

Notice of Meeting

Environment, Culture and Communities Overview & Scrutiny Panel

Councillors Angell, Brossard, Brown, Ms Gaw, Mrs Ingham, Kennedy and Kirke, Mrs McKenzie-Boyle and Porter

Co-opted Members (non-voting) – Cllr Parker

Also Invited:

Councillors Brunel-Walker, Harrison, Mrs Hayes MBE and Turrell



Tuesday 18 June 2019, 7.30 - 9.30 pm
Council Chamber - Time Square, Market Street, Bracknell,
RG12 1JD

Pre-meeting for Panel members – 7.00-7.30pm
Time Square, Room 8, Ground Floor

Agenda

Item	Description	Page
1.	Election of Chairman Reporting: Louise Connelly, Governance and Scrutiny Co-ordinator	
2.	Appointment of Vice Chairman Reporting: Chairman	
3.	Apologies for Absence/Substitute Members	
	To receive apologies for absence and to note the attendance of any substitute members. Reporting: Chairman	
4.	Minutes and Matters Arising	5 - 12
	To approve as a correct record the minutes of the meeting of the Environment, Culture and Communities Overview and Scrutiny Panel held on 5 March 2019. Reporting: Chairman	
5.	Declarations of Interest and Party Whip	
	Members are asked to declare any disclosable pecuniary or affected interests and the nature of that interest, including the existence and nature of the party whip, in respect of any matter to be considered at this meeting. Any Member with a Disclosable Pecuniary Interest in a matter should withdraw from the meeting when the matter is under consideration and should notify the Democratic Services Officer in attendance that they are withdrawing as they have such an interest. If the Disclosable Pecuniary	

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	<p>Interest is not entered on the register of Members interests the Monitoring Officer must be notified of the interest within 28 days.</p> <p>Any Member with an Affected Interest in a matter must disclose the interest to the meeting. There is no requirement to withdraw from the meeting when the interest is only an affected interest, but the Monitoring Officer should be notified of the interest, if not previously notified of it, within 28 days of the meeting.</p> <p>Reporting: All members</p>	
6.	Urgent Items of Business	
	<p>Any other items which, pursuant to Section 100B(4)(b) of the Local Government Act 1972, the Chairman decides are urgent.</p> <p>Reporting: Chairman</p>	
7.	Public Participation	
	<p>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.</p> <p>Reporting: Chairman</p>	
8.	Directorate Overview	
	<p>Members will be provided with an overview of the Directorates that relate to Environment, Culture and Communities.</p> <p>Reporting: Officers from Directorates which feed into this Panel</p>	
9.	LED Lighting Task and Finish Group Update	
	<p>Cllr Porter, Chairman of the LED Lighting Task and Finish Group will provide a verbal update on the work of this group.</p> <p>Reporting: Cllr Porter</p>	
10.	Houses in Multiple Occupation Task and Finish Group Update	
	<p>Cllr Brossard, Chairman of the Houses in Multiple Occupation (HMO) Task and Finish Group will provide a verbal update on the work of this group.</p> <p>Reporting: Cllr Brossard</p>	
11.	Parking Strategy	13 - 22
	<p>Members are asked to discuss and consider the future direction of the Council's parking strategy.</p> <p>Reporting: Damian James, Assistant Director: Contract Services</p>	
12.	Quarterly Service Report (QSR)	23 - 78
	To consider the latest trends, priorities and pressures in terms of	

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	<p>departmental performance as reported in the QSR for the fourth quarter of 2019/20 (January to March 2019) relating to Environment, Culture and Communities.</p> <p>Panel members are asked to give advance notice to the Governance and Scrutiny Team of any questions relating to the Quarterly Service Report where possible.</p> <p>Reporting: Chairman</p>	
13.	Executive Forward Plan	79 - 82
	<p>To consider scheduled Executive Key and Non-Key Decisions relating to Environment, Culture and Communities.</p> <p>Reporting: Chairman</p>	

DATE OF NEXT MEETING

The next meeting of the Environment, Culture and Communities Overview & Scrutiny Panel has been scheduled for 10 September 2019.

Sound recording, photographing, filming and use of social media is permitted. Please contact Louise Connelly, 01344 354047, louise.connelly@bracknell-forest.gov.uk, so that any special arrangements can be made.

Published: 10 June 2019

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**ENVIRONMENT, CULTURE AND
COMMUNITIES OVERVIEW & SCRUTINY
PANEL
5 MARCH 2019
7.30-8.41**



Present:

Councillors Angell (Chairman), Porter (Vice-Chairman), Mrs Angell, Brossard, Mrs Ingham, Kennedy, Mattick and Mrs McKenzie

Executive Members:

Councillors McCracken, Turrell

Also Present:

Councillor Leake

Apologies for absence were received from:

Councillors Finnie and Dudley, McKenzie-Boyle

In Attendance:

Andrew Hunter, Director: Place, Planning & Regeneration
Damian James, Assistant Director: Contracts
Timothy Wheadon, Chief Executive

42. Minutes and Matters Arising

It was agreed the Minutes of 8 January 2019, Item 31, be amended from “**RESOLVED** that the Minutes of the Children, Young People and Learning Overview and Scrutiny Panel...’ to “**RESOLVED** that the Minutes of Environment, Culture and Communities Panel...”. Otherwise it was **RESOLVED** that the Minutes of the Environment, Culture and Communities Overview and Scrutiny Panel held on 8 January 2019 be approved as a correct record, and signed by the Chairman.

43. Declarations of Interest and Party Whip

There were no declarations of interest relating to any items on the agenda, nor any indication that Members would be participating under the party whip.

44. Urgent Items of Business

There were no items of urgent business.

45. Public Participation

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

46. Planning Performance

Members were updated on the performance of planning enforcement in the Borough since the introduction of the Local Enforcement Plan by Andrew Hunter, Director:

Place, Planning and Regeneration. He informed members 318 cases had been opened and 329 had been closed during 2018-2019. A number of these cases were long standing and Graph 1 showed a general decrease in the number of cases.

Table 2 (2016/17) data showed nearly 200 open cases were over six months old. To date only 55 cases open were over six months open which was largely due to a full staffing structure allowing enforcement action to take place quickly when issues arose. The majority of outstanding cases were complicated. A reduction in open cases meant there would come a point in the near future where there would be significantly fewer reductions in open cases.

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

- Members noted good performance in this area compared to when the Panel had begun receiving statistics on planning enforcement performance.
- It was queried if cases would be closed if they took too long or became too difficult? Officers responded that if cases were significantly old it was likely they were going through a legal process, so would not be closed. Cases were unlikely to be closed unless the parties involved dealt with the issue, for example, by removing a structure, or securing planning permission.
- Members asked if there was any way to reduce costs associated with planning enforcement or whether the Council had to accept the costs? Andrew Hunter, Director: Place, Planning and Regeneration, responded that costs were attributable to the Council but work had a real benefit to the public. Occasionally, a fine was imposed or costs awarded.
- Members asked if cases could be listed per ward? They were informed cases were generally confidential and disparate although ward members were made aware of some cases, especially if there was a pattern starting to emerge.
- Members noted it was a Working Party report of the Panel on planning performance which had highlighted the need for this report which went to all members so it was good to see the impact.
- Cllr Turrell, Executive Member: Planning and Transport, noted the good progress and work by scrutiny in helping members and officers get to grips with this issue. It was also noted this was a discretionary service, not statutory.

47. **Car Parking Enforcement**

Members received an update on parking enforcement managed via Council contractors SABA, who recently changed their name from Indigo. As well as managing the Councils' car parking facilities SABA have responsibility for parking enforcement both on street and off street. They can only enforce parking restrictions where traffic regulations are in force. It was noted parking Civil Enforcement Officers were not directly employed by the Council anymore. SABA currently employed five Civil Enforcement Officers. It was acknowledged this was not an easy role to recruit to due to verbal abuse and Bracknell's low unemployment rate, but they were fully staffed at present. In terms of car parking enforcement around schools visits were carried out on a rotational basis every six weeks. Officers had recently met with representatives from Thames Valley Police and were planning to carry out joint visits at particular schools where issues had been reported. Whilst restrictions were in place around schools these were often ignored as parents stayed in their vehicles to drop off and Civil Enforcement Officers had a five minute observation period prior to issuing a penalty charge notice. Members were advised information was available on the website and via email to request additional enforcement in an area if the public or members wanted to raise an issue. This went straight onto the SABA database and would form part of a future patrol. If a vehicle was thought to be abandoned the public should contact DVLA or Thames Valley Police (TVP) if it was an obstruction.

Following discussions the following questions and comments were made:

- Members asked how Civil Enforcement Officers worked with TVP and were informed joint visits were undertaken where TVP had an interest e.g a car was stolen or involved in a crime. Members queried if this also applied to a car abandoned on a highway but was taxed? Damian James, Assistant Director: Contract Services stated if a vehicle was abandoned or blocking a driveway TVP would have to be interested.
- Members asked if Civil Enforcement Officers could get involved if a car was blocking the path of people with buggies going past and were informed this would only happen if a TRO was in place. If not, it should be reported as an obstruction.
- It was queried how many times an issue had to be logged before Civil Enforcement Officers acted upon it and were informed SABA act upon every issue identified, even if only reported once.
- Members wanted to know if Civil Enforcement Officers had any discretion to deal with verbal abuse? Damian James, Assistant Director: Contract Services, said Civil Enforcement Officers were advised to call the police in that instance and it was at their discretion. He thought fines were £60 or £30 if paid within 14 days but would check exact costs and clarify at the next meeting.
- It was noted Civil Enforcement Officers used a number of body cameras to help with evidence gathering.
- Members asked if SABA had access to the DVLA database and were informed they do.
- A discussion took place about Disabled Parking Bays being abused. If it was a Bracknell Forest Council car park Civil Enforcement Officers could enforce but not if it was on private land. It was also noted some residents were unaware the Council had no enforcement capabilities in private car parks, including regulating use of Disabled Parking Bays.
- Members thanked officers for putting in place a TRO order which had a positive effect around a local school (including yellow lines and waiting times in morning and afternoon) as previously parents in cars had blocked paths.
- Members asked how long it took to train a Civil Enforcement Officer and were informed it took four weeks and included test papers to understand the legislation as well as shadowing another Civil Enforcement Officer.
- Turnover was reasonably high and was disappointing when time and money had been invested in someone. However, it was recognised it was a challenging role and there were some excellent Civil Enforcement Officers at present.

Actions:

Damian James, Assistant Director: Contract Services to check the cost of penalty charge notices and confirm with members.

48. Everyone Active

Damian James, Assistant Director: Contract Services, provided a verbal update on the performance of Everyone Active in relation to complaints and compliments. Quarterly updates were requested at the November 2018 meeting as members wanted assurances the Service Level Agreement was being monitored and issues rectified.

Members were informed statistics showed positive progress on the whole. 1 million visitors had visited the three sites (Bracknell Leisure Centre, Downshire Golf Complex and Coral Reef) in the first three quarters of the year.

Bracknell Leisure Centre had seen a decrease in the number of complaints from 1 April 2018 to end Sept 2018. Quarter 1 – 105 complaints, Quarter 2 – 68 complaints, Quarter 3 - 47 complaints. Quarter 3 was the start of the most significant refurbishment works in a number of years. 220 complaints had been received since 1 April in total. New management had been in place since Q3 onwards and it was positive to see a decrease in complaints since then.

Downshire Golf Complex had received 12 complaints in total over three quarters. Quarter 1 - 2 Quarter 2 - 4 Quarter 3 - 6. There had been a recent change in management which would hopefully give a benefit going forward.

Coral Reef - Q1 -198 complaints – largely around new booking system. Q2 - 40 Q3 – 16

As a result of discussion the following comments and questions were raised:

- Members acknowledged it was sad to see an increase in complaints at Downshire Golf Complex and wondered if there was a theme? Damian James, Assistant Director: Contract Services, advised complaints were largely about the state of the greens. Last March during a particularly hard spell 'Beast from the East' and during a period of intense heat throughout the summer had not helped. Drainage works had now been completed on two holes which should reflect better comments in the next quarter. Further drainage works were still needed.
- Members were pleased the number of complaints at Bracknell Leisure Centre were decreasing and asked if they also monitored compliments? Officers stated compliments were monitored but were low – 22 at Bracknell Leisure Centre during one quarter, remained static at Coral Reef and were in decline at Downshire Golf Complex.
- It was queried how long a member has to regain their membership if it has lapsed and were told it was at the discretion of Everyone Active but time periods were usually stated in the contract.
- Cllr McCracken, Executive Member: Culture, Resources and Public Protection, asked for the next set of statistics to show footfall at Bracknell Leisure Centre; Coral Reef and Downshire Golf Complex which it was agreed would be useful.

Actions:

Damian James, Assistant Director: Contract Services, to bring statistics regarding footfall, complaints and compliments for individual sites to the next Environment, Culture and Communities Overview & Scrutiny Panel meeting.

49. LED Lighting Task and Finish Group Update

Cllr John Porter, Chairman of the LED Lighting Task and Finish Group, updated members on the work of the Group.

The group had been in action for six months and, most recently, had scrutinised the complaints log collated by Osmond Faleiro, Engineer, Street Lighting. Following this meeting members had requested complaints be mapped on the GIS system used by the Council which had been completed and helped members identify hotspots. A small amount of funding was available and the group were going to recommend this was used to review the complaints and see if concerns needed to be addressed. Options included additional lamp lights rather than single; addressing foliage; checking distance between lamp posts and recommending raising the height of columns, as they noticed on visits some posts were shorter than others. Members were also reviewing projected savings to check they were being delivered.

