



## **NOTICE OF MEETING**

### **Overview and Scrutiny Commission**

**Thursday 20 September 2018, 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)

One 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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Published: 12 September 2018



**Overview and Scrutiny Commission  
Thursday 20 September 2018, 7.30 pm  
Council Chamber - Time Square, Market Street, Bracknell,  
RG12 1JD**

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

**AGENDA**

Page No

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

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

**2. Minutes and Matters Arising**

To approve as a correct record the minutes of the meeting of the Overview and Scrutiny Commission held on 5 July 2018.

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**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. **Update on the Council's Financial Position**  
To discuss with the Executive Member for Transformation & Finance and the Director: Finance the current financial position in preparation for scrutiny of the 2019/20 budget proposals. 13 - 22
  
7. **Transformation Programme Update**  
To consider a brief summary presentation on the progress of each review within the Transformation Programme.  
  
*The supporting information will be circulated as soon as it is available.*
  
8. **Centre for Public Scrutiny - Health Check**  
To update Members on the planned Health Check by Centre for Public Scrutiny. 23 - 24
  
9. **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 first quarter of 2018/19 (April to June) relating to Resources Directorate. 25 - 56  
  
*Panel members are asked to give advance notice to the Governance and Scrutiny Team of any questions relating to the Quarterly Service Report where possible.*
  
10. **ICT and Digital Infrastructure Strategy**  
Steve Bruce, Assistant Director: ICT attending to facilitate a workshop on the ICT and digital infrastructure strategy. 57 - 68
  
11. **Executive Key and Non-Key Decisions**  
To consider scheduled Executive Key and Non-Key Decisions of a corporate nature. 69 - 80
  
12. **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. 81 - 90

**DATE OF NEXT MEETING**

The next meeting of the Overview and Scrutiny Commission has been scheduled for 15 November 2018.





**OVERVIEW AND SCRUTINY COMMISSION  
5 JULY 2018  
7.30 - 8.50 PM**

**Present:**

Councillors Leake (Chairman), Angell (Vice-Chairman), Allen, Mrs Angell, Brossard, Harrison, Mrs McCracken, Peacey, Porter, Thompson (Substitute) and Tullett

**Apologies for absence were received from:**

Councillors Mrs Birch, Finnie and Mrs Temperton

**Executive Members in attendance:**

Councillors McCracken and Heydon

**Also Present:**

Timothy Wheadon, Chairman Community Safety Partnership  
Alison Sanders, Director of Resources  
Alison O'Meara, Head of Community Safety  
Superintendent Shaun Virtue, Thames Valley Police

**4. Minutes and Matters Arising**

**RESOLVED** that the minutes of the meetings of the Commission held on 10 May and 23 May 2018 be approved as a correct record, and signed by the Chairman.

Responses to all of the queries and requests for information raised in the meeting had been received or formed part of the agenda.

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

There were no declarations.

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

**6. Urgent Items of Business**

There were no items of urgent business.

**7. Public Participation**

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

**8. Community Safety**

The Chairman welcomed representatives of the Community Safety Partnership, Thames Valley Police (TVP) and officers from the Community Safety team to the meeting of the Commission, in its capacity as the Crime and Disorder Committee.

Timothy Wheadon, Chairman of the Community Safety Partnership (CSP) attended with Alison O'Meara, Head of Community Safety who gave a presentation to the Committee on the Bracknell Forest Community Safety Partnership's (CSP) performance during 2017/18, and plans for 2018/19. Superintendent Shaun Virtue, the Local Police Area Commander of Thames Valley Police was present at the meeting for this item.

The Head of Community Safety advised that the CSP has been performing well in a national climate of rising crime. The key headlines arising from the presentation were:

- Bracknell Forest was the only CSP area to show a reduction in victim-based crime e.g. 1% with increases across the Thames Valley of 8%.
- When compared to similar demographic groupings Bracknell Forest had the lowest crime figure for 2017/18.
- There had been a national rise in violent crime which was a key priority and this was the case for the Thames Valley, Berkshire and Bracknell Forest. These increases in violence also reflected the changes in how crimes were now being recorded.
- The work undertaken within the Lexicon e.g. effective policing, patrols by Lexicon security teams as well as the impact of people no longer congregating in Jubilee Gardens had had a positive effect in the CSP's performance against alcohol-related anti-social behaviour in Public Space Protection Order (PSPO).
- Although shoplifting figures showed a 16% reduction, the CSP was aware that not all incidents were being reported.
- Criminal damage within the Town Centre had seen a 25% reduction despite the significant increase in footfall within the town.
- In relation to Public Order crimes reported in the Town Centre, these had increased from 21 to 39 in 2017/18. However, although this was an 86% increase, this needed to be considered within the context of the number of visitors and that the majority of incidents related to breaches to an order for one individual.
- The multi-agency approach to problem-solving had led to closure orders for both drug and exploitation-related crimes.
- The increased reporting rate of domestic abuse was still interpreted as a positive outcome and the CSP was focusing on reducing repeat offences.
- The graph illustrating 'All Crime' since March 2003 showed that Bracknell Forest CSP's low figures had held steady since 2013 while all other CSPs in England and Wales has increased considerably.
- The CSP was very proud to deliver some of the lowest crime reported nationally despite widespread pressures.
- Two case studies were provided which explained the CSPs problem solving intervention and the positive impacts on specific anti-social behaviour and domestic abuse.
- New priorities for the CSP included modern slavery to reflect recent legislation as well as Local Government Association recommendations that all areas need to respond to this crime type as a growing, hidden issue, and drug lines (County Lines) which would respond to national concerns around exploitation of young and vulnerable people in dealing drugs.
- The areas of focus for 2018/19 would be:
  - County lines exploitation
  - Homeless offenders who exploit
  - Offender management
  - Modern Slavery Task and Finish Strategic Group

- Shoplifting reporting: promoting and facilitating reporting incidents
- Domestic Abuse repeat rate: looking to understand issues and respond
- Although management across partners had changed over the years, the strong culture of partnership-working continued to remain particularly strong within Bracknell Forest and there was also a high level of expertise, skills and experience within the team.

Arsing from the Members' comments and questions, the following points were made:

- 15 – 20 people attend the CSP but the other people were invited dependent upon the agenda content.
- Victim-based-crime identified a victim and would exclude fraud where there was no identified victim.
- All CSPs have experienced an increase in crime and therefore it is anticipated that at some point Bracknell Forest's will increase.
- The significant change was in 2006/7 when the problem-solving approach to target hotspots and specific issues was introduced.
- Shoplifting within the Lexicon was being identified through stock takes rather than detection of incidents and therefore not reported but the shops would need to manage the detection element themselves.
- The licensed establishments were reported as having taken responsibility for managing issues.
- It was reiterated that in relation to 'Public Order' crimes reported in the Town Centre, the increase from 21 to 39 was within the context of over ten million visitors from opening to April 2018.
- Legislation in 2015 on modern slavery included a duty on local authorities to help identify potential victims which were followed up by Local Government Association guidance on the responsibilities.
- It was re-iterated that Bracknell Forest CSP benefitted from a really good embedded culture of partnership working, as well as the established problem-solving model and a dedicated team which co-ordinated all the work described.

The Chairman, on behalf of the Commission, thanked all of the officers in the Community Safety team for their hard work as members appreciated the impact they were having and asked that their thanks be conveyed to those of the team who were not present..

Superintendent Shaun Virtue, the Local Police Area Commander of Thames Valley Police updated the Commission on 2017/18 from a policing perspective:

- There was a real positive attitude within Bracknell Forest and that was driven by Alison O'Meara but was throughout the team.
- The police were now the last resort for enforcement interventions.
- Changes had been observed in the nature of crime as door knocking and taking advantage of vulnerable people was increasing.
- There was an increased public expectation that the police would be more visible and therefore they were working on reassurance protocols.
- There had been a reduction in 400 officers across the Thames Valley.
- The 20% increase in 999 calls which had previously been identified as a spike was now business as usual.
- Thames Valley was still committed to Neighbourhood Policing including the provision of PCSOs.
- Traveller encampment issues were managed by local standards together with Thames Valley protocol with landowners having primary responsibility but

police would help disrupt activity. He commended Bracknell Forest's proactive approach.

- Bracknell Forest had the highest take up with the Thames Valley Alert App.
- Use of technology such as provision of laptops to officers was proving successful as it allowed them to input statements and update information quickly.
- Bracknell Forest was affected by national organised crime waves such as the recent spate of construction vehicle thefts from hotels to steal the power tools being stored inside.
- In addition there were crime issues associated with the movement of drugs across county lines.

As a result of the Members' questions, the following points were made:

- Loss of 400 officers equated to 10% of the force.
- The initial increase in 999 calls related to terrorist attacks but recently callers were contacting all three emergency services for much lower level incidents than before.
- Since the Overview and Scrutiny Child Sexual Exploitation Task and Finish Group, the force had become more astute at identifying risks and therefore intervention was quicker and the Sexual Exploitation and Missing Risk Assessment Conference (SEMRAC) had been in operation to undertake risk assessments and identify actions. There is also a strategic Exploitation Group to steer the programme of work.
- The main frustration identified was having sufficient resources to respond to the peaks and troughs of demand, not always being able to respond as quickly as officers would like and having more intelligence resource allocation.

The Chairman thanked all those who had contributed to the item for attending the meeting.

#### 9. **ICT and Digital Infrastructure Strategy**

The Chairman advised the meeting that unfortunately due to an accident Steve Bruce, Chief Officer: ICT was unable to attend to facilitate a workshop on the ICT and digital infrastructure strategy. He therefore advised the meeting that this would be deferred.

**Action: Governance and Scrutiny to add ICT and Digital Infrastructure Strategy to the Overview and Scrutiny Commission forward plan.**

#### 10. **Development of Overview and Scrutiny Work Programme 2018-19**

The Commission noted the report which pulled together the proposals and consultation responses on which topics should be the priority for the Commission during the municipal year.

The Chairman corrected the inaccurate reference within the report to the Recruitment and Retention activity as a Task and Finish Group, clarified that this had been a workshop with Commission members and was not intended to be regarded as any kind of policy making initiative.

It was agreed that the Chairman and Vice-Chairman would prioritise the proposed topics within the parameters described within the report and identify topics to be considered.

**Action: 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.**

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

The Commission noted the latest trends, priorities and pressures in terms of departmental performance as reported in the QSRs for the fourth quarter of 2017/18 (January to March 2018) relating to the Resources Directorate.

Alison Sanders, Director of Resources highlight in particular that the Time 2 Change project had completed during this period. It was noted that although building works had been significant there were many strands to the project and there had been wider cultural impact of being co-located in Time Square which were changing how the organisation works.

As a result of Members' comments and questions, the following points were made:

- In relation to the former landfill site at London Road it was explained that 'competitive dialogue process' was very different to the usual tender process when the outcome was known. Instead this meant that the Council, working with legal advice, was discussing with interested bidders what the outcome could be and addressing issues as they arose. It was noted this was a time-consuming and complex process similar to the creation of the PFI for RE3 and would follow the same methodology.
- It was clarified that there were two elements to the site at London Road with another parcel of land which was set apart from the former landfill site which was the subject of the proposed decision on the Executive forward plan regarding the construction of an access road.
- It was explained that further to the two CIPD workforce planning workshops work with managers was ongoing to complete a thorough process to identify and centrally map what was required through both training and behavioural change.
- It was clarified that the failure to hit the target for L233 percentage of abandoned calls to the main Council contact number did not relate to intentional activities to deflect callers to other avenues but instead reflected staff vacancies, leave and staff sickness.
- The works for moving links from Easthampstead House to the Library which had been delayed and affected the decommissioning dates had now been completed by British Telecom.

**12. Executive Forward Plan**

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

The Chairman raised concerns regarding the decision reference 1074206 – Legal Services Review which was looking at the feasibility of a merged Legal Service between Bracknell Forest and West Berkshire Councils. Members had been advised at the recent Licensing and Safety Committee that officers working within the merged regulatory services were experiencing issues with a number of elements such as ICT and communications which Members had previously been given assurances about. This therefore caused concern about repeating issues with the Legal Services proposal and he hoped that lessons were being learnt and that the proposed business model would be reviewed.

In response both the Chief Executive and Director of Resources reported that officers had not raised this formally within the organisation but that this would be followed up. The Director of Resources explained that 18 months of analysis had been undertaken to create the draft business case for the Legal Services merger. It was agreed that it would be a difficult decision but it was important to look at this opportunity.

#### **Thanks to Director of Resources**

The Chairman noted this was the last Commission meeting that Alison Sanders, Director of Resources would be attending and on behalf of the Commission extended their thanks for the work she had done for the Council and the Commission and wished her well for the future.

