

NOTICE OF MEETING

Overview and Scrutiny Commission

Thursday 24 January 2019, 7.30 pm

Council Chamber - Time Square, Market Street, Bracknell, RG12 1JD

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)

Vacancy and One Vacancy

cc: Substitute Members of the Commission

Councillors Dudley, Mrs Mattick, Thompson and Worrall

Gill Vickers

Executive Director: Delivery

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If you require further information, please contact: Hannah Stevenson

Telephone: 01344 352308

Email: Hannah.stevenson@bracknell-forest.gov.uk

Published: 16 January 2019



Overview and Scrutiny Commission
Thursday 24 January 2019, 7.30 pm
Council Chamber - Time Square, Market Street, Bracknell, RG12
1JD

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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 15 November 2018.

5 - 20

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. The Councils Budget Consultation

To consider the Council's draft budget proposals for 2019/20: 21 - 60

- a) Resources (Finance, OD, Transformation and HR), Chief Executive's Office and Council Wide draft budget proposals.
- b) Feedback from Overview and Scrutiny Panels and overall conclusions.

Feedback from Adult Social Care, Health and Housing Overview and Scrutiny Panel on the 15 January 2019 to be circulated as a supplementary due to the timing of the meeting.

Panel members are asked to give advance notice to the Chairman of any questions relating to the draft budget consultation in advance of the meeting.

Please use the page numbering that appears in the published agenda when asking questions or referencing material rather than the numbering in the full budget packs as internal colleagues have not had the full budget packs.

7. Quarterly Service Reports (QSRs)

To consider the latest trends, priorities and pressures in terms of departmental performance as reported in the Quarterly Service Report for the second quarter of 2018/19 (July to September) relating to the Resources Directorate. An update on key issues relating to the second quarter will be provided at the meeting. 61 - 92

Panel members are asked to give advance notice to the Overview and Scrutiny Team of any questions relating to the Quarterly Service Report where possible

8. Executive Key and Non-Key Decisions

To consider scheduled Executive Key and Non-Key Decisions of a corporate nature. 93 - 100

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. 101 - 110

10. Exclusion of Public and Press

To consider the following motion:

That pursuant to Section 100A of the Local Government Act 1972, as amended, and having regard to the public interest, members of the public and press be excluded from the meeting for the consideration of

the following item which involves the likely disclosure of exempt information under the following category of Schedule 12A of that Act:

(1) Information relating to any individual (Item 11).

11. **Update on the Outcomes of the Retention and Recruitment Workshop**

Nikki Gibbons, Director: OD, Transformation and HR to provide an update to the Commission on the outcomes of the recruitment and retention workshop.

111 - 116

DATE OF NEXT MEETING

The next meeting of the Overview and Scrutiny Commission has been scheduled for 4 April 2019.



**OVERVIEW AND SCRUTINY COMMISSION
15 NOVEMBER 2018
7.30 - 9.40 PM**

Present:

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

Apologies for absence were received from:

Councillors Allen, Mrs Birch, Finnie and Peacey

Executive Members in attendance:

Councillors McCracken and Heydon

Also Present:

Stuart McKellar, Director: Finance
Steven Caplan, Assistant Director: Property
Steve Booth, Head of Property

24. Minutes and Matters Arising

RESOLVED that the minutes of the meeting of the Commission held on 20 September 2018 be approved as a correct record, and signed by the Chairman.

There were no additions or comments from Members of the Commission on any Matters Arising since the last meeting.

25. Declarations of Interest and Party Whip

Councillor Mrs McCracken declared a personal interest as the spouse of the Executive Member for Culture, Resources and Public Protection.

There were no indications that members would be participating while under the party whip.

26. Urgent Items of Business

There were no items of urgent business.

27. Public Participation

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

28. SILVA Homes

Alan Ward, Chief Executive Silva Homes and Linda Wells, Executive Director (Customer Services) Silva Homes attended and updated the Overview and Scrutiny Commission on the rebranding of Bracknell Forest Homes to Silva Homes and the

association's forward plans for housing with specific reference to provision in the Borough.

The Chairman welcomed Alan Ward, Chief Executive Silva Homes and Linda Wells, Executive Director (Customer Services) Silva Homes to the meeting and highlighted that many elected Members had some Silva Homes properties in their respective wards. Residents often looked to Members to answer questions and queries on housing related matters and it would be useful for Members to better understand Silva Homes' general ethos and that their attendance at the meeting of the Commission was an opportunity for Members and Silva Homes to get to know each other better and look at ways they work more closely together.

Alan Ward, Chief Executive Silva Homes presented to the Commission. The presentation provided a baseline from when Bracknell Forest Homes began 10 years ago and outlined the journey since. It brought the Commission up to date and provided current facts and figures.

In addition to his presentation Alan Ward, Chief Executive Silva Homes made the following points of note:

- He had worked with many stock transfers over the years.
- This was the best housing association and Council relationship he had encountered and positive relationships existed.
- He had been Chief Executive since April 2018.
- Prior to his appointment as Chief Executive he had worked with Bracknell Forest Homes for about a year as a consultant.
- The association was created in 2007 as Bracknell Forest Homes and is now Silva Homes which is a not for profit organisation.
- Bracknell Forest Council had scrutinised the performance of Bracknell Forest Homes closely in the early years to ensure promises to customers were delivered.
- 30 homes had been sold under the Right to Buy Scheme in the last 2 years.
- Each home acquired under Section 106 (S106) was bought at around two thirds of the open market value.
- Government policy is that rents set at 80% of market rents were considered affordable rents and these form most of the new homes provided.
- Most of the transferred stock is set at social rents (about 60% of market rents).
- There was no way of predicting where opportunities would come up for Silva Homes to win schemes.
- Silva Homes had to bid against other housing associations but also had to endeavour to not pay too much.
- Properties could not be bought at open market values as this didn't make financial sense if they are to be let at affordable rents.
- Silva Homes were disposing of a small number of sites that were too small to develop themselves.
- A land fund of £5m should be available for reinvestment within Bracknell Forest by the end of next year (2019).
- Available Silva Homes' properties in Bracknell Forest were advertised through the Bracknell Forest Council choice-based lettings scheme.
- Most properties are let on lifetime assured tenancies or fixed term assured shorthold tenancies – each has a one year starter tenancy period.
- Some secure tenancies had been inherited from stock that had been acquired from organisations such as the Guinness Trust.
- All of the trees and open spaces Silva Homes own as a result of the stock transfer were now mapped on their GIS.

- The maintenance cost of the trees was £800,000 per year. This was an abnormal cost to tenants.
- Silva Homes':
 - Turnover was £46.9m
 - Operating margin was 25.3%
 - Had a total of £149m in loans
 - Had £53m unused loan facilities
 - Were going out for additional funding in the next 12 months
- 92% of complaints to Silva Homes were dealt with in time.
- Repairs averaged out to about 3 per property.
- The statistics and data generated by Silva Homes were used internally to provide business intelligence and help keep the development programme on an upward trajectory.
- During 2017 Silva Homes had entered into merger discussions with Housing Solutions. At the time, the proposal looked sensible but the two organisations did not agree on finances and the merger did not progress by mutual agreement.
- The abandoned merger process had been a catalyst for change and Silva Homes had developed a new strategic plan, created a new executive team and brought 3 new board members in to the organisation.
- The constitution of Silva Homes changed driven by the Council having to remove their shareholding by law and new governance arrangements were put in place.
- Board meetings were now held in the daytime instead of evenings.
- There were only two committees - audit and remuneration – with more work done in task and finish groups.
- Silva Homes has new offices at Western Peninsula in Bracknell.
- Silva Homes was a new brand in 2018. Bracknell Forest homes had been relaunched as Silva Homes in order to distance the organisation's name from a Council related function and to help customers understand who was responsible for what.
- Silva Homes as a brand provides as sense of an independent, confident, stand-alone organisation.
- The new Silva Strategic plan was launched in April 2018 which captured why they existed (their purpose), a new vision and 3 strategic objectives.
- The new vision was about being trusted by their customers and other stakeholders.
- The Silva Homes' asset strategy:
 - Could easily deliver 1100 homes over the next 5 years.
 - The ambition was to scale this up to provide about 1600 homes but more funding need to be raised in order to do this.
 - The needs of the existing housing stock needed to be considered.
 - Silva Homes had refocussed their geography more locally and would now not operate outside of Bracknell Forest, Wokingham and Hart in the short term.
 - Bracknell Forest had challenges. Much of the stock Silva Homes owns had been built around the same time and the structural integrity of that stock needed to be planned, accounted and provided for. In particular there were blocks of flats within Bracknell Forest that needed adequate provision to deal with them.
 - Following a detailed review of assets which was currently in progress, a new 5 year programme for existing stock investment would be produced in the next few months.

- Following on from the Grenfell tragedy the association had allowed for a 5% increase in overall spend to deal with fire safety and comply with health and safety requirements.
- There is a big shift towards digitalisation and self-service by customers.
- Silva Homes were conscious as an organisation that they needed to free up resources to support those who needed it most and address issues with tenants who don't comply with their tenancy agreements.
- Tenancy failures needed to be reduced and dealing with issues early was key to this.
- Longer term, digitalisation of services, where possible, would allow savings to be reinvested into new homes.
- An estimated £150m funding was needed in the next 12 months.
- Silva Homes wanted to create a culture that focussed on customer experience and that each employee of Silva Homes would have a direct line of accountability for each person during their customer experience to ensure people do not feel they were passed from pillar to post.
- Developing a customer centric view and culture would be the challenge for the next 12 months.
- No customers were directly appointed to the board.
- Silva Homes had a well-established group of customers who came to engagement activities, but there was a need to attract younger customers.
- In a survey carried out 65% of customers who responded wanted to engage with Silva Homes, but didn't want to have to go to meetings.
- A new framework had been launched. It includes a new customer partnership. The first event was held at the Hilton in Bracknell. 70 customers came along. The Fire Service presented. Silva Homes were able to use the event to conduct some customer research on their digital offer and there was a question and answer session.
- A new customer partnership board has also been created. Positions on the board were paid. The board will work as a consultative body on big issues. It will also scrutinise customer facing decision-making to ensure customer views are taken into account before decisions are made.
- Silva Homes could not attend to all parking issues alone. It already works with the Council on a programme to create new spaces but was keen to look at a joint approach to handle planning issues and address land holdings.
- A review of garages and parking was needed. Lots of garages required demolition and more work needed to be done to develop resident parking spaces perhaps on the land where garages were demolished.
- Local Authorities could lend money to housing associations. Silva Homes was a good investment if the Council was looking for a short term loan investment.
- In summary, it was felt there was a number of areas where Silva Homes and Bracknell Forest Council could work together and it was hoped this could continue to develop in the future.

The Chairman thanked Alan Ward, Chief Executive Silva Homes for his presentation to the Overview and Scrutiny Commission.

In response to Members' questions, Alan Ward, Chief Executive Silva Homes and Linda Wells, Executive Director (Customer Services) Silva Homes explained:

- There were 18,000 to 19,000 calls to the customer services team at Silva Homes per quarter.
- Most calls were about repairs.
- Most calls were customers reporting a repair or chasing their repair and trying to find out why it hadn't been done.

- It was hoped to introduce a digital system that would enable customers to book their own repairs online without having to make a call to enable customers to drive the process and choose when they have their repairs done.
- It was recognised that repairs to properties was an issue. The aging housing stock contributed to this situation.
- The current repairs service was very good but could always be better.
- Some customers did their own repairs.
- The most efficient way to carry out repairs needed to be understood better. It was important to find a way to fix the problem right the first time.
- There was a desire to move away from saying “Here’s your job ticket” to trusting the tradespeople and enabling them to fix a problem rather than just doing a single, specific ‘job’.
- The Silva repairs team had not been outsourced. Some contract support was used during busy times for example, during the winter months when boiler pipes would freeze. In situations such as this, local contractors had been called in to supplement existing staff and help address the volume of repair requests.
- There was an out of hours’ service which operated by being called out through Forest Care.
- In cases where anti-social behaviour was alleged, strong evidence needed to be provided to enable enforcement action to be taken. Anecdotal evidence could not be substantiated and surveillance was the Police’s job.
- The local Police were very supportive with trying to address county drug lines, crack house closures and, in some case, evictions.
- Intelligence was shared with the Police and Silva Homes had a good working relationship with them.
- In circumstances where customers could not evidence for what they were alleging, Silva Homes would try to help gather evidence but sometimes action could not be progressed.
- Sometime complaints could be vexatious. Some complaints came from people who were not Silva Homes’ customers. Whatever the situation was, if there was evidence of anti- social behaviour it would be looked at by Silva Homes.
- The development of some plots of land owned in the most, but not wholly by Silva Homes was sometimes frustrated and obstructed by those who own small plots of freehold within it.
- Silva Homes needed to do a review of those areas and wanted to work with the Council to develop a more pragmatic use of Compulsory Purchase Orders (CPO).

Action: Silva Homes to advise the local ward Member of any issues that they faced in relation to property so that Councillors could then follow any issues up with officers at the Council.

Action: Silva Homes to alert Councillors to any future plans that affected their wards so that Councillors could liaise directly with residents as necessary.

- Autumn maintenance was about reducing shrubs, not leaf fall clearance. There were 11,500 trees Silva Homes were responsible for. Some leaf fall around sheltered housing schemes was cleared but the whole of the Silva Homes’ estate across Bracknell Forest could not be covered as it would be too costly to do so.
- Residents cleared their own footpaths.

- The Silva Homes' Estate Services Team could help disabled residents to access their homes by clearing fallen leaves.
- There was some garden assistance available but certain criteria had to be fulfilled to access this assistance.
- Decorative assistance was now not regular but if someone had a specific difficulty, decorative assistance might be able to be applied for through community investment work.
- Lots of amenity land had passed to Silva Homes in the stock transfer.
- All land ownership was now on their GIS system so operatives could see what parcels of land belonged to Silva Homes and potential 'land grabs' could be identified.
- There were a number of disputes over parcels of land from owner occupiers.
- Where 'land grabs' had been identified Silva Homes took action to regain possession.
- The assumption was that open spaces would not be sold to individual owner occupiers as the land may offer amenity to the community and often the value of the land was often less than the cost of effecting a sale.

Action: Silva Homes to provide a digital contact card for Councillors to provide them with a 'Who's who' contact list at Silva Homes in order that issues can be accurately and timely directed to the correct person/team.

- The Chief Officer Housing's replacement would act as the key contact at the Council for Silva Homes once appointed.

Action: Silva Homes to 'CC' Councillors into emails to the Council relating to issues within each Councillor's ward.

- During the first 5 years Bracknell Forest Homes didn't do development.
- Moving to become a developer was a task.
- Bracknell Forest Homes had no contacts and no history. Competition was tight. Existing developing housing associations were seen as a lower risk.
- Developing housing in this area had a higher cost.
- Bracknell Forest homes had been working to fine margins. Development in Oxfordshire had been easier.
- A strategic review was done last year. Silva Homes had tweaked their development assumptions which enabled them to bid at a slightly higher price and began to win schemes and became more competitive.
- S106 cannot force developers to work with someone.
- 'For profit' providers were now able to compete and they could start to drive the prices up.
- For example L&G had set up their own housing association and could now build affordable housing themselves.
- Developers held all the cards, they controlled the land supply, the price of land, what got built, and drove down affordable housing quotas.
- Silva Homes recognised they cannot just rely on providing homes using S106.
- The authority could make sure they had robust land plans which understood the development gain.
- An extra 300,000 homes per year had been promised by the Govt.
- Developers were slowing on production as they are uncertain about the market as housing is intertwined with the economy.
- Silva Homes were building up a land fund to buy land holdings they can build homes on and would like to work with the Council's land holdings.

- Silva Homes Ltd was set up a company registered with Companies House as this was the first thing to do when changing branding in order to protect the name.
- As soon as Bracknell Forest Homes changed its name to Silva Homes on the Mutuels Register, the name Silva Homes Ltd registered at Companies House had to be changed as there cannot be two organisations with the same name registered at Companies House and on the Mutuels Register.
- The new name chosen for Silva Homes Ltd at Companies House was SLLEWOH Homes.
- SLLEWOH Homes is in the process of being wound up.
- The Regulator had set new standards about value for money and this required Silva Homes to justify what discretionary services it provided .
- Any community investment in future must be relevant and add value to the core business.
- Silva Homes would not be spending as much money on community activities in the future but what was spent would be much better targeted around sustaining tenancies and improving the robustness and resilience of communities.
- Things Silva Homes were currently involved with were helping the Citizen's Advice Bureau (CAB) provide debt advice to tenants, The Wayz, community grants, helping those in hardship obtain the basics, employment projects, helping people to access digital services and teaching people how to write CVs so that they can get employment. All of these activities were focussed on the broader determinants of tenancy sustainment.
- There were no current plans to reconsider the future of the existing stock of bungalows.
- It was unlikely any new bungalows would be built. They took up the same footprint as a house and didn't make sense to build.
- Decent, well maintained communal accommodation such as Lawrence Court or Clement House was the preferred option to bungalows.

The Chairman thanked Alan Ward, Chief Executive Silva Homes and Linda Wells, Executive Director (Customer Services) Silva Homes for their frank and honest answers and extended a future invitation to attend the Overview and Scrutiny Commission to them.

The Chairman summarised by saying that there were 2 clear messages coming out of the meeting.

1. Members would help Silva Homes if they possibly could and it was requested that Silva Homes advise Councillors in advance, where possible, of any significant issues that affected their wards going forwards.
2. Members and Silva Homes shared a collective goal of delivering affordable housing which was one of the biggest problems, along with parking, facing residents of the Borough. Collectively Members wanted to help Silva Homes deliver on that goal.

Alan Ward, Chief Executive Silva Homes and Linda Wells, Executive Director (Customer Services) Silva Homes provided hard copies of the magazine 'Spotlight' to Members of the Overview and Scrutiny Commission. Councillors were advised that they could still request an electronic copy of this publication but to be retained on the mailing list would have to opt in to their data being held; as a result of the GDPR regulations that came into force earlier in 2019.

The Chairman thanked Alan Ward, Chief Executive Silva Homes and Linda Wells, Executive Director (Customer Services) Silva Homes for their attendance.

29. **Asset Management Plan**

Steve Caplan, Assistant Director: Property and Steve Booth, Head of Property attended and updated the Overview and Scrutiny Commission on the methodology and process to create the Council's new Asset Management Plan together with the mechanisms for its utilisation.

Stuart McKellar, Director: Finance introduced the Draft Asset Management Plan 2019 – 2022 (AMP) and advised:

- The AMP was a key input to the financial planning process.
- Bracknell Forest's AMP had elements that were specific to Bracknell Forest such as the regeneration of the town centre.
- Other elements of the AMP were common to AMPs produced by other Local Authorities.
- The AMP would go to the Executive for consideration in February 2019 and any comments made by the Overview and Scrutiny Commission would be included.
- The Chartered Institute of Public Finance Accountants (CIPFA) capital strategy was being finalised for consideration by the Executive in December 2018.
- The Capital Strategy will be a strategic document.

Steve Caplan, Assistant Director: Property outlined the purpose of the AMP and how it would meet the agreed objectives. He advised the Commission that:

- This AMP was a refresh under a new financial plan under a CIPFA requirement.
- It was a subset of the new financial strategy.
- Buy in had been obtained from the departments as to what services were needed.
- The AMP supported the transformation process.
- The draft had been to the Departmental Management Team (DMT). It would be created and crafted including their feedback and a formal decision by the Executive would be given in Feb 2019.

The Chairman advised he was prepared to defer the other agenda items if it became necessary to consider this substantive item thoroughly.

A new slide had been added to the presentation since the agenda was published. The amended presentation has been published as a supplementary paper to the agenda.

Steve Booth, Head of Property presented to the Commission.

In addition to the detail contained within the presentation, Steve Caplan, Assistant Director: Property and Steve Booth, Head of Property informed Members of the Commission:

- Non-operational property under Property Services in Bracknell contained over 200 shops and industrial units.
- Public Houses were owned on long leases and there were investment properties in other locations such as Huntwood Court in Southampton.
- There were over 200 residential properties.
 - 72 were flats above shops.
 - 100 properties were held by housing and used for homeless and special needs accommodation

- The business case for the development of Heathlands was still subject to negotiations with the NHS and whether the funding will become available will be decided in January 2019.
- The domino effect means that if one property is repurposed, then there is a consequential effect on another one.

