.21	1.71	1.62	
L262	Level of voluntary staff turnover (Quarterly)	7.0%	3.4%	2.8%	

People live active & healthy lifestyles



Sub-Action	Due Date	Status	Comments
4.4 Personal choices available to allow people to live at home are increased			
4.4.11 Seek acquisitions of suitable properties through Downshire Homes Ltd supporting the Council's housing needs	31/03/2019		Downshire Homes Ltd have completed on 20 house purchases. This completes the target for the year.
4.8 Learning opportunities are available for adults			
4.8.01 Work with partners to coordinate opportunities for Digital Inclusion activities (E)	31/03/2018		Opportunities for digital inclusion activities at Time Square are dependent on completion of the Time To Change programme of works and reconfiguration of the face to face access facilities. In addition resources have been unavailable to progress the coordination of digital inclusion activities. Work in this area will recommence in the first quarter of 2018/2019.



Sub-Action	Due Date	Status	Comments
5.2 The right levels and types of housing are both approved and delivered			
5.2.05 Support housing delivery where possible with the Council's own land holdings in particular Sandy Lane site and Heathlands site	31/03/2019		The Sandy Lane sale to CALA Homes is expected to be considered by planning in spring. The proposed redevelopment of Heathlands is expected to be considered by planners late spring/early summer. Work continues under the One Public Estate with all the Berkshire Authorities to release land to support housing delivery wherever possible.
5.3 Appropriate infrastructure development is completed to support housing growth including; Warfield Link Road Coral Reef Junction Jennetts Park town centre			
5.3.03 Facilitate the development of new Community Hubs at three sites - Blue Mountain (Binfield) Warfield Transport Research Laboratory (Crowthorne) working with the Parish Councils	31/03/2019		Warfield - specification finalised and agreed with Warfield Parish Council and Borough Cllrs. Blue Mountain - discussions on-going with the CCG and Binfield surgery to explore if an expanded surgery could be co-located with the community facility. Crowthorne - reviewing initial architects designs for the hub with the Parish Council.
5.4 Neighbourhood Plans and Community Infrastructure Levy (CIL) to support local community facilities and other infrastructure are in place			
5.4.02 Deliver Neighbourhood Planning Referenda in Warfield Bracknell Town and other parish council areas when developed	31/03/2019		None presently required.

Strong, safe, supportive and self-reliant communities



6: Strong, safe, supportive and self-reliant communities			
Sub-Action	Due Date	Status	Comments
6.1 Levels of volunteering and community action in the borough are increased			
6.1.02 Develop the Council's approach to embedding community self reliance as a cross cutting theme across all the Council's services and activities through the Citizen and Customer Contact Review	31/03/2019		- Volunteering Policy approved by the Employment Committee. Volunteer Handbook, Manager Guidance and Volunteer Agreement to be launched with the Volunteer Policy in Q4. - Funding identified for Involve to develop a volunteering brokerage website.
6.1.04 Recruit volunteers to support redevelopment of the website and the customer's online account by carrying out testing	31/03/2019		Complete
6.2 High levels of community cohesion are maintained			
6.2.02 Ensure local work on the Prevent agenda addresses issues of community cohesion through the implementation of the Prevent Steering Group strategy (E)	31/03/2019		Strategy implementation progressing well.
6.2.04 Monitor the implementation of the new 'All of Us' Equality Scheme for 2017-20 which sets out the Council's cohesion objectives and actions (E)	31/03/2019		On track

Section 3: Operational Priorities

7: Operational			
Sub-Action	Due Date	Status	Comments
7.2 Corporate Services			
7.2.01 Deliver national and local elections without challenge and within budget	31/03/2019		Delivered Crowthorne Parish by-election on 23 November 2017. James Kay, the Conservative Party candidate, was elected.
7.2.03 Involve a wide range of people to sit on a range of Council bodies including the Education Appeals Panel the Independent Review Panel and Overview & Scrutiny Panels (E)	31/03/2019		No vacancies currently that the Council can appoint to.
7.2.05 Publish draft Statement of Accounts	31/05/2017		Complete
7.2.06 Prepare monthly budget monitoring reports on time	31/03/2019		No comments
7.2.07 Provide financial advice to the Council in its support for Downshire Homes Limited including the provision of loan finance	31/03/2019		Form of loan agreement agreed by DHL board
7.2.08 Use monthly budget monitoring reports to identify and address any emerging overspends promptly	31/03/2019		Latest monitoring indicates a small underspend is likely by the year end
7.2.09 Carry out annual review of Constitution	31/10/2017		Code of Conduct changes implemented. Further changes to Constitution to be presented to Council on 25 April 2018
7.2.10 Provide effective and timely legal support as required including Property Contracts Planning and Public Protection advice and drafting	31/03/2019		Significant contractual activity. Ongoing advice in relation to London Road Landfill procurement and Easthampstead Park Conference Centre. Academisation of Edgbarrow and Wildmoor Heath Schools Further purchases of commercial property and emergency housing for DHL. Completed 3 week Foxley Oaks Planning inquiry. Outcome awaited
7.2.11 Provide Legal support to Downshire Homes Ltd including advice to the Board and conveyancing for property acquisitions	31/03/2019		7 properties purchased in Q3
7.2.12 Provide legal support to review of Community Infrastructure Levy Charging Schedule	31/03/2018		The review remains pending dependent upon (1) the timing of a government consultation on proposed changes to the current legislative framework and (2) the need for changes driven at a local level by emergent strategic sites being identified under the draft local plan. It is now likely to be deferred until late 2019
7.2.13 Provide Legal support on all infrastructure projects	31/03/2019		Continued legal support on Binfield Learning Village (Highways agreement and Property/Contracts advice relating to transfer of school site to KGA) Ongoing Planning law support on major development sites in Warfield

7.2.14 Retender the Occupational Health contract	30/06/2017		Complete
7.2.16 Refine and expand the Council's e-learning opportunities	31/03/2019		eLearning packages were launched for Agile Working. Agile working for managers, Training videos for IT skills, Coaching skills for managers and Equality Impact assessments.
7.2.18 Redevelop the public website to improve citizen use of online information and service access (E)	31/12/2017		Redevelopment of the public website continues, with an ongoing review of content and structure. However the delays in moving to new hosting arrangements have continued in this quarter, and this has led to delays in implementing some new functionality. It is anticipated that work underway in Q4 will bring this project back on track.
7.2.26 Complete biennial review of Corporate Asset Management Plan	31/03/2018		This will be considered by the Executive at the end of the summer 2018
7.2.27 Support the Town Centre Compulsory Purchase Orders the Market and potential future phases of the town centre regeneration	30/06/2019		Property Services continue to support the Town Centre Regeneration.
7.2.28 Increase Self service use of Frontline (the building maintenance management system) by all building managers	31/03/2019		Arranging appointments to provide training to community centres is on going.
7.2.29 Provide professional support to CYPL seeking expansion of existing and development of new schools	31/05/2017		Property Services continue to support CYP&L as and when required.
7.2.30 Provide project management which supports the delivery and redevelopment of Coral Reef	03/04/2019		Works complete and Practical Completion achieved on the 21 September 2017 - Final account agreed £12,320m - Project in defect till 20 Sept 2018 Project Overspend with additional Atkins fees £556,891.15.
7.2.31 Support the maintenance of high levels of cohesion and the integration of our diverse communities including through work to implement the local community covenant with the RMAS. (E)	01/03/2019		2017 Resident Survey result - 96% of people believed that people from different backgrounds get on well in the borough. The Civilian Military Partnership continues to make good progress in implementing its action plan. Hate crime levels are monitored by the Community Cohesion partnership and remain low with no increase in hate crime despite a recent upward trend nationally following the Manchester and London terrorist attacks. It is no longer a statutory requirement for local authorities to collect Hate crime data from schools.
7.2.32 Work with Involve to support the activities of the Bracknell Forest Faith and Belief Forum including facilitating representation of faith and belief communities. (E)	01/03/2019		Supported the Faith and Belief Forum's AGM. and Interfaith week events. The Forum continues to be represented on the Community Cohesion Partnership.
7.2.33 Support the Access Advisory Panel to advocate for the needs of people with disabilities across the borough.	01/03/2019		Council continue to support and attend Access meetings.

(E)			
7.2.34 Enable people with disabilities to contribute to the development of the Bracknell Forest Disabled Go Access guide through regular steering group meetings. (E)	01/03/2019		The Council's contract with Disabled Go was renewed in 2016 for three years, with The Lexicon agreeing to contribute 50% of the funding. The annual allocation of new access guides was rolled forward to 2017 /18 and surveying of new premises in Bracknell Town Centre will take place in January 2018.
7.2.35 Publish annual equality information reports and Identify any follow on actions that need to be taken as a result of equality monitoring and agree these with service areas. (E)	01/03/2019		Systems are in place to ensure that reports are produced in line with expected timescales.
7.2.36 Retender Mayoral Chauffeuring contract	01/06/2018		Process not yet due to commence.
7.2.37 Agree a clear way forward for the Cooper's Hill site	31/03/2018		Discussions underway
7.2.38 Annual workforce monitoring conducted and report produced published and follow on actions identified. (E)	31/12/2017		The Annual Workforce Monitoring Report was completed and went to Employment Committee in December. This will be added to the public website in line with legislation.
7.2.39 Encourage staff to self disclose personal information to increase the accuracy of workforce. (E)	31/12/2017		There are new regulations coming out in May 2018 regarding the GDPR. This would be a good opportunity to remind employees that they can now update their details on iWork@BFC and how this information is used
7.2.40 Carry out ICT user satisfaction survey (short and full survey)	31/03/2018		Complete
7.2.41 Develop implementation plan for ICT Strategy	30/04/2017		The implementation plan for Microsoft Enterprise Agreement was approved by CMT in November and has commenced in Q3. AD Azure is complete and Intune was tested and a roll out has started on Samsung J5's. Windows 10 devices continue to be issued and Exchange online prerequisites are being addressed.
7.2.42 Implement wireless expansion in key sites	30/04/2017		A site survey has begun at the Commercial Centre in preparation for installation of a wireless network.
7.2.43 Review two factor authentication soft token replacement	30/04/2017		Complete
7.2.44 Implement password Self-Service	30/04/2017		Will be done later when as part of Enterprise Agreement rollout -when Active Directory is in the cloud and also Windows 10 Enterprise with Bitlocker and Direct Access are on devices. The new Helpdesk software is currently going through a procurement process.
7.2.45 Review Protective Marking scheme for documents and implement change	30/04/2017		Complete
7.2.46 Implement a replacement for the ICT helpdesk system	31/03/2018		A procurement exercise is currently ongoing to select a suitable system. This is on target for a 1st April 2018 go live date.