**CHAIRMAN**

## Actions Arising from Overview and Scrutiny Commission Minutes Meeting 10 May 2018

Action/Information Request	Response
<p><b>53. Minutes and Matters Arising</b> Responses to all of the queries raised in the meeting had been responded to apart from an explanation from the Borough Treasurer of the impact of the changing financial rules but assurance had been received this would be circulated when this was available.</p>	<p>Stuart McKellar, Borough Treasurer advised that in light of uncertainty around the implications of Government's new guidance on MRP, the Borough Treasurer has sought Counsel's opinion. This provides a strong view that the approach adopted by BFC and other authorities to completely defer MRP on the basis that investment assets could be sold in the future and used to repay debt would not be regarded as prudent. The Borough Treasurer has sought further clarification from Counsel on some matters and is currently assessing available options.</p> <p><b>Response from Stuart McKellar</b> <b>The Borough Treasurer has developed an approach to MRP for commercial investment properties in response to Counsel's opinion, which has received a favourable response from the QC. This would make a charge for MRP that reflects the potential risk of values declining, based on past market experience, while recognising that all property has a strong residual value due to the land it sits on. This "partial deferral" approach has the support of the Executive Committee: Commercial property and will be proposed to Full Council as part of the Council's Treasury Management Strategy for 2019/20. Based on this approach, the cost of MRP for newly acquired commercial properties will be in the order of £0.5m, meaning that the strategy is still able to make a significant, positive contribution to the Council's medium term financial plan.</b></p>
<p><b>61. Overview and Scrutiny Work programme 2018-19</b> 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</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>

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Action/Information Request	Response
meetings as well as longer in-depth research topic style reviews.	<b>Meeting with Chairman and Vice-Chairman to be arranged.</b>

**Actions Arising from Overview and Scrutiny Commission Minutes  
Meeting 5 July 2018**

Action/Information Request	Response
<b>10. Development of Overview and Scrutiny Work Programme 2018-19</b> 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.	<b>Outstanding to feedback to the Commission.</b>
<b>Since 5 July 2018</b>	<b>Members offered places at CfPS Conference in December</b>

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# FINANCIAL UPDATE

Latest position: Budget Monitoring 2018/19

Medium Term Financial Context

Focus on Transformation

# REMINDER – BALANCING 2018/19 BUDGET

Additional commitments (net)	£1.1m
Pressures	£6.0m
Inflation	£2.4m
Reverse 2017/18 use of General Reserves	£2.6m
Reduction in grants	<u>£3.1m</u>
<b>Additional budget pressures</b>	<b>£15.2m</b>
<sup>14</sup> Expected Council Tax Increase (4.99% + taxbase)	-£3.1m
<b>Identified Transformation savings</b>	<b>-£6.2m</b>
Efficiency savings	-£3.1m
Expected use of General Reserves	<u>-£2.0m</u>
<b>Identified funding proposals</b>	<b>-£14.1m</b>
<b>Gap at mid January</b>	<b>£1.1m</b>

Adults £1.8m

Childrens £1.2m

CPIS £1.0m

Leisure £0.6m

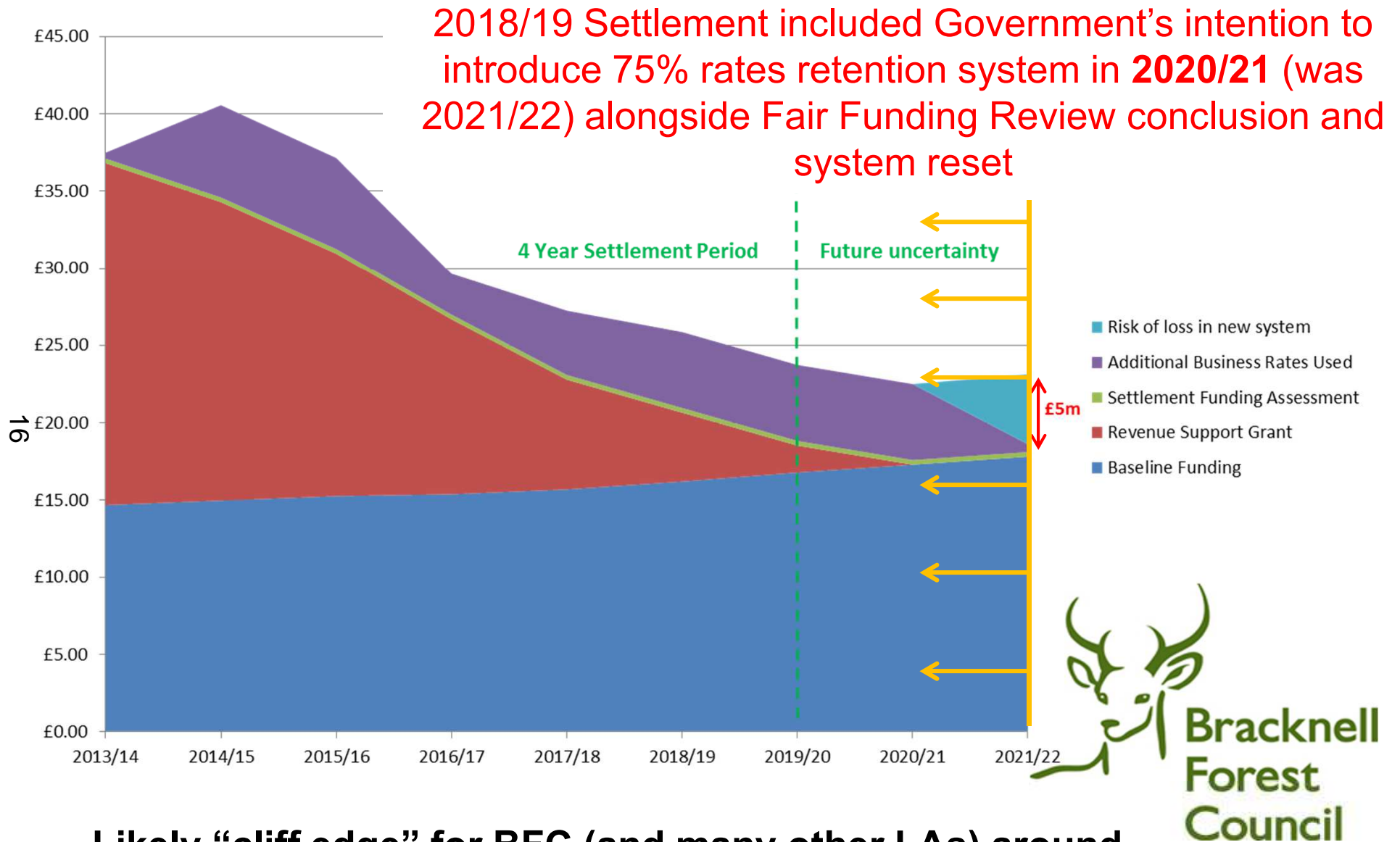


**Bridged by extra 1% Council Tax and additional £0.5m of General Reserves**

# The latest reported 2018/19 monitoring position

- Significant increases in demand for social care services, exceeding budgeted provision;
  - Adult Social Care potential overspend of £0.5m
  - Children’s Social Care potential overspend of £1.5m
- Predicted variances from other services broadly balance out
- Expect underspend on Treasury Management (being quantified)
- Remaining Corporate Contingency £2.5m
- **CMT and DMTs to keep under close review and continue to tightly manage spend**

# MEDIUM TERM FINANCIAL CONTEXT



**Likely “cliff edge” for BFC (and many other LAs) around move to new funding system**

# BUDGET PLANNING – STARTING ASSUMPTIONS

- All Transformation programmes deliver financial savings as set out in the Commitment Budget
- Further spending pressures are no more than £3m per annum
- Efficiency savings or additional income of at least £1m per year will be identified and implemented
- <sup>17</sup> Permitted Council Tax increases are approved
- Loss of recurring £4m Business Rates income above Government baseline in 2020/21
- No further deterioration in baseline funding assessment



# BUSINESS RATES PILOT

- Successful bid to establish Business Rates Pool across all Berkshire Authorities as Pilot to inform new system from 2020/21
- Income from Business Rates;
  - 70% of additional sum retained in Berkshire to be used for one-off major infrastructure, estimated c £25m
  - 30% for local use, estimated £10m (probably more)
  - Expected minimum additional income £1m per authority
  - Income above that level to reflect individual authority growth
  - Overall benefit to BFC in 2018/19 now estimated at > £6m
- Enables creation of Future Funding Reserve

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## MEDIUM TERM: POSSIBLE SCENARIO

	2019/20	2020/21	2021/22
	£000	£000	£000
Annual Gap	1.4	7.1	2.0
Cumulative Gap	1.4	8.5	10.5

**CMT currently re-assessing assumptions use to calculate the predicted gap in 2019/20 and identifying initial budget proposals**

**Gap in 2020/21 so large due to:**

- BFC using additional business rates income to support revenue budget – system reset will remove significant part / all of this benefit (currently assuming £3m)
- No significant savings currently projected from Transformation beyond 2019/20 – by which point most services reviewed

**Financial strategy: use Future Funding Reserve to manage transition to new funding system gradually over time**



# TRANSFORMATION PROGRAMME

- **Original target of £11.5m on-going savings has now been delivered, with one-off programme costs totalling £2.2m;**

<b>Transformation Savings</b>	<b>£m</b>
Property Investment Strategy	-2.6
Adult Social Care packages	-1.7
Highways and Transport	-1.3
Leisure Services review	-1.0
Council Wide Support Services	-0.8
Heathlands reprovion	-0.5
∞ Library Review	-0.5
Town Centre Car Parking (excluding the Lexicon)	-0.4
CYPL	-0.4
Capital Financing	-0.4
Major Property review - Easthampstead House	-0.3
Corporate Services / CX	-0.3
Early intervention / prevention	-0.3
Welfare and Housing	-0.2
Planning and Dev Control	-0.2
Parks and Open Spaces	-0.2
Parish Council Tax reduction support	-0.2
Arts Review (South Hill Park)	-0.2
	<hr/>
	<b>-11.5</b>





# Transforming Adults and Children's Services

- Complex care systems involving vulnerable children and adults
- Both services experiencing significant increases in demand, with consequences that;
  - Adults delivery behind original expectation
  - Children's timing currently uncertain
- 2. Difficult balance to strike between;
  - Whole systems approach (best addresses complexities, requires significant structural change, potentially lengthy), and
  - Targeted interventions (delivers savings quicker, can miss wider opportunities)
- Need to respond to rising service demand alongside delivering transformational change
- Pressure on resources (programme and front line) becoming a critical factor

## Conclusions

- Significant demand increases causing financial pressure in current year and most probably future years
- Implies higher level of savings will be needed than predicted in 2019/20
- Transformation has delivered expected savings, current focus on pace of delivery of complex Children's and Adults programmes
- CMT and DMTs continuing to work on options for Members to start to consider in Autumn
- Securing resources to deliver scale of change needed alongside delivering services remains a key challenge

To: **OVERVIEW AND SCRUTINY COMMISSION**  
**20 SEPTEMBER 2018**

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## **Scrutiny Health Check** **Executive Director: Delivery – Democratic and Registration Services**

### **1 Introduction**

- 1.1 The new structure of officer support for Overview and Scrutiny has been in place since May 2018 and officers have been working with scrutiny members to review current working practices.
- 1.2 As part of this process it was identified that it would be beneficial for an independent audit to be undertaken to provide advice and guidance to refocus the scrutiny process for both officers and members. As recognised experts Centre for Public Scrutiny (CfPS) have been approached to deliver this in Autumn 2018.

### **2 Supporting Information**

- 2.1 The CfPS Scrutiny Health Check is based on a proven evaluation model that works with each council to identify both process, capacity, member engagement and cultural issues that can affect scrutiny performance.
- 2.2 The Scrutiny Health Check is:
- A short, focused and inclusive process
  - Results driven to ensure sustained improvement
  - External and authoritative gaining internal buy-in
  - Supported delivery - not just analysis and diagnostics
  - A planned and structured way to improve
  - Member led and CfPS supported
- 2.3 The scope of the CfPS Health Check is to review:
- The effectiveness of scrutiny
  - Checking the shared vision for scrutiny
  - The challenge provided to the Executive by scrutiny
  - The work programme – how items are selected and prioritised
  - Use of officer time and resources required to adequately support scrutiny
  - The councillor resources required to prepare for and attend scrutiny meetings
  - The structure and remit / focus of the scrutiny Task & Finish groups
  - The scrutiny of external partners and contracts
  - The quality and robustness of scrutiny
  - The links between scrutiny and corporate strategy priorities
  - The skills of Chairman and Vice Chairman and the members of their Panels
- 2.4 The process followed will be:
- Identification of good examples, review of other scrutiny reviews, latest national guidance, select committee recommendations, a reflection on Council's current priorities / future work, reflection on resources, review of terms of reference for

each group, review of work programmes past and future, review of call-ins and review of recent task and finish groups.