Arising from questions from Members, Steve Caplan, Assistant Director: Property and Steve Booth, Head of Property advised Members:

- Any concerns about the prioritisation of repairs and the efficient targeting of resources to those repairs should be reported to Steve Caplan, Assistant Director: Property.
- No properties were left as idle stock.
- Empty surplus stock was not sat on.
- Properties identified for disposal were those no one had any use for.
- The property team worked with Silva Homes and would always take opportunities to work together where they existed.
- Operational use determined if a property was surplus to requirements. If it wasn't occupied by a service area when it is closed down, it would be declared surplus by the directorate. When this happened, the Asset Management Board assessed if anyone else within the Asset Management Group could use it. If there was no use, CMT and the Executive would consider it and provide consent to dispose of the asset.
- Winkfield Manor had been vacant for many years but didn't cost anything and had been delisted.
 - It sat next to a Silva Homes property waiting for Silva Homes to decommission their property which had now been vacated.
 - It had been considered by an older person's accommodation group and was a joint sale with Silva Homes.
 - It was in the green belt.
 - If it was redeveloped it would have to be replaced with a development of the same volume of accommodation.
- The Council spent £2,368,235 on electricity in 2017/18. This spend was the total cost of electricity to the Council in 2017/18 for the whole estate.
- No specific money was set aside as a land fund to buy land.
- Amber House and regent House were specifically purchased to recycle the land for development and the money from that has been repurposed. Purchases such as this were done on a case by case basis.
- The long leases on public houses were mostly 99-125 years. The leases now had 60-70 years on them but the peel Centre had 150 years left to run.
- The auditors had advised that voluntary aided schools should not be on the asset register as the Council does not own the buildings. The buildings were owned by the Diocese.
- The Council owned the playing fields of most of the Church Of England Schools, but not the school buildings.

Action: Steve Caplan Assistant Director: Property to advise the Commission why Binfield Church of England Primary School is in the asset list.

- As little property as possible was held.
- Value that could be used to provide services should not be tied up in buildings.
- Assets were not held on to accrue capital value in general although there were some exceptions where assets had been held because the time was not optimal to divest them. Winkfield Manor and the sale of land at Garth were good examples of this. The land at Garth was part of a strategic plan to sell

the land once it had been zoned and CIL was in place, and it was the appropriate time to repurpose the money. The land was held for 4 years then sold.

- All assets were subject to a revolving, condition based, 5 year, independent, external asset survey.
- The asset survey categorised which elements were a priority and produced a list of urgent matters (1D's) which were bid for on the capital programme.
- The capital programme tried to deal with the backlog and urgent items first.
- The Asset Management Group looked at the state of properties.
- The Commercial Centre was an issue.
- Condition based surveys were there to identify the operational priorities and how the bids for capital should be built.
- Selling Easthampstead Park Conference Centre before April 2018 had not been in the Council's interest because of clawback.
- The asset review process was driven by whether the property was operationally needed.
- Only stock that was needed to deliver services was held.
- A forward plan was held which accounted for future usage requirements in advance of just 12 months and was part of the rigorous consultation process.
- The forward plan considered the corporate plan and service plans and the AMP delivered what assets were needed.
- The space at Braccan Walk was being considered for youth use. There was a drama club there previously and since then it had been used as a Council storage facility. A bid had come forward to CMT to fund that project.

In the course of discussion, it was raised that the presence of the Binfield Community Centre being listed within the S106 Projects gave the impression that the funding arrangements had been agreed. It should be noted that no decisions had yet been made.

Action: Steve Caplan Assistant Director: Property to appendicise the priority list from the condition based survey to the plan.

30. **Quarterly Service Reports (QSRs)**

The Commission considered the latest trends, priorities and pressures in terms of departmental performance as reported in the Quarterly Service Report for the second quarter of 2018/19 (July to September) relating to the Delivery Directorate

As a result of members comments and questions the following point were made:

- In response to a question in section 1.4.17 whether any support would be provided to schools to use the apprenticeship levy, Stuart McKellar, Director: Finance advised the Commission that there is an Apprenticeship Manager whose main role is to advise schools.
- In response to a question in section 7.2.56 to clarify the correct number of beds that would be provided in the delivery of a new dementia care home, Stuart McKellar, Director: Finance advised the Commission it was 65 beds.
- It was observed that section 7.2.47 should not be RAG rated green but should be amber.

Action: Stuart McKellar, Director: Finance agreed to correct the RAG rating of section 7.2.47 from green to amber in the QSR.

31. **Executive Key and Non-Key Decisions**

The Commission considered the scheduled Executive Key and Non-Key Decisions of a corporate nature

No comments were made by Members of the Commission.

32. **Work Programme and Panel Activity Update**

The Commission noted 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.

No comments were made.

CHAIRMAN

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**Actions Arising from Overview and Scrutiny Commission Minutes
Updated 16/01/2019**

Meeting 10 May 2018

Action/Information Request	Response
<p>61. Overview and Scrutiny Work programme 2018-19 The Governance and Scrutiny team had also been asked to review how Task and Finish Groups were scoped and develop alternative approaches such as short/sharp reviews; mini programmes of three meetings as well as longer in-depth research topic style reviews.</p>	<p>Outstanding - Work ongoing to develop a new scoping document – would be brought to future Chairman and Vice-Chairman’s group for discussion. Expect to be delivered by September.</p> <p>Meeting with Chairman and Vice-Chairman to be arranged. Item awaiting an update</p>

Meeting 5 July 2018

Action/Information Request	Response
<p>10. Development of Overview and Scrutiny Work Programme 2018-19 Chairman and Vice-Chairman to identify topics for inclusion in the Overview and Scrutiny work programme for the Commission and circulate to members of the Commission.</p>	<p>Outstanding to feedback to the Commission. Item awaiting an update</p>

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Meeting 15 November 2018

Action/Information Request	Response
<p>28. Silva Homes Action: Silva Homes to advise the local ward Member of any issues that they faced in relation to property so that Councillors could then follow any issues up with officers at the Council.</p>	<p>Alan Ward, Chief Executive at Silva Homes advised on the 16 January 2019 that a detailed note had been sent around to all key heads of service and managers to remind them of the need to ensure we engage appropriately with local elected members. This will of course as always be subject to relevant data protection requirements on personal data, but there is a protocol in place for this as you know. We will also ensure that all enquiries are logged centrally so we can ensure they are followed up appropriately.</p>
<p>28. Silva Homes Action: Silva Homes to alert Councillors to any future plans that affected their wards so that Councillors could liaise directly with residents as necessary.</p>	
<p>28. Silva Homes Action: Silva Homes to 'CC' Councillors into emails to the Council relating to issues within each Councillor's ward.</p>	
<p>28. Silva Homes Action: Silva Homes to provide a digital contact card for Councillors to provide them with a 'Who's who' contact list at Silva Homes in order that issues can be accurately and timely directed to the correct person/team.</p>	<p>Alan Ward, Chief Executive at Silva Homes advised on the 16 January 2019: we are about to start consultation on a major restructure of the business and this will directly affect key contacts. Once that is settled we will produce an wider and up-to-date contact card – probably in April.</p>
<p>29. Asset Management Plan Action: Steve Caplan to advise the Commission why Binfield C of E Primary School is in the asset list.</p>	<p>Steve Caplan, Assistant Director: Property advised on the 8 January 2019 that the inclusion of Binfield C of E Primary School on the asset list was an error and would be excluded from the list.</p>
<p>29. Asset Management Plan Action: Steve Caplan to appendicise the priority list from the condition based survey to the plan.</p>	<p>Steve Caplan, Assistant Director: Property advised on the 8 January 2019 that the condition reports will be annexed to the final version of the Asset Management Plan which is on the Executive Cycle for the 12 February 2019.</p>
<p>29. Asset Management Plan In the course of discussion, it was raised that the presence of the</p>	<p>On 4 December 2018 Steve Booth, Head of Property advised: The two community centres were included under the S106 schemes,</p>

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Action/Information Request	Response
Binfield Community Centre being listed within the S106 Projects gave the impression that the funding arrangements had been agreed. It should be noted that no decisions had yet been made.	because although not currently built, they will be important new facilities for Binfield and Warfield. The current position is that the two projects are at the feasibility stage and are still subject to the grant of planning permission and funding arrangements being agreed.
30. Quarterly Service Report (QSR) Q2 2018 Action: Stuart McKellar, Director: Finance agreed to correct the RAG rating of section 7.2.47 from green to amber in the QSR.	Stuart McKellar raised the issue with John Ainsworth who corrected the relevant section and re-issued an updated QSR on 16 November 2018.

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**TO: OVERVIEW AND SCRUTINY COMMISSION
24 JANUARY 2019**

**DRAFT BUDGET PROPOSALS 2019/20
RESOURCES, CHIEF EXECUTIVE'S OFFICE & COUNCIL WIDE
(Director of Finance)**

1 PURPOSE OF REPORT

- 1.1 The Executive agreed the Council's draft budget proposals for 2019/20 at its meeting on 18 December 2018 as the basis for consultation with the Overview and Scrutiny Commission, Overview and Scrutiny Panels and other interested parties. The Executive will consider all representations made at its meeting on 12 February 2019, before recommending the budget to Council.

2 RECOMMENDATION

- 2.1 **That the Overview and Scrutiny Commission comment on the Resources (Finance, OD, Transformation and HR), Chief Executive's Office and Council Wide draft budget proposals for 2019/20.**

3 SUPPORTING INFORMATION

- 3.1 Attached to this report are extracts from the 2019/20 Revenue Budget and Capital Programme reports relating to Resources (Finance, OD, Transformation and HR) and the Chief Executive's Office, together with the Council Wide elements of the budget proposals. These extracts are for information and background to assist consideration of the Council's draft budget proposals and comprise:

- Revenue Budget Report
- Commitment Budget
- Draft Revenue Budget Pressures
- Draft Revenue Budget Savings Proposals
- Proposed Fees and Charges
- Capital Programme Report and Summary
- Proposed Capital Schemes

The full 2019/20 Revenue Budget and Capital Programme reports are available on the Council's public website as part of the wider budget consultation (<http://consult.bracknell-forest.gov.uk/portal>).

ALTERNATIVE OPTIONS CONSIDERED/ ADVICE RECEIVED FROM STATUTORY AND OTHER OFFICERS/ EQUALITIES IMPACT ASSESSMENT/ STRATEGIC RISK MANAGEMENT ISSUES / OTHER OFFICERS/ CONSULTATION – Not applicable

Background Papers

None

Contacts for further information

Stuart McKellar – 01344 352180

Stuart.mckellar@bracknell-forest.gov.uk

Arthur Parker – 01344 352158

Arthur.parker@bracknell-forest.gov.uk

TO: THE EXECUTIVE
DATE: 18 DECEMBER 2018

GENERAL FUND REVENUE BUDGET 2019/20
(Chief Executive/Director of Finance)

1. PURPOSE OF REPORT

- 1.1 Under the Council's constitution, the Executive is required to consult on its detailed budget proposals with the Council's Overview & Scrutiny Commission and any other interested parties or individuals for a period of at least six weeks. This report summarises the current position on the Council's budget preparations for 2019/20 as a basis for that consultation.
- 1.2 As the Council accepted in Autumn 2016 the offer of a four year financial settlement, budget preparations have assumed that funding will be in line with the indicative figures received on 6 February 2018 (as part of the Final Local Government Finance Settlement 2018/19). The Provisional Local Government Financial Settlement was due to be published on the 6 December but has been delayed because of the Brexit vote on the 11 December.
- 1.3 All comments received on these budget proposals will be submitted to the Executive on 12 February 2019. This will allow the Executive to determine its final budget package and recommend the appropriate Council Tax level to Council, which will formally approve the 2019/20 budget and Council Tax on 27 February 2019.

2 RECOMMENDATIONS

That the Executive:

- 2.1 **Agree the draft budget proposals for 2019/20 as the basis for consultation with the Overview & Scrutiny Commission and other interested parties or individuals.**
- 2.2 **Agree the Treasury Management Strategy and associated documents at Annex E and request that the Governance and Audit Committee review each of the key elements.**
- 2.3 **Agree that the 2019/20 Schools Budget be set at the eventual level of the Dedicated School Grant income plus any accumulated DSG balances and additional Council funding within the limit set out in recommendation 2.4.**
- 2.4 **Agree that up to £1m of additional funding for schools be made available from the Council over the next 4 years to help mitigate the financial impact of new schools.**
- 2.5 **Authorise the Executive Member for Children, Young People and Learning to agree the allocation of the sums available for schools funding as set out in recommendation 2.4 having regard to the decisions and recommendations of the Schools Forum and to agree detailed budgets for services centrally managed by the Council.**

- 2.6 Approve the virements relating to the 2018/19 budget as set out in Annexes F and G and recommend those that are over £0.100m for approval by Council.**

3 REASONS FOR RECOMMENDATIONS

- 3.1 The recommendations are designed to allow the Executive to consult on its draft budget proposals for 2019/20 as required by the Local Government Act 2003.

4 ALTERNATIVE OPTIONS CONSIDERED

- 4.1 The range of options being considered is included in the report and its Annexes.

SUPPORTING INFORMATION

5 COMMITMENT BUDGET 2019/20 – 2021/22

- 5.1 Initial preparations for the 2019/20 budget have focussed on the Council's Commitment Budget for 2019/20 – 2021/22. This brings together the Council's existing expenditure plans, taking account of approved commitments and the ongoing effects of service developments and efficiencies that were agreed when the 2018/19 budget was set.

- 5.2 A number of changes are proposed to the Commitment Budget since it was last considered by the Executive in February and are reflected in the summary in Table 1. The most significant changes in 2019/20 are set out below:

- Interest on external borrowing is expected to be significantly less than previously budgeted as a result of slippage in the capital programme, the pre-payment of pension contributions and improved cash balances. The improved cash position primarily relates to capital grants received, additional Community Infrastructure Levy and S106 receipts (-£1.512m);
- Slippage within the adults transformation programme which is now expected to deliver -£0.616m of savings in 2019/20 (£1.084m);
- Slippage within the Parks and Open Spaces transformation programme where the savings relating to the country park are now expected to be delivered in 2020/21 (£0.158m);
- An Invest to Save Scheme at Bracknell Leisure Centre will generate additional management fee income (-£0.325m).
- Further increases in car parking income are no longer expected to be achievable (£0.162m).
- Net income expected from commercial properties has been reduced (£0.250m).

The overall impact of these changes is to decrease the Council's Commitment Budget by £0.118m compared to the position reported in February.

- 5.3 Taking account of these changes, Table 1 summarises the position and shows that base expenditure (excluding schools) is planned to decrease by £3.085m to £80.570m next year, primarily due to the expected savings from the Transformation Programme, before consideration is given to allowances for inflation and the budget proposals identified by individual Directorates in 2019/20. The commitment budget is shown in more detail in Annexe A.

Table 1: Summary Commitment Budget 2019/20-2021/22

	Planned Expenditure		
	2019/20 £000	2020/21 £000	2021/22 £000
Base Budget	83,655	80,570	80,615
<i>Movements in Year:</i>			
Central	-190	-551	-42
Delivery	-536	-113	0
People (excluding schools)	-867	-21	-564
Non Departmental / Council Wide	-1,492	730	800
<i>Total Movements</i>	-3,085	45	194
Adjusted Base	80,570	80,615	80,809

6 PROVISIONAL LOCAL GOVERNMENT FINANCE SETTLEMENT 2019/20

- 6.1 The Government's Autumn Budget, published on 29 October 2018, set out the government's plans for the economy based on the latest forecasts from the Office for Budget Responsibility. This indicated that additional resources would be made available in 2019/20 for social care. It has been confirmed that this will equate to additional income of -£0.980m for Bracknell Forest. This has been reflected in the budget proposals in Table 5. Business Rates will also be reduced by a third over two years for small businesses (those with a rateable value of £51,000 or less) with the resultant loss in income being fully funded via a section 31 grant.
- 6.2 The Council's budget is set within the context of a 4-year Local Government Funding Settlement (LGFS) published following the General Election in May 2015. As such, 2019/20 is the final year of this agreement, and initial budget preparations therefore focused on the published indicative figures. The Government has indicated it will aim to publish provisional figures in early December and final figures by the end of January for 2019/20 and future years. The Provisional Local Government Finance Settlement was therefore expected to be published on 6th December, however the debate and vote on the Brexit negotiations has resulted in an inevitable delay until at least 11th December. Some of the grant information follows a number of days or weeks after the provisional settlement and any changes will be incorporated into the February report along with any changes in the Final Settlement.
- 6.3 Funding from central government is currently received through Revenue Support Grant (RSG) and Specific Grants. For planning purposes an estimate of the reduction in central government support has been incorporated within these budget projections, reflecting a further cut of £2.7m in RSG, to £1.7m, for 2019/20 (in 2018/19 RSG was subsumed into the Business Rates Baseline as part of the pilot).

6.4 The Council also receives substantial external funding through a number of specific grants for which the following assumptions have been included within the latest budget projections.

a) New Homes Bonus

In 2015/16 the Government consulted on a number of possible reforms to the New Homes Bonus to sharpen the incentive for housebuilding and provide £800m for Adult Social Care. The outcome of the consultation was announced alongside the Provisional LGFS for 2017/18. The Government decided to:

- reduce the number of years for which legacy payments are made from 6 years to 5 years in 2017/18 and then to 4 years from 2018/19 and
- set a national baseline for housing growth to sharpen the incentive for councils to deliver more new homes. The Government chose to set the initial baseline in 2017/18 at 0.4% below which the Bonus will not be paid but retained the option of making adjustments to the baseline in future years in the event of significant and unexpected housing growth.

The Government subsequently consulted over the Summer in 2017 on further changes to the scheme, however the proposal to link New Homes Bonus payments to the number of successful planning appeals was not implemented. In the July 18 consultation on the 2019/20 LGFS, the Government confirmed that it intended to increase the baseline in 2019/20 due to the continued upward trend in house building. An increase in the threshold would further reduce the level of funding received.

Looking beyond 2019/20, the Government has already indicated it intends to make further reforms in order to incentivise housing growth more effectively. The example given involves using the Housing Delivery Test results (a percentage measurement of the number of net homes delivered against the number of homes required over a three year period) to reward delivery or incentivising plans that meet or exceed local housing need. A consultation will be issued in due course.

As a result of the reforms to date, funding has reduced from -£3.9m in 2016/17 to -£1.8m in 2018/19 with a further reduction of £0.390m having been included in the draft budget proposals. The impact of the threshold change will be confirmed in the Provisional Settlement.

b) Other Specific Grants

Some of the largest specific grants received by the Council are the ring-fenced Public Health, NHS funding streams and Better Care Fund. Additional funding for Adult Social Care was announced as part of the national Spring 2017 Budget (-£0.929m for Bracknell Forest in 2017/18, -£1.016m in 2018/19 and -£0.509m in 2019/20). As the -£1.016m of grant funding is reflected in the base budget, the Commitment Budget shows this reducing by £0.507m in 2019/20 and by £0.509m to zero in 2020/21. Indicative improved better care funding for 2019/20 included in the Final Settlement last year, shows a net increase of £0.039m compared to 2018/19, additional income of -£0.546m is therefore reflected in the budget proposals in Table 5.

The Government has confirmed that the ring-fence on Public Health will be retained until 2019. Indicative figures provided in 2017/18 show a further reduction in grant of -£0.107m to -£3.943m in 2019/20.

- 6.5 It is likely that any further changes to the methodology and allocations to these specific grants will be implemented as part of the changes to the overall Local Government Funding System in 2020/21, which includes the introduction of 75% Business Rates retention.
- 6.6 A third important stream of income for the Council is Business Rates, a proportion of which is retained locally following the introduction of the Business Rates Retention reforms in April 2013. The level of Business Rates changes each year due to inflationary increases (set by central government), the impact of appeals and local growth or decline as local businesses and economic conditions expand or contract. The Government sets a baseline level of funding against which any growth or reduction is shared between local and central government.
- 6.7 Currently the Council collects significantly more Business Rates than it is allowed to keep and until the 2018/19 Business Rates Pilot only received approximately a quarter of any Business Rates growth. There has however been considerable volatility in Business Rates income following the transfer of a large multi-national company on to the Council's valuation list in 2013/14. Initially this significantly increased the level of Business Rates collected locally but following a successful appeal the rateable value was reduced by 28% in 2016/17. A further appeal was lodged following the 2017 valuation which is still outstanding and it is anticipated that the company will join the Central Rating List when the new Business Rates system is introduced in 2020/21. An unavoidable consequence of this has been significant volatility in the Collection Fund balance each year. In 2017/18 a significant surplus of -£3.045m was projected on the Business Rates element of the Collection Fund. This was transferred into the Future Funding Reserve in 2018/19 and has been reversed out of the budget proposals in Table 5 due to the one-off nature of the income. A final projection for the Collection Fund in 2018/19 will need to be made by the 31 January which will be incorporated into the February budget report. Early indications are that there will be a significant deficit which will be met from the Future Funding Reserve.
- 6.8 At this stage, Business Rates income is forecast to grow in line with the Government's baseline assumptions, with growth from the opening of the regenerated Town Centre being reflected in last year's budget.
- 6.9 The Government has announced that it still intends to introduce a new system by 2020/21, however this will now be based on 75% retention of Business Rates growth locally. To coincide with this a fair funding review is currently underway which will calculate the new baseline funding levels for individual local authorities based on an up-to-date assessment of their relative needs and resources. Existing grants including Revenue Support Grant and the Public Health Grant will be incorporated into the revised baseline and more responsibilities are likely to be transferred to Local Government to ensure that the new system is fiscally neutral overall. The outcome of these deliberations is impossible to determine, although it will almost certainly have a significant long-term impact on the funding of the Council.
- 6.10 This will most likely mean that all or a large part of the additional business rates that the Council has secured through the company referred to above and from the town centre opening in 2017 will no longer directly benefit Bracknell Forest. This is a consequence of Bracknell Forest having for many years been able to generate income significantly in excess of its assessed funding needs. As the Council uses a significant element of Business Rates growth (approximately £4m) to support the budget, this will result in a significantly increased budget gap in 2020/21.

