



NOTICE OF MEETING

Overview and Scrutiny Commission

Thursday 21 September 2017, 7.30 pm

Council Chamber, Fourth Floor, Easthampstead House, Bracknell

To: OVERVIEW AND SCRUTINY COMMISSION

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

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

One Vacancy and One Vacancy

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

Mrs L Wellsted

cc Substitute Members of the Commission

Councillors Dudley, Mrs Mattick, Peacey, Thompson and Worrall

ALISON SANDERS
Director of Resources

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Published: 13 September 2017



Overview and Scrutiny Commission
Thursday 21 September 2017, 7.30 pm
Council Chamber, Fourth Floor, Easthampstead House,
Bracknell

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 6 July 2017.

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

Members are asked to declare any disclosable pecuniary or affected interests 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 and must not participate in discussion of the matter or vote on the matter unless granted a dispensation by the Monitoring officer or by the Governance and Audit Committee. 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.

OVERVIEW AND POLICY DEVELOPMENT

6. Update on the Council's Financial Position

To discuss with the Executive Member for Transformation & Finance and the Borough Treasurer the current financial position in preparation for scrutiny of the 2018/19 budget proposals. 13 - 16

Performance Monitoring

7. Council Plan Overview Report

To review the Council's performance against the Council Plan over the first quarter of 2017/18. 17 - 32

8. Quarterly Service Reports (QSRs)

To consider the latest trends, priorities and pressures in terms of departmental performance as reported in the QSRs for the first quarter of 2017/18 (April to June 2017) relating to: 33 - 80

- Chief Executive's Office
- Corporate Services Department

The Chairman has asked that any detailed or procedural questions arising from the Quarterly Service Reports should be referred to either the Chief Executive's Office or the Director of Resources in advance. Except in cases of urgency, only issues of strategic importance or of wider implications should be raised at the meeting.

HOLDING THE EXECUTIVE TO ACCOUNT

9. Executive Forward Plan

Forthcoming items on the Executive Forward Plan of a corporate nature are attached for consideration. 81 - 90

OVERVIEW AND POLICY DEVELOPMENT

10. Work Programme and Panel Activity Update

To note the progress against the Overview and Scrutiny Work Programme, and the reports of Overview and Scrutiny Panel Chairmen on each Panel's progress against the Work Programme. 91 - 98

11. Exclusion of the Public and Press

To consider the following motion:

That pursuant to section 100A of the Local Government Act 1972, as amended, and having regard to the public interest, members of the

public and press be excluded from the meeting for consideration of item 12 which involves the likely disclosure of exempt information under the following category of Schedule 12A of that Act:

- (3) Information relating to the financial or business affairs of any particular person (including the authority holding that information).

12. Commercial Property Investment Strategy

To receive a report and briefing in respect of the Council's Commercial Property Investment Strategy.

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DATE OF NEXT MEETING

The next meeting of the Overview and Scrutiny Commission has been arranged for 16 November 2017, possibly with a pre-meeting for Members at 6:45 pm.

**OVERVIEW AND SCRUTINY COMMISSION
6 JULY 2017
7.30 - 9.01 PM**



Present:

Councillors Leake (Chairman), Angell (Vice-Chairman), Allen, Mrs Angell, Mrs Birch, Brossard, Finnie, Mrs McCracken, Porter and Mrs Temperton

Apologies for absence were received from:

Councillors Tullett

Executive Members:

Councillor McCracken

In Attendance:

Councillor Peacey

Ian Boswell, Community Safety Consultant

Andrea Car, Overview & Scrutiny Officer

Victor Nicholls, Assistant Chief Executive

Alison Sanders, Director of Corporate Services

Timothy Wheadon, Chairman of the Community Safety Partnership

4. Minutes and Matters Arising

RESOLVED that the minutes of the Overview and Scrutiny Commission held on the 11 May 2017 and the minutes of the Annual Overview and Scrutiny Commission held on the 24 May 2017 be approved as a correct record, and signed by the Chairman.

5. Declarations of Interest and Party Whip

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

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

6. Urgent Items of Business

There were no urgent items of business.

7. Public Participation

There were no submissions from the public in accordance with the Council's Public Participation Scheme for Overview and Scrutiny.

8. Community Safety

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

Timothy Wheadon, Chairman of the Community Safety Partnership (CSP) said that the partnership had sustained success over a number of years, but that there was no room for complacency. Close partnership working with TVP and engagement with other parties in the Borough were key. Over the past year there had been some increase in crimes reported, but this was a small increase compared to other areas. There were also some internal staff changes, with the Chief Officer: Housing taking over the role previously held by the Assistant Chief Executive and Alison O'Meara filling the Community Safety Manager role.

Ian Boswell, Community Safety Consultant, gave a presentation to the Commission on the Bracknell Forest Community Safety Partnership's performance during 2016/17, and plans for 2017/18.

Nikki Ross, Assistant Chief Constable and Superintendent Shaun Virtue, the newly appointed Local Police Area Commander of Thames Valley Police were present at the meeting for this item.

The CSP was a statutory partnership which met four times a year, which was required to conduct an annual assessment of crime, anti social behaviour and substance misuse within the borough. Its work supported the Council's Strategic Theme of 'Strong, safe, supportive and self-reliant communities'.

The Partnership were required to publish a three year plan, which was updated annually, of how it intended to make the community safer. The plan had been refreshed for 2017 – 2019 to fit with the current council plan. There were four main priorities that the plan would focus on over this period.

The CSP received £152,740 grant funding from the Police and Crime Commissioner in 2016/17. The Community Safety Team was comprised of 4 Full Time Equivalent posts which included the Community Safety Manager. The Community Safety Team currently sat within the Chief Executive's Office, but would be moving to Adult Social Care, Health and Housing.

There were two themes and eight CSP priorities for 2016/17.

The key headlines arising from the presentation were:

- Crime had fallen every year since 2008/09 but increased this year.
- There were 4302 fewer victims of crime in 2016/17 than in 2006/07.
- The Crime Survey of England and Wales 2016 showed that there was a constant fall in crime, however this data was not always comparable.
- Within the similar family group, Bracknell had recorded the least number of crimes in the last 12 months. It was hard to compare against the other Thames Valley Boroughs as the areas were so different.
- There had been a 5% reduction in sexual offences in 2016/17.
- There had been a 5.4% reduction in possession of drugs offences. There had been a national drug operation in July 2016 which had issued 60 closure orders.
- Her Majesty's Inspectorate of Constabulary had produced a report about how the police recorded crime, which had brought about changes in the way crimes were recorded.
- The increase in crime in Bracknell Forest could be due to the increase in people in the Town Centre. This would be a challenge going forward as

visitors to the Town Centre were likely to increase from 2.3 million a year to 12-15 million a year. Plans were in place with the local police.

- The 2017 residents' survey recorded that 11% of the public surveyed had said that the low level of crime was one of the best things about living in the Borough.
- There was a number of sub groups of the CSP, these included the Partnership Problem Solving Group which was new and would see through the transition period of the opening of the Lexicon over the next 7/8 months.
- There were many joint operations planned for the school holidays to prepare for the Town Centre opening. Previous work had been undertaken in the Easter holidays and May half term.
- All businesses in the Town Centre from the 7 September 2017, would have to sign up to Bracknell Businesses Against Crime initiative and be required to have a radio system, which would allow for better information sharing across the businesses.
- Westgrove Security would be providing security in the Town Centre, they would be uniformed and were currently undergoing accreditation by TVP.
- The Counter Terrorism and Security Act 2015 listed that the local authority was a statutory partner.
- Risk assessments had stated that Bracknell Forest was a low risk area for acts of terrorism.
- There was a Prevent Steering Group which met three times a year.
- Channel Panels were set up to mitigate the risk of racialisation. There had been two referrals in the past year, one had been a young, vulnerable person in the care system who had caused radicalisation concerns. The Panel had worked closely with the individual to mitigate the risks which had been successful.

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

- The people working on site in Bracknell Town Centre had been included in the Town Centre footfall as there had been a number of tools and equipment stolen from site as well as thefts from vans. This did not explain all the increase in crime as there did not seem to be one reason.
- The exact number of Westgrove Security staff was currently unknown, there would be an assessment of needs to determine what scheme was required.
- Premises opening at night would require their own security not just police response, subject to strict licensing regulations.
- The night time economy would bring a different footfall. The Neighbourhood Inspector and Ian Boswell were working through a programme to set the tone, reliance and police visibility.
- The Town Centre management had been mindful in their choice of night time establishments.
- The Chief Constable would decide the powers delegated to Westgrove Security.
- There was a balance between being visible at night time as often an increased number of visible Police Officers caused more issues. The Police were very experienced and hoped that Members would trust their approach.
- The Security firm would be accredited, vetted and trained. Their powers would include being able to issue fixed penalty tickets, but they would not be able to arrest offenders. There was a similar arrangement at the Oracle, Reading where the Security team were very good at building a rapport with the public, recognising flash points and doing prevention work.
- The Police were aware of the anti social behaviour which had increased in local car parks. This was one of the Neighbourhood Team's priorities and they

would be introducing education programmes and focusing on public areas in the summer holidays. This would be a long term engagement and would depend upon the resources and capacity within the team.

- Concerns were raised that there was also an issue of anti social behaviour in the car park at South Hill Park.

Nikki Ross, Assistant Chief Constable at TVP updated the Commission on the changes within the new operating model.

Changes had been introduced for front line policing. This had been implemented on the 1 June 2017, and was now in week five of the new system. TVP were ensuring that the change was seamless to the public even though it may not be behind the scenes.

The changes had allowed for the Police to model demand against resources for the first time. As well as working on a triage basis within contact centres to determine over a number of questions what had happened and whether the police needed to attend or another agency. This allowed for the police to only attend if necessary and ensure that the right team or agency was sent out at the first time of contact.

There was a new TVP structure which had three different teams, this would be circulated to the Commission.

These were:

Response

Investigation Hub

Neighbourhood Team

The colocation of the teams would be different throughout towns and Boroughs, and the size of the Neighbourhood Team would be smaller but dedicated solely to neighbourhood issues rather than used for response, which was what often happened previously.

There were also changes for back office staff with process changes and different systems which would all take time to bed in. Demand had increased over the last month due to the terror attacks in London and a murder investigation in Oxford. This increase was the same across the Country.

The Assistant Chief Constable commented that partnership working in Bracknell Forest was incredibly strong and made a significant difference. This was not replicated across all of the other sixteen locations within Thames Valley.

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

- When demand was back to normal focus would be on bedding in the new system. On the hot weekend in June the police had received more telephone calls than they did on New Years Eves. This spike needed to be investigated to understand the reason why.
- The new system would be reviewed at three and six months and phase two being implemented after these reviews which would introduce more technology.
- The new operational model had been developed by process evolution technology and demand matrix to ensure the correct staffing levels locally. The number of Officers had not decreased and was the same as the previous year. The new model allowed for officers to be on duty at the time of need not

when nothing was happening. This would be reviewed in September and also annually to ensure staffing levels were correct, but it was no longer guesswork.

- The Police Point in Crowthorne would be placed in the Fire Station to ensure there was still an accessible point, which was a priority. It would be operated by the Neighbourhood Team as the Police Station had previously.
- The way the police managed and dealt with lost property had changed as the service was not value for money and often storage was an issue.
- All areas had retained their Police Community Support Officers (PCSOs) but would need to be smarter about visibility making sure that they target certain areas at key times.
- Comments were made that a PCSO had attended an event at The Pines School and was very engaging and had done a really good job.
- Volunteers allowed for a better service to be provided in the Police Points. There were often more volunteers in the Sandhurst Police Point than people using it as the public used other means to contact the police.
- There was no desecration over recording court diversion outcomes within Youth Offences. Even if diversion was the outcome this would still be recorded. There had been no increase in youth offences.

The Chairman thanked all those who had contributed to the item. He commented that the most important message was that Town Centre policing and safety commenced on the right footing from the start as it would be easier than having to correct the approach later down the line. He wished TVP good luck in embedding the new model and looked forward to future updates.

9. **Communications and Marketing**

Having resumed its Overview and Scrutiny role, the Commission received a presentation updating them on the work of the Communications and Marketing function.

The key headlines from the presentation were:

- The team was currently based within the Chief Executive's Office.
- There was full in-house capability, with a Head of Service, a deputy and a graphic designer within the team.
- There were 5 Full Time Equivalent (FTEs) in the team, the average across similar teams within Berkshire was 5.2 FTEs.
- The function had been reviewed by the IESE Business School in 2016. The team had previously worked in an account management model with officers matched to specific departments which were not often the best use of officers' time or skills.
- The new model focused on a strategic approach to communications and marketing, particularly focusing and delivering support on the big strategic projects happening within the Council.
- There had been a considerable growth in social media demands. The team's target was to hit four million social media impressions a year, the team was currently hitting five million, putting three or four messages a day out on social media.
- The new approach meant that the team were focusing on the most important council priorities and supporting transformation.
- As part of the new model, a self service approach for routine, straight forward communications would be provided by nominated service officers who had

been trained by the Communications and Marketing team. This had been implemented in February 2017.

- Press Office and out of hours support would still be provided.
- There was one long term sickness absence within the team and one member had left, which resulted in two vacancies within the team at present.
- Digital upskilling of the team was a priority.
- The team were happy with the shift of focus and work and felt that the new model was working well.

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

- The Mayoral website was being administered by Mayoral support as part of the new self service approach.

The Chairman thanked the Assistant Chief Executive for his presentation.

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

The Commission noted the Quarterly Service Reports for the fourth quarter of 2016/17 (January to March 2017) relating to the Chief Executive's Office and Corporate Services Department.

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

- Councillor Finnie expressed concern that he had not received any information as the councillor for Crowthorne regarding the Crowthorne Community Hub.
- Business reporting was currently being looked at as part of Transformation work as the quarterly performance reports were often out of date by the time they were reported at Overview and Scrutiny Commission meetings.

11. **Executive Forward Plan**

The Commission noted the forthcoming items on the Executive forward plan of a corporate nature.

Arsing from discussions it was noted that:

- The Council were already out to tender for the contract for the work at Time Square, this would conclude at the end of August with work due to start at the beginning of October and finishing in February 2018.
- A newsletter regarding the Time Square work was due to be sent out to Members.
- Members and the Democratic Function would move across to Time Square in March 2018.
- It was important to get the tender in place for the demolition of Easthampstead House, as otherwise rates would still need to be paid on the building prior to being demolished. This had formed part of the business case.

12. **Updates from Panel Chairmen**

The Commission noted progress against the Overview and Scrutiny work programme for 2017-18.

13. **Date of the next meeting**

The date of the next Overview and Scrutiny Commission was 21 September 2017.

The Chair commented that this was the last meeting for Victor Nicholls, Assistant Chief Executive. On behalf of the Commission he thanked Victor for his attendance, work undertaken on behalf of the Commission and Council, in particular the regeneration of the Town Centre and wished him all the best for the future.

CHAIRMAN

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**TO: OVERVIEW & SCRUTINY COMMISSION
21 SEPTEMBER 2017**

UPDATE ON THE COUNCIL'S FINANCIAL POSITION Borough Treasurer

1 PURPOSE OF THE REPORT

- 1.1 This is an information paper and verbal presentation to provide Overview and Scrutiny with transparency of the Council's most up to date financial position in respect of the current year and the following years' budgets.

2 RECOMMENDATION

- 2.1 To receive a presentation from the Borough Treasurer on the Council's latest financial position which will be set out in the Corporate Performance Overview Report to be considered by the Executive at its meeting on 26 September.

3 REASONS FOR RECOMMENDATION

- 3.1 In September 2016 the Overview and Scrutiny Commission was invited to comment on the draft Efficiency Plan that was subsequently approved by Full Council, which set out the approach that was to be taken to deliver balanced budgets for the period to 2019/20. This report and accompanying presentation from the Borough Treasurer updates the Commission on progress to date in delivering the Efficiency Plan and considers the most up to date information regarding some of the key assumptions within it.

4 ALTERNATIVE OPTIONS CONSIDERED

- 4.1 There is no requirement for this report to be presented to the Overview and Scrutiny Commission, however it is considered good practice to keep the Commission informed periodically of the Council-wide financial position in addition to the individual departmental financial reports which are included in the Quarterly Service Reports.

5 SUPPORTING INFORMATION

- 5.1 The Council's strategic approach to the 2017/18 – 2019/20 budgets was set out in the Efficiency Plan 2016 – 2020, approved by Council at its meeting on 14 September 2016. The 2017/18 budget was subsequently approved by Council on 1 March, which included detailed proposals in line with the agreed overarching approach and incorporated some necessary changes following the Government's amendments to the local government finance settlement. As the Efficiency Plan set out, the 2017/18 budget included a particular focus on delivery of significant savings through the Transformation Programme, together with some lower value efficiency savings.
- 5.2 In line with normal practice, progress to deliver the 2017/18 budget is monitored monthly, with individual departments reporting their best estimate of the year end

financial position to inform the Council-wide position. The departmental returns are set out regularly in Quarterly Service Reports, with the Corporate Performance Overview Report (CPOR) drawing these together with strategic performance monitoring information on a quarterly basis.