- Members queried if there was a noticeable link between Anti Social Behaviour or Crime and LED Lighting implementation? Officers informed members they were meeting Cassandra Oswald, Neighbourhood Sergeant and Cllr McKenzie-Boyle later this week to identify any potential correlation.
- Members asked if the project was now complete and were informed it was as 14,000 lights had now been replaced.
- Cllr Turrell, Executive Member: Planning and Transport thanked scrutiny members for their work on this project and for going about it in a subjective way. The LED Lighting project was a large amount of work but had brought about important changes including financial savings; savings in terms of the carbon footprint and central management system; making it easier to identify faults and lights being out for less time. The Council needed to check perception rather than fact where complaints had been received as some residents thought their LED lights were 50% brighter than previous sodium lights.

50. **Houses in Multiple Occupation Task and Finish Group**

Cllr Michael Brossard, Chairman of the Houses in Multiple Occupation (HMO) Task and Finish Group, provided a verbal update on the work of the Group.

Members had gained a higher level of understanding on HMOs following five meetings of five members drawn from the Panel. They had met with a wide range of officers from pub protection, housing, planning, community safety, TVVP and Royal Berkshire Fire and Rescue Service. The Grenfell tragedy had made people focus on HMOs and it was hoped the work of this Panel would contribute towards making HMOs safer. At their last meeting Panel members met with the Head of Property Management and the Lettings Manager from Prospect Estate Agents and discovered the Estate Agent were selective about which HMO landlords they worked with as they expected them to operate to their standards. Within the next month the final report would be submitted and it was hoped the Executive would take on board their recommendations.

Cllr Turrell, Executive Member: Planning and Transport said it was a matter that concerned a number of residents and he looked forward to receiving the learning from the report.

51. **Cemetery/Crematorium Visit**

Members agreed to visit Easthampstead Cemetery/Crematorium. Governance and Scrutiny Co-ordinator to circulate potential dates to members and co-ordinate visit.

It was noted the Chief Officer of the Federation of Burying Commissioning Authority had visited last summer and said it was an excellent facility which attracted custom from a vast area.

Actions:

Governance & Scrutiny Co-ordinator to facilitate visit for members to Easthampstead Crematorium/Cemetery.

52. **Quarterly Service Report (QSR)**

Andrew Hunter, Director: Place, Planning and Regeneration and Damian James, Assistant Director: Contract Services gave members an update on issues in their areas as per the slides to be published alongside the minutes. This included an update on the Parks and Countryside project which was coming to a close as it was agreed by the Executive in February 2019. Members were shown a picture of the

new junction at Martin's Heron which had received a number of compliments although it was acknowledged there was some work still to be done. The number of planning appeals was close to target and decisions by the Planning Inspectorate were challenged where applicable. Learning sessions were held for officers once the decision from the Planning Inspectorate was received.

Following discussion the following questions and comments were raised:

- Members queried the anticipated end date for A322 Downshire Way work and were informed it was July 2020. They were reassured much of the work would be done off the road, like with London Road, and where there was thought to be an impact work would be undertaken outside of peak times.
- Members asked if large lorries would cause a problem and were informed there would be no merge lane in the future which should help with congestion.
- Members were informed work impacting on local road networks were flagged on motorways and on websites.
- Members asked why lessons learnt were not shared with members on the Planning Committee and were informed they are informally when looking at subsequent planning applications.
- Members wanted to know if there was a good relationship with Surrey County Council officers regarding the Meadows Roundabout and if they were on target to achieve what they set out to achieve? Andrew Hunter, Director: Place, Planning and Regeneration said he had not heard there were issues, but would check and provide an update.
- Members requested an update on housing need projections and were informed they should be available some time this week. Andrew Hunter, Director: Place, Planning and Regeneration said the figure was likely to be between 600 and 630.

Damian James, Assistant Director: Contract Services updated members as per slides and reported 11 new waste trucks had been ordered and would arrive July approximately. Dry changing rooms in Bracknell Leisure Centre and a new reception had opened at the end of November 2018. The new gym had opened at the beginning of January 2019. There had been changes in contractor management at the new Town Centre with regards cleaning. A new regime and staffing changes were hoped to improve matters. They had trialled different machines to clean paving and would continue to do so to find the best option. The introduction of the National Waste Strategy would hopefully increase recycling rates following consultations and an agreed direction of travel The Council and Everyone Active were perusing options to build a new clubhouse at Downshire Golf Complex. Currently, the business case did not support it at the moment but they were looking at all options. Visits to Bracknell Leisure Centre were 1 million in the first three quarters of 2018/19 which was lower than the target of 1.7 million but this was an ambitious target set by Everyone Active.

Following discussions the following comments and questions were raised:

- Members wanted to know if the new refuse trucks were the 50/50 configuration as previously and were informed they were single back vehicles and would only collect one type of material at a time but were more flexible as they could be used for collecting gardening one week and recycling the next, for example.
- Currently, there was an issue if the gardening waste side of a truck was full but the recycling side was half full as vehicles had to empty half full refuse trucks. New trucks were also lighter so fuel consumption would be slightly better. Members requested refuse trucks did not follow each other (i.e. not in same road at same time) in order to avoid congestion. Officers stated routing was

done via a computer to try and avoid this but they would take it into consideration.

- Members asked what the biggest problem was with cleaning the town centre and were informed it was spillages, particularly coffee and hot chocolate which was hard to remove from paving stones, prevalent around benches and coffee shops.

Actions:

- **Andrew Hunter, Director: Place, Planning and Regeneration to check progress on the Meadows Roundabout works and send to Governance & Scrutiny Co-ordinator to send out with the minutes.**
- **Governance & Scrutiny Co-ordinator to publish slides with the minutes.**

53. Executive Key and Non-Key Decisions

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

CHAIRMAN

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To: **Environment, Culture & Communities Overview & Scrutiny Panel**
18 June 2019

Parking Strategy Headlines Director of Delivery

1 Introduction

- 1.1 To present to the panel headlines from the parking strategy for discussion and direction.

2 Supporting Information

- 2.1 Contained within the following report.

3 Equalities Impact Assessment

- 3.1 Information is contained within the attached report.

4 Strategic Risk Management Issues

- 4.1 Information is contained within the attached report.

Background Papers

N/A

Contact for further information

Damian James: 01344 351325

Assistant Director: Contract Services

Damian.james@bracknell-forest.gov.uk

Louise Watkins: 01344 352505

Operational Support Manager

Louise.watkins@bracknell-forest.gov.uk



Parking strategy headlines for Environment, Culture & Communities Overview & Scrutiny Panel

1. Executive Summary

Our vision is to provide a reliable, efficient and cost-effective car parking management service.

Bracknell Forest Council is responsible for parking enforcement on its streets and in its car parks using the civil parking enforcement powers provided by the Traffic Management Act 2004. It is also responsible for the operation and management of the Council owned car parks and both these functions are undertaken by contractors working on behalf of the Council.

This Parking Strategy covers the period 2019 to 2024 and accompanies the Bracknell Forest Council Parking Standards Supplementary Planning Document March 2016 (within the Place, Planning & Regeneration department). The strategy covers a 5 year period to include the remainder of the current parking management contract (ends June 2020) and the first stage of the new contract tender (4yrs plus 2+2yrs).

The main focus of the strategy is to provide the Councils policy framework for managing parking across the Borough to 'provide parking where appropriate and control parking where necessary'.

The objectives of this strategy are:

- Enforce parking regulations fairly and efficiently.
- Encourage off street parking rather than on street.
- Encourage the best use of the parking space available and introduce parking controls where necessary.

1.1 Contract responsibilities

Currently car parking management, enforcement (via penalty charge notices) and back office administration is outsourced and delivered by the Councils approved car parking contractor.

This covers day to day management, operation and enforcement of multi storey and surface car parks. This includes procurement and installation of equipment, front line equipment maintenance, routine inspections, cash collection and handling, monitoring of CCTV and supporting special events. Also customer queries and the issue of season tickets and permits.

Is this the right model for delivery?

1.2 Cost versus quality

The current provision within the existing contract structure at a local level incorporates 17 members of staff. Within the contract team there are management staff, administration staff, civil enforcement officers, parking attendants and cleaners. The existing staff ratio is largely based on the number of deployable enforcement hours and on-site presence. The existing structure allows for administration staff employed until 5pm Mon to Fri, 7 day a week enforcement up to 8pm and a physical onsite presence to cover car parks until 11pm. From 11pm to 7am any queries are managed via the contractors out of hours control centre.

There is no doubt that contract efficiencies could be made via a combination of reducing staffing numbers and/or redefinition of staffing roles and responsibilities. The traditional approach has been to ensure a physical presence of staff but modern technological capabilities and infrastructure allow for a reduction in manpower with the move to central control and automation as is the industry norm. There is however a balance to be struck as a move such as this is likely to have a perceived reduction in customer service.

What are the panel's views for cost V's quality?

1.3 Information technology and encouraging change

Bracknell town centre has a variable messaging system (VMS) located at key points around the Ring road and this provides information to motorists about parking availability in the four multi storey car parks. The VMS data counters record all entries and exits to estimate occupancy. They therefore indicate the number of vehicles actually parked. Currently the Avenue car park will reach capacity at weekends or during busy periods such as the run up to Christmas. On balance however across all the car parks there is significant spare capacity. VMS data can be used to direct and control parking (at busy time and for large events) and reduce congestion at key times.

The Council currently offers cashless parking in all its surface and multi storey car parks and by further improving the offer we could increase efficiencies which in turn would increase revenue. The main efficiency would come with a potential reduction in civil enforcement officer staffing if for example the parking infrastructure at the Coral Reef and The Look Out sites changed from pay and display to ANPR

New and existing technologies can enhance the user experience, in making parking easier and providing different ways to pay. Digital technology can be used to better inform motorists of the choices available to them and parking availability information can currently be accessed via the Lexicon app. The app is in development and will also be used to allow customers to pay for their parking tariff in the future.

The Council is also considering the development of an online portal system which will have the potential to considerably reduce back office administration and allow for an improved offer relative to season tickets and contract parking. The intention is this web based system will enable the user to make an application for either a single season ticket on an individual basis or for a number of season tickets on behalf of a company. The system will provide holistic management of the whole process from application through to invoicing. There is the potential that this system could also allow for a complete cashless parking solution whereby a bank card is registered and debited each time a registered vehicle leaves the car park.

What is the panel's view on the use of technology in improving the customers experience?

1.4 Residents parking scheme

In 2014 the Council introduced a trial Residents Parking Scheme to alleviate parking congestion within the various zones around the redeveloped town centre. The trial ran successfully for two years as a free scheme, including the first renewal period. The trial was implemented as a paid permit scheme in April 2017 with the anticipation that its costs would be covered through permit sales and Parking Charge Notices (PCN's).

At its inception the scheme had 4 principle objectives.

- To protect residents for increased parking pressures around the town centre.
- To be simple for residents to use.
- To be cost effective to operate.
- To be enforceable by Civil Enforcement Officers.

The free 2-year trial was never intended to be self-funding, however the fee structure and requirement to pay for permits from April 2017 was implemented with the intention of recovering costs and making the scheme self-financing from there on in. In proposing the fees due regard was also given to other Berkshire local charging regimes and the fact that parking regimes should be at least self-financing.

During the free trial the permit uptake was in the region of 1600 permits which would have generated in excess of £45,000 on permit sales, in conjunction with income from PCNs this would have equated to a self-financing scheme.

From April 2017 when the scheme was introduced as a paid scheme the number of permit applications dropped significantly. From April 2017 to March 2018 a total of 560 permits were sold. This is just a 35% uptake in comparison to the original number of free permits issued. The significant drop in demand could be attributed to a variety of factors such as more people clearing out and using their garages, an increase in dropped kerb applications to park their vehicles off street or displacement to other areas. The original figure of 1600 also included for approximately 280 permits in zone A and part of zone B which was removed from the scheme.

From April 2017 to March 2018 the total income received in 2017/18 was £40,360. Under the terms of the existing contract the parking contractor are required to manage the Councils residents parking scheme which includes the administration of the scheme and enforcement. The total cost of the scheme was £66,160. During 2017/18 the scheme was not self-financing and the cost to the Council was £25,800.

The position improved in 18/19. The total income received in 2018/19 was £59,850. The total operational cost of the scheme remains in the region of £66,000. During 2018/19 the scheme ran at a loss also at a cost of approximately £6,000.

Whilst there is significant improvement from 17/18 to 18/19 the scheme is not quite self financing and needs to be reviewed again at the end of 19/20 at which point options need to be considered for the future. The scheme does protect local residents. If the scheme were to be abandoned then there is a risk of significant percentage of those parking in the town centre would use the local estate roads for parking. Permit charges have not increased since the paid scheme was implemented in April 2017.

What is the panel's view on the resident parking scheme and the potential future for it?