Business Rates Pilots

- 6.11 The six Berkshire Unitaries successfully bid for 100% rates retention pilot status in 2018/19, with Bracknell Forest acting as the lead authority. As a result, Revenue Support Grant (RSG) was incorporated into the calculation of the Council's Business Rates baseline funding level and no levy will be chargeable on any growth achieved above this level enabling 100% to be retained locally. Although the actual benefits will depend on the level of business rates collected during 2018/19 the budgeted position for Berkshire as a whole was initially assessed as around £35m and subsequently predicted to offer a net gain of approximately £50m. Under the joint proposal £25m of this is being provided to the Thames Valley Berkshire LEP to undertake improvements in transport infrastructure that would help secure further economic and housing growth within the County. The remainder will be allocated across the individual authorities in proportion to their actual growth in business rates income.
- 6.12 The budgeted net gain for Bracknell Forest resulting from the additional Business Rates and Section 31 grant (relating to previous Business Rates policy decisions) income totalled approximately £7m. The Council took the prudent decision not to use any of this additional income to support the 2018/19 budget but instead to transfer it to the Future Funding Reserve. This was due to the one-off nature of the income and the fact that any increase in the reliance on Business Rates growth above the £4m currently used to support the budget (see paragraph 6.10) would simply create the potential for a greater "cliff edge" in 2020/21, when the new funding system is expected to remove or significantly reduce this gain. The resources will now be available to provide protection against the significant funding changes expected from 2020/21, at which point the level of General Reserves is expected to be closer to the minimum prudent level.
- 6.13 Although thought to be a possibility at one point, the Government has decided not to automatically continue with the current pilots into 2019/20. They have invited proposals to pilot a 75% rate retention system, reducing the incentive from the 100% retention in the current year to make it more affordable. Existing pilot areas are permitted to bid again, but will receive no favourable treatment. Unlike in the current year, there will be no "no detriment" arrangement, i.e. pilot authorities will need to accept the potential to lose as well as gain. However, in Berkshire, this is thought to be a very unlikely scenario.
- 6.14 Recognising the potential financial gains that pilot status can bring to fund strategic infrastructure improvements and support local budgets, the Berkshire authorities, including Berkshire Fire Authority this time, have submitted a proposal. It is very similar in structure to the successful 2018/19 bid, with around £11m of the potential gains being pooled and the remainder being retained by individual authorities.
- 6.15 Given the potential benefits, the level of competition between areas to attain pilot status will be high and therefore the likelihood of success was felt to be low. Areas are expected to be informed just before or as part of the provisional LGFS.
- 6.16 Income from Business Rates growth will reduce next year as a consequence of moving away from 100% rates retention under the existing pilot. Currently the base budget includes a transfer of £8.2m into the Future Funding Reserve. This transfer will be reduced accordingly so that any loss in income does not impact on the budget gap.

7 COUNCIL TAX

- 7.1 Council Tax at present levels will generate total income of -£57.345m in 2019/20. An increase in the Council Tax Base arising from the occupation of new properties during 2019/20 and a reduction in the take-up of the Local Council Tax Benefit Support Scheme is forecast to contribute an additional -£0.348m (+0.6%). The Council Tax Base for 2019/20 has therefore been set at 45,573 Band D equivalents.
- 7.2 The surplus/deficit on the Council Tax element of the Collection Fund in 2018/19 will need to be assessed by the 15 January 2019. Early indications are that there will be a material deficit, caused primarily by a lower than expected growth in the taxbase. This figure will impact on the 2019/20 budget and will be incorporated into the February budget report.
- 7.3 The Government limits Council Tax increases by requiring councils to hold a local referendum for any increases in excess of a threshold percentage which is normally included in the Local Government Financial Settlement. In 2017/18 a referendum was required for Council Tax increases of 3% or more. Early indications are that the same level will be set in 2019/20 but this will not be confirmed until the Provisional Settlement is received. As a council with Social Care responsibilities, Bracknell Forest was able to increase Council Tax by a further 3% in 2017/18 and 2018/19 to support Social Care pressures and the Council's Medium Term Financial Strategy. This will not be an option in 2019/20 as 6% is the maximum permissible increase over the three year period. Each 1% increase in Council Tax would generate approximately -£0.577m of additional income.
- 7.4 The Executive at its meeting in February will recommend to Council the level of Council Tax in light of the Final Settlement, the results of the consultation and the final budget proposals.

8 BUDGET PROPOSALS 2019/20

Service Pressures and Developments

- 8.1 In the face of significant reductions in public expenditure in general and in grants to Local Government in particular the scope to invest in new service provision is severely restricted. Nevertheless, it is important to retain a clear focus to ensure that the Council continues to deliver its six strategic themes. In preparing the 2019/20 draft budget proposals each directorate has evaluated the potential pressures on its services and these are set out in Annexe B. Table 2 summarises the pressures by directorate.

Table 2: Service Pressures/Development

Directorate	£'000
Central	98
Delivery	731
People (excluding schools)	1,758
Non Departmental / Council Wide	0
Total Pressures/Developments	2,587

- 8.2 Many of the pressures are simply unavoidable as they relate to current levels of demand or legislation changes. They do, however, also support the six strategic themes included in the new Council Plan in the following way:

- people have the life skills and education opportunities they need to thrive (£0.073m);
 - people live active and healthy lifestyles (£0.850m);
 - a clean, green, growing and sustainable place (0.479m);
 - strong, safe, supportive and self-reliant communities (£0.970m);
 - provide value for money (£0.153m).
- 8.3 Service pressures will be kept under review throughout the budget consultation period. There is always the risk in Social Care services in particular that the numbers of people requiring care packages, the content of existing care packages and contract inflation will vary considerably from the assumptions included in these draft budget proposals. Any revisions to service pressures will be reported to the Executive in February.
- 8.4 In addition to these revenue proposals the Council continues to invest in its priorities through targeted capital expenditure. Details are contained in the capital programme report, but the cost of funding all potential commitments arising from these various proposals is included in these draft budget proposals.

Service Economies

- 8.5 Members and officers have held regular meetings to determine options for savings and a list of potential draft budget savings has been developed, to supplement the Transformation savings included in the Commitment Budget. This list totals -£1.890m and is attached at Annexe C and summarised in Table 3. As in previous years, economies have focused as far as possible on increasing efficiency, income generation and reducing central and departmental support rather than on front line services. There will potentially be some impact on services, although this has been minimised to a large degree.

Table 3: Summary Service Economies

Directorate	£'000
Central	-96
Delivery	-1,059
People (excluding schools)	-637
Non Departmental / Council Wide	-84
Total Savings	-1,876

Significant Budget Decisions

- 8.6 Consideration and approval of the budget is a major policy decision. However, the budget, by its nature, includes a range of proposals, some of which in themselves represent important policy decisions. More details on each of the proposals are included in Annexe C.
- 8.7 As the budget report is a policy document and is subject to at least six weeks consultation, the identification of these issues within the budget report facilitates detailed consultation on a range of significant policy decisions.

Council Wide Issues

- 8.8 Apart from the specific budget proposals contained in Annexes B and C there are some Council wide issues affecting all directorates' budgets which need to be considered. The precise impact of these corporate budgets is likely to change before the final budget proposals are recommended, however the current view on these issues is outlined in the following paragraphs.

a) Capital Programme

As outlined above, the scale of the Council's Capital Programme for 2019/20 will impact upon the revenue budget and will itself be subject to consultation over the coming weeks. All new spending on services will need to be funded from new capital receipts (including CIL), government grants, developer contributions or borrowing. The proposed Council Funded Capital Programme of £13.751m and externally funded (including self-funding schemes) programme of £11.586m for 2019/20 features in a separate report on tonight's agenda. After allowing for projected receipts of approximately £5m in 2019/20 and carry forwards, the additional revenue costs will be £0.014m in 2019/20 and £0.441m in 2020/21. These figures include on-going costs associated with the maintenance and support of IT capital purchases, which will help enable the Council's transformational change.

b) Interest and Investments

Now that the Council is in no longer debt-free and is reliant on external borrowing to fund its capital investments, returns on surplus cash are likely to remain relatively low during 2019/20 and beyond.

As such the impact of interest rates on borrowing rates are of greater significance to the Council. The flow of generally positive economic statistics after the quarter ended 30 June meant that it came as no surprise that the Monetary Policy Committee (MPC) came to a decision on 2 August to make the first increase in Bank Rate above 0.5% since the financial crash, from 0.5% to 0.75%. However, the MPC emphasised again, that future Bank Rate increases would be gradual and would rise to a much lower equilibrium rate, (where monetary policy is neither expansionary nor contractionary), than before the crash; indeed they gave a figure for this of around 2.5% in ten years' time but they declined to give a medium term forecast. It is unlikely that the MPC will increase the Bank Rate in February 2019, ahead of the deadline in March for Brexit. Similarly, the MPC is more likely to wait until August 2019, than May 2019, before the next increase, to be followed by further increases of 0.25% in May and November 2020 to reach 1.5%. However, the cautious pace of even these limited increases is dependent on a reasonably orderly Brexit.

The Council's own forecasts are cautious and in line with a subdued path for increases in Bank Rate likely in the latter half of 2019 and into 2020. Long-term interest rates remain close to historical lows with 10-year and 25-year Public Works Loan Board rates in the region of 2.5% to 2.8%. Shorter dated maturities, less than 1 year, will track base rates and as such are not expected to increase materially over the next 12 months. Given a mix of borrowing maturities (longer term maturities will tend to be used for capital investment requirements whilst shorter-dated market loans will be used to manage day-to-day cash flow), the average interest rate on borrowing assumed in the Council's 2019/20 revenue budget is 2.5%.

With borrowing rates close to historical lows, the borrowing strategy of the Council will be to minimise the impact on the revenue account but recognising that better value is in the 40yr to 50yr range. The Council will therefore take a mix of borrowing maturities over the years reflecting the need for day-to-day cash flow and its longer-term capital investment strategy. The Council, in close co-ordination with its Treasury Management advisers, will monitor medium and long-term interest rates and take any necessary decisions based on the information available to effectively and efficiently fund the capital programme.

The Council reviews the annual Treasury Management Strategy Statement under the requirement of the 2011 revised CIPFA Treasury Management in Public Services Code of Practice and Cross Sectoral Guidance Notes (“the CIPFA TM Code”). The Local Government Act 2003 required the Council to “have regard to the Prudential Code and to set Prudential Indicators for the next three years to ensure that the capital investment plans are affordable, prudent and sustainable”. Annexe E outlines the Council’s prudential indicators for 2019/20 – 2021/22 and sets out the expected treasury management activities for this period. These take account of the Commercial Property Investment Strategy (CPIS) agreed by the Executive on 15 November 2016. The MRP policy has been revised to include a “partial deferral” approach for Commercial Properties met from borrowing under the CPIS. MRP will be charged at 10% of the property value over a 15 year period to reflect a realistic level of value risk. It is recommended that the Executive agree the Treasury Management Strategy and associated documents and in line with the Code of Practice request that the Governance and Audit Committee review each of the key elements.

c) Provision for Inflation and Pay Awards

The Commitment Budget excludes the cost of inflation on both expenditure and income. In past years, the Council has restricted the provision for inflation on prices as a general economy measure, to help address the underlying budget gap, although pay awards have been fully funded. In the context of the Council's overall financial position, it is again prudent to consider where the provision for inflation on prices can be limited as an economy measure, although some exceptions will be necessary to reflect actual increases that will not be containable without real service reductions or to meet contractual commitments. In particular it will be important to have realistic discussions with key providers about what level of inflation is genuinely necessary on some contracts and placements.

At this stage the inflation provision is not finalised, although for planning purposes a sum of £2.400m (£2.422m 2018/19) has been added to the budget. This will be achieved by:

- Assuming pay awards of 2% and including any additional impact of the higher increases for NJC staff on old scale point 28 (new scale point 22) or below;
- Negotiating to minimise inflation on contracts;
- Increasing fees and charges in line with the Council's income policy.

The Council will need to consider where it is appropriate and necessary to provide for inflation over the coming weeks so that the actual inflation provision can be added to the final budget report in February 2019.

d) Fees and Charges

Increases in fees and charges are determined by the overall economic conditions, the willingness of customers to pay the higher charges and continued demand for Council services. The Council policy for fees and charges requires each Directorate to consider the level of charges against the following criteria:

- fees and charges should aim, as a minimum, to cover the costs of delivering the service;
- where a service operates in free market conditions, fees and charges should at least be set at the market rate;
- fees and charges should not be levied where this is an ineffective use of resources, i.e. the cost of collection exceeds any income generated.

Certain other fees will attract the percentage determined by statute. The proposed fees and charges are included in Annexe D.

e) Corporate Contingency

The Council manages risks and uncertainties in the budget through the use of a general contingency added to the Council's budget. Every year the Council faces risks on its budget in relation to demand led services, Business Rates and the general economic climate. The Contingency has been reduced by £1.0m to £1.5m as part of the draft budget proposals. This reflects the fact that a significant level of transformation savings have already been achieved and those that have yet to be delivered have been re-profiled within the medium term forecast to take account of any identified slippage.

The Executive will need to make a judgement on the appropriate level of contingency at its February meeting, taking advice from the Director of Finance who will need to certify the robustness of the overall budget proposals in the context of the continuing progress on the Transformation Programme and the Council's remaining general and earmarked reserves. All the reserves will be reviewed to ensure that they are sufficient to manage the financial risks facing the Council in the coming years.

Spending on Schools

- 8.9 Changes by the Department for Education (DfE) to the way schools and education in general are funded are now reaching a conclusion and are intended to result in an efficient, simple and predictable funding system that is fair and supports pupils to achieve their potential. As the Council is the 6th lowest funded education authority, the expectation has always been that the most likely outcome for Bracknell Forest schools would be a funding gain.
- 8.10 As part of the process, the Education and Skills Funding Agency (ESFA), the executive agency of the DfE, intends to put in place a Schools National Funding Formula (SNFF) to directly fund all schools thereby reducing the role of councils. The main financial responsibilities remaining with councils would relate to ensuring the needs of vulnerable pupils are met, sufficient school places are available, working with schools to ensure they understand and discharge their safeguarding duties, ensuring fair access through admissions and promoting attendance.

Unrestricted

- 8.11 To enable a measured move to the new framework, transitional arrangements will remain in place with local authorities continuing to set school budgets through to March 2021, within parameters set by the DfE.
- 8.12 The financial impact from the changes during the first 2 years is that there would be an increase in average per pupil funding for Bracknell Forest schools of £3.24m (+5.0%) - £1.70m (+2.7%) in 2018/19 and a further £1.54m (+2.3%) in 2019/20.
- 8.13 Despite the additional funding, there is a significant medium term financial pressure on the Schools Budget arising from the cost of new schools that are being built in response to new housing and the resultant need for more school places in order to fulfil the Council's agreed objective of delivering local schools for local children. In order to provide sufficient places when they are required, new schools will need to open at the start of the developments but will take a number of years to fill up as house building continues. During this period, new schools need additional financial support to cover what can be significant diseconomies of scale.
- 8.14 This cost pressure is not adequately resourced in the funding settlement from the DfE and this is expected to be the case over the medium term. Preliminary forecasts indicated a potential cost pressure on the Schools Budget over the next 4 years of up to £5m. This is after taking account of estimated grant funding the DfE provides to councils for this purpose.
- 8.15 In considering this matter, the Schools Forum expressed its concern to the Executive Member for Children, Young People & Learning about the serious adverse impact on existing schools of the delivery of new schools as there was insufficient funding from the DfE, and requested that the Council give consideration to ways of mitigating the adverse impact by providing additional financial support. The Schools Forum, not the Council has the statutory decision making power to set the amount of budget to support new schools.
- 8.16 A proposal has therefore been developed that shares the additional cost related to new schools between unallocated balances in the Schools Budget, the Council and individual schools. Based on current information, which is still subject to change over the medium term, the total 4 year cost to the Council of this proposal is estimated at £0.967m, with £0.345m in 2019/20 and £0.208m in each year from 2020/21 to 2022/23. The breakdown of what the provisional 4 year funding plan would be, with the Council committing to up to £1m, is:
- | | |
|------------------------------|---------------|
| DSG financed school balances | £0.914m (21%) |
| Contribution from schools | £2.415m (55%) |
| Contribution from BFC | £0.967m (24%) |
- 8.17 In addition to grant funding for schools, the DfE makes separate allocations for Early Years funding for 0-4 year olds, pupils with special educational needs and disabilities (SEND) from age 0-24, and a small number of services that support schools and pupils which councils are permitted to manage centrally. Funding for each of these areas are expected to be in line with amounts received in the current year, with the funding to support high need pupils likely to increase by around £0.075m (0.5%).
- 8.18 Taking account of this information, -£93.54m of grant income is estimated to be available to the Council for 2019/20 through the specific ring-fenced Dedicated Schools Grant (DSG). This comprises -£69.95m for the Schools Block, -£7.03m for the Early Years Block, -£15.53m for the High Needs Block and -£1.03m for the Central Schools Services Block.

- 8.19 In addition to the DSG, schools also receive revenue funding from other specific grants including School Sixth Forms (currently -£4.643m), the Pupil Premium (-£3.345m), Primary PE and Sports Premium (-0.292m) and the Universal Infant Free School Meals Grant (-£1.487m). All of these amounts are subject to change in 2019/20.

Spending on schools – decision making

- 8.20 Setting the overall level of the Schools Budget and the operation of the funding formula that distributes the money to schools is a statutory council function. In practice, the Schools Forum is asked to consider a range of proposals and it is expected that its recommendations are implemented, except in exceptional circumstances. The Schools Forum is legally required to determine how much of the overall schools funding is centrally managed by the local authority.
- 8.21 The DfE requires councils to confirm the basis on which actual school budgets will be allocated, including per pupil and all other funding rates, by 21 January 2019. To meet this requirement, 2019/20 school budgets will have to be set on the basis of the estimated level of DSG plus any other grants and accumulated balances. The draft budget proposals are prepared on this basis.
- 8.22 The approval timescale is very tight, with the DfE only expected to release the data that councils must use to set school budgets on the 12 December 2018. To meet the DfE's timescale of approval by 21 January, council statutory decisions around the Schools Budget together with endorsement of the decisions that the Schools Forum has the statutory power to take are normally delegated to the Executive Member for Children, Young People and Learning. Importantly, such decisions need to be made within the context of the overall level of funding agreed by the Executive, which is covered by recommendation 2.4 in this report.

Summary

- 8.23 Adding the draft proposals to the Commitment Budget and taking account of the corporate issues identified above would result in total expenditure of £78.514m as shown in Table 5.

Table 5: Summary of proposals:

	£'000
Commitment Budget	80,570
Budget Pressures	2,587
Budget Economies	-1,876
Capital Programme	14
Inflation Provision	2,400
Change in Contingency	-1,000
Reversal of the one-off transfer into the Future Funding Reserve for the projected Collection Fund - Business Rates surplus in 2017/18	-3,045
Reduction in New Homes Bonus 2019/20	390
Additional Improved Better Care funding	-546
Additional Social Care Funding	-980
Draft Budget Requirement 2019/20	78,514

- 8.24 Without the Provisional Finance Settlement, assumptions have had to be made on the level of grant income. It has been assumed that the Council can anticipate income of up to -£75.986m. This arises from Revenue Support Grant and Business Rates baseline funding (-£18.293m) and Council Tax at the 2018/19 level (-£57.693m).
- 8.25 With the potential overall cost of the budget package being consulted on in the region of £78.514m, this leaves a potential gap of around £2.528m. Members can choose to adopt any or all of the following approaches in order to bridge the remaining gap:
- an increase in Council Tax;
 - an appropriate contribution from the Council’s revenue reserves, bearing in mind the Medium Term financial position;
 - identifying further expenditure reductions.

9 RESERVES

- 9.1 The Council has an estimated £6.5m available in General Reserves at 31 March 2019, assuming that spending in the current year matches the approved budget. Details are contained in Table 6.