7.2.47 Implement and evaluate new access channels and technologies e.g. webchat SMS online bookings and subscription-based email notifications.	31/03/2019		Gov.UK Notify was used successfully to send SMS reminders for Council Tax the first time. Ongoing development of this channel continues, with a view to using it to send emails and SMS reminders in relation to garden waste. Social media channels are now being used in Customer Services to deal with customer enquiries. Webchat is currently in test, and will go live on Waste and Recycling web pages early in Q4.
7.2.48 Introduce a replacement new vehicle for the R-Bus community transport scheme for people with Learning Disabilities. (E)	01/07/2018		The R-Bus continues to operate in support of people with learning disabilities.
7.2.49 Raise awareness of hate crime reporting and maintain low levels of hate crime through engaging partners in quarterly hate crime monitoring and action to address it. (E)	31/03/2019		Work continues to promote hate crime reporting and regular updates are received from Thames Valley Police.
7.2.50 Implement the requirements for compliance with General Data Protection Regulations (GDPR)	31/05/2018		Action plan being implemented. Monthly progress reports to Information Management Group meetings
7.3.02 Ensure all report production and other deadlines are met for servicing the on-going programme of Overview and Scrutiny meetings	01/04/2019		Overview and Scrutiny Panel and Commission agendas and reports prepared and published in accordance with statutory requirements. Support to current Working Groups is being reviewed pending recruitment to vacant posts within the team.

7. Operational					
Ref	Short Description	Previous Figure Q2 2017/18	Current Figure Q3 2017/18	Current Target	Current Status
BV8	Percentage of invoices paid within 30 days (Quarterly)	96.7%	92.4%	98.0%	
L057	Percentage of agendas published 5 clear days prior to a meeting (Quarterly)	100.0%	100.0%	100.0%	
L058	Percentage of minutes published within 5 clear days of a meeting (Quarterly)	86.0%	78.0%	80.0%	
L059	Percentage of post sent second class (Quarterly)	94.0%	96.0	95.0%	
L064	Debt outstanding as percentage of gross debt (Quarterly)	8.00%	8.00%	4.00%	
L065	Return on investments exceeds 7-day LA cash benchmark rate (Quarterly)	0.09%	0.10%	0.00%	
L076	Planned maintenance spend (Quarterly)	63.3%	75.0%	30.0%	
L079	Resolution of reported ICT incidents (Quarterly)	88%	92%	95%	
L085	Amount of money recovered in debt collection (Quarterly)	28,940.24	17,692.70	N/A	N/A

L086	Number of Freedom of Information requests received (Quarterly)	280	277	N/A	N/A
L220	Number of ICT Helpdesk Calls (Quarterly)	5,254	5,176	N/A	N/A
L229	Number of clients with learning difficulties using the R-bus (Quarterly)	75	72	60	
L231	Number of entries on the Electoral Register (Quarterly)	89,317	89,505	88,176	
L233	Percentage of abandoned calls to the main Council contact number (Quarterly)	2.2%	3.3%	4.5%	
L234	Number of Council Tax cases in arrears (Quarterly)	5,924	5,341	N/A	N/A
L291	Number of new legal cases opened each quarter (Quarterly)	114	314	N/A	N/A
L292	Percentage of capital projects rated good or excellent (Quarterly)	No data	100.0%	100.0%	
L293	Percentage of maintenance projects completed on time and on budget (Quarterly)	73.0%	70.0%	75.0%	
L320	Number of major systems with downtime plus resolution time (Quarterly)	1	1	8	
L321	Network performance - internet capacity (Quarterly)	51.00%	53.00%	80.00%	

Annex A: Financial information

RESOURCES BUDGET MONITORING - NOVEMBER 2017									
	Original Cash Budget	Virements & Budget C/Fwds	NOTE	Current Approved Cash Budget	Spend to Date %	Department's Projected Outturn	Variance Over/(Under) Spend	Variance This Month	NOTE
	£000	£000		£000	%	£000	£000	£000	
Director of Resources									
Director of Resources	212	3		215	84	215	0		
Community Engagement & Equalities	189	12		201	56	201	0		
	401	15		416	71	416	0	0	
Head of Democratic & Registration Services									
Committee Services	342	3		345	51	345	0		
Member and Mayoral Services	886	-7		879	67	864	-15		
Registration of Births, Deaths & Marriages	-38	1		-37	273	-37	0		
Registration of Electors / Elections	191	-5		186	99	184	-2		
Overview & Scrutiny	0	119		119	35	119	0		
	1,381	110		1,491	59	1,474	-17	0	
Chief Officer: Customer Services									
Local Tax Collection incl Cashiers	349	-3		346	85	346	0		
Customer Services	940	23		963	75	963	0		
Operations Unit	3,743	0		3,743	60	3,645	-98	-43	1, 3, 4
	5,032	20		5,052	220	4,954	-98	-43	
Borough Solicitor									
Legal	586	-75		511	71	511	0		
Chief Officer: Human Resources									
Human Resources	444	203		647	66	710	63	-10	4
Unified Training Unit	431	-5		427	15	427	0		
Health & Safety	56	1		57	58	57	0		
	931	200		1,131	46	1,194	63	-10	
Borough Treasurer									
Finance	2,119	346		2,465	57	2,445	-20		
Insurance	394	-2		392	40	392	0		
	2,513	344		2,857	55	2,837	-20	0	
Chief Officer: Property Services									
Property Services	378	24		402	65	402	0		
Industrial & Commercial Properties	-2,318	-1,560		-3,878	108	-3,878	0		
Construction & Maintenance	475	-45		430	50	430	0		
	-1,465	-1,581		-3,046	122	-3,046	0	0	
Chief Officer: Information Services									
ICT Services	2,444	681	A	3,125	73	3,218	93	9	2, 4
Chief Executive's Office									
Chief Executive	383	-48		336	66	336	0		
Chief Executive's Office (Support)	783	-200		583	84	583	0		
Town Centre Redevelopment	53	-53		0	0	0	0		
Voluntary Sector Grants	304	0		304	75	304	0		
Community Safety	208	-135		73	64	73	0		
	1,731	-435		1,296	76	1,296	0	0	
Transformation Board	0	0		0	100	0	0	0	
TOTAL RESOURCES	13,554	-721		12,833	55	12,854	21	-44	
Memorandum item									
Devolved Staffing Budget - Resources	10,439	501	A	10,940	69	11,090	150	-33	4
Non Cash Budgets									
Capital Charges	1,932	0		1,932		1,932	0	0	
IAS19 Adjs	686	0		686		686	0	0	
Recharges	-9,026	0		-9,026		-9,026	0	0	
	-6,408	0		-6,408		-6,408	0	0	

RESOURCES BUDGET MONITORING - NOVEMBER 2017

Virements

Note	Total	Explanation
	£'000	
	315	Other Virements reported in First Budget Monitoring
	-6	Virements reported in Second Budget Monitoring
	0	Virements reported in Third Budget Monitoring
	0	Virements reported in Fourth Budget Monitoring
	-1,063	Virements reported in Fifth Budget Monitoring
A	0	CXO Disaggregation Following the disaggregation of the Chief Executive's Office, a tidy up of budgets has been required in order to align the budgets to the expected spend of the departments that those teams now sit in.
B	0	Chief Executive's Office/Community Engagement A contribution (£0.010m) from the DSB has been made from the Chief Executive's Office to Community Engagement to support the training costs of the Transformation team.
	0	Virements reported in Sixth Budget Monitoring
A	0	ICT The service provided to schools has changed in this financial year and we are no longer providing technical support as part of the package. As such the remaining DSB budget for the members of staff who used to carry out this service is to be used to reduce the income target, as we are no longer selling this part of the service. This is a part year effect that will be completed as a one-off virement with the full year effect being put through next financial year as an ongoing virement.
	0	Virements reported in Seventh Budget Monitoring
	0	Virements reported in Eighth Budget Monitoring
	0	Virements reported in Ninth Budget Monitoring
	0	Virements reported in Tenth Budget Monitoring
	0	Virements reported in Eleventh Budget Monitoring
	-721	Total Budget Virements Reported to Date