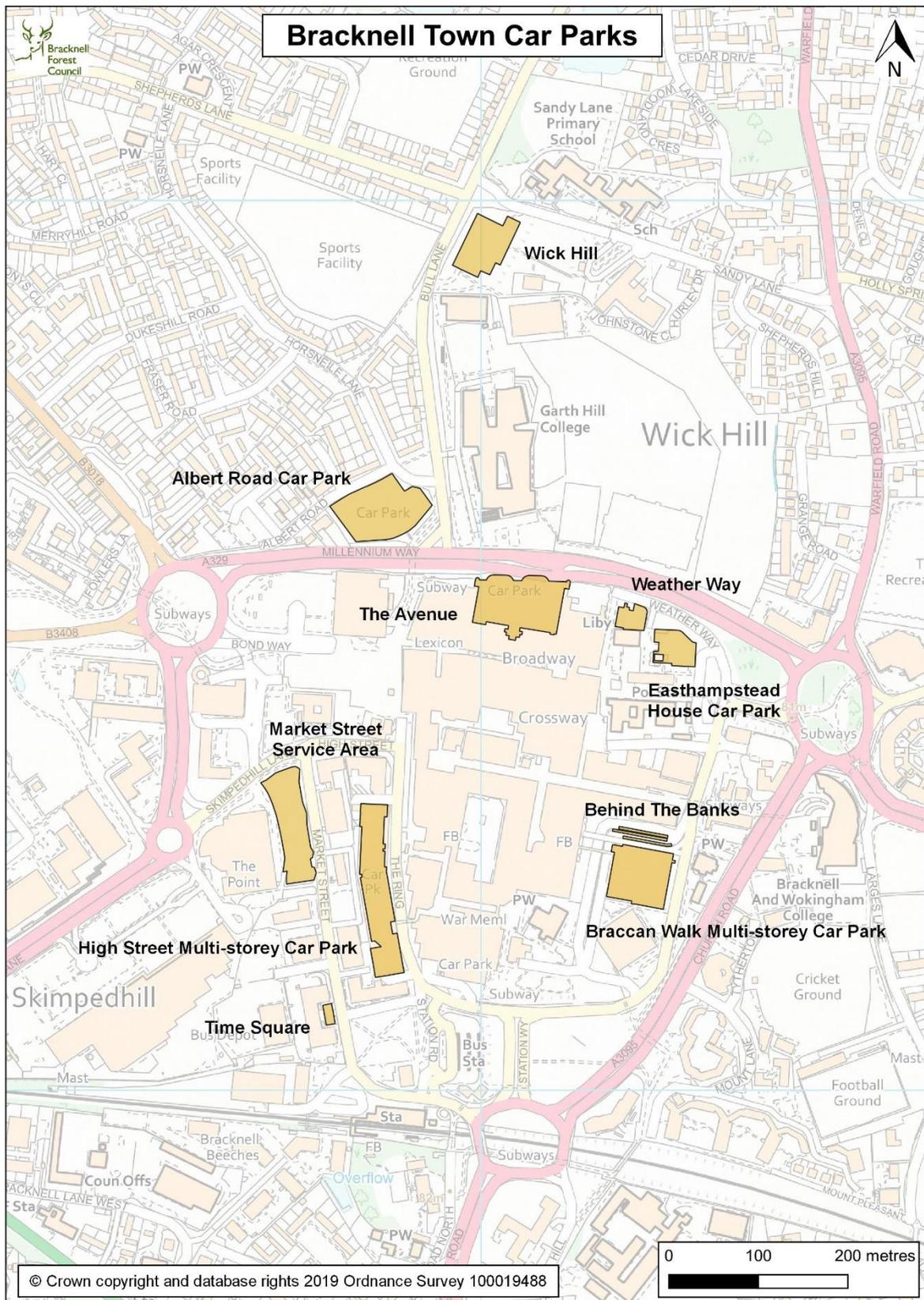
2. Annex 1 Bracknell Forest Council Car Parks

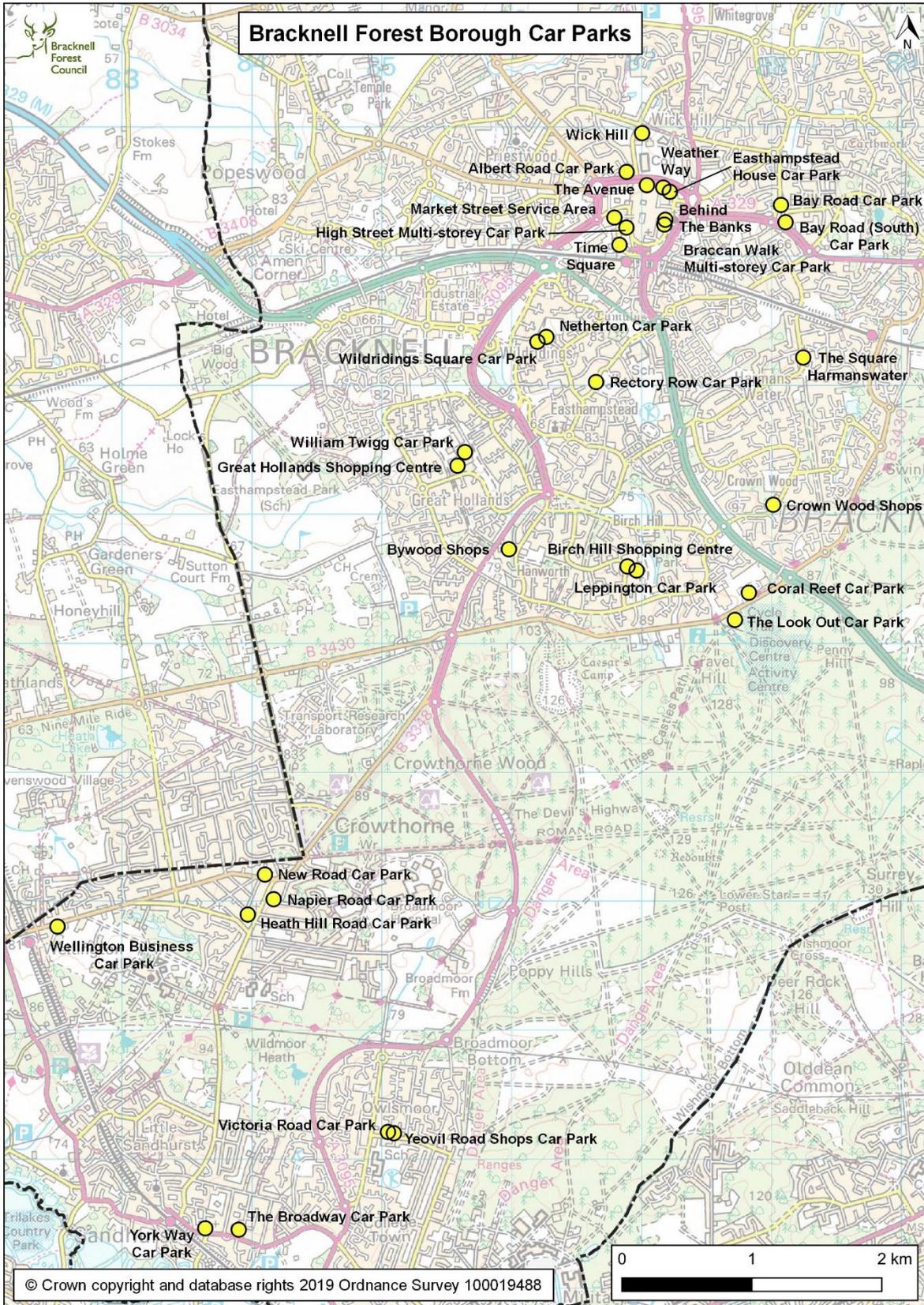
Location inc. spaces	Types of car park	Hours of operation	Charging Hours	Waiting period
Town Centre				
High Street - 926	Multi Story - Pay on Foot	All hours - All Days	7 Days per week, 24 Hours per day	Not Applicable
Braccan Walk - 730	Multi Story - Pay on Foot	All hours - All Days	7 Days per week, 24 Hours per day	Not Applicable
The Avenue - 1295	Multi Story - Pay on Foot	All hours - All Days	7 Days per week, 24 Hours per day	Not Applicable
Weather Way - 29	Surface- Pay and Display	All hours - All Days	7 Days per week, 24 Hours per day	Not Applicable
Wick Hill - 125	Surface- Pay and Display	All hours - All Days	7 Days per week, 24 Hours per day	20 Hours
Albert Road - 223	Surface- Pay and Display	All hours - All Days	7 Days per week, 24 Hours per day	Not Applicable
Behind Banks - Service Yard D - 28	Surface- Pay and Display	All hours - All Days	Between 6am -6pm Mon-Sun Between 6pm - 6am Mon-Sun	Not Applicable
Easthampstead House - 110	Surface- Pay and Display- Closed	All hours - All Days	Between 4pm and 6am Mon-Fri Between 6am and 6pm Sat-Sun Mon-Sun 6pm to 6am	Not Applicable
Time Square - 134	Surface- Pay and Display- Closed	All hours - All Days	Between 7:30pm -6am Mon-Fri From 7:30pm Fri to 6am Mon 24 Hours per day on Bank Holidays and Public Holidays	10 Hours
Market Street Service Area - 28	Surface- Permit	All hours - All Days	Not Applicable	No Limit

Leisure Sites				
Coral Reef - 259	Surface- Pay and Display	7am- 10:30pm Mon-Fri 8am-9pm Sat-Sun - All days	7am- 10:30pm Mon-Fri 8am-9pm Sat-Sun - All days	7am- 10:30pm Mon-Fri 8am-9pm Sat-Sun - All days
Look Out - 350	Surface- Pay and Display	7am- 8:30pm-April-September -All Days	7am- 8:30pm-April-September	7am- 8:30pm-April-September
Out of Town				
Bay Road - 14	Surface- Free	All hours- All Days	Not Applicable	No Limit
Bay Road South - 24	Surface- Free	All hours- All Days	Not Applicable	No Limit
Birch Hill - 54	Surface- Free	All hours- All Days	Not Applicable	2 hours with return prohibited within 2 hours between 8am and 18pm Mon-Sat inclusive
Bywood - 34	Surface- Free	All hours- All Days	Not Applicable	No limit
Crown Wood - 39	Surface- Free	All hours- All Days	Not Applicable	No limit
Great Hollands -59	Surface- Free	All hours- All Days	Not Applicable	2 hours with return prohibited within 2 hours between 8am and 18pm Mon-Sat inclusive
Heath Hill - 33	Surface- Free	All hours- All Days	Not Applicable	2 hours with return prohibited within 2 hours between 8am and 18pm Mon-Sat inclusive
Leppington - 92	Surface- Free	All hours- All Days	Not Applicable	No limit
Napier - 8	Surface- Free	All hours - All Days	Not Applicable	2 hours with return prohibited within 2 hours between 8am and 18pm Mon-Sat inclusive
Netherton - 35	Surface- Free	All hours - All Days	Not Applicable	No Limit

New Road - 18	Surface- Free	All hours - All Days	Not Applicable	2 hours with return prohibited within 2 hours between 8am and 18pm Mon-Sat inclusive
Rectory Road - 15	Surface- Free	All hours- All Days	Not Applicable	No limit
Broadway - 42	Surface- Free	All hours - All Days	Not Applicable	No limit
The Square - 31	Surface- Free	All hours- All Days	Not Applicable	No limit
Victoria Road - 8	Surface- Free	All hours- All Days	Not Applicable	No limit
Wellington - 25	Surface- Free	All hours - All Days	Not Applicable	2 hours with return prohibited within 2 hours between 8am and 18pm Mon-Sat inclusive
Wildridings - 18	Surface- Free	All hours- All Days	Not Applicable	No limit
William Twigg - 77	Surface- Free	All hours- All Days	Not Applicable	No limit
Yeovil Road - 29	Surface- Free	All hours - All Days	Not Applicable	2 hours with return prohibited within 2 hours between 8am and 18pm Mon-Sat inclusive
York Way - 4	Surface- Free	All hours- All Days	Not Applicable	No limit

3. Annex 2 Map of Bracknell Forest Car Parks







QUARTERLY SERVICE REPORT

CENTRAL DIRECTORATES

Q4 2018 - 19
January - March 2019

Executive Members:

Councillor Mr Chris Turrell
Councillor Mrs Dorothy Hayes
Councillor Iain McCracken
Councillor Peter Heydon
Councillor Paul Bettison
Councillor Marc Brunel-Walker

Date completed: 21/05/2019

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Key

Actions

	Performance is very good
	Performance is causing concern
	Performance is weak

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

Place, Planning and Regeneration

The A329 London Road improvements have been successfully completed with the scheme including the new signalised Martins Heron junction, this is performing well, and some compliments received. The A322 Downshire Way dual carriageway scheme has commenced and is also proceeding well.

Planning appeals performance has improved for the final quarter with the target being met.

There has been significant CIL income in the final quarter of just over £3,000,000 which has pushed the CIL income figure for the year to £7,699,387 which is over double the anticipated target.

Performance on minor and other applications has exceeded targets for the final quarter. Targets for S106 monitoring and SANG facilitation income arising from the Transformation Review of Planning and Building Control have both been exceeded.

The Executive approved the business case to progress with the creation of the borough's first Country Park at Horseshoe Lake, Sandhurst, following which a project plan has been established.

The Berkshire Filming Office (a collaboration across Berkshire) has been established, a project which started as part of the Parks and Countryside Transformation project, this enables a quick and swift process to enable filming to take place in the borough, generating income.

Volunteers continue to thrive and within Parks and Countryside during this period contributed 1,585 hours.

Within the town centre during this period a Light Beacon has been installed at the old water feature in the High Street, the commemorative plaque unveiled by Her Majesty the Queen has been placed permanently in the Avenue as part of a stone feature and the Bond Square canopy has been installed.