- Survey of scrutiny members aiming to establish what works well and not so well, and assess their experiences of scrutiny including the quality of reports, presentations, debate and officer support.
- Discussions with officers supporting and engaged in Scrutiny.
- Audit of councillors' scrutiny skills to establish whether councillors have the correct skills to undertake effective scrutiny and identify what training is required post 2019 election.
- Present findings in a report with recommendations and a feedback workshop with members/officers.

### **3 Equalities Impact Assessment**

- 3.1 Part of the evaluation model will be to assess both that an appropriate range of Councillors are engaged in the review itself but also in scrutiny activities at Bracknell Forest.

### **4 Strategic Risk Management Issues**

- 4.1 Without undertaking regular reviews of services the Council risks not maintaining skills and best practice for both elected members and officers supporting scrutiny. This investment of £3,200 for delivering sustained improvement is a demonstration of the Council's ongoing commitment to the scrutiny process.

#### Background Papers

None

#### Contact for further information

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



# QUARTERLY SERVICE REPORT RESOURCES

Q1 2018 - 19  
April - June 2018

**Executive Members:**

Councillor Iain Mc Cracken  
Councillor Peter Heydon  
Councillor Paul Bettison

**Director:**

Alison Sanders






Date completed: 8<sup>th</sup> August 2018

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

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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 new financial year saw some real challenges to the Finance Team in completing the final accounts on time in accordance with the new deadlines. Despite the significant change to organisational structure over the last year, they successfully completed this task and worked really well together as a team.

Good team work has been in evidence across the Directorate as can be seen from some of the projects detailed in this report. It is a tribute to all the staff involved that they contribute so much to improve services whilst also under time pressures to deliver important projects. The One Council: Time 2 Change project also concluded this quarter. It's been a fantastic example of team work and collaboration across the whole Council, delivering transformational changes to customers, members and staff and producing an outcome we can all be proud of in our refreshed building and how we use it.

### **Budget and savings delivered for 2018/19**

The approved Resources' cash budget for 2018/19 is £13.395m which included economies of £-0.479m and commitments of £1.510m.

Work is being undertaken during the summer to identify efficiency savings for the 2019/20 budget.

### **Transformation projects progress**

#### **Council Wide Support Services Review (CWSS)**

- The reset of the CWSS programme has been completed, with a delivery framework approved by the Corporate Management Team.
  - “The support you need, when you need it”
- A permanent programme manager has now been appointed to deliver within this reset framework & handover work is underway.
- We've continued to engage our stakeholders with a digital “show & tell” event widely seen as a success in June.
- TOTO service desk launch will complete in June with further self-service features being developed.
- A successful workshop was held with the Resources' Senior Leadership Team in July to agree the design of outcomes that the project will support. Each outcome looks to foster the best possible customer experience, whilst ensuring consistency with the overall CWSS brand.
- Work is ongoing to continue to develop and improve our outcomes within this framework.
- The online annual leave booking system is in place and absence recording will be rolled out in July 2018.
- Work continues to further develop the Business Partner model including a collaboration meeting with Hampshire County Council and Constabulary colleagues.
- The HR Business Partner – Transformation post has been filled.
- Work has concluded on the Business Case for the shared Legal Services with West Berkshire Council and will be considered by the Board in the next quarter before progressing to a decision by both Executives.

## Citizen and Customer Contact Review (CCC)

- The payments workstream is progressing well, with a plan for removal of cash and cheque processing at Time Square to be implemented from autumn 2018.
- Gov.UK Pay has been implemented in our test forms system and is currently being tested for online and telephone payments.
- The use of Gov.UK Notify for SMS reminders for council tax payments has been very successful, seeing an increase in the number of people paying immediately on receipt of the reminder and also a reduction in the number of people taken to court.
- The move to a digital mailroom is continuing with significant reductions in both internal and external post seen over the last six months.
- The technology development of the EDRMS workstream to support the reduction of post and paper has been deferred due to demands on the ICT team across the whole transformation programme. The work to ensure information management compliance and design the file structures will continue so that the requirements are known in advance of the SharePoint development starting.
- Staff engagement is continuing, with Managers' Forums planned to look in detail at the design principles for the customer experience and start the relaunch of the service design toolkit.
- Service design is continuing, working with a number of teams across the Council. Progress has been made on developing the mapping technology and systems integration to enable full implementation of the newly designed Highways Fault Reporting experience.
- Two digital showcase days were held to demonstrate digital platforms to staff and members. This included promotion of the digital communications platforms and social media paid advertising.
- The borough-wide volunteering website has been launched, enabling the Council, and other organisations, to advertise volunteering opportunities, and enabling volunteers to register and apply for these opportunities.
- The telephony project is underway, and work is being put in place to collect more data about the customer contact handled by the various contact centres, with a view to improving the consistency of contact management and reducing avoidable contact.

## Property Review

- The sale of Easthampstead Park Conference Centre as a business is continuing with an anticipated completion of the sale to the new operators in the autumn.
- The future redevelopment of the Commercial Centre is being 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.
- The competitive dialogue process to mitigate the Council's liabilities in managing the former landfill site at London Road and release the land for future use are being progressed with recommendations likely to be considered by Members in 2019.
- The next group of properties to be reviewed in detail are in the ASCHH and CYPL portfolios.
- The Council has completed another investment under its Commercial Property Investment Strategy, bringing the total investment to £70m and an additional gross income of £4.3m per annum.

## **Progress on other major projects**

### Organisational Development Strategy



- All vacant posts within the Organisation Development (OD) service have now been filled.
- The workforce strategy to strengthen leadership capacity within the Council has continued to be developed and implemented. With the OD team managing a nomination and selection process for Leadership and Management diplomas. The first cohort started in May 2018 and a second cohort will commence in September. The places are funded through our Apprenticeship Levy.
- The OD team has started to review the Learning and Development offer to ensure it is appropriate and meets business needs. This will include a revised induction programme.
- Following the delivery of two CIPD workshops for managers relating to workforce planning for April 2018 DMT's and HR Business Partners have been developing workforce plans, which will influence the OD offer and the workforce strategy from 2018-2020.
- Commissioning of Coaching and Mentoring training has continued with organisations providing details of their offer. These will be assessed by an OD Board panel and the programme will be developed and delivered during Q2 2018/19.
- The staff awards initiative has been prepared for launch during Q1 2018/19 and will be formally launched July 2018. The programme provides the organisation with opportunities to celebrate and recognise the achievements of staff right across the organisation. The criteria for awards will further embed One Council values and behaviours.
- Following the conclusion of the Time 2 Change programme, discussions have taken place regarding the use of the atrium areas and the general office environment. Going forward OD is investigating the use of blank walls and the atriums to support the promotion of wellbeing and values/behaviours.

### One Council: Time 2 Change

Time 2 Change had the last Project Board meeting on the 14 June in order to officially close the project.

The project has successfully achieved its objectives by consolidating all town centre office functions into one building and delivering savings, which couldn't have been done without the support and patience of all staff. This was a complex project covering over 900 staff and all councillors. In order to effect full transformational change to both the working environment and how people do their work required significant cultural change was required working alongside changes to facilities and technology. This was also planned to be delivered in a tight time frame of 10 months.

The new Council Chamber is complete, furniture installed and officially opened.



There are still some strands of activity to be completed such as new furniture in the atrium breakout areas, way finding signage in the new Ground South area and the final configuration of the new meeting room booking technology. The whole organisation has

been transformed to an agile work force in 10 months with the benefits of significant shift to digital and reduction in paper.

The office environment is a modern flexible one and the improvements to the democratic function of the Council have been considerable, making access to the Council much easier for its residents.

Of particular note is the decision, due to staff feedback, to use the atrium areas as breakout areas for staff to hold informal meetings or simply take a break from work. These areas have not only proved immensely popular with staff but have added vibrancy to the building and significantly reduced the pressure on meeting rooms. Staff have also been adding their own touches with a book exchange, keyboard and Pilates balls appearing in these areas.

Initially using surplus furniture from all around the council the Time 2 Change team have a final task to freshen up these spaces with modern and aesthetically pleasing items.

### Agile working

- Over 700 agile Windows 10 desktop devices have been rolled out to date including:
  - Over 50 Windows 7 laptops have been upgraded to Windows 10.
  - PCs have been replaced with Windows 10 for specialist set-up.
  - ASC, CSC and senior officers and members kit rollout complete.
  - Over 200 Windows 10 laptops upgraded with Brcrypt to Bitlocker (supplied under the EA agreement) encryption software.
  - Dual screen installation at remote sites complete.
  - The remainder of free workers based in Time Square are currently being upgrade including:
    - Special Educational Needs, Virtual School Team, Education Psychologists, Child Protection/IRO, Safeguarding and School Standards.
- Remote sites are also in the process of moving to new technology in CYPL and ASCHH. This includes PC to PC upgrades, new docking stations, removal of desk phones and replacement with Jabber Softphone. Sites currently being upgraded are:
- Homeflex users in Time Square will be getting upgraded devices during the summer and autumn.

### Mobile telephony

- Over 270 Blackberries have been replaced with Samsung J5 devices for email on the move. Approximately 30 more devices to be rolled out to replace Blackberry devices or for new users that require email on the move.
- Over 350 Samsung J3 devices have replaced the Nokia's devices or where staff do not require email on the move any longer.
- Nearly 1000 staff have been allocated softphones for use with the Jabber software replacing Cisco handsets.

### Microsoft Enterprise Agreement

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

The main products include:

- Active Directory - move to the Cloud is now complete.
- Intune – infrastructure set-up and trial of Samsung J5's with Intune complete. J5 replacement of Blackberry devices rolled out.

- SharePoint – this work stream is currently led under the Customer Experience programme. Currently activity includes the design and set-up of a file plan under the programmes governance. ICT to become more involved later in 2018 and through 2019.
- Exchange in the Cloud – initial trial of 5 users complete and now rolled out to 50 PoC users. Full migration of sets of users cannot take place until the internet capacity is upgraded which is in progress with outstanding work by BT to connect up exchanges in different locations remaining.
- Windows 10 – being rolled out with new devices which commenced in August 2017, due for completion end 2018.
- Office 2016 – to be rolled out once Exchange is in the Cloud. Applications compatibility due diligence complete with investigation of solutions for non-compliant systems being considered.
- Teams (replacement for Skype) – will replace Cisco Jabber, following migration of email in the cloud.
- The ICT team are working with a Microsoft Gold partner to assist with the implementation of the products.
- As products are implemented other products can be discontinued and savings for these products made.
- An Office365 Health check is underway, led by Activist.

#### Community Hubs development

- Warfield – The Neighbourhood Centre feasibility study being carried out by Ridge continued. Stakeholders worked closely with Ridge to develop plans for the site layout and started work on detailed plans for the community hub.
- Blue Mountain – discussions were still on-going with the CCG and Binfield surgery to progress the option of a co-located community facility and surgery. A sub-group was set up to work with Atkins to draw up plans for a refurbishment option and a new build option.
- Crowthorne – L&G, the developer, received the latest iteration of the architect’s plans for approval. L&G continued work with planners regarding a Deed of variation to remove the requirement for a temporary community hub and instead bring forward the development of the permanent facility for completion sometime in 2019.

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

##### Areas of note:

- The Council was successfully re-assessed against the new Charter+ standard for Member development and have been accredited for a further three years.
- £2k from the Centenary Fund was secured following a successful bid to the Government Equalities Office in collaboration with Parish and Town Councils, to fund activities celebrating women’s suffrage which include:
  - Participating in National Citizenship Service engagement day to capture ideas for encouraging young people to vote in the 2019 local elections.
  - National Democracy Week activities including school visits.

##### Significant activity for the next quarter:

- Finalisation of the Polling District Polling Places Review.
- Crematorium New Chapel – Works commenced on site. To be completed late July 2018 due to poor weather delaying progress.

- In consultation with occupiers at the Commercial Centre, Atkins have made substantial progress in producing a proposed scheme for new depot facilities. To be assessed in Q2.

