

**OVERVIEW AND SCRUTINY COMMISSION
4 APRIL 2019
7.30 - 8.10 PM**



Present:

Councillors Leake (Chairman), Angell (Vice-Chairman), Allen, Mrs Birch, Brossard, Harrison, Peacey and Tullett

Apologies for absence were received from:

Councillors Mrs Angell, Finnie, Mrs McCracken, Porter and Mrs Temperton

Executive Members:

Also Present:

Timothy Wheadon, Chief Executive
Kevin Gibbs, Executive Director: Delivery
Lisa Jewell, Interim Deputy Transformation Programme Manager

In Attendance:

Councillor Mrs Dorothy Hayes MBE, Executive Member for the Environment

44. Minutes and Matters Arising

The Chairman welcomed Timothy Wheadon, Chief Executive and Kevin Gibbs, Executive Director: Delivery and the Statutory Scrutiny Officer; to the meeting.

RESOLVED that the minutes of the meeting of the Commission held on 24 January 2019 be approved as a correct record, and signed by the Chairman.

There were no comments on the Actions Arising from the Minutes of previous Overview and Scrutiny Commission meetings.

Apologies were noted from Councillor McCracken, Executive Member for Culture, Resources and Public Protection and Councillor Heydon, Executive Member for Transformation and Finance.

45. Declarations of Interest and Party Whip

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

46. Urgent Items of Business

There were no items of urgent business.

47. Public Participation

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

48. Transformation Programme Update

Lisa Jewell, Interim Deputy Transformation Programme Manager, attended the meeting and informed the Commission of the progress of each review within the Transformation Programme.

The Chairman welcomed Lisa Jewell, Interim Deputy Transformation Programme Manager to the meeting.

The Chairman suggested and it was agreed that questions would be raised at the end of the presentation unless there were matters that needed clarification as the presentation progressed.

Lisa Jewell, Interim Deputy Transformation Programme Manager introduced herself to the Commission and advised that the presentation was an update on the Transformation Programme since September 2018 and alerted Members that the order of her presentation had changed slightly to the slides that had been included with the agenda pack in that the position of slides 4 and 6 had been swapped.

In addition to the presentation, Lisa Jewell, Interim Deputy Transformation Programme Manager advised the Commission that:

- The Transformation Programme to date had been largely successful.
- The £12m savings target had been delivered.
- Virtually all activities had been changed in line with new Council's narrative.
- There was good progress being made in effecting the cultural change necessary to help customers to help themselves.
- The Transformation Team's skills had been updated in line with change management.
- A core team of project managers who also had change management experience and training had been created.
- During December 2018 the Transformation Team and the Corporate Management team (CMT) had carried out a prioritisation exercise and had reviewed around 80 projects which had been measured against value and impact, resources required and the general level of health and confidence around the projects. This had informed what could be achieved and when.
- The recommendations from the prioritisation exercise had gone to CMT in Jan 2019.
- The 2019/20 prioritised projects had been identified and all projects were being approached using the same 4 phases of the commissioning approach methodology.
- Most of the projects were in the 'analyse' phase.
- The Adult's Transformation project had been the focus.
- Some new projects had been brought into the programme this year and the focus was on the property joint venture, commissioning review and quality assurance and governance.

The highlights from the key programmes were:

- Within the Core transformation Programme there were 5 projects.
- The Library Review and Parks and Countryside Review were now closed as transformation projects and had moved over to business as usual.
- The development of the new Country Park was a stand-alone transformation project. There was oversight and coordination of the park's delivery. Members would be kept up to date through Overview and Scrutiny via transformation.

- The Library Review had established self-service kiosks in all 9 library branches including the Harmans Water Library which was due to open on 8 April 2019.
- Open + technology installation was nearing completion in Sandhurst and Binfield and positive reviews and interest had been received.
- The Depot project was being re-scoped. Kevin Gibbs, Executive Director: Delivery was the project sponsor.
- The Property Joint Venture was underway.
- The Adults Programme was now formally part of Transformation and had been handed over to the People Directorate leadership team to establish the governance arrangements.
- There were 9 projects that had been identified. 2 were mostly completed and 7 were in the 'analyse' phase.
- The Children's Programme had made good progress and had achieved savings of £825,000 during the year to date.
- Early Help Family Hubs had been launched and were operational.
- Edge of Care had prevented up to 20 young people from going into care.
- The Children's Transformation Team had supported children's social care during the Joint Targeted Area Inspection (JTAI)
- Work was ongoing and continuing to develop practice quality and consistency to support the implementation of Family Safeguarding.
- Transformation supported the delivery of culture change and how this was facilitated within the 'One Council' culture by focussing on culture change and change management.
- A clear programme for leadership and management development was being developed to support the culture change that underpins transformation.
- To make sure everything happened at the right time, ICT strategies were being integrated.
- The forward focus was around finding savings and making the transformational changes necessary.
- Increased savings needed to be found through increased efficiencies **and** savings.
- The transformation/change programme would now extend beyond the initial 4 year period and the key aim was still not to affect services.
- Engaging with partners and other councils to learn from best practice was a current focus.
- The key lessons learnt were captured and carried forward into the new projects.

Arising from questions from Members it was explained that:

- One of the key components of transformation was organisational change and development and the transformation team remained focussed on that.
- In terms of ICT a number of programmes like customer experience were moving to digital by default.
- It was important to ensure that the Council's ICT strategy and programmes were fully aligned with the transformation programme to help enable the various changes to be implemented. Fine tuning, adjustment and closer working were required to ensure this happened.
- The highest priority ICT changes were implemented to achieve the primary focus.
- Resident satisfaction with transformation projects was measured. When a project was closed a measure was obtained against the baseline starting point of the project.