- 5.3 The currently predicted financial out-turn position is to be included in the CPOR to be considered by the Executive at its meeting on 26 September. In overall terms, departments are reporting a potential overspend of £3.7m, which can be partly mitigated by using £1.7m remaining unallocated in the Corporate Contingency. In addition, grant funding of £0.9m for Social Care was announced in the Chancellor's Budget in March as part of the Improved Better Care Fund, which has not been taken into account in these figures. The flexibility of spend on this will depend on a positive outcome from the current Care Quality Commission Area Review of Bracknell Forest.
- 5.4 The most significant factor in this position is rising demand for both Children's and Adult Social Care, which is affecting most councils across the country. Transformation programmes covering both of these services are being developed and implemented, aimed at mitigating the cost pressures through identifying different approaches to dealing with assessed need. These are complex programmes and are both at early stages, in the children's case because of the demands of the Ofsted inspection in May. What is clear is that the ability to deliver them at pace is key to balancing the current year's budget and to informing the likely level of cost pressures for future years.
- 5.5 In terms of future year planning, changes to the 2017/18 local government finance settlement reduced the level of estimated resources by 2019/20 from that assumed in the Efficiency Plan by almost £2m. It is believed that the Government is considering further changes to the New Homes Bonus for the 2018/19 settlement, which would most likely have a detrimental effect on areas like Bracknell Forest which are experiencing fast housing growth. Against that, the current finance system enables local authorities to partly benefit from growth in the local business rates collected, such as from the Lexicon development, which has been factored into the Council's income projections.
- 5.6 The Council's financial position remains challenging and the attention of CMT is firmly focused on addressing it. The in-year financial position will continue to be monitored closely over the next few months, in order that mitigating actions can be identified and implemented if necessary. In parallel, all service areas have started to work on budget options for 2018/19, covering both efficiency savings and the Transformation Programme.
- 5.7 The Borough Treasurer will give a presentation to the Commission setting out the current position and progress in addressing it in more detail.

6 ADVICE RECEIVED FROM STATUTORY AND OTHER OFFICERS

Borough Solicitor

- 6.1 Nothing to add to the report.

Borough Treasurer

- 6.2 Financial information is included in the report, however there are no financial implications arising directly from it.

Equalities Impact Assessment

- 6.3 There are no decisions in the report requiring an EIA.

7 STRATEGIC RISK MANAGEMENT ISSUES

- 7.1 There are no risks associated with this paper as an information report, however Risk 1 on the Council's strategic risk register highlights significant pressures on the Council's ability to balance its finances whilst maintaining satisfactory service standards.

8 CONSULTATION

- 8.1 None at this time as the report is for information only.

Background Papers

Efficiency Plan 2016 – 2020

PowerPoint Presentation from Borough Treasurer (to follow at the meeting)

Contact for further information

Stuart McKellar, Borough Treasurer – 01344 352180

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COUNCIL PLAN OVERVIEW REPORT

Q1 2017 - 18
April - June 2017

Chief Executive:
Timothy Wheadon

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Section 1: Chief Executive's Commentary

1 Introduction

- 1.1 This report sets out an overview of the Council's performance for the first quarter of 2017/18 (April – June 2017). The purpose is to provide the Executive with a high-level summary of key achievements, and to highlight areas where performance is not matching targets or expectations, along with any remedial action that is being taken. It complements the detailed Quarterly Service Reports (QSRs) produced by each Director that have been available for many weeks.
- 1.2 Overall, good progress was made against the actions in the departmental service plans. At the end of the first quarter progress showed:
- 129 actions (83%) are on target to be completed within the timescales set
 - 16 actions (10%) are at risk of falling behind schedule
 - 2 actions (1%) have fallen behind schedule
 - 4 actions (3%) have been completed.
- 1.3 Section 3 of this report contains information on the performance indicators across the Council for each of the strategic themes. Again the picture was positive, showing that the status for the key indicators in the Council Plan in the second quarter is:
- 33 (80.5%) green – i.e. on, above or within 5% of target
 - 0 (0%) amber – i.e. between 5% and 10% of target
 - 8 (19.5%) red – i.e. more than 10% from target.

21 further indicators have no set target.

2 Overview of Q1 and what went especially well

- 2.1 The first quarter of the new financial year saw the arrival of Ofsted within Children, Young People and Learning. A team of seven inspectors were with the council for four weeks inspecting services for children in need of help and protection, children looked after and care leavers. Interviews and observations were held with staff and partners; numerous cases were explored through written case evidence and one to ones with front line staff. Staff rose to the challenge and a team effort meant we were able to respond to the demands of a comprehensive inspection. The outcome was subsequently published in July and graded services as 'Good' with services for Looked After Children, care leavers and adoption 'Outstanding'. This was an exceptionally good outcome.
- 2.2 The Ofsted inspection did mean, however, that the Children's Transformation programme was put on hold for a month as key staff were redeployed to work on the inspection. However, a programme manager was recruited at the end of March and work progressed at pace during June. There are three main work streams focussing on Education & Resources, Social Care & Early Help and Organisation Structure and Capability. Detailed analysis work is taking place on all of these work streams.
- 2.3 The wider Transformation Programme is progressing in all areas of the council. The Parks and Countryside and Planning and Building Control reviews are progressing through the Analyse phase. An early version of the Business Intelligence review

recommendations has been considered by the Corporate Management Team (CMT). The recommendations include consolidation of the function. However there is considerable work required to achieve the ambition for this function, which is to bring data and intelligence to the heart of decision making. The recruitment process for the new support services structure for ICT, HR and Finance was completed in the quarter, and despite the large scale changes, there were only six compulsory redundancies. With a 10% reduction in staff delivering support services, the focus is now on reviewing processes to ensure the new structures are sustainable. The locating of ICT, Finance and HR support service teams in Time Square is planned for September/October. In order to help reinforce that there is more to the new support services arrangements than simply moving staff within the Council, the Corporate Services Directorate will be renamed "Resources" from the beginning of September. This reflects the One Council ethos and underpins an enabling approach to working alongside other service areas.

- 2.4 In the leisure review, tender documents were issued to successful shortlisted companies in April. Site visits have been organised for potential suppliers and a bidders days has also been undertaken. Engaging our communities in volunteering is another key aspect of the council's Transformation programme, in line with the Council Plan theme to have 'Strong, Safe, Supportive and Self-reliant communities'. In the last quarter, the library service appointed a Volunteer Coordinator and implementation of the volunteer recruitment programme is underway. Invitation to tender for the implementation of self-service technology and technology-enabled opening has been advertised. Volunteers support services across the council and just over 1,000 hours were contributed by volunteers towards Parks and Countryside work in the last quarter.
- 2.5 Finally, the Adult Social Care Transformation programme is also progressing. The integrated care team now have the green light to go ahead and provide Enhanced Intermediate Care. This will provide 8am to 8pm response during the week and also weekend working. It will include enhanced nursing input to the service and there will be a more intense program of interventions and therapy to not only enhance recovery but also reduce length of stay in the service and thereby increase capacity. Implementation is expected to be by December 2017/January 2018.
- 2.6 The Council continues to look for new ways to partner with our neighbouring authorities. Bracknell Forest and Windsor and Maidenhead Safeguarding Adult Boards have agreed to create a joint board. Membership of the new board has been established and an independent chair appointed. A Business Case for a Legal shared service with West Berkshire is also being developed, and will be finished by the end of the year for consideration by both Councils, before developing a plan for implementation.
- 2.7 The Assistant Chief Executive leaves in August 2017, the post of Assistant Chief Executive is being deleted and the CXO is being transformed as a consequence. The Community Safety team will move to Adult Social Care, Health and Housing, reporting to the Chief Officer: Housing. The Regeneration and Economy Team will move to Environment, Culture and Communities, reporting to the Chief Officer: Planning, Transport and Countryside (although he will report directly to the Chief Executive on Regeneration). The Overview & Scrutiny Team will move to Corporate Services, reporting to the Head of Democratic and Registration Services. The Performance and Partnerships, Transformation and Engagement and Communications and Marketing teams will remain reporting to the Chief Executive.
- 2.8 The scale of change across the organisation is testing all our staff who continue to rise to the challenge and deliver the very best services they can. In the coming quarter Bracknell town centre will reach its two most significant milestones with the

opening of the Marks and Spencer store and test opening of the Avenue Car Park on 27 July and the grand opening of the Lexicon scheme on 7 September. This completes this phase of the regeneration process which commenced with the development of the town centre masterplan adopted by the council in 2002. Teams across the council are working to ensure its successful opening. This includes Community Safety working with the police to plan any necessary security and police presence for the launch. Town centre opening will see a big change in the use of the highway network in and around the town, with new junctions and traffic controls which will be heavily used. Careful planning for the management of the network is well developed with risks identified and plans to manage these risks being developed.

3 What we are doing about things going not quite so well?

- 3.1 Of the indicators that are red, the main area of concern is the increase in referral rates into children's social care. The Children's Transformation Programme is currently in the middle of its Analyse Phase and one of the areas they are focussing on is referrals and the Council's response to them, in order that we can understand what might be behind this increase. This analysis is due to be complete by 6 September, at which point it will be shared with CMT in preparation for the programme's Gateway Review.

4. Forward Look

Heathlands

- 4.1 At its meeting of the 14th February the Executive approved plans for the joint commissioning of Elderly Mentally Infirm (EMI) care home beds in Bracknell Forest. Specifically, the Executive agreed to:
- Enter into a funding agreement with NHS and Local Authority partners to finance the development of a Full Business Case in respect of developing a new care home on part of the Heathlands site.
 - Subject to entering into agreement seek proposals to redevelop part of the Heathlands site to provide a new care home
 - Subject to entering into agreement seek proposals on other specialist housing on the remaining part of the Heathlands site.

The partners – Bracknell Forest Council, Royal Borough of Windsor and Maidenhead, and the CCG – have entered into a Memorandum of Understanding for the development of a 64 bed Nursing Home to be built on the former Heathlands site, to commission through a tendering exercise the construction of the home, to commission through a tendering exercise a provider to operate the home, and separately for Bracknell Forest to construct 14-20 units of specialist accommodation for people with social care needs. A procurement plan for the construction works has now been approved by the Director and Executive Member for Adult Social Care, Health and Housing.

The total projected capital cost of the nursing home is £10m (including contingencies). Of this total, contributions of £3.123m are required from each of the CCG and Royal Borough of Windsor & Maidenhead, representing their contribution to the construction of the home. However at this stage it is unclear whether the CCG's contribution will be paid as a one off, or on an on going basis on the bed price. The

CCG have made a bid for a capital grant within the STP from the NHS of £3m for this project, and when the outcome of this bid is known, this will determine how the CCG will make its contribution.

Members are therefore asked to agree to provide up to £7m of capital funding as Bracknell Forest's contribution to the scheme, noting that £3m of this will be met by the CCG in some way so will not fall as a cost to the Council.

After allowing for the cost of capital (both principal repayment and interest costs) the Council will save approximately £200k per year in reduced costs of care. It is also expected that the facility will help keep other care prices in the area in check and thereby realise additional savings, although these cannot be accurately quantified at this time.

The plans for the care home are based on the most efficient size of care home, and as such leaves some of the site available for other developments to address social care needs. A review of the different options for the other part of the site is being undertaken and options will be presented to the Executive for consideration later in the Autumn.

Business Rates Pilot for Berkshire

- 4.2 The Berkshire Leaders have agreed to put forward to Government a proposal to establish a business rate pilot pool covering the whole of Berkshire. A financial assessment undertaken on behalf of Berkshire Treasurers has indicated that being included as a pilot area, to help Government design the detail of a new 100% business rates system for local government, would potentially realise a significant one-off financial advantage for the authorities.

The proposal would be based on collaborative arrangements, including working with the LEP, to address some of the potential barriers to continued economic growth in the area, particularly transport infrastructure, affordable housing and specific skills shortages. Part of any financial gain would be pooled to invest in these areas, with the remainder to be distributed to the individual authorities.

While this proposal was developed in the absence of any definitive updates from Government on the future business rates system, a formal invitation was subsequently issued by Government on 1 September for areas to bid for pilot status, with a deadline of 27 October for submissions. The outline proposal for Berkshire will be developed in detail in accordance with this timetable and submitted following further discussion with Leaders.

Timothy Wheadon
Chief Executive

Section 2: Budget Position

REVENUE BUDGET MONITORING

The monthly monitoring returns are set out in detail in each department's Quarterly Service Report (QSR).

Across the Council, variances have been identified that indicate a net over spend of £3.7m, with £1.7m remaining unallocated in the Corporate Contingency. These figures do not take into account grant funding for Social Care announced in the Chancellor's Budget in March as part of the Improved Better Care Fund, pending confirmation of how the allocation of £0.9m for Bracknell Forest can be set against the additional costs being incurred by the service. The flexibility of spend on this will depend on a positive outcome from our CQC Area Review.

The major variances being reported are as follows:

Children, Young People and Learning

- Within Children's Social Care, placement costs are forecast to over spend by £1.7m. Plans are in place to make future changes that could save £0.25m on current costs, however these are excluded from the forecast as they have yet to be achieved.
- There is always a prospect of further placements needing to be made which would further increase costs. While it is impossible to predict this with any certainty, at this stage it appears that a significant peak in activity was experienced in May and the position in June and July has stabilised, albeit with placements still higher than in previous years.
- A reduction in staff costs is forecast within Strategy, Resources and Early Intervention from holding posts vacant in Office Services and Education, Capital and Property plus reduced agency staff usage in Performance and Governance (-£0.055m).

Adult Social Care, Health and Housing

- Older People and Long Term Conditions is forecast to overspend by £1.1m. This primarily relates to care packages (£1.0m), where the level of demand is continuing to increase and expected savings have not yet materialised, and the use of agency staff (£0.1m).
- The over spend on the Community Team for People with Learning Disabilities (£0.7m) primarily relates to higher care package costs (£0.55m). Other factors are an increase in supported living costs of £0.16m resulting from an HMRC ruling that the national minimum wage should apply to carers providing sleep-in cover and additional staffing costs (£0.15m), partially offset by CHC funding received of £0.18m.
- The Community Mental Health Teams are forecast to over spend by £0.27m, with the most significant pressures being additional care package costs for Older Adults (£0.3m) and higher staff costs resulting from the use of agency staff to cover vacant posts (£0.15m). Against these, a refund of £0.2m has been received related to a care package funded by the CCG.

- Underspends against Housing services totalling £0.4m are forecast, while pressures on staff costs in Forestcare of £0.1m are being experienced due to overtime payments and the use of agency staff.
- The introduction of the new Resource Allocation System (RAS) called FACE is felt to be key to achieving savings on care packages. Data to the end of July indicates it has not yet resulted in lower cost care packages and further work is being undertaken to review the parameters that underpin it.

In addition to the headline variances being reported, a range of Emerging Issues have been highlighted that could result in additional or reduced costs when they are confirmed. Overall, those identified to date could potentially increase the predicted overspend by a further £0.6m. The most significant items are as follows;

	£000
Coral Reef – no income is being generated while the facility is closed. Based on historic usage patterns the impact will be a shortfall against the underlying budget of up to £0.45m, although it is expected that the new facility will attract more users and the normal closure over the Christmas period for annual maintenance will not need to happen.	450
Parks, Open Spaces and Countryside - Based on a projection of house building within the borough of Surrey Heath, particularly Camberley, it is unlikely that the income received from Surrey Heath for SANGS capacity at Shepherds Meadow will meet the budget target (£0.0200m).	200
Easthampstead Park Cemetery and Crematorium – income is being affected by reduced demand for the facility due to concerns about noise disturbance from the on-going capital project. A shortfall of £0.175m is currently predicted, however this is likely to change dependent on the time taken to complete the works.	175
Waterside Park – a shortfall in rental income is expected for this property, which was purchased prior to the robust Commercial Property Investment Strategy being adopted.	150
Waste PFI - The latest re3 PFI projected outturn for 2017/8 is an under spend of -£0.191m, this is based on provisional tonnage information from April and also takes into account the planned shutdown of Lakeside in September 2017.	-191
Bracknell Leisure Centre - Due in the main to changes in the marketing and sales functions, implementing initiatives which have seen an increase in memberships, early profiled projections are an under spend of -£0.100m.	-100

The scale of the potential overspend is concerning and the attention of CMT is firmly focused on addressing it. Directors are ensuring that their Transformation Programme activities are prioritising the delivery of short-term savings as well as delivering the expected wider benefits. In addition, all service areas have started to work on budget options for 2018/19, in order that some of the proposals can be implemented early to help the 2017/18 position, subject to the necessary consultation and decision making processes.

The in-year financial position will continue to be monitored closely over the next few months, most particularly the impact of demand pressures in Children's and Adult Services, which are the most volatile areas. This will enable additional mitigating actions to be introduced if necessary in the Autumn to help ensure that expenditure is contained within the approved budget by the year end.

