

Central Bedfordshire
Council
Priory House
Monks Walk
Chicksands,
Shefford SG17 5TQ

**This meeting
may be filmed.***



**Central
Bedfordshire**

please ask for Rebecca Preen

direct line 0300 300 4193

date 16 June 2016

NOTICE OF MEETING

CORPORATE RESOURCES OVERVIEW & SCRUTINY COMMITTEE

Date & Time

Tuesday, 28 June 2016 10.00 a.m.

Venue at

Room 15, Priory House, Monks Walk, Shefford

Richard Carr
Chief Executive

To: The Chairman and Members of the CORPORATE RESOURCES OVERVIEW & SCRUTINY COMMITTEE:

Cllrs P A Duckett (Chairman), J Chatterley (Vice-Chairman),
Mrs C F Chapman MBE, N B Costin, R W Johnstone, J Kane, D McVicar and
T Swain

[Named Substitutes:

Mrs A Barker, C C Gomm, A Ryan, B Saunders, M A G Versallion and
T Woodward]

All other Members of the Council - on request

***MEMBERS OF THE PRESS AND PUBLIC ARE WELCOME TO ATTEND THIS
MEETING***

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AGENDA

1. **Apologies for Absence**

Apologies for absence and notification of substitute members

2. **Minutes**

To approve as a correct record the Minutes of the meeting of the Corporate Resources Overview and Scrutiny Committee held on 24 May 2016 and to note actions taken since that meeting.

3. **Members' Interests**

To receive from Members any declarations of interest and of any political whip in relation to any agenda item.

4. **Chairman's Announcements and Communications**

To receive any announcements from the Chairman and any matters of communication.

5. **Petitions**

To receive petitions from members of the public in accordance with the Public Participation Procedure as set out in Annex 2 of Part A4 of the Constitution.

6. **Questions, Statements or Deputations**

To receive any questions, statements or deputations from members of the public in accordance with the Public Participation Procedure as set out in Annex 1 of part A4 of the Constitution.

7. **Call-In**

To consider any decision of the Executive referred to this Committee for review in accordance with Procedure Rule 10.10 of Part D2.

8. **Requested Items**

To consider any items referred to the Committee at the request of a Member under Procedure Rule 3.1 of Part D2 of the Constitution.

Reports

Item	Subject	Page Nos.
9	Executive Member Update To receive a brief verbal update from the Executive Member for Corporate Resources.	* Verbal
10	Digital Transformation and IT Strategy Update To receive information regarding the ongoing Digital and IT Transformation strategy, providing the Committee with the opportunity to comment upon the direction of travel.	* 9 - 42
11	Working Smarter To receive information with regards to the Working Smarter programme, noting and commenting upon proposals.	* 43 - 56
12	2015-16 Outturn Budget Presentation To receive a presentation on the Outturn Budget for 2015/16. The link to the full Executive report can be found here:- http://centralbeds.moderngov.co.uk/documents/b8191/Outturn%20Reports%20Tuesday%2007-Jun-2016%2009.30%20EXECUTIVE.pdf?T=9	* 57 - 66
13	Work Programme 2016/17 & Executive Forward Plan The report provides Members with details of the currently drafted Committee work programme and the latest Executive Forward Plan.	* 67 - 72

CENTRAL BEDFORDSHIRE COUNCIL

At a meeting of the **CORPORATE RESOURCES OVERVIEW & SCRUTINY COMMITTEE** held in Room 14 - Priory House, Monks Walk, Shefford, SG17 5TQ on Tuesday, 24 May 2016.

PRESENT

Cllr P A Duckett (Chairman)
Cllr J Chatterley (Vice-Chairman)

Cllrs Mrs C F Chapman MBE
N B Costin
J Kane

Cllrs D McVicar
T Swain

Apologies for Absence: Cllrs R W Johnstone
B Saunders
T Woodward

Substitutes: Cllrs Mrs A Barker
C C Gomm
M A G Versallion

Members in Attendance: Cllrs S Dixon (Executive Member) Executive Member for Education and Skills
R D Wenham (Executive Member) Executive Member for Corporate Resources

Officers in Attendance: Mrs D Broadbent-Clarke – Director of Improvement and Corporate Services
Mr M Coiffait – Director of Community Services
Mr S Girling – AD Assets
Mrs R Preen – Scrutiny Policy Adviser
Mr C Warboys – Chief Finance Officer

Public 0

CROSC/16/78.Minutes

RESOLVED that the minutes of the meeting of the Corporate Resources Overview and Scrutiny Committee held on 22 March 2016 be confirmed and signed as a correct record.

CROSC/16/79.Members' Interests

None.

CROSC/16/80. Chairman's Announcements and Communications

The Chairman announced the departure of the Director for Improvement and Corporate Services and extended formal thanks on behalf of the Committee for the contribution she had made to the Council over her tenure.

CROSC/16/81. Petitions

None.

CROSC/16/82. Questions, Statements or Deputations

None.

CROSC/16/83. Call-In

None.

CROSC/16/84. Requested Items

None.

CROSC/16/85. Executive Member Update

None.

CROSC/16/86. Asset Management Strategy

The Director for Community Services introduced the Corporate Asset Management Strategy, outlining proposals to manage, develop and utilise the Council's property and land assets portfolio, highlighting operational requirements, the need to support the farm estate and the continued regeneration of Central Bedfordshire. The Committee were informed that a full public consultation process would be undertaken as the implementation of the strategy unfolded.

(The meeting adjourned from 14:15-14:25)

In light of the report the Chairman queried the apparent lack of detail around housing solutions and in response the Director confirmed that the Housing Strategy was included as one element of the overarching Asset Management Strategy. As each individual element was implemented the appropriate focus, specific timelines and detail would be applied.

Members highlighted that the description of Quadrants could appear confusing once the document was made public and requested that the Directorate consider including more familiar North/South denominations when describing areas.

Members agreed the importance of utilising assets to their full potential as an alternative to selling them and queried the process by which the disposal of an asset with apparently insufficient income was determined. In response the

Executive Member explained that an industry standard process was deployed in order to determine viability and that in each instance a full business case would be created to ensure the most appropriate outcome. The Director confirmed that it would depend upon the nature of an individual asset in relation to any decision as to where something would be bought, sold or built.

In response to a Member query the Executive Member confirmed that a data capturing exercise was currently under way in order to address the issue of shop vacancy rates.

A discussion arose around the process of managing farmland and the Director explained that other factors in addition to yield would be assessed when determining the overall viability of a farm as farmland was not retained for this sole purpose, but also to encourage and support farmers and the industry as a whole.