Table 6: General Reserves as at 31 March 2019

	£m
General Fund	9.0
Planned use in 2018/19	(2.5)
Estimated Balance as at 31 March 2019	6.5

- 9.2 The Council has, in the past, planned on maintaining a minimum prudential balance of £4m. This assessment is based on the financial risks which face the Council and the Director of Finance considers these in the February report to the Executive at which a final decision on the use of balances can be taken, taking account of the financial position likely to face the Council over the next five years.

10 CONCLUSION

- 10.1 The Council’s constitution requires a consultation period of at least six week on the draft budget proposals. In this context, it is inevitable that, of the broad range of options proposed for consultation, not all will necessarily be included in the final budget package. It is also likely that some further issues with a financial impact will arise between now and February. When the Final Settlement is known, the Executive can consider the prudent use of revenue balances to support expenditure in line with the overall medium term financial strategy, along with any further expenditure reductions.
- 10.2 It is suggested, therefore, that the normal process whereby the Overview & Scrutiny Commission reviews the overall budget package and determines whether any specific issues should be considered further by the Overview and Scrutiny Panels at their meetings in January, is followed. The proposals will also be placed on the Council’s website for public consultation.

- 10.3 All comments from the Overview & Scrutiny Commission, Overview and Scrutiny Panels and all others will then be submitted to the Executive on 12 February 2019. This will allow the Executive to determine the final budget package and recommend the appropriate Council Tax level to the Council on 27 February 2019.

11 BUDGET MONITORING 2018/19- VIREMENT REQUEST

- 11.1 A virement is the transfer of resources between two budgets but it does not increase the overall budget approved by the Council. Financial Regulations require formal approval by the Executive of any virement between £0.050m and £0.100m and of virements between directorates of any amount. Full Council approval is required for virements over £0.100m. During 2018/19 a number of virements have been identified which require the approval of the Executive. These have been previously reported to the Corporate Management Team which recommends them to the Executive for approval. They have been included in the Quarterly Service Reports. Details of virements between directorates are set out in Annexe F. Details of internal virements exceeding £0.050m are set out in Annexe G.

12 ADVICE RECEIVED FROM STATUTORY AND OTHER OFFICERS

Borough Solicitor

- 12.1 Nothing to add to the report.

Director of Finance

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

Equalities Impact Assessment

- 12.3 The Council's final budget proposals will potentially impact on all areas of the community. A detailed consultation process is planned in order to provide individuals and groups with the opportunity to comment on the draft proposals. This will ensure that in making final recommendations, the Executive can be made aware of the views of a broad section of residents and service users. A number of the budget proposals require specific equality impact assessments to be carried out and draft versions of these are attached in Annexe H. Consultation with equalities groups that are likely to be affected by the proposal is part of the assessment process.

Strategic Risk Management Issues

- 12.4 A sum of £1.5m is currently included in the draft proposals to meet the costs of unpredictable or unforeseen items that would represent in year budget risks. The Executive will need to make a judgement on the level of Contingency at its meeting in February.
- 12.5 The Director of Finance, as the Council's Chief Finance Officer (Section 151 Officer), must formally certify that the budget is sound. This will involve identifying and assessing the key risk areas in the budget to ensure the robustness of estimates and ensuring that appropriate arrangements are in place to manage those risks, including maintaining an appropriate level of reserves and Contingency. This formalises work that is normally undertaken each year during the budget preparation stages and in

monthly monitoring after the budget is agreed. The Director of Finance will report his findings in February, when the final budget package is recommended for approval.

13 CONSULTATION

Principal Groups Consulted

- 13.1 The Overview & Scrutiny Commission will be consulted on the budget proposals and may also choose to direct specific issues to individual overview and scrutiny panels. Targeted consultation exercises will be undertaken with business rate payers, the Schools Forum, town and parish councils and voluntary organisations. Comments and views will be sought on both the overall budget package and on the detailed budget proposals. In addition, this report and all the supporting information are publicly available to any individual or group who wish to comment on any proposal included within it. To facilitate this, the full budget package will be placed on the Council's web site at <http://consult.bracknell-forest.gov.uk/portal>. There will also be a dedicated mailbox to collect comments.
- 13.2 The timetable for the approval of the 2019/20 Budget is as follows.

Executive agree proposals as basis for consultation	18 December 2018
Consultation period	19 December 2018 - 29 January 2019
Executive considers representations made and recommends budget.	12 February 2019
Council considers Executive budget proposals	27 February 2019

Background Papers

None

Contacts for further information

Timothy Wheadon – 01344 355601
Timothy.wheadon@bracknell-forest.gov.uk

Stuart McKellar – 01344 352180
Stuart.mckellar@bracknell-forest.gov.uk

Arthur Parker – 01344 352158
Arthur.parker@bracknell-forest.gov.uk

Commitment Budget excluding Transformation Savings 2019/20 to 2021/22

	2018/19 £'000	2019/20 £'000	2020/21 £'000	2021/22 £'000
Non Departmental / Council Wide				
Approved Budget	3,330	5,503	4,783	5,513
Minimum Revenue Provision		405	400	400
Increase in employers Pension Fund contributions		330	330	400
Interest on External Borrowing		-1,500		
2018/19 Capital Programme - (Full Year Effect) Interest		24		
2018/19 Use of Balances (Full Year Effect) - Interest		31		
Lead Local Flood Authority Grant		-10		
Net Inter Departmental Virements	2173			
Non Departmental / Council Wide Adjusted Budget	5,503	4,783	5,513	6,313
Change in commitment budget		-720	730	800

Commitment Budget - Transformation Savings 2019/20 to 2021/22

	2017/18 £'000	2018/19 £'000	2019/20 £'000	2020/21 £'000	2021/22 £'000
Non Departmental / Council Wide					
Commercial Property Investment Strategy	-1,000	-1,000	-750		
Council Wide Support Services	-500	-311			
Council Wide Support Services - Business Intelligence		-29	-22		
Non Departmental / Council Wide Total	-1,500	-1,340	-772	0	0
Overall Change in Commitment Budget			-1,492	730	800
Total Budget including Transformation Savings			4,011	4,741	5,541

Description of Commitment Budget Items for 2019/20 to 2021/22

Directorate and Item	Description
Non Departmental / Council Wide	
Minimum Revenue Provision	The change in the principal repayment on borrowing used to finance capital expenditure.
Increase in employers Pension Fund contributions	Increase in payments required to meet prior year deficits.
Interest on External Borrowing	Interest on borrowing required to finance the Council's Capital Programme. Reflects the impact of prior year under spends.
2018/19 capital programme (full year effect) -Interest	The full year effect of the additional interest arising from the funding of the 2018/19 capital programme.
2018/19 use of balances (full year effect) -Interest	The full year effect of the additional interest arising from the use of balances in 2018/19.
Lead Local Flood Authority Grant	Indicative figures for the grant receivable in 2019/20
TRANSFORMATION RELATED	
Non Departmental / Council Wide	
Commercial Property Investment Strategy	Additional income from the investment in Commercial Property.
Council Wide Support Services - Business Intelligence	Savings arising from the review of the Business Intelligence function across the Council.

CENTRAL

Description	2019/20 £'000	2020/21 £'000	2021/22 £'000
<p>Organisational Development</p> <p>A full time Apprenticeship Manager is required in order to manage the arrangements surrounding the apprenticeship levy effectively, align training needs to the Organisational Development strategy and utilise the levy payment to the maximum.</p>	50		
CENTRAL TOTAL	50	0	0

CENTRAL

Description Impact	2019/20 £'000	2020/21 £'000	2021/22 £'000
<p>Finance – Audit</p> <p>A reduction in the number of internal audit days delivered by the Council's external providers (-£20,000).</p> <p>External audit fees continue to reduce in line with the tendering process undertaken previously (-£5,000).</p>	-25		
<p>Human Resources</p> <p>Reduction in the equipment purchase (-£2,500) and printing (-£2,000) budgets, both of which have been underspent previously.</p>	-4		
<p>Human Resources</p> <p>Whilst there is a current in-year pressure on the long service awards/staff rewards scheme, this is due to a peak year and also the dual awards schemes. In future years, the new scheme will create a cost saving.</p>	-2		
CENTRAL TOTAL	-31	0	0

COUNCIL WIDE

Description Impact	2019/20 £'000	2020/21 £'000	2021/22 £'000
<p>Departmental Supplies & Services</p> <p>The following budgets have been centralised following the closure of Easthampstead House and the transfer of staff to Time Square: postage, stationery, refreshments and mobile telephones. As a result of the centralisation and previous underspends, a saving has been identified.</p>	-64		
<p>Voluntary Sector Grants</p> <p>The Council provides grant support to some voluntary sector organisations that are also able to generate income from charges to their service users. Recognising this, it is proposed to implement the previously agreed tapering of grant support to Shopmobility (£9,850) following an eightfold increase in visitors to the town centre, and to reduce the grant to Keep Mobile (£10,000) and seek to agree further phased reductions over time.</p>	-20		
COUNCIL WIDE TOTAL	-84	0	0

**TO: THE EXECUTIVE
18 DECEMBER 2018**

**CAPITAL PROGRAMME 2019/2020 - 2021/2022
(Borough Treasurer/Chief Executive)**

1 PURPOSE OF DECISION

- 1.1 Under the Council's constitution, the Executive is required to consult on its detailed budget proposals with the Council's Overview & Scrutiny Commission and any other interested parties or individuals for a period of at least six weeks. This report summarises the current position on the Council's Capital Programme budget preparations for 2019/20.
- 1.2 This report draws together each department's proposals so that the Executive can agree a draft capital programme for 2019/20-2021/22 as the basis for consultation. In compiling the draft programme the main focus is inevitably on determining the requirements for 2019/20, although future year's schemes do also form an important part of the programme.
- 1.3 The financial implications of the recommendations in this report are reflected in the subsequent report on the Council's draft revenue budget. Any revisions to the proposals put forward by each service would also need to be reflected in that report which will also be published as the basis for consultation following the Executive's meeting.

2 RECOMMENDATIONS

That the Executive:

- 2.1 **Approves, for consultation, a Council funded capital programme of £13.751m for 2019/20 as set out in paragraph 5.17 and summarised in Annex A, including the new schemes listed in Annexes B – E.**
- 2.2 **Approves, for consultation, the inclusion of £11.436m of expenditure to be externally funded as outlined in paragraph 5.17.**
- 2.3 **Approves, for consultation, the inclusion of £1.025m of expenditure to be funded from S106 as outlined in paragraph 5.18.**
- 2.4 **Approves, for consultation, the inclusion of an additional budget of £1m for Invest-to-Save schemes.**
- 2.5 **Approves a supplementary capital approval in 2018/19 of £0.25m for the relocation of the Education Centre to the Open Learning Centre as set out in para 5.20, funded from the capital receipt generated from the disposal of Easthampstead Park Conference Centre.**
- 2.6 **Approves the granting of a loan of £68,000 to the South Hill Park Trust on the terms set on in paragraph 5.21 to help fund improvement works that will enable further income generating activities and help the Trust secure its medium-term financial position.**

- 2.7 **Approve the virements set out in Annex F to reflect the changed needs and priorities within the Schools Capital Programme.**
- 2.8 **Approves the Capital Strategy as outlined in para 5.22 and attached in Annex G**

3 REASONS FOR RECOMMENDATIONS

- 3.1 The reasons for the recommendations are set out in the report.

4 ALTERNATIVE OPTIONS CONSIDERED

- 4.1 The alternative options are considered in the report.

5 SUPPORTING INFORMATION

Capital Resources

- 5.1 Each year the Council agrees a programme of capital schemes. In the past these schemes have been funded from these main sources:
- the Council's capital receipts
 - Government Grants
 - other external contributions
 - internal and external borrowing
- 5.2 The Council's total usable capital receipts at 31st March 2018 are zero as all receipts have been applied to fund prior capital investment – all receipts during 2018/19 will be used to finance the 2018/19 Capital Programme. The Council is partly reliant on capital receipts and other contributions to fund its capital programme, although interest generated from capital receipts can also help support the revenue budget in the short term – however with investment rates at historic lows it makes more economic sense to offset borrowing.
- 5.3 The proposed capital programme for 2019/20 has been developed, therefore, on the assumption that it will be funded by a combination of Government grants, other external contributions and borrowing in addition to capital receipts. Community Infrastructure Levy (CIL) contributions and some small miscellaneous property sales should enable £5m of the capital programme to be funded from receipts. Internal resources will be used in the first instance and borrowing from external sources (e.g. the PWLB) will be used only when necessary. The financing costs associated with the General Fund Capital Programme have been provided for in the Council's revenue budget plans which also appear on tonight's agenda.
- #### **New Schemes**
- 5.4 Within the general financial framework outlined above, Service Departments have considered new schemes for inclusion within the Council's Capital Programme for 2019/20 – 2021/22. Given that both capital and revenue resources are under pressure, each Department has evaluated and prioritised proposed schemes into broad categories in line with the Council's agreed Asset Management Plan approach. Having done this, only the very highest priority schemes and programmes are being recommended for inclusion in the Capital Programme.

Other Unavoidable & Committed schemes

- 5.5 This category covers schemes which must proceed to ensure that the Council is not left open to legal sanction and includes items relating to health and safety issues, new legislation etc. Committed schemes also include those that have been started as part of the 2018/19 Capital Programme. Also included within this category are those schemes that were previously funded from the General Fund Revenue Account, but which by their nature could be legitimately capitalised, thereby reducing pressure on the revenue budget. Schemes in this category form the first call on the available capital resources.

Maintenance (Improvements and capitalised repairs)

- 5.6 A review has been made of the condition of the Council's property assets to arrive at an estimate of the outstanding maintenance works required. An assessment is made of the state of each building element and its repair priority with a condition rating and repair urgency as follows.

Definition of Condition Categories:	
A: Good – Performing as intended and operating efficiently.	
B: Satisfactory – Performing as intended but showing minor deterioration.	
C: Poor – Showing major defects and/or not operating as intended.	
D: Bad – Life expired and/or serious risk of imminent failure.	
Priority:	
1	Urgent works that will prevent immediate closure of premises and/or address an immediate high risk to the health and safety of the occupants and/or remedy a serious breach of legislation.
2	Essential work required within two years that will prevent serious deterioration of the fabric or services and/or address a medium risk to the health & safety of the occupants and/or a minor breach of the legislation.
3	Desirable work required within 3 to 5 years that will prevent deterioration of the fabric or services and/or address a low risk to the health & safety of the occupants and/or a minor breach of the legislation.
4	Long-term work required beyond a period of 5 years that will prevent deterioration of the fabric or services.

- 5.7 The figures below are based on the information held in the council's property management system. They have been adjusted to exclude those works that are already budgeted for within existing 2018/19 schools and corporate planned maintenance programmes.

The priorities can be broken down as follows:

Maintenance Backlog 2019/20			
		£	£
		(000)	(000)
Schools	Priority 1C & 1D	3,105	
	Priority 2C & 2D	16,042	
	Lower Priorities	30,530	49,677
Corporate Properties	Priority 1C & 1D	1,856	

	Priority 2C & 2D	3,964	
	Lower Priorities	6,131	11,951
Total			<u>61,628</u>

5.8 The overall maintenance liability has increased from £50.4m in 2018/19 to £61.6m. However, the increase is seen in the Schools portfolio and these figures are currently being reviewed and further testing carried out. There have been notable inflationary increases in the construction industry over the last few years. As the Council is now running a five year programme of condition surveys, some of the older data was quickly becoming out-of-date and, as a consequence, adjustments have been applied to that data to bring it up to date. Secondly, the nature of the condition surveys has evolved such that more emphasis is now given to predicting the need for works further in advance than was previously the case. This is partly because of the five year programme approach mentioned above and partly because the asset management package that is now used to manage this data lends itself to better recording. What this means is that much of the value attributed to lower priority works is for things that are likely to be required over the next several years. The exact time span varies from one item to the next. Because of the five year survey cycle, it has taken a while for the impact of these changes to manifest themselves. Finally, some buildings are deteriorating faster than they can be fixed with the funds that are typically available. In some cases, this means that the work required becomes more expensive the longer it is left unattended. In determining the amount of funding to be made available for maintenance, a balance needs to be struck between short-term affordability and longer-term costs that will arise if assets are allowed to deteriorate significantly.

Schools

5.9 The Schools Maintenance Programme is funded from the Capital Maintenance grant allocation from the Department for Education (DfE). Identified planned maintenance for 2019/20 will be drawn from building condition surveys carried out by the Council's Managing Partner Atkins Ltd and there is approximately £3.105m of Priority 1 (Urgent) planned maintenance works in schools on the current building condition surveys.

5.10 A Schools Planned Works Programme of £1.499m is being put forward based on the level of grant expected to be received from DfE. This includes Planned Maintenance, Fire Safety, Asbestos and Legionella works which is normally funded from DfE Schools Capital Maintenance Grant. The programme of works will be matched to the available budget.

Non-schools

5.11 In line with the policy adopted last year the Asset Management Group has considered only those works that fall within categories 1C and 1D. Given the financial constraints on both the revenue and capital budgets an allocation of £1.050m is recommended to address the most pressing 1C & 1D priorities. From an initial analysis of the work required it is clear that some works, whilst urgent, cannot be legitimately capitalised and must be met from a revenue budget. An allowance of £200,000 is available in the 2019/20 Revenue Budget proposals to meet these liabilities.

5.12 The implications of failing to maintain Council buildings and to address the backlog will be a significant issue for the Council over the coming years and efforts will be focussed on ensuring that the highest priority items are tackled first, that efficiencies are maximised in the procurement of works and that maintenance which will result in energy efficiencies are undertaken through the invest-to-save programme.

Rolling programmes

- 5.13 These programmes cover more than one year and give a degree of certainty for forward planning schemes to improve service delivery. They make an important contribution towards the Council's established Asset Management Plans.

Other Desirable Schemes

- 5.14 In addition to the schemes identified in the above categories, each service has requested funding for other high priority schemes that meet the needs and objectives of their service. The net cost of schemes which attract partial external funding are included in the schemes put forward.

Invest-To-Save Schemes

- 5.15 These are schemes where the additional revenue income or savings arising from their implementation exceeds the Council's borrowing costs. In the past the Council has allocated £1m per annum to fund potential Invest-to-Save (ITS) schemes that may present themselves during the year. Any unspent budget is not carried forward and as such a request is made each year to enable new schemes (below £0.4m) to be brought forward and approved by Corporate Management Team. There have been no schemes approved to date however a number of schemes are being reviewed and may come forward in the current financial year.

Capital Programme 2019/20 – 2021/22

- 5.16 A summary of the cost of new schemes proposed by Departments is set out in the table below and in Annex A. A detailed list of suggested schemes within the draft capital programme, together with a brief description of each project, for each service is included in Annexes B – E.
- 5.17 Total Council funding for schemes amounts to £13.751m. Of this total, schemes amounting to £7.7m have been committed in previous years and funding allowed for – the largest of these being the Heathlands project. As such new expenditure that will need to be met from the council's available funding sources amounts to £6.051m in 2019/20.

Capital Programme 2019/20-2021/22				
Annex	Service Area	2019/20 £000	2020/21 £000	2021/22 £000
B	Delivery	6,224	3,360	3,360
C	People	14,523	0	0
D	Central Directorates	4,140	1,120	920
E	Non Departmental	300	300	300
	Total Capital Programme	25,187	4,780	4,580
	less Externally Funded schemes	11,436	2,445	2,445
	Council Funded Programme	13,751	2,335	2,135
	Less Previously Committed schemes	7,700	0	0
	Total request for Council funding	6,051	2,335	2,135

Externally Funded Schemes

- 5.18 A number of external funding sources are also available to fund schemes within the capital programme. External support has been identified from two main sources:

Government Grants

A number of capital schemes attract specific grants. It is proposed that all such schemes should be included in the capital programme at the level of external funding that is available.

A significant element of the grant-funded capital programme relates to the planned investment in Schools. The schools investment programme included in this report reflects the highest priority schemes identified by the Department and the Education Capital Programme Board. However as a result in a change to the capital funding formula and the perceived relative need for school places in Bracknell compared to other areas of the country, the Council has received no Basic Needs Grant (BNG) in 2018/19 and is expecting a relatively small allocation in 2019/20 of £0.735m.

However the Council has clear need for investment in school places in the Borough and has identified a number of schemes that require funding in the coming years and are set out in Annex B. The available BNG will be applied to fund these schemes and the shortfall will be met from Council funding.

A second key constituent of capital grant funding relates to the Highway Maintenance and the Integrated Transport Block totalling £1.92m for 2019/20. A matched funding bid has also been accepted for the work on Downshire Way – this will attract grant of £2.29m to be matched with £0.2m of Council funding and developer contributions.