Section 3: Strategic Themes

Value for money



1. Value for money					
Ind Ref	Short Description	Previous Figure Q4 2016/17	Current Figure Q1 2017/18	Current Target	Current Status
L051	Percentage of current year's Council tax collected in year (Quarterly)	98.28%	29.43%	29.30%	
L053	Percentage of current year's Business Rates collected in year (Quarterly)	98.62%	35.07%	33.10%	
L221	Satisfaction level expressed in survey of contact with Customer Services, across all channels (Quarterly)	96.50%	90.50%	85.00%	
L255	Subsidy on leisure services (Quarterly)	942,655	112,723	-334,983	
L256	Percentage of transactions carried out online and the use of the customer portal (Quarterly)	49.0%	39.9%	53.9%	
L257	Cumulative number of complaints received at stages 2 and 3, statutory social services complaints, and complaints referred by the Local Government Ombudsman (Quarterly)	82	34	N/a	N/a
L261	Level of staff sickness absence (Quarterly)	1.93	1.57	N/a	N/a
L262	Level of voluntary staff turnover (Quarterly)	2.5%	2.7%	N/a	N/a

A strong and resilient economy



2. A strong and resilient economy					
Ind Ref	Short Description	Previous Figure Q4 2016/17	Current Figure Q1 2017/18	Current Target	Current Status
L265	Number of newly incorporated businesses (Quarterly)	196	190	N/a	N/a
L268	Percentage of working age people who are unemployed (Quarterly)	2.3%	2.2%	N/a	N/a
L269	Percentage of working age population in employment (Quarterly)	83.4%	83.5%	N/a	N/a
L271	Percentage of the borough covered by Superfast broadband (Quarterly)	96.2%	96.2%	96.2%	

People have the life skills and education opportunities they need to thrive



3. People have the life skills and education opportunities they need to thrive					
Ind Ref	Short Description	Previous Figure Q4 2017/18	Current Figure Q1 2017/18	Current Target	Current Status
NI114	Number of permanent exclusions from secondary schools (Quarterly)	1	4	Stay below national average	
NI117	Number of 16 - 18 year olds who are not in education, employment or training (NEET) (Quarterly)	3.9%	4.1%	5 each quarter	
L139p	Percentage of Primary schools rated good or better (Quarterly)	74.2%	74.2%	83.3%	
L139s	Percentage of Secondary schools rated good or better (Quarterly)	80.0%	83.0%	75.0%	
L237	Number of apprenticeships starts for 16-24 year olds through City Deal interventions (Quarterly)	3	8	5	
L325	Number of permanent exclusions from primary schools (Quarterly)	-	0	Stay below national average	
L326	Number of fixed period exclusions from secondary schools (Quarterly)	-	141	Stay below national average	
L327	Number of fixed period exclusions from primary schools (Quarterly)	-	47	Stay below national average	

People will live active and healthy lifestyles



4. People live active and healthy lifestyles					
Ind Ref	Short Description	Previous Figure Q4 2017/18	Current Figure Q1 2017/18	Current Target	Current Status
OF1c.2a	Percentage of people using social care who receive direct payments (Quarterly)	24.2%	27.3%	25.0%	
L003	Number of visits to leisure facilities (Quarterly)	1,738,864	430,473	352,000	
L015	Number of attendances for junior courses in leisure (Quarterly)	118,536	27,942	24,700	
L277	Number of people who received Falls Risks Assessments in the quarter (Quarterly)	35	23	36	
L278	Percentage of adult social care records in the Adult Social Care IT System that contain the person's NHS number (Quarterly)	98.3%	98.6%	98.0%	
L279	The number of young people who are newly engaging with KOOTH (the online counselling service for young people) (cumulative - new plus existing registrations by end of year) (Quarterly)	603	1,755	500	
L280	The % of young people who receive a response from KOOTH (the online counselling service for young people) within 2 hours (Quarterly)	100.0%	100.0%	95.0%	
L309	Number of community groups worked with by Public Health to develop their support to local residents (Quarterly)	N/a	59	62	
L310	Number of people accessing online Public Health services via the Public Health portal (Quarterly)	N/a	1,251	800	
L311	Number of people actively engaged with Public Health social media channels (Quarterly)	N/a	1,870	1,800	



5. A clean, green, growing and sustainable place					
Ind Ref	Short Description	Previous Figure Q4 2017/18	Current Figure Q1 2017/18	Current Target	Current Status
NI157a	Percentage of major applications determined in 13 weeks (Quarterly)	75%	92%	85%	
NI157b	Percentage of minor applications determined in 8 weeks (Quarterly)	92%	96%	85%	
NI157c	Percentage of other applications determined in 8 weeks or within an agreed extension of time period (Quarterly)	97%	99%	85%	
NI181	Time taken in number of days to process Housing Benefit or Council Tax Benefit new claims and change events (Quarterly)	3.2	5.4	8.0	
NI192	Percentage of household waste sent for reuse, recycling and composting (Cumulative figure for 16/17 reported quarterly in arrears)	40.1%	N/a	N/a	N/a
NI193	Percentage of municipal waste land filled (Cumulative figure for 16/17 reported quarterly in arrears)	19.78%	N/a	N/a	N/a
L178	Number of household nights in non self contained accommodation (Quarterly)	183	303	274	
L179	The percentage of homeless or potentially homeless customers who the council helped to keep their home or find another one (Quarterly)	82.00%	84.00%	80.00%	
L241	Income from CIL (Quarterly)	405,367	1,002,000	1,237,500	
L284	Number of homes given planning permission (Quarterly)	1,021	33	162	
L286	Percentage of successful planning appeals (Quarterly)	85.0%	67.0%	68.0%	
L312	Number of families that have been in non self contained accommodation for over 6 weeks at quarter end (Bed & Breakfast) (Quarterly)	N/a	0	0	
L313	Number of families that have been in non self contained accommodation for over 6 weeks at quarter end (Non Bed & Breakfast) (Quarterly)	N/a	12	15	

Strong, safe, supportive and self-reliant communities



6. Strong, safe, supportive and self-reliant communities					
Ind Ref	Short Description	Previous Figure Q4 2017/18	Current Figure Q1 2017/18	Current Target	Current Status
NI062	Stability of placements of looked after children in terms of the number of placements (Quarterly)	9.6%	3.7%	11.0%	
NI063	Stability of placements of looked after children - length of placement (Quarterly)	45.5%	51.7%	60.0%	
L092	Number of children on protection plans (Quarterly)	171	166	N/a	N/a
L161	Number of looked after children (Quarterly)	115	136	N/a	N/a
L185	Overall crime (Quarterly)	5,174	1,271	N/a	N/a
L202	Number of families turned around through Family Focus Project (Quarterly)	15	0	400 families over a 5 year period	N/a
L203	Number of Referrals to Early Intervention Hub (Quarterly)	55	83	N/a	N/a
L204	Total number of CAFs and Family CAFs undertaken (Quarterly)	43	29	N/a	N/a
L242	Number of cases that step up to Children's Social Care (Quarterly)	0	7	N/a	N/a
L243	Number of cases that step down from Children's Social to Early Intervention Hub (Quarterly)	19	42	N/a	N/a
L287	Number of children in need supported under Section 17 of the Children Act (Quarterly)	645	801	N/a	N/a
L288	Number of foster carers recruited to meet need (Quarterly)	10	3	3	
L289	Average caseload per children's social worker (Quarterly)	18.0	19.3	16.0	
L290	Rate of referral to children's social care (Quarterly)	151.1	197.5	Maintain	
L030	Number of lifelines installed in the quarter (Quarterly)	231	231	200	
L031	Percentage of lifeline calls handled in 60 seconds in the quarter (Quarterly)	95.80%	96.70%	97.50%	
L316	Forestcare - % of Lifeline demos within 7 days of customer request (Quarterly)		96%	90%	

Note: Details of the annual indicators not being reported on this quarter are contained within the departmental quarterly service reports (QSRs).

Section 4: Corporate Health

a) Summary of People

Staff Turnover

Department	Quarter 1	For the last 4 quarters	Notes
Adult Social Care, Health & Housing	3.74%	9.89%	
Corporate Services	2.04%	9.55%	
Chief Executive's Office	2.7%	14.3%	
Children, Young People & Learning	2.45%	11.03%	
Environment, Culture & Communities	1.72%	9.41%	

Comparator data	%
Total voluntary turnover for BFC, 2016/17:	13.8%
Average voluntary turnover rate UK public sector 2015:	15.4%
Average Local Government England voluntary turnover 2015:	13.5%

(Source: XPerTHR Staff Turnover Rates and Cost Survey 2014 and LGA Workforce Survey 2013/14)

Staff Sickness

Department	Quarter 1 (days per employee)	2017/18 Projected Annual Average (days per employee)	Notes
Adult Social Care, Health & Housing	2.90	11.61	
Corporate Services	2.05	8.2	
Chief Executive's Office	2.66	10.63	
Children, Young People & Learning	1.10	4.40	
Environment, Culture & Communities	1.46	5.83	

Comparator data	All employees, average days sickness absence per employee
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Bracknell Forest Council 16/17	6.0 days
All local government employers 2015	10.5 days

(Source: Chartered Institute of Personnel and Development Absence Management Survey 2014)

b) Summary of Complaints

Corporate Complaints

	New complaints activity	Complaints activity year to date	Outcome of total complaints activity year to date
Stage 2	3	3	2 – not upheld 1 – partially upheld
Stage 3	1	1	1 – not upheld
Local Government Ombudsman	1	1	1 – not investigated further
TOTAL	5	5	

Statutory Complaints

Department	Stage	New complaints activity	Complaints activity year to date	Outcome of total complaints activity year to date
Adult Social Care, Health & Housing	Statutory	4	4	3 – upheld 1 - ongoing
	Ombudsman	-	-	-
Children, Young People & Learning	Stage 1	16	16	5 – concluded/declined 2 – partially upheld 9 – currently investigated
	Stage 2	4	4	4 – in progress
	Stage 3	0	0	
	Ombudsman	1	1	1 – determined premature
TOTAL		25	25	

c) Strategic Risks and Audits

The new format for the Strategic Risk Register was agreed by CMT and the Governance and Audit Committee in quarter 1 and now includes additional information on risk appetite. The risks in the Register were reviewed by the Strategic Risk Management Group on 1 June, by CMT on 7 June and by the Governance and Audit Committee on 28 June. The key changes agreed were to increase the risk scores for the transformation, Coral Reef project and demands for services risks and reduce the risk scores for the IT infrastructure, cyber resilience, Binfield Learning Village and school backlog maintenance risks.

One limited assurance report was issued in quarter one relating to a Council wide review of officers expenses.



QUARTERLY SERVICE REPORT

CHIEF EXECUTIVE'S OFFICE

Q1 2017 - 18
April - June 2017

Assistant Chief Executive:
Victor Nicholls

Date completed: 10th August 2017

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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

This is the final QSR from the Chief Executive's Office (CXO) because the Assistant Chief Executive, Victor Nicholls, is leaving in August 2017. The post of Assistant Chief Executive is being deleted and the CXO is being transformed as a consequence.

The Community Safety team will move to the Adult Social Care, Health and Housing directorate, reporting to the Chief Officer: Housing. The Regeneration and Economy Team will move to the Environment, Culture and Communities directorate, reporting to the Chief Officer: Planning, Transport and Countryside. . The Overview & Scrutiny Team will move to the Corporate Services directorate, reporting to the Head of Democratic and Registration Services. At the time of writing, the Head of Overview & Scrutiny role had been through a recruitment process but no appointment had been made. This is being reviewed. In future, performance information related to these teams will be reported in the appropriate directorate QSRs.

The Performance and Partnerships, Transformation and Engagement and Communications and Marketing teams will remain reporting to the Chief Executive. There may be further change as a consequence of the Business Intelligence Review, currently underway.

Highlights and remedial action

Good performance

- The regeneration of Bracknell town centre reaches its two most significant milestones with the successful opening of the Marks and Spencer store/Avenue Car Park on 27 July and the grand opening of the Lexicon scheme on 7 September. This completes the regeneration process which commenced with the development of the town centre masterplan adopted by the council in 2002. The period between the opening of the Marks and Spencer store and the main scheme opening is for commissioning and testing of the car park and other systems, and has already proved to be extremely valuable. Bracknell town centre public realm, highways and other town-wide improvements are on schedule to complete by centre opening.
- A joint Town Centre Management Group has been established where the Council and developer are working in partnership to ensure a cohesive approach to manage the town centre in to the future, and in particular the range of activity and events in the new town centre.
- The Regeneration and Economy team continues to build on the successful business Liaison programme and held over 10 meetings since 1st April 2017 with key businesses in the borough. Officers are actively involved in the Economic and Skills Development Partnership (ESDP) which brings the business community and the Council together to improve and promote the borough. Officers are making strong progress establishing a Business Improvement District (BID) in the Southern and Western Business Areas and have created a partnership called Bracknell Investment Group.

- The Council is working with the LEP and the Growth Hub to support Small and Medium sized Enterprises (SME's) and start-ups in Bracknell Forest. In 2016/2017 the Growth Hub worked closely with the Council and we achieved an increase in support workshops and seminars hosted in Bracknell. The Growth Hub worked with Bracknell businesses in 2016/2017 to support them and provide coaching. The Growth Hub is still building their Berkshire wide strategy to which the Council had input at a workshop in May 2017. Once the strategy has been implemented local touch points will work with local authorities to ensure the best support for their SME's and Growth Companies.
- In June, the Council hosted local, regional and London-based commercial property agents on a visit to the Lexicon site. This was an opportunity to build real enthusiasm about Bracknell Forest and allow agents to market the area to potential investors.
- The 2017/18 work programme for Overview and Scrutiny is being delivered as planned.
- The Head of Community Safety post has now been filled by Alison O'Meara.
- A great deal of effective partnership working with BRP, Westgrove Security and Thames Valley Police has been taking place to ensure police and security presence during the opening celebrations of the Lexicon as well into the first few weeks of business. An Operation Order is being drawn up by Community Safety to reflect the activity and responsibilities of all partners to aim to keep levels of crime and disorder at the lowest possible levels in the coming months.
- Bracknell Forest's overall crime figures for Q1 are up by a very small 3% (1,232 to 1,271) on the same period last year, considerably less than Wokingham's 12% and the Thames Valley's figure of 15%.
- The 2017-2019 Community Safety Partnership Plan has recently been published to reflect current priorities which include Protection of Vulnerable People, Violence and Serious Organised Crime, Reduce Re-offending, Prevention and Early Intervention and the Town Centre. A set of performance targets are currently being drawn up for the CSP to monitor and manage.
- The communications and marketing team supported the successful launch of the new M&S store at The Lexicon, achieving a reach of 47,000 on Facebook with a 30% engagement rate in 24 hours (the industry benchmark for good engagement is 5%), to further this publicity, the team facilitated broadcast and print interviews with the project team and councillors - resulting in positive regional coverage. The award submission the team wrote for the Thames Valley Property Awards on the town centre regeneration saw the project shortlisted in May, taking the runner-up spot at awards ceremony. Work is ongoing to support the full launch in September to maximise the council's publicity around this strategic project.
- The communications and marketing team has continued to support the strategic publicity around the re-launch of Coral Reef - including a pitching, setting up and facilitating regional broadcast coverage, which resulted in more than 80,000 views online. The team has started the strategic planning for the leisure attraction's main launch in September.

- The team created a social media campaign around child sexual exploitation in June, which was seen by more than 29,000 people and generated an engagement rate of 1.21 per cent, more than doubling the previous campaign's result.
- Social media continues to grow under the team's leadership, with more than 18,000 people following the council's corporate accounts across the three main channels. The team has focussed on providing engaging Instagram content this quarter, in addition to Twitter and Facebook, which has seen followers on that channel break the 1,000 mark.

Audits and Risks

No audits or significant risk management issues to highlight here.

Budget position

Quarterly financial information relating to the Chief Executive's Office is presented in the Corporate Services Quarterly Service Reports.