RECOMMENDED:-

- 1. That the Committee endorse the document for Executive approval.**
- 2. The inclusion of a Member communication protocol within the strategy in order to facilitate clear understanding of the direction of travel at every stage.**
- 3. That individual elements of the strategy be considered at the appropriate Overview and Scrutiny Committees and included within work programmes accordingly.**

CROSC/16/87. Acquisitions Policy

The Executive Member for Corporate Resources introduced the item and explained that the document had evolved from the draft seen at a previous Overview and Scrutiny meeting and that comments made by the Committee had been included in the updated version, including a revised title. The Director for Community Services confirmed that the policy complied with the necessary legal requirements such as avoiding land speculation and demonstrated the continued sustainability of the Central Bedfordshire land holdings.

In light of the report the following was discussed:-

- The Chief Finance Officer highlighted the current lack of provision within the Capital Programme for the acquisition of land and that the document, if agreed by the Executive and Council facilitated purchases when supported by a valid business case.
- In response to a Member query the Director confirmed that unspent allocated funds would roll over to future years.
- A Member queried the legal implications with regards to replenishing land at the same rate with which it was sold and the Director confirmed that this was not a requirement but that the market would be assessed according to need.

A discussion arose around the need for flexibility when delivering the Acquisitions Policy in order that capital receipts were used for both purchases and other capital projects. It was confirmed that other Local Authorities would have similar policies and strategies but that each one would be crafted to meet local need and demand.

The Executive Member confirmed that although it may be possible to purchase land on the border or outside of Central Bedfordshire, it wouldn't necessarily be the favoured course of action; it would need to be considered on a case by case basis and the most beneficial outcome for Central Bedfordshire.

RECOMMENDED that the Committee endorse the document for Executive approval.

(Note: The meeting commenced at 2.00 p.m. and concluded at 3.45 p.m.)

Chairman.....

Date.....

CBC's Digital Infrastructure

Evolving to meet the needs of an Agile Council

April 2016

Content

- What has been done to date
- Why Change
- Deconstructing the Desktop
- Deconstructing the Networks
- The Plan to Evolve CBC IT
- Future-scape
- Desktops
- Mobile
- Applications
- Council Information Management
- Servers
- Telephony
- Storage
- Collaboration
- Authentication – SSO
- Council Information Management
- Digital for Residents
- Active Infrastructure Work streams

What has been done to date.

Preliminary but necessary work has been accomplished ...

- Upgrade of the WAN network to provide adequate connectivity.
- Installation of Single Sign On Software to link to cloud services.
- Upgrade of the Existing Citrix Environment to reduce downtime and outages
- Upgrade of the network to support WiFi
- Upgrade of key hosted systems
- Change of laptop configurations to open up working environment
- Upgrade of mobile telephony to bring in smartphones and productivity apps
- Thorough professional review of Citrix, CBC Data Centres
- Deployment of mobile device management and security (MDM)

Tender for Cloud Data Centre Hosting.

Tender for Application provisioning.

Why Change

The IT Infrastructure at CBC

- ... Works ... usually
- ... Provides Good Services ... most of the time

But it is

- ... Rigid and Inflexible
- ... Impossibly Slow to Change to meet new demands
- ... Out of Sync with the demands for Mobility, Cloud Services
- ... Cumbersome and Expensive to Maintain

CBC IT is focused on supporting Hardware and Software rather than adding value through change and Business Transformation !

Deconstructing the Desktop

The CBC Virtualised Desktop is a 'one size fits all affair'.

The same provision is made for all users, regardless that each group of users has individual needs.

Everyone suffers from services that must meet the needs of everyone else.
Lowest Common Denominator.

ICT suffers from the burden of maintaining a heavy infrastructure, even for those who don't need or use it. (Between you and your desktop is a £2m stack of technology, eight layers deep that needs care, feeding and lots of attention.)

CBC Desktop Services were designed for an era when Council staff were herded together into a closed environment and a security door was closed behind them.

Virtualisation is good. But not always!

Deconstructing the Networks

The CBC Networks were designed to connect buildings where all staff worked inside, data was locked up with them.

But now we work every day in collaboration with countless individuals who are not our staff, who are not in our buildings and who use data and services from a wide array of providers who are definitely not within our secure firewalls

... And even our users are frequently not in our buildings.

Our services and customers live in the real world beyond our firewalls!

Our IT doesn't live where our users do! Our IT lives in our private enclosures.

The Plan to Evolve CBC IT

Recreate IT to match the real, present time needs of CBC.

... Flexible and Mobile, not tied to our buildings.

... Flexible and Mobile, not tied to a desktop.

... Available how and when it is needed, not tied to other users' requirements.

... Cost effective and Agile!

... Light weight, just enough to do our business.

... Democratic – each IT user consumes what they want and need to do their job.

Future Scape

Focus on Individual User and Service needs

Flexible equipment with the ability to work anywhere at any time, securely.

Access to documents and information without the CBC network.

Access to the applications and business process you need, when you need.

Faster response to system upgrades and business change.

Less impact from service disruptions.

For IT Personnel:

... A Simplified Infrastructure and the ability to move up the food chain to support real business requirements.

Desktops

Move to Intelligent devices – PCs, Laptops and Tablets.

... Power closer to the user,

... Less dependence on the Office Network,

... Greater freedom to set up and to use the device that a user wants to use.

... Focus on what the user needs rather than what IT has available.

... Native operating system – Microsoft or Apple ... Plus

... Office 365 Applications

... Microsoft Cloud Exchange Email

... User Specific Apps

Mobile

To date, mobile working has been about technology ...

- Laptops – Configurations changed to reduce ‘lockdown’ and to open up broader use.
- Tablets – Introduced and Effective
- Smartphones – Upgraded for access to additional productivity apps.

Going forward, the emphasis will be on Apps that can enhance internal and external productivity.

- Housing First Touch
- Adult Services Mobile First Apps
- iDox Accolaid and Uniform Apps
- ? Central Bedfordshire App Development



Applications

Supplier Supported Applications

... Where possible, Supplier Hosted, where not ...

... CBC supported hosting in the Cloud

... Move toward use of Apps rather than Applications

... Move toward providing real remote working rather than the legacy office applications tagging along with the users in the field.

Servers

Server and Data Hosting

... Professional Studies have shown the CBC data centres to be 'almost adequate' if less than optimal in architecture and support.

... Rather than invest another £1.5m in rebuilding the existing data centres we'll move the services to the Cloud.

... Tenders for formal Cloud Managed Services were expensive, so we'll move our services one application at a time to the Cloud, into new managed centres and with experienced support.

... Greater security, flexible capacity, investment avoidance ... But not fully managed services, yet.

Telephony

Upgraded Telephony Services

... Mobile services without contracts, pay only for the data, voice used.

... Managed Infrastructure.

... Access to very good grade smart phones for all authorised staff.

... Access to tablets for authorised services

... Up Grade of Contact Centre technology including voice services, email handling, on line Chat and workforce management.

Storage

Move to Full Cloud Services for Documents

- ... Highly Secure document management available to any device at any time.
- ... Avoid SAN replacement investment £600k, replace existing document systems.
- ... Faster more agile adjustment to business needs.
- ... Integration to line of business applications such as iDox.
- ... Unlimited Storage
- ... Integration to next generation Apps and mobile working, O365

Collaboration

Cloud Documents == Collaboration

... The move to Cloud Documents brings the ability to collaborate on document sharing and authoring with both internal and external users.