RESOURCES BUDGET MONITORING - NOVEMBER 2017

Variances

Note	Variance		Explanation
	£'000	£'000	
	0		Variances Reported in First Budget Monitoring
	0		Variances Reported in Second Budget Monitoring
	0		Variances Reported in Third Budget Monitoring
	0		Variances Reported in Fourth Budget Monitoring
1		-100	Home to School Transport An underspend has been identified within Home to School transport as a result of savings made on new supplier contracts and an amalgamation of routes.
2		-17	Democratic & Registration Underspends are to be reported in the following areas: Member Services (£0.010m) in relation to member's allowances, Electoral Services (£0.002m) due to a reduced number of canvassers required, and Records & Storage (£0.005m) due to large credits being received at year end the past 2 years it is assumed that this will be the case also in this financial year.
3		-20	Finance A reduction in the cost of the external audit contract has been achieved thus creating an underspend (£0.010m). There is also an underspend to report within the internal audit function due to streamlining the audit days (£0.010m).
4		19	HR An overspend is expected on DBS checks due to a previous saving being taken that exceeded the budget requirement (£0.008m). There is also an overspend due for the licences/maintenance of iTrent (£0.011m).
	-118		Variances Reported in Fifth Budget Monitoring
1		183	DSB The DSB is currently showing an overspend which in previous years would be reduced down by the level of underspends in the non-DSB service area budgets. Due to all the staffing changes and centralisation of support services, it is intended to show the DSB overspend differently and maintain the underspends within the services areas.
	183		Variances Reported in Sixth Budget Monitoring
1		15	Operations Unit An overspend is to be reported on reactive maintenance at Easthampstead House due to the failure of the lifts. (Previously reported as an emerging issue).
2		24	ICT An overspend is to be reported within ICT due to the requirement for the internet link expansion (£0.011m), the move of the library link from EH to TS creating a pressure of £0.002m and the load balancer for the EA will result in a pressure of £0.001m. The previously reported emerging issue in relation to the Enterprise Agreement is now to be reported as a variance. Due to a change in the order of the implementation plan, the pressure has reduced from £0.056m to £0.010m for this financial year.
3		-50	Operations Unit A further underspend has been identified within Home to School transport as a result of savings made on new supplier contracts and an amalgamation of routes.
4		-33	DSB The overspend on the DSB has reduced this month by £0.033m to £0.150m.
	-44		Variances Reported in Seventh Budget Monitoring
	0		Variances Reported in Eighth Budget Monitoring
	0		Variances Reported in Ninth Budget Monitoring
	0		Variances Reported in Tenth Budget Monitoring
	0		Variances Reported in Eleventh Budget Monitoring
	21		Total Budget Variances Reported to Date

CAPIT - L MONITORING 2017/18																	ANNEX	
Dept: Resources																		
As at: 30th November 2017																		
Cost Centre	Cost Centre Description	2016/17 Brought Forward	2017/18 Budget	Virements Awaiting Approval	Total Virements	Approved Budget	Internally/ Externally Funded	Cash Budget 2017/18	Expenditure to Date	Current Comm'ts	2017/18 Cash Budget unspent/ uncommitted	Estimated Outturn 2017/18	Carry Forward 2018/19	(Under) / Over Spend	Target for Completion	Current Status of Project / Notes	Responsible Officer	Date of Last Comment
		£000's	£000's	£000's	£000's	£000's		£000's	£000's	£000's	£000's	£000's	£000's	£000's				
PRIOR YEAR FUNDED SCHEMES																		
Prior Year Funded Schemes - Resources																		
YM248	The Parks Community Centre/Sports Pavilion	14.0	0.0		0.0	14.0	Internal	14.0	2.6	0.0	11.5	14.0	0.0	0.0		Snagging works to be completed by 31st March 2018.	A Thomas	Oct-17
YM293	Property & Asset Management System	31.2	0.0		0.0	31.2	Internal	16.2	0.5	0.0	15.7	1.2	15.0	0.0		Roll out of the asbestos management module of the system is underway and training is currently ongoing in schools. Lack of staff resources has slowed down implementation of other parts of the system but it is expected to be able to continue over the summer.	S Caplan D Burgess	Dec-17
YM312	On-Line Booking Systems	6.2	0.0		0.0	6.2	Internal	6.2	0.0	0.0	6.2	6.2	0.0	0.0		We have used some of this budget to pay for consultancy to develop booking of bulky waste collections. The carry forward is to fund the development of other booking facilities, such as appointments.	B Mulheir	Dec-17
YM313	ICT Helpdesk Software Replacement	5.2	0.0		0.0	5.2	Internal	5.2	0.0	0.0	5.2	5.2	0.0	0.0	Apr-18	Budget to be used to contribute to procurement of a new service desk solution which is due for implementation Apr-18	D James D Langley T Farmer	Nov-17
YM315	Customer Relationship Management System (Invest To Save)	30.9	0.0		0.0	30.9	Internal	30.9	1.5	1.8	27.6	30.9	0.0	0.0		Work is underway to develop the telephony integration and integrate New Forms to the Capita payment portal. All services have now been taken off the Lagan system, and the final data downloaded. The project to come off Lagan is close to closure, as work becomes 'business as usual', with remaining funding to be used to develop CRM (CCC Review)	B Mulheir	Dec-17
YM329	Replacement HR & Payroll System	0.0	0.0		0.0	0.0	Internal	0.0	0.0	0.0	0.0	0.0	0.0	0.0		System now live and further developments underway e.g. web recruitment and self service. Additional costs and their funding agreed by CMT - year end budget virement from reserve.	N Gibbons	Dec-17
YM243	Community Centres - S106	135.0	0.0		-51.2	83.8	External	0.0	0.0	0.0	0.0	0.0	83.8	0.0		Total S106 funding anticipated for the scheme.	A Thomas	Dec-17
YM349	Waterside Park	0.7	0.0		0.0	0.7	Internal	0.7	1.7	0.0	-0.9	0.7	0.0	0.0		Purchase complete - remaining budget to be used towards roofing works.	S Caplan	Dec-17
YM350	Agresso Upgrade	20.3	0.0		0.0	20.3	Internal	20.3	16.0	0.0	4.3	20.3	0.0	0.0		Test module has been successfully loaded. Upgrade has been re-scheduled for June 2017 to avoid clash with work on Trent.	S McKellar	Dec-17
YM351	Disposal of land at Sandy Lane	30.0	0.0		0.0	30.0	Internal	30.0	0.0	0.0	30.0	30.0	0.0	0.0		Remaining £30k to be used for Civic Accommodation.	S Caplan	Dec-17
YM359	Alert H&S System	5.4	0.0		0.0	5.4	Internal	5.4	0.8	0.0	4.6	5.4	0.0	0.0			N Gibbons	
YM368	Intranet Development	20.0	0.0		0.0	20.0	Internal	20.0	0.0	0.0	20.0	20.0	0.0	0.0			B Mulheir C Stenning	
Total of Prior Year Funded Schemes - Resources		298.9	0.0	0.0	-51.2	247.7	0.0	148.9	23.0	1.8	124.2	133.9	98.8	0.0				

Prior Year Funded Schemes - Council Wide																		
YM215	Replacement Revenue & Benefits System	27.5	0.0		0.0	27.5	Internal	27.5	11.0	12.1	4.5	27.5	0.0	0.0		A delay in implementation of the Revenues module of the CRM was experienced. Work is also underway to develop a specification of requirements for e-benefits, for which £0.011m is available.	A Sanders B Mulheir S Hendey	Dec-17
YM239	Replacement Network Circuits (Invest To Save)	3.6	0.0		0.0	3.6	Internal	3.6	0.0	0.0	3.6	3.6	0.0	0.0	Oct-17	To offset budget against overspend against YM320 and close	D Langley D James T Farmer	Oct-17
YM247	Market Place Properties	100.0	0.0		0.0	100.0	Internal	100.0	0.0	0.0	100.0	100.0	0.0	0.0		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.	S Caplan V Nicholls	Dec-17
YM252	IP Migration Project (Invest to Save)				0.0	0.0	Internal	0.0	24.3	0.0	-24.3	0.0	0.0	0.0				
YM214	Electronic Documents Records Management System	67.6	0.0		0.0	67.6	Internal	67.6	7.1	9.2	51.2	67.6	0.0	0.0	Apr-18	Being used for consultancy and development of Sharepoint for DMS file structures and storage under EDRMS Strategy - Times2Change programme, managed by Stuart McKellar and Bobby Mulheir. Consultant days have been ordered form here	D Langley D James T Farmer B Mulheir	Dec-17
YM307	CITRIX Licensing	62.2	0.0		0.0	62.2	Internal	62.2	55.2	0.0	7.0	62.2	0.0	0.0	Apr-18	Required for true-up, RDS and Citrix licences for new farm	T Farmer D James D Langley	Dec-17
YM308	Phone System Replacement - Remote Sites	30.4	0.0		0.0	30.4	Internal	30.4	11.5	7.1	11.8	30.4	0.0	0.0	Apr-18	To offset budget against overspend against YM320 and close	T Farmer D James D Langley	Oct-17
YM309	Storage Area Networks	36.7	0.0		0.0	36.7	Internal	13.0	13.0	0.0	0.0	13.0	23.7	0.0	Apr-18	Purchased new SAN shell to support EDRMS but remainder to be used to support move of data and storage replication at new site when EH closes. Likely move to Portman Close being costed for BC SAN and	T Farmer D James D Langley	Dec-17
YM311	Phone System Replacement - Libraries	10.3	0.0		0.0	10.3	Internal	10.3	0.0	0.0	10.3	10.3	0.0	0.0	Apr-18	To offset budget against overspend against YM320 and close	T Farmer D James D Langley	Oct-17
YM322	Oracle 11 Upgrade	44.8	0.0		0.0	44.8	Internal	44.8	11.3	0.0	33.5	44.8	0.0	0.0	Apr-18	Some server and system upgrades required during year to Oracle business systems. Schedule being agreed for upgrades and PSN requirements. Oracle true-up underway Dec-17.	T Farmer D James D Langley	Dec-17
YM323	TS - EH Network Link / Civic Accommodation	30.0	0.0		0.0	30.0	Internal	30.0	0.0	0.0	30.0	30.0	0.0	0.0		Brought forward balance to be used for ICT works relating to Civic Accommodation move.	K Toor / M Howlett	Dec-17
YM327	Wireless Expansion	16.0	0.0		0.0	16.0	Internal	0.0	0.0	0.0	0.0	0.0	16.0	0.0	Apr-18	To be used for additional wireless capacity where required to support move to one main building to support cabling costs and will be completed once all construction is finished. Commercial Centre to be included	T Farmer D James D Langley	Dec-17
YM328	Network Management Software	7.8	0.0		0.0	7.8	Internal	0.0	0.0	0.0	0.0	0.0	7.8	0.0	Apr-18	Software to be procured to improve internal monitoring and reporting - Solarwinds Server Patch Manager procured. Now looking at other requirements Inc. DB management will be in 17/18.	T Farmer D James D Langley	Dec-17
OSR Quarter 3 2017/18 – RESOURCES		0.4	0.0		-0.4	0.0	Internal	0.0	0.0	0.0	0.0	0.0	0.0	0.0		Works completed -unspent budget (£609k) returned to Town Centre project.	V Nicholls	
YM335	ALBACS Upgrade	0.6	0.0		0.0	0.6	Internal	0.6	0.0	0.0	0.6	0.0	0.0	-0.6		Complete	T Farmer D James D Langley	Oct-17
YM336	Website Redevelopment 2015	0.4	0.0		0.0	0.4	Internal	0.4	0.0	0.0	0.4	0.4	0.0	0.0		The redevelopment of the public website is progressing well. The main aspects of the design and build have been completed, and the code for the site is now in the council's ownership.	B Mulheir	Dec-17