Section 2: Strategic Themes

Value for money



Sub-Action	Due Date	Status	Comments
1.2 The cost quality and delivery mechanism of all services will be reviewed by 2019			
1.2.01 Implement the Transformation Board work programme for 2017/18 (T)	31/03/2018		Three new service reviews started their analyse phase this quarter; Parks and Countryside, Planning and Building Control and Children's Services. Analyse gateway reviews will take place in September. The Children's Transformation review was put on hold in May for the Ofsted inspection but the Programme Plan was endorsed by the Transformation Board on 5th July and analyse work has started. The 2016/17 service reviews are progressing well in their 'do' implementation phase.
1.7 Spending is within budget			
1.7.03 Implement savings as identified for 2017-18 (T)	31/03/2018		On track

1. Value for money					
Ind Ref	Short Description	Previous Figure Q4 2016/17	Current Figure Q1 2017/18	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)	82	34	N/A	N/A



A strong and resilient economy

Sub-Action	Due Date	Status	Comments
2.1 The borough is regarded as an excellent business location			
2.1.01 Deliver the business liaison programme with key Bracknell Forest businesses	31/03/2019		Between April and June 2017 nine business liaison meetings have been held. More meetings are being scheduled and the programme is progressing well.
2.1.02 Work in partnership with the Local Enterprise Partnership (LEP) to develop a strategy to support Bracknell Forest Small and Medium Enterprises (SMEs)	31/03/2019		The team is working closely with Oxford Innovations who took over the Growth Hub in April. This will ensure that Bracknell Forest businesses are receiving high quality support for SME's.
2.1.03 Develop the business case for a Business Improvement District for one of the borough's business parks	31/03/2019		The business-led BID group has now developed its own formal identity as the Bracknell Investment Group. The group has commissioned a survey of firms in the business areas. The results have informed an initial set of projects for the group.
2.2 The Northern Retail Quarter opens in April 2017			
2.2.01 Work with the Bracknell Regeneration Partnership (BRP) to implement and monitor the construction programme for the regenerated town centre	31/03/2018		Officers continue to work with BRP on the construction programme. The centre opening date is on schedule for 7th September 2017.
2.2.02 Deliver the programme of agreed town wide improvements	31/03/2018		Town wide improvements are on-going and scheduled to be completed in time for centre opening.
2.2.04 Produce and implement a strategy for Market Square and the new market	31/03/2018		Concept design complete. Design to be brought forward when the Thomas Homes development has progressed.
2.3 A thriving town centre and night-time economy is supported by coordinated town centre management			
2.3.01 Work with BRP to develop and implement the town centre management strategy	31/03/2018		Group is in place and delivering. Various sub-groups for particular town centre management tasks also running.

2. A strong and resilient economy					
Ind Ref	Short Description	Previous Figure Q4 2016/17	Current Figure Q1 2017/18	Current Target	Current Status
L265	Number of newly incorporated businesses (Quarterly)	196	190	N/A	N/A
L268	Percentage of working age people who are unemployed (Quarterly)	2.3%	2.2%	N/A	N/A
L269	Percentage of working age population in employment (Quarterly)	83.4%	83.5%	N/A	N/A
L271	Percentage of the borough covered by Superfast broadband (Quarterly)	96.2%	96.2%	96.2%	



Strong, safe, supportive and self-reliant communities

Sub-Action	Due Date	Status	Comments
6.1 Levels of volunteering and community action in the borough are increased			
6.1.01 Increase community involvement in Anti Social Behaviour problem solving through a process of engagement with the local community	31/03/2019		Information and reporting processes are available on the public website and mediation for both parties and best practice evidence gathering is coordinated through the Community Safety Team and Police ASB Officers.
6.2 High levels of community cohesion are maintained			
6.2.01 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		Continued delivery of awareness raising workshops within education, faith and community groups. Regular meetings of the Prevent Steering Group to discuss current issues and development of intervention and support practices to protect vulnerable individuals.
6.3 There are low levels of crime and anti-social behaviour throughout the borough			
6.3.02 Ensure anti social behaviour is considered as part of the town centre regeneration plans through a programme of joint working with partners	31/03/2018		Regular involvement with town centre planning to ensure issues arising around ASB are tackled effectively ahead of the completion of the town regeneration.
6.3.03 Implement a coordinated programme of action to address anti social behaviour	31/03/2019		Police cooperation and Community Safety ASB Officer review ASB data to direct relevant resources quickly and effectively.
6.6 Joint planning between Thames Valley Police and Bracknell Forest Council is carried out on local activities			
6.6.01 Work through the Partnership Problem Solving process with the Police to ensure a coordinated response to local activities	31/03/2019		The Partnership Problem Solving Group meets monthly to review and discuss existing and upcoming issues affecting the community and how best to resolve them.

6. Strong, safe, supportive and self-reliant communities					
Ind Ref	Short Description	Previous Figure Q4 2016/17	Current Figure Q1 2017/18	Current Target	Current Status
L185	Overall crime (Quarterly)	5,174	1271	N/A	N/A

Section 3: Operational Priorities

Sub-Action	Due Date	Status	Comments
7.3 Chief Executive's Office			
7.3.01 Co-ordinate the Council's performance management framework	31/03/2019		Service Plans are complete for 2017/18 and the software (PARIS) has been updated for 2017/18. The outcome of the Business Intelligence review will inform the future direction of the performance framework.
7.3.02 Ensure all report production and other deadlines are met for servicing the on-going programme of Overview and Scrutiny meetings	01/04/2019		All report production and other deadlines for Overview and Scrutiny are on track.
7.3.03 Produce the annual report to the Executive on complaints received including demonstrating that lessons are learnt and applied	31/09/2017		In progress
7.3.04 Develop and deliver a communications and marketing strategy for 2016 - 2019	31/03/2019		The review has been implemented and ground-work for the strategy has started. However, owing to reduced capacity within the team it has not been progressed.
7.3.05 Develop and deliver the Bracknell Forest Council elements of town centre communications strategy	30/09/2017		Work with BRP continues under the shared strategy and protocol. A successful media site visit was carried out in June and the opening event plans are progressing on track ready for the stakeholder event on 6 September, official opening on 7 September and other seasonal events throughout 2017/18. Further retailer announcements are due in the coming weeks.
7.3.07 Use monthly budget monitoring reports to identify and address any emerging overspends promptly	31/03/2019		Ongoing
7.3.08 Maintain promotional materials (e.g. the business website) to promote the borough as a business location.	31/03/2019		The council website has been updated to include new business pages. The next edition of the business brochure is soon to be released.
7.3.09 Monitor all voluntary sector core grants to ensure they support the Council Plan	31/03/2019		Conditions of Grant documents signed for each voluntary organisation.
7.3.10 Coordinate the work of the Community Safety Partnership (CSP) to implement the CSP Plan priorities	31/03/2019		The refreshed 2017 – 2019 Community Safety Partnership Plan is in the process of being published, which identifies our local priorities.
7.3.11 Prevent a rise in levels of Serious Acquisitive Crime (Burglary Dwelling and Non Dwelling Motor Vehicle Crime and Robbery) through targeted action with prolific offenders	31/03/2019		Partnership working between Community Safety, Police and Probation to identify our active prolific offenders and manage them effectively through our Integrated Offender Management scheme.
7.3.12 Continue to develop and deliver the transformation programme's Engagement and Communication Plan incorporating communications for	31/03/2019		The Plan is being updated to incorporate the OD strategy communications.

the 'One Council' organisational development strategy. (T)			
7.3.13 Continue to develop and deliver transformation project's Engagement and Communications Plans with project managers.(T)	31/03/2019		On track
7.3.14 Work with perpetrators of domestic abuse to reduce levels of repeat victimisation.(E)	31/03/2019		Continued work to identify and manage perpetrators and victims of domestic abuse and the facilitation of ongoing intervention with both parties and family systems.
7.3.15 Hold monthly multi-agency meetings to coordinate the support and response for repeat and/or high risk victims of domestic abuse (E)	31/03/2019		Domestic Abuse Forum, Executive and MARAC meetings are all operational within Bracknell Forest.

7. Operational					
Ind Ref	Short Description	Previous Figure Q4 2016/17	Current Figure Q1 2017/18	Current Target	Current Status
L307	Percentage of fair and balanced press coverage (Quarterly)	94.5	95.0%	100.0	
L308	Social media visibility (cumulative) (Quarterly)	5,343,552	1,761,562	1,362,606	

Section 4: People

Staffing levels

	Establishment Posts	Staffing Full Time	Staffing Part Time	Total Posts FTE	Vacant Posts	Vacancy Rate
Chief Executive	2	2	0	2	0	0
Chief Executive's Office	33	21	12	29.22	3	8.33
Department Totals	35	23	12	31.22	3	7.89

Staff Turnover

For the quarter ending	30 June 2017	2.7%
For the last four quarters	1 July – 2016 – 30 June 2017	14.3%

Comparator data	
Total voluntary turnover for BFC, 2016/17:	13.8%
Average voluntary turnover rate UK public sector 2015:	15.4%
Average Local Government England voluntary turnover 2015:	13.5%

Source: XPerHR Staff Turnover Rates and Cost Survey 2015 and LGA Workforce Survey 2014/15

Comments: Vacancies are Head of Overview & Scrutiny, Performance & Partnerships Officer plus Domestic Abuse Co-ordinator.

Staff sickness

Section	Total staff	Number of days sickness	Quarter 1 average per employee	2017/18 annual average per employee
Chief Executive	2	0	0	0
Chief Executive's Office	33	93	2.81	11.27
Department Totals (Q1)	35	93	2.66	
Projected Totals (17/18)				10.63

Comparator data	All employees, average days sickness absence per employee
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Bracknell Forest Council 16/17	6.0 days
All local government employers 2015	10.5 days

Source: Chartered Institute of Personnel and Development Absence Management survey 2016

Comments: Two posts are currently on long-term sick leave, one in the Community Safety Team and one in the Communications and Marketing Team

There were 61 days sickness due to long term sickness. The estimated annual average per employee for the Department stands at 10.63 days per employee. The estimated annual average without long term absence stands at 3.09 days per employee.

Section 5: Complaints

Stage	New complaints activity in quarter	Complaints activity year to date	Outcome of total complaints activity year to date
Stage 2	0	0	N/A
Stage 3	0	0	N/A
Local Government Ombudsman	0	0	N/A
TOTAL	0	0	N/A

NOTE: The table excludes Stage 1 complaints and those complaints which are dealt with through separate appeals processes. It should also be noted that complaints which move through the different stages are recorded separately at each stage.

Nature of complaints/ Actions taken/ Lessons learnt:

Annex A: Financial information

Quarterly financial information relating to the Chief Executive's Office is presented in the Corporate Services Quarterly Service Reports

Annex B: Annual indicators not reported this quarter

Council Plan indicators

Ind. Ref.	Short Description	Quarter due
2. A strong and resilient economy		
L270	Average gross annual earnings	Q4

Operational indicators

Ind. Ref.	Short Description	Quarter due
L294	Successful resolution of business related enquiries received by the Business & Enterprise Team with 15 working days	Q4

L295	Meetings held with key businesses each	Q4
L324	Percentage satisfaction with O&S reviews from senior staff feedback (Annual)	Q4

QUARTERLY SERVICE REPORT

CORPORATE SERVICES

Q1 2017 - 18
April - June 2017

Executive Members:

Councillor Iain Mc Cracken
Councillor Peter Heydon
Councillor Paul Bettison

Director:

Alison Sanders

Date completed: 10th August 2017

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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

Introduction

A key activity for the Directorate in the first quarter was to undertake the recruitment process for the new support services structure for ICT, HR and Finance. This was successfully completed and a small number of appeal hearings were held and concluded prior to the Employment Committee on 5 July, which considered and signed off the outcomes. Despite the large scale changes, there were only 6 compulsory redundancies. A small number of posts could not be filled internally, most notably the IT Business Partners, Organisational Development Manager and the Accountancy Support Manager, which will now be recruited to externally.

With a 10% reduction in the number of staff delivering support services, focus has turned quickly to reviewing current processes to ensure that the new structures will be sustainable. Inevitably there will be a transition period over the autumn as changes bed in, which will require careful management to ensure that sufficient focus is maintained on supporting the cross-council Transformation Programmes.

In order to help reinforce that there is more to the new support services arrangements than simply moving staff within the Council, it is intended that from the beginning of September the Directorate will be renamed "Resources", which is felt to better reflect the One Council ethos and underpins an enabling approach to working alongside other services areas.

Budget and savings delivered for 2017/18

The approved Corporate Services' cash budget for 2017/18 was £13.554m which included economies of £-0.392m and commitments of £-0.704m. Work is being undertaken during the summer to identify efficiency savings for the 2018/19 budget which will be in addition to those to come from the Transformation Projects.

Transformation projects progress

Council Wide Support Services Review (CWSS)

- A Director's briefing session for all staff in the new functions took place in early July, as well as a CS DMT planning session. A Corporate Services Senior Leadership Team session will take place in August and a whole directorate session in September.
- A series of engagement sessions have been planned to further develop the Business Partner roles. A workshop will be held with Chief Officers and Business Partners from HR, Finance and ICT in July, followed by attendance at DMTs and further discussion at the September cross-council Senior Leadership Group.
- Work is ongoing to determine the system update requirements for each of the support service systems to allow implementation of the new processes.
- Meetings have already been held with some new process leads, with further meetings planned, and some of the new processes have already been implemented.
- The Invotra intranet demo site has been created and shown to Board members with positive feedback. Stakeholder engagement on the demo site work is complete and work has now begun on full development of the intranet to facilitate self service in the new Target Operating Model.
- Early colocation of ICT, Finance and HR support service teams in Time Square alongside directorates has now been confirmed for September / October.
- An early version of the Business Intelligence review recommendations has been considered by the Board and discussed at CMT. The recommendations include consolidation of the function. However there is considerable work required to achieve

the ambition for this function which is to bring data and intelligence to the heart of decision making.

- The Business Case for the Legal shared service with West Berkshire is being developed, along with developing a single structure, and will be finished by the end of July for consideration by both CMTs, before developing a plan for implementation.

Citizen and Customer Contact Review (CCC)

- The implementation plan for the Customer Experience transformation has been developed covering the following workstreams:
 - Implementing the Customer Experience Blueprint - to ensure the operating principles are applied across all services and customer contact,
 - Developing closer partnership working - developing the involvement of the community and voluntary sector in the delivery of council services,
 - Implementing the new approach to processes, technology and information - reviewing how we manage post, email, telephone and face to face contact,
 - Better meeting the needs of high needs customers - ensuring the council provides a more joined-up approach to supporting customers who access a wide range of services;
 - Implementing the new model for governance - reframing the remit of the Chief Officer to create responsibility for the customer experience blueprint across the whole council,
 - Implementing service redesign across the Council - working with all services, to redesign with a digital focus, and implement the principles of the customer experience blueprint,
 - Implementing the new approach to communications - moving to more engagement, encouraging behaviour change and moving to a digital by default approach,
 - Embedding new roles and skills requirements - working with the Organisational Development Strategy to ensure staff have the skills required to deliver the blueprint principles.
- A number of key projects have begun in order to provide some of the underlying building blocks for delivery of the Customer Experience Blueprint. These include:
 - Online bookings - a proof of concept is underway, to demonstrate integrations between a booking system and other key systems - Outlook calendar and payments.
 - Subscription based email alerts - the GovDelivery product has been implemented across a small number of services, and plans are being developed to roll this out further.
 - Webchat - this module of the contact centre system has been installed in the test system and is being trialled within the team. A trial with the public will be rolled out in the next quarter.
 - Social Media management tool - a system has been procured and installed in test. Training for staff across the Council is planned for early in Q2.
- The website redevelopment has been delivered, with the new site made live in June. Customer feedback has been positive. Further work is being planned to add enhanced functionality.
- Work is underway testing a potential new intranet product, which will be a key enabler of enabling new ways of working and organisational development.

Property Review

- Further investigative work is underway to determine the future of Easthampstead Park Conference Centre.
- The sale of the land at Garth (formerly Garth Hill School land) has completed to CALA Homes, with a final payment subject to verification of a planning matter.

- The future of Easthampstead House, the Library and associated areas is subject to a working group considering a comprehensive scheme when the Council offices are relocated to Time Square.
- Plans for the redevelopment of the Commercial Centre are being fully appraised with an interim report to be presented to CMT in the summer.

Progress on other major projects

One Council: Time 2 Change

Plans are well in track for early moves ahead of the planned building changes to Time Square. ICT, HR and Finance relocate to Time Square in September with the remaining operations and democratic functions to be relocated by the spring 2018. Easthampstead House is planned for demolition over the summer 2018. Workstreams are in place to support the necessary changes in ICT, Facilities and Culture.

Mobile working

Four kit types have been agreed to rollout for mobile and flexible working supporting the Time2Change programme and are currently being trialled by users across directorates. New kit will be upgraded in line with the office moves to ensure staff can work in an agile way. A softphone solution will also be rolled out prior to office moves and desk phones removed.

Flexible demonstration desks have been trialled over the past few weeks. A solution will soon be chosen of how flexible desks will be kitted out in Time Square during the office moves.

ASCH&H have approximately 167 staff that need to be kitted out to support their move to mobile working. Equipment has been trialled, demonstrated and chosen and will be ordered so that it can be built and staff can be trained.

Public Website

The new public website went live on June 14th 2017, following a soft launch in early June. Following assistance from consultants, Microserve, the new Drupal website has been developed to provide both clear transactional pages and more design based promotional, information pages. Further work on the 'search' facility will be carried out to improve functionality, along with improvements as identified through ongoing user testing. The website has been assessed for accessibility with the Shaw Trust and their report is expected by mid-July. The site has achieved the clear English Crystal Mark accreditation.

The project board will conduct a project closure meeting in August.