... External secure Document Sharing, Children's Services, Court Bundling

... Easy forms, photo capture, scanning and sharing

... User controlled storage administration without the need for IT intervention.

Authentication - SSO

Sign On Once

... Cloud based authentication system allows a user to sign on once and to access all services provided by CBC without logging on a second time (almost).

... Allows easy access to Office 365, Document Collaboration, Comensura, SAP, SRM and other Internet based applications.

... Elimination of the need to change passwords on a periodic basis or to have different passwords for different systems.

Council Information Management

How to handle information from a wide range of business Units

Information Commissioners Office requires

- Inventory of all Information Assets
- Ownership of each Information Repository
- Management of Information

Business Requires

- Efficiency in Information Management
- Easy Access
- Reuse and Analysis

Individual Line of Business Information or Council Information?

Digital for Residents

Extending Digital to our Residents

... As before, emphasise the services available from our vendor community to enhance our services to our Residents.

... IEG4 == Revs & Bens

... White Space == Waste Management

... First Touch == Housing

... iDox and CBC == external regulatory services

... Idox + Box == Planning

Active Infrastructure Work Streams

<u>Infrastructure</u>	
Server Hosting	Soft migration of existing services in the two CBC data centres to the cloud.
Desktop Intelligent Clients	Prototype New Generation Desktop, Windows 10, Microsoft Updates.
Desktop End of Life Hardware	End user terminals, thin client, PCs and laptops are now 7 years or more old.
Office 365	ICT services as a fully cloud based desktop with Office 365 and Outlook.
Storage	Extend the now successful pilot of Box cloud storage across the enterprise.
Stored IQ File Analysis	Deploy Stored IQ to analyse and rationalise the 10 tb shared file systems in use.
Single Sign On	Extend the now successful trial of Okta SSO beyond the use of Box.
Telephony Delivery	Continuation of the existing telephony roll out project and related services.
Mobile Working	Continuation of the existing rollout and upgrade of laptops and iPads.
PSN Compliance Upgrades	Series of network upgrades to bring the full CBC network into compliance with PSN.
LAN Edge Switch Upgrades	The majority of all LAN Edge Switches are between 7 and 12 years of age.
Citrix Stabilisation	Engineering work to continue the upgrade and rectification of the existing Citrix.
SAP Compliance Work	Provide minimum services to bring the existing SAP installation into compliance.

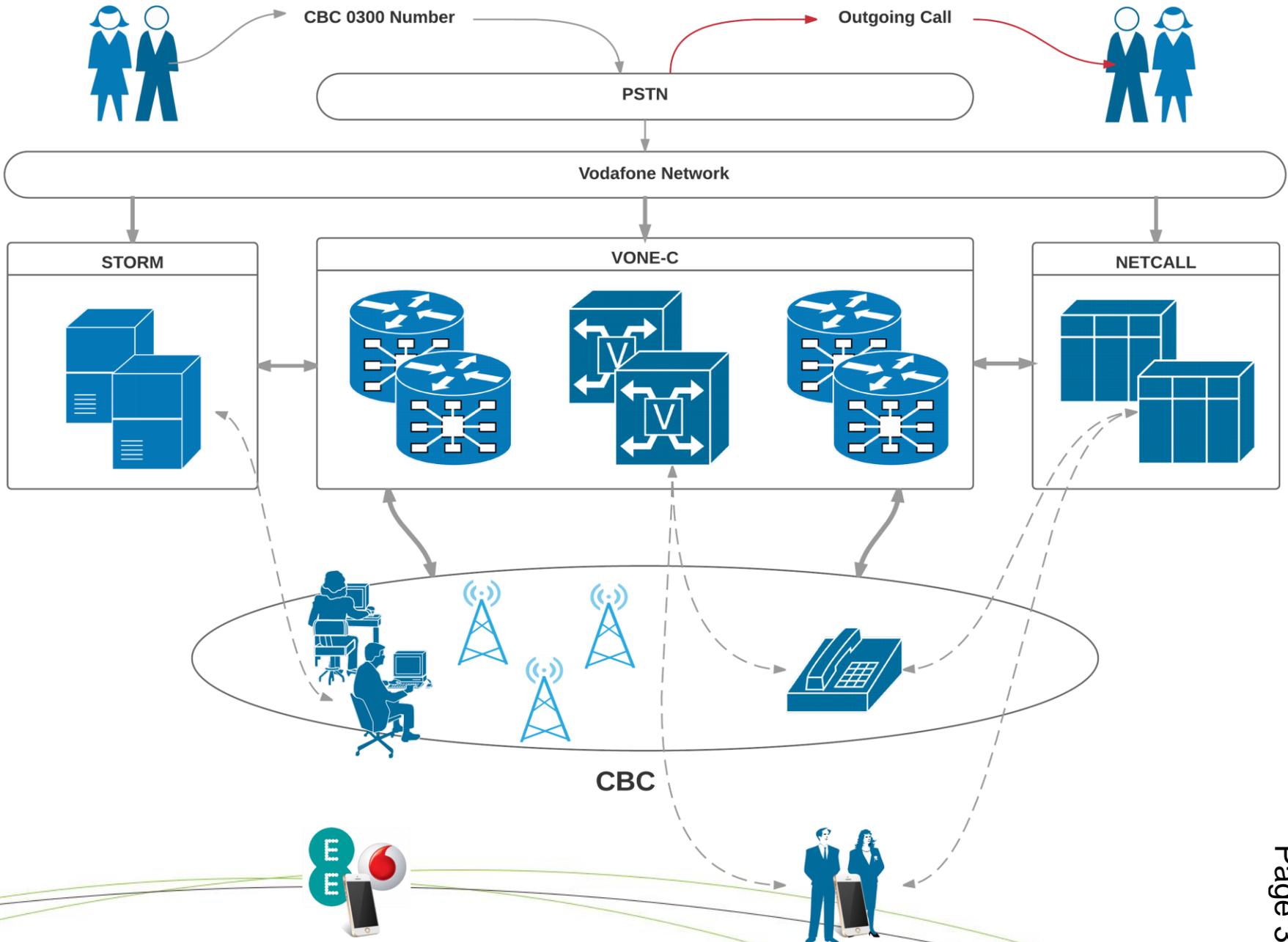
The above Work List is for activities within ICT being handled as internal developments, Proofs of Concept. As and when confirmed, the technologies will be integrated into wider Council Operations.