Section 106 (£1.025m)

Each year the Council enters into a number of agreements under Section 106 of the Town & Country Planning Act 1990 by which developers make a contribution towards the cost of providing facilities and infrastructure that may be required as a result of their development. Usually the monies are given for work in a particular area and/or for specific projects

Officers have identified a number of schemes that could be funded from Section 106 funds in 2019/20, where funding becomes available. These are summarised below

Department	Schemes	Budget
		<i>£000</i>
Central Directorates	Local Transport Plan	500
Delivery	Potential Leisure & Culture	125
Central Directorates	SANGS	150
People	Various School Schemes	250
	Total	1,025

On-going Revenue Costs

- 5.19 Schemes may have associated on-going revenue costs and tend to become payable in the year after implementation. As such will be included within the Council's Commitment Budget for 2019/20. These total £12,000 and relate to the licence and maintenance contracts associated with the new IT hardware investment.

Supplementary Capital Approval 2018/19 – Relocation of Education Centre

- 5.20 The Education Centre at Easthampstead Park Conference Centre provides a base for specialist advisors alongside a venue for meetings to both internal and external customers and a resource centre for schools offering books and learning resources. The lease disposal of the Conference Centre has necessitated the relocation of this service to the Open Learning Centre (OLC) by early April 2019. In order to facilitate this, it will be necessary to refurbish areas of the OLC and to invest in IT and furniture. Additional parking will also be needed to accommodate the increased levels of activity and meetings. The cost of these work will be £0.25m, which will be funded as a commitment against the capital receipt received from the sale of the Conference Centre. The Executive is asked to release this funding during the current year to enable the timetable to vacate the conference centre to be met. Alongside this work, an upgrade to the cafeteria and kitchens at the OLC is planned to create a learning kitchen to teach pupils with special needs life skills they need to be independent in adulthood and which can support them in employment. This work will be funded from the Special Provision Capital Fund grant..

Supplementary Capital Approval 2018/19 – Loan to South Hill Park Trust

- 5.21 The Council's Transformation review of the Arts resulted in the level of grant provided by the Council to SHP reducing gradually from 2017/18 to 2019/20. In order to assist the Trust in generating additional income from the facility, the Council approved in its 2017/18 capital programme funding for investment in the facility totalling £190,000. This would enable the final grant reduction of £75,000 in 2019/20 included in the Commitment Budget to be accommodated, recognising the potential to generate additional income. A further sum of £68,000 is now required for these improvement works, which the Trust has requested as a loan from the Council as soon as possible in order that the works can be completed. It is proposed that the Executive agrees to this, based on equal repayments at 6 monthly intervals over 20 years at nil interest rate. The Trust has also requested that the Council continues its historic practice of funding essential capital works required to the building for the time being, in order to enable it to build up sufficient reserves over the coming years to be able to afford them as they arise. No specific sum has been identified at this time for such works.

Capital Strategy

- 5.22 The CIPFA revised 2017 Prudential and Treasury Management Codes require, for 2019-20, all local authorities to prepare an additional report, a capital strategy report, which will provide the following:
- a high-level long term overview of how capital expenditure, capital financing and treasury management activity contribute to the provision of services
 - an overview of how the associated risk is managed
 - the implications for future financial sustainability

- 5.23 The aim of this capital strategy is to ensure that all elected members on the full Council fully understand the overall long-term policy objectives and resulting capital strategy requirements, governance procedures and risk appetite. This is attached in Annex G

Funding Options

- 5.24 The Council introduced CIL in April 2015. It is difficult to estimate the potential amount of CIL that will be generated as this will depend on the delivery of additional housing development in the Borough, which is to a large extent outside of the control of the authority. However based on the most recent housing trajectory estimates and knowledge of development schemes that will come forward in the next 18 months, it is estimated that £4m is an appropriate assumption for 2019/20.

- 5.25 The proposed capital programme for 2019/20 has been developed, therefore, on the assumption that it will be funded by a combination of approximately £5m of capital receipts (CIL and other miscellaneous property disposals), Government grants, other external contributions and borrowing. The financing costs associated with the Capital Programme have been provided for in the Council's revenue budget plans.
- 5.26 Any capital expenditure approved over and above capital receipts and external contributions will require the Council to borrow externally. The timing of this will depend on the level of surplus cash held by the Council which will be used in the first instance to fund the Capital Programme commitments. Any external borrowing will require a sum to be set aside Minimum Revenue Provision (MRP) in addition to an interest charge depending on the maturity of the loan.
- 5.27 Current long-term borrowing rates are approximately 2.75% and as such the programme as it stands will have a revenue impact of £0.014m in 2019/20 and a full –year ongoing impact of £0.029m in future years with regards to interest. The MRP charge reflects the life of individual assets that are being funded – the charge is not payable until the year after the assets come into being. The MRP charge in relation to the capital programme for 2019/20 is estimated to be £0.4m and will be charged in 2020/21.
- 5.28 Following the introduction of the Prudential Borrowing regime local authorities are able to determine the level of their own capital expenditure with regard only to affordability on the revenue account. In practice this represents the amount of borrowing they can afford to finance, and will necessitate taking a medium-term view of revenue income streams and capital investment needs.
- 5.29 To achieve its aim of ensuring that capital investment plans are affordable, prudent and sustainable, the Local Government Act requires all local authorities to set and keep under review a series of prudential indicators included in the CIPFA Prudential Code for Capital Finance in Local Authorities. The Capital Programme recommended in this report can be sustained and is within the prudential guidelines. Full Council will need to agree the prudential indicators for 2019/20 to 2021/22 in February 2019, alongside its consideration of the specific budget proposals for 2019/20 and the Council's medium-term financial prospects.
- 5.30 If any amendments are made to the capital programme, the revenue consequences will need to be adjusted accordingly. Executive Members will therefore need to consider the impact of the capital programme as part of the final revenue budget decisions. Members will need to carefully balance the level of the Capital Programme in future years against other revenue budget pressures and a thorough review, including the prioritisation of those schemes planned for 2020/21 onwards, will need to be undertaken during next summer.

6 ADVICE RECEIVED FROM STATUTORY AND OTHER OFFICERS

Borough Solicitor

- 6.1 The authorisation for incurring capital expenditure by local authorities is contained in the legislation covering the service areas. Controls on capital expenditure are contained in the Local Government Act 2003 and regulations made thereunder.

Borough Treasurer

- 6.2 The financial implications are contained within the report.

Equalities Impact Assessment

6.3 The Council's final budget proposals will potentially impact on all areas of the community. A detailed consultation process is planned in order to provide individuals and groups with the opportunity to comment on the draft proposals. This will ensure that in making final recommendations, the Executive can be made aware of the views of a broad section of residents and service users. Where necessary, impact assessments on specific schemes within the capital programme will be undertaken before work commences.

Strategic Risk Management Issues

6.4 The most significant risk facing the Council is the impact of the capital programme on the revenue budget. The scale of the Council's Capital Programme for 2019/20 will impact upon the revenue budget and will itself be subject to consultation over the coming weeks. All new spending on services will need to be funded from new capital receipts or borrowing. The generation of capital receipts in future years may mitigate the impact on the revenue budget, but as the timing and scale of these receipts is uncertain their impact is unlikely to be significant.

6.5 There are also a range of risks that are common to all capital projects which include:

- Tender prices exceeding the budget
- Planning issues and potential delays
- Uncertainty of external funding
- Building delays due to unavailability of materials or inclement weather
- Availability of staff with appropriate skills to implement schemes

6.6 These can be managed through the use of appropriate professional officers and following best practice in project management techniques. The report also identifies the risk associated with the shortfall in maintenance expenditure compared to that identified by the latest condition surveys. With only those highest priorities receiving funding in 2019/20, there will be a further build up in the maintenance backlog and a risk that the deterioration in Council assets will hamper the ability to deliver good services.

7 CONSULTATION

7.1 The Overview & Scrutiny Commission will be consulted on the budget proposals and may also choose to direct specific issues to individual overview and scrutiny panels. Targeted consultation exercises will be undertaken with business rate payers, the Schools Forum, town and parish councils and voluntary organisations. Comments and views will be sought on both the overall budget package and on the detailed budget proposals. In addition, this report and all the supporting information are publicly available to any individual or group who wish to comment on any proposal included within it. To facilitate this, the full budget package will be placed on the Council's web site at <http://consult.bracknell-forest.gov.uk/portal>. There will also be a dedicated mailbox to collect comments.

7.2 The timetable for the approval of the 2019/20 Budget is as follows.

Executive agree proposals as basis for consultation	18 December 2018
Consultation period	19 December 2018 - 30 January 2018
Executive considers representations made and recommends budget.	12 February 2019
Council considers Executive budget proposals	27 February 2019

Background Papers

None

Contact for further information

Stuart McKellar – 01344 352180

stuart.mckellar@bracknell-forest.gov.uk

Calvin Orr – 01344 352125

calvin.orr@bracknell-forest.gov.uk

CAPITAL PROGRAMME - ALL DEPARTMENTS

	2019/20	2020/21	2021/22	TOTAL
	£000	£000	£000	£000
Delivery	6,224	3,360	3,360	12,944
People	14,523	0	0	14,523
Central Directorates	4,140	1,120	920	6,180
Non-Departmental	300	300	300	900
Total Capital Programme	<u>25,187</u>	<u>4,780</u>	<u>4,580</u>	<u>34,547</u>
External Funding	10,701	2,445	2,445	15,591
DfE Basic Needs Grant - Schools	735	0	0	735
Council Funding	<u>13,751</u>	<u>2,335</u>	<u>2,135</u>	<u>18,221</u>

CAPITAL PROGRAMME - NON-DEPARTMENTAL

	2019/20 £000	2020/21 £000	2021/22 £000	TOTAL £000
Committed				
Capitalisation of Project Management costs	300	300	300	900
	<u>300</u>	<u>300</u>	<u>300</u>	<u>900</u>
Unavoidable				
No Schemes	0	0	0	0
	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Maintenance				
See Council Wide	0	0	0	0
	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Rolling Programme / Other Desirable				
No Schemes	0	0	0	0
	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
TOTAL REQUEST FOR COUNCIL FUNDING	<u>300</u>	<u>300</u>	<u>300</u>	<u>900</u>
External Funding				
No Schemes	0	0	0	0
	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
TOTAL EXTERNAL FUNDING	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
TOTAL CAPITAL PROGRAMME	<u>300</u>	<u>300</u>	<u>300</u>	<u>900</u>

**NON-DEPARTMENTAL
2019/20 Capital Programme Bids**

No New Funding Bids

**MINUTE EXTRACTS OF OVERVIEW AND SCRUTINY PANELS
CONCERNING THE 2019/20 BUDGET CONSULTATION**

**Environment, Culture and Communities Overview and Scrutiny Panel meeting held on
8 January 2019**

35. 2019/20 Draft Budget Proposals

It was noted members had received a full draft budget pack as well as agenda papers related to items of the draft budget relating to Environment, Culture and Communities. The information was the same but presented in a different format.

Discussion on the budget resulted in the following comments and questions:

- Members queried why an income was not received where an office space was reclassified from Class B to a Class C dwelling. Andrew Hunter, Director: Place, Planning & Regeneration informed members this fee was set universally across all local authorities so could not be changed locally.
- It was acknowledged this was a consultation process but members queried why some of the proposed fees and charges appeared particularly high. For example, on page 61 of the agenda there were large increases for marriage in the Haversham room at South Hill Park. Other examples of substantial increases included an 8.2% increase for the internment of a body over 16 years of age in comparison to a 3.5% increase for most other fees and charges and an increase in the fee of citizenship ceremonies held at the weekend. Laura Cooper, Finance Business Partner, agreed to check the reason for the increases with officers responsible for this area and report back to members.
- Members queried why the season ticket for parking at Braccan Walk (page 77) was proposed to increase by 12.5% as it was thought the hourly rate had been frozen. Damian James, Assistant Director, Contract Services, informed members the season ticket rate was set using the market rate in comparison with other local authorities; benchmarking against other car parks in the area, which were owned privately, and rounding the figure up to £45.00. The season ticket approval was a different process than full Council. Some season tickets had been kept low previously to allow the new Town Centre to bed in but there was now an opportunity to increase fees.
- Members queried why there was a proposed 139.9% increase in the charge for transferring a Hackney Carriage vehicle to a new owner (page 85). Damian James explained this was due to Bracknell Forest Borough Council (BFC) bringing their fees in line with West Berkshire and Wokingham Borough Council's fees as part of a joint Public Protection Partnership.

MINUTE EXTRACTS OF OVERVIEW AND SCRUTINY PANELS CONCERNING THE 2019/20 BUDGET CONSULTATION

Children, Young People & Learning Overview and Scrutiny Panel meeting heard on Wednesday 9 January 2019.

31. 2019/20 Draft Budget Proposals

Paul Clark, Finance Business Partner, provided an overview on the proposed items in the revenue budget for 2019/20 affecting children, young people and learning. He explained the key parts were prior commitments; proposals regarding new pressures and proposed efficiencies and savings. The current deficit to meet identified needs for Children and Young People was £2.5m. Options available to the Council in order to address the funding gap included raising council tax; drawing down from reserves and/or making reductions in expenditure.

As a result of discussions the following comments and questions were made:

Revenue Budget

- Members queried a £135k pressure listed in Schools ICT services when three posts had been deleted. It was believed the pressure on that line corresponded to another line which offset the pressure but the member was advised to ask the Interim Executive Director: Delivery directly as they would be better placed to answer this question.
- Members asked why there was a proposed £46k saving anticipated in the Special Educational Needs (SEN) budget at a time when needs were increasing. It was acknowledged SEN was an area of growing need but the saving related to a review of roles and responsibilities in this area to ensure the right people were in the right roles according to national and local priorities.
- Members asked how the Council would ensure the same level of service for training parents and carers to support children with specialist medical needs as it was noted the funding arrangements were changing. Members received assurances that training would be funded by East Berkshire Clinical Commissioning Group (CCG) in the future but processes and people delivering the training would remain the same.
- Members asked the Finance Business Officer what the greatest pressure was for 2019/20 and were directed towards Annex C on Page 30 of the Agenda which highlighted the changes and explained these were not considered to impact significantly on services. Cllr Gareth Barnard, Executive Member for Children, Young People and Learning noted pressures were usually due to increasing numbers of looked after children (LAC) and an increase in complexity of needs. In order to cope with those pressures the department had already e-engineered their approach to the 'front door' to ensure good multi-agency working as well as making changes to the School Improvement Team to hold governors and senior leaders to account more effectively.
- Members queried if children without needs were receiving less as resources were needed for children with higher needs. Cllr Gareth Barnard responded that at the last School's Forum it was announced a further £1m was being committed for revenue needs of schools offering additional places for all children and there was a tenuous link between school funding and attainment. The crucial thing was strong leadership. He also noted some schools had accumulated substantial sums of money and there was an argument it should be spent on those children attending that school currently and Ofsted showed Bracknell had made good progress in that area.

MINUTE EXTRACTS OF OVERVIEW AND SCRUTINY PANELS CONCERNING THE 2019/20 BUDGET CONSULTATION

- It was noted the data relating to housing related savings on Page 30 should not have appeared in the agenda as they would be scrutinised by the Adult Social Care, Health and Housing Overview & Scrutiny Panel.

Capital Budget

Paul Clark, Finance Business Partner, explained the budget, as set out on Page 55, Annex C, showed investment of £13m in services for children and young people.

- Members asked if the merger of Ascot Health Infant School and Ascot Heath Junior School was funded by the Church of England or the Council? The Finance Business Partner explained the amalgamation was complicated by land ownership issues but following a conversation with the Oxfordshire Diocese ownership of the land would rest with the Council and the legal transfer was currently being finalised. Cllr Gareth Barnard explained that whilst the Council would take on financial issues relating to the schools the amalgamation would allow the schools to become one entity, one strong leadership team and improve education on the site.
- Members were keen to learn when the new youth facility at Braccan Walk, as per the funding stream on Page 66, would be ready. Cllr Gareth Barnard informed members that it was included in the capital funding pending the conclusion of the feasibility study so that the funds for the project were in the budget. It was noted children and young people had been heavily involved in developing what the youth facility would look like.

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QUARTERLY SERVICE REPORT RESOURCES

Q2 2018 - 19
July - September 2018

Executive Members:

Councillor Iain Mc Cracken
Councillor Peter Heydon
Councillor Paul Bettison

Director:

Alison Sanders until 31 August 2018
Director's commentary by Gill Vickers, Executive Director: Delivery

Date completed: 09/11/2018

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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

The Resources directorate has seen considerable changes in this quarter. There has been a restructure of the Corporate Management team with part of Resources directorate joining Environment, Culture and Communities to form a new 'Delivery' and part remaining under the new Service Director for Finance. The new Delivery directorate went live at the beginning of September 2018 so this report covers performance against the previous 'Resources' directorate. The QSR for quarter three will report on performance for all of the services within the new Delivery directorate.

CMT are currently reviewing the Transformation Programme in order to prioritise the projects that will deliver the most benefit and, going forward, the Delivery services will be focused in supporting these priority projects.

Budget and savings delivered for 2018/19

The original approved Resources' cash budget for 2018/19 was £13.395m which included economies of £-0.479m and commitments of £1.510m. At this time only very minor variances are being reported against the approved budget.

Work has been undertaken during the summer to identify efficiency savings for the 2019/20 budget along with working on the budget virements in relation to the recent restructure.

Transformation projects progress

Council Wide Support Services Review (CWSS)

- Now in Phase 2 of the programme, focused on introducing a suite of self-service technology, simplifying processes and supporting cultural change, to secure the savings achieved through the Phase 1 restructuring.
- Programme Board has endorsed the following strapline, "The support you need, when you need it", recognising the importance of a strong customer focus.
- Programme Manager has been appointed to lead on Phase 2. Resourcing the implementation of each process outcome across the Council still presents a risk.
- Portal "How do I?" to access self-serve processes is now live and available on Doris.
- TOTO service desk launch was successful with further self-service features being developed.
- Work has concluded on the Business Case for the shared Legal Services with West Berkshire Council and a decision has been taken by both authorities not to proceed.
- Work is ongoing to continue to develop and improve our outcomes within this framework.
- The online annual leave booking system, time and expenses, sickness recording, absence recording and online budget monitoring reports have all been rolled out. Work is continuing to ensure that the usage and customer experience of these process outcomes across the council is maximised.

Citizen and Customer Contact Review (CCC)

- The payments project is progressing well; customers who currently pay by cheque and cash are being individually contacted to encourage change to DD or online payment methods. Online methods of payment are being improved for services, for example use of Gov.Pay. A series of communications are underway to support this cultural shift. We are moving towards a full restructure of the revenues team which will result in significant cost savings.
- The use of Gov.UK Notify is increasing across services as benefits of online tool are becoming more widely known. For example; use in Electoral has resulted in an increase

in annual returns being made online, sms messaging has resulted in an increased speed of debtors settling arrears.

- Hardcopy incoming and outgoing post continues to reduce alongside increases in digital communication channels. Merger of the scanning and post team is underway to create a unified Digital Mailroom team, with associated cost savings. We are also looking at software solutions for redaction and minimising internal scanning tasks across the council.
- A redesign of the customer service area in Times Square will be completed in October, this supports the move to customer self-serve and assisted self-serve.
- The project to ensure information management compliance and to design the file structures is gaining pace with a large number of functions already mapped ready for SharePoint development. We will begin working with People Directorate in early 2019. In the meantime closer alignment with 0365 rollout has commenced.
- We are working with Organisational Development to create an E-learning package for Customer Experience model. Staff engagement is continuing, with Managers' Forum, Digital dating events, use of DORIS and other internal and external communication mediums going well.
- Service design continues with services across the Council to increase effectiveness of end to end customer journeys.
- The borough-wide volunteering website continues to be promoted, a task force is being put together to identify opportunities for building community resilience and self-reliance.
- An upgrade to the telephony system is scheduled for November. This will begin the improvement of consistency of contact management and reducing avoidable contact.

Property Review

- The sale of Easthampstead Park Conference Centre has exchanged with completion set for 8 October 2018.
- The Council is exploring a number of opportunities pursuant to its Commercial Property Investment Strategy.
- A new asset management plan is being drafted for publication in 2019, after consultation with all service areas.
- 8 of 20 purchases (2018/19) completed for Downshire Homes Ltd, for the prevention of Homelessness. Total of 46 completions to date.
- Completed the sale of Downside Resource Centre.
- Crematorium New Chapel – all works complete and project handed back.