YM331	Pocket Park	0.4	0.0		-0.4	0.0	Internal	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	Works completed -unspent budget (E609k) returned to Town Centre project.	V Nicholls	
YM335	ALBACS Upgrade	0.6	0.0		0.0	0.6	Internal	0.6	0.0	0.0	0.6	0.0	0.0	-0.6		Complete	T Farmer D James D Langley	Oct-17
YM336	Website Redevelopment 2015	0.4	0.0		0.0	0.4	Internal	0.4	0.0	0.0	0.4	0.4	0.0	0.0		The redevelopment of the public website is progressing well. The main aspects of the design and build have been completed, and the code for the site is now in the council's ownership.	B Mulheir	Dec-17
YM337	Netcall System Replacement	3.0	0.0		0.0	3.0	Internal	3.0	0.0	0.0	3.0	3.0	0.0	0.0		The transfer to the new Liberty platform has been delivered, and the remaining budget will be used to implement the Q-buster functionality.	B Mulheir	Dec-17
YM340	Server 2003 Upgrade	40.0	0.0		0.0	40.0	Internal	40.0	32.8	0.0	7.2	40.0	0.0	0.0	Dec-17	Main order placed. Remainder required for additional applications	T Farmer D James D Langley	Dec-17
YM341	SQL Upgrade	3.7	0.0		0.0	3.7	Internal	3.7	0.0	0.0	3.7	3.7	0.0	0.0	Apr-18	To offset budget against overspend against YM242 and close	T Farmer D James D Langley	Oct-17
YM342	Server Hardware Replacement	42.5	0.0		0.0	42.5	Internal	42.5	8.1	10.2	24.2	42.5	0.0	0.0	Apr-18	To use for remaining upgrades and ICT Strategy	T Farmer D James D Langley	Dec-17
YM002	Access Improvement Programme	63.8	0.0		0.0	63.8	Internal	63.8	12.6	1.0	50.2	63.8	0.0	0.0		Work on this years programme is well underway - a few jobs in the design phase but will be complete this financial year. Small carry forward possible.	S Caplan D Burgess	Dec-17
YM165	Server and Server Component Refresh	47.2	0.0		0.0	47.2	Internal	47.2	6.1	1.1	39.9	47.2	0.0	0.0	Apr-18	To be used for EH decommissioning, hardware upgrades and ICT Strategy. Costs being determined for server moves.	D Langley D James T Farmer	Dec-17
YM320	Network Refresh	19.9	0.0		0.0	19.9	Internal	19.9	41.2	2.7	-24.0	19.9	0.0	0.0		Currently overspent - to offset with other budgets e.g. YM308, YM311, YM239 and close	D Langley D James T Farmer	Oct-17
YM325	Computer Estate Refresh	254.4	0.0		0.0	254.4	Internal	254.4	274.0	0.4	-20.0	254.4	0.0	0.0	Apr-18	To be used to kit out staff flexibly - to close and spend against YM365	T Farmer D James D Langley	Nov-17
YM344	MFD - Printer Refresh	2.0	0.0		0.0	2.0	Internal	2.0	0.3	0.0	1.7	2.0	0.0	0.0	Oct-17	Budget spent	T Farmer D James D Langley	Dec-17
YM349	Waterside Park	0.7	0.0		0.0	0.7	Internal	0.7	1.7	0.2	-1.1	0.7	0.0	0.0			S Caplan	
YM354	Server Anti-Virus/Intrusion Prevention	2.5	0.0		0.0	2.5	Internal	2.5	0.0	0.0	2.5	2.5	0.0	0.0	Dec-17	Budget for further configuration	D James	Dec-17
YM355	Magistrates Court Building (Purchase)	15.3	0.0		0.0	15.3	Internal	15.3	1.3	0.0	14.0	15.3	0.0	0.0		Purchase complete, final works being carried out.	S Caplan	Dec-17
YM356	Replacement of JEL Building Mgmt. System Controls	4.1	0.0		0.0	4.1	Internal	4.1	3.6	0.0	0.5	4.1	0.0	0.0		All works are underway but several final installations won't be completed until the Easter holiday period.	S Milne	Dec-17
YM363	South Hill Park Ceremony Suite	25.0	0.0		0.0	25.0	Internal	25.0	9.4	5.5	10.1	25.0	0.0	0.0	Jan-18	Refurbishment delayed pending negotiations regarding the lease agreement but progressing. On track for completion by Jan 18.	A. Moore	Nov-17
YM364	Iken System Upgrade	6.0	0.0		0.0	6.0	Internal	6.0	5.5	0.0	0.5	6.0	0.0	0.0			S Prashar	
Total of Prior Year Funded Schemes - Council Wide		968.4	0.0	0.0	-0.4	968.0	0.0	920.5	530.0	49.5	341.1	919.9	47.5	-0.6				

Total Prior Year Funded Schemes		1,267.3	0.0	0.0	-51.6	1,215.7		1,069.5	552.9	51.3	465.2	1,053.9	146.3	-0.6				
Percentages									0.5	5%	44%		12%	0%				
CURRENT YEAR PROGRAMME																		
Current Year Programme - Resources																		
YM366	EPC Regulations	0.0	50.0		0.0	50.0	Internal	50.0	0.0	0.0	50.0	50.0	0.0	0.0				S Booth
YM367	Civic Accommodation	0.0	3,400.0		0.0	3,400.0	Internal	3,400.0	335.6	1,872.9	1,191.6	3,400.0	0.0	0.0	Mar-18	All the pre construct moves are complete. The contractor has completed all their site setup / immobilisation works as programmed. Construction works commenced on the 30 October and progression well and the Contractor is currently reporting each phase of the works will be completed as programmed	M Howlett	Dec-17
YM371	Gt Hollands Pavillion	0.0	0.0		1.2	1.2	Internal	1.2	1.2	0.0	0.0	1.2	0.0	0.0	Nov-17	Allocated from S106 holding code. Complete	A Thomas	Nov-17
YM370	Binfield Parish Office	0.0	0.0		50.0	50.0	Internal	50.0	50.0	0.0	0.0	50.0	0.0	0.0	Nov-17	Allocated from S106 holding code. Complete	A Thomas	Nov-17
Total of Current Year Programme - Resources		0.0	3,450.0	0.0	51.2	3,501.2	0.0	3,501.2	386.8	1,872.9	1,241.6	3,501.2	0.0	0.0				
Current Year Programme - Council Wide																		
YM181	Capitalisation of Revenue (Budgets Only)	0.0	400.0		0.0	400.0	Internal	400.0	0.0	0.0	400.0	400.0	0.0	0.0		Monies transferred as part of the final accounts process.	A Parker S McKellar	Dec-17
YM244	Improvements and Capitalised Repairs - Council Wide - Planned Maintenance	97.0	1,775.0		0.0	1,872.0	Internal	1,872.0	850.1	450.5	571.4	1,872.0	0.0	0.0		Works on this years programme are well underway . To date 32% of the budget has been spent with a further 34% committed.	S Caplan D Burgess	Dec-17
YM345	Town Centre Redevelopment	5,859.7	850.0		-334.0	6,375.8	Internal	6,375.8	288.3	0.0	6,087.5	6,375.8	0.0	0.0		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.	V Nicholls	Dec-17
YM360	High St E Public Realm Works	0.0	0.0		334.4	334.4	Internal	334.4	334.4	0.0	0.0	334.4	0.0	0.0		Budget to be vired from Town Centre Redevelopment.	V Nicholls	Dec-17
YM346	Asbestos Control	7.4	30.0		0.0	37.4	Internal	37.4	6.4	18.8	12.2	37.4	0.0	0.0		A budget is required to cover any asbestos removal or encapsulating works in Corporate properties that is identified in future Asbestos Management Surveys. The final year of programmed surveys will take place in 17/18.	S Caplan D Burgess	Dec-17
YM362	Commercial Property Investments	7,767.7	20,000.0		-12,416.3	15,351.4	Internal	15,351.4	0.0	0.0	15,351.4	15,351.4	0.0	0.0		Holding code for CPI budget - budget to be vired as new completions occur.	S.Caplan	Dec-17
YM365	ICT Capital Schemes	0.0	767.0		49.7	816.7	Internal	816.7	330.3	48.5	437.8	816.7	0.0	0.0	Apr-18	To support flexible working and all other IT schemes e.g. network, server refresh and IT strategy	D James	Dec-17
YM369	Sheffield	0.0	0.0		18,097.3	18,097.3	Internal	18,097.3	18,097.3	0.0	0.0	18,097.3	0.0	0.0			S Caplan	
YM372	Hutwood Court Southampton	0.0	0.0		14,319.0	14,319.0	Internal	14,319.0	14,318.85	0.0	0.2	14,319.0	0.0	0.0			S Caplan	
YM373	Lincoln	0.0	0.0		0.0	0.0	Internal	0.0	9.22	0.0	-9.2	0.0	0.0	0.0			S Caplan	
Total Current Year Programme - Council Wide		13,731.8	23,822.0	0.0	20,050.0	57,603.9		57,603.9	34,234.8	517.8	22,851.2	57,603.9	0.0	0.0				
Total Current Year Programme Percentages		13,731.8	27,272.0	0.0	20,101.2	61,105.1		61,105.1	34,621.6	2,390.7	24,092.8	61,105.1	0.0	0.0				
									0.6	4%	39%							
Total Council Wide		14,700.2	23,822.0	0.0	20,049.7	58,571.8		58,524.4	34,764.8	567.3	23,192.3	58,523.8	-47.5	-0.6				
Total Resources		298.9	3,450.0	0.0	0.0	3,748.9		3,650.1	409.7	1,874.7	1,365.7	3,635.2	98.8	0.0				
Total Capital Programme		14,999.1	27,272.0	0.0	20,049.7	62,320.8		62,174.5	35,174.5	2,442.0	24,558.0	62,158.9	146.3	-0.6				
Percentages									0.57	3.93%	39%		0.2%	0%				