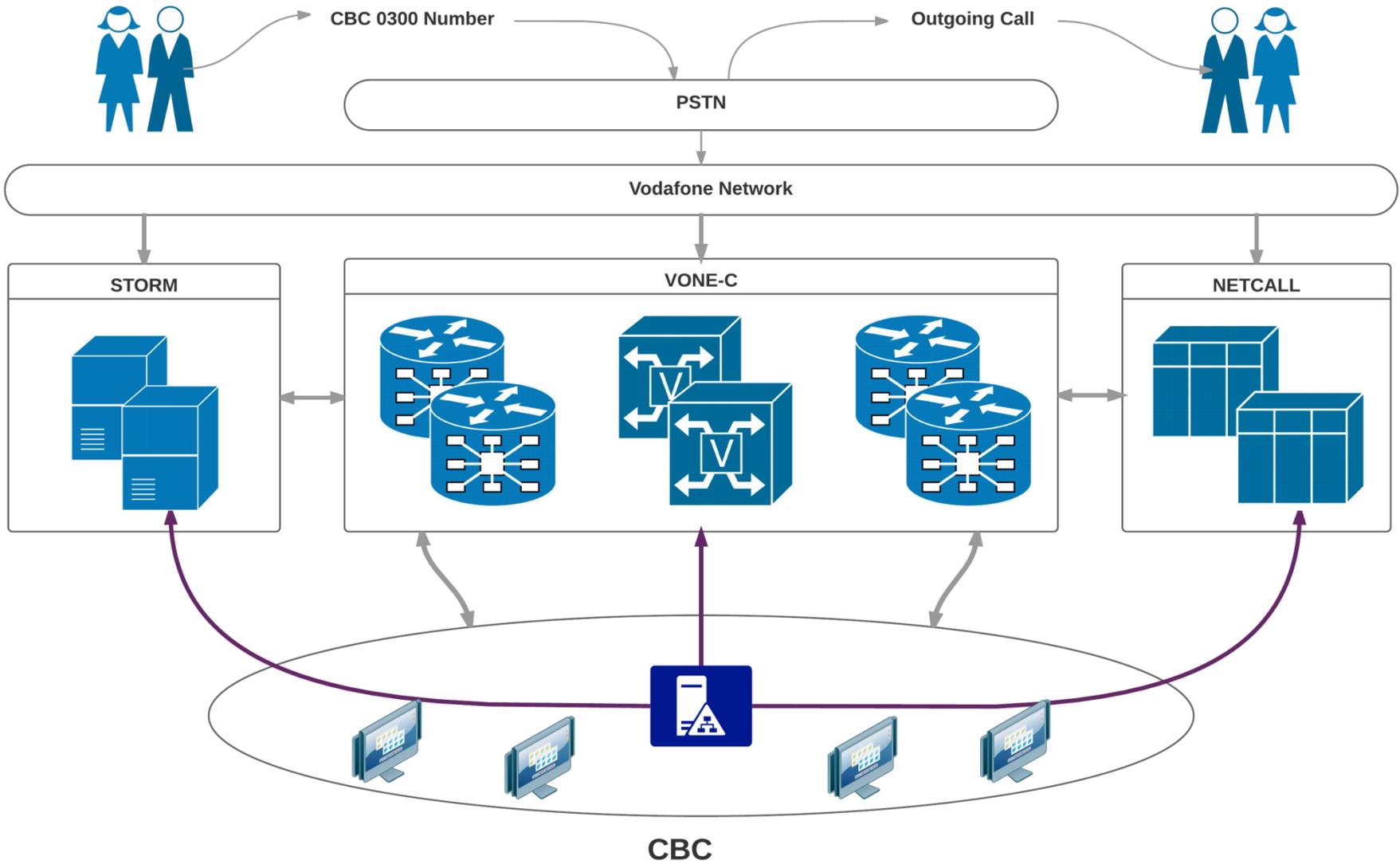
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Telephony Project & Contact Centre Management Briefing

Agenda

- Technical Presentation
- Customer Contact Optimisation





Delivery Status

STORM application built

- Housing Repairs 'Live'

Internal coverage scheme

- Installation completed
- Watling House live; Priory House go-live 9 May

VONE-C platform built

- Undertaking platform testing

Mobile migration initiated

Timeline

	Timescale								
	May '16	June '16	July '16	Aug '16	Sept '16	Oct '16	Nov '16	Dec '16	Jan '17
STORM									
Internal Coverage Scheme									
VONE-C									
Mobile Migration									

Agenda

- Technical Presentation
- Customer Contact Optimisation

Contact Centre Optimisation

Develop the existing CSC and continue working with the current model of a single customer frontline for multiple services

- Design and implement a new Performance Management Framework
- Deploy Call Recording and Quality Management systems
- Promote and measure channel shift at Customer Service Advisor level
- Use newly acquired insight to reshape processes
- Create contact centre working environment which is fit for purpose

Digital Transformation

Implement new technology to provide an accelerator to channel shift and act as an enabler to a new 'Digital Culture'

- Introduce additional communication channels (SMS, webchat, automated email distribution)
- Ability to intelligently intercept contact (e.g. chase calls) and drive to other channels
- "Queue Buster" automated call back – no more queuing
- Reduce cost of interactions
- Improve customer and operational insight

Embedded Services

Transform back office “contact centres” by utilising the new corporate contact centre solution to enhance customer insight

- Corporate governance framework to be developed
- Housing Repairs ‘live’
- Children's Services engaged
- Revenues & Customer Accounts awaiting operational go live
- Activity is underway to identify further services to be transitioned

Business Benefits

- Hybrid model offers organisational flexibility
- Consolidated view of client facing performance
- Reduced voice call volumes
- Increased automation
- Highlights areas of service for improvement
- Service areas can have direct ownership of their customer contacts and can tailor the service to suit their needs.
- Potential for additional income streams
- Raises the profile of IT

Timeline

Deliverable	Timescale									
	May '16	June '16	July '16	Aug '16	Sept '16	Oct '16	Nov '16	Dec '16	Jan '17	
STORM										
Internal Coverage Scheme										
VONE-C										
Mobile Migration										
Design										
Deployment										
Embedded Services Transformation										
Digital Transformation										

 Contact Centre Go-Live

Questions?