Progress on other major projects

Organisational Development Strategy

- The Organisational Development team have been supporting the transition to self-service iWork's, ESS, MSS which are all titles that are used to refer to the system through which the workforce can now book absences. In addition managers are being supported to run absence reports which can be used to inform their management teams within the council. For clarity iWork's is the name of the product used, ESS is Employee Self Service and MSS is Manager Self Service. The electronic recording has replaced manual systems which have traditionally been paper based. More work is being planned to support the roll out of additional functions and support managers and staff during the transition. In addition to promoting the technical skills needed to use the systems the Organisational Development are initiating skills based learning relating how self-service can positively assist the management of teams.
- Apprenticeship work continues with twenty managers about to start "Leadership and Management Diploma's". We have also had agreement from CMT that we can be

more proactive in encouraging managers to consider vacancies for new apprenticeships.

- As part of the Council's commitment to independent learning a [Digital Learning Space](#) has been launched which contains useful websites for interest or upskilling.
- Ease State are continuing to develop the Bracknell Forest Council brand to inform the Council's recruitment and retention practices.
- As part of the continued drive to improve communication the new CMT, have agreed to review SLG (Senior Leadership Group) and the Managers Forum to align and synchronise these agendas to maximise engagement across the various levels of leadership teams across the Council. Both the SLG and the Managers Forums will provide critical opportunities to inform and be informed about key issues. Managers are encouraged to attend the appropriate sessions and to cascade the outcomes of the discussions appropriately throughout the workforce. These engagement and leadership development forums are important forums for key messages and the participants are actively encouraged to suggest relevant agenda items and themes for engaging managers across the organisation.

Agile working

- 1400 agile Windows 10 desktop devices have been built to. A delay in a world-wide component for 2 choices was delaying delivery, this has now been overcome.
- 350 devices have been upgraded from Windows 7 to Windows 10.
- PCs have been replaced with Windows 10 for specialist set-up including Forest Care/EDS and scan stations.
- Windows 10 laptops upgraded from Brcrypt to MS Bitlocker encryption software, fully completed now.
- Remote sites have moved to new technology. This includes PC to PC upgrades, new docking stations, removal of desk phones and replacement with Jabber Softphone successfully.

Mobile telephony

- Cisco Jabber Softphone - all staff are using this solution with Jabber replacing Cisco handsets except for a very few number of users who needed to retain fixed lines for operational reasons
- Samsung J5/J6 (email on the move) with Microsoft Intune, estate now moved to this solution

Microsoft Enterprise Agreement – Microsoft Office 365

Currently part way through Year 2 of a 3 year agreement that provides right of use for a number of Microsoft products.

Phase 1 of the programme includes:

- The secure cloud hosting at MS Azure has been set up with a version of Active Directory being maintained in the cloud, a 'Total Cost of Ownership' review is underway to evaluate the costs/benefits of a wholesale move to this technology.
- The implementation of Active Directory Federated Services (ADFS) was brought forward to underpin the synchronisation of user data in Active Directory with new systems such as DORIS and the ICT Service Desk system (FreshService). This work is now complete.
- Intune – infrastructure set-up and rollout of Intune on J5/6 devices is incomplete. Trial of MS Intune on an iPad underway with 55 staff trialling this technology on 'own devices' in Nov/Dec, full roll out planned for January 2019 onwards Assuming corporate approval for BYOD or UYOD.
- Moving MS Exchange to cloud based Office365 - An initial Proof of Concept exercise to migrate 50 non-complex users of Exchange was to identify potential issues and learning for a wider migration of (1700+) users. This exercise provided some valuable experience

and learning points for the larger migration with this wider 4 month migration now fully underway.

- Internet upgrade now completed (at last!) which is allowing us to upgrade the entire estate to Office 365.
- Windows 10 – approximately 85% complete, due for completion end 2018. World-wide shortage of components used in two laptops devices now practically fully resolved. We are in the process of configuring 250 recently delivered devices.
- Consultation with Microsoft, Wokingham Borough Council, BT and Lambeth council continues to support the Office 365 rollout. There is great scope for the sharing of experience and technology to realise savings here.
- There is an ongoing work stream to closer align ICT activity with Transformation work streams.

Phase 2 of the MS Office365 programme includes:

- Full migration of Exchange users to Exchange Online by January 2019 continues apace.
- Roll-out Office 2016 to all users by January 2019, following the migration of MS Exchange accounts to the Cloud. Applications compatibility due diligence complete with investigation of solutions for non-compliant systems being planned including an Agresso upgrade.
- Commence a pilot implementation of Teams in ICT Services from September 2018 and to support it's take up through effective communications and training across the council by April 2019, close working with Organisation Development team around this..
- Develop the use of Power BI in the Business Intelligence team and enable broad access to corporate performance and other data, work has begun and ICT are in the process of aligning ICT and BI road maps..
- Develop the use of SharePoint to provide a corporate electronic document records management system (EDRMS) work continues.
- Implement Skype for Business to further *enable Instant Messaging, online meetings and broadcasts in line with other telephony based upgrades.*

Community Hubs development

- Warfield – Ridge has been working on some more detailed designs of the community hub and some high level costs. The Working Group agreed to look at a design that could be delivered with a budget of up to £7m, with WPC proposing to invest some of their CIL monies into the project. Further discussions still need to take place around the designs, potential running costs and the funding
- Blue Mountain – The CCG has submitted their PID to NHS England regarding capital funding for the co-located community centre and health care hub and the Council's Executive has agreed its preferred option as the co-located option, in partnership with Binfield Parish Council, the East Berkshire Clinical Commissioning Group (CCG) and Binfield Surgery. Work will now continue to secure the necessary funding from each of the stakeholders.
- Crowthorne – L&G has received comments from the Working Group on the latest design iteration and an officers meeting has taken place with L&G and their team to discuss the pre-application for the scheme.

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

Areas of note:

- The review of polling districts and polling places has been completed and agreed by Council. There are limited changes which affect five of the 18 wards: Binfield with Warfield, Bullbrook, College Town, Warfield Harvest Ride and Wildridings and Central. Changes are being made where polling stations are no longer suitable; are unavailable;

or where housing developments require additional polling stations. The changes will come into effect from the publication of the electoral register on 1 December 2019.

- School admission appeals for the normal school admission round have been heard. In total the School Admission Appeals Panel was convened for 14 days and heard 58 appeals of which 14 were primary appeals (none upheld) and 44 secondary appeals (12 upheld). 37 of the appeals were for Academy schools which bought into the service.
- After consultation with all service areas a new Asset Management plan is being drafted for publication in 2019.
- Discussions continue with Binfield Parish Council to meet the funding gap to deliver an integrated community hub and healthcare facility - with a deadline of January 2019 to enable to CCG to submit their full business case to NHS England.

Significant activity for the next quarter:

- The Centre for Public Scrutiny has been commissioned to undertake an audit of the scrutiny function in November in order to review current practices as they have been in place for eight years with little change apart from the recent merger of two Panels. The audit will take the form of a short and focused process looking at the factors that affect scrutiny performance and will conclude with recommendations on the delivery of effective scrutiny taking account of best practice nationally.
- The annual canvass of electors will be completed by the end of November in preparation for the publication of the revised register of electors on 1 December. 50,247 properties within Bracknell Forest will be contacted at least once. Household canvassing will be undertaken in early November to properties that do not respond to the initial contact or reminders.

Highlights and remedial action

Good performance

The Registration Service has received the highest level of assurance from the General Register Office following a stock and security audit on 13 September. The review concluded that Bracknell Forest continues to maintain a high security rating in relation to the arrangements around the receipt storage and use of the secure certificate stock held. This is the highest level of assurance that can be achieved and recognises that there is limited scope for improving existing arrangements. No action was recommended. Good practice was highlighted as part of the review which will be shared with other Registration Districts.

Areas for improvement

- L221 Satisfaction level expressed in survey of contact with Customer Services, across all channels (Quarterly) - Satisfaction levels are down this quarter which may be due to the peak holiday period, a staff vacancy and extra calls for the electoral canvass. In addition, we have been experiencing on-going audibility issues with the telephones on the main Council number, which IT are continuing to investigate.

Audits and Risks

Risk

The Resources risk register was reviewed by the Resources management team on 16 August and the following key changes were made.

- The score for the financial and economic risk was increased reflecting the need to identify further savings; and

- The score for the IT risk was increased due to an additional risk trigger added on pressure on resources due to IT support required for transformation projects.

Audit

During Quarter 2 limited assurance opinions were given on two Council wide audits relating to officers expenses and social media. In addition, a high priority recommendation was raised on the follow up audit for home to school transport.

Budget position

Revenue Budget

The original cash budget for the department was £13.395m. Net transfers of -£2.109m have been made bringing the current approved cash budget to £11.286m. A detailed analysis of the budget changes in this quarter is available in Annex A.

There are no variances to report in the second quarters monitoring.

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

Service Area	Budget £000	Forecast Outturn £000	Comments
Commercial Property	(6,465)	(6,465)	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 £43.397m.

Expenditure to date is £12.652m representing 29% of the budget. The Department anticipates 100% of the total approved budget to be spent by the end of the financial year. A detailed list of schemes together with their approved budget and forecast spend is available in Annex A.

Section 2: Strategic Themes

Value for money



1: 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.	31/03/2019		Achieved
1.2 The cost, quality and delivery mechanism of all services will be reviewed by 2019			
1.2.05 Undertake a council wide review of Citizen and Customer Contact and implement the findings. (T)	31/03/2019		Good progress is being made on changing our approach to communications and managing customer contact, with moves towards more self-service, and reconfiguration of the reception at Time Square underway
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. Investigate opportunities for shared services. (T)	31/03/2019		Work is currently underway to re-prioritise the order of outcomes to be achieved within the Support Services programme in line with the Corporate ICT strategy to ensure a One Council approach to programme delivery.
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 Heathlands site). (T)	31/08/2019		The sale of Easthampstead Park Conference Centre has exchanged and due to complete on 8 October 2018. The future redevelopment of the Commercial Centre is being re-evaluated for the most feasible use of the land and redevelopment of the facilities, making them fit for purpose and suitable for the service delivery in the future. Following the sale of Easthampstead Park Conference Centre, potential relocation of the Education Centre into the Open Learning Centre is being reviewed.
1.2.15 Implement the Accommodation Strategy for consolidation of Council office accommodation in Time Square. (T)	31/05/2018		The project has successfully achieved its objectives by consolidating all town centre office functions into one building, changing the culture of how the council operates, and delivering savings. The project is now officially closed.
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 2018. (T)	01/10/2018		The business case for the shared service between BFBC and WB was finalised and responses thereto submitted by staff from both authorities. It was decided not to proceed with a shared legal service and to progress work to implement a 'hybrid' model in the future.
1.2.17 Work with ASCHH to implement e-benefits/digital solution	31/03/2019		Work is continuing to establish requirements and analyse alternative

for welfare services			options for delivery
1.2.18 Work with ASCHH to review BFC Mychoice to extend digital operation	30/06/2018		This work has been delayed, due to resourcing issues in Housing and Customer Services.
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. (T)	31/03/2019		The Directorate is reviewing SLAs with schools as part of the School Support Services Transformation Project. A new brand was launched with schools during September and the project is currently working on a Commercial Strategy for services that will be finalised during the Autumn term
1.3.06 Implement the changes to the discretionary Home to School Transport service.	31/03/2019		Contributions for discretionary HTST (Post 16) are now business as usual.
1.3.07 Implement the Commercial Property Investment Strategy to support Property Acquisitions in line with the Council's budget requirements and existing property investment portfolio, and begin acquisitions. (T)	30/06/2018		A number of properties are being considered pursuant to the investment strategy to meet the target income and capital budgets.
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)	31/12/2018		Toolkit developed, being trialled
1.4 Self-service and the use of online services has increased			
1.4.01 Increase the range of services available through the website and uptake of customer online account, ensuring that all services meet accessibility requirements.	31/03/2019		By the end of September the number of customers with an online account has increased to 28,300. The online council tax account has been delayed due to issues with the Council's firewall settings
1.4.02 Review and amend the ICT and Digital Strategy 2017-2020 to ensure it remains current and relevant.	30/09/2018		Completed and current approach endorsed by Overview & Scrutiny committee.
1.4.03 Implement employee and manager self service in the new HR and Payroll system. (T)	31/12/2018		Successfully rolled out Holiday, Flexi, Other and Sickness Recording for Employee Self Service with Manager approvals. Rolled out a process improvement for Time and Mileage, and implemented Performance improvements with the iWorks Core system and Reporting Analytics system. Completed 2 upgrades of the system for the Financial Year, with 1 more and the Year End Patch to be applied by March 2019. Schools connectivity to iWorks due for completion by Feb 2019.
1.4.05 Continue to implement the Organisational Development and Workforce Transformation Strategy in line with agreed plan for delivery. (T)	31/03/2020		Two cohorts of Permanent staff have commenced the Leadership and Management diploma qualification level 3 and 5 since May 2018. The staff awards have been launched as part of the reward and recognition activity. In addition work has been undertaken to continue to support

			recruitment and retention through appropriate Bracknell Forest Council branding. Work continues to develop the leadership and Management development offer and a two part Induction pack is being piloted for new starters. The National Graduate Development Programme Graduates joined Bracknell Forest Council in September, the two graduates are part of the commitment to attract and retain a diverse workforce.
1.4.17 Implement the Council's strategy to maximise the apprenticeship levy.	31/03/2020		During the quarter an audit was undertaken of the apprenticeship scheme , no fundamental recommendations were raised as a consequence of the audit. As at 29 August 2018, there were 44 'live' apprenticeships . Additional apprenticeship starts commenced September 2018, these include leadership and management qualifications, CIPD qualifications.
1.4.18 Review in collaboration with ASC and CYPL the 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		Appropriate courses continue to be delivered 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
1.4.19 Create and review workforce development plans and in collaboration with departments.	30/06/2018		Departmental workforce planning activity continues to inform the workforce development plans . In addition " One Council" the leadership and management development strategy has commenced.
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 sourcing options in the analyse phase of all reviews. The new strategy for the library service is community based with increased use of volunteers; currently just over 100 supporting the service. Community asset based approach is also being applied to the adult social care transformation programme; working from the basis of people's strengths and maximising their independence with community support.
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		On track. Staff and customer consultation on all significant transformation, service improvement and budget proposals and EIAs produced. Currently working on EIAs for 19/20 budget proposals.
1.6.07 Analyse and develop themes for improvement as a result of the Employee Staff survey. (E)	31/03/2019		Complete
1.7 Spending is within budget			

1.7.02 Implement savings as identified for 2018-19. (T)	31/03/2019		The 2018/19 savings relating to the Resources department have already been removed from the departmental budgets.
1.7.23 Spending is within the approved budget for the year.	31/03/2019		On-going demand pressures for social care services being reported, but within level of corporate contingency
1.8 Surplus assets are sold			
1.8.01 Set realistic targets for anticipated capital receipts as part of annual budget.	31/03/2019		Capital receipts to date have been in line with those anticipated.

1. Value for money					
Ref	Short Description	Previous Figure Q1 2017/18	Current Figure Q2 2018/19	Current Target	Current Status
L051	Percentage of current year's Council tax collected in year (Quarterly)	29.33%	56.79%	57.10%	
L053	Percentage of current year's Business Rates collected in year (Quarterly)	36.23%	59.47%	58.60%	
L221	Satisfaction level expressed in survey of contact with Customer Services, across all channels (Quarterly)	89.50%	79.00%	85.00%	
L257	Cumulative number of complaints received at stages 2 and 3, statutory social services complaints, and complaints referred by the Local Government Ombudsman (Quarterly)	43	92	N/A	N/A
L261	Level of council wide staff sickness absence, including schools (Quarterly)	1.67	1.30	7.50	
L262	Level of council wide voluntary staff turnover, including schools (Quarterly)	3.0%	6.2%	N/A	N/A

People live active & healthy lifestyles



4: People live active and 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 in accordance with annual target.	31/03/2019		8 of 20 purchases (2018/19) completed for Downshire Homes Ltd, for the prevention of Homelessness. Total of 46 completions to date
4.8 Learning opportunities are available for adults			
4.8.01 Work with partners to coordinate opportunities for Digital Inclusion activities, in particular enabling older and vulnerable people to gain access to the internet and online council services. (E)	31/03/2019		This work has been delayed due to a lack of resources in the customer services team. The reconfiguration of Time Square reception is almost complete, and the digital inclusion activity will begin once this project is closed.

A clean, green, growing and sustainable place



5: A clean green growing and sustainable place			
Sub-Action	Due Date	Status	Comments
5.2 The right levels and type of housing are both approved and delivered			
5.2.05 Support housing delivery where possible with the Council's own land holdings	31/03/2019		We are promoting a number of sites for potential residential development as part of the town centre regeneration.
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 and explore the transfer of Farley Wood community centre to Binfield Parish Council and Martin's Heron & The Warren community centre to Winkfield Parish Council. (T)	31/03/2019		On track. Aiming for the transfer to Martins Heron and the Warren Community Centre to Winkfield Parish Council by November. A combined health and wellbeing and community centre is being explored for the Blue Mt site in partnership with the CCG, Binfield Parish Council and Binfield Surgery making this a significantly more complex project than a stand alone community facility.
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 Referendums when plans are 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 Implement 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. (T)	31/03/2019		Further interviews completed with other local authorities and a visit to Test Valley Council to learn more about their member led place shaping approach. Discussions with senior officers commenced.
6.1.04 Recruit volunteers to support redevelopment of the website and the customer's online account by carrying out testing.	31/03/2019		No further volunteer recruitment has been needed for this work in this quarter. Testing of the online council tax account has been delayed due to issues with firewall settings.
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		On track
6.2.04 Monitor the implementation of the new 'All of Us' Equality Scheme for 2017-20 which sets out the Council's equality and cohesion objectives and actions. (E)	31/03/2020		Annual monitoring of the action plan completed for 17/18 demonstrating strong progress in delivering the scheme and Executive Member report drafted for an October decision.

Section 3: Operational Priorities

7: Operational			
Sub-Action	Due Date	Status	Comments
7.2 Resources			
7.2.01 Deliver national and local elections and referendums without challenge	31/03/2019		No elections or referendums this quarter.
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		The recruitment campaign for the parent governor representatives has been launched and the deadline for nominations is 10 October 2018. Should more than one candidate be nominated for each role then an election will be organised in order for new representatives to be confirmed as soon as possible.
7.2.05 Publish draft Statement of Accounts	31/05/2018		Achieved with good Audit opinion
7.2.06 Prepare monthly budget monitoring reports on time.	31/03/2019		Achieved in line with monitoring timetable
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		Terms of loan agreed
7.2.08 Use monthly budget monitoring reports to identify and address any emerging overspends promptly.	31/03/2019		On track
7.2.09 Carry out annual review of Constitution.	30/06/2018		Review of Constitution. Comments are ongoing.
7.2.10 Provide effective and timely legal support as required including Property, Contracts, Planning and Public Protection advice and drafting.	31/03/2019		Contracts - 47 new contracts and working with procurement on updating all the Councils Corporate standard terms and conditions. Planning - 21 Section 106 Agreements. Highway Agreements - 5 Agreements. Property - completion of legal documentation to allow the new school at Blue Mountain to open on time
7.2.11 Provide Legal support to Downshire Homes Ltd and conveyancing for property acquisitions.	31/03/2019		Continued completion of a number of conveyancing transactions for Downshire Homes Limited - currently on target for the number of properties and budget for this fiscal year.
7.2.13 Provide Legal support on all infrastructure projects.	31/03/2019		Provision of legal support to enable the completion of the assets sale of Easthampstead Park Conference Centre
7.2.16 Refine and expand the Council's e-learning opportunities.	31/03/2019		The eLearning zone is continually reviewed to ensure the offer is appropriate. During Q2 additional courses relating to Children's Social Care have been added to the portfolio.
7.2.18 Redevelop the public website to improve citizen use of online information and service access, ensuring that all elements within our control meet accessibility standards. (E)	31/03/2019		Complete