Annex B: Annual indicators not reported this quarter

Council Plan indicators

Ind. Ref.	Short Description	Quarter due
1. Value for money		
NI004	Percentage of people who feel they can influence decisions in their locality	Q4
L250	Band D Council Tax within the lowest 10% of all English unitary authorities	Q4
L251	Value of savings achieved	Q4
L252	Capital receipts generated through the release of surplus assets	Q4
L253	Annual borrowing costs through the disposal of assets	N/A
L254	Annual percentage return for rental income from the property portfolio	Q4
L258	Overall residents' satisfaction with council services	Q4
L259	Percentage of population satisfied with the borough as a place to live	Q4
3. People have the life skills and education opportunities they need to thrive		
L274	Percentage of admissions appeals which are upheld - Infant	Q4
L275	Percentage of admissions appeals which are upheld - Primary	Q4
L276	Percentage of admissions appeals which are upheld - Secondary	Q4
4. People live active and healthy lifestyles		
L282	Number of adults taking part in digital inclusion activities	Q4
6. Strong, safe, supportive and self-reliant communities		
NI001	Percentage of people who believe people from different backgrounds get on well together in their local area	Q4
NI006	Participation in regular volunteering	Q4
NI023	Percentage of the population who believe that people in the local area treat one another with respect and consideration	Q4

Operational indicators

Ind Ref	Short Description	Quarter due
Corporate Property		
BV156	Percentage of buildings open to the public which are suitable for and accessible to disabled people	Q4
L075	Number of commercial property voids	Q4
L222	An annual staff satisfaction survey for town centre buildings to be undertaken on	Q4

	Facilities support and service	
Customer Services		
L052	Cumulative percentage of Council Tax collected for the previous year at 31 March	Q4
L054	Cumulative percentage of business rates collected for the previous year at 31 March	Q4
Human Resources		
L066	Top five percent earners - women, council wide	Q4
L067	Top five percent earners - minority ethnic communities, council wide	Q4
L068	Top five percent earners - with disability, council wide	Q4
L070	Percentage of employees with a disability, council wide	Q4
L071	Percentage of black and ethnic minority employees, council wide	Q4
L072	Gender pay gap, council wide	Q4
L074	Average amount spent on training per employee, council wide	Q4
L131	Percentage of staff leaving within one year of starting	Q4
ICT		
L078	ICT User satisfaction - service user survey	Q4
L080	ICT Project management - 5 metrics	Q4
Legal Services		
L087	Percentage of time recorded as chargeable time	Q4

Transformation Programme Update

Overview and Scrutiny Commission

Abby Thomas
Head of Transformation and Engagement

29 March 2018



Transformation Programme - Headlines

- Still significant momentum e.g. leisure
- £2.4m was taken out of the 2017/18 budget and £6.3m will be taken out of the 2018/19 budget as a result of the transformation programme.
- Adults and children's programmes the main focus for 2018/19
- Citizen and Customer Contact and the ICT strategy key enablers of Council-wide change
- Internal capacity to deliver problematic - especially for support services who face significant challenges



Years One and Two – What's been achieved?



Transformation Programme - Strategic Reviews

Year 1

- Library review
- Leisure services review
- Arts review
- Citizen and customer contact
- ASCH&H programme
- Schools support services
- Early intervention and prevention
- Council wide support services



Year 1 – Other Transformation Projects

- Further savings from Public Health, Highways and Welfare and Housing
- One Public Estate
- Communications and Marketing Team Review complete
- Property Reviews including Civic Accommodation
- Income Generation – Property Investment Strategy



Year Two Reviews – 2017/18

- Childrens services transformation programme
- Planning and building control
- Parks and countryside

Plus implementation of all the year one reviews



Library Review



- Building works for the new self opening technology installation started
- Binfield library first
- Over 100 new volunteers recruited - has enabled extended opening hours
- Targeting volunteer recruitment now on Binfield, Crowthorne and Whitegrove libraries
- Proposals for the final phase of the service remodelling being finalised
- Consultation with staff April 2018



Arts Review



- Activist's review – good progress with governance improvements
- 2018/19 budget rephrases SHPT grant reduction: £25k in 2018/19 and £75k in 2019/20
- Executive accepting offer of independent observer at SHP's Board meetings
- Activist reviewing current business plan for proposed new catering venue
- Registrars now performing Wedding Ceremonies at SHP



Leisure Services Review

- Contract with Everybody Active started 1 March 2018
- All members of the centres advised of the new partnership and transfer of their data to Everybody Active



Citizen and Customer Contact

- Digital platforms are being rolled out across the Council
- 'Digital Show and Tell' events: 172 attendees plus 34 demonstrators
- Digital mailroom restructure (phase 1) complete
- Electronic Document and Records Management System project launched
 - includes co-design with staff and ICT to develop new ways of working



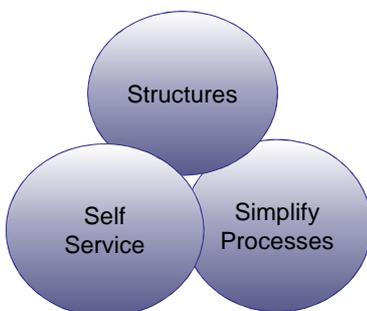
Adult Social Care

- The overall programme status changed from AMBER to GREEN
- The reported in-year saving at the end of Q3 was £977k (£1.5m full year equivalent) - in line with the original 2017-18 planned savings target
- But.....significant new pressures built into the 2018-19 budget
- Current focus on supported accommodation, community and personal assistant market development
- Some concerns from voluntary sector



Council Wide Support Services

- New centralised staffing structures implemented in September
- Business partner model introduced in HR, finance and ICT
- Implementation of the self-serve technology improvements and simplified processes delayed due to recruitment problems and resourcing pressures in the payroll and HR teams
- Additional capacity being identified but still a high risk area
- The Legal Services Review with West Berks progressing
- New BI team to be launched in April



Childrens Services Transformation



- Full team now in place – all work streams under-way
- New project manager for Family Safeguarding Model with close alignment to Programme Team
- Children Looked After numbers still a major concern
- Plan phase gateway review late Spring/early Summer



Parks & Countryside Review



- Gateway Review for plan phase: 21 March
- Indicative savings should meet £400k target over 2 years through
- Combination of income generation, efficiencies, process redesign and reducing what we do in some areas



Planning & Building Control Review



- Gateway Review 14 March
- Income generation initiatives should exceed £200k savings target
- All income generation proposals supported by members with the exception of creating a Local Development Order.



Major Property Review



Civic Accommodation - Time Square, Easthampstead House:

- Construction programme due to be completed late March 2018
- Tenders for Easthampstead House demolition currently being evaluated
- Legal and Democratic are the only teams left to move across to Time Square
- Programme running on schedule and within Budget

Easthampstead Park Conference Centre:

- Market testing during the autumn with Christies
- Separate Group meeting March



Year Three Reviews – 2018/19

- Transport Development and Highways

Plus implementation of all the year one and two reviews

Adults and Childrens services transformations have been the main focus for year two. [c60% of all expenditure]



This page is intentionally left blank

Programme Information			
Programme Name:	Transformation Programme	Programme Manager:	Abby Thomas
Programme Sponsor:	Timothy Wheadon	Report completed by:	Abby Thomas

Forecast Closure Date:	
This period	Last period
21/03/2018	31/03/2019

	Current RAG	Previous RAG
Overall Programme	Amber	Amber
Milestones	Amber	Amber
Savings	Amber	Amber

Reason for Programme RAG Status
 The overall RAG status is Amber; the programme is making good progress with most reviews progressing well but with some slippages to delivery timescales.