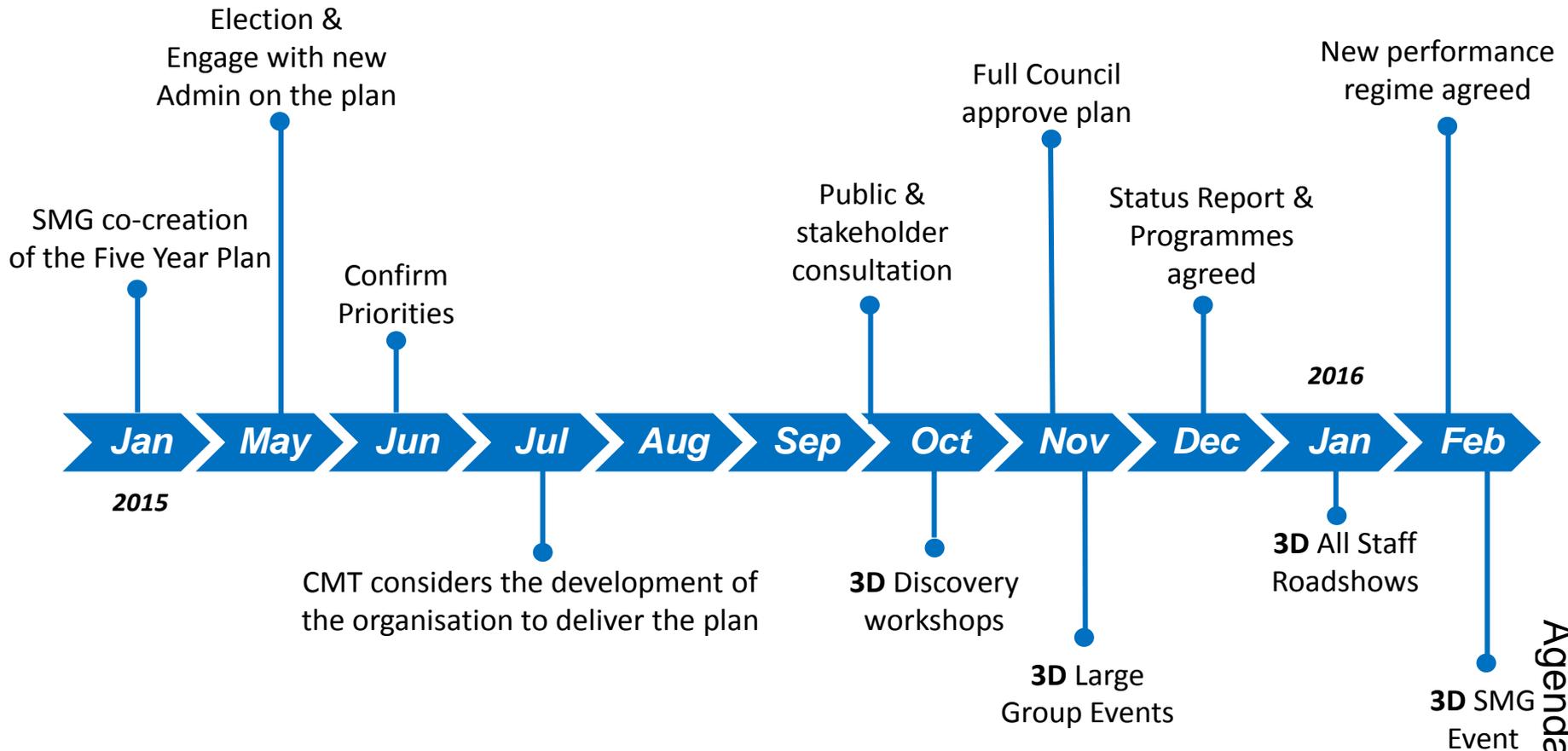
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Working Smarter Priory House Workplace Pilots

Corporate Resources Overview & Scrutiny

June 2016

Planning for delivery

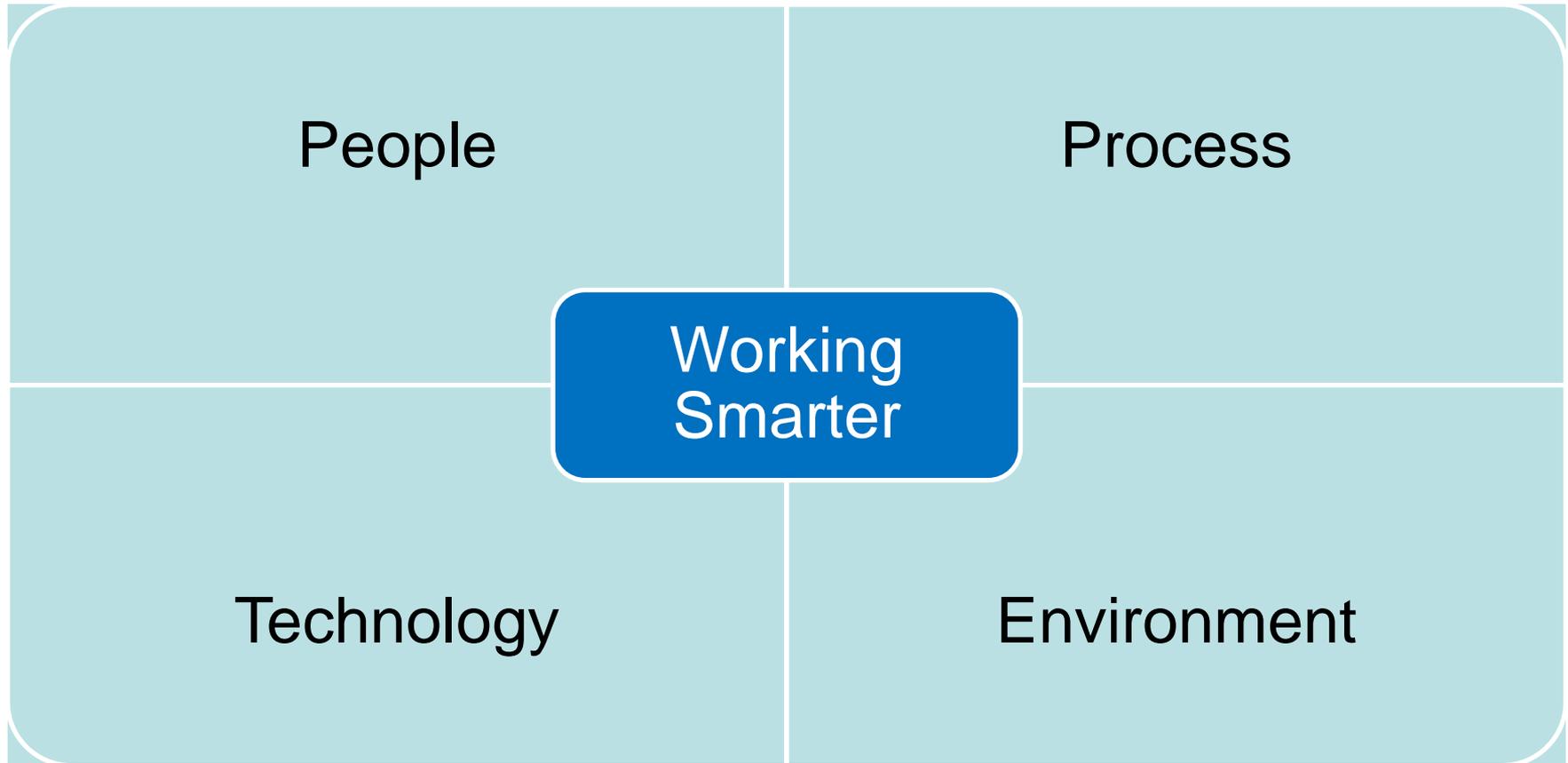


Working Smarter Vision

*“Our Vision for **Working Smarter** is for CBC people to fully embrace New Ways of Working so that they are well motivated, efficient and effective, by:*