7.2.26 Complete biennial review of Corporate Asset Management Plan.	31/12/2018		The timeline has changed in order to consult with the new structure across the Council.
7.2.27 Support the Town Centre Compulsory Purchase Orders, the Market and potential future phases of the town centre regeneration.	30/06/2019		There has been no current demands to close outstanding CPO's which rest with the applicants.
7.2.28 Increase Self service use of Frontline (the building maintenance management system) by all building managers.	30/06/2018		The roll out of the full self service to the Frontline data base is complete. All building managers are now self managing.
7.2.29 Provide professional support to CYPL seeking expansion of existing and development of new schools.	31/03/2019		The school has now opened and Property Services are supporting the creation of a new community hub.
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)	31/03/2019		2017 Residents' 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.
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)	31/03/2019		Supported the Faith and Belief Forum's AGM and Interfaith week events. The Forum continues to be represented on the Community Cohesion and Engagement Partnership.
7.2.33 Support the Access Advisory Panel to advocate for the needs of people with disabilities across the borough. (E)	31/03/2019		Council continue to support and attend Access meetings.
7.2.34 Enable people with disabilities to contribute to the development of the Bracknell Forest Disabled Go Access Guide. (E)	31/03/2019		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 took place in January 2018. The updated guides will be available from October 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)	31/03/2019		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		The Chauffeur Services Contract has been approved for a final two years to 31 May 2020 in accordance with the Council's Contract Standing Orders.
7.2.37 Agree a clear way forward for the Cooper's Hill site and	31/12/2018		Advisers appointed to help develop business case for Joint Venture. Agreement that Youth

other strategic sites across the town including investigation of a possible joint venture model.			facility will move from Coopers Hill to Braccan Walk.
7.2.38 Annual workforce monitoring conducted and report produced, published and follow on actions identified. (E)	31/12/2018		Work has begun on the workforce monitoring report and should go to Equality Job on 1st November and then onto Employment Committee in December.
7.2.39 Encourage staff to self disclose personal information to increase the accuracy of workforce information. (E)	31/12/2018		Employee Self Service enhancements will be used to encourage staff to update their details on the system. The message board will be used together with an e-mail to all staff.
7.2.40 Carry out an ICT user satisfaction survey	31/03/2019		Complete.
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		It has not been possible to extend the use of webchat yet, but further work on this will commence in Q3. The online bookings solution put in place has been found to be inadequate, and an alternative solution is being investigated.
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 at the Community Cohesion and Engagement Partnership meetings.
7.2.50 Implement the requirements for compliance with General Data Protection Regulations (GDPR)	30/05/2018		In Q2 we have implemented Data Protection Champions that have been trained to support their teams. This training is ongoing and assists the Data Protection Officer to ensure compliance across the organisation. The Privacy Notices are being updated and reviewed to ensure compliance. The internal incident reporting process is well established however the change in the reporting hub means that the forms as submitted directly to the Information Management dropbox rather than going via ICT. The corporate Information Management Group has reverted to a quarterly timetable and will monitor the promotion of GDPR and the DPA 2018 for the organisation. The group will ensure that the Data Protection Officer is able to gauge the organisation's data protection development and report to senior leadership, keeping them abreast of development and changes.
7.2.51 Develop an Overview and Scrutiny work plan for 2018/19	31/03/2019		Work is on-going to finalise work programmes for the Adult Social Care, Health & Housing Overview & Scrutiny Panel and the Overview & Scrutiny Commission.
7.2.52 Achieve Charter + re-accreditation for councillor learning and development	30/09/2018		The Council achieved Charter+ accreditation for another three years from 19 April. The assessors agreed that we continue to be the benchmark for member development across the region.
7.2.53 Complete a comprehensive review of Polling Districts and Polling Places	01/12/2018		The recommendations of the Electoral Review Steering Group were agreed at Council on 12 September. Changes will take effect from the publication of the Electoral Register on 1

			December.
7.2.54 Undertake the four yearly councillor survey	31/03/2019		The four yearly survey was tested with members of the Member Development Charter Steering Group before being launched on 14 September. The closing date has been extended to 15 October as only 19 Councillors had taken part by the end of September. An analysis of responses is due to be completed during October.
7.2.55 Implement a system of paperless meetings for relevant democratic meetings	31/03/2019		Members and officers continue to be supported to access agenda papers electronically.
7.2.56 Provide project management which supports the delivery of a new 64 bed dementia care home.	31/10/2020		Atkins have been commissioned to produce a new Stage C report for a new 66 bed care home. Atkins to present Stage C report to Bracknell Forest Council on 9 November, to agree development to the next stage.
7.2.57 Develop a plan to improve the recruitment and retention of staff throughout the Council.	30/09/2018		We have commissioned an external organisation to help us come up with a branding and recruitment strategy going forward.
7.2.58 Refresh of Members' IT devices to enable paperless meetings	30/04/2018		Completed, members now have Dell tablet devices.
7.2.59 Delivery of the elements of the Enterprise Agreement: Active Directory in the Cloud; In Tune for Mobile Device Management; exchange in the Cloud; Office 2016, Teams replacing Cisco Jabber for presence and collaboration	31/03/2019		Partially complete. Office 2016 roll out by year end, Teams deployment in early 2019.
7.2.60 Expand wireless networks at key sites including completion of Time Square following construction and the Commercial Centre	30/06/2018		Complete
7.2.61 Implement a replacement for the ICT helpdesk system with self-service functionality	30/06/2018		Complete.
7.2.62 Implement new meeting room booking system and technology used within meeting rooms enabling agile working	30/06/2018		Complete
7.2.63 Kit out Time Square with flexible solutions to enable agile working	30/06/2018		Completed and enthusiastically embraced by staff.
7.2.64 Lead the Council's involvement in the cross Berkshire One Public Estate programme to deliver a place based review in Bracknell Forest and agreed joint working schemes.	31/03/2019		Support to this programme continues and the Bracknell place based review should be complete by the end of the autumn.
7.2.65 Introduce electronic self-service arrangements for managers to automate budget monitoring	01/05/2018		On-line reporting tool available in Agresso Web for budget managers. Self-service tool to enable automatic posting of variances under development.

7.2.66 Significantly reduce the level of recharging across the Council by centralising budgets where this makes practical sense and streamlining management accounting practices	31/03/2019		Initial budgets to be centralised agreed and virements to be actioned in month 5 monitoring. impact included in emerging 2019/20 budget proposals.
7.2.67 Lead the cross Berkshire project to develop and implement a pilot scheme for business rates.	31/03/2019		Achieved for 2018/19, further bid submitted for 2019/20

7. Operational					
Ref	Short Description	Previous Figure Q1 2017/18	Current Figure Q2 2018/19	Current Target	Current Status
BV8	Percentage of invoices paid within 30 days (Quarterly)	94.5%	94.5%	95.0%	
L057	Percentage of agendas published 5 clear days prior to a meeting (Quarterly)	100.0%	100.0%	N/A	N/A
L058	Percentage of minutes published within 5 clear days of a meeting (Quarterly)	72.0%	92.0%	68.0%	
L064	Debt outstanding as percentage of gross debt (Quarterly)	7.00%	5.25%	7.00%	
L065	Return on investments exceeds 7-day LA cash benchmark rate (Quarterly)	0.10%	0.60%	0.50%	
L076	Planned maintenance spend (Quarterly)	40.0%	69.0%	50.0%	
L079	Resolution of reported ICT incidents (Quarterly)	93%	94%	93%	
L085	Amount of money recovered in debt collection (Quarterly)	119,328.73	139,555.51	N/A	N/A
L086	Number of Freedom of Information requests received (Quarterly)	363	322	N/A	N/A
L220	Number of ICT Helpdesk Calls (Quarterly)	4,672	6,635	N/A	N/A
L229	Number of clients with learning difficulties using the R-bus (Quarterly)	73	76	65	
L231	Number of entries on the Electoral Register (Quarterly)	88,824	88,175	N/A	N/A
L234	Number of Council Tax cases in arrears (Quarterly)	5,942	5,288	5,800	
L291	Number of new legal cases opened each quarter (Quarterly)	156	88	N/A	N/A
L292	Percentage of capital projects rated good or excellent (Quarterly)	100.0%	100.0%	100.0%	
L293	Percentage of maintenance projects completed on time and on budget (Quarterly)	100.0%	68.0%	70.0%	
L320	Number of major systems with downtime plus resolution time (Quarterly)	2	0	1	
L321	Network performance - internet capacity (Quarterly)	67.00%	63.00%	90.00%	

Section 4: Staff Sickness

Section	Total staff	Number of days sickness	Quarter 2 average per employee	2018/19 annual average per employee
Directorate	2	0	0	0
Customer Experience	59	57.5	0.97	6.51
Democratic & Registration Services	17	53	3.11	13.06
Finance	52	140.5	2.7	9.87
Human Resources	33	58.5	1.77	8.15
ICT	49	26.5	0.54	3.65
Legal	11	0	0	1.09
Property Services	14	65	4.64	12.86
Department Totals (Q2)	237	401	1.69	
Totals (18/19)				7.43

Section	Total staff	Number of days sickness	Quarter 2 average per employee	2018/19 annual average per employee
CXO	21	5	0.23	1.9
Department Totals (Q2)	21	5	0.23	
Totals (18/19)				1.9

Comparator data	All employees, average days sickness absence per employee
Bracknell Forest Council 17/18	7.03 days
Public Sector employers 2017	8.50 days

Source CIPD: Health & Wellbeing Survey May 2018

Comments:

Annex A: Financial information

RESOURCES BUDGET MONITORING - AUGUST 2018									
	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	218	0	A	218	86	218	0		
Community Engagement & Equalities	224	1	A	225	25	225	0		
	442	1		443	55	443	0	0	
Head of Democratic & Registration Services									
Committee Services	311	4	A	315	31	315	0		
Member and Mayoral Services	875	6	A	881	38	881	0		
Registration of Births, Deaths & Marriages	-33	4	A	-29	232	-29	0		
Registration of Electors / Elections	194	1	A	195	46	195	0		
Overview & Scrutiny	121	1		122	28	122	0		
	1,468	16		1,484	33	1,484	0	0	
Chief Officer: Customer Services									
Local Tax Collection incl Cashiers	416	-8	A	408	82	408	0		
Customer Services	1,024	105	A	1,129	40	1,129	0		
Operations Unit	3,273	116	A	3,389	46	3,389	0		
	4,713	212		4,925	168	4,925	0	0	
Borough Solicitor									
Legal	516	7		523	42	523	0		
Chief Officer: Human Resources									
Human Resources	831	32	A	863	36	863	0		
Unified Training Unit	414	34		448	4	448	0		
	1,245	66		1,311	40	1,311	0	0	
Borough Treasurer									
Finance	2,707	71	A	2,778	39	2,774	-4		
Insurance	417	7	A	424	39	424	0		
	3,124	78		3,202	39	3,198	-4	0	
Chief Officer: Property Services									
Property Services	412	3	A	415	-9	415	0		
Industrial & Commercial Properties	-3,906	-2,559		-6,465	42	-6,465	0		
Construction & Maintenance	408	4		412	39	412	0		
Health & Safety	59	0		59	17	59	0		
	-3,027	-2,552		-5,579	89	-5,579	0	0	
Chief Officer: Information Services									
ICT Services	3,767	121	A	3,888	50	3,888	0		
Chief Executive's Office									
Chief Executive	359	-44	A	315	54	315	0		
Chief Executive's Office (Support)	475	5	A	480	55	480	0		
Town Centre Redevelopment	0	0		0	0	0	0		
Voluntary Sector Grants	294	0		294	50	294	0		
Community Safety	19	-19		0	0	0	0		
	1,147	-58		1,089	53	1,089	0	0	
Transformation Board	0	0		0	100	0	0	0	
TOTAL RESOURCES	13,395	-2,109		11,286	47	11,282	-4	0	
Memorandum item									
Devolved Staffing Budget - Resources	11,068	-144		10,924	0	10,924	0	0	
Non Cash Budgets									
Capital Charges	1,761	0		1,761		1,761	0	0	
IAS19 Adjs	2,122	0		2,122		2,122	0	0	
Recharges	-9,708	0		-9,708		-9,708	0	0	
	-5,825	0		-5,825		-5,825	0	0	

RESOURCES BUDGET MONITORING - AUGUST 2018

Virements

Note	Total	Explanation
	£'000	
A	17	Finance A carry forward was requested for C-Series maintenance (£0.010m) and Insurance valuations (£0.007m).
B	10	Democratic & Registration Carry forwards were requested for Civic Regalia (£0.003m), school appeals training (£0.002m), publicity at SHP (£0.003m) and a commemorative plaque for the new Council Chamber at TS (£0.002m).
C	32	Learning & Development A carry forward of £0.032m was requested within training to deliver the Council wide leadership development activities and new Council wide security pass lanyards.
59 Carry Forwards reported in First Budget Monitoring		
D	0	Chief Executive's Office Disaggregation Due to the disaggregation of the CXO last year, a DSB budget realignment was required to reflect the changes. This will be reflected in the budget load for next year without the requirement of another virement.
E	-69	Business Intelligence Unit Centralisation Due to the recent creation of a Business Intelligence Unit it is required for the budgets to be centralised to the ASCHH department. As such a virement of £0.069m is required for this.
F	96	Web Team Due to the centralisation of the web team last financial year, a full year effect virement is required to be put through. As a result of this, £0.096m will be moved into Resources from the other departments. In addition to this, the DSB budget (£0.062m) relating to the three vacant posts within the team is to be vired to consultancy to allow the relevant work to be completed.
G	0	Office Accommodation Due to the closure of Easthampstead House, a virement (£0.059m) is to be made from the DSB to non-DSB to reflect the savings.
H	0	Schools ICT The service provided to schools changed towards the end of the last financial year and we are no longer providing technical support as part of the package. As such the DSB budget (£0.098m) 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.
I	48	Apprenticeship Levy A virement is to be made from non-departmental for the Apprenticeship Levy costs.
75 Other Virements reported in First Budget Monitoring		
A	192	IAS19 Pension Adjustment IAS19 is the accounting guidance that requires all authorities to account for retirement benefits when committed to them rather than when they become payable. This budget adjustment makes the budgets held match the estimated costs as calculated from the figures provided by the actuaries to the Berkshire Pension Fund.
192 Virements reported in Second Budget Monitoring		
A	-2,559	Industrial and Commercial Property The income budget has been vired from non departmental relating to the latest acquisitions. (Full year effect for the original acquisitions and the part year effect for Redditch).
B	-31	CCC - Postage As part of the CCC Programme, the postage budgets have been reviewed and due to declining levels of postage leaving the organisation, a decision was made at CMT to take budget from all underspent budget lines in 17/18.

C	0	Schools ICT Due to the difficulties experienced within the ICT Schools SLA, the team has recently been through a restructure. As a result of these changes, £0.025m is to be vired from the DSB to reduce down the income target (part year effect).
	-2,590	<i>Virements reported in Third Budget Monitoring</i>
A	155	Budget Centralisation Now that the consolidation of the civic buildings has taken place, it has been agreed by CMT to centralise appropriate budgets. Therefore this month it is to be reported that the postage, stationery, refreshments and mobile telephone budgets are to be centralised, with a total movement into Resources of £0.155m.
	155	<i>Virements reported in Fourth Budget Monitoring</i>
	0	<i>Virements reported in Fifth Budget Monitoring</i>
	0	<i>Virements reported in Sixth Budget Monitoring</i>
	0	<i>Virements reported in Seventh Budget Monitoring</i>
	0	<i>Virements reported in Eighth Budget Monitoring</i>
	0	<i>Virements reported in Ninth Budget Monitoring</i>
	0	<i>Virements reported in Tenth Budget Monitoring</i>
	0	<i>Virements reported in Eleventh Budget Monitoring</i>
	-2,109	Total Budget Virements Reported to Date

RESOURCES BUDGET MONITORING - AUGUST 2018

Variances

Note	Variance		Explanation
	£'000	£'000	
	0		<i>Variances Reported in First Budget Monitoring</i>
1		-20	Finance Due to a reduction in the cost of the external audit work, an underspend of £0.020m is to be reported.
2		16	Payroll A pressure of £0.016m is to be reported in relation to the externally traded services (Schools SLA's) within Payroll. This is due to school academisation and some of these schools being required to use the provider that their trust uses.
	-4		<i>Variances Reported in Second Budget Monitoring</i>
	0		<i>Variances Reported in Third Budget Monitoring</i>
	0		<i>Variances Reported in Fourth Budget Monitoring</i>
	0		<i>Variances Reported in Fifth Budget Monitoring</i>
	0		<i>Variances Reported in Sixth Budget Monitoring</i>
	0		<i>Variances Reported in Seventh Budget Monitoring</i>
	0		<i>Variances Reported in Eighth Budget Monitoring</i>
	0		<i>Variances Reported in Ninth Budget Monitoring</i>
	0		<i>Variances Reported in Tenth Budget Monitoring</i>
	0		<i>Variances Reported in Eleventh Budget Monitoring</i>
	-4		Total Budget Variances Reported to Date

CAPIT - L MONITORING 2018/19														ANNEX		
Dept: Resources																
As at: 31st August 2018																
Cost Centre	Cost Centre Description	2017/18 Brought Forward	2018/19 Budget	Total Virements	Approved Budget	Cash Budget 2018/19	Expenditure to Date	Current Comm'ts	2018/19 Cash Budget unspent/uncommitted	Estimated Outturn 2018/19	Carry Forward 2019/20	(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				
PRIOR YEAR FUNDED SCHEMES																
Prior Year Funded Schemes - Resources																
YM248	The Parks Community Centre/Sports Pavilion	11.5	0.0	0.0	11.5	11.5			11.5	11.5	0.0	0.0		Finalising the grant agreement	A Thomas	Sep-18
YM293	Property & Asset Management System	10.0	0.0	0.0	10.0	10.0			10.0	10.0	0.0	0.0	Oct-18	Self Service roll out is now complete	S Caplan T Edmonds	Aug-18
YM312	On-Line Booking Systems	6.2	0.0	0.0	6.2	6.2			6.2	6.2	0.0	0.0			B Mulheir	
YM315	Customer Relationship Management System (Invest To Save)	29.4	0.0	0.0	29.4	29.4	3.5		26.0	29.4	0.0	0.0			B Mulheir	
YM243	Community Centres - S106	72.9	0.0	-24.5	48.4	48.4			48.4	48.4	0.0	0.0		Total S106 funding anticipated for the scheme.	A Thomas	Sep-18
YM350	Agresso Upgrade	4.3	0.0	0.0	4.3	4.3			4.3	4.3	0.0	0.0			S McKellar	
YM351	Disposal of land at Sandy Lane	20.9	0.0	0.0	20.9	20.9			0.0	0.0	0.0	-20.9			S Caplan	
YM359	Alert H&S System	4.6	0.0	0.0	4.6	4.6			4.6	4.6	0.0	0.0			S Caplan	
YM368	Intranet Development	5.1	0.0	0.0	5.1	5.1			5.1	5.1	0.0	0.0			B Mulheir C Stenning	
YM366	EPC Regulations	50.0	0.0	0.0	50.0	50.0			50.0	50.0	0.0	0.0			S Booth	
Total of Prior Year Funded Schemes - Resources		219.7	0.0	-29.3	190.4	190.4	3.5	0.0	166.1	169.5	0.0	-20.9				
Prior Year Funded Schemes - Council Wide																
YM215	Replacement Revenue & Benefits System	16.5	0.0	0.0	16.5	16.5	5.0		11.5	16.5	0.0	0.0			B Mulheir	
YM247	Market Place Properties	100.0	0.0	0.0	100.0	100.0			100.0	100.0	0.0	0.0		This money has been set aside for any compensation events resulting from a CPO on this site.	S Caplan A Hunter	Sep-18
YM214	Electronic Documents Records Management System	53.7	0.0	0.0	53.7	53.7	3.5		50.2	53.7	0.0	0.0			D Langley S Bruce T Farmer B Mulheir	
YM320	Network Refresh	0.0	0.0	0.0	0.0	0.0	0.0		0.0	0.0	0.0	0.0			T Farmer S Bruce D Langley	
YM323	TS - EH Network Link / Civic Accommodation	21.0	0.0	0.0	21.0	21.0			0.0	0.0	0.0	-21.0			K Toor / M Howlett	
YM325	Computer Estate Refresh	0.0	0.0	0.0	0.0	0.0	0.0		0.0	0.0	0.0	0.0			T Farmer S Bruce D Langley	
YM336	Website Redevelopment 2015	0.4	0.0	0.0	0.4	0.4			0.0	0.0	0.0	-0.4			B Mulheir	
YM337	Netcall System Replacement	3.0	0.0	0.0	3.0	3.0	1.2		1.8	3.0	0.0	0.0			B Mulheir	
YM002	Access Improvement Programme	48.3	0.0	0.0	48.3	48.3			48.3	48.3	0.0	0.0	Mar-19	Works to both Braccan Walk and High Street are currently being designed. Tenders documentation to seek quotation will be issued during Sept	S Caplan T Edmonds	Jul-18
YM356	Replacement of JEL Building Mgmt. System Controls	0.5	0.0	0.0	0.5	0.5			0.5	0.5	0.0	0.0			H Patel	