## Highlights and remedial action

### Good performance

- Time Square refurbishment and remodelling works were completed on time/within budget and handed back for occupation. The Council Chamber, Democratic Services and all staff were moved from Easthampstead House during April, in readiness for the demolition.
- Overage sums agreed and received relating to the previous sales of land at Bracknell & Wokingham College (Wick Hill site).

### Areas for improvement

L320: Number of major systems with downtime plus resolution time (Quarterly) – Two incidents occurred against a target of one. The first incident was the iCam system, which controls public PC and printing in all Libraries, being down for four days. The second incident was loss of all networked services for an afternoon.

### Audits and Risks

During quarter 1 no internal audit reports with a limited assurance were issued.

The Resources Risk Register was reviewed at DMT on 21<sup>st</sup> June 2018. The key changes identified were: to remove the capital projects risk and re-instate the business continuity risk.

- To amend the risk on inadequate staffing to include pressure on resource to support delivery of transformation projects; and
- To reduce the finance and economic risk from red to amber.

## Budget position

### Revenue Budget

The original cash budget for the department was £13.395m. Net transfers of £0.134m have been made bringing the current approved cash budget to £13.529m. A detailed analysis of the budget changes in this quarter is available in Annex A.

There are no variances to report in the first 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 each of these is as follows:

Service Area	Budget £000	Forecast Outturn £000	Comments
Commercial Property	(3,906)	(3,906)	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. However, considerable work is underway to assess any issues that may

## **Capital Budget**

The total approved capital budget for the year is £43.365m.










Expenditure to date is £0.616m representing 1.4% 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






Sub-Action	Due Date	Status	Comments
<b>1.1 Council Tax is in the lowest 10% nationally amongst similar authorities</b>			
1.1.01 Maintain Council Tax in the lowest 10% nationally of all unitary authorities	31/03/2019		Achieved
<b>1.2 The cost quality and delivery mechanism of all services will be reviewed by 2019</b>			
1.2.05 Undertake a council wide review of Citizen and Customer Contact and implement the findings. (T)	31/03/2019		The current approach to management of customer contact is subject to review as part of the transformation programme. A full analysis was undertaken in 2017, and the programme is now in the implementation phase, with a key focus on shifting to digital channels wherever possible. Work will begin later this year to look at alternative sourcing options and decide the most appropriate model for the council.
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		The reset of the CWSS programme has been completed, with a delivery framework approved by the Corporate Management Team. A permanent programme manager has now been appointed to deliver within this reset framework & handover work is underway. Work is ongoing to develop and improve outcomes within this framework.
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 planned works to Time Square and vacation of Easthampstead House are complete. The sale of Easthampstead Park Conference Centre as a business is continuing with an anticipated completion of the sale to the new operators in the autumn.  The future redevelopment of the Commercial Centre is being evaluated in detail 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.  The competitive dialogue process to mitigate the Council's liabilities in managing the former landfill site at London Road and release the land for future use are being progressed with recommendations likely to be considered by Members in 2019.
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	01/10/2018		Business case agreed by both CEs on 24 July. Going to both Executives in September for final approval




shared structure by 1 October 2018. (T)			
1.2.17 Work with ASCHH to implement e-benefits/digital solution for welfare services	31/03/2019		E-benefits applications and change of circumstances are in place, using IEG4 forms and integration to Northgate system through APIs. A review of this implementation will begin in Q2, to establish whether the same functionality could be provided within the CRM system, to enable rationalisation of systems and cost reductions.
1.2.18 Work with ASCHH to review BFC Mychoice to extend digital operation	30/06/2018		Work on this review will begin in Q2, in line with the review of the current implementation of e-benefits.
<b>1.3 We charge appropriately for services and seek opportunities to generate additional income</b>			
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 currently reviewing SLAs with schools as part of the CYPL Transformation Programme lead. The objective is to have new SLAs by October to market to schools.
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		By the end of July 2018 we would have committed £70m of the approved £90m budget to produce an additional £4.3m gross additional income per annum.
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		Draft Business Development toolkit developed, being tested by services selling to schools.
<b>1.4 Self-service and the use of online services has increased</b>			
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. (E)	31/03/2019		At the end of June approximately 26,500 customers had set up an online account. Work to enable access to council tax information through the customer account is nearing completion. The website has successfully attained accessibility accreditation, and was judged by SOCITM as reaching the highest standards of accessibility
1.4.02 Review and amend the ICT and Digital Strategy 2017-2020 to ensure it remains current and relevant.	30/09/2018		Over the Summer the ICT strategy is being comprehensively re-aligned with current business needs – in close liaison with the internal business customer. A draft of the ICT strategy will be available for CMT in late August.
1.4.03 Implement employee and manager self service in the new HR and Payroll system. (T)	31/12/2018		Annual Leave and other absence recording via Self Service have both gone live in line with the current project timetable. Information sessions on both modules have been well supported. Timesheets and additional hours is




			the next module to be implemented in the next quarter along with enhanced Manager access.
1.4.05 Continue to implement the Organisational Development and Workforce Transformation Strategy in line with agreed plan for delivery. (T)			<p>Permanent staff have had the opportunity to apply for a Leadership and Management diploma qualification level 3. The first cohort started in May 2018 and a network to support progress has been put in place. A second cohort will commence in September 2018.</p> <p>Workforce planning development has been completed via two CIPD workshops for managers during April, followed by a Senior Leadership Group discussion session.</p> <p>Change Management workshops will be delivered in September and November, focused for managers considering workforce change.</p> <p>The Managers forums continue to be rolled out; the forum covered the One Council customer experience and service re-design tool kit, together with the staff awards launch.</p> <p>Reward and Recognition - The staff awards programme has been launched at the Managers Forums, July 2018. The staff launch will be via cascade from managers, DORIS, flyers and an email from the CEO.</p> <p>To embed the One Council Values and behaviours, lanyards have been distributed to the workforce.</p> <p>A pilot Team Development programme is nearing completion and will be evaluated during July. As a result of this and other interventions, Organisational Development is designing a Managers "basket" of resources to support team development.</p>
1.4.17 Implement the Council's strategy to maximise the apprenticeship levy.	31/03/2020		<p>5 Managers have started the Level 3 Team leader/supervisor apprenticeship and 14 have started the level 5 Operational Manager apprenticeship. The process to enrol a new cohort in September is underway.</p> <p>The apprenticeship programme is being evaluated and a report prepared for CMT to appraise the Management Team of the progress to date and recommend future developments.</p>
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		<p>The following safeguarding courses were delivered in the first quarter:</p> <p>Targeted Multi-agency Safeguarding, CSE, Modern Slavery and Human Trafficking, Introduction to Domestic Abuse, Introduction to Safeguarding Children and Young People. In addition training was delivered by members of SilSip.</p> <p>Staff in Children's Social Care have been nominated by managers to undertake further post qualification training e.g. Consolidation of Practice training &amp; Practice Educator Practice Educator Professional Standards' Stages 1 and 2 - commencing in autumn 2018.</p>
1.4.19 Create and review workforce development plans and in collaboration with departments.	30/06/2018		Final discussions with Managers are being undertaken with a full summary to go to CMT in August
<b>1.5 Community involvement and the use of volunteers in the delivery of council</b>			





<b>services has increased</b>			
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.
<b>1.6 Resident and staff satisfaction levels remain high</b>			
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.
1.6.07 Analyse and develop themes for improvement as a result of the Employee Staff survey. (E)	31/03/2019		Complete results of the staff survey were sent through to all staff. Staff had the opportunity to discuss the results with Managers and these comments were fed back by a series of workshops with senior managers and CMT to agree themes for improvement. Further review of equalities issues arising was undertaken by the Equalities Sub-Group.
<b>1.7 Spending is within budget</b>			
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. There are some Council Wide savings relating to the Citizen and Customer Contact review that are still to be distributed across the Directorates.
1.7.23 Spending is within the approved budget for the year.	31/03/2019		First quarter monitoring across Council budgets has highlighted continuing pressures in Childrens and Adult services, with expenditure overall projected to remain within budget.
<b>1.8 Surplus assets are sold</b>			
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.

Ind Ref	Short Description	Previous Figure	Current figure	Current Target	Current Status
L051	Percentage of current year's Council tax collected in year (Quarterly)	98.50%	29.33%	29.30%	
L053	Percentage of current year's Business Rates collected in year (Quarterly)	102.65%	36.23%	33.20%	
L221	Satisfaction level expressed in survey of contact with Customer Services, across all channels (Quarterly)	84.33%	89.50%	85.00%	

Ind Ref	Short Description	Previous Figure	Current figure	Current Target	Current Status
L257	Cumulative number of complaints received at stages 2 and 3, statutory social services complaints, and complaints referred by the Local Government Ombudsman (Quarterly)	149	43	N/A	N/A
L261	Level of council wide staff sickness absence, including schools (Quarterly)	2.22	1.67	7.50	
L262	Level of council wide voluntary staff turnover, including schools (Quarterly)	3.0%	3.0%	N/A	N/A



## People live active & healthy lifestyles

Sub-Action	Due Date	Status	Comments
<b>4.4 Personal choices available to allow people to live at home are increased</b>			
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		Completed on 5 properties and another 2 properties are in progress.
<b>4.8 Learning opportunities are available for adults</b>			
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		Work to develop digital inclusion activities will begin in Q2, with an aim to roll out from Q3, once the reconfiguration of Time Square reception has been completed.

## A clean, green, growing and sustainable place















Sub-Action	Due Date	Status	Comments
<b>5.2 The right levels and type of housing are both approved and delivered</b>			
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.
<b>5.3 Appropriate infrastructure development is completed to support housing growth including; Warfield Link Road, Coral Reef Junction, Jennetts Park, town centre</b>			
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 September. 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.
<b>5.4 Neighbourhood Plans and Community Infrastructure Levy (CIL) to support local community facilities and other infrastructure are in place</b>			
5.4.02 Deliver Neighbourhood Planning Referendums when plans are developed.	31/03/2019	N/A	None presently required.













## Strong, safe, supportive and self-reliant communities











Sub-Action	Due Date	Status	Comments
<b>6.1 Levels of volunteering and community action in the borough are increased</b>			
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		Research and insight work completed including discussions with other local authorities. Collaboration with colleagues across the organisation starting and discussions with senior officers.
6.1.04 Recruit volunteers to support redevelopment of the website and the customer's online account by carrying out testing.	31/03/2019		All new developments on the public website are published as "beta" to enable the public to test and contribute to further development. The online council tax account will be tested with staff who live in the borough, before going live with a beta version to the public. We will consider recruitment of a user panel in Q3, to support ongoing testing of digital developments.
<b>6.2 High levels of community cohesion are maintained</b>			
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		On track












## Section 3: Operational Priorities

Sub-Action	Due Date	Status	Comments
7.2.01 Deliver national and local elections and referendums without challenge	31/03/2019		A by-election was held on 3 May to fill a vacant seat in the Bullbrook Ward of Bracknell Town Council. Ian Jeffrey Kirke, the Conservative candidate, was elected.
7.2.03 Involve a wide range of people to sit on a range of Council bodies including the Education Appeals Panel, the Independent Review Panel and Overview & Scrutiny Panels. (E)	31/03/2019		Work has commenced on the election of two parent governor representatives to sit on the Overview & Scrutiny Commission and the Children, Young People & Learning Overview & Scrutiny Panel. Every effort is being made to make better use of the website and other channels to attract as wide a group of parent governors as possible to come forward for election.
7.2.05 Publish draft Statement of Accounts	31/05/2018		Achieved
7.2.06 Prepare monthly budget monitoring reports on time.	31/03/2019		Achieved to date
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		On-going
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.	30/06/2019		Review process commencing July 2018
7.2.10 Provide effective and timely legal support as required including Property, Contracts, Planning and Public Protection advice and drafting.	31/03/2019		Completed commercial investment property purchase in Redditch.
7.2.11 Provide Legal support to Downshire Homes Ltd and conveyancing for property acquisitions.	31/03/2019		3 further purchases for DHL including shared equity lease. Contracts exchanged on further two
7.2.13 Provide Legal support on all infrastructure projects.	31/03/2019		Ongoing advice on future use of Easthampstead House and London Road Landfill site
7.2.16 Refine and expand the Council's e-learning opportunities.	31/03/2019		In Q1 we have published 2 new courses, GDPR 1 (mandatory) and GDPR 2 (optional) to comply with the changes.  We have built and published information / resource pages (as opposed to courses) containing such things as HR documents, appraisal guidance, and guides to new self-serve functionality in iWorks. We will be using the eLearning Zone more and more as an information hub as well as a catalogue of courses.
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		The website redevelopment Project was completed in June 2017. The website achieved WAI AA compliance on 9th March 2018 - <a href="https://www.accessibility-services.co.uk/certificates/bracknell-forest-council/">https://www.accessibility-services.co.uk/certificates/bracknell-forest-council/</a> Accessibility is reviewed annually.