Progress has also been made with BRP with regard to the confirmation that the refurbishment of Princess Square and the development of The Deck, will commence in summer 2019.

The new tenant for Easthampstead House took occupation of the building and is refurbishing a number of floors. ProjeKt Bracknell anticipate letting small scale / low cost space in the Spring aimed at small start-up and creative businesses.

Finance

The team has performed well during the quarter, particularly considering that 3 team leader and supervisors have long-term medical conditions causing them to be absent for lengthy periods of time, affecting Payroll, Accounts Receivable and Financial Systems support. Acting up arrangements were introduced up until the busy year end period at which point additional temporary resources had to be brought in to provide support.

The main focus in the last part of the year is always on setting the budget for the next financial year, with all local authorities having a legal obligation to set a balanced budget.

Yet again, there were fewer than 10 responses to the consultation on the draft budget proposals. Those responses received were broadly supportive of the proposed budget overall, with some specific comments about individual items.

As always, there were a number of changes between the draft and final proposals, largely to take account of more up to date information. Full details were set out in the Financial Plans and Budgets supporting information presented to the council meeting on 27 February, when the budget and council tax was agreed.

The most significant change related to the level of the Corporate Contingency. It was originally hoped that this could be reduced from £2.5m to around £1m - £1.5m, however the increasing uncertainty around Brexit coupled with continuing increases in demand for social care services led the Director of Finance to recommend retaining the contingency at £2.5m.

Consequently, the level of general reserves used to balance the budget was £2.6m, which was higher than assumed in the medium term financial plan for 2019/20. However, the overall level of general reserves used since 2016/17 remains lower than expected over that period.

Following the 2019/20 budget being set, attention turned to preparations for the 2018/19 accounts closure. In addition to the annual changes to accounting standards and requirements, the council has had to give specific consideration to its year end obligations as the lead authority for the Berkshire Business Rates pilot. This will involve Bracknell Forest determining whether there need to be any transfers of income between the authorities, to ensure the minimum gains for each authority agreed as part of the approved submission to Government have been achieved. Indications are that Bracknell Forest is set to realise at least the amount anticipated and possibly more, subject to the final provision made in the Collection Fund for appeals by businesses.

Work is progressing well in preparation for the procurement of a joint venture partner to re-develop sites in and around Bracknell town centre, as approved by the Executive in February. Most of the documentation required for the procurement process is close to being finalised and potential partners have been alerted to the opportunity, in advance of a formal launch event in May.

The Internal Audit team has been supporting the Governance and Audit Committee and Corporate Management Team to ensure that there is a strong focus on responding to an increased number of limited assurance audits during 2018/19. In addition to the expected monitoring of progress to individual audits, it has been agreed that Departmental Management Teams will receive regular progress updates on all audits in their areas as an additional level of management oversight.

The council responded to the Government's consultations on its Fair Funding review and move to a 75% Business Rates Retention system in February. While acknowledging that some of the proposals were positive for the sector overall, our response focused on retaining the incentive to retain a large part of local business rates growth, which is a particular benefit for strongly performing economies such as Bracknell Forest and the wider Thames Valley.

Human Resources, Organisation Development and Transformation

The Transformation Team, in consultation with key stakeholders, have been developing a portfolio management approach to delivering the transformation programme. A new set of

projects have been identified and significant progress has been made in assessing the benefits these will deliver to residents and the contribution they will make to significant progress continues across HR & OD. Work on restructures, leadership and management programmes continue. Work on BFC Employer Branding has started and is due to be completed by June. This work will enable us to develop our Employer Value Proposition which will assist in recruitment and retention of key posts.

Recruitment to People Directorate AD vacancies have concluded which means that a full DMT is in place from April 2019. The Head of Service review in People remains incomplete and HR will continue to support the Directorates in completing this as soon as possible. HR also supported the successful recruitment of a new Executive Director: Delivery.

Quarterly information reporting has been introduced for DMTs, Strategic Workforce Planning introduced with all DMTs. Reporting and workforce planning will continue to be embedded over the next months and will enable next year's Council Plan to be much more informed with workforce information.

The Communications and Marketing Team has realigned its 2019/20 work plan, in consultation with CMT, to focus on several key themes and a number of key transformation projects. This work plan will act as the team's focus until a new strategy can be developed in line with the overall Council Plan in the autumn. The team also launched an electronic version of Town & Country in January, as part of its commitment to digital first.

Highlights and remedial action

Good performance

Transport Development

- The A322 Downshire Way dual carriageway scheme commenced on 18th February and is progressing well.
- The A329 London Road corridor improvements are now complete on site with the exception of landscaping works that will follow in the Autumn during the tree planting season.
- The Laundry Lane traffic signal refurbishment scheme is now completed. The additional pedestrian facilities have been well received, and the site is operating well.
- Additional residential parking schemes, funded in partnership with Silva Homes are complete and further funding has been agreed for 2019/20.
- Work to signalise the Owlsmoor Road j/w Rackstraw's Road has commenced. The scheme incorporates a pedestrian crossing.
- The Surrey County Council Meadows scheme is nearing completion with final night time surfacing being programmed in April.
- The A3095 corridor improvement scheme is now subject to detailed design and construction and is due to commence in 2020.
- New town centre highway infrastructure continues to operate well with identified final remedial and maintenance work to pedestrian areas due for completion by the developer in the coming months.
- The 2019/20 Integrated Transport Capital Programme is now approved and individual schemes are now being programmed with our contractor Ringway.
- Work continues on implementing highway infrastructure associated with strategic housing sites across the Borough. Works to construct the secondary access to the Blue Mountain development is well underway and the second phase of development on the TRL site is under construction. Multiple smaller development sites are ongoing, delivering infrastructure across the Borough.
- The Berkshire Local Transport Body has awarded provisional financial approval for a further £1.2m of Government Growth Deal Funds for improvements to the A322/A329 corridor. Improvement schemes at Sports Centre Roundabout and Vigar Way j/w Peacock Lane are now being developed. A further £100k revenue funding has also been secured through the Berkshire Local Enterprise Partnership 'Business Rates Pilot' scheme to fund the development of further major schemes aimed at supporting growth in the Borough.
- The overarching Sustainable Modes Strategy including supporting chapters has been adopted.
- Details of South Western Railway improvements to the Reading-Waterloo service have been announced with two extra trains in (am) peak and one additional service in the (pm) peak.
- A comprehensive programme of transport surveys was carried out in March to provide essential input towards the council's updated transport model. The information captured provides details of peak period journey times, traffic flows across the Borough and turning movements at more than 80 junctions. This updated information will support the validated strategic transport model which forms the basis for transport forecasting.
- The Borough's road safety record continues its improving trend.

Parks and Countryside

- Promoting filming in Bracknell Forest - BFC officers from Parks and Countryside, Highways and Early Help and Communities and a representative from the local charity Involve, attended a launch event of the new Berkshire Film Office (BFO) on 6 March at Arbour Park Stadium in Slough. BFO is a brand-new service for film makers looking for great locations to film in the county.
- Volunteers contributed 1,585 hours between January and March, with examples of activities including hazel coppicing, litter picking, rights of way maintenance/improvement, horticultural work and assisting with running of events
- A successful series of winter/spring events were held by the Heritage Parks Team, including a Traditional Orchard Wassail in January and a Nature Quest (nature-related scavenger hunt) in February.
- Green Flag Award applications were submitted for six parks/open spaces in January. The Parks and Countryside team are preparing for a visit by the Green Flag judges this May.
- Suitable Alternative Nature Greenspaces (SANGs) - work is underway at Tarman's Copse to install a green man trail and waymarkers to provide attractive features for public enjoyment and to help guide people around the site and link with Jennett's Park.
- A new waymarked path network at Ambarrow Court and Hill will guide visitors through the woodland and meadow areas and improve accessibility throughout the sites, which are managed by Parks and Countryside and The National Trust.
- Frost Folly SANG is open to the public and Parks and Countryside have taken on the management of the open space with the car park owned and managed by Warfield Parish Council.
- Cabbage Hill SANG was transferred to BFC by Berkeley Homes on 21st December. Work has been awarded to contractors for a large meadow enhancement project, which will be undertaken next month.
- The Blue Mountain SANG is almost complete and ready for opening to the new residents and the wider public. The landscape is converted from the golf course, so has some interesting landforms and several ponds, together with established grass and trees.
- Rights of Way Improvement Plan (RoWIP2) - the new access road for the Newell Green development has been constructed. Where this crosses the Avery Lane byway, a new crossing has been constructed with a segregated waiting area for equestrians, and a separate route for pedestrians and cyclists. A Traffic Regulation Order (TRO) prohibits motorised vehicles and horse drawn vehicles from using the byway from Watersplash Lane to a point south of the Three Legged Cross junction.
- Parks and Countryside continues its work with the Bracknell Forest Local Countryside Access Forum (LCAF) who are an independent body whose remit is to improve public access to the countryside for the purposes of promoting open-air recreation and the enjoyment of the area. At the meeting in February, officers updated members on progress made with delivering RoWIP2 actions and received advice from the forum on projects including mapping rights of way furniture and establishing and promoting new routes and links.
- A new Tree Strategy has just been published, which is our vision for trees, hedgerows, orchards and woodland in the borough that make up the forest of Bracknell.
- Parks and Countryside rangers worked with twelve councillors to plant seven oak trees across the borough to commemorate the 21st anniversary of the formation of Bracknell Forest as a borough council.
- The commemorative trees and benches scheme within the Heritage Parks continues to be popular with the public. A commemorative tree (red oak) was recently planted

at Lily Hill Park as part of this scheme and another has been ordered for next year's planting.

- Two Ranger vehicles and a driver were provided to assist Forestcare and the Emergency Duty Service during the snow in February.
- New landscape planting of has been carried out around the 'Onyo' sculpture by Sam Zealey, which is installed in the forecourt of Bracknell Station.
- The Transport Development and Parks and Countryside teams have been working in partnership to develop an extensive Greenway project running alongside the construction phase of the conversion of Downshire Way to a full dual carriageway. The large-scale improvements will include the creation of new wildflower meadows, connect woodlands and provide new habitats for wildlife including plants, bats, birds and insects.

Planning

- Planning appeals performance has improved for the final quarter with the target having been met.
- A new Local Development Scheme (the three year programme for the production of planning policy documents) was approved by the Executive in February.
- The Bracknell Neighbourhood Plan has proceeded to an examination.
- Comments have been provided on the Warfield and Crowthorne neighbourhood plans

Early indications are that the council will spend within budget yet again in 2018/19, despite increasing demand for social care services being experienced during the year. The successful bid to remain a Business Rate Retention pilot area, with the other Berkshire unitary authorities and Fire will provide an additional cushion against the expected reduction in income arising from changes to the Government funding system from 2020.

With the decision on the 2019/20 budget having been taken on 27 February 2019, Bracknell Forest Council will continue to be in the bottom 10% of all unitary authorities for the level of council tax set.

The Payroll team has successfully won a contract to deliver services to 4 additional schools from April 2019. Preparations to parallel run the February and March payrolls for the new customers have gone well.

Bracknell Forest hosted an iESE Innovation Club event in March. The event saw elected members, from as far away as East Ayrshire, travel to Bracknell Forest to learn about our innovative and successful transformation programme.

Areas for improvement

Performance on major applications was 84% which is just below the 85% target. This is an improvement on some previous quarters this year which have resulted in an overall performance figure for the year of 80%. Officers have been reminded of the importance of agreeing extensions of time wherever possible.

The commercial property investment strategy has succeeded in delivering the expected £3m of additional net income for the council and the country park business case has demonstrated a commercial approach to developing a new facility. Steps are being taken to gradually introduce and embed commercial practices across the council. Work to better understand direct and indirect costs of service delivery in school support services led to more informed decision making about the level of charges made in 2019/20, but also

highlighted that some service areas need to fundamentally rethink their service offer in order to make it more attractive to customers at a level that is sustainably affordable.

Responsibility for debt collection for services provided is generally delegated across the council, with the relevant service area having responsibility. Performance in collecting debt has been mixed in this situation, with some areas experiencing increasing levels of long-term debt. Consideration is therefore being given to introducing a centralised credit control function to ensure that appropriately skilled staff with the right focus are leading on collecting debt and CMT has supported the recruitment of a temporary Credit Controller to bring greater robustness and consistency in collection arrangements.

Audits and Risks

During quarter 3, limited assurance audit reports were finalised on the following areas in the central directorates:

- Creditors;
- Purchase Card;
- Business Rates;
- Council Tax;
- CIL/S106; and
- Council Wide Absence Management

The risk register for the central directorates was reviewed on 8th January when the Finance risk has been reduced due to the anticipated underspend for 2018/19 and the fact that progress to a balanced budget for 2019/20 is well progressed and a single over-arching risk transformation programme risk was added.

Work continues to address the points raised in the social media audit. An action plan for the communications specific points is in place with the majority of actions now green or amber. Work to re-purpose the social media networking group has taken place with a new terms of reference agreed and communications taking the lead. A new social media policy is drafted for CMT's comments.

The Sickness Audit was conducted in October 2018 with the final report being received in February 2019.

Budget position

The original cash budget for the Central Directorates was £10.272m. Net transfers of £1.183m have been made bringing the current approved cash budget to £11.455m. There are eight variances to report against the budget in the fourth quarter.