Timothy Wheadon, Chief Executive advised the Commission that:

- Going forwards there would be a review of resident opinion via the biennial resident survey.
- The transformation programme was designed to change and enhance library services rather than take a red pen to the budget book. Services had generally not been cut, and in the cases of some, such as libraries, they had been enhanced with extended accessibility and opening hours.
- In addition a new Country Park was being created and adult social care had introduced a digital marketplace and increased resident choice. Transformation had delivered enhanced services.
- The day to day feedback was that people appreciated what was being done.

Lisa Jewell, Interim Deputy Transformation Programme Manager advised the Commission that:

- Bracknell Forest Council had joined a regional partnership that was called the Berkshire Film Office that had a website now operational. (www.berkshirefilmoffice.co.uk)
- The Berkshire Film Office launched on 6 March 2019 and was for organisations looking to use location filming. Pinewood had expressed an interest.
- Bracknell Forest was competing against other local authorities and was building skills and experience to deal with the film companies to encourage the use of our spaces and locations.
- It was observed that the Borough, Parish and Town Councils should work closely together if they are approached for location filming.

ACTION: Lisa Jewell Interim Deputy Transformation Programme Manager to advise the Commission which of the 10 projects listed on the Adult's Transformation 2019/20 Prioritised Projects slide would be carried forward. Earlier in the presentation the Commission had been advised that 9 would be carried forwards.

ACTION: Lisa Jewell, Interim Deputy Transformation Programme Manager to advise the Commission which projects identified in the Adult's Transformation 2019/20 Prioritised Projects were the two that were nearly finished.

Timothy Wheadon, Chief Executive advised Members of the Commission that:

- The transformation programme had delivered significant savings over time and needed to continue within the context that the organisation itself had slimmed down.
- The capacity within the organisation to provide leadership for the projects and how best to address them was being looked at although increasing leadership capacity was not being considered.
- The Transformation programme needed to be managed within the current capacity meaning fine tuning of what was to be brought forward was constantly required.

It was pointed out that there is a period of about a month after Christmas where it might be possible for Lapland to be used as a film set.

The Chairman extended thanks for her attendance and for her presentation to the Commission to Lisa Jewell Interim Deputy Transformation Programme Manager.

The Commission considered the Chief Executive's Council Plan Overview Report covering the third quarter from October to December 2018 of the 2018/19 financial year.

The Chairman outlined that the Council Plan Overview Report (CPOR) was historic in nature and that Timothy Wheadon's commentary covered the key issues in the report.

Timothy Wheadon, Chief Executive advised the Commission that there had been no detailed questions or comments about the report submitted in advance to him for a response.

In response to questions from Members, Timothy Wheadon, Chief Executive advised that:

- The primary purpose of the quarterly summary reports was to hold officers to account by the Executive and the reports were only produced 4 times a year for that purpose.
- In order for the reports to be 'current' for the Overview and Scrutiny Panel meetings, the dates of the Panels would need to be moved to align with the production of the reports however, Members can always access the performance data through Citrix and Paris 2 weeks after each month end.
- There were two elements associated with producing a 'dashboard' for Members to view 'live' data.
 1. New software was required to manipulate the data and that was about 3 or 4 months away from being available.
 2. In phase software was required to sit above the data to enhance the reporting offer. This was currently being piloted and would be ready to release to Members after the elections to see what worked and tie it down for October to align with Council plan 2019 to 2023.

50. **Centre for Public Scrutiny Healthcheck Report**

The Chairman updated the Commission on the Centre for Public Scrutiny (CfPS) Healthcheck Report requested in December 2018.

The Chairman advised Members that:

- The format of the Overview and Scrutiny function within Bracknell Forest Borough Council had been the same since 2003 and that he had felt it appropriate to have an external overview and report produced which looked at how the function was working, how it could be improved and changed.
- In December 2018 he had commissioned a report from the Centre for Public Scrutiny (CfPS) which was the leading organisation in this area.
- The CfPS had submitted a draft report which the Chairman was looking at with the Chief Executive, Kevin Gibbs, Executive Director: Delivery and the scrutiny team to establish what the next O&S Commission will do about it.
- A report will be sent to the next O&S Commission that sits after the May 2019 elections so that new Commission can take the report forwards as they think fit.
- It was important that no-one's hands were tied at this point.
- Final comments on the report had not yet been made.
- As soon as the report and the discussions had been finalised the Chairman would ask the Chief Executive to forward the report to the new Members of the Commission.
- It was hoped that the report would act as a springboard to take O&S forward in the new term.

51. **Executive Forward Plan**

Members received and noted the scheduled Key and Non-Key Executive Decisions of a corporate nature.
There were no comments or questions raised.

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

The Commission noted the progress against the Overview and Scrutiny work programme, and the reports from Overview and Scrutiny Panel Chairmen on each Panel's progress against the work programme.

Councillor Mrs Birch hoped that Members had had a chance to see the Pupil Premium Working Group report as it was an excellent and worthwhile piece of work. Councillor Mrs Birch directed Members to the report and asked Members to take the time to read it to understand what was working and how things were moving forwards.

The Chairman gave his thanks to all Members of the Commission, all the Panel Chairmen and Vice Chairmen, all the Members of the Panels and stated how highly appreciated their work was by the Executive.

He extended his thanks to the scrutiny team and the new team members who had settled in to their roles well and supported the work of the Commission by providing the administration and clerking support.

The Chairman also gave his thanks to the Chief Executive and all other officers for their support during the last Municipal Year and looked forward to seeing everyone again after the 2 May 2019.

CHAIRMAN