- Providing **Technology** that is usable, convenient and works just as well in and away from the office;*
- Significantly reducing the amount of **Paper** we use and store;*
- Providing well-designed **Workplaces** to best support how people work, and;*
- Reducing our overall **Space Usage**, in particular leased, and out of Central Bedfordshire accommodation”.*

Workstreams



Informed by best practice and lessons learned



We are running workplace pilots in Priory House to test how we:

- Optimise the space we occupy and reduce the amount of space we need
- Remove paper from our working practices
- Deliver a better working environment for staff and enable better outcomes for customers
- Enable mobile working to reduce time spent travelling and do more with the customer
- Provide well-designed workplaces to best support how people work
- Enable staff to choose where they work dependent on task being undertaken
- Increase the variety of informal meeting spaces and touchdown areas to reduce the demand on meeting rooms
- Use new technology to be more efficient
- Provide space to collaborate in - Project/Team tables
- Enable ergonomic working e.g. standing desks

Well designed workplaces

Look & Feel – Furniture



acoustic panels



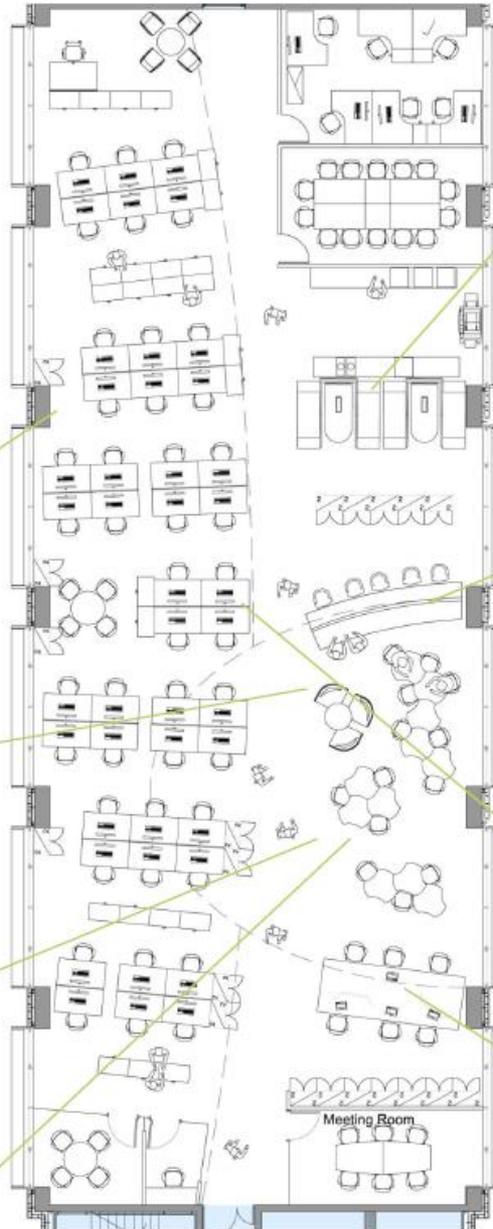
modular soft seating



meeting chairs



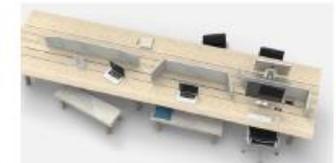
modular tables



meeting booths



tall stools



workstations

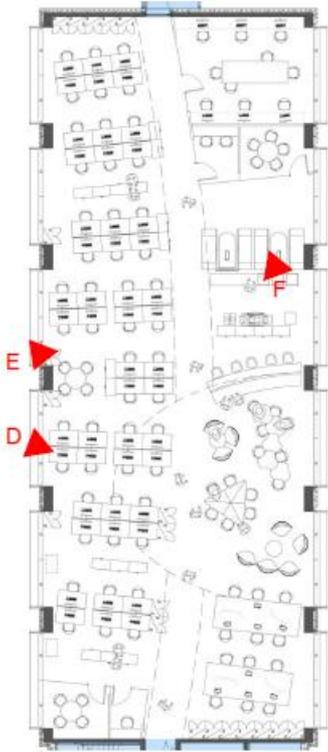


bench seating

Note: Test Fit Plans subject to building control and building services review and requirements

Well designed workplaces

Look & Feel – 3d Visuals



Well designed workplaces



Technology



Measuring the pilots

Values	Particular benefits	Area of activity	Measuring Effectiveness
Respect and Empowerment	<ul style="list-style-type: none"> increased autonomy management by performance enabling collaboration and innovation 	<ul style="list-style-type: none"> Work location dependent on task Staff working anytime any place Developing performance management related to flexible working 	<ul style="list-style-type: none"> Assessment of work locations – what happens where Structured staff interviews assessing motivation and morale Assessment of management by performance
Efficiency	<ul style="list-style-type: none"> Reduced travel time Maximise working time Reduced print, mail and storage costs Reduced reliance on fixed desks Increased utilisation of work spaces 	<ul style="list-style-type: none"> Mobile Technology Creating flexible work environments Electronic storage (Box) Collaborative technologies Virtual Meetings Paper light processes 	<ul style="list-style-type: none"> time/distance travelled Print, mail and storage volumes and costs % Utilisation of fixed desks % Uptake of Box for file storage and sharing Assessment of working hours – what happens when
Result focused	<ul style="list-style-type: none"> Teams focused on outcomes of work not presence 	<ul style="list-style-type: none"> Working with less supervision Productive meetings Challenge assumption of necessity of meetings Mobile Technology 	<ul style="list-style-type: none"> Staff interview to understand feeling on responsibilities, processes, feedback from manager, where and when working Record numbers and types of meeting and feedback on effectiveness of the meetings
Collaborative	<ul style="list-style-type: none"> Working closer with colleagues, partners and customers to deliver outcomes 	<ul style="list-style-type: none"> Team/Project areas and informal meeting spaces Collaborative document storage and file sharing Flexible workplaces Protocols and behaviours to enable better collaboration 	<ul style="list-style-type: none"> Qualitative assessment of ease of use of workspace and Technology Qualitative assessment of impact of workplace improvements, technology and protocols on collaboration % occupancy of workplaces

Early reactions from staff

“I really like the flexibility of using different work spaces rather than always being at a desk “

“We need management workshops to encourage more remote working and change perceptions of homeworking”

“We have wanted a quiet space for confidential calls for a long time, so it’s great to finally have this”

“Since having my iPad I hardly print at all”

“The stand up desks are great – can we have more?”