Community Hubs development

Crowthorne Community Hub

- Crowthorne Parish Council have carried out some consultation with the other community venues in the Crowthorne area, to find out information including, what sort of facilities they have, the type of activities that go on and what they can't cater for.
- The developers, L&G, informed us that they will bring forward the provision of the community hub, so it will be ready by about June 2019 or earlier. This is instead of providing a temporary community facility ahead of the permanent one.
- Members of the Working Group met with L&G and their architects, Stride Treglown, to talk about the design of the hub. We are now waiting for them to draw up a draft design.

Warfield Community Hub

- The Working Group is coordinating the public consultation regarding the new Hub and the open space at Priory Fields. BFC's Property Department are carrying out some consultation regarding the retail units to be located alongside the HUB.
- Once the consultations have been completed, it will enable the Working Group to draw up a 'preferred option' list of uses/functions for the community hub and the open space, and identify the size of spaces and priorities/scope for compromise. The findings will then feed into the design stage, at which point a consultant will be engaged to draw up some designs for the community hub and neighbourhood centre as a whole.
- The Working Group are in the process of designing an online survey for residents and two workshops for existing and potential user groups
- Timescales for the public consultation are:
 - On-line Survey (paper copies to be made available) - 4th to 29th September
 - 2 Workshops (one with existing groups and one with potential/other groups) - early to mid October
 - Draw up preferred options for design consultant - by early November
- The next meeting of the Working Group will take place early September.

Blue Mountain

- BFC officers, Cllr Sarah Peacey and the Binfield Parish Council Clerk have met with representatives of Binfield Surgery and a representative from the NHS England's Design and Technical Services Team to discuss the proposal to house Binfield Surgery (who want to expand) at the Blue Mountain Clubhouse.
- Next steps:
 - assess the number of parking spaces needed for the GP and community facility.
 - explore parking options.
 - review community facility specification (questions about whether we can accommodate nursery with this layout).
 - produce draft timetable and more detailed conceptual plan for the first floor.

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

- The UK Parliamentary General Election (UKPGE) was successfully delivered on 8 June with a by-election for Bracknell Town Council, Hanworth Town Ward being held on the same day. The turnout was 70.76% for the UKPGE and 68% for the Hanworth By-election.
- The annual tranche of secondary school appeals was completed. The Admission Appeals Panel sat for three days to hear 11 appeals of which two were upheld.
- Mayor making and the Annual Council Meeting were held on 24 May. Cllr Tina McKenzie-Boyle was elected Mayor and Cllr Alvin Finch Deputy Mayor.
- Crematorium New Chapel - Works commenced on site 10 April 2017 and generally works are progressing well. Programme of works to be completed by 7 November 2017.
- The Commercial Property Investment Strategy has now acquired two commercial properties which will deliver net additional revenue to the Council in excess of £1m per annum and other properties are being identified pursuant to this project as part of the transformation programme.
- The postal courier service has reduced to one van as part of the Council's bid to adopt paperless processes. All locations are still supported, including library services, and staff are undergoing on the job training to complete more varied tasks. The Electric van has been redeployed to Adult Social Care, Health & Housing.

Activity to come in next quarter:

- Delivery of a By-election for the Ascot Priory Ward of Winkfield Parish Council on 20 July.

- Completion of the 360° feedback programme for councillors.
- Review of the Council's Members Allowances Scheme by the Independent Remuneration Panel.
- Recruitment has been undertaken for a Project Manager: Apprenticeships to take the work on the Apprenticeship Levy forward. The successful candidate is due to start in the next quarter.
- The new OH Contract will come into effect on 1st July 2017.
- The Workforce and Organisations Development Strategy has been developed and agreed by CMT. It will be going to Transformation Board in early July for them to agree the action plan contained within it.

Highlights and remedial action

Good performance

Coral Reef Project - Works are progressing well on site. The contractor is currently reporting that works to Sauna World are slightly behind schedule, but are currently trying to accelerate these works. All other areas will be handed back to the Council on 18 August 2017 as programmed.

Learning & Events and the new Appraisal System on iWork@BFC went live on 1st April 2017. Further enhancements to Manager Self Service will continue through the year including facilities to add staff to training courses, add new starters and make contractual changes. So far implementations have all been on target with the confirmed Project Plan.

Areas for improvement

- L293 - Percentage of maintenance projects completed on time and on budget - was 67% against a target of 100% which represents 2 of 3 projects completed both on time and on budget during this quarter.
- L256 - Percentage of transactions carried out online and the use of the customer portal. Positive engagement in customer self service continues and the number of online accounts has risen to 21,000. It should be noted that we are in the process of transferring forms across to the suppliers new product and, as a consequence, some online transactions will not be included in the quarter figure. A new suite of reports will be produced once the transfer is complete.
- L064 - Debt outstanding as percentage of gross debt – was 12% with a target of 5%. A large number of high value invoices raised in June are still outstanding - these are expected to be paid shortly and PI return to levels of about 5%.

Audits and Risks

The Corporate Services Risk Register was reviewed by the Departmental Management Team on 25th May 2017. The only key change was to reduce the impact and likelihood for the cyber risk.

One limited assurance audit reports was finalised in quarter 1 relating to the Construction and Maintenance Follow Up Audit.

Budget position

Revenue Budget

The original cash budget for the department was £13.554m. Net transfers of £0.348m have been made bringing the current approved cash budget to £13.902m. A detailed analysis of the budget changes in this quarter is available in Annex A.

There are no variances to report in the first quarter's 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 (Historic portfolio)	(2,318)	(2,318)	Increased voids and void periods, resulting in reduced income.

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

Capital Budget

The total approved capital budget for the year is £17.645m.

Expenditure to date is £4.504m representing 26% of the budget. The Department anticipates 100% of the total approved budget to be spent by the end of the financial year. A detailed list of schemes together with their approved budget and forecast spend is available in Annex A.

Section 2: Strategic Themes

Value for money



1: Value for money			
Sub-Action	Due Date	Status	Comments
1.1 Council Tax is in the lowest 10% nationally amongst similar authorities			
1.1.01 Maintain Council Tax in the lowest 10% nationally of all unitary authorities	31/03/2018		Maintained
1.2 The cost quality and delivery mechanism of all services will be reviewed by 2019			
1.2.05 Undertake a council wide review of Citizen and Customer Contact and implement the findings (T)	31/03/2018		The Analyse and Plan phases of the Citizen and Customer Contact Review have been completed, and a cross-council Customer Experience Implementation Team has been established to deliver the agreed outcomes. A detailed implementation plan is currently being finalised, and project benefits decided.
1.2.06 Undertake a council wide review of support services (HR ICT Finance Property Legal Procurement Performance Management and Business Intelligence) and implement the findings (T)	31/03/2018		The project is progressing well with one of the work streams (staff restructure) now complete. Work is ongoing on improvements to technology to facilitate self service and implementation of the new 'to be' processes.
1.2.10 Conclude the delivery plan for the Facilities Management Category Strategy	31/03/2019		Final accounting to establish total savings across the Council is being collated in order to seek CMT agreement to conclude this project and its delivery targets.
1.2.11 Undertake a review of key council properties and implement the findings (including Time Square Easthampstead House Commercial Centre Easthampstead Park Conference Centre South Hill Park Open Learning Centre London Road waste site and Longshot Lane recycling centre)	31/08/2019		Several of the properties are now individual projects such as One Council; Time 2 Change, being the migration of all staff to Time Square. The future of the Commercial Centre will be considered by CMT over the summer and the other projects are continuing to reach positions where recommendations can be given to directors.
1.2.15 Implement the Accommodation Strategy for consolidation of Council office accommodation in Time Square.	31/01/2018		The tenders for the Time Square construction are being evaluated and the move management contract is due to be awarded shortly. Demonstration workstations have been set up and the staff survey results have been analysed. ICT are working with teams to ensure they have the flexible kit required to work in an agile way.
1.2.16 Prepare a Business case towards establishing a shared Legal Service with West Berkshire Council with a view to implementing a shared structure by 1 October 2017. (T)	01/10/2017		More Data Analysis underway to complete the business case.

1.3 We charge appropriately for services and seek opportunities to generate additional income			
1.3.05 Review Service Level Agreements and charging with schools and academies and explore opportunities for further service provision	31/03/2019		Refresh of current SLAs is underway.
1.3.06 Implement the changes to the discretionary Home to School Transport service	31/03/2019		In the last academic year we were in receipt of all appropriate contributions with the exception of one family who did not engage with us. In the interests of the child transport continued however there is a plan to seek bursary funding from Kennel Lane in the next academic year to pay the contribution that again will be required should the student continue in education. There was one non payment via Direct Debit which is currently being investigated and reimbursement sought.
1.3.07 Develop Property Investment Strategy to support Property Acquisitions in line with the Council's budget requirements and existing property investment portfolio and begin acquisitions	31/03/2019		The Council has adopted an investment strategy, released funds and purchases have been made to achieve the target income.
1.3.08 Develop and deliver a programme to embed commercial practices across the Council in order to maximise value from all available resources. (T)	31/03/2018		Sourcing decisions and Improving commercial practice are part of the phases of each Transformation project. The work on this is ongoing.
1.4 Self-service and the use of online services has increased			
1.4.01 Increase range of services available through the website and uptake of customer online account (E)(T)	31/03/2019		Focus of the CRM project is currently on redesigning existing online services to ensure all online forms are moved to the latest version of the system. We have seen an increase in the number of online account holders to over 21,000 in this quarter.
1.4.02 Develop an ICT and Digital Strategy to support increased use of online resources by staff. (T)	30/04/2017		Complete
1.4.03 Implement employee and manager self-service in the new HR and Payroll system (T)	31/03/2018		This should be fully implemented by March 2018.
1.4.05 Develop and implement a Workforce Transformation Strategy (T)	30/09/2017		The Workforce and Organisational Development Strategy has been developed and agreed by CMT. It will be going to Transformation Board in early July for them to agree the action plan contained within it.
1.4.17 Development and implementation of the Council's strategy to minimise the amount of apprenticeship levy paid and which will move towards meeting the apprenticeship levy quota.	31/03/2019		Recruitment has been undertaken in the last quarter for a Project Manager: Apprenticeships to take this work forward. The successful candidate is due to start in the next quarter.
1.4.18 Provision of a range of learning and development opportunities to ensure that Adult and Children's Social Care meet	31/03/2019		All registered social workers due to renew their HCPC registration during 2016-17 have successfully done that. With regard to Adult Social Care – a range of

their statutory obligations with regard to safeguarding and the continuous professional development of social workers in line with their re-registration requirements.			learning and development opportunities were provided covering all mandatory/statutory requirements. This included safeguarding, medication, health and safety, food hygiene and people moving and handling. All qualified Approved Mental Health Practitioners and Best Interest Assessors undertook the minimum amount of update training required. With regard to Children's Social Care – a range of learning and development opportunities were provided covering all mandatory/statutory requirements. This included safeguarding, child sexual exploitation, female genital mutilation and return from missing interviews. A number of social workers undertook the Achieving Best Evidence training in conjunction with Thames Valley Police. A range of specialist learning events have been delivered to enable employees to learn from good practice and serious case reviews.
1.5 Community involvement and the use of volunteers in the delivery of council services has increased			
1.5.03 Ensure that community based delivery models and the use of volunteers are considered as service delivery options in all Transformation Programme policy and service reviews (T)	31/03/2019		Considered in the assessment of sourcing options in the analyse phase of all service reviews.
1.6 Resident and staff satisfaction levels remain high			
1.6.03 Ensure that residents and staff are consulted on all proposed major changes to services and that the impact of these changes on them is assessed (E) (T)	31/03/2019		Consultation and equality impact assessments regularly undertaken including on all transformation reviews.
1.6.06 Respond and communicate results of the 2017 Residents' Survey	31/03/2018		Communications plan implemented. The results of the survey are informing all transformation reviews as well as service planning.
1.6.07 Analyse the staff survey results by protected characteristics and follow up on any areas of concern. (E)	31/12/2017		The next Staff Survey is due out in Autumn of this year. Work has begun on the development of the survey. Results will be analysed by protected characteristic and an action plan developed based on these results.
1.7 Spending is within budget			
1.7.02 Implement savings as identified for 2017-18 (T)	31/03/2018		Ongoing
1.8 Surplus assets are sold			
1.8.01 Set realistic targets for anticipated capital receipts as part of annual budget	31/03/2018		Property Services continue to work to deliver maximum possible capital receipts in accordance with the Council's budget plans.

1. Value for money					
Ref	Short Description	Previous Figure Q4 2016/17	Current Figure Q1 2017/18	Current Target	Current Status
L051	Percentage of current year's Council tax collected in year (Quarterly)	98.28%	29.43%	29.30%	
L053	Percentage of current year's Business Rates collected in year (Quarterly)	98.62%	35.07%	33.10%	
L221	Satisfaction level expressed in survey of contact with Customer Services, across all channels (Quarterly)	96.50%	90.50%	85.00%	
L256	Percentage of transactions carried out online and the use of the customer portal (Quarterly)	49.0%	39.9%	53.9%	
L261	Level of staff sickness absence (Quarterly)	1.93	1.57	N/A	N/A
L262	Level of voluntary staff turnover (Quarterly)	2.5%	2.7%	N/A	N/A

People live active & healthy lifestyles



4: People live active and healthy lifestyles			
Sub-Action	Due Date	Status	Comments
4.4 Personal choices available to allow people to live at home are increased			
4.4.11 Seek acquisitions of suitable properties through Downshire Homes Ltd supporting the Council's housing needs	31/03/2019		On 7 July 2017 Downshire Homes Ltd will have completed on 10 house purchases with 5 more in the pipeline. The Council's Estate Surveyor is awaiting client instructions on 4 of the remaining purchases for young adults with learning disabilities.
4.8 Learning opportunities are available for adults			
4.8.01 Work with partners to coordinate opportunities for Digital Inclusion activities (E)	31/03/2019		The Customer Experience Implementation Plan is currently being finalised, and will include a project, working with partners, to provide access to digital inclusion opportunities, and facilitated access to digital services.



A clean, green, growing and sustainable place

5: A clean, green, growing and sustainable place			
Sub-Action	Due Date	Status	Comments
5.2 The right levels and types of housing are both approved and delivered			
5.2.05 Support housing delivery where possible with the Council's own land holdings in particular Sandy Lane site and Heathlands site	31/03/2019		Sandy Lane site has been sold for housing. Property Services support the redevelopment of the former Heathlands site and are working with neighbouring authorities through the One Public Estate programme.
5.3 Appropriate infrastructure development is completed to support housing growth including; Warfield Link Road Coral Reef Junction Jennetts Park town centre			
5.3.03 Facilitate the development of new Community Hubs at three sites - Blue Mountain (Binfield) Warfield Transport Research Laboratory (Crowthorne) working with the Parish Councils	31/03/2019		Warfield - community consultation planned to inform the specification for the hub this September. Blue Mountain - discussions ongoing with the CCG and Binfield surgery to explore if an expanded surgery could be co-located with the community facility. Crowthorne - community consultation on the specification for the hub underway.
5.4 Neighbourhood Plans and Community Infrastructure Levy (CIL) to support local community facilities and other infrastructure are in place			
5.4.02 Deliver Neighbourhood Planning Referenda in Warfield Bracknell Town and other parish council areas when developed	31/03/2019		None presently required.