A detailed analysis of the budget changes and variances this quarter are available in Annex A Tables 2&3.

Capital Budget

The Directorates' capital budget for the year was set at £3,090,000. This included £1,570,000 of externally funded schemes.

In addition to the carry forwards and additional funding received in Quarters 1-3 of £8,652,500 in Quarter 4 S106 funding of Bullbrook Community Centre (£20,100), Great

Hollands Play Area (£50,200) ,King George V Play Equipment (£7,900), Popes Meadow Play Area (£68,000) and Binfield Community Centre (£17,200), plus external funding of £129,600 for Residents Street Parking were received bringing the available spend to £12,035,500.

Across the Directorates it is anticipated that around 50% of the total approved budget will 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 Table

2019-20 Fees and Charges

It is proposed to charge applicants a cash bond for street work licences, which will be returned to the applicant once works are completed. The bond values are as follows:

BOND VALUES	<5m2	5-10m2	10-30m2
<1.5m Depth	£1000	£1500	£2000
>1.5m Depth	£1500	£2500	£3500

Pre-application planning fees are to be maintained at the same levels as those introduced in June 2018 which are currently published on the council's website.

1 Unit	£165
2-5 Units	£330
6-10 Units	£440

Section 2: Strategic Themes

Value for money

Action	31/03/2019				
	Stage	Due Date	Percentage Complete	Status	Comment
1.1.01 Maintain Council Tax	Completed	31/03/2019	100%	✔	Achieved
1.2.06 Transformation review Support Services	In Progress	31/03/2019	0%	●	Current focus is on increased use of self-service including DORIS. Recognised need to ensure developments reflect manager and staff priority areas. Particular focus on ensuring all HR policies and procedures are easily visible.
1.2.13 Transformation review of Parks and Countryside	In Progress	31/03/2019	25%	●	Work is now progressing on the Country Park with the first board meeting 2nd April which reviewed the programme and various actions to be undertaken.
1.2.14 Transformation review of Planning and Building Control	Completed	31/03/2019	100%	✔	Project now complete and has moved into Business as usual
1.2.24 Review Transport Development and Highway Maintenance	In Progress	31/03/2020	50%	★	First stages of the brining together of the two teams is now complete. Work on embedding the new structure and looking at efficiencies and savings will be part of the ongoing work of the section.
1.3.08 Embed commercial practices	In Progress	31/12/2018	75%	●	Approach being adopted for Planning and Countryside review and School Support Services
1.4.03 HR and Payroll self service	In Progress	31/12/2018	65%	●	All Schools now have access to iWorks including the Time and Mileage functionality. Work has begun on the introduction of Managers making changes directly into the system. This is at the early stages but should be fully tested by end of Q1 which will then be followed by a pilot roll out.
1.4.05 Organisational Development and Workforce Transformation Strategy	In Progress	31/03/2020	60%	★	The Workforce and Organisational Development Strategy Framework 2017-2020 is at the midpoint of delivery. The focus for this quarter has been in the following key areas: <ul style="list-style-type: none"> Leadership and management - Introduced the coaching culture to organisational leaders Strategic Workforce plan - The SWFP has been published and is now an organic document which is organisation wide and includes engagement between HR/OD service leaders Finance and Performance. Recruitment and Retention - Work continues to develop the Bracknell Forest Brand which will support the attraction and retention of staff and further internal messaging to support Values and Behaviours. Staff Engagement and Reward and Recognition -The staff award ceremony held in January 2019 recognised staff for their contribution and achievement
1.4.17 Apprenticeship	In Progress	31/03/2020	90%	★	The Apprentice programme has 64 apprentices in place with the programme being used as a tool to both recruit and retain key skills. The ability to recruitment quality new apprentices has been significantly enhanced by the introduction of a new pay structure for apprentices as agreed by the Employment Committee February 2019. As part of the workforce planning strategy, DMTs are being asked to identify roles that will be suitable for apprenticeships which will support an increase in the use of levy funding.
1.4.18 Learning and development opportunities	In Progress	31/03/2019	95%	★	Appropriate Courses continue to be delivered to ensure Adult and Children's Social Care meet their statutory obligations with regard to safeguarding and continuing development including Safeguarding courses for both Adults and Children's Social Care along with specific courses on Modern Slavery and Introduction to Domestic Abuse
1.4.19 Workforce development plans	Completed	30/06/2018	100%	✔	The Workforce Development Plan has been completed. This will be reviewed on a regular basis.
1.5.01 Neighbourhood Plans	In Progress	31/03/2020	50%	★	Examination commenced on Bracknell Town Neighbourhood Plan and examiner has requested a hearing. Warfield Neighbourhood Plan has been submitted and an examiner is in the process of being appointed. Crowthorne have commenced consultation on their draft Neighbourhood Plan and a BFC response is being prepared.
1.5.03 Community based delivery and volunteers	In Progress	31/03/2020	0%	★	Community based delivery models and the use of volunteers continue to be considered within the analyse and plan phases of all transformation service reviews. Both the libraries and parks and countryside services have been successful in this approach.
1.6.03 Consultation on proposed major changes	In Progress	31/03/2020	0%	★	This action remains on track. Staff and customer consultation is planned into the Communications and Engagement Plan for all transformation projects.
1.7.02 Budget savings	Completed	31/03/2019	100%	✔	Identified savings achieved
1.7.23 Spending within budget	Completed	31/03/2019	100%	✔	on track to come in within budget based on provisional outturn

Quarterly Indicators	31/03/2019			
	Last Quarter	This Quarter	Current Target	RAG
L257 Number of complaints received	54	59		n/a
L261 Level of staff sickness absence	1.88	2.04		!
L262 Level of voluntary staff turnover	3.28%	2.40%		!

Annual Indicators	31/03/2019			
	Last Year	This Year	Current Target	RAG
L250 Band D council tax position amongst all English unitary authorities	7%	7%	10%	★
L251 The value of savings achieved		£8,167,000	£9,500,000	●
L258 Overall residents' satisfaction with council services				?!
L259 % of population satisfied with the borough as a place to live				?!
L260 % of staff satisfied in their current job	58.0%	58.0%	60.0%	★
NI004 % of people who feel they can influence decisions in their locality				?!

A strong and resilient economy

Action	31/03/2019				
	Stage	Due Date	Percentage Complete	Status	Comment
2.1.01 Business liaison programme	Completed	31/03/2020	100%	★	In the period January - March three meetings took place. The programme is now looking more towards SME's and high growth start ups. Of the larger corporates a number of contacts have moved on making it more difficult to set up meetings with them at the current time. No major issues reported in the meetings with businesses, mainly parking and networking. The SME's were all keen to be signposted to relevant services and initiatives which has resulted in some new leads for our partner organisations.
2.1.02 SME Strategy	In Progress	31/03/2020	50%	★	Working closely with the LEP as well as the Growth Hub. In addition relationships with other organisations supporting SME's locally are maintained, including agents and the chamber. Attending the BLIS task & finish group and supporting where possible. Working closely with the new Growth hub liaison and talking to Oxford innovations about supporting their bid for supporting low productivity SME's to be more productive and effective.
2.1.03 Business Improvement District	In Progress	31/03/2020	50%	★	Since the launch event in September 2018 a number of engagement workshops have taken place feeding information into the business plan stage to commence in spring. The financial situation has stabilized and businesses have put forward additional resources. It is likely that the BID consultant will also have to claim back some of the expenses once the levy is coming in. A number of engagement workshops took place in spring and the BID group will speak at the Lexicon business event in June and also hold another engagement event the week after.
2.1.05 Economic planning policies	In Progress	31/03/2020	75%	★	Further work is being undertaken on the implications of revised housing numbers and on the strategic approach to economic development which will include further consultation.
2.1.06 Infrastructure growth	In Progress	31/03/2020	50%	★	CIL income for the year was £7,288,177 which represents 235% of the target. Over £7 million has also been received through S106 contributions. Audit has been completed of CIL and S106 and actions identified have been completed or are in hand including pursuing the purchase of an additional software module (Exacom) to help monitoring of S106 income and expenditure.
2.1.07 Economic planning policies	Completed	31/03/2019	100%	✔	
2.2.03 Transport infrastructure	In Progress	31/03/2020	75%	★	Intelligent Transport infrastructure related to the town centre and The Lexicon continues to operate well. Highway capacity and road space allocation is considered proportionate. Monitoring and refinement work will continue as further town centre re-development progresses. Access for the range of transport modes remains effective.
2.2.04 Market Square strategy	Not Started	31/03/2019	0%	▲	Work is on hold whilst the site is being used as a compound for the Thomas Homes scheme in the Town Centre
2.2.05 Public transport	In Progress	31/03/2020	75%	★	Bus operators report that patronage has increased moderately since the Lexicon opened. Alongside the extension of Council supported bus services to cover evenings and Sundays, bus operators have also introduced changes to their commercially funded services in response to demand. Improved footway and cycleway links to the town centre are now in place and formalisation of the NCN422 cycle route will follow in 2020. Bracknell peak hour rail services are due to increase during May 2019. Cycle parking within the town centre has been increased by over 100%.
2.2.06 Planning applications	Completed	31/03/2019	100%	★	Major, minor and other applications have exceeded performance targets for the year and for the final quarter. The majors performance for the year was 82% overall against a target of 85%. This was due to the determination of some applications for which the applicants were not willing to agree extensions of time. The relatively low numbers of major applications determined means that a small number of falling outside the period have a significant effect on this statistic. During the year 49 Major applications were determined during the year of which 40 were determined within the statutory period or within an agreed extension of time.
2.3.01 Town centre management strategy	Completed	31/03/2020	100%	✔	Town centre management is up and running with close liaison between BFC and the Lexicon staff. Work continues on Cleansing, Car parking and performance/events and commercialisation programme.
2.3.02 Planning policies enabling regeneration	In Progress	31/03/2020	50%	★	Town Centre Policies in the Draft Local Plan have been summarised and responded to and were considered and supported by the Members Working Group in October/November.
2.5.01 Street lighting replacement	In Progress	31/03/2019	95%	★	The LED lighting project has seen the installment of 13,000 new lanterns and 1,000 new columns, serving nearly 50,000 homes. The new LED lights have a new central management system. Once the final stages of installation are complete (spring 2019) engineers will commence a second phase of work to address the small number of residents' comments regarding operational issues.
2.5.02 Infrastructure delivery plan	Completed	31/03/2020	100%	★	Further work is under way to review infrastructure requirements in light of changes to the strategic approach to housing and economic development in light of the publication of the government's response to its consultation on housing needs.
2.5.03 Infrastructure funding	Completed	31/03/2020	100%	★	CIL target significantly exceeded for the year and over £9.3 million secured through S106 Agreements.

Quarterly Indicators	31/03/2019			
	Last Quarter	This Quarter	Current Target	RAG
L268 % of working age people who are unemployed	2.8%	2.0%		n/a
L269 % of working age population in employment	85.0%	84.7%		n/a
L271 % of borough covered by superfast broadband	95.7%	96.8%	99.0%	★

Annual Indicators	to 31/03/2019			
	Last Year	This Year	Current Target	RAG
L265 Number of newly incorporated businesses		4,665		n/a
NI167 Average journey times per mile during the morning peak on A roads	36.50	36.90		n/a

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

Action	31/03/2019				
	Stage	Due Date	Percentage Complete	Status	Comment
3.2.04 Infrastructure Delivery Plan	In Progress	31/03/2020	50%	★	Improvements completed to Martins Heron Roundabout and work commenced on dualling final section of Downshire Way.
3.2.05 New education facilities	In Progress	31/03/2020	0%	●	No change from previous quarter. Housing requirement has increased following government consultation on the methodology for calculating housing need but remains lower than that included in the Draft Local Plan consultation. Methodology and responsibility for generating pupil forecasts are being reviewed to improve accuracy.

People live active & healthy lifestyles

Action	31/03/2019				
	Stage	Due Date	Percentage Complete	Status	Comment
4.3.04 Promote sustainable travel	In Progress	31/03/2020	50%	★	Officers are finalising the Local Cycling Walking Infrastructure Plan and prioritising routes following assessment across the borough. In addition Parish Councils have expressed an interest in joint working to allocate their CIL funds to ped/cycle routes that both authorities want to bring forward.