7.2.26 Complete biennial review of Corporate Asset Management Plan.	31/12/2018		The Corporate Asset Management Plan is under review and to be considered at the end of autumn.
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 have 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 Frontline data base will be completed by end of October 2018.
7.2.29 Provide professional support to CYPL seeking expansion of existing and development of new schools.	31/03/2019		Binfield Learning Village new school will reach practical completion in July and then be handed over to the academy for opening in September.
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 July 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 other strategic sites across the town including investigation of a possible joint venture model.	31/12/2018		Advisors to help assess options for delivery of town centre sites, including a possible joint venture, have been appointed.
7.2.38 Annual workforce monitoring conducted and report produced, published	31/12/2018		Work on this report will begin in the next quarter in line with it going to Employment



and follow on actions identified. (E)			Committee in Q3.
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 personal details on the system. The message board will be used that staff see whenever they log in to the system.
7.2.40 Carry out an ICT user satisfaction survey	31/03/2019		Completed in March 2018, next one due and being planned for September 2018.
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		Webchat is in use across the web pages relating to environmental services, and work is underway to identify opportunities for its further roll-out, particularly across welfare and housing, children's and adults' services. SMS is being used in Council Tax to send reminders for overdue payments, and is successfully reducing the number of cases needing to go to court. Work continues to develop online bookings for appointments for the planning service, and the subscription-based email system is being rolled out to more service areas.
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		<p>The GDPR Action Plan for the period October 2017-May 2018 is complete. GDPR and DPA 2018 is being incorporated as 'business as usual' throughout BFC which includes the recommended structure of a 'journey' toward ongoing compliance which is recommended by the ICO.</p> <p>This compliance structure includes review, amendment and update of policies, practices and procedures of matters incorporating data protection laws. BFC has a dedicated Information Management &amp; Security lawyer, Data Protection and Deputy Data Protection Officer who manage the Information Management Group forum and report to the senior leadership team to ensure the organisation is aware of the data protection obligations, reviews/audits and incidents or breaches.</p>
7.2.51 Develop an Overview and Scrutiny work plan for 2018/19	30/05/2018		Overview & Scrutiny Commission and each Panel have considered items for inclusion in the work plan. Discussions are on-going for this to be finalised.
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		A comprehensive review of polling districts and polling places has been undertaken by the Electoral Review Steering Group.

			Changes are proposed for five wards - Binfield with Warfield, Bullbrook, College Town, Warfield Harvest Ride and Wildridings & Central. The Executive will be considering the proposals at its meeting on 17 July and will make recommendations to Council on 12 September.
7.2.54 Undertake the four yearly councillor survey	31/03/2019	N/A	This work has not yet commenced.
7.2.55 Implement a system of paperless meetings for relevant democratic meetings	31/03/2019		The ICT equipment for all Members has been refreshed in order for them to be able to access agenda papers through the Modern.gov app. Two drop in sessions have been held to provide ongoing support. Three councillors continue to receive a limited number of paper agendas. In addition paper copies have been provided for Members sitting on Licensing and Appeal Hearings.
7.2.56 Provide project management which supports the delivery of a new 64 bed dementia care home.	31/10/2020		Atkins have issued the updated stage C report for the new 64 bed care home. Currently awaiting sign off/feedback from Chief Officer: Early Help & Communities.
7.2.57 Develop a plan to improve the recruitment and retention of staff throughout the Council.	30/09/2018		A draft strategy is currently being prepared
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		Active Directory has moved to the cloud, In Tune, Exchange, Office 2016 (full Office 365 solution suite) dependent on network upgrade to Time Square and this is currently delayed by around 3 months (BT issues).
7.2.62 Implement new meeting room booking system and technology used within meeting rooms enabling agile working	30/06/2018		The booking system is in place, there are some final refinements being made that will allow auto-booking room cancellation.
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		Work on-going
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		Work on-going
7.2.67 Lead the cross Berkshire project to develop and implement a pilot scheme for business rates.	31/03/2019		First quarterly monitoring process underway.



Ind Ref	Short Description	Previous Figure	Current figure	Current Target	Current Status
BV8	Percentage of invoices paid within 30 days (Quarterly)	93.4%	<i>Not Available</i>	95.0%	N/A
L057	Percentage of agendas published 5 clear days prior to a meeting (Quarterly)	100.0%	100.0%	100.0%	
L058	Percentage of minutes published within 5 clear days of a meeting (Quarterly)	72.0%	72.0%	79.0%	
L064	Debt outstanding as percentage of gross debt (Quarterly)	5.00%	7.00%	7.00%	
L065	Return on investments exceeds 7-day LA cash benchmark rate (Quarterly)	0.10%	0.10%	0.50%	
L076	Planned maintenance spend (Quarterly)	92.0%	40.0%	25.0%	
L079	Resolution of reported ICT incidents (Quarterly)	91%	93%	93%	
L085	Amount of money recovered in debt collection (Quarterly)	429,079.25	119,728.73	N/A	N/A
L086	Number of Freedom of Information requests received (Quarterly)	331	363	N/A	N/A
L220	Number of ICT Helpdesk Calls (Quarterly)	4,370	4,672	N/A	N/A
L229	Number of clients with learning difficulties using the R-bus (Quarterly)	74	73	65	
L231	Number of entries on the Electoral Register (Quarterly)	88,944	88,824	N/A	N/A
L234	Number of Council Tax cases in arrears (Quarterly)	4,887	5,942	4,900	
L291	Number of new legal cases opened each quarter (Quarterly)	240	156	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)	77.0%	100.0%	70.0%	
L320	Number of major systems with downtime plus resolution time (Quarterly)	2	2	1	
L321	Network performance - internet capacity (Quarterly)	65.00%	67.00%	60.00%	

## Section 4: Staff Sickness

Section	Total staff	Number of days sickness	Quarter 1 average per employee	2018/19 Projected annual average per employee
Directorate	2	0	0	0
Customer Experience	59	134.5	2.28	9.12
Democratic & Registration Services	17	58	3.41	13.64
Finance	53	121	2.28	9.12
Human Resources	33	76	2.3	9.2
ICT	49	63	1.29	5.16
Legal	11	6	0.55	2.2
Property Services	14	25	1.79	7.16
<b>Department Totals (Q1)</b>	<b>238</b>	<b>483.5</b>	<b>2.03</b>	
<b>Totals (18/19)</b>				<b>8.12</b>

Section	Total staff	Number of days sickness	Quarter 1 average per employee	2018/19 Projected annual average per employee
CXO	21	15	0.71	2.84
<b>Department Totals (Q1)</b>	<b>21</b>	<b>15</b>	<b>0.71</b>	
<b>Totals (18/19)</b>				<b>2.84</b>

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: There is a low level of sickness generally across the Resources Directorate but a few members of staff in Customer Experience, Finance, HR and Property Services are on long term sick leave which significantly affects the averages. This is being carefully managed and monitored.

## Annex A: Financial information

RESOURCES BUDGET MONITORING - MAY 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	
<b>Director of Resources</b>									
Director of Resources	218	1	I	219	21	219	0		
Community Engagement & Equalities	224	0	I	224	14	224	0		
	<b>442</b>	<b>1</b>		<b>443</b>	<b>17</b>	<b>443</b>	<b>0</b>	<b>0</b>	
<b>Head of Democratic &amp; Registration Services</b>									
Committee Services	311	3	B, I	314	10	314	0		
Member and Mayoral Services	875	9	B, I	884	15	884	0		
Registration of Births, Deaths & Marriages	-33	4	B, I	-30	271	-30	0		
Registration of Electors / Elections	194	1	I	195	74	195	0		
Overview & Scrutiny	121	0		121	0	121	0		
	<b>1,468</b>	<b>16</b>		<b>1,484</b>	<b>15</b>	<b>1,484</b>	<b>0</b>	<b>0</b>	
<b>Chief Officer: Customer Services</b>									
Local Tax Collection incl Cashiers	416	2	I	418	32	418	0		
Customer Services	1,024	99	F, I	1,123	15	1,123	0		
Operations Unit	3,273	3	G, I	3,276	22	3,276	0		
	<b>4,713</b>	<b>104</b>		<b>4,817</b>	<b>68</b>	<b>4,817</b>	<b>0</b>	<b>0</b>	
<b>Borough Solicitor</b>									
Legal	516	2	I	518	15	518	0		
<b>Chief Officer: Human Resources</b>									
Human Resources	831	4	I	835	-0	835	0		
Unified Training Unit	414	33	C, I	447	-33	447	0		
	<b>1,245</b>	<b>37</b>		<b>1,282</b>	<b>-33</b>	<b>1,282</b>	<b>0</b>	<b>0</b>	
<b>Borough Treasurer</b>									
Finance	2,707	19	A, I	2,726	10	2,726	0		
Insurance	417	7	A	424	-30	424	0		
	<b>3,124</b>	<b>26</b>		<b>3,150</b>	<b>5</b>	<b>3,150</b>	<b>0</b>	<b>0</b>	
<b>Chief Officer: Property Services</b>									
Property Services	412	2	I	414	-45	414	0		
Industrial & Commercial Properties	-3,906	0		-3,906	69	-3,906	0		
Construction & Maintenance	408	1	I	409	21	409	0		
Health & Safety	59	0	I	59	-29	59	0		
	<b>-3,027</b>	<b>3</b>		<b>-3,024</b>	<b>16</b>	<b>-3,024</b>	<b>0</b>	<b>0</b>	
<b>Chief Officer: Information Services</b>									
ICT Services	3,767	9	H, I	3,776	15	3,776	0		
<b>Chief Executive's Office</b>									
Chief Executive	359	-44	D, I	315	22	315	0		
Chief Executive's Office (Support)	475	-2	D, E, I	473	26	473	0		
Town Centre Redevelopment	0	0		0	0	0	0		
Voluntary Sector Grants	294	0		294	50	294	0		
Community Safety	19	-19	D	0	0	0	0		
	<b>1,147</b>	<b>-64</b>		<b>1,083</b>	<b>31</b>	<b>1,083</b>	<b>0</b>	<b>0</b>	
Transformation Board	0	0		0	100	184	184	0	
<b>TOTAL RESOURCES</b>	<b>13,395</b>	<b>134</b>		<b>13,529</b>	<b>-2</b>	<b>13,713</b>	<b>0</b>	<b>0</b>	
<b>Memorandum item</b>									
Devolved Staffing Budget - Resources	11,040	-144	D,E,F,G,H,I	10,896	0	0	-10,896	0	
<b>Non Cash Budgets</b>									
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	
	<b>-5,825</b>	<b>0</b>		<b>-5,825</b>		<b>-5,825</b>	<b>0</b>	<b>0</b>	

RESOURCES BUDGET MONITORING - MAY 2018

Virements

Note	Total	Explanation
	<b>£'000</b>	
A	17	<b>Finance</b> A carry forward was requested for C-Series maintenance (£0.010m) and Insurance valuations (£0.007m).
B	10	<b>Democratic &amp; Registration</b> 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	<b>Learning &amp; Development</b> 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.
	<b>59</b>	<b>Carry Forwards reported in First Budget Monitoring</b>
D	0	<b>Chief Executive's Office Disaggregation</b> 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	<b>Business Intelligence Unit Centralisation</b> 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	<b>Web Team</b> 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	<b>Office Accommodation</b> 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	<b>Schools ICT</b> 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	<b>Apprenticeship Levy</b> A virement is to be made from non-departmental for the Apprenticeship Levy costs.
	<b>75</b>	<b>Other Virements reported in First Budget Monitoring</b>
	0	<b>Virements reported in Second Budget Monitoring</b>
	0	<b>Virements reported in Third Budget Monitoring</b>
	0	<b>Virements reported in Fourth Budget Monitoring</b>
	0	<b>Virements reported in Fifth Budget Monitoring</b>
	0	<b>Virements reported in Sixth Budget Monitoring</b>
	0	<b>Virements reported in Seventh Budget Monitoring</b>
	0	<b>Virements reported in Eighth Budget Monitoring</b>
	0	<b>Virements reported in Ninth Budget Monitoring</b>
	0	<b>Virements reported in Tenth Budget Monitoring</b>
	0	<b>Virements reported in Eleventh Budget Monitoring</b>
	<b>134</b>	<b>Total Budget Virements Reported to Date</b>