Strong, safe, supportive and self-reliant communities

6: Strong, safe, supportive and self-reliant communities			
Sub-Action	Due Date	Status	Comments
6.1 Levels of volunteering and community action in the borough are increased			
6.1.02 Develop the Council's approach to embedding community self reliance as a cross cutting theme across all the Council's services and activities through the Citizen and Customer Contact Review	31/03/2019		- Behaviour change toolkit finalised and about to be launched. - New communications strategy developed which focusses on engaging residents through more interactive and creative use of the Council's social media accounts. - Volunteering/community development strategy drafted.
6.1.04 Recruit volunteers to support redevelopment of the website and the customer's online account by carrying out testing	31/03/2019		The ongoing development of the website and the online services continue to be tested by customers. Where possible, customers are engaged in the redesign of services, to support the development.
6.2 High levels of community cohesion are maintained			
6.2.02 Ensure local work on the Prevent agenda addresses issues of community cohesion through the implementation of the Prevent Steering Group strategy (E)	31/03/2019		Prevent Action Plan reviewed with the involvement of community representatives.
6.2.04 Monitor the implementation of the new 'All of Us' Equality Scheme for 2017-20 which sets out the Council's cohesion objectives and actions (E)	31/03/2019		On track

Section 3: Operational Priorities

7: Operational			
Sub-Action	Due Date	Status	Comments
7.2 Corporate Services			
7.2.01 Deliver national and local elections without challenge and within budget	31/03/2019		Delivered UK Parliamentary General Election and Bracknell Town Council election on 8 June 2017.
7.2.03 Involve a wide range of people to sit on a range of Council bodies including the Education Appeals Panel the Independent Review Panel and Overview & Scrutiny Panels (E)	31/03/2019		No vacancies currently that the Council can appoint to.
7.2.05 Publish draft Statement of Accounts	31/05/2017		The draft accounts were signed on the 30 May 17.
7.2.06 Prepare monthly budget monitoring reports on time	31/03/2019		First report presented to CMT on 19 July as per timetable
7.2.07 Provide financial advice to the Council in its support for Downshire Homes Limited including the provision of loan finance	31/03/2019		Ongoing
7.2.08 Use monthly budget monitoring reports to identify and address any emerging overspends promptly	31/03/2019		A £1.9m net overspend has been identified in the first budget monitoring report. This is being considered by CMT.
7.2.10 Provide effective and timely legal support as required including Property Contracts Planning and Public Protection advice and drafting	31/03/2019		Continued provision of purchase of properties for Downshire Homes - Completion of land transfer at former Garth Hill College site-Commercial Transfer Agreements finalised for Great Hollands & Jennetts Park Primary schools - Significant input into Umbrella S106 agreement-Warfield Development
7.2.11 Provide Legal support to Downshire Homes Ltd including advice to the Board and conveyancing for property acquisitions	31/03/2019		Downshire Homes is aiming to buy another 20 properties this financial year. To date Legal have completed ten with another three pending within the next month.
7.2.12 Provide legal support to review of Community Infrastructure Levy Charging Schedule	31/03/2018		Will be provided when project initiated by Planning department.
7.2.13 Provide Legal support on all infrastructure projects	31/03/2019		A significant disposal completed on 7th July being the surplus land at the former Garth Hill college site. Completion monies of £5Million were received by the Council (minus a longstanding overage sum due to the Homes and Communities Agency) and further sums of up to £2.35 Million should be achievable for this site post planning, by way of overage. Two maintained schools and one church school have converted to academy status within the last two months, involving the granting of leases out of the council's freehold titles, together with associated documentation and commercial

			transfer agreements On going work Planning work on Warfield consortium developments and Binfield Learning Village site.
7.2.14 Retender the Occupational Health contract	30/06/2017		The new OH Contract came into effect on 1st July 2017
7.2.16 Refine and expand the Council's e-learning opportunities	31/03/2019		8 new e-learning packages have gone live within the last quarter including: COSHH, The Armed Forces Covenant, Introduction to Hoarding, Conflict Resolution.
7.2.18 Redevelop the public website to improve citizen use of online information and service access (E)	31/12/2017		The redeveloped website went live in June 2017. Further developments are underway, to enhance the search facility, and enable the integration of Webchat and other new channels. Technology is being implemented, to enable tracking of how customers use the website and online services, to better understand what is working, and where customer journeys are failing. This information will be analysed and used to inform the ongoing redevelopment.
7.2.26 Complete biennial review of Corporate Asset Management Plan	30/06/2017		This will be carried out in the 3rd/4th quarter of the year.
7.2.27 Support the Town Centre Compulsory Purchase Orders the Market and potential future phases of the town centre regeneration	30/06/2019		Property Services continue to support the Town Centre Regeneration.
7.2.28 Increase Self service use of Frontline (the building maintenance management system) by all building managers	31/03/2019		The next phase of roll out for the system is to train representatives from our community centres. The disparate nature of the audience means that arranging convenient times to do so is something of a challenge, but it is hoped to be able to complete the task by the end of the summer.
7.2.29 Provide professional support to CYPL seeking expansion of existing and development of new schools	31/05/2017		Property Services continue to support CYP&L as and when required.
7.2.30 Provide project management which supports the delivery and redevelopment of Coral Reef	03/04/2019		Construction works commenced on site on the 20th June 2016. Works are progressing well and the contractor is currently reporting that works are on programme to be completed on the 18 August . Atkins are currently reporting a £315k overspend
7.2.31 Support the maintenance of high levels of cohesion and the integration of our diverse communities including through work to implement the local community covenant with the RMAS. (E)	01/03/2019		2017 Resident Survey result - 96% of people believed that people from different backgrounds get on well in the borough. The Civilian Military Partnership continues to make good progress in implementing its action plan. Hate crime levels are monitored by the Community Cohesion partnership and remain low with no increase in hate crime despite a recent upward trend nationally following the Manchester and London terrorist attacks.
7.2.32 Work with Involve to support the activities of the Bracknell Forest Faith and Belief	01/03/2019		Supported the Faith and Belief Forum's AGM. The Forum continues to be represented on the Community Cohesion Partnership.

Forum including facilitating representation of faith and belief communities. (E)			
7.2.33 Support the Access Advisory Panel to advocate for the needs of people with disabilities across the borough. (E)	01/03/2019		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 through regular steering group meetings. (E)	01/03/2019		The Council's contract with Disabled Go was renewed in 2016 for three years, with Bracknell Regeneration Partnership agreeing to contribute 50% of the funding. In 2016 the decision was taken to roll forward the annual allocation of new access guides to 2017 to be used when Bracknell Town Centre opens.
7.2.35 Publish annual equality information reports and Identify any follow on actions that need to be taken as a result of equality monitoring and agree these with service areas. (E)	01/03/2019		Systems are in place to ensure that reports are produced in line with expected timescales.
7.2.36 Retender Mayoral Chauffeuring contract	01/06/2018		Process not yet due to commence.
7.2.37 Agree a clear way forward for the Cooper's Hill site	31/03/2018		Ongoing
7.2.38 Annual workforce monitoring conducted and report produced published and follow on actions identified. (E)	31/12/2017		The first draft of the Workforce Monitoring Report will be produced this quarter including Gender Pay Gap figures. This report is due to go to Employment Committee in October 2017.
7.2.39 Encourage staff to self disclose personal information to increase the accuracy of workforce. (E)	31/12/2017		Will be included as part of the planned data capture.
7.2.40 Carry out a user satisfaction survey (short and full survey)	31/03/2018		Survey developed and nearing completion prior to being sent out to staff.
7.2.41 Develop implementation plan for ICT Strategy	30/04/2017		In progress - working with partners to flesh this out.
7.2.42 Implement wireless expansion in key sites	30/04/2017		Done at Time Square and EPCC - will be expanded further on a needs basis.
7.2.43 Review two factor authentication soft token replacement	30/04/2017		Hard tokens now obsolete. Certificate solution now in place. No need for 2-factor entry by user.
7.2.44 Implement password Self-Service	30/04/2017		Will be done later when as part of Enterprise Agreement rollout -when Active Directory is in the cloud and also Windows 10 Enterprise with Bitlocker and Direct Access are on devices.
7.2.45 Review Protective Marking scheme for documents and implement change	30/04/2017		OFFICIAL and OFFICAL- SENSITIVE approved and use of Secure Email portal for external use. To be implemented asap.
7.2.46 Implement a replacement for the ICT helpdesk system	31/03/2018		Alternatives being investigated and currently carrying out procurement tender process.
7.2.47 Implement and evaluate new access channels and technologies e.g. webchat SMS online bookings and	31/03/2019		Webchat has been installed in the test system, and staff in customer services and digital services are being trained on its use and management. GovDelivery has been

subscription-based email notifications.			implemented across a small number of services, and a further roll-out plan is being developed. The on-line bookings proof of concept project is underway, and is expected to deliver by Q3. A full evaluation of these projects will be undertaken, once they have been fully implemented.
7.2.48 Introduce a replacement new vehicle for the R-Bus community transport scheme for people with Learning Disabilities. (E)	01/07/2018		The R-Bus continues to operate successfully. The ITU are currently engaging with Kennel Lane School in order to familiarise current Year 14 students who next year will be attending BWC and may wish to utilise the R-Bus service.
7.2.49 Raise awareness of hate crime reporting and maintain low levels of hate crime through engaging partners in quarterly hate crime monitoring and action to address it. (E)	31/03/2019		Work continues to promote hate crime reporting and regular updates are received from Thames Valley Police.
7.2.50 Implement the requirements for compliance with General Data Protection Regulations (GDPR)	31/05/2018		Internal Audit undertaking gap analysis against GDPR requirements with support from Legal. Outcome will inform implementation plans.

Ref	Short Description	Previous Figure Q4 2016/17	Current Figure Q1 2017/18	Current Target	Current Status
BV8	Percentage of invoices paid within 30 days (Quarterly)	88.9%	98.0%	88.9%	
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)	97.0%	100.0%	80.0%	
L059	Percentage of post sent second class (Quarterly)	97.5%	96.0%	95.0%	
L064	Debt outstanding as percentage of gross debt (Quarterly)	4.00%	12.00%	5.00%	
L065	Return on investments exceeds 7-day LA cash benchmark rate (Quarterly)	0.29%	0.13%	0.00%	
L076	Planned maintenance spend (Quarterly)	122.3%	18.8%	12.0%	
L079	Resolution of reported ICT incidents (Quarterly)	95%	95%	95%	
L085	Amount of money recovered in debt collection (Quarterly)	133,646.44	173,321.35	N/A	N/A
L086	Number of Freedom of Information requests received (Quarterly)	307	273	N/A	N/A
L220	Number of ICT Helpdesk Calls (Quarterly)	5,555	5,229	N/A	N/A
L229	Number of clients with learning difficulties using the R-bus (Quarterly)	70	66	60	
L231	Number of entries on the Electoral Register (Quarterly)	88,176	89,959	88,176	
L233	Percentage of abandoned calls to the main Council contact number (Quarterly)	2.7%	3.9%	4.8%	
L234	Number of Council Tax cases in arrears (Quarterly)	5,922	4,931	N/A	N/A

Ref	Short Description	Previous Figure Q4 2016/17	Current Figure Q1 2017/18	Current Target	Current Status
L291	Number of new legal cases opened each quarter (Quarterly)	84	113	N/A	N/A
L292	Percentage of capital projects rated good or excellent (Quarterly)	100.0%	N/A*	100.0%	
L293	Percentage of maintenance projects completed on time and on budget (Quarterly)	75.0%	67.0%	75.0%	
L320	Number of major systems with downtime plus resolution time (Quarterly)	New	2	8	
L321	Network performance - internet capacity (Quarterly)	New	59.50%	80.00%	

*No questionnaires returned during this quarter

Section 4: People

Staffing levels

	Staff in Posts	Staffing Full Time	Staffing Part Time	Total Posts FTE	Vacant Posts	Vacancy Rate
Directorate	2	2	0	2	0	0
Customer Services	39	29	10	36.19	4	9.3
Democratic & Registration Services	18	12	6	16.42	1	5.26
Finance	31	22	9	28.06	3	8.82
Human Resources	19	14	5	17.11	0	0
ICT	36	35	1	35.6	2	5.26
Legal	10	6	4	8.84	3	23.08
Property Services	34	23	11	30.41	5	12.82
Department Totals	189	143	46	174.63	18	8.7

Staff Turnover

For the quarter ending	30 June 2017	2.04
For the last four quarters	1 July 2016 – 30 June 2017	9.55

Comparator data	
Total voluntary turnover for BFC, 2016/17:	13.8%
Average voluntary turnover rate UK public sector 2015:	15.4%
Average Local Government England voluntary turnover 2015:	13.5%

Source: XPerHR Staff Turnover Rates and Cost Survey 2015 and LGA Workforce Survey 2014/15

Comments:

The Vacancy Rate has risen slightly this month. New Starters are due to start in the next quarter for vacancies within Legal and Finance.

It should also be noted that due to the Council Wide Support Services Review, posts within Finance, ICT and HR are being held vacant because of a new structure which comes into effect on 1st September. In addition, some posts in Property will be deleted.

Staff sickness

Section	Total staff	Number of days sickness	Quarter 1 average per employee	2017/18 annual average per employee
Directorate	2	0	0	0
Customer Services	39	90	2.25	9
Democratic & Registration Services	18	5.5	0.31	1.22
Finance	31	68.5	2.08	8.3
Human Resources	19	44	2.32	9.26
ICT	36	117	3.25	13
Legal	10	0	0	0
Property Services	34	68.5	2.01	8.06
Department Totals (Q1)	189	393.5	2.05	
Totals (17/18)				8.2

Comparator data	All employees, average days sickness absence per employee
Bracknell Forest Council 16/17	6.0 days
All local government employers 2015	10.5 days

Source: Chartered Institute of Personnel and Development Absence Management survey 2016

Comments:

Sickness for this quarter stands at 393.5 days for the quarter which is slightly higher than the last quarter but much higher than this time last year. There were 215 days attributable to long term sick over 6 members of staff. 3 of these staff have since returned to work but 3 still remain off on long term absence.

The projected annual average for 17/18 currently stands at 8.2 days per employee which is substantially higher than the figure for the authority as a whole last year and also that of the Corporate Services last year.

It should be noted that a large proportion of Corporate Services is undergoing major transformation at the current time and the increased sickness levels could be partly due to these changes and the upheaval this will cause.

Section 5: Complaints

Stage	New complaints activity in quarter	Complaints activity year to date	Outcome of total complaints activity year to date
Stage 2	1	1	Partially upheld
Stage 3	0	0	N/A
Local Government Ombudsman	0	0	N/A
TOTAL	1	1	-

NOTE: The table excludes Stage 1 complaints and those complaints which are dealt with through separate appeals processes. It should also be noted that complaints which move through the different stages are recorded separately at each stage.

Nature of complaints/ Actions taken/ Lessons learnt:

The single complaint is a joint ECC complaint and relates to a rental building and issues with associated car parking spaces which are being misused.

Annex A: Financial information

CORPORATE SERVICES / CX OFFICE BUDGET MONITORING - MAY 2017									
	Original Cash Budget	Virements & Budget C/Fwds	NOTE	Current Approved Cash Budget	Spend to Date %	Department's Projected Outturn	Variance Over/(Under) Spend	Variance This Month	NOTE
	£000	£000		£000	%	£000	£000	£000	
Director of Corporate Services									
Director of Corporate Services	212	0	H, L	212	16	212	0		
Community Engagement & Equalities	189	1	L	190	13	190	0		
	401	1		402	14	402	0	0	
Head of Democratic & Registration Services									
Committee Services	342	3	A, L	345	11	345	0		
Member and Mayoral Services	886	-7	A, G, L	879	16	879	0		
Registration of Births, Deaths & Marriages	-38	1	L	-37	232	-37	0		
Registration of Electors / Elections	191	2	G, L	193	-25	193	0		
	1,381	-1		1,380	3	1,380	0	0	
Chief Officer: Customer Services									
Local Tax Collection incl Cashiers	349	-3	H, J, L	346	42	346	0		
Customer Services	940	15	G, L, N	955	19	955	0		
	1,289	12		1,301	25	1,301	0	0	
Borough Solicitor									
Legal	586	20	G, L	606	15	606	0		
Chief Officer: Human Resources									
Human Resources	444	8	G, H, J, L	452	11	452	0		
Unified Training Unit	431	13	C, L	444	-32	444	0		
Health & Safety	56	1	L	57	-35	57	0		
	931	22		953	-12	953	0	0	
Borough Treasurer									
Finance	2,119	27	G, H, L	2,146	10	2,146	0		
Insurance	394	-2	H	392	-92	392	0		
	2,513	25		2,538	-6	2,538	0	0	
Chief Officer: Property Services									
Property Services	378	25	E, F, G, I, L	403	15	403	0		
Industrial & Commercial Properties	-2,318	0		-2,318	71	-2,318	0		
Construction & Maintenance	475	-3	L	472	13	472	0		
Operations Unit	3,743	0	G, I, L	3,743	23	3,743	0		
	2,278	23		2,301	-29	2,301	0	0	
Chief Officer: Information Services									
ICT Services	2,444	217	D, G, M, L	2,661	13	2,661	0		
Chief Executive's Office									
Chief Executive	383	4	B, H, L	387	10	387	0		
Chief Executive's Office (Support)	783	27	B, G, K, L	810	19	810	0		
Town Centre Redevelopment	53	0		53	-1,109	53	0		
Voluntary Sector Grants	304	0		304	25	304	0		
Community Safety	208	0		208	0	208	0		
	1,731	31		1,762	-18	1,762	0	0	
Transformation Board	0	0		0	100	0	0	0	
TOTAL CS AND CX OFFICE	13,554	348		13,902	-2	13,902	0	0	
Memorandum item									
Devolved Staffing Budget - CS and CX	9,750	15	N	9,765	17	9,765	0	0	
Non Cash Budgets									
Capital Charges	1,932	0		1,932		1,932	0	0	
IAS19 Adjs	686	0		686		686	0	0	
Recharges	-9,026	0		-9,026		-9,026	0	0	
	-6,408	0		-6,408		-6,408	0	0	

CORPORATE SERVICES / CX OFFICE BUDGET MONITORING - MAY 2017		
Virements		
Note	Total	Explanation
	£'000	
A	6	Democratic & Registration A carry forward is requested for 'Exclusions Appeals' training, Member training and the costs of the John Nike memorial.
B	10	Chief Executive's Office A carry forward is requested for delayed BID development works and Creative England promotion of Bracknell as a filming location works.
C	11	Learning & Development A carry forward is requested for the delay of the celebration of achievement ceremony and CMT/SLG mentoring/training.
D	6	ICT A delay has occurred in receiving mobile devices for more efficient working. A carry forward has been requested to meet the revenue contribution to capital required next year.
	33	Carry Forwards reported in First Budget Monitoring
E	8	Property Services A virement of £0.008m has been made to Property Services for the savings identified on the Fire Alarm contract. This is a saving that is to be attributed to the Facilities Management Category Strategy savings target. The virement was initially put through in 16/17 as a one-off however it now needs to be processed as recurring.
F	10	Property Services A virement of £0.010m has been made to Property Services from the other Departments for the savings identified on the stationery contract. This is a saving that is to be attributed to the Facilities Management Category Strategy savings target.
G	0	Property Services A virement of £0.003m has been made to Property Services for the savings identified on the stationery contract. This is a saving that is to be attributed to the Facilities Management Category Strategy savings target.
H	0	Occupational Health There is a full year effect pressure of £0.015m on the new occupational health contract, with the part year effect for 17/18 being £0.011m. A one off virement is to be made as follows to cover this cost: £0.003m Chief Executive's Consultants fees, £0.002m from Insurance, £0.002m from Internal Audit, £0.001m from the Director of Corporate Services (Furniture) and £0.004m from the printing/postage within Local Tax Collection.
I	0	Facilities Management Category Strategy A recurring virement is to be made between the Operations Unit to Property Services for a £0.001m saving attributable to the Facilities Management Category Strategy which was processed as a one-off virement in 2016/17.
J	0	Human Resources / Local Tax Collection A virement of £0.002m is to be made between Local Tax Collection to Human Resources to support the additional licence costs of the new HR/Payroll System. This was processed as a one-off virement in 2016/17 and now needs to be processed as recurring.
K	71	Legal/ICT/Finance Structural Changes Reserve A request is to be made to the Structural Changes Reserve for the redundancy costs associated with the PA review. The request is made as follows: £0.008m for ICT, £0.031m for Finance, £0.016m for Chief Executive's Office and £0.016m for Legal.
L	22	Pension Contributions A virement has been made from contingency to support the costs of the change to the pensions contribution rates for employers. The net effect on the budget is a virement of £0.022m to Corporate Services (spread across the department).