The overall ASCH&H programme status is Green for this reporting period. There has been a £214k increase in the full year equivalent savings during the last month. The full year equivalent savings forecast has increased from £1.6m to £1.8m. The in-year saving has increased from £977k to £1.098k which exceeds the revised £1.081k forecast that was agreed by CMT and the Transformation Board in October. Pressures have been managed down for a third consecutive month and costs are now lower than 12 months ago. There are however significant risks and dependencies to be managed in the 2018/19 ASCH&H major projects. Most projects are dependant on external partner organisations e.g. the CCG for Heathlands and also the development of the external market. There is also a significant risk that demand from existing and new customers exceeds the assumptions that savings are predicated on and there is also a need to ensure that practice and culture change achieves its intended benefits and that practice is consistent.

The majority of workstreams within the Children's Programme remain Green. The schools support services and Family Safeguarding Model projects are Amber and the Placements project is Red. Initial Lot 4 placements did not take place due to matching, and two new residential placements made. Continued progress and workshops with Early Help and Edge of Care. Progress in schools support including completion of statutory duties document. Children Looked After numbers are still a major concern and putting programme benefits at risk before work is able to impact. Thom Wilson has been appointed to the role of Chief Officer for Commissioning and Transformation so a new Childrens Transformation Programme Manager is being recruited. Plan Phase Gateway Review date to be booked.

Savings were identified within the business case for each of the 2016/17 reviews in the plan phase except Citizen and Customer Contact which is an enabling programme, however £489,000 of savings have now been identified. £3.3m has been committed from the Transformation Reserve to create and support the capacity to deliver the programme with £1,680m being spent to date.

Mitigation actions to progress to AMBER or GREEN RAG status
Overall: Green

Timescale: Progress has been made to reduce the gap in the planned savings being delivered by the ASCH&H programme in 2017-18.

Target Savings: The ASCH&H in-year savings have increased from £977k to £1.098k.

Major Projects	Gateway	Current RAG			Status
		Overall	Milestones	Savings targets	
Arts	19-Sep-16	Amber	Amber	£200k	Current
ASCH&H	28-Feb-17	Green	Green	£3.29m	Current
Citizen and Customer Contact	03-Apr-17	Green	Green	N/A	Current
Council Wide Support Services	23-Jan-17	Amber	Amber	£800k	Current
Leisure Services	08-Dec-16	Green	Green	£900k	Current
Library Review	30-Jan-17	Amber	Amber	£400k	Current
Children's Services	28-Sept-17	Green	Green	£1.82m	Current
Parks and Countryside	07-Sept-17	Amber	Amber	£400k	Current
Planning and Building Control	18-Sept-17	Green	Green	£200k	Current

Programme Overview
 The Transformation Programme was established in October 2015 to develop and deliver a programme to fulfil the new Council Plan's commitments to; review the focus and delivery of all services over the next 3 years, charge appropriately for services, including reducing subsidy on some services, and seek opportunities for additional income. This was to be done in the context of the Council needing to find £25m of savings over the next 3 years. The Transformation Programme is a continuous programme of work, aimed at identifying significant savings that can be incorporated into the 2016/17 budget and beyond. The Board is chaired by the Chief Executive with membership including the Leader of the Council, the Executive Member for Finance and Transformation and Corporate Management Team. Independent consultants from Activist and IESE have been contracted to support the Board in developing the programme, providing external challenge, specialist advice and quality assurance and additional temporary capacity to support some reviews. The Board is responsible for monitoring the progress of the programme and projects, ensuring the portfolio is suitably balanced and resolving issues which may compromise delivery and benefits. The Transformation Programme Board has identified that all services across Bracknell Forest Council will now be reviewed over the next 3 years following the LGFS.

Programme Commentary	Forward Looking - Next period (March 2018)
<p>Last Period (February 2018)</p> <p>Resourcing</p> <ul style="list-style-type: none"> Recruitment of a project manager/commissioning support for Adults Programme completed; Emma Willmott appointed. Failed to recruit to the substantive Business Change Manager post for a second time externally. An interim consultant, Emma Shenton, is covering the role while we look at other options for filling the post. Two new people have joined the project management development programme. <p>Finance</p> <ul style="list-style-type: none"> Three requests for spend approved: consultancy support on ASCH&H programme management by Charles Thomas; the project manager for Adults Programme and interim CWSS programme manager. <p>Programme management</p> <ul style="list-style-type: none"> Initial project management training for new entrants to the programme management development programme to be delivered. Finalise project closure process and reporting. Preparation for parks and countryside and planning and building control gateway reviews. 	<p>Resourcing</p> <ul style="list-style-type: none"> Recruiting for a CWSS programme manager via Matrix; we have been unable to appoint internally. Recruit to Children's Programme Manager post. <p>Finance</p> <ul style="list-style-type: none"> Request for backfill HR and Finance staff to work on CWSS process implementation to be submitted. Request for spend for additional long term resource for HR and Finance to support Transformation work to be submitted. Request to spend for Change Management training for a selection of managers council wide; to be identified through the workforce planning process. <p>Programme management</p> <ul style="list-style-type: none"> Planning and initiation of the Transportation and Highways Review which will start in April. Work on developing the Council's approach to business development and taking a more commercial approach working with the borough treasurer. A workshop to be facilitated by Activist is being planned for April on our approach to business development involving the planning and building control and parks and countryside teams and schools support services project manager. A visit to the Essex County Council traded services team has been arranged for April to learn from their approach.

Engagement Activity - Backward Look	Engagement Activity - Forward Look
<p>Arts: Discussions with SHPT management.</p> <p>C&CC: Staff and manager workshops planned for March.</p> <p>CWSS: Engagement with support service staff to understand further opportunities for process redesign.</p> <p>Leisure: Ongoing staff engagement.</p> <p>Libraries: Article to be placed in Town and Country to introduce new technology and the benefits soon to be available.</p> <p>ASCH&H: ACT staff consultation - need structure and 7 day working. Intermediate care staff consultation – 7 day working. ASCHH & CYPL senior leadership structure – heads of service engagement. Further voluntary sector partnership event schedule and Helpful Yourself promotion.</p> <p>Childrens: Ongoing staff engagement.</p> <p>Parks and Countryside: Gateway Review on 21 March.</p> <p>Planning and Building Control: Gateway Review on 14 March.</p> <p>Programme: Executive briefing, Conservative Group and trade unions updates.</p>	<p>Arts: None at this stage.</p> <p>C&CC: Further staff engagement planned for May and September.</p> <p>Childrens: Ongoing staff engagement.</p> <p>CWSS: None at this stage.</p> <p>EDRMS: Presentation by External Consultant 14 March at CMT. SharePoint and Outlook extension tools demonstration 14 March.</p> <p>Telephony Strategy: A full stakeholder engagement plan is required.</p> <p>Leisure: Member approval will be required in relation to BLC invest to save business case.</p> <p>Libraries: Unions to be notified and invited to staff consultation's due to start April 2018. Consultation with those staff in scope of the next phase of staff restructures. A library review update was taken to ECC Overview and Scrutiny Commission on 6 March 2018. Another will be required in September 2018.</p> <p>ASCH&H: Consultation with staff for the introduction of 7 day working in the ACT Team. Team sessions to be arranged end of March beginning of April hare transformation saving plans and get feedback.</p> <p>Parks and Countryside: Gateway Review on the 21 March. Further informal consultation with current property occupiers in liaison with property and legal services. Staff briefing to be held 23 March following gateway review.</p> <p>Planning and Building Control: None at this stage.</p> <p>Programme: Executive briefing, O&S Commission and trade unions updates.</p>

Programme Risks				
ID	Source	Programme Risks - Description	Owner	Mitigation Actions
16	CMT Workshop	Lack of capacity to deliver the programme and its projects. This will affect the speed that work can be completed and would impact on achieving savings to timelines required. Key posts not filled.	Chief Executive	Resourcing to be a standing programme board agenda item. In-house project management training and development programme to increase capacity for 2017-18. Restructure of Transformation team complete. Pool of service redesign facilitators identified. Activist to provide additional capacity and specialist expertise as required on specific projects.

RAG Amber

Progress on actions
 CWSS programme manager to be recruited urgently. Exploring involvement in the Local Government Management Trainee Programme to add capacity to the programme. Activist providing additional capacity, specialist expertise and challenge as required on specific projects. Two additional project managers appointed for the childrens programme. The project management development pool has been reopened. Recruitment to Adult's Programme PM completed. Additional HR and Finance support for Transformation Programme being discussed. Developing the in house transformation team's skills and experience through on the job learning, training and 'reflect and learn' sessions.

This page is intentionally left blank

**TO: OVERVIEW AND SCRUTINY COMMISSION
29 MARCH 2018**

**Proposed merger of Adult Social Care and Housing Overview and Scrutiny Panel
with Health Overview and Scrutiny Panel
(Director of Resources)**

1 PURPOSE OF REPORT

- 1.1 This report seeks agreement to merge the Adult Social Care and Housing Overview and Scrutiny Panel with the Health Overview and Scrutiny Panel, update the terms of reference for the Panels and report these changes to Council.

2 RECOMMENDATIONS

- 2.1 **That the Adult Social Care and Housing Overview and Scrutiny Panel and Health Overview and Scrutiny Panel be combined into a single panel called Adult Social Care, Health and Housing Overview and Scrutiny Panel;**
- 2.2 **That the logistics of the new panel would be as set out in paragraphs 5.5 to 5.10;**
- 2.3 **That the terms of reference for Overview and Scrutiny Panels be updated as set out in Appendix A;**
- 2.4 **That this change to panels and their terms of reference be reported by the Chairman of the Commission to Council;**
- 2.5 **That these changes would take effect from the Annual Council meeting on 23 May 2018 and would be reviewed before May 2019; and**
- 2.6 **That the Commission recommends to Council that the Constitution be amended to reflect these changes as set out in Appendix A.**

3 REASONS FOR RECOMMENDATIONS

- 3.1 To respond to the proposals of the Overview and Scrutiny Commission's Working Group which was formed to consider the whether the Adult Social Care and Housing and Health Overview and Scrutiny Panels should be merged.