RESOURCES BUDGET MONITORING - MAY 2018

Variances

Note	Variance		Explanation
	£'000	£'000	
	0		<i>Variances Reported in First Budget Monitoring</i>
	0		<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>
	0		<b>Total Budget Variances Reported to Date</b>

CAPIT - L MONITORING 2018/19															ANNEX			
Dept: Resources																		
As at: 30th May 2018																		
Cost Centre	Cost Centre Description	2017/18 Brought Forward	2018/19 Budget	Virements Awaiting Approval	Savings Virements	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	£000's	£000's				
<b>PRIOR YEAR FUNDED SCHEMES</b>																		
<b>Prior Year Funded Schemes - Resources</b>																		
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			A Thomas	
YM293	Property & Asset Management System	10.0	0.0			0.0	10.0	10.0			10.0	10.0	0.0	0.0			S Caplan T Edmonds	
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	
YM313	ICT Helpdesk Software Replacement	4.8	0.0			0.0	4.8	4.8	0.3		4.5	4.8	0.0	0.0			S Bruce D Langley T Farmer	
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	
YM329	Replacement HR & Payroll System	0.0	0.0			0.0	0.0	0.0			0.0	0.0	0.0	0.0			N Gibbons	
YM243	Community Centres - S106	72.9	0.0			-24.5	48.4	48.4			48.4	48.4	0.0	0.0			A Thomas	
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			20.9	20.9	0.0	0.0			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			N Gibbons	
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	
<b>Total of Prior Year Funded Schemes - Resources</b>		219.7	0.0	0.0	0.0	-24.5	195.2	195.2	0.3	3.5	191.5	195.2	0.0	0.0				
<b>Prior Year Funded Schemes - Council Wide</b>																		
YM215	Replacement Revenue & Benefits System	16.5	0.0			0.0	16.5	16.5			16.5	16.5	0.0	0.0			A Sanders B Mulheir S Hendey	
YM247	Market Place Properties	100.0	0.0			0.0	100.0	100.0			100.0	100.0	0.0	0.0			S Caplan V Nicholls	

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
YM309	Storage Area Networks	23.7	0.0			0.0	23.7	23.7	24.0		-0.3	23.7	0.0	0.0			T Farmer S Bruce D Langley
YM320	Network Refresh	0.0	0.0			0.0	0.0	0.0	0.5		-0.5	0.0	0.0	0.0			T Farmer S Bruce D Langley
YM322	Oracle 11 Upgrade	32.6	0.0			0.0	32.6	32.6			32.6	32.6	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			21.0	21.0	0.0	0.0			K Toor / M Howlett
YM325	Computer Estate Refresh	0.0	0.0			0.0	0.0	0.0	2.0		0.0	0.0	0.0	0.0			T Farmer S Bruce D Langley
YM327	Wireless Expansion	8.0	0.0			0.0	8.0	0.0	7.6		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			0.4	0.4	0.0	0.0			B Mulheir
YM337	Netcall System Replacement	3.0	0.0			0.0	3.0	3.0			3.0	3.0	0.0	0.0			B Mulheir
YM342	Server Hardware Replacement	24.2	0.0			0.0	24.2	24.2	14.5		9.7	24.2	0.0	0.0			T Farmer S Bruce D Langley
YM002	Access Improvement Programme	48.3	0.0			0.0	48.3	48.3			48.3	48.3	0.0	0.0			S Caplan T Edmonds
YM344	MFD - Printer Refresh	1.7	0.0			0.0	1.7	1.7	0.2		1.6	1.7	0.0	0.0			T Farmer S Bruce D Langley
YM354	Server Anti-Virus/Intrusion Prevention	2.5	0.0			0.0	2.5	2.5		1.9	0.6	2.5	0.0	0.0			T Farmer S Bruce D Langley
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	1.2	0.3	7.6	9.1	0.0	0.0	Sep-18	Project almost complete. Outstanding matters are in hand and will be completed within target date.	A. Moore	Jun-18
YM364	Iken System Upgrade	0.5	0.0			0.0	0.5	0.5			0.5	0.5	0.0	0.0			S Prashar	
YM345	Town Centre Redevelopment	5,054.6	0.0			0.0	5,054.6	5,054.6			5,054.6	5,054.6	0.0	0.0			A Hunter	
YM373	Lincoln	0.0	0.0			0.0	0.0	0.0	246.9		-246.9	0.0	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			S Caplan T Edmonds	
<b>Total of Prior Year Funded Schemes - Council Wide</b>		5,421.7	0.0	0.0	0.0	0.0	5,421.7	5,413.7	300.3	2.2	5,120.8	5,413.7	0.0	0.0				
<b>Total Prior Year Funded Schemes</b>		5,841.4	0.0	0.0	0.0	-24.5	5,616.9	5,608.9	300.7	5.6	5,312.3	5,608.9	0.0	0.0				
<b>Percentages</b>									0.1	0%	95%		0%	0%				
<b>CURRENT YEAR PROGRAMME</b>																		
<b>Current Year Programme - Resources</b>																		
YM367	Civic Accommodation	1,033.9	2,135.0			0.0	3,168.9	3,168.9	239.7	11.2	2,918.0	3,168.9	0.0	0.0		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.	M Howlett	Jun-18
YM381	Farley Wood CC S106	0.0	0.0				0.0	0.0			0.0	0.0	0.0	0.0			A Thomas	
YM382	Binfield Parish Council S106	0.0	0.0				0.0	0.0			0.0	0.0	0.0	0.0			A Thomas	
YM383	Redditch	0.0	0.0				0.0	0.0	1.0		-1.0	0.0	0.0	0.0			S Caplan	
<b>Total of Current Year Programme - Resources</b>		1,033.9	2,135.0	0.0	0.0	0.0	3,168.9	3,168.9	240.7	11.2	2,917.0	3,168.9	0.0	0.0				
<b>Current Year Programme - Council Wide</b>																		
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	24.9	7.9	1,518.2	1,551.0	0.0	0.0			S Caplan T Edmonds	
YM362	Commercial Property Investments	1,558.6	30,000.0			0.0	31,558.6	31,558.6			31,558.6	31,558.6	0.0	0.0			S.Caplán	
YM365	ICT Capital Schemes	289.5	0.0			0.0	289.5	289.5	50.1	57.5	181.9	289.5	0.0	0.0			T Farmer S Bruce D Langley	
YM374	ICT Infrastructure	0.0	175.0			0.0	175.0	175.0			175.0	175.0	0.0	0.0			T Farmer S Bruce D Langley	
YM375	Members ICT Refresh	0.0	36.0			0.0	36.0	36.0			36.0	36.0	0.0	0.0			T Farmer S Bruce D Langley	
YM376	ICT Digital Strategy	0.0	537.0			0.0	537.0	537.0		13.5	523.5	537.0	0.0	0.0			T Farmer S Bruce D Langley	
YM377	CWSS/Self Service	0.0	40.0			0.0	40.0	40.0			40.0	40.0	0.0	0.0			T Farmer S Bruce D Langley	
YM378	Property Review Feasibility	0.0	100.0			0.0	100.0	100.0			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	0.6	-0.6	0.0	0.0	0.0	0.0	Oct-18	Specification and drawings currently being prepared. ITT to be issued for pricing end of June. Works programmed to commence early August and to be completed end of Sept.	S Caplan K Toor	Jun-18
<b>Total Current Year Programme - Council Wide</b>		<b>2,274.1</b>	<b>32,313.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>34,587.1</b>	<b>34,587.1</b>	<b>75.1</b>	<b>79.4</b>	<b>34,432.6</b>	<b>34,587.1</b>	<b>0.0</b>	<b>0.0</b>				
<b>Total Current Year Programme Percentages</b>		<b>3,308.0</b>	<b>34,448.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>37,756.0</b>	<b>37,756.0</b>	<b>315.8</b>	<b>90.6</b>	<b>37,349.6</b>	<b>37,756.0</b>	<b>0.0</b>	<b>0.0</b>				
<b>Total Council Wide</b>		<b>7,695.8</b>	<b>32,313.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>40,008.8</b>	<b>40,008.8</b>	<b>375.4</b>	<b>81.6</b>	<b>39,553.4</b>	<b>40,000.8</b>	<b>0.0</b>	<b>0.0</b>				
<b>Total Resources</b>		<b>1,253.6</b>	<b>2,135.0</b>	<b>0.0</b>	<b>0.0</b>	<b>-24.5</b>	<b>3,364.1</b>	<b>3,364.1</b>	<b>241.0</b>	<b>14.6</b>	<b>3,108.5</b>	<b>3,364.1</b>	<b>0.0</b>	<b>0.0</b>				
<b>Total Capital Programme Percentages</b>		<b>8,949.4</b>	<b>34,448.0</b>	<b>0.0</b>	<b>0.0</b>	<b>-24.5</b>	<b>43,372.9</b>	<b>43,364.9</b>	<b>616.4</b>	<b>96.3</b>	<b>42,661.9</b>	<b>43,364.9</b>	<b>0.0</b>	<b>0.0</b>				
									<b>1.4%</b>	<b>0.22%</b>	<b>98%</b>		<b>0%</b>	<b>0%</b>				

## Annex B: Annual indicators not reported this quarter

### Council Plan indicators

Ind. Ref.	Short Description	Quarter due
<b>1. Value for money</b>		
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
<b>3. People have the life skills and education opportunities they need to thrive</b>		
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
<b>4. People live active and healthy lifestyles</b>		
L282	Number of adults taking part in digital inclusion activities	Q4
<b>6. Strong, safe, supportive and self-reliant communities</b>		
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
<b>Corporate Property</b>		
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
<b>Customer Services</b>		
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
<b>Human Resources</b>		
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
<b>ICT</b>		
L078	ICT User satisfaction - service user survey	Q4
L080	ICT Project management - 5 metrics	Q4
<b>Legal Services</b>		
L087	Percentage of time recorded as chargeable time	Q4

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# ICT Strategy Update & Review

Steve Bruce

Assistant Director, ICT

September 2018

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- 1. Introduction.**
- 2. End User Strategy. 80% complete.**
- 3. Collaborate Working Strategy. 75% complete..**
- 4. Telephony & Mobile Strategy. 90% complete**
- 5. Self Delivery/Service Strategy. 75% complete.**
- 6. On Premise to Cloud strategy, Microsoft Services. 35% complete.**
- 7. Council Chamber and Meeting Room Strategy. 100% complete.**
- 8. Timeline, 1.5 years into a 4 year plan. 30% complete.**
- 9. Technology for Customer Needs, aligned with the ICT Strategy.**
- 10. Close, Questions, AOB. What would you like to see?**



## 2. End User Strategy – 80% complete.



SSDs (hard drives) upgraded

Laptops rolled out to most users, scheduled through to end 2018



Windows 10 on schedule to be rolled out, apps mostly set up to work with this operating system



Wide monitors rolled out, very few users left to schedule now in 2018



### 3. Collaborate Working Strategy – 75% complete.

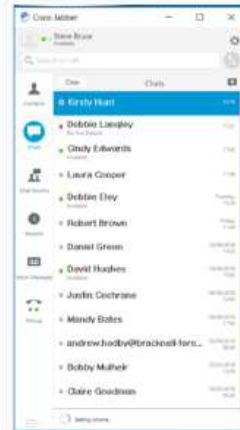
Video conferencing roll out completes late Summer



Group Chat now fully available

All staff using Jabba/IM screen sharing

New intranet (DORIS) up and running





## 4. Telephony & Mobile Strategy – 90% complete.

61



Softphones rolled out to almost all users, very few 'hard phones' now left.



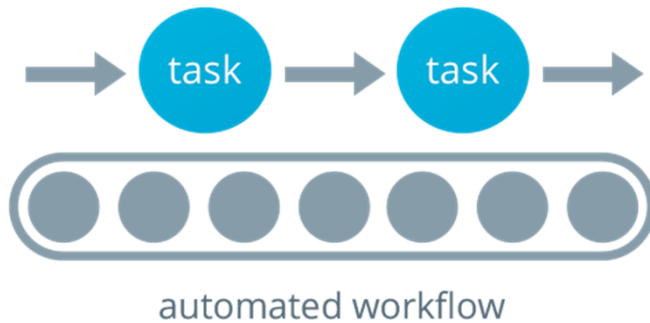
All staff have caller IDs and Ext Numbers



Samsung devices will have replaced all Blackberries by end July

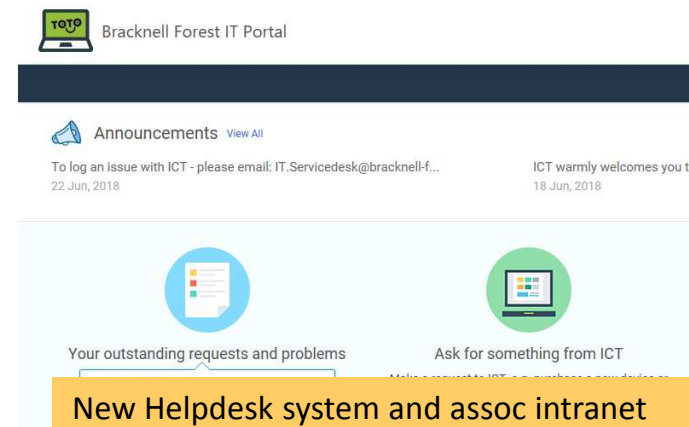


## 5. Self Delivery/Service Strategy - 75% complete.



62

Mechanisation and automation is being promoted throughout ICT, ongoing across all areas.