M	189	ICT - Virement from Contingency CMT agreed on 31st May for a virement to be made from Contingency to ICT to support the costs of the Microsoft Licences (Enterprise Agreement) to enable the use of 'cloud'. The purchase order was raised for a period of 12 months starting 1st July. The part year effect for 17/18 therefore is £189k.
N	15	Web Services Staffing Virement from ASCHH There is a vacant position of Web Officer that is being transferred to Corporate Services as part of a wider project and as such a part year effect budget virement of £0.015m is to be made from ASCHH to Customer Services.
	315	<i>Other Virements reported in First Budget Monitoring</i>
	348	Total Budget Virements Reported to Date

CORPORATE SERVICES / CX OFFICE BUDGET MONITORING - MAY 2017

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		Total Budget Variances Reported to Date

CAPIT - L MONITORING 2017/18													ANNEX
Corporate Services & Chief Executives													
Dept: Office													
As at: 31st May 2017													
Cost Centre	Cost Centre Description	2016/17 Brought Forward	2017/18 Budget	Total Virements	Approved Budget	Cash Budget 2017/18	Expenditure to Date	Current Comm'ts	Estimated Outturn 2017/18	Carry Forward 2018/19	(Under) / Over Spend	Target for Completion	Current Status of Project / Notes
		£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's		
PRIOR YEAR FUNDED SCHEMES													
Prior Year Funded Schemes - Corporate Services & Chief Executive													
YM248	The Parks Community Centre/Sports Pavilion	14.0	0.0	0.0	14.0	14.0	2.6	0.0	14.0	0.0	0.0		Snagging works complete, await final invoice.
YM293	Property & Asset Management System	31.2	0.0	0.0	31.2	31.2	0.0	0.0	31.2	0.0	0.0		Roll out of the asbestos management module of the system is underway and training is currently ongoing in schools. Lack of staff resources has slowed down implementation of other parts of the system but it is expected to be able to continue over the summer.
YM312	On-Line Booking Systems	6.2	0.0	0.0	6.2	6.2	0.0	0.0	6.2	0.0	0.0		We have used some of this budget to pay for consultancy to develop booking of bulky waste collections. The carry forward is to fund the development of other booking facilities, such as appointments.
YM313	ICT Helpdesk Software Replacement	5.2	0.0	0.0	5.2	5.2	0.0	0.0	5.2	0.0	0.0		Looking at replacement service desk system to replace current V-fire system to support the TOM and self-service. Remaining budget to be c/f to support this.
YM315	Customer Relationship Management System (Invest To Save)	30.9	0.0	0.0	30.9	30.9	1.0	0.0	30.9	0.0	0.0		Work is underway to develop the telephony integration and integrate New Forms to the Capita payment portal. All services have now been taken off the Lagan system, and the final data downloaded. The project to come off Lagan is close to closure, as work becomes 'business as usual', with remaining funding to be used to develop CRM (CCC Review)
YM329	Replacement HR & Payroll System	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		System now live and further developments underway e.g. web recruitment and self service. Additional costs and their funding agreed by CMT - year end budget virement from reserve.
YM243	Community Centres - S106	135.0	0.0	0.0	135.0	135.0	0.0	0.0	135.0	0.0	0.0		Total S106 funding anticipated for the scheme.
YM349	Waterside Park	1.0	0.0	0.0	1.0	1.0	0.0	0.0	1.0	0.0	0.0		Purchase complete - remaining budget to be used towards roofing works.
YM350	Agresso Upgrade	20.3	0.0	0.0	20.3	20.3	0.0	0.0	20.3	0.0	0.0		Test module has been successfully loaded. Upgrade has been re-scheduled for June 2017 to avoid clash with work on iTrent.
YM351	Disposal of land at Sandy Lane	30.0	0.0	0.0	30.0	30.0	0.0	0.0	30.0	0.0	0.0		Awaiting approval for disposal plans (£10k) - £20k to be used for civic accommodation.
YM359	Alert H&S System	5.4	0.0	0.0	5.4	5.4	0.8	0.0	5.4	0.0	0.0		
YM368	Intranet Development	20.0	0.0	0.0	20.0	20.0	0.0	0.0	20.0	0.0	0.0		
Total of Prior Year Funded Schemes - Corporate Services & Chief Executive		299.2	0.0	0.0	299.2	299.2	4.4	0.0	299.2	0.0	0.0		
Prior Year Funded Schemes - Council Wide													

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Total of Prior Year Funded Schemes - Corporate Services & Chief Executive		299.2	0.0	0.0	299.2	299.2	4.4	0.0	299.2	0.0	0.0	
Prior Year Funded Schemes - Council Wide												
YM215	Replacement Revenue & Benefits System	27.5	0.0	0.0	27.5	27.5	0.0	0.0	27.5	0.0	0.0	A delay in implementation of the Revenues module of the CRM was experienced. Work is also underway to develop a specification of requirements for e-benefits, for which £0.011m is available.
YM239	Replacement Network Circuits (Invest To Save)	3.6	0.0	0.0	3.6	3.6	0.0	0.0	3.6	0.0	0.0	Required for speeding up at remote sites. Some funds required for extension of wireless links. Work continues to replace these. Additional funds are required for unreliable and poor performance of remote connections (many currently use EPS8 circuits). Failed to procure s/fast broadband in required location so looking at options. If needed will be procured prior to year-end and if not spent budget not required. Broadband lines orders - Invoice 17//18. To c/f budget remaining.
YM247	Market Place Properties	100.0	0.0	0.0	100.0	100.0	0.0	0.0	100.0	0.0	0.0	Following the settlement of the largest outstanding CPO claim, there are now 3 outstanding CPO's with an estimated value of £0.065m, which will be split 50/50 with BRP. Whilst the balance in the provision should be adequate to meet BFC costs a balance will be maintained within capital to ensure all CPO claims can be met.
YM214	Electronic Documents Records Management System	67.5	0.0	0.0	67.5	67.5	0.0	0.0	67.5	0.0	0.0	File storage and collaboration strategy commenced. Outcomes of workshops being assessed. Being managed under Civic Accommodation strategy by S McKellar. Likely budget will need c/f for further investment. Invoice for IESE work for £29k approved March 17/ c/f remainder of budget
YM307	CITRIX Licensing	62.2	0.0	0.0	62.2	62.2	6.1	25.2	62.2	0.0	0.0	Licence requirements to be confirmed. Changes to Citrix farm over coming year being reviewed. Design work for newfarm and hardware set-up in progress. In process of determining licence numbers - to be ordered 16/17. Likely to spend ~£15K in Q3/4, orders for £5k paced , invoice likely 17/18. Remaining is underspend. To be agreed if can be repurposed for ICT strategy.
YM308	Phone System Replacement - Remote Sites	30.4	0.0	0.0	30.4	30.4	0.0	1.9	30.4	0.0	0.0	Heathlands closed, some other potential sites uncertain. Breakthrough and the Oaks to be done Q4/16/Q1/17. Order for £2-3k being palce - invoice 17/18.
YM309	Storage Area Networks	36.7	0.0	0.0	36.7	36.7	0.0	0.0	36.7	0.0	0.0	Extended storage required for new backup solution. Backup solution installed. Completed. May require budget for ICT Strategy.
YM311	Phone System Replacement - Libraries	10.3	0.0	0.0	10.3	10.3	0.0	0.0	10.3	0.0	0.0	Recharging by Colin Yerrington from other budget spends required. No further spend anticipated. To be used for ICT Strategy.

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YM322	Oracle 11 Upgrade	44.8	0.0	0.0	44.8	44.8	6.0	0.0	44.8	0.0	0.0	Some server upgrades required during year to Oracle v11 for business systems. Some systems require v12. Some dates for applications being scheduled including Uniform, M3, Confirm and EDRMS. Budget requires a carry forward when work is likely to be carried out. Schedule being agreed for upgrades.
YM323	TS - EH Network Link / Civic Accommodation	30.0	0.0	0.0	30.0	30.0	0.0	0.0	30.0	0.0	0.0	Brought forward balance to be used for ICT works relating to Civic Accommodation move.
YM327	Wireless Expansion	16.0	0.0	0.0	16.0	16.0	0.0	0.0	16.0	0.0	0.0	To include additional wiring, firewalls, hardware and access points to expansion in Easthampstead House and Time Square. Firewall ordered. Work to continue throughout 2017-8. Order £11k paced. To c/f remainder.
YM328	Network Management Software	7.8	0.0	0.0	7.8	7.8	0.0	0.0	7.8	0.0	0.0	Software to be procured to improve internal monitoring and reporting - Solarwinds Server Patch Manager procured. Now looking at other requirements inc. DB management noe will be 17/18. To carry forward remainder.
YM331	Pocket Park	0.4	0.0	0.0	0.4	0.4	0.0	0.0	0.4	0.0	0.0	Works completed -unspent budget (£609k) returned to Town Centre project.
YM335	ALBACS Upgrade	0.6	0.0	0.0	0.6	0.6	0.0	0.0	0.6	0.0	0.0	Current system went end of life in September 2015. New C-Series software installed. Initial set-up issues resolved and system live as of 30/06/2015. New HSM's to be purchased in 16/17 to support the system.
YM336	Website Redevelopment 2015	0.4	0.0	0.0	0.4	0.4	0.0	0.0	0.4	0.0	0.0	The redevelopment of the public website is progressing well. The main aspects of the design and build have been completed, and the code for the site is now in the council's ownership.
YM337	Netcall System Replacement	3.0	0.0	0.0	3.0	3.0	0.0	0.0	3.0	0.0	0.0	The transfer to the new Liberty platform has been delivered, and the remaining budget will be used to implement the Q-buster functionality.
YM340	Server 2003 Upgrade	40.0	0.0	0.0	40.0	40.0	0.0	0.0	40.0	0.0	0.0	In progress with services and being co-ordinated with application upgrades where possible. -80 servers to upgrade. To c/f.
YM341	SQL Upgrade	3.7	0.0	0.0	3.7	3.7	0.0	0.0	3.7	0.0	0.0	Oracle/Win 12 - £6400, £5k consultancy ofr Oracle/Win12 mrogation from Northgate, oracle Uniform upgrade - £12k, £5k Oracle from physical to virtual. To c/f remainder
YM342	Server Hardware Replacement	42.5	0.0	0.0	42.5	42.5	0.0	0.0	42.5	0.0	0.0	Planning commenced, work being undertaken. Budget underspend to be carried forward for review regarding ICT Digital Strategy
YM002	Access Improvement Programme	63.8	0.0	0.0	63.8	63.8	0.4	2.4	63.8	0.0	0.0	Work on this years programme is well underway - a few jobs in the design phase but will be complete this financial year. Small carry forward possible.

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YM165	Server and Server Component Refresh	47.1	0.0	0.0	47.1	47.1	0.0	2.8	47.1	0.0	0.0		Citrix server hardware and VMWare EOL replacements to take place throughout the coming year. Further Servers to be ordered for Citrix Farm upgrade however EOL not until April 16 so will only purchase towards year end. Some design work required for the Citrix Farm. Considering options with suppliers. Budget to be carried forward for review regarding ICT Digital Strategy
YM320	Network Refresh	19.9	0.0	0.0	19.9	19.9	21.3	1.0	19.9	0.0	0.0		Will spend on CUCM servers and EOL equipment throughout the year. In progress, to be completed this financial year. Planning delayed so spend in Q4. Remaining budget to be used to support ICT/Network costs of TS accommodation move in 17/18.
YM325	Computer Estate Refresh	254.4	0.0	0.0	254.4	254.4	14.3	24.5	254.4	0.0	0.0		To be used for replace on fail. Some budget may get used by mobile technology - tbc. Some screens require upgrades also and SSD replacements. To c/f balance. Budget to be carried forward for review regarding ICT Digital Strategy
YM344	MFD - Printer Refresh	2.0	0.0	0.0	2.0	2.0	0.3	0.0	2.0	0.0	0.0		Printers to be rolled out as per agreed schedule. Majority in previous year replaced. Remainder of budget to be spent on break and fix. Review of plotters being carried out.
YM354	Server Anti-Virus/Intrusion Prevention	2.5	0.0	0.0	2.5	2.5	0.0	0.0	2.5	0.0	0.0		Procured and installed. Some further configuration required. Some final configuration required. Possibly some expenditure before year end to accommodate this - if not underspend.
YM355	Magistrates Court Building (Purchase)	15.3	0.0	0.0	15.3	15.3	0.0	0.0	15.3	0.0	0.0		Purchase complete, final works being carried out.
YM356	Replacement of JEL Building Mgmt. System Controls	4.1	0.0	0.0	4.1	4.1	0.0	0.0	4.1	0.0	0.0		All works are underway but several final installations won't be completed until the Easter holiday period.
YM363	South Hill Park Ceremony Suite	25.0	0.0	0.0	25.0	25.0	0.0	0.0	25.0	0.0	0.0	Sep-17	Requirements have been drawn up but work has not yet been commissioned
YM364	Iken System Upgrade	6.0	0.0	0.0	6.0	6.0	0.0	0.0	6.0	0.0	0.0		
Total of Prior Year Funded Schemes - Council Wide		967.5	0.0	0.0	967.5	967.5	48.6	57.7	967.5	0.0	0.0		
Total Prior Year Funded Schemes		1,266.7	0.0	0.0	1,266.7	1,266.700	52.9	57.7	1,266.7	0.0	0.0		
Percentages							0.0	5%		0%	0%		
CURRENT YEAR PROGRAMME													
Current Year Programme - Corporate Services & Chief Executive													
YM366	EPC Regulations	0.0	50.0	0.0	50.0	50.0	0.0	0.0	50.0	0.0	0.0		
YM367	Civic Accommodation	0.0	3,400.0	0.0	3,400.0	3,400.0	52.1	0.0	3,400.0	0.0	0.0	Mar-19	Final layouts for both the ground floor (SW) and 4th floor (NW) signed off. Planning application prepared and submitted on the 17 May. Atkins currently developing the detailed design and preparing the tender documents in readiness to go out to tender. mid July. Office furniture supplier has been engaged on Single Supplier ESP framework. Final locations of all teams to be agreed by DMTs. Members involved fully with Council chamber and democratic areas.
Total of Current Year Programme - Corporate Services & Chief Executive		0.0	3,450.0	0.0	3,450.0	3,450.0	52.1	0.0	3,450.0	0.0	0.0		
Current Year Programme - Council Wide													