4 ALTERNATIVE OPTIONS CONSIDERED

- 4.1 The Commission could decide not to accept the recommendations of the Working Group and continue to operate four Overview and Scrutiny Panels.

5 SUPPORTING INFORMATION

- 5.1 It had been observed that there was an increasing duplication and overlap in the agenda items and work of these two panels. It was raised at meetings of both panels and in response the Overview and Scrutiny Commission formed a Working Group consisting of members from both panels to consider whether combining the work of

the two panels would be logical, beneficial and more effective and then the logistics of such a merger.

- 5.2 Once the principle of merging the panels was agreed, the Working Group were keen that this process was not delayed and that instead the new panel's operation was reviewed after a year to ensure that the proposed practices set out below were fit for purpose.
- 5.3 As set out in the Constitution at Part 3, Section 3 relating to Overview and Scrutiny Panels where the Overview and Scrutiny Commission seeks to discontinue or appoint overview and scrutiny panels other than as set out in the Constitution, it may do so provided that it has consulted with interested parties, if appropriate. Any change would then be reported to the proper officer and then to the next meeting of the Council by the Chairman of the Commission, so that the Constitution may be amended accordingly.
- 5.4 The Working Group proposed changes to the current terms of reference within the Constitution as set out at Appendix A.
- 5.5 The Working Group considered the size of the new panel and proposed that a larger membership would be required to respond to the increased scope of the panel. The Working Group recommended an increase from the current panel size of nine members to 12. This should enable the new panel to benefit from the knowledge and experience of members from both of the existing panels.
- 5.6 The Working Group was keen that the current Co-option of Dr Norman be continued on the new Panel. They also recognised that it was vital that the role of HealthWatch to observe and contribute at meetings be maintained.
- 5.7 The Working Group considered the scope of the new panel and felt strongly that it would be difficult to cover this in only four meetings each municipal year. It was proposed to increase the number of meetings to six per year but this would be kept under review.
- 5.8 It was proposed that the meetings should be held on existing Panel dates with the addition of the dates in bold: 5 June, **24 July**, 11 September, **6 November**, 15 January 2019 and 26 March 2019.
- 5.9 It was proposed that the new Panel's name should be the Adult Social Care, Health and Housing Overview and Scrutiny Panel.
- 5.10 The work programme for Overview and Scrutiny during 2018-19 was still very much under development. Therefore it was proposed that the two draft work programmes of the existing Panels be combined and put before the new panel when it first meets to prioritise. This would be part of the new panel's challenge to identify the key activities it wishes to undertake in its first year to start having an impact in this key area.
- 5.11 The Working Group considered that it would be important to undertake an induction process to support the new panel members to become effective.

6 ADVICE RECEIVED FROM STATUTORY AND OTHER OFFICERS

Borough Solicitor

- 6.1 The proposed amendments to the Constitution reflect the Commission's role to determine how its Panels will be constituted.

Borough Treasurer

- 6.2 The proposal to merge these panels would reduce the number of Overview and Scrutiny Panel Chairman from four to three and this would deliver a potential saving of £5,701. The proposals also reduce the number of overall meetings by two per year but this will have a minimal impact on resourcing which is difficult to quantify.

Equalities Impact Assessment

- 6.3 None.

Strategic Risk Management Issues

- 6.4 If the Overview and Scrutiny Commission does not align these two panels there is a recognised risk that opportunities to join up strategic thinking across these service areas will be missed and duplication across both panels would continue.

7 CONSULTATION

7.1 Principal Groups Consulted

- Raised at meetings of Adult Social Care and Housing and Health Overview and Scrutiny Panels.
- Discussed with Director of Adult Social Care, Health and Housing.
- Through working group discussions.

Background Papers

None.

Contact for further information

Councillor Ian Leake, Chairman of Overview and Scrutiny Commission and Lead Member for Merger Working group

Kirsty Hunt, Governance and Scrutiny Manager
kirsty.hunt@bracknell-forest.gov.uk
01344 353108

This page is intentionally left blank

3. OVERVIEW AND SCRUTINY PANELS

3.1 (a) The Overview and Scrutiny Commission shall establish such overview and scrutiny panels as it shall determine, currently including the following three panels:

- Environment, Culture and Communities Overview and Scrutiny Panel
- Adult Social Care, Health and Housing Overview and Scrutiny Panel
- Children, Young People and Learning Overview and Scrutiny Panel

with terms of reference as set out below. The Commission may discontinue any overview and scrutiny panel and/or appoint alternative or additional panels, subject to there being a minimum of the three standing panels. The Commission may also amend the terms of reference of the panels as appropriate.

(b) Where the Overview and Scrutiny Commission seeks to discontinue or appoint overview and scrutiny panels other than as set out in the Constitution, it may do so provided that it has consulted with interested parties, if appropriate. Any change will be reported to the proper officer and then to the next meeting of the Council by the chairman of the Commission, so that the Constitution may be amended accordingly

3.2 Terms of Reference

The three above mentioned overview and scrutiny panels shall

- (i) conduct scrutiny reviews or policy development projects approved by the Overview and Scrutiny Commission from an agreed work-programme developed by the Panel, preparing such evidence-based reports and recommendations as it deems necessary.
- (ii) at the direction of the Overview and Scrutiny Commission:
 - review and/or scrutinise decisions made or actions taken in connection with the discharge of any of the Council's functions;
 - consider any matter affecting the Borough or its residents or businesses.
- (iii) have responsibility for performance monitoring activities such as:
 - to receive appropriate performance data reports on the work of the relevant Department
 - to question any relevant Executive portfolio holder and officers thereon.
 - to require reports on such topics / subjects in the departments remit as they deem necessary.

- (iv) Where appropriate refer to the Overview and Scrutiny Commission any such issues, arising from the outcome of the scrutiny process, that it considers should be reported to Council.
- (v) In addition the Adult Social Care, Health and Housing Overview and Scrutiny Panel (ASCH&H) will:
- undertake all the statutory functions of a scrutiny committee in accordance with Sections 244-246 (and regulations made under those sections) of the National Health Service Act 2006, as amended by the Health and Social Care Act 2012 and subsequent legislation. The power to refer to the Secretary of State concerns over consultations regarding substantial development or variation in health services is reserved for Council decision.
 - through constructive challenge and accountability, work with the Executive, the Health and Wellbeing Board and Health Service Providers to help ensure good health services are provided to residents of Bracknell Forest, reducing health inequalities, and helping everyone to stay fit and lead healthy lives.
 - recommend to Council that it appoints representatives to the following committees as and when it deems appropriate:
 - The Joint East Berkshire Health Overview and Scrutiny Committee.
 - The Joint East Berkshire Health Overview and Scrutiny Committee with Buckinghamshire County Council.

TO: OVERVIEW AND SCRUTINY COMMISSION
29 March 2018

WORK PROGRAMME AND PANEL ACTIVITY UPDATE REPORT
Director of Resources – Democratic & Registration Services

1 PURPOSE OF REPORT

- 1.1 This report provides an update in respect of the Overview and Scrutiny (O&S) Work Programme for 2017-18 and Panel activity.

2 RECOMMENDATION

- 2.1 **That the O&S Commission reviews its progress and that of the O&S Panels against the Work Programme.**

3 REASONS FOR RECOMMENDATION

- 3.1 To review progress against the O&S Work Programme.

4 SUPPORTING INFORMATION

O&S Work Programme

- 4.1 The O&S Work Programme for 2017-18, incorporating each Chairman's assessment of progress (where provided), is at Appendix 1.

O&S Commission's Working Groups

- 4.2 The work outside formal meetings of the Commission has been connected with reviewing the projects making up the Council's Transformation Programme.

5 ALTERNATIVE OPTIONS CONSIDERED / ADVICE RECEIVED FROM STATUTORY AND OTHER OFFICERS / EQUALITIES IMPACT ASSESSMENT / STRATEGIC RISK MANAGEMENT ISSUES / CONSULTATION

- 5.1 Not applicable.

Background Papers

O&S Commission and Panel reports and minutes.

Contact for further information

Kirsty Hunt, Governance and Scrutiny Manager

01344 353108

e-mail: kirsty.hunt@bracknell-forest.gov.uk

Monitoring of Work Programme for Overview and Scrutiny in 2017/18

The Overview and Scrutiny (O&S) Chairmen's assessment of the progress on the work programme for O&S in 2017/18 is shown below, where the symbols represent:



Completed or on course for completion



Delayed or completion at risk



Will not be achieved in 2017/18

Comments by Overview and Scrutiny Commission Chairman

No comments received.

OVERVIEW AND SCRUTINY COMMISSION		Status / Comment
1.	<p>Co-ordination of the work of the Overview and Scrutiny Panels</p> <p>This will include reviewing progress reports on the work of each Panel against the agreed work programme, and promoting consistency in the approach to budget scrutiny and other cross-cutting issues.</p>	
2.	<p>Routine monitoring of the performance of the Council's corporate functions</p> <p>To include: the Quarterly Service Reports of the Chief Executive's Office and the Corporate Services Department; and on-going monitoring of departmental performance and expenditure.</p> <p>To receive periodic briefings on the implementation of key strategies, particularly the Local Economic Framework and Strategy.</p>	
3.	<p>Exercising pre-decision scrutiny by reference to the Executive Forward Plan</p> <p>To selectively contribute to the formulation of new policies in advance of their consideration by the Executive.</p>	
4.	<p>Transformation Programme</p> <p>To make an O&S input to the Council's Transformation programme, through participation in Gateway Review Meetings and Member briefings, both of a general nature and in relation to the Transformation Projects for:</p> <ul style="list-style-type: none"> • Council-wide support services. • Citizen and customer contact. • Performance Management and Business Intelligence. 	