New Helpdesk system and assoc intranet LIVE, full self-help intranet by end 2018

The ICT business partners are actively liaising with the business to understand their requirements around self service, self delivery and general automation of activities.



## 6. On Premise to Cloud strategy, Microsoft Services - 35% complete.

63



Preparation for the migration including planning and technical work 90% completed, actual move just starting (email/calendar with 50 trial users). Migration gathers pace between now and year end with SharePoint the main facility that spills over into 2019.

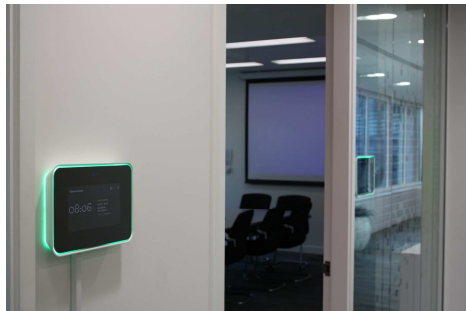
## 7. Council Chamber and Meeting Room Strategy - 100% complete.



All meeting rooms now equipped with new technology and new Council Chamber up and running.

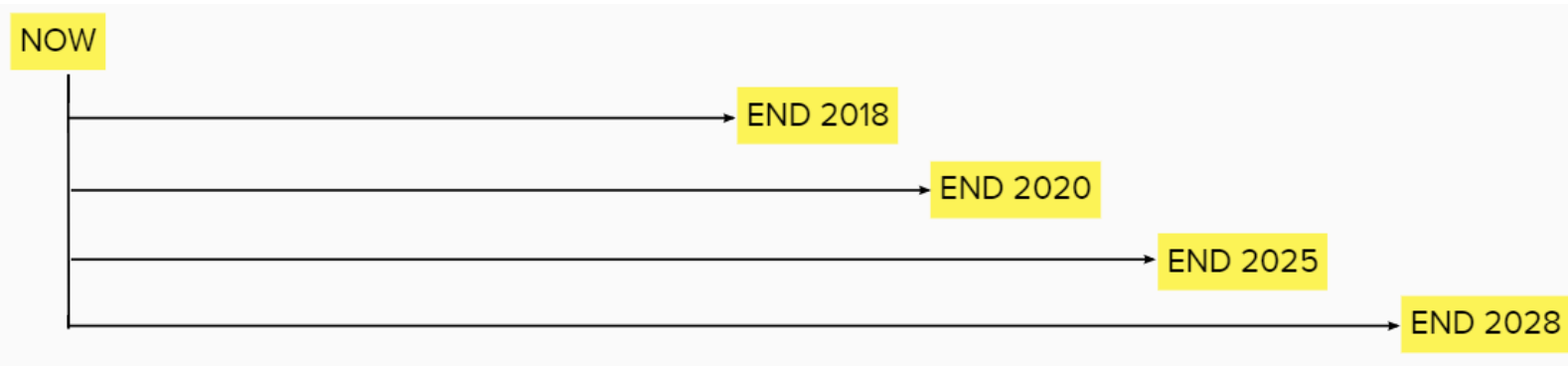
64

Meeting room door technology now installed across all meeting rooms



## 8. Timeline, 1.5 years into a 4 year plan - 30% complete.

65



### Review:

- Should we keep working to the 2017 – 2020 timeline?
- Should we factor in a longer vision to 2025/2028?
- At what point do we start working on the timeline that takes us beyond 2020?
- Current timeline: 2018 [major decision point, delivery of short term goals]



## 9. Technology for Customer Needs, aligned with the ICT Strategy.



66

Should we continue to:

1. Fully map the current technology, it's cost and value to the business.
2. Do more discovery work on the broad business themes that drive ICT needs.
3. Investigate/plan roll out of ICT solutions to address these business needs.
4. Continue to deploy technology that the ICT industry recognises is the 'direction of travel' regardless of current or emerging business needs.

## 9. Close, Questions, AOB. What would you like to see?

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## OVERVIEW & SCRUTINY COMMISSION

### EXECUTIVE WORK PROGRAMME

<b>REFERENCE:</b>	I074132
<b>TITLE:</b>	Easthampstead House - Demolition Project Award of the Works Contract
<b>PURPOSE OF REPORT:</b>	To approve the decision to award the works contract for the demolition of Easthampstead House.
<b>DECISION MAKER:</b>	Director of Resources, Executive Member for Transformation & Finance
<b>DECISION DATE:</b>	10 Aug 2018
<b>FINANCIAL IMPACT:</b>	Savings on the running costs of Easthampstead House
<b>CONSULTEES:</b>	Borough Solicitor Borough Treasurer Procurement
<b>CONSULTATION METHOD:</b>	By report

<b>REFERENCE:</b>	I078966
<b>TITLE:</b>	Business Rate Pilot Proposal
<b>PURPOSE OF REPORT:</b>	To set out the arrangements for applying with the other Berkshire councils to be a business rate pilot in 2019/20
<b>DECISION MAKER:</b>	Executive
<b>DECISION DATE:</b>	25 Sep 2018
<b>FINANCIAL IMPACT:</b>	A successful bid will enable the Council to retain 75% rather than the basic 50% of business rates growth
<b>CONSULTEES:</b>	CMT and other Berkshire authorities.
<b>CONSULTATION METHOD:</b>	Any bid will need to be endorsed by all Berkshire authorities.

<b>REFERENCE:</b>	I077736
<b>TITLE:</b>	Commercial Property Investment Opportunity
<b>PURPOSE OF REPORT:</b>	To consider properties (if any) in which the Council may seek to invest, in accordance with the Commercial Property Investment Strategy.
<b>DECISION MAKER:</b>	Executive Committee: Commercial Property
<b>DECISION DATE:</b>	25 Sep 2018
<b>FINANCIAL IMPACT:</b>	Additional income
<b>CONSULTEES:</b>	Corporate Management Team and Executive Members
<b>CONSULTATION METHOD:</b>	via draft report

<b>REFERENCE:</b>	I078665
<b>TITLE:</b>	Council Plan Overview Report - Quarter 1 2018/19
<b>PURPOSE OF REPORT:</b>	Corporate Performance Overview Report for April - June 2018.
<b>DECISION MAKER:</b>	Executive
<b>DECISION DATE:</b>	25 Sep 2018
<b>FINANCIAL IMPACT:</b>	Not Applicable.
<b>CONSULTEES:</b>	None.
<b>CONSULTATION METHOD:</b>	Not Applicable.

<b>REFERENCE:</b>	I074206
<b>TITLE:</b>	Legal Services Review
<b>PURPOSE OF REPORT:</b>	<p>A Business Case will be presented for decision, which will look at the feasibility of a merged Legal Service between Bracknell Forest and West Berkshire Councils.</p> <p>The Business Case will consider a number of different future operating models.</p>
<b>DECISION MAKER:</b>	Executive
<b>DECISION DATE:</b>	25 Sep 2018
<b>FINANCIAL IMPACT:</b>	The Business Case will provide a full financial costing for all Options considered within the review.
<b>CONSULTEES:</b>	Key workstream leads from both Boroughs have been identified within the project plan, and will be consulted as required in order to form the Business Case.
<b>CONSULTATION METHOD:</b>	Consultation with identified stakeholders will take place as required in order to form the Business Case.

<b>REFERENCE:</b>	I075980
<b>TITLE:</b>	Discretionary Rates Relief - New Applications
<b>PURPOSE OF REPORT:</b>	To consider new applications for discretionary rate relief and hardship relief
<b>DECISION MAKER:</b>	Executive Member for Culture, Resources and Public Protection
<b>DECISION DATE:</b>	1 Oct 2018
<b>FINANCIAL IMPACT:</b>	Within existing budget.
<b>CONSULTEES:</b>	None
<b>CONSULTATION METHOD:</b>	Not applicable

<b>REFERENCE:</b>	I078800
<b>TITLE:</b>	“All of Us” Equality Scheme 2017-20: report on progress against actions 2017-18
<b>PURPOSE OF REPORT:</b>	To report on the progress against actions in the “All of Us” Equality Scheme 2017-20 during its first year of implementation.
<b>DECISION MAKER:</b>	Executive Member for Council Strategy and Community Cohesion
<b>DECISION DATE:</b>	4 Oct 2018
<b>FINANCIAL IMPACT:</b>	All activity was supported by existing budgets.
<b>CONSULTEES:</b>	The Equality Scheme itself had extensive public consultation. The Action Plan consultation has involved the Council’s service managers, senior managers, CMT and the Council’s Equality Group.
<b>CONSULTATION METHOD:</b>	Through consultation meetings and by email.

<b>REFERENCE:</b>	I079169
<b>TITLE:</b>	Reactive Maintenance & Repairs Services Contract
<b>PURPOSE OF REPORT:</b>	To seek approval to extend the reactive maintenance and repairs services contract for a further one year from 01 December 2018 to 30 November 2019, as per terms and conditions set out in the original contract.
<b>DECISION MAKER:</b>	Executive Director: Delivery
<b>DECISION DATE:</b>	14 Oct 2018
<b>FINANCIAL IMPACT:</b>	Within the allocated budget.
<b>CONSULTEES:</b>	Borough Solicitor Director: Finance Procurement
<b>CONSULTATION METHOD:</b>	By report

<b>REFERENCE:</b>	I077737
<b>TITLE:</b>	Commercial Property Investment Opportunity
<b>PURPOSE OF REPORT:</b>	To consider properties (if any) in which the Council may seek to invest, in accordance with the Commercial Property Investment Strategy.
<b>DECISION MAKER:</b>	Executive Committee: Commercial Property
<b>DECISION DATE:</b>	16 Oct 2018
<b>FINANCIAL IMPACT:</b>	Additional income
<b>CONSULTEES:</b>	Corporate Management Team and Executive Members
<b>CONSULTATION METHOD:</b>	via draft report

<b>REFERENCE:</b>	I078796
<b>TITLE:</b>	Sale of Land - Winkfield
<b>PURPOSE OF REPORT:</b>	To approve the marketing and joint sale of Winkfield Manor with Silva Homes.
<b>DECISION MAKER:</b>	Executive
<b>DECISION DATE:</b>	16 Oct 2018
<b>FINANCIAL IMPACT:</b>	Capital receipt greater than £400k.
<b>CONSULTEES:</b>	Borough Solicitor Borough Treasurer
<b>CONSULTATION METHOD:</b>	By report

<b>REFERENCE:</b>	I078924
<b>TITLE:</b>	Sale of Unit A Waterside Park
<b>PURPOSE OF REPORT:</b>	To set out a proposal for the sale of Unit A Waterside Park.
<b>DECISION MAKER:</b>	Executive
<b>DECISION DATE:</b>	16 Oct 2018
<b>FINANCIAL IMPACT:</b>	Capital receipt over £400,000
<b>CONSULTEES:</b>	N/A
<b>CONSULTATION METHOD:</b>	N/A

<b>REFERENCE:</b>	I077738
<b>TITLE:</b>	Commercial Property Investment Opportunity
<b>PURPOSE OF REPORT:</b>	To consider properties (if any) in which the Council may seek to invest, in accordance with the Commercial Property Investment Strategy.
<b>DECISION MAKER:</b>	Executive Committee: Commercial Property
<b>DECISION DATE:</b>	13 Nov 2018
<b>FINANCIAL IMPACT:</b>	Additional income
<b>CONSULTEES:</b>	Corporate Management Team and Executive Members
<b>CONSULTATION METHOD:</b>	Via draft report

<b>REFERENCE:</b>	I078393
<b>TITLE:</b>	Local Government and Social Care Ombudsman Annual Review Letter 2018
<b>PURPOSE OF REPORT:</b>	Annual LGO complaints report.
<b>DECISION MAKER:</b>	Executive
<b>DECISION DATE:</b>	13 Nov 2018
<b>FINANCIAL IMPACT:</b>	None
<b>CONSULTEES:</b>	None.
<b>CONSULTATION METHOD:</b>	Not applicable.