A clean, green, growing and sustainable place

Action	31/03/2019				Comment
	Stage	Due Date	Percentage Complete	Status	
5.1.01 Local Plan	In Progress	31/03/2021	50%	★	Local Plan is progressing in line with the new Local Development Scheme adopted by the Executive in February 2019.
5.1.02 Housing sites	In Progress	31/03/2020	75%	★	The Council can demonstrate a 5 year land supply with sites coming forward through the planning process
5.2.02 Strategic Housing Market Assessment (SHMA)	Completed	31/03/2019	100%	✔	The government has published its revised methodology which confirms that this should continue to be based on 2014 household projections rather than the more recent 2016 projections. The government has committed to produce a revised methodology for calculating housing need within 18 months. This has increased housing need above the 2016 based figures but they remain lower than those used for the Draft Local Plan consultation. Figures are being updated following the end of 2018/19.
5.2.03 Thames Basin Heath Special Protection Area	In Progress	31/03/2020	50%	★	The SPA SPD continues to be implemented to enable housing development to proceed. BFC continues receive increased facilitation funds for the use of its SANG capacity and is on target to achieve the projected income from this source. The new SANG at Blue Mountain has been laid out.
5.3.01 Transport improvement	In Progress	31/03/2020	50%	★	The Transport Capital Programme continues to incorporate Borough led transport improvements which result from new development and the strategic transport action plan, currently focussed towards the A322, A329 and A3095 strategic corridors. Local junctions and corridors will also be improved as development growth is delivered. Developer led improvements continue to be managed through the S106 and S278/38 processes.
5.3.03 Community Hubs	In Progress	31/03/2019	0%	★	Warfield CH - the feasibility study is complete and we are finalising the Final Report with Ridge. Crowthorne CH - CPC are in discussions with L&G around the final plans and running costs. BM CH - work still ongoing with BPC and the CCG. A MoU is being developed so that they can work with an architect to develop plans for the co-located centre. MHWCC - WPC requested some works at the centre before agreeing to complete the lease and we have completed these.
5.4.01 Spending priorities	In Progress	31/03/2020	75%	★	Work continues on identifying spending priorities and working with Parish councils on joint projects particularly in relation to Transport, open space and community provision.
5.6.01 Special Protection Area (SPA)	In Progress	31/03/2020	75%	★	Open space enhancements carried out on a rolling basis which are pump prime funded from s106 facilitation receipts in line with individual SANG management plans and reflecting forthcoming development pressure.

Quarterly Indicators	31/03/2019			
	Last Quarter	This Quarter	Current Target	RAG
L241 Income from CIL receipts	£1,745,487	£2,807,000		!
L284 Number of homes given planning permission	1,090	1,122	670	★
L286 % of successful planning appeals	57%	67%	66%	★
L347 Planning permissions granted for net additional dwellings not yet implemented		1,122		n/a
L356 % of major planning applications determined within timescales	88%	92%	85%	★
L357 % of minor planning applications determined within timescales	97%	87%	85%	★
L358 % of other planning applications determined within timescales	95%	94%	90%	★

Annual Indicators	31/03/2019			
	Last Year	This Year	Current Target	RAG
L285 Satisfaction with parks and open spaces		95%	90%	★
NI168 % of principal roads where maintenance should be considered	4%	4%	5%	★
NI169 % of non-principal classified roads where maintenance should be considered	2%	2%	4%	★

Strong, safe, supportive and self-reliant communities

Action	31/03/2019				
	Stage	Due Date	Percentage Complete	Status	Comment
6.1.02 Community self reliance	In Progress	31/03/2020	0%	●	This work is currently on hold due to changes in personnel and will be progressed in April 2019.
6.2.02 Prevent agenda	In Progress	31/03/2020	0%	★	The Prevent action plan addresses issues of community cohesion. This action plan is monitored by the Prevent steering group.
6.2.04 'All of Us' Equality Scheme	In Progress	31/03/2020	0%	★	Annual monitoring of the 18/19 action plan completed with strong evidence of successful delivery of the plan. The annual report has now been published.

Annual Indicators	31/03/2019			
	Last Year	This Year	Current Target	RAG
NI001 % of population who believe people from different backgrounds 'get on well'				?!
NI006 Participation in regular volunteering				?!
NI023 % of population who believe that people treat each other with respect and consideration				?!

Section 3: Operational Priorities

Action	31/03/2019				
	Stage	Due Date	Percentage Complete	Status	Comment
7.001 Promote the borough as a business location	In Progress	31/03/2020	50%	★	The 2018 / 2019 iteration of the business brochure is now completed and was circulated to partners and added to the website. Copies of the brochure in addition to a welcome letter are being sent to newly incorporated businesses in the borough (currently on hold during purdah). A further two business events in 2019 are currently in planning; date of events: One will be on 23rd of May at South hill park under the title "A talk and walk in the park" and another event is likely to go ahead in autumn.
7.002 Benchmark income/charges	Completed	31/03/2020	100%	✔	Fees and charges are competitive locally and continue to recover costs on the ring fenced accounts.
7.003 Planning and Transport service costs	Completed	31/03/2020	100%	✔	Actual service costs have been reviewed for chargeable functions and these have been updated within the Council's 2019/20 published fees and charges schedule. This is an ongoing process undertaken annually.
7.005 Infrastructure improvements	In Progress	31/03/2020	75%	★	Infrastructure provision continues with the delivery of the London Road Improvement Scheme and the commencement of the Downshire Way works. SANG and Open Space improvements continue to be completed and work continues on community facilities at Warfield and Binfield.
7.006 Public transport safety	In Progress	31/03/2020	70%	★	Data shows a continued downward trend in collisions and casualties. Police accident records continue to be analysed and road safety schemes developed where trends can be identified and intervention is considered likely to provide benefit.
7.007 Road safety	In Progress	31/03/2020	50%	★	Regular liaison continues and Bracknell Forest remains a partner within the 'Safer Roads Berkshire' joint arrangement between Unitary Authorities and service providers. Casualty numbers within Bracknell Forest continue on a downward trend.
7.008 Integration of diverse communities	In Progress	31/03/2019	50%	★	2017 Residents' Survey result - 96% of people believed that people from different backgrounds get on well in the borough. The Civilian Military Partnership continues to make good progress in implementing its action plan. Hate crime levels are monitored by the Community Cohesion partnership and remain low with no increase in hate crime despite a recent upward trend nationally following recent terrorist attacks and ongoing Brexit negotiations.
7.009 Hate crime	In Progress	31/03/2019	50%	★	Work continues to promote hate crime reporting and regular updates are received from Thames Valley Police at the Community Cohesion and Engagement Partnership meetings.
7.010 Faith and Belief Forum	In Progress	31/03/2019	50%	★	Supported the Faith and Belief Forum's AGM and Interfaith week events. The Forum continues to be represented on the Community Cohesion and Engagement Partnership.
7.011 Access Advisory Panel	In Progress	31/03/2019	50%	★	Council continue to support and attend Access meetings.
7.012 Bracknell Forest Disabled Go Access Guide	In Progress	31/03/2019	75%	★	The Council's contract with Disabled Go was renewed in 2018 for three years, with The Lexicon agreeing to contribute 50% of the funding. Surveying of new premises in Bracknell Town Centre took place in January/February 2018. The updated guides are now available on a new updated AccessAble website as the company has rebranded. The new guides and AccessAble app will be promoted in April and additional venues will be surveyed in June as part of the ongoing contract.
7.013 Equality monitoring	In Progress	31/03/2019	50%	★	Systems are in place to ensure that reports are produced in line with expected timescales.
7.014 e-learning opportunities	Completed	31/03/2019	100%	✔	E-learning packages are available and licences have been issued to provide continuity. Compliance with mandatory elearning has increased substantially.
7.015 Annual workforce monitoring	Completed	31/12/2018	100%	★	The Workforce Monitoring Report for 2018 is complete and has been through the committee cycle.
7.016 Workforce information	In Progress	31/12/2018	40%	●	There are a number of Actions around Brexit that will be carried out in order to ensure our Data is correct. The sending of this e-mail was delayed in order to prevent two similar e-mails being sent around the same information. This will now be sent in Q1.
7.017 Recruitment and retention	In Progress	30/09/2018	33%	★	Blackridge have been commissioned to now take on this work. Preparatory work was undertaken in Quarter 4 to determine the deliverables we wanted from them. Quarter 1 will see most of these delivered along process improvements. Katie Flint one of the National Graduates is working with us to bring about these changes at the same time as the Blackridge deliverables.
7.018 Statement of Accounts	Completed	31/05/2018	100%	✔	Achieved with good audit opinion
7.019 Budget monitoring	Completed	31/03/2019	100%	✔	Achieved in line with monitoring timetable
7.020 Financial advice for Downshire Homes Limited	In Progress	31/03/2019	90%	★	Loan agreed
7.021 Self-service budget monitoring	In Progress	01/05/2018	50%	●	On-line reporting tool available in Agresso Web for budget managers. Self-service tool to enable automatic posting of variances under development.
7.022 Centralising budgets	In Progress	31/03/2019	80%	★	Initial budgets to be centralised agreed, virements actioned and impact included in 2019/20 budget proposals. Work on-going to identify other areas.
7.023 Cooper's Hill	In Progress	31/12/2018	75%	●	Detailed feasibility study being undertaken into creation of new youth facility at Braccan Walk
7.024 Business rates pilot scheme	In Progress	31/03/2019	90%	★	Pilot status retained in 2019/20. Work has started on closing 2018/19 Pool.

Monthly Indicators	31/03/2019			
	Last Month	This Month	Current Target	RAG
L295 Meetings held with key businesses	2	0	1	▲

Quarterly Indicators	31/03/2019			
	Last Quarter	This Quarter	Current Target	RAG
BV8 % of invoices paid within 30 days	94.0%	95.4%	95.0%	★
L064 Debt outstanding as % of gross debt	5.1%	5.8%	7.0%	★
L261 Level of staff sickness absence	1.55	2.29		n/a
L262 Level of voluntary staff turnover	1.8%	1.7%		n/a

Annual Indicators	to 31/03/2019			
	Last Year	This Year	Current Target	RAG
L066 % of women in top five percent of staff earners	53.20%	49.77%	51.00%	★
L067 % of BME staff in top five percent of staff earners	9.90%	12.94%	8.50%	★
L068 % of disabled staff in top five percent staff earners	6.83%	7.61%	7.00%	★
L070 % of employees with a disability	2.40%	2.26%	2.40%	★
L071 % of black and ethnic minority employees	7.30%	7.48%	6.20%	★
L072 Gender pay gap		18.26	14.00	★
L074 Amount spent on training per employee	£538	£299	£330	●
L131 % of staff leaving within one year of starting	24.00%	19.88%	19.00%	★
L227 Volunteer hours contributed to parks and open spaces	5,735	6,265	6,000	★
L294 % of business enquiries resolved within 15 working days	100%	100%	100%	★
L304 Number of Green Flag Awards	6	6	6	★
L306 % of unclassified roads where maintenance should be considered		4%	10%	★
NI197 % of local sites where positive conservation management has been/is being implemented	68%	67%	60%	★

Section 4: Staff Sickness

Section	Total staff	Number of days sickness	Quarter 4 average per employee	2018/19 annual average per employee
Chief Executive	12	7	0.58	5
Finance	53	209.5	3.95	10.88
Organisational Development, Transformation & HR	54	127	2.35	5.18
Place, Planning & Regeneration	110	182	1.65	4.61
Department Totals (Q4)	229	525.5	2.29	
Totals (18/19)				6.21

Comparator data	All employees, average days sickness absence per employee
Bracknell Forest Council 18/19	7.22 days
Public Sector employers 2017	8.50 days

Source CIPD: Health & Wellbeing Survey May 2018

Comments:

Sickness Rates across the Central Directorates has stayed steady except within Finance where there have been 3 long term sickness cases in Q4 which has increased the figures compared to last quarter. Overall the average for Central Directorates is below the Authority figure of 7.22 days per employee.

Annex A: Financial information

CENTRAL DIRECTORATES BUDGET MONITORING - QUARTER 4									
	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 Quarter	NOTE
	£000	£000		£000	%	£000	£000	£000	
Director: Place, Planning & Regeneration	4,531	981	a,b,d	5,512	63	5,230	-282	-58	1,2,3,4,5,8
Director: Organisational Development, Transformation & HR	2,257	203	b	2,460	125	2,136	-30	10	6
Director: Finance	3,125	26	c	3,151	92	3,106	-45	-45	7
Chief Executive's Office	359	-28		331	96	331	0	0	
TOTAL CENTRAL DIRECTORATES	10,272	1,183		11,455	85	10,804	-357	-93	
Memorandum item									
Devolved Staffing Budget	8,689	1,287		9,976	92	9,976	0	0	
Non Cash Budgets									
Capital Charges	688	0		688		688	0	0	
IAS19 Adjs	1,634	0		1,634		1,634	0	0	
Recharges	-3,565	0		-3,565		-3,565	0	0	
	-1,243	0		-1,243		-1,243	0	0	

Financial Information – Table 1

Variations

Note	Total	Explanation
	£'000	
	(264)	Total Variances Reported in Quarter 3 QSR
1	124	Local Development Framework In prior years the budget had been consistently reduced. Of the current budget of £111k, £61k is required for the contract with Reading Borough Council, the remaining budget is insufficient to meet commitments to deliver the framework resulting in an anticipated pressure of £124k.
2	(89)	Community Infrastructure Levy The income received for the administration of CIL has already exceeded budget by £33k, with the full year projection anticipated to be £89k.
3	(40)	Concessionary Fares There has been a decline in trip rates over the past few years and this has continued through to the third quarter of the year. The underspend has now increased by £40k to £265k.
4	(50)	Traffic Management The income received for NRSWA penalties is anticipated to exceed budget by £36k, this is an increase of £20k from the amount previously reported.