“The noise is a problem”

“The new workplaces would help us attract staff – it looks like a good place to work”

“Overall, beautifully managed with a really smooth transition and a lot of support. But we could have been more involved at the consultation stage as the consultation happened at a late stage”

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**Corporate Resources OSC
28 June 2016
Provisional Outturn Financial
Results for Period 12
March 2015/16 Outturn
(Subject to Audit)**

Slide 1

March 2016

Revenue Position

Key Points to Note :

Full Year Outturn

- Outturn position (subject to audit) as at March 2016 is below budget by £4.9M before the creation of new Earmarked Reserves (EMR). February outturn forecast was on budget.
- After the creation of £4.9M of agreed EMR the outturn position (subject to audit) is £50K below budget (Zero when report to nearest £0.1M). See slide 4.
- The narrative below and Table 1 reflects the post reserves position.
- Social Care Health & Housing overspend is £0.2M against an overall net budget of £64.6M.
- Children's Services overspend is £0.9M against a net budget of £36.7M. £0.6M of the overspend relates to the use of agency staff mitigating the Assisted Years Supported Employment programme, vacant posts, maternity and sickness absences across the directorate offset where possible by holding vacant posts. The balance is spread across numerous activities.

- Community Services is underspent by £1.6M mainly due to additional s38 income (s38 income is used by the authority to satisfy the Highway Agency that roads being built on private land, to be maintained at public expense, are constructed to an adoptable standard).
- Within Community Services there is a new EMR of £1.1M including Assets (see slide 6) and so the underlying underspend is £2.7M. Of this £1.3M (net of associated expenditure) relates to current year s38 Grant (Highways) and £1.1M relates to prior year s38 Grant.
- Regeneration underspent by £0.1M, Improvement and Corporate Services under by £0.2M and Corporate Resources under by £0.1M.
- Corporate Costs over budget by £0.9m. This is driven by a £2.1M release of contingency (known but not forecast) offset by £3.7M on new EMR posted against Corporate (see slide 6). The balance is spread across numerous activities.

Debt

- Overall debt is £13.0M compared to £10.9M in February. The movement in debt is within expected tolerances at year end. Debt over 61 days is £5.4M (41%). February £5.5M (50%).
- Work is continuing to analyse the debt and ensure effective and efficient recovery procedures are followed.

2015-16 Revenue outturn (subject to audit)

Table 1

Directorate	Outturn March P13		
	Budget £m	Actual £m	Variance £m
SCHH	64.6	64.8	0.2
Childrens Services	36.7	37.6	0.9
Community Services	48.7	47.1	(1.6)
Regeneration	4.9	4.8	(0.1)
Public Health	0.0	0.0	0.0
Improvement & Corporate Services	15.9	15.6	(0.2)
Corporate Resources	4.7	4.7	(0.1)
Corporate Costs	11.0	11.8	0.9
Total Excl Landlord Business	186.5	186.5	(0.0)
Schools	0.0	0.0	0.0
Landlord Business	0.0	0.0	0.0
Total	186.5	186.5	(0.0)

Note: 1. Assets are now reflected in Community Services

2. Any minor rounding or signage differences are due to linking to detailed appendices.

Reserves

- The General Fund outturn position (Excluding Schools) includes the use of reserves (reduction) and creation of reserves (additions) as follows:
- Use of general fund earmarked reserves, SCHH £1.7M, Children’s Services £2.0M, Community Services £1.1M, ICS £0.6M and Regeneration £0.1M, Corporate Resources and Costs £1.2M. A total use of £6.7M (reduction in reserves).
- This is offset by the creation of planned EMR - a £2M EMR for the New Homes Bonus (NHB) which we will receive in 2015/16. This was a conscious decision within the MTFP to both reduce reliance on NHB and to build a fund for investment. There is also a budgeted transfer to EMR of £500k to top up the Redundancy Reserve and £400k to top up the Insurance Reserve. Total planned increase £2.9M
- £4.8M increase for unplanned EMR created from the underlying outturn underspend (see next slide).
- Total addition to reserves £7.7M
- The overall net movement in General Fund EMR is an increase of £1M.

2015-16 Revenue outturn (subject to audit)

2015/16 Proposed New Earmarked Reserves	£k	£k
Community Services		
Street scene improvements	500	
Community safety	500	
	<hr/>	1000
Assets		
Facilities Security	100	
	<hr/>	100
Corporate		
Impact of Funding Deficit in 2016/17	1,200	
Smoothing MRP payments/Financing Charges	900	
Transformation (Invest to save, Transforming service delivery)	700	
Transforming lives	250	
Independent careers service	250	
Business Operations	200	
Planning enforcement	200	
	<hr/>	3,700
Total Proposed New Earmarked Reserves		<hr/> 4,800
Funded by:		
Underlying underspend 2015/16	(592)	
S38 Income Income in excess of budget	(1,030)	
S38 Income Reclassification	(1,091)	
Contingency	(2,138)	
Total Funding		<hr/> (4,851)

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Key Points to Note :

Full Year Outturn

- The capital gross provisional outturn position (subject to audit) is a spend of £94.2M demonstrating the significant capital investment made by Central Bedfordshire to support its community.
- The approved budget including HRA and also deferred spend from 2014/15 (approved by Executive in July) is £161M (gross). The gross outturn is below budget by £50.8M. Last years actual spend was £102M against a lower budget of £134.7M. The net outturn is £44.3M below budget (£33.8M below last year).
- The main reasons are: Community Services only spent to the level of grant secured on the A421 (M1 J13) project. The remaining £6M spend on the scheme will only proceed once grant is secured (anticipated 2016/17).
- Also within Community Services, £8.0M of the Depot South and Depot & Salt Barn North budget, £4M Luton & Dunstable Busway, £3.7M Woodside Link and £4.7M of the Thorn Turn Waste Park budget is proposed to be deferred to 2016/17.

Key Points to Note :

Full Year Outturn

- Children's Services spent £5.2M gross (£2.1M net), less than budgeted on New School Places, due to an update in the grant allocation for 2015/16 and a revised programme of delivery.
- SCHH underspent by £4.7M gross (£3.8M net) and are planning to defer £1.9M for Review of Accommodation, £1.2M on additional Gypsy & Travellers sites, £0.6M for NHS Campus Closure and £0.3M for SCHH/Care Act related IT upgrades.
- Capital Receipts were £2.0M against the budget of £13.1M. In addition there was a notional transfer between the General Fund and HRA of £2.35M.

March 2016

Capital Outturn

Table 2

Directorate	Full Year 2015/16			Full Year 2015/16		
	Gross Budget £m	Gross Final Outturn £m	Gross Variance £m	Net Budget £m	Net Final Outturn £m	Net Variance £m
CS	31.6	29.0	(2.6)	3.0	0.9	(2.1)
Community Service	90.1	54.4	(35.7)	59.7	29.4	(30.2)
Improvement & Corporate Services	6.2	4.5	(1.7)	6.2	4.5	(1.7)
Corporate Resources	0.0	0.0	(0.0)	0.0	0.0	(0.0)
Regeneration	3.5	3.2	(0.3)	1.3	0.6	(0.7)
ASCHH	7.8	3.1	(4.7)	2.9	(0.8)	(3.8)
Total Exc HRA	139.2	94.2	(45.1)	73.2	34.6	(38.6)
HRA	21.8	16.1	(5.7)	21.0	15.2	(5.7)
Total	161.0	110.2	(50.8)	94.1	49.8	(44.3)

This gross position reflects the level of activity to deliver the Councils capital programme. The net position reflects the Council's commitment to fund the capital programme.