<b>REFERENCE:</b>	I078091
<b>TITLE:</b>	ICT Strategy Direction, Pace and Focus
<b>PURPOSE OF REPORT:</b>	To confirm that the current timeline for translation of the ICT Digital Strategy 2017-2020 into its component deliverables has the appropriate direction, pace, focus. To also discuss and agree a timetable for the creation of the ICT Digital Strategy for beyond 2020.
<b>DECISION MAKER:</b>	Executive
<b>DECISION DATE:</b>	13 Nov 2018
<b>FINANCIAL IMPACT:</b>	To be confirmed.
<b>CONSULTEES:</b>	Borough Treasurer Borough Solicitor
<b>CONSULTATION METHOD:</b>	None

<b>REFERENCE:</b>	I073631
<b>TITLE:</b>	Capital Strategy & Corporate Asset Management Plan
<b>PURPOSE OF REPORT:</b>	The Executive to agree the Council's Corporate Asset Management Plan.
<b>DECISION MAKER:</b>	Executive
<b>DECISION DATE:</b>	18 Dec 2018
<b>FINANCIAL IMPACT:</b>	No financial implications
<b>CONSULTEES:</b>	Asset Management Group
<b>CONSULTATION METHOD:</b>	Meetings

<b>REFERENCE:</b>	I077739
<b>TITLE:</b>	Commercial Property Investment Opportunity
<b>PURPOSE OF REPORT:</b>	To consider properties (if any) in which the Council may seek to invest, in accordance with the Commercial Property Investment Strategy.
<b>DECISION MAKER:</b>	Executive Committee: Commercial Property
<b>DECISION DATE:</b>	18 Dec 2018
<b>FINANCIAL IMPACT:</b>	Additional income
<b>CONSULTEES:</b>	Corporate Management Team and Executive Members
<b>CONSULTATION METHOD:</b>	Via draft report

<b>REFERENCE:</b>	I077558
<b>TITLE:</b>	Revenue Budget 2019/20
<b>PURPOSE OF REPORT:</b>	To approve the Council's budget proposals for consultation
<b>DECISION MAKER:</b>	Executive
<b>DECISION DATE:</b>	18 Dec 2018
<b>FINANCIAL IMPACT:</b>	Council's annual budget proposals
<b>CONSULTEES:</b>	Officers, members, business ratepayers, the Schools Forum, parish and town councils, and the general public.
<b>CONSULTATION METHOD:</b>	<p>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 &amp; Scrutiny Commission and its panels.</p> <p>Method of Consultation: The Council's web site, a dedicated mailbox and a letter to all business ratepayers.</p>



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

<b>REFERENCE:</b>	I075981
<b>TITLE:</b>	Discretionary Rates Relief - New Applications
<b>PURPOSE OF REPORT:</b>	To consider new applications for discretionary rate relief and hardship relief
<b>DECISION MAKER:</b>	Executive Member for Culture, Resources and Public Protection
<b>DECISION DATE:</b>	2 Jan 2019
<b>FINANCIAL IMPACT:</b>	Within existing budget.
<b>CONSULTEES:</b>	None
<b>CONSULTATION METHOD:</b>	Not applicable

<b>REFERENCE:</b>	I077740
<b>TITLE:</b>	Commercial Property Investment Opportunity
<b>PURPOSE OF REPORT:</b>	To consider properties (if any) in which the Council may seek to invest, in accordance with the Commercial Property Investment Strategy.
<b>DECISION MAKER:</b>	Executive Committee: Commercial Property
<b>DECISION DATE:</b>	12 Feb 2019
<b>FINANCIAL IMPACT:</b>	Additional income
<b>CONSULTEES:</b>	Corporate Management Team and Executive Members
<b>CONSULTATION METHOD:</b>	Via draft report

<b>REFERENCE:</b>	I077990
<b>TITLE:</b>	Revenue Budget 2019/20
<b>PURPOSE OF REPORT:</b>	To recommend to Council the annual budget
<b>DECISION MAKER:</b>	Executive
<b>DECISION DATE:</b>	12 Feb 2019
<b>FINANCIAL IMPACT:</b>	Council's annual budget.
<b>CONSULTEES:</b>	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.
<b>CONSULTATION METHOD:</b>	The Council's web site, a dedicated mailbox and a letter to all business ratepayers.

<b>REFERENCE:</b>	I078675
<b>TITLE:</b>	Update on Customer Contact Strategy 2017-2018
<b>PURPOSE OF REPORT:</b>	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.
<b>DECISION MAKER:</b>	Executive
<b>DECISION DATE:</b>	12 Feb 2019
<b>FINANCIAL IMPACT:</b>	Implementing the Customer Contact Strategy enables savings through digitalisation and efficiencies.
<b>CONSULTEES:</b>	None.
<b>CONSULTATION METHOD:</b>	None.

<b>REFERENCE:</b>	I077741
<b>TITLE:</b>	Commercial Property Investment Opportunity
<b>PURPOSE OF REPORT:</b>	To consider properties (if any) in which the Council may seek to invest, in accordance with the Commercial Property Investment Strategy.
<b>DECISION MAKER:</b>	Executive Committee: Commercial Property
<b>DECISION DATE:</b>	12 Mar 2019
<b>FINANCIAL IMPACT:</b>	Additional income
<b>CONSULTEES:</b>	Corporate Management Team and Executive Members
<b>CONSULTATION METHOD:</b>	Via draft report

<b>REFERENCE:</b>	I077742
<b>TITLE:</b>	Commercial Property Investment Opportunity
<b>PURPOSE OF REPORT:</b>	To consider properties (if any) in which the Council may seek to invest, in accordance with the Commercial Property Investment Strategy.
<b>DECISION MAKER:</b>	Executive Committee: Commercial Property
<b>DECISION DATE:</b>	9 Apr 2019
<b>FINANCIAL IMPACT:</b>	Additional Income
<b>CONSULTEES:</b>	Corporate Management Team and Executive Members
<b>CONSULTATION METHOD:</b>	Via draft report

**TO: OVERVIEW AND SCRUTINY COMMISSION  
20 SEPTEMBER 2018**

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**PANEL ACTIVITY UPDATE REPORT  
Executive Director: Delivery – 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

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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

No comments received.




OVERVIEW AND SCRUTINY COMMISSION		Status	Comment
1.	<p><b>Co-ordination of the work of the Overview and Scrutiny Panels</b></p> <p>This will include reviewing progress reports on the work of each Panel against the agreed work programme, and promoting consistency in the approach to budget scrutiny and other cross-cutting issues.</p>		
2.	<p><b>Routine monitoring of the performance of the Council's corporate functions</b></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>		

3.	<p><b>Exercising pre-decision scrutiny by reference to the Executive Forward Plan</b></p> <p>To selectively contribute to the formulation of new policies in advance of their consideration by the Executive.</p>		
4.	<p><b>2019/20 Budget Scrutiny</b></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>		
5.	<p><b>TBA - Task and Finish Group</b></p>		
6.	<p><b>Review of Task and Finish Groups undertaken during 2015 - 19</b></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>		
7.	<p><b>Transformation Programme</b></p> <p>For Panel members to make an O&amp;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"> <li>• Council-wide support services.</li> <li>• Citizen and customer contact.</li> <li>• Performance Management and Business Intelligence.</li> </ul>		






8.	<b>Crime and Disorder Committee</b>  To carry out the role of statutory 'Crime and Disorder Committee', to include an annual meeting with representatives of the Community Safety Partnership.		Complete - Overview and Scrutiny Commission met as Crime and Disorder Committee on 5 July 2018.
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**Comments by Adult Social Care, Health and Housing Overview and Scrutiny Panel Chairman**

No comments

<b>ADULT SOCIAL CARE, HEALTH AND HOUSING OVERVIEW AND SCRUTINY PANEL</b>		<b>Status</b>	<b>Comment</b>
1.	<b>Monitoring the performance of the Local NHS Organisations and the People Department relating to Adult Social Care, Health and Housing</b>  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.		
2.	<b>Exercising pre-decision scrutiny by reference to the Executive Forward Plan</b>  To selectively contribute to the formulation of new policies in advance of their consideration by the Executive.		
3.	<b>2019/20 Budget Scrutiny</b>  To review the Council's budget proposals for 2019/20 relating to Adult Social Care, Health and Housing, and plans for future years.		










4.	<p><b>Responding to NHS Quality Accounts and Consultations</b></p> <p>The government’s statutory guidance states that the annual “Quality Accounts” submitted by providers of NHS services should contain observations of O&amp;S committees. Also, the Panel is a statutory consultee for any substantial variation in NHS services affecting the Borough.</p>		
5.	<p><b>Housing Strategy and Supply - Task and Finish Group</b></p> <p>To complete the input to the new Housing Strategy and the review of aspects of Housing Supply.</p>		
6.	<p><b>Primary Care Patient Experience - Task and Finish Group</b></p> <p>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.</p>		
7.	<p><b>Review of Task and Finish Groups undertaken during 2015 - 19</b></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>		
8.	<p><b>Transformation Programme</b></p> <p>For Panel members to make an O&amp;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.</p>		

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

No comment





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CHILDREN, YOUNG PEOPLE AND LEARNING OVERVIEW AND SCRUTINY PANEL		Status	Comment
1.	<p><b>Monitoring the performance of the People Department relating to Children, Young People and Learning</b></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"> <li>• The Executive's on-going review of LEA schools' performance.</li> <li>• The action taken by the Executive to earlier reports by the Panel.</li> </ul>		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><b>Exercising pre-decision scrutiny by reference to the Executive Forward Plan</b></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><b>2019/20 Budget Scrutiny</b></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 budget continues to be under pressure and future budget proposals will be reviewed in accordance with the Council's budget proposals process.
4.	<p><b>Improving the experience &amp; outcomes of Pupil Premium (double dis-advantaged) children - Task and Finish Group</b></p>		Two meetings have taken place to complete the scoping document; identify schools to visit in September and agree

	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.		a questionnaire to send to all schools. School visits; the questionnaire and the next meeting are planned to take place in September.
5.	<p><b>Special Educational Needs (SEN) - Task and Finish Group</b></p> <p>Scope to be drafted but agreed the Group should focus on topics such as early years, underachievement in boys and assessments.</p>		Inaugural meeting date planned for September.
6.	<p><b>Review of Task and Finish Groups undertaken during 2015 - 19</b></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>		Initial review undertaken. Second meeting planned for September.
7.	<p><b>Transformation Programme</b></p> <p>For Panel members to make an O&amp;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"> <li>• Early Help and Prevention.</li> <li>• Schools support services.</li> </ul>		CYPL members attended gateway review meeting 17 July.

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

No comments received.

ENVIRONMENT CULTURE AND COMMUNITIES OVERVIEW AND SCRUTINY PANEL		Status	Comment
1.	<p><b>Monitoring the performance of the Delivery Department relating to Environment, Culture and Communities</b></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><b>Exercising pre-decision scrutiny by reference to the Executive Forward Plan</b></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><b>2019/20 Budget Scrutiny</b></p> <p>To review the Council's budget proposals for 2019/20 relating to Environment, Culture and Communities, and plans for future years.</p>		Items are reviewed in accordance with the Council's budget proposals.
4.	<p><b>Houses in Multiple Occupation – Task and Finish Group</b></p> <p>A review of the Council's involvement with Houses in Multiple Occupation (HMO).</p>		Due to lack of support this Task & Finish Group made little progress last year. However, members met with a representative of the Fire Service on 8 June to discuss fire safety and HMOs. Two more meetings are planned with an Estate Agent, possibly a landlord and a member of the

			licensing team in which will conclude this work by end of October.
5.	<p><b>LED – Task and Finish Group</b></p> <p>A review of the Council’s implementation of the LED lighting scheme.</p>		First meeting took place on 25 July and scoping document completed setting out timings and work plan. Second meeting planned for September and information requested from officers as agreed.
6.	<p><b>Review of Task and Finish Groups undertaken during 2015 - 19</b></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>		Initial review undertaken. Second meeting planned for September.
7.	<p><b>Transformation Programme</b></p> <p>For Panel members to make an O&amp;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"> <li>• The Leisure Review.</li> <li>• The Libraries Review.</li> <li>• The Arts Review.</li> <li>• Parks and Countryside.</li> <li>• Planning and Building Control.</li> </ul>		Members participated in Gateway Review meetings. The Leisure and Libraries Reviews were requested as agenda items at the July meeting and Leisure transformation review is on the agenda for 18 September.

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