YM337	Netcall System Replacement	3.0	0.0	0.0	3.0	3.0	1.2		1.8	3.0	0.0	0.0			B Mulheir	
YM002	Access Improvement Programme	48.3	0.0	0.0	48.3	48.3			48.3	48.3	0.0	0.0	Mar-19	Works to both Braccan Walk and High Street are currently being designed. Tenders documentation to seek quotation will be issued during Sept	S Caplan T Edmonds	Jul-18
YM356	Replacement of JEL Building Mgmt. System Controls	0.5	0.0	0.0	0.5	0.5			0.5	0.5	0.0	0.0			H Patel	
YM363	South Hill Park Ceremony Suite	9.1	0.0	0.0	9.1	9.1	1.6	0.1	7.3	9.1	0.0	0.0	Sep-18	Project almost complete. Reconsidering music system which may delay progress slightly.	A. Moore	Sep-18
YM364	Iken System Upgrade	0.5	0.0	0.0	0.5	0.5			0.0	0.0	0.0	-0.5			S Prashar	
YM345	Town Centre Redevelopment	5,054.6	0.0	0.0	5,054.6	5,054.6		1.9	5,052.7	5,054.6	0.0	0.0		Funding is set aside for town centre projects to enable the continued regeneration of the centre, including the Bond Sq Canopy and cladding of the substation. This will also cover development work on other town centre sites.	A Hunter	Sep-18
YM373	Lincoln	0.0	0.0	246.9	246.9	246.9	247.4		-0.5	246.9	0.0	0.0			S Caplan	
YM346	Asbestos Control	21.4	0.0	0.0	21.4	21.4			21.4	21.4	0.0	0.0		No budget committed to date	S Caplan T Edmonds	Aug-18
Total of Prior Year Funded Schemes - Council Wide		5,421.7	0.0	154.2	5,575.9	5,575.9	258.7	2.0	5,293.3	5,554.0	0.0	-21.9				
Total Prior Year Funded Schemes		5,641.4	0.0	125.0	5,766.4	5,766.4	262.1	2.0	5,459.4	5,723.6	0.0	-42.8				
Percentages							0.0	0%	95%		0%	-1%				
CURRENT YEAR PROGRAMME																
Current Year Programme - Resources																
YM367	Civic Accommodation	1,033.9	2,135.0	-1,050.0	2,118.9	2,118.9	374.1	13.8	1,731.1	420.0	0.0	-1,698.9	Sep-18	All areas handed over to BFC with only final snagging taking place. Wayfinding signage on GS still to be procured due to original supplier failing to meet specification. Atrium breakout area furniture still to be procured due to a change in use on that area after staff engagement. 1 x wall graphic to be placed in GS subject to member selection of suitable images. Final account for the construction works agreed - Retention to main contractor (£35k) to be released during 2019/20	M Howlett	Aug-18
YM385	TS Customer Reception	0.0	0.0	50.0	50.0	50.0	1.2	20.5	28.3	50.0	0.0	0.0			B Mulheir T Ball	
YM381	Farley Wood CC S106	0.0	0.0	8.5	8.5	8.5			8.5	8.5	0.0	0.0			A Thomas	
YM382	Binfield Parish Council S106	0.0	0.0	16.0	16.0	16.0			16.0	16.0	0.0	0.0			A Thomas	
YM386	EH Demolition	0.0	0.0	1,000.0	1,000.0	1,000.0			1,000.0	1,000.0	0.0	0.0		Budget vired from Civic Accommodation (formed part of capital PAD, but separated for clarity). Future of EH still under review.	M Howlett	
Total of Current Year Programme - Resources		1,033.9	2,135.0	24.5	3,193.4	3,193.4	375.3	34.3	2,783.8	1,494.5	0.0	-1,698.9				

Current Year Programme - Council Wide																
YM181	Capitalisation of Revenue (Budgets Only)	0.0	300.0	0.0	300.0	300.0			300.0	300.0	0.0	0.0			A Parker S McKellar	
YM244	Improvements and Capitalised Repairs - Council Wide - Planned Maintenance	426.0	1,125.0	0.0	1,551.0	1,551.0	100.0	339.6	1,111.4	1,551.0	0.0	0.0	Mar-19	All the projects have now been allocated and design process has commenced	S Caplan T Edmonds	Jul-18
YM362	Commercial Property Investments	1,558.6	30,000.0	-11,870.4	19,688.2	19,688.2			19,688.2	19,688.2	0.0	0.0			S.Caplan	
YM365	ICT Desktop and Mobile Infrastructure	289.5	0.0	440.0	729.5	729.5	158.3	47.6	523.6	729.5	0.0	0.0	Mar-19	Remainder planned for completion of upgrading equipment choices and Windows 10, potential contract support for rollout, remote sites set-up	T Farmer S Bruce D Langley	
YM374	ICT Infrastructure	0.0	175.0	92.7	267.7	267.7	73.4	1.2	193.1	267.7	0.0	0.0	Mar-19	Replacing EOL equipment and software including SQL upgrades: servers upgrade, data centre and network equipment. Plus potential backfill for secondment to support network team	T Farmer S Bruce D Langley	
YM376	ICT Digital Strategy	0.0	537.0	-404.0	133.0	133.0	13.5		119.5	133.0	0.0	0.0	Mar-19	elements pls Sharepoint resource. Some consultancy procured. More is required. Some hardware procured that need recharging here - -£30k.Sharepoint element to restart before end of year under Citizen and Customer Experience programme	T Farmer S Bruce D Langley	
YM377	CWSS/Self Service	0.0	40.0	4.8	44.8	44.8	0.4		44.4	44.8	0.0	0.0	Mar-19	Required for iWorks payroll enhancements and Service Desk development	T Farmer S Bruce D Langley	
YM378	Property Review Feasibility	0.0	100.0	0.0	100.0	100.0	0.0		100.0	100.0	0.0	0.0			S Caplan	
YM379	Bracknell Library Training Room	0.0	0.0	0.0	0.0	0.0	35.1	38.2	-73.3	0.0	0.0	0.0	Oct-18	The constructions have been awarded to contractor. Works to commence on the 9th July and to be completed early September.	S Caplan K Toor	Aug-18
YM383	Redditch	0.0	0.0	11,623.5	11,623.5	11,623.5	11,633.8	0.0	-10.3	11,623.5	0.0	0.0			S Caplan	
YM384	iTrent Development	0.0	0.0	0.0	0.0	0.0	0.0	5.7	-5.7	0.0	0.0	0.0			S Caplan	
Total Current Year Programme - Council Wide		2,274.1	32,313.0	-149.4	34,437.7	34,437.7	12,014.5	432.4	21,990.8	34,437.7	0.0	0.0				
Total Current Year Programme Percentages		3,308.0	34,448.0	-125.0	37,631.0	37,631.0	12,389.8	466.6	24,774.7	35,932.1	0.0	-1,698.9				
							0.3	1%	66%		0%	-5%				
Total Council Wide		7,695.8	32,313.0	4.8	40,013.6	40,013.6	12,273.2	434.4	27,284.1	39,991.7	0.0	-21.9				
Total Resourcess		1,253.6	2,135.0	-4.8	3,383.8	3,383.8	378.7	34.3	2,949.9	1,664.0	0.0	-1,719.8				
Total Capital Programme		8,949.4	34,448.0	0.0	43,397.4	43,397.4	12,651.9	468.6	30,234.1	41,655.7	0.0	-1,741.7				
Percentages							29%	1.08%	70%		0%	-4%				

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
	Annual percentage return for net rental income from new properties purchased through the Commercial Property Investment Strategy (Annual)	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 Facilities support and service	Q4
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
	Number of e-learning packages completed annually	Q4
	Average amount of time spent per employee on an annual basis attending learning events organised by the Learning and Development Team	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

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OVERVIEW & SCRUTINY COMMISSION

EXECUTIVE WORK PROGRAMME

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

REFERENCE:	I075981
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 Jan 2019
FINANCIAL IMPACT:	Within existing budget.
CONSULTEES:	None
CONSULTATION METHOD:	Not applicable

REFERENCE:	I079856
TITLE:	Equality Information Publishing 2017-18
PURPOSE OF REPORT:	To approve the publication of workforce and service based equality information which the Council is required to produce annually together with an overarching report which summarises the above and includes data relating to the Equalities Act 2010.
DECISION MAKER:	Executive Member for Council Strategy and Community Cohesion
DECISION DATE:	17 Jan 2019
FINANCIAL IMPACT:	Not applicable
CONSULTEES:	Members of Council's Equalities Sub Group
CONSULTATION METHOD:	Via emails and meetings of Equalities Sub Group

REFERENCE:	I073631
TITLE:	Asset Management Plan
PURPOSE OF REPORT:	The Executive to agree the Council's Corporate Asset Management Plan.
DECISION MAKER:	Executive
DECISION DATE:	12 Feb 2019
FINANCIAL IMPACT:	No financial implications
CONSULTEES:	Asset Management Group
CONSULTATION METHOD:	Meetings

REFERENCE:	I079393
TITLE:	Capital Programme 2019-20
PURPOSE OF REPORT:	To recommend to Council the annual budget.
DECISION MAKER:	Executive
DECISION DATE:	12 Feb 2019
FINANCIAL IMPACT:	Council's annual budget.
CONSULTEES:	Business rate payers, the Over 50's Forum, the Schools Forum, Parish Councils and voluntary organisations.
CONSULTATION METHOD:	Targeted consultation exercises will be undertaken with business rate payers, the Over 50's Forum, the Schools Forum, Parish Councils and voluntary organisations. In addition, this report and all the supporting information will be publicly available to any individual or group who wish to comment on any proposal included within it. Internal consultation is via officers, members and more specifically the Overview & Scrutiny Commission and its panels.

REFERENCE:	I077740
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:	12 Feb 2019
FINANCIAL IMPACT:	Additional income
CONSULTEES:	Corporate Management Team and Executive Members
CONSULTATION METHOD:	Via draft report

REFERENCE:	I080100
TITLE:	Council Tax & NDR Exemptions, Discounts and Relief
PURPOSE OF REPORT:	Review current exemptions, discounts and relieves in Council Tax and NDR to confirm still appropriate.
DECISION MAKER:	Executive
DECISION DATE:	12 Feb 2019
FINANCIAL IMPACT:	Potential effect on the Council Tax Fund.
CONSULTEES:	None.
CONSULTATION METHOD:	None

REFERENCE:	I077990
TITLE:	Revenue Budget 2019/20
PURPOSE OF REPORT:	To recommend to Council the annual budget
DECISION MAKER:	Executive
DECISION DATE:	12 Feb 2019
FINANCIAL IMPACT:	Council's annual budget.
CONSULTEES:	Targeted consultation exercises will be undertaken with business rate payers, the Schools Forum, Parish Councils and voluntary organisations. In addition, this report and all the supporting information will be publicly available to any individual or group who wish to comment on any proposal included within it. Internal consultation is via officers, members and more specifically the Overview & Scrutiny Commission and its panels.
CONSULTATION METHOD:	The Council's web site, a dedicated mailbox and a letter to all business ratepayers.

REFERENCE:	I081343
TITLE:	Strategic Procurement Plan for Purchase of IT Hardware and Packaged Software
PURPOSE OF REPORT:	This procurement plan is to describe and request approval for the procurement approach for ICT to be able to procure over the next 4 years. It is not a request for budgetary funding to purchase the actual goods and services. This is done separately by the annual capital budget request and approval process.
DECISION MAKER:	Executive
DECISION DATE:	12 Feb 2019
FINANCIAL IMPACT:	It is not a request for budgetary funding to purchase the actual goods and services. This is done separately by the annual capital budget request and approval process.
CONSULTEES:	None
CONSULTATION METHOD:	Not applicable.

REFERENCE:	I081522
TITLE:	Strategic Review of Developing Further Regeneration In Bracknell
PURPOSE OF REPORT:	To present the business case developed with the assistance of external advisors which recommends an approach to be taken to bring forward development on council owned sites and consider related land.
DECISION MAKER:	Executive
DECISION DATE:	12 Feb 2019
FINANCIAL IMPACT:	To be confirmed.
CONSULTEES:	None.
CONSULTATION METHOD:	Not applicable.

REFERENCE:	I078675
TITLE:	Update on Customer Contact Strategy 2017-2018
PURPOSE OF REPORT:	To provide the Executive with an update on the first year's progress relating to delivery of the Customer Contact Strategy, and an outline of the plan for the coming year.
DECISION MAKER:	Executive
DECISION DATE:	12 Feb 2019
FINANCIAL IMPACT:	Implementing the Customer Contact Strategy enables savings through digitalisation and efficiencies.
CONSULTEES:	None.
CONSULTATION METHOD:	None.

REFERENCE:	I077741
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:	12 Mar 2019
FINANCIAL IMPACT:	Additional income
CONSULTEES:	Corporate Management Team and Executive Members
CONSULTATION METHOD:	Via draft report

REFERENCE:	I077742
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:	9 Apr 2019
FINANCIAL IMPACT:	Additional Income
CONSULTEES:	Corporate Management Team and Executive Members
CONSULTATION METHOD:	Via draft report

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**TO: OVERVIEW AND SCRUTINY COMMISSION
24 JANUARY 2019**

**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 developing Overview and Scrutiny (O&S) Work Programme for 2018-19 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 developing O&S Work Programme for 2018-19, 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

Hannah Stevenson, Democratic Services Officer
01344 353208

e-mail: hannah.stevenson@bracknell-forest.gov.uk

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Monitoring of Work Programme for Overview and Scrutiny in 2018/19

The Overview and Scrutiny (O&S) Chairmen's assessment of the progress on the work programme for O&S in 2018/19 is shown below, where the symbols represent:



Completed or on course for completion



Delayed or completion at risk



Will not be achieved in 2018/19

Comments by Overview and Scrutiny Commission Chairman

The focus of the Commission will be on the scrutiny of the budget proposals and continuous monitoring of the transformation process across the whole of the Council's activities. This has been the primary focus of the Commission in the current municipal year.

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>		An update on the work programme for the Adult Social Care, Health and Housing Overview and Scrutiny Panel was provided to the Chairman of the Overview and Scrutiny Committee on 15 January 2019.
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 Delivery 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>		In progress

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>		In progress
4.	<p>2019/20 Budget Scrutiny</p> <p>To review the Council's budget proposals for the Chief Executive's Office and the Delivery Department for 2019/20, and plans for future years. To include a discussion with the Director - Finance during 2018 on the evolving budgetary position. Overview and Scrutiny Panels will also scrutinise the budget proposals in their departmental areas.</p>		<p>Consultation began in December and budget proposals are being discussed at all scrutiny panels in January. Comments made by members at these meetings have been included in this agenda.</p>
5.	<p>Review of Task and Finish Groups undertaken during 2015 - 19</p> <p>To review impact of Task and Finish Groups undertaken during 2015 – 19 to follow up on agreed actions and undertake lessons learnt exercise to inform future scoping process.</p>		<p>It is anticipated that a report will be provided to the O&S Commission in March 2019. The Centre for Public Scrutiny "Health Check" review will be circulated to all members once the final version is received.</p>
6.	<p>Transformation Programme</p> <p>For Panel members 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:</p> <ul style="list-style-type: none"> • Council-wide support services. • Citizen and customer contact. • Performance Management and Business Intelligence. 		<p>In progress – a high level of concern continues to exist in relation to the achievement of the objectives in the Adult Social Care transformation proposals.</p>
7.	<p>Crime and Disorder Committee</p> <p>To carry out the role of statutory 'Crime and Disorder Committee', to include an annual meeting with representatives of the Community Safety Partnership.</p>		<p>Complete - Overview and Scrutiny Commission met as Crime and Disorder Committee on 5 July 2018. The next meeting is scheduled for the 27 June 2019.</p>

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

No comments

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ADULT SOCIAL CARE, HEALTH AND HOUSING OVERVIEW AND SCRUTINY PANEL		Status	Comment
1.	<p>Monitoring the performance of the Local NHS Organisations and the People Department relating to Adult Social Care, Health and Housing</p> <p>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 particularly Integrated Care System.</p>		Regular QSR reports included in ASCH&H O&S Panel agendas
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>		Executive Forward Plan included in all agendas
3.	<p>2019/20 Budget Scrutiny</p> <p>To review the Council's budget proposals for 2019/20 relating to Adult Social Care, Health and Housing, and plans for future years.</p>		The department's proposed budget was for 2019/20 was reviewed at the meeting on 15 January 2019.
4.	<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</p>		

	contain observations of O&S committees. Also, the Panel is a statutory consultee for any substantial variation in NHS services affecting the Borough.		
5.	Housing Strategy and Supply - Task and Finish Group To complete the input to the new Housing Strategy and the review of aspects of Housing Supply.		The Housing Strategy for Bracknell Forest was approved in March 2018. It remains unclear how the task & finish group can now contribute. The Chairman has asked that this working group be closed.
6.	Primary Care Patient Experience - Task and Finish Group To examine patient experience of primary care in Bracknell Forest. To identify good practice within primary care and highlight how that practice may be more widely adopted.		The last meeting for the task and finish group was an analysis meeting on 4 January 2019 between the Lead member and the Head of Business Intelligence. Analysis (qualitative and quantitative) of the GP Survey responses collected by the full working group is complete and the lead Member is working with the Head of Business Intelligence to decide and progress the next steps to produce 2 video shorts.
7.	Review of Task and Finish Groups undertaken during 2015 - 19 To review impact of Task and Finish Groups undertaken during 2015 – 19 to follow up on agreed actions and undertake lessons learnt exercise to inform future scoping process.		The review has been progressed but not completed due to staff sickness. A report will be provided to the O&S Commission in March 2019.
8.	Transformation Programme For Panel members 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.		

The short task and finish working group looking at Pupil Premium is progressing well and on track to finish by February with meetings and visits already arranged. The SEND working group has the first meeting arranged and is underway. The panel are also going to look at Rainforest Walk and Holly House to review accommodation for young people.

CHILDREN, YOUNG PEOPLE AND LEARNING OVERVIEW AND SCRUTINY PANEL		Status	Comment
1.	<p>Monitoring the performance of the People Department relating to Children, Young People and Learning</p> <p>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:</p> <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. 		Regular reports received at CYPL meetings. Chair and four other members of CYPL are members of School Improvement Accountability Board so information is shared both ways.
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>		Executive Forward Plan included in all agendas.
3.	<p>2019/20 Budget Scrutiny</p> <p>To review the Council's budget proposals for 2019/20 relating to Children, Young People and Learning, and plans for future years.</p>		The department's proposed budget for 2019/20 was reviewed at the meeting on 9 January 2019.
4.	<p>Improving the experience & outcomes of Pupil Premium (double dis-advantaged) children - Task and Finish Group</p>		Four meetings have taken place and the next is planned for

	To scrutinise how the Education and Learning Team and governors hold Head Teachers to account to ensure children in receipt of Pupil Premium funding achieve to the best of their abilities.		4 February. Six school visits have been undertaken and a school's survey completed. Officers are now compiling evidence and members will agree recommendations. Final report will be available at the 20 March meeting.
5.	Special Educational Needs (SEN) - Task and Finish Group Scope to be drafted but agreed the Group should focus on topics such as early years, underachievement in boys and assessments.		Inaugural meeting date to scope the work will take place on 21 January 2019.
6.	Review of Task and Finish Groups undertaken during 2015 - 19 To review impact of Task and Finish Groups undertaken during 2015 – 19 to follow up on agreed actions and undertake lessons learnt exercise to inform future scoping process.		Two meetings undertaken and forms completed on majority of Task and Finish Groups.
7.	Transformation Programme For Panel members 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: <ul style="list-style-type: none"> • Early Help and Prevention. • Schools support services. 		CYPL members attended gateway review meeting 17 July.

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

No comments received.

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ENVIRONMENT CULTURE AND COMMUNITIES OVERVIEW AND SCRUTINY PANEL		Status	Comment
1.	<p>Monitoring the performance of the Delivery Department relating to Environment, Culture and Communities</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 leisure partnership with Everyone Active and the Local Development Framework.</p>		Regular QSR reports received at ECC meetings.
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>		Executive Forward Plan on all agendas.
3.	<p>2019/20 Budget Scrutiny</p> <p>To review the Council's budget proposals for 2019/20 relating to Environment, Culture and Communities, and plans for future years.</p>		The department's proposed budget was for 2019/20 was reviewed at the meeting on 8 January 2019.
4.	<p>Houses in Multiple Occupation – Task and Finish Group</p> <p>A review of the Council's involvement with Houses in Multiple Occupation (HMO).</p>		A meeting with an Estate Agent took place on 10 January. A report will be drafted and presented on 5 March 2019.

5.	<p>LED – Task and Finish Group</p> <p>A review of the Council’s implementation of the LED lighting scheme.</p>		<p>Members carried out four site visits to view dimming of LED lights. Two further meetings are planned.</p>
6.	<p>Review of Task and Finish Groups undertaken during 2015 - 19</p> <p>To review impact of Task and Finish Groups undertaken during 2015 – 19 to follow up on agreed actions and undertake lessons learnt exercise to inform future scoping process.</p>		<p>Two meetings undertaken and forms completed on majority of Task and Finish Groups.</p>
7.	<p>Transformation Programme</p> <p>For Panel members 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. • Planning and Building Control. 		<p>Members participated in Gateway Review meetings. The Leisure and Libraries Reviews were requested as agenda items at the July meeting and Leisure transformation review update was discussed at the 18 September meeting.</p>

By virtue of paragraph(s) 1 of Part 1 of Schedule 12A
of the Local Government Act 1972.

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