Note	Total	Explanation
	£'000	
		In addition income from the streetworks permit scheme is anticipated to exceed budget by £49kan increase of £30k from the amount previously reported.
5	(18)	Urban Traffic Management & Control Following negotiations a new configuration has been agreed which has reduced the previously reported pressure for data usage of SIM card data from cameras across network by £18k.
6	10	Long Service Awards/Staff Rewards Scheme Due to the Unitary status being given in 1998, 2018 was inevitably going to be a big year for numbers of staff reaching long service achievement. This has been experienced and as such there is a pressure to report of approx. £0.005m. In addition to this, the new Staff Rewards scheme has been introduced mid year which is creating a pressure in this financial year of approx. £0.005m.
7	(45)	Internal Audit There is an underspend to report within the internal audit function due to streamlining the audit days and a slippage in audit days on the programme.
8	15	Parks & Countryside The previously reported underspend has been reversed following the purchase of equipment required to support service delivery.
	(93)	Total Variances Reported in Quarter 4 QSR
	(357)	Variances Reported to Date

Financial Information - Table 2

Virements

Note	Total	Explanation
	£'000	
	1,262	Total Virements Reported in Quarter 3 QSR
a	(190)	DSB A final review of the DSB budgets has taken place between the Delivery and Central departments to align budgets to the correct department following the restructure. As such, a virement of £0.190m is to be made into Delivery from Central to reflect the current staffing structures in place.
b	104	DSB A request has been made from the structural changes reserve for £103,342, this amount represents the additional cost of salary protection (£31,612) and compromise agreements (£71,730) as a result of restructures within the Department
c	(31)	Revenue Contributions To Capital The purchase of additional Agresso software for £30,500 to support the advancement of self service can be considered to be of a capital nature which will be met from a revenue contribution.
d	38	HRH Visit The costs of HRH the Queen's visit to the Lexicon has cost the Council £37,818. As there is no budget to support these costs Contingency funding has been provided.
	(79)	Total Virements Reported in Quarter 4 QSR
	1,183	Total Virements Reported To Date

Financial Information - Table 3
CAPITAL MONITORING 2018/19

Cost Centre	Cost Centre Description	Approved Budget	Cash Budget 2018/19	Expenditure to Date	Current Comments	Estimated Outturn 2018/19	Carry Forward 2019/20	(Under) / Over Spend	Dir	Target for Completion	Current Status of Project / Notes
		£000's	£000's	£000's	£000's	£000's	£000's	£000's			
YL011	Parks & Open Spaces S106 Budget Only	113.4	4.7	4.5	0.2	4.7	108.7	0.0	PPR	Mar 20	Projects for 18/19 include provision of a new, more accessible footbridge at Shepherd Meadows and an urban tree planting project
Y265	SPA Mitigation Strategy (S106)	407.2	52.1	52.1	16.1	52.1	355.1	0.0	PPR	Mar 20	Implementation of project works is subject to planning approvals for new housing and associated s106 agreements
YM243	Community Centres - S106	48.5	0.0	0.0	0.0	0.0	48.5	0.0	HR	Mar 20	Total S106 funding anticipated for the scheme.
YM247	Market Place Properties	100.0	0.00	0.0	0.0	0.0	100.0	0.0	PPR	Mar 20	This money has been set aside for any compensation events resulting from a CPO on this site.
YM248	The Parks Community Centre/Sport s Pavilion	11.5	0.0	0.0	0.0	0.0	11.5	0.0	HR	Mar 20	Waiting for The Parks CA to return the signed grant agreement

Cost Centre	Cost Centre Description	Approved Budget	Cash Budget 2018/19	Expenditure to Date	Current Comments	Estimated Outturn 2018/19	Carry Forward 2019/20	(Under) / Over Spend	Dir	Target for Completion	Current Status of Project / Notes
		£000's	£000's	£000's	£000's	£000's	£000's	£000's			
YM345	Town Centre Redevelopment	4,906.6	2,185.0	0.0	2,185.0	2,185.0	2,721.6	0.0	PPR	Mar 20	Funding is set aside for town centre projects to enable the continued regeneration of the centre. This will also cover development work/ purchase of other town centre sites.
YM350	Agresso Upgrade	4.3	4.3	0.0	4.3	4.3	0.0	0.0	Fin	Mar 19	Upgrade complete, awaiting invoices
YM381	Farley Woods CC S106	8.5	8.5	0.0	0.0	8.5	0.0	0.0	HR	Mar 19	Grant agreement finalised and invoice submitted for payment to FWCA
YM382	Binfield Parish Council S106	16.0	16.0	16.0	0.0	16.0	0.0	0.0	HR	Mar 19	Payment made
YM384	iTrent Development	0.0	0.0	12.8	0.0	0.0	0.0	0.0	Fin	Mar 19	Funding to be transferred
YM387	Binfield Community Centre S106	17.2	17.2	17.2	0.0	0.0	0.0	0.0	HR	Mar 19	Complete
YP003	Mobility/ Access Improvement Schemes	454.4	214.2	104.6	59.7	164.2	240.1	(50.0)	PPR	Mar 20	£50k of last years money was s106 for a cycleway in Binfield Road that was not constructed so can go back to

Cost Centre	Cost Centre Description	Approved Budget	Cash Budget 2018/19	Expenditure to Date	Current Comments	Estimated Outturn 2018/19	Carry Forward 2019/20	(Under) / Over Spend	Dir	Target for Completion	Current Status of Project / Notes
		£000's	£000's	£000's	£000's	£000's	£000's	£000's			
46											the S106 pot. Wildridings toucan crossing is complete. Owlsmoor Road signals on site march19 and will extend into the next financial year so predict carry forwards of full budget of £120k, mobility schemes complete. London Road Cycleway phase 1 on site from Jan 19 (phase 1 only spending 15k and the remainder being carried forwards to facilitate phase 2 next year £88k to tie into the Shoulder of Mutton improvement works)
YP006	Local Safety Schemes	186.8	109.2	42.8	66.4	109.2	77.5	0.0	PPR	Mar 20	Bay Road safety and parking scheme delayed following additional planning complications, Crowthorne Road complete, Rectory

Cost Centre	Cost Centre Description	Approved Budget	Cash Budget 2018/19	Expenditure to Date	Current Comments	Estimated Outturn 2018/19	Carry Forward 2019/20	(Under) / Over Spend	Dir	Target for Completion	Current Status of Project / Notes
		£000's	£000's	£000's	£000's	£000's	£000's	£000's			
											Road delayed due to a redesign, town centre cycling complete. Carry forwards to complete both Rectory lane safety scheme and Bay Road.
47 YP162	Traffic Management Schemes	100.0	39.5	39.1	0.4	39.5	60.5	0.0	PPR	Mar 20	Safety camera review was undertaken, results will lead to works needed to be in the next financial year but as the TVP digitalisation has been delayed these works are on hold, Rackstraws Road 50mph limit complete.
YP225	Traffic Modelling	142.9	71.5	0.0	220.2	71.5	71.5	0.0	PPR	Mar 20	Orders have been placed and work has begun on all three elements of the Model Rebuild which will continue into 2019/20.
YP247	Railway Station/Enhancements	15.0	15.0	9.5	6.7	16.2	0.0	1.2	PPR	Mar 19	Complete awaiting invoices

Cost Centre	Cost Centre Description	Approved Budget	Cash Budget 2018/19	Expenditure to Date	Current Comments	Estimated Outturn 2018/19	Carry Forward 2019/20	(Under) / Over Spend	Dir	Target for Completion	Current Status of Project / Notes
		£000's	£000's	£000's	£000's	£000's	£000's	£000's			
YP269	Residential Street Parking	269.1	254.9	174.2	80.7	254.9	14.2	0.0	PPR	Mar 20	works are complete with three jobs to be paid. Income from Silva Homes ex Bracknell Forest Homes, of circa £129 received and in cost centre. Carry forwards the little remaining as a rolling budget
YP359	Play Area Rolling Programme	140.0	139.8	139.8	0.0	139.8	0.2	0.0	PPR	Mar 19	New play area installed and opened at Harvest Hill
48 YP439	Urban Traffic Management Control	157.1	5.1	5.1	0.0	5.1	152.0	0.0	PPR	Mar-20	Schemes have been programmed for completion throughout the year. Completion of Bluetooth journey monitoring system linked to Downshire Bus Gate works and the town centre preparation works will be completed this year.
YP446	Access to Employment Areas	5.0	5.0	2.7	0.0	2.7	0.0	(2.3)	PPR	Mar 19	Complete

Cost Centre	Cost Centre Description	Approved Budget	Cash Budget 2018/19	Expenditure to Date	Current Comments	Estimated Outturn 2018/19	Carry Forward 2019/20	(Under) / Over Spend	Dir	Target for Completion	Current Status of Project / Notes
		£000's	£000's	£000's	£000's	£000's	£000's	£000's			
YP456	Update Traffic Signal Infrastructure	53.0	7.3	7.3	0.0	7.3	45.7	0.0	PPR	Mar 20	Signal refurbishment linked to safety schemes resulting in delay in progressing work.
YP486 49	Trees Woodland Management	75.0	2.1	2.1	0.0	2.1	72.9	0.0	PTC	Mar 20	In progress. Significant preparation work underway, strategy has been completed, forestry commission approvals (surveying and felling licence applications) being sought etc. Project will realistically span more than one year.
YP488	Martins Heron Roundabout	2,900.8	2,127.1	1,481.3	645.8	2,127.1	773.6	0.0	PPR	Mar 20	All phases complete at the Martins Heron Roundabout with the exception of final Road Safety Audit and landscaping works
YP500	South Hill Park (S106)	0.1	0.1	0.0	0.0	0.0	0.0	(0.1)	PPR	Mar 19	Complete
YP502	Frog & Domesday Copse (S106)	0.4	0.4	0.0	0.1	0.0	0.0	(0.4)	PPR	Mar 19	Complete

Cost Centre	Cost Centre Description	Approved Budget	Cash Budget 2018/19	Expenditure to Date	Current Comments	Estimated Outturn 2018/19	Carry Forward 2019/20	(Under) / Over Spend	Dir	Target for Completion	Current Status of Project / Notes
		£000's	£000's	£000's	£000's	£000's	£000's	£000's			
YP510	Management of Parks & Countryside Open Spaces on Confirm	34.1	0.0	0.0	0.0	0.0	34.1	0.0	PPR	Mar 20	Carry forward required to enable Transformation work to inform project design
YP512	Binfield Road Capacity/Safety Improvement	11.9	11.9	0.0	0.0	0.0	0.0	(11.9)	PPR	Mar 19	Scheme complete. Remaining budget is S106 to be returned.
YP516	Ambarrow Crescent (S106)	1.4	0.7	0.7	0.0	0.7	0.7	0.0	PPR	Apr 19	Carry forward required to finalise works
YP517	Popes Meadow Paths (S106)	25.3	25.3	25.3	0.0	25.3	0.0	0.5	PPR	Mar 19	Project complete
YP518	Westmorland Park (S106)	15.9	10.0	10.0	0.0	10.0	5.9	0.0	PPR	Apr 19	Carry forward required to finalise works
YP519	Allsmoor Lane (S106)	4.7	4.7	4.7	0.0	4.7	0.0	0.0	PTC	Mar 19	Project complete
YP520	Newt Reserve (S106)	0.5	0.5	0.5	0.0	0.5	0.0	0.0	PPR	Mar 19	Project complete
YP521	Faringham Ride (S106)	2.1	2.1	2.1	0.0	2.1	0.0	0.0	PPR	Mar 19	Project complete
YP525	Snaprails Park (S106)	1.3	0.0	0.0	0.0	0.0	1.3	0.0	PPR	Apr19	Carry forward required to finalise works

Cost Centre	Cost Centre Description	Approved Budget	Cash Budget 2018/19	Expenditure to Date	Current Comments	Estimated Outturn 2018/19	Carry Forward 2019/20	(Under) / Over Spend	Dir	Target for Completion	Current Status of Project / Notes
		£000's	£000's	£000's	£000's	£000's	£000's	£000's			
YP526	Urban Tree Project (S106)	13.1	0.0	0.0	0.0	0.0	13.1	0.0	PPR	Jun 19	Project underway in next financial year
YP529	Downshire Way Duelling	1,253.3	470.9	470.9	0.0	470.9	782.4	0.0	PPR	Mar 20	Works are now on site and progressing. All the works are ordered hence the large commitment. These commitments will roll forwards into the next years budget where additional funds will meet them.
51											
YP530	Bond Square Canopy	84.0	80.7	80.7	0.0	80.7	3.3	0.0	PPR	Apr 19	Planning permission for canopy secured, initial works to take place in November. Project implementation started Completion anticipated in April 2019.
YP533	Town Centre Art	10.0	2.0	2.0	0.0	0.0	8.0	(2.0)	PPR	Apr 19	Illumination of fountain art
YP539	Off Street Car Parking	100.0	0.0	0.0	0.0	0.0	100.0	0.0	PPR	Mar 20	Schemes being developed
YP544	Morgan Recreation	10.0	10.0	10.0	0.0	10.0	0.0	0.0	PPR	Mar 19	Complete

Cost Centre	Cost Centre Description	Approved Budget	Cash Budget 2018/19	Expenditure to Date	Current Comments	Estimated Outturn 2018/19	Carry Forward 2019/20	(Under) / Over Spend	Dir	Target for Completion	Current Status of Project / Notes
		£000's	£000's	£000's	£000's	£000's	£000's	£000's			
	Ground (S106)										
YP545	Market Square Substation Cladding	54.0	3.0	3.0	0.0	3.0	51.0	0.0	PPR	Mar 20	Work with Artist concluding, with SSE having undertaken remedial works to the existing structure, implementation 2019.
YP546	Warfield Parish Council Frost Folly (S106)	23.8	23.8	23.8	0	23.8	0.0	0.0	PPR	Mar 19	Funding transferred
52 YP547	A3095 Improvement Scheme	15.0	1.2	0.9	0.4	1.2	13.8	0.0	PPR	Mar 20	£15k Grant Budget transferred from YP513. approx £200k received from Local Growth Fund. Rolling budget so all unspent money to be rolled forwards.
YP548	King George V Recreation Play Equipment	77.8	77.8	77.8	0.0	77.8	0.0	0.0	PPR	Mar 19	Complete
YP549	Great Hollands Play Area Rec	50.2	0.0	0.0	0.0	0.0	50.2	0.0	PPR	Mar 20	Project to commence shortly