- Note: 1. Assets are now reflected in Community Services
2. Any minor rounding or signage differences are due to linking to detailed appendices.

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- Capital outturn - £15.219M (Budget £20.954M).
- £6.778M spent at Priory View, £0.296M spent at Houghton Regis Central (Budget £8.184M) - funded by Independent Living Development Reserve.
- Rest of programme funded by revenue (£5.044M) and capital receipts (£3.1M).
- 33 Right To Buy sales (28 in 2014/15) have yielded a total of £2.644M of retained capital receipts.
- Year end balance of unapplied capital receipts £2.996M (after £3.1M funding towards HRA Capital programme).

Revenue

- Provisional revenue surplus of £7.488M (Budget £6.509m).
- Year end reserves of £19.452M excluding unapplied capital receipts.

Meeting: Corporate Resources Overview & Scrutiny Committee
Date: 28 June 2016
Subject: Work Programme 2016 – 2017 & Executive Forward Plan
Report of: Chief Executive
Summary: The report provides Members with details of the currently drafted Committee work programme and the latest Executive Forward Plan.

Contact Officer: Rebecca Preen, Scrutiny Officer
Public/Exempt: Public
Wards Affected: All
Function of: Council

CORPORATE IMPLICATIONS

Council Priorities:

The work programme of the Corporate Resources Overview & Scrutiny Committee will contribute indirectly to all 5 Council priorities. Whilst there are no direct implications arising from this report the implications of proposals will be details in full in each report submitted to the Committee.

RECOMMENDATION(S):

- 1. that the Corporate Resources Overview & Scrutiny Committee**
 - (a) considers and approves the work programme attached, subject to any further amendments it may wish to make;**
 - (b) considers the Executive Forward Plan; and**
 - (c) considers whether it wishes to add any further items to the work programme and/or establish any Task Forces to assist it in reviewing specific items.**

Overview and Scrutiny Work Programme

1. Attached is the currently drafted work programme for the Committee.
2. The Committee is now requested to consider the work programme attached and amend or add to it as necessary.

Overview and Scrutiny Task Forces

3. In addition to consideration of the work programme, Members may also wish to consider how each item will be reviewed i.e. by the Committee itself (over one or a number of Committee meetings) or by establishing a Member Task Force to review an item in greater depth and report back its findings.

Executive Forward Plan

4. Listed below are those items relating specifically to this Committee's terms of reference contained in the latest version of the Executive's Forward Plan to ensure Members are fully aware of the key issues Executive Members will be taking decisions upon in the coming months. The full Executive Forward Plan can be viewed on the Council's website at the link at the end of this report.

Ref	Issue	Indicative Exec Meeting date
Non Key Decisions		
1	Budget Strategy and Medium Term Financial Plan	2 August 2016
2	Period 3 (Quarter 1) – 2016/17 Revenue Budget Monitoring	11 October 2016
3	Period 3 (Quarter 1) – 2016/17 Capital Budget Monitoring	11 October 2016
4	Period 3 (Quarter 1) – 2016/17 Housing Revenue Account Budget Monitoring	11 October 2016
5	Quarter 1 Performance Monitoring	11 October 2016
6	Schools Trading 2017/18	11 October 2016
7	Fees & Charges 2017	11 October 2016
8	Period 6 (Quarter 2) – 2016/17 Revenue Budget Monitoring	6 December 2016
9	Period 6 (Quarter 2) – 2016/17 Capital Budget Monitoring	6 December 2016
10	Draft Budget & Medium Term Financial Plan 2017/18 – 2020/21	10 January 2017
11	Draft Budget for the Housing Revenue Account 2(Landlord Service) 2017/18 - 2020/21 and Business Plan	10 January 2017
12	Final Budget & Medium Term Financial Plan 2017/18 – 2020/21	7 February 2017
13	Final Capital Programme 2017/18 – 2020/21	7 February 2017
14	Final Budget for the Housing Revenue Account (Landlord Service) 2017/18 - 2020/21 and Business Plan -	7 February 2017

Conclusion

- 5 Members are requested to consider and agree the attached work programme, subject to any further amendments/additions they may wish to make and highlight those items within it where they may wish to establish a Task Force to assist the Committee in its work. This will allow officers to plan accordingly but will not preclude further items being added during the course of the year if Members so wish and capacity exists.

Appendix – Corporate Resources Overview and Scrutiny Work Programme.

Background reports:

Executive Forward Plan (can be viewed at any time on the Council's website) at the following **link**:- <http://www.centralbedfordshire.gov.uk/modgov/mgListPlans.aspx?RPId=577&RD=0>

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Appendix A – CR OSC Work Programme

OSC Date	Report Title	Description
23-Aug-16	Schools Trading 2017/18	To receive information and provide comments regarding proposals to schools trading.
23-Aug-16	Fees and Charges 2017	To receive the directorate's relevant fees and charges information, noting the Executive proposals and influencing where appropriate changes to F&C prior to Council.
23-Aug-16	Budget Strategy and MTFP	The report proposes the medium term financial planning framework for 2017-18 through 2020-21
25-Oct-16	Scrutiny of the Council's Insurance Policies	To scrutinise the Council's insurance policies and provide recommendations for the Executive
25-Oct-16	The Shortfall of Later Life Housing Accounts	To scrutinise the Council's housing accounts and provide recommendations for the Executive
25-Oct-16	The Council's Debt Collection Process	To scrutinise the Council's debt collection process and provide recommendations for the Executive
25-Oct-16	Q1 Revenue Budget Monitoring	To receive the relevant budget information
25-Oct-16	Q1 Housing Revenue Account Budget Monitoring	To receive the relevant budget information
25-Oct-16	Q1 Capital Budget Monitoring	To receive the relevant budget information
29-Nov-16		

24-Jan-17	Q2 Revenue Budget Monitoring	To receive the relevant budget information
24-Jan-17	Q2 Housing Revenue Account Budget Monitoring	To receive the relevant budget information
24-Jan-17	Q2 Capital Budget Monitoring	To receive the relevant budget information
24-Jan-17	Draft Budget, Capital, HRA and MTFP 2016/17	To consider the draft Budget, updated Medium Term Financial Plan, the Housing Revenue Account (Landlord Service) and Capital Programme pertaining to the Corporate Resources Directorate only. Information that is relevant to the other directorates will be considered in the other relevant OSC meetings. Members are requested to submit their comments, observations and recommendations in respect of the Executive's proposals with particular reference to the Corporate Resources Directorate proposals, to the meeting of the Executive.
21-Mar-17	Q3 Revenue and HRA Budget Monitoring Report	To receive the relevant budget information