5.	2018/19 Budget Scrutiny To review the Council's budget proposals for the Chief Executive's Office and the Corporate Services Department for 2018/19, and plans for future years. To include a discussion with the Borough Treasurer during 2017 on the evolving budgetary position. Overview and Scrutiny Panels will also scrutinise the budget proposals in their departmental areas.	
6.	Crime and Disorder Committee To carry out the role of statutory 'Crime and Disorder Committee', to include an annual meeting with representatives of the Community Safety Partnership.	

Comments by Adult Social Care and Housing Overview and Scrutiny Panel Chairman

The two working groups are amber due to reduced officer resources and this has impacted on their ability to progress as quickly as they would have liked.

ADULT SOCIAL CARE AND HOUSING OVERVIEW AND SCRUTINY PANEL		Status / Comment
1.	Monitoring the performance of the Adult Social Care, Health and Housing Department To include on-going review of the Quarterly Service Reports, receiving statutory plans and reports (such as the annual reports on complaints received), and being briefed on the progress of any significant developments.	
2.	Exercising pre-decision scrutiny by reference to the Executive Forward Plan To selectively contribute to the formulation of new policies in advance of their consideration by the Executive.	
3.	2018/19 Budget Scrutiny To review the Council's Adult Social Care and Housing budget proposals for 2018/19, and plans for future years.	
4.	Sustainability and Transformation Partnership Jointly with the Health O&S Panel, to monitor the delivery of the Sustainability and Transformation Partnership (STP). The on-going engagement with the STP will include a focus on the interface with the Council's social care function, and participation in the STP's public engagement process.	

5.	Housing Strategy and Supply To complete the input to the new Housing Strategy and the review of aspects of Housing Supply.	
6.	Transformation Programme To make an O&S input to the Council's Transformation programme, through participation in Gateway Review meetings and Member briefings, in relation to the Transformation Project for Adult Social Care.	

Comments by Children, Young People and Learning Overview and Scrutiny Panel Chairman

The last meeting was on the 10th January 2018 and the main item on the agenda was the draft budget. The budget has pressures because of the increase, and continued upward trend, of Children who are looked after and under Child Protection.

The next meeting is on Wednesday 18th April.

CHILDREN, YOUNG PEOPLE AND LEARNING OVERVIEW AND SCRUTINY PANEL		Status / Comment
1.	Monitoring the performance of the Children, Young People and Learning Department To include on-going review of the Quarterly Service Reports, receiving statutory plans and reports (such as the annual reports of the Local Safeguarding Children Board, and on complaints received). Monitoring: <ul style="list-style-type: none"> The Executive's on-going review of LEA schools' performance. The action taken by the Executive to earlier reports by the Panel. 	
2.	Exercising pre-decision scrutiny by reference to the Executive Forward Plan To selectively contribute to the formulation of new policies in advance of their consideration by the Executive.	
3.	2018/19 Budget Scrutiny To review the Council's Children, Young People and Learning budget proposals for 2018/19, and plans for future years.	

4.	<p>Transformation Programme</p> <p>To make an O&S input to the Council's Transformation programme, through participation in Gateway Review meetings and Member briefings, in relation to the Transformation Projects for:</p> <ul style="list-style-type: none"> • Early Help and Prevention. • Schools support services. 	
----	--	---

Comments by Environment, Culture and Communities Overview and Scrutiny Panel Chairman

No comments received.

ENVIRONMENT CULTURE AND COMMUNITIES OVERVIEW AND SCRUTINY PANEL		Status / Comment
1.	<p>Monitoring the performance of the Environment, Culture and Communities Department</p> <p>To include on-going review of the Quarterly Service Reports; the performance of the Department, review of any inspection reports or self-evaluations, and monitoring significant departmental developments, particularly the Coral Reef redevelopment and the Local Development Framework.</p>	
2.	<p>Exercising pre-decision scrutiny by reference to the Executive Forward Plan</p> <p>To selectively contribute to the formulation of new policies in advance of their consideration by the Executive.</p>	
3.	<p>2018/19 Budget Scrutiny</p> <p>To review the Council's Environment, Culture and Communities budget proposals for 2018/19, and plans for future years.</p>	
4.	<p>Houses in Multiple Occupation</p> <p>A review of the Council's involvement with Houses in Multiple Occupation (HMO).</p>	
5.	<p>Transformation Programme</p> <p>To make an O&S input to the Council's Transformation programme, through participation in Gateway Review meetings and Member briefings, in relation to the Transformation Projects for:</p> <ul style="list-style-type: none"> • The Leisure Review. • The Libraries Review. • The Arts Review. • Parks and Countryside. 	

	<ul style="list-style-type: none"> • Planning and Building Control. 	
--	--	--

Comments by Health Overview and Scrutiny Panel Chairman

No comments received.

HEALTH OVERVIEW AND SCRUTINY PANEL		Status / Comment
1.	<p>Monitoring the performance of the Local NHS Organisations and the Adult Social Care, Health and Housing Department in relation to health</p> <p>To include on-going review of the Quarterly Service Reports and monitoring significant developments, particularly measures to promote self care and healthy living.</p>	
2.	<p>2018/19 Budget Scrutiny</p> <p>To review the Council's budget proposals for public health in 2018/19, and plans for future years.</p>	
3.	<p>Responding to NHS Quality Accounts and Consultations</p> <p>The government's statutory guidance states that the annual "Quality Accounts" submitted by providers of NHS services should contain observations of O&S committees. Also, the Panel is a statutory consultee for any substantial variation in NHS services affecting the Borough.</p>	
4.	<p>Sustainability and Transformation Partnership</p> <p>Jointly with the Adult Social Care and Housing O&S Panel, to monitor the delivery of the Sustainability and Transformation Partnership (STP). The on-going engagement with the STP will include a focus on the interface with the Council's social care function, and participation in the STP's public engagement process.</p> <p>The Health O&S Panel has made a commitment to monitor the progress of the STP, and the General Practice Forward View, robustly and regularly.</p>	

OVERVIEW & SCRUTINY COMMISSION

EXECUTIVE WORK PROGRAMME

REFERENCE:	I074466
TITLE:	Discretionary Rates Relief - New Applications
PURPOSE OF REPORT:	To consider new applications for discretionary rate relief and hardship relief
DECISION MAKER:	Executive Member for Culture, Resources and Public Protection
DECISION DATE:	2 Apr 2018
FINANCIAL IMPACT:	Within existing budget.
CONSULTEES:	None.
CONSULTATION METHOD:	Not applicable.

REFERENCE:	I072332
TITLE:	Council Plan Overview Report
PURPOSE OF REPORT:	To receive the Council Plan Overview Report (CPOR) for Quarter 3 of 2017/18.
DECISION MAKER:	Executive
DECISION DATE:	10 Apr 2018
FINANCIAL IMPACT:	Within report.
CONSULTEES:	None.
CONSULTATION METHOD:	Not applicable.

REFERENCE:	I075468
TITLE:	Commercial Property Investment Opportunity
PURPOSE OF REPORT:	To consider properties (if any) in which the Council may seek to invest, in accordance with the Commercial Property Investment Strategy.
DECISION MAKER:	Executive Committee: Commercial Property
DECISION DATE:	10 Apr 2018
FINANCIAL IMPACT:	Additional income
CONSULTEES:	None.
CONSULTATION METHOD:	Not applicable.

REFERENCE:	I074132
TITLE:	Easthampstead House - Demolition Project Award of the Works Contract
PURPOSE OF REPORT:	To approve the decision to award the works contract for the demolition of Easthampstead House.
DECISION MAKER:	Director of Resources, Executive Member for Transformation & Finance
DECISION DATE:	18 Apr 2018
FINANCIAL IMPACT:	Savings on the running costs of Easthampstead House
CONSULTEES:	Borough Solicitor Borough Treasurer Procurement
CONSULTATION METHOD:	By report

REFERENCE:	I075469
TITLE:	Commercial Property Investment Opportunity
PURPOSE OF REPORT:	To consider properties (if any) in which the Council may seek to invest, in accordance with the Commercial Property Investment Strategy.
DECISION MAKER:	Executive Committee: Commercial Property
DECISION DATE:	8 May 2018
FINANCIAL IMPACT:	Additional income
CONSULTEES:	None.
CONSULTATION METHOD:	Not applicable.

REFERENCE:	I073631
TITLE:	Corporate Asset Management Plan
PURPOSE OF REPORT:	The Executive to agree the Council's Corporate Asset Management Plan.
DECISION MAKER:	Executive
DECISION DATE:	17 Jul 2018
FINANCIAL IMPACT:	No financial implications
CONSULTEES:	Asset Management Group
CONSULTATION METHOD:	Meetings

REFERENCE:	I071009
TITLE:	Polling Districts and Polling Places Review
PURPOSE OF REPORT:	To carry out a review of polling districts and polling places in the borough as required by Section 18 of the Representation of the People Act 1983 and Section 17 of the Electoral Administration Act 2013.
DECISION MAKER:	Executive
DECISION DATE:	17 Jul 2018
FINANCIAL IMPACT:	None.
CONSULTEES:	Residents of the borough.
CONSULTATION METHOD:	Consultation portal and parish meetings.

REFERENCE:	I074467
TITLE:	Calculation of the Council Taxbase
PURPOSE OF REPORT:	The calculation of the Council Taxbase for Bracknell Forest for the coming financial year.
DECISION MAKER:	Executive Member for Culture, Resources and Public Protection
DECISION DATE:	2 Jan 2019
FINANCIAL IMPACT:	Additional income.
CONSULTEES:	Corporate Management Team and Executive Members
CONSULTATION METHOD:	Report