Cost Centre	Cost Centre Description	Approved Budget	Cash Budget 2018/19	Expenditure to Date	Current Comments	Estimated Outturn 2018/19	Carry Forward 2019/20	(Under) / Over Spend	Dir	Target for Completion	Current Status of Project / Notes
		£000's	£000's	£000's	£000's	£000's	£000's	£000's			
YP552	Bullbrook Community Centre (S106)	20.1	20.1	20.1	0.0	20.1	0.0	0.0	PPR	Mar 19	Complete
YP554	Popes Meadow Play Area (S106)	0.0	0.0	68.0	0.0	68.0	0.0	68.0	PPR	Mar 19	Project complete. New improved play area opened this summer. Funding to be transferred
53 YP556	Footpath Bridge at Shepherds Meadows (S106)	26.3	26.3	26.3	0.0	26.3	0.0	0.0	PPR	Mar 19	Project complete. New accessible footbridge over the Blackwater River provides a link between Sandhurst Memorial Park and Shepherd Meadows, joint Green Flag Award winners.
		11,967.5	6,050.2	2,939.4	3,285.8	6,036.9	5,17.3	3.9			

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QUARTERLY SERVICE REPORT

DELIVERY DIRECTORATE

Q4 2018 - 19
January - March 2019

Executive Members:
Councillor Iain McCracken

Executive Director:
Kevin Gibbs

Date completed: 14/05/2019

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Key

Actions

	Performance is very good	?	Not yet updated
	Performance is causing concern		
	Performance is weak		

Performance indicators

	On, above or within 5% of target
	Between 5% and 10% of target
	More than 10% from target

Section 1: Where we are now

Director's overview

The Delivery Directorate was formally implemented on 1 September 2018. Therefore this report represents the first full presentation of the Directorate's performance. In many cases, the performance has remained on track, and hasn't been impacted upon by the organisational changes in the leadership structures.

The Transformation projects have continued to deliver the expected benefits set out for them in their project mandates, with only one project needing to be revised, in order to ensure that the business benefits are appropriately captured.

Within the wider project landscape, these service developments have continued in line with expectations, with good project governance being in place to support these change initiatives.

Key for next years' performance will be to roll out and exploit these new capabilities and to align these with the new corporate priorities.

Budget and savings delivered for 2018/19

The original approved cash budget for 2018/19 for the Delivery Directorate was £21.468m which included economies of £-1.122m, commitments of £-1.356m and pressures of £0.999m.

Work was undertaken during the summer to identify efficiency savings for the 2019/20 budget. The budget virements in relation to the autumn restructure have now been completed and the 19/20 budgets have been loaded into Agresso.

Transformation projects progress

Citizen and Customer Contact Review (CCC)

The testing of the Gov.UK Pay implementation for online forms has been completed and is currently awaiting sign-off before being made live.

The end of project closure report is being drafted, following the decision to move ongoing workstreams to the new "One Council Approach to Customers" programme.

Libraries Transformation

Two libraries are now operating effectively with Open+ technology.

IT Strategy

Alignment of IT projects with the transformation programme continues following the review of projects at the beginning of the year.

Support Services (formerly CWSS)

The Zone has been launched for self-service access to Facilities Services, using the same application as the TOTO system for IT

Commercial Centre (Depot)

The Depot project has been formally paused to enable and establish a clear project mandate and a business rationale that everyone can support. The Transport team will continue to move from the Commercial Centre into Time Square to join Highways on the 15 April. The

project team will revisit project initiation documents as a priority to ensure they support the longer term objective of rationalising our requirements in order to provide an affordable proposal as part of any future redevelopment plans for the site.

Progress on other major projects

Agile working

The upgrade from Window 7 to Windows 10 and the retirement of BeCrypt encryption is now complete.

Remote sites continue to move to the technology in use at Time Square.

Microsoft Office 365

Over 920 email accounts have been migrated to Exchange Online.

Office365 ProPlus (2016) has now been installed by over 390 users.

A plan is in place to migrate more complex email accounts, and it is anticipated the move to Office 365 will be completed by June 2019.

Harmans Water Library

The building work is complete. The library is due to be fitted out in the first week of April and should open to the public (including Open+) on 8 April.

Elections

Preparations for the May Borough and Parish/Town Council elections are in full swing. Nomination papers are being completed and returned for checking. Nominations closed on Wednesday 3 April. Staff have been appointed to the 59 polling stations and for the verification and count. Some provisional preparations are also being made for the European Parliamentary Election on 23 May if it goes ahead.

Property

Work to support the creation of a property Joint Venture vehicle continues with the first three key sites identified.

The Education Centre has completed its relocation from EPCC to the Open Learning Centre.

Legal

Loan Agreement executed to formalise terms of BFC lending to Downshire Homes Ltd.

Contract Services

The refurbishment of the interior of Bracknell Leisure Centre was completed in Q4. This included the opening of the new gym space, two exercise studios, new café and wet side changing rooms. These enhancements now provide a dramatic improvement to the customer experience at Bracknell Leisure Centre.

The LED programme has almost concluded in the quarter. Remaining budget will now be used to review residents' concerns and implement changes where practical.

The final stages of the contract extension for waste collection with Suez have been completed.

Preparations and planning for Brexit are dominating the Emergency Planning Units resource.

The Great British Spring Clean has successfully been taking place across the Borough.

A successful waste and electrical roadshow took place on the 30 March at Bracknell Leisure Centre.

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

Significant activity for the next quarter:

- Establish new transformation project to implement the One Council Approach to Customers.
- Complete roll-out of Open+ to remaining libraries.
- Business Intelligence review of options for applications including Power BI.
- Publish renewed IT policies to meet cyber security requirements.
- Replacing the use of GCSX email with encryption facility in O365.
- 2 May Borough/Parish elections.
- Possible European Parliamentary Election on 23 May.
- Delivery of Members' Induction programme.
- Annual Council Meeting to elect Leader, Mayor, Deputy Mayor; to establish Committees/sub-committees and agree memberships to a range of bodies.
- The waste collection contract extension with Suez will have been completed and the new waste trucks delivery will be imminent.
- Sale of Bigwood Lodge.
- Review of Legal Structure currently being undertaken to create a leaner more resilient structure
- Legal support ongoing on significant projects including London Road Landfill remediation, Town Centre Property Joint Venture and Heathlands Construction.

Highlights and remedial action

Good performance

Leisure Centre

- The majority of the Bracknell Leisure Centre Improvement Project was completed during Q4, with the new café, studio spaces, creche and refurbished wet changing rooms being opened for business. Feedback on the newly refurbished areas has been positive.
- The overall performance of the Everyone Active leisure contract has continued to stabilise and improve following the challenging first half of the year. Everyone Active's Contract Manager for Bracknell is communicating effectively with his teams to ensure that expected standards are delivered or exceeded. This has been especially evident at Bracknell Leisure Centre, aided by the unveiling of impressive refurbished facilities.

Legal Services

- £113,730 in legal fees have been recovered on S106 activity over 2018/19 which is over £52,480 in excess of annual target
- £102,125.48 of debts have been recovered (banked) of which £85235.08 comprise historic commercial debts

Environmental Services

The preparation for the contract extension of the SUEZ waste collection contract was completed on time and full implementation with new vehicles will commence in July.

Recreation

- TLO opened a new reptile, amphibians & insects exhibit on the 1st floor of the exhibition in the Feb half term. The attraction which houses a snake, a toad, cockroaches, stick insects, snails, millipedes and an ant colony will not only allow visitors to view and learn about the animals but will also provide handling opportunities too.
- TLO has also installed an infinity mirror in its Light & Sound zone and improved or replaced the outdoor furniture outside the Coffee Shop.
- TLO successfully retained its Customer Service Excellence Award. The assessor was highly complementary about the facility.
- The second chapel (Wellington) at The Cem and Crem has had blinds installed on the windows and the overhead skylight to reduce sunlight glare during services. The chapel is fully operational and has proved very popular with the Funeral Directors who book it.
- Preparations for The Lexicon Bracknell Half Marathon have been in full swing during the quarter. The race is set to start and finish within the new town centre on Sunday 12th May.

Areas for improvement

Leisure:

L003 Visits to Leisure Sites is showing 'Red'.

"Within this figure for Q4 Bracknell Leisure Centre is tracking slightly lower than Q4 last year by approx. 7k visits, and for the full year has performed at 91% of overall target for the site. This is a solid level of performance, especially considering operational disruption caused by improvement works during Q3 & Q4.

Downshire Golf for Q4 has tracked at almost 2k more visits than the same period last year, and for the full year has achieved 76% of the full year target for the site. There were some challenges during the year, such as a very wet course early in the year, and then a very dry course during the long hot summer.

Coral Reef achieved around 10k less visits in Q4 compared to Q4 last year. However, it should be noted that the site was closed for a week in January to complete refurbishment works. In addition, the same period last year had high numbers as Coral Reef had recently re-opened after its refurbishment. Coral Reef has achieved 64% of its full year target. Despite this being below Everyone Active's stated targets for the site, Coral Reef still attracted 460k visitors over the past year.

The attendance target is sourced from Everyone Active's bid, as the number they expected to achieve in Year 1 of the contract, and as such is a very ambitious target (in excess of what has previously been achieved when managed by the council). The target they set for Coral Reef in particular was notably higher than has ever been achieved under direct management, and data for this site largely accounts for the 'red' indicator being generated, despite visitor levels at Coral Reef comparing well to previous years.

Environmental Services

Recycling figures provided only to Q3. Full year figures are not available until June.

Town Centre cleansing - the contractor is restructuring to improve performance and there will be further investigation into the most effective method of cleansing paving in the Town Centre with trials taking place in Q1.

Recreation

- The no: of contacts in the Young People in Sport scheme (Action 4.1.02 on InPhase) was down on the same period last year as a result of there being one fewer event. That event which was not exclusive to BF schools will no longer be offered moving forwards either. In addition, fewer schools took up in-school coaching sessions this quarter.

Legal Services

- Completion of the annual Data Security and Protection Toolkit did not meet NHS deadline of 31 March and so was presented late due to the Data Protection Officer leaving the Council in early 2019 to pursue a new role. A replacement was appointed at short notice and the completion of the Toolkit was prioritised though not in time to ensure a timely response.

NB: The Toolkit is an online self-assessment tool that allows the Council to ensure its performance against 10 nationally set data security standards. The Council must complete the self-assessment to provide the NHS with assurance that it is practising good data security and that personal information is handled correctly.

Audits and Risks

During quarter 4, an internal audit report with a limited assurance opinions was finalised on The Enterprise Agreement.

The Delivery risk register was reviewed by DMT on 20th March 2019. The key changes were to remove a number of risk triggers relating to services that had transferred to other directorates, add a risk trigger on compliance with GDPR for accreditation with data sharing with the NHS, introduce library risk to draw out potential risks around access out of hours and system dependency and escalate the elections risk back into the risk register as we approach the local election and given the potential risk of EU elections being required due to delays in Brexit.

Budget position

The original cash budget for the department was £21.468m. Net transfers of -£1.849m have been made bringing the current approved cash budget to £19.619m. A detailed analysis of the budget changes in this quarter is available in Annex A.

The variances reported in the year total £0.877m and are detailed in Annex A.

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

Service Area	Budget £000's	Forecast Outturn £000's	Comments
Commercial Property	(6,787)	(6,647)	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 £47.671m.

Expenditure to date is £37.552m representing 82% of the budget. The Department currently estimates carry forwards of £2.089m into 2019/20 with underspends of £-1.602m. A detailed list of schemes together with their approved budget and forecast spend is available in Annex A.

Fees & Charges

The following additions and amendments to the Delivery Fees & Charges are to be made:

Legal Services

- Fees for S38/278 Highways Act Agreement are to be charged at a rate of £176 per hour.

Democratic and Registration

- From 26th February 2019 the GRO (General Register Office) has consolidated the fee for certificates into a single statutory fee of £11 irrespective of when the certificate is requested/issued. The fees include postage. In addition, the express copy certificate fee (currently £23), which was set by the local authority, is now a statutory GRO fee of £35 (not including £11 for the certificate + postage).
- There is an introduction of a new fee from 1st April 2019 - Marriage/Civil Partnership/individual citizenship ceremony in the Time Square Ceremony Room with up to 10 guests (includes Superintendent Registrar's and Registrar's attendance) on a Monday – Friday at £175.
- The VAT inclusive fees for attendance of celebrant were inadvertently included in the excluding VAT column, therefore when VAT was added, these were incorrect. As such the following shows the fee including VAT:

	Proposed Fee	2020/21 Proposed Fee
Attendance of celebrant for a venue other than the Haversham Room	£475	£490
	£575	£595
	£625	£650
Other ceremonies in the Haversham Room (includes celebrant's attendance)	£420	£490
	£500	£595
	£575	£650

Regulatory Services

- The fees and charges relating to the Public Protection Partnership (PPP) were agreed to be rounded up to whole numbers in line with those charged by the other partners (Wokingham Borough Council and West Berkshire Borough Council). As such, the updated fees and charges will be updated in the information published online.

Section 2: Strategic Themes