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Current Year Programme - Council Wide												
YM181	Capitalisation of Revenue (Budgets Only)	0.0	400.0	0.0	400.0	400.0	0.0	0.0	400.0	0.0	0.0	Monies transferred as part of the final accounts process.
YM244	Improvements and Capitalised Repairs - Council Wide - Planned Maintenance	97.0	1,775.0	0.0	1,872.0	1,872.0	85.0	274.9	1,872.0	0.0	0.0	Works on this years programme are underway . To date 5% of the budget has been spent with a further 15% committed.
YM345	Town Centre Redevelopment	5,859.9	850.0	0.0	6,709.9	6,709.9	0.0	0.0	6,709.9	0.0	0.0	The Council will need to undertake its own planned investment on wider Town Centre infrastructure, in order to facilitate the Town Centre redevelopment works. All of these items have a much wider impact than the new development itself and will benefit the whole Borough.
YM346	Asbestos Control	7.4	30.0	0.0	37.4	37.4	0.0	8.4	37.4	0.0	0.0	A budget is required to cover any asbestos removal or encapsulating works in Corporate properties that is identified in future Asbestos Management Surveys. The final year of programmed surveys will take place in 17/18.
YM362	Commercial Property Investments	7,767.7	20,000.0	20,000.0	47,767.7	47,767.7	0.0	0.0	47,767.7	0.0	0.0	Holding code for CPI budget - budget to be vired as new completions occur.
YM365	ICT Capital Schemes	0.0	767.0	0.0	767.0	767.0	0.0	12.7	767.0	0.0	0.0	
Total Current Year Programme - Council Wide		13,732.0	23,822.0	20,000.0	57,554.0	57,554.0	85.0	295.9	57,554.0	0.0	0.0	
Total Current Year Programme		13,732.0	27,272.0	20,000.0	61,004.0	61,004.0	137.1	295.9	61,004.0	0.0	0.0	
Percentages							0.0	0%		0%	0%	
Total Council Wide		14,699.5	23,822.0	20,000.0	58,521.5	58,521.5	133.5	353.7	58,521.5	0.0	0.0	
Total Corporate Services & Chief Executives		299.2	3,450.0	0.0	3,749.2	3,749.2	56.5	0.0	3,749.2	0.0	0.0	
Total Capital Programme		14,998.7	27,272.0	20,000.0	62,270.7	62,270.7	190.0	353.7	62,270.7	0.0	0.0	
Percentages							0.0	1%		0%	0%	

Annex B: Annual indicators not reported this quarter

Council Plan indicators

Ind. Ref.	Short Description	Quarter due
1. Value for money		
NI004	Percentage of people who feel they can influence decisions in their locality	Q4
L250	Band D Council Tax within the lowest 10% of all English unitary authorities	Q4
L251	Value of savings achieved	Q4
L252	Capital receipts generated through the release of surplus assets	Q4
L254	Annual percentage return for rental income from the property portfolio	Q4
L258	Overall residents' satisfaction with council services	Q4
L259	Percentage of population satisfied with the borough as a place to live	Q4
L260	Staff are satisfied in their current job	
3. People have the life skills and education opportunities they need to thrive		
L274	Percentage of admissions appeals which are upheld - Infant	Q4
L275	Percentage of admissions appeals which are upheld - Primary	Q4
L276	Percentage of admissions appeals which are upheld - Secondary	Q4
4. People live active and healthy lifestyles		
L282	Number of adults taking part in digital inclusion activities	Q4
6. Strong, safe, supportive and self-reliant communities		
NI001	Percentage of people who believe people from different backgrounds get on well together in their local area	Q4
NI006	Participation in regular volunteering	Q4
NI023	Percentage of the population who believe that people in the local area treat one another with respect and consideration	Q4

Operational indicators

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

	Facilities support and service	
L317	Annual percentage return for net rental income from new properties purchased through the Commercial Property Investment Strategy	Q4
L322	Number of commercial property voids from the Commercial Property Investment Strategy	Q4
L323	Customer satisfaction with home to school transport survey	Q4
Customer Services		
L052	Cumulative percentage of Council Tax collected for the previous year at 31 March	Q4
L054	Cumulative percentage of business rates collected for the previous year at 31 March	Q4
Human Resources		
L066	Top five percent earners - women, council wide	Q4
L067	Top five percent earners - minority ethnic communities, council wide	Q4
L068	Top five percent earners - with disability, council wide	Q4
L070	Percentage of employees with a disability, council wide	Q4
L071	Percentage of black and ethnic minority employees, council wide	Q4
L072	Gender pay gap, council wide	Q4
L074	Average amount spent on training per employee, council wide	Q4
L131	Percentage of staff leaving within one year of starting	Q4
L222	An annual staff satisfaction survey for town centre buildings to be undertaken on Facilities support and service	
L318	Number of e-learning packages completed annually	Q4
L319	Average amount of time spent per employee on an annual basis attending learning events organised by the Learning and Development Team	Q4
ICT		
L078	ICT User satisfaction - service user survey	Q4
L080	ICT Project management - 5 metrics	Q4
Legal Services		
L087	Percentage of time recorded as chargeable time	Q4

**TO: OVERVIEW & SCRUTINY COMMISSION
21 SEPTEMBER 2017**

**EXECUTIVE KEY AND NON-KEY DECISIONS RELATING TO
CORPORATE ISSUES
Assistant Chief Executive**

1 PURPOSE OF REPORT

- 1.1 This report presents scheduled Executive Key and Non-Key Decisions relating to corporate issues for the Commission's consideration.

2 RECOMMENDATION(S)

- 2.1 That the Overview and Scrutiny Commission considers the scheduled Executive Key and Non-Key Decisions relating to corporate issues appended to this report.**

3 REASONS FOR RECOMMENDATION(S)

- 3.1 To invite the Commission to consider scheduled Executive Key and Non-Key Decisions.

4 ALTERNATIVE OPTIONS CONSIDERED

- 4.1 None.

5 SUPPORTING INFORMATION

- 5.1 Consideration of Executive Key and Non-Key Decisions alerts the Commission to forthcoming Executive decisions and facilitates pre-decision scrutiny.
- 5.2 To achieve accountability and transparency of the decision making process, effective Overview and Scrutiny is essential. Overview and Scrutiny bodies are a key element of Executive arrangements and their roles include both developing and reviewing policy; and holding the Executive to account.
- 5.3 The power to hold the Executive to account is granted under Section 21 of the Local Government Act 2000 which states that Executive arrangements of a local authority must ensure that its Overview and Scrutiny bodies have power to review or scrutinise decisions made, or other action taken, in connection with the discharge of any functions which are the responsibility of the Executive. This includes the 'call in' power to review or scrutinise a decision made but not implemented and to recommend that the decision be reconsidered by the body / person that made it. This power does not relate solely to scrutiny of decisions and should therefore also be utilised to undertake pre-decision scrutiny.

6 ADVICE RECEIVED FROM STATUTORY AND OTHER OFFICERS

No advice was sought from the Borough Solicitor, the Borough Treasurer or Other Officers or sought in terms of Equalities Impact Assessment or Strategic Risk Management Issues. Such advice will be sought in respect of each Executive Forward Plan item prior to its consideration by the Executive.

7 CONSULTATION

None.

Background Papers

Local Government Act 2000

Contact for further information

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OVERVIEW & SCRUTINY COMMISSION**EXECUTIVE WORK PROGRAMME**

REFERENCE:	I070821
TITLE:	Improvements to Easthampstead & Wildridings community centre
PURPOSE OF REPORT:	To commit £10,870.38 of S106 funds to improve the capacity of Easthampstead & Wildridings Community Centre
DECISION MAKER:	Executive Member for Culture, Corporate Services and Public Protection
DECISION DATE:	4 Sep 2017
FINANCIAL IMPACT:	To spend £8,390.38 of Section 106 contributions from the Old Bracknell ward and £2,480 of Section 106 contributions from the Wildridings & Central ward
CONSULTEES:	Old Bracknell and Wildridings & Central ward members
CONSULTATION METHOD:	By telephone and email

REFERENCE:	I068230
TITLE:	Council Plan Overview Report
PURPOSE OF REPORT:	To receive the Council's performance over the first quarter of 2017/18.
DECISION MAKER:	Executive
DECISION DATE:	26 Sep 2017
FINANCIAL IMPACT:	No financial implications
CONSULTEES:	DMTs
CONSULTATION METHOD:	Internally

Unrestricted

REFERENCE:	I070868
TITLE:	Procurement Plan for Retender of Property and Motor Insurance Provider
PURPOSE OF REPORT:	To approve the Procurement Plan for insurance provider for property and motor insurance policies with associated claims handling service.
DECISION MAKER:	Executive
DECISION DATE:	26 Sep 2017
FINANCIAL IMPACT:	Dependent on the state of the Insurance market.
CONSULTEES:	Service Efficiency Group
CONSULTATION METHOD:	Circulation to Service Efficiency Group

REFERENCE:	I066411
TITLE:	Discretionary Rates Relief - New Applications
PURPOSE OF REPORT:	To consider new applications for discretionary rate relief and hardship relief
DECISION MAKER:	Executive Member for Culture, Corporate Services and Public Protection
DECISION DATE:	29 Sep 2017
FINANCIAL IMPACT:	Within existing budgets
CONSULTEES:	Not applicable
CONSULTATION METHOD:	Not applicable

Unrestricted

REFERENCE:	I069055
TITLE:	"All of Us" Equality Scheme Monitoring 2016-17
PURPOSE OF REPORT:	To report on the progress against actions in the "All of Us" Equality Scheme 2012-16 during its final year of implementation and to celebrate equality scheme achievements during the life of the scheme and 2016-17.
DECISION MAKER:	Executive Member for Council Strategy and Community Cohesion
DECISION DATE:	30 Oct 2017
FINANCIAL IMPACT:	All activity was supported within existing budgets.
CONSULTEES:	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.
CONSULTATION METHOD:	Through consultation meetings and by email.

REFERENCE:	I071506
TITLE:	Contract Award for Cleaning Contract
PURPOSE OF REPORT:	To approve the contract award for the Corporate Cleaning Contract (which includes a mixture of school sites and civic buildings).
DECISION MAKER:	Executive
DECISION DATE:	19 Dec 2017
FINANCIAL IMPACT:	Anticipated to remain within existing budgets
CONSULTEES:	As above
CONSULTATION METHOD:	Key site representatives form part of the Project team, however award decision will be made in consultation with the Portfolio Review Group and Corporate Management team prior to the Executive.

Unrestricted

REFERENCE:	I068231
TITLE:	Council Plan Overview Report
PURPOSE OF REPORT:	To receive the Council's performance over the second quarter of 2017/18.
DECISION MAKER:	Executive
DECISION DATE:	19 Dec 2017
FINANCIAL IMPACT:	No financial implications.
CONSULTEES:	DMTs
CONSULTATION METHOD:	Internally

REFERENCE:	I070322
TITLE:	Revenue Budget 2018/19
PURPOSE OF REPORT:	To approve the Council's budget proposals for consultation.
DECISION MAKER:	Executive
DECISION DATE:	19 Dec 2017
FINANCIAL IMPACT:	Council's annual budget proposals.
CONSULTEES:	Targeted consultation exercises will be undertaken with business rate payers, the Schools Forum, Parish Councils and voluntary organisations. In addition, this report and all the supporting information will be publicly available to any individual or group who wish to comment on any proposal included within it. Internal consultation is via officers, members and more specifically the Overview & Scrutiny Commission and its panels.
CONSULTATION METHOD:	Information will be provided on the Council's website; a letter will be sent to all business ratepayers and there will be a dedicated mailbox for comments.

Unrestricted

REFERENCE:	I066412
TITLE:	Discretionary Rates Relief - New Applications
PURPOSE OF REPORT:	To consider new applications for discretionary rate relief and hardship relief
DECISION MAKER:	Executive Member for Culture, Corporate Services and Public Protection
DECISION DATE:	29 Dec 2017
FINANCIAL IMPACT:	Within existing budgets
CONSULTEES:	Not applicable
CONSULTATION METHOD:	Not applicable

REFERENCE:	I067066
TITLE:	Calculation of the Council Taxbase
PURPOSE OF REPORT:	The calculation of the Council Taxbase for Bracknell Forest for the coming financial year.
DECISION MAKER:	Executive Member for Culture, Corporate Services and Public Protection
DECISION DATE:	31 Dec 2017
FINANCIAL IMPACT:	It is necessary for the Council to calculate and agree the taxbase for the coming year in order that the borough council and other precepting authorities may set the tax.
CONSULTEES:	None
CONSULTATION METHOD:	Not applicable.

Unrestricted

REFERENCE:	I070471
TITLE:	Retender of Property and Motor Insurance Provider
PURPOSE OF REPORT:	That the Executive approves the award of contract for insurance provider for property and motor insurance policies with associated claims handling service.
DECISION MAKER:	Executive
DECISION DATE:	23 Jan 2018
FINANCIAL IMPACT:	Dependent on the state of the insurance market.
CONSULTEES:	Service Efficiency Group
CONSULTATION METHOD:	Circulation to Service Efficiency Group

REFERENCE:	I070323
TITLE:	Revenue Budget 2018/19
PURPOSE OF REPORT:	To recommend to Council the annual revenue budget.
DECISION MAKER:	Executive
DECISION DATE:	13 Feb 2018
FINANCIAL IMPACT:	Council's annual budget.
CONSULTEES:	Targeted consultation exercises will be undertaken with business rate payers, the Schools Forum, Parish Councils and voluntary organisations. In addition, this report and all the supporting information will be publicly available to any individual or group who wish to comment on any proposal included within it. Internal consultation is via officers, members and more specifically the Overview & Scrutiny Commission and its panels.
CONSULTATION METHOD:	Information will be provided on the Council's website; a letter will be sent to all business ratepayers and there will be a dedicated mailbox for comments.

Unrestricted

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

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TO: OVERVIEW AND SCRUTINY COMMISSION
21 SEPTEMBER 2017

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

1 PURPOSE OF REPORT

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

2 RECOMMENDATION

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

3 REASONS FOR RECOMMENDATION

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

4 SUPPORTING INFORMATION

O&S Work Programme

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

O&S Commission's Working Groups

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

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

- 5.1 Not applicable.

Background Papers

O&S Commission and Panel reports and minutes.

Contact for further information

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

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



Completed or on course for completion



Delayed or completion at risk



Will not be achieved in 2017/18

Comments by Overview and Scrutiny Commission Chairman

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

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

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

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

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

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

Since the last Commission meeting we have had the published report from the Children's Services Ofsted inspection and I am delighted that we received a 'good' rating with outstanding features of leadership and corporate parenting. Scrutiny was praised as being very effective with excellent engagement of members.

Our next meeting on the 27th September will have the first minutes from the new School Improvement Accountability Board, School Ofsted Reports, the full Children's Services Ofsted report, Pupil Premium Report and a presentation about child minders and pre-school settings and funding.

There is no working group activity at the moment due to lack of support but the Panel have arranged two visits; one to the new MASH and the other to Larchwood Short Break Unit.

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

3.	2018/19 Budget Scrutiny To review the Council's Children, Young People and Learning budget proposals for 2018/19, and plans for future years.	
4.	Transformation Programme To make an O&S input to the Council's Transformation programme, through participation in Gateway Review meetings and Member briefings, in relation to the Transformation Projects for: <ul style="list-style-type: none"> • Early Help and Prevention. • Schools support services. 	

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

The number of Gateway Review meetings involving Environment, Culture and Communities has been well attended by members and given them an excellent opportunity to contribute to the numerous reports that have now been produced. This has meant that the Panel's working group looking at Houses in Multiple Occupation has progressed a little slower than usual but this will pick up with the holiday season at an end.

ENVIRONMENT CULTURE AND COMMUNITIES OVERVIEW AND SCRUTINY PANEL		Status / Comment
1.	Monitoring the performance of the Environment, Culture and Communities Department To include on-going review of the Quarterly Service Reports; the performance of the Department, review of any inspection reports or self-evaluations, and monitoring significant departmental developments, particularly the Coral Reef redevelopment and the Local Development Framework.	
2.	Exercising pre-decision scrutiny by reference to the Executive Forward Plan To selectively contribute to the formulation of new policies in advance of their consideration by the Executive.	
3.	2018/19 Budget Scrutiny To review the Council's Environment, Culture and Communities budget proposals for 2018/19, and plans for future years.	
4.	Houses in Multiple Occupation A review of the Council's involvement with Houses in Multiple Occupation (HMO).	

5.	<p>Transformation Programme</p> <p>To make an O&S input to the Council's Transformation programme, through participation in Gateway Review meetings and Member briefings, in relation to the Transformation Projects for:</p> <ul style="list-style-type: none"> • The Leisure Review. • The Libraries Review. • The Arts Review. • Parks and Countryside. • Planning and Building Control. 	
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Comments by Health Overview and Scrutiny Panel Chairman

The Panel is proposing to undertake a new piece of work to examine patient experience of primary care in Bracknell Forest with a view to identifying good practice within primary care and highlighting how that practice may be more widely adopted. Data from the General Practitioner Survey will be considered in addition to sources of evidence such as that from Healthwatch Bracknell Forest, local Patient Groups and primary care professionals.

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

	The Health O&S Panel has made a commitment to monitor the progress of the STP, and the General Practice Forward View, robustly and regularly.	
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By virtue of paragraph(s) 3 of Part 1 of Schedule 12A of the Local Government Act 1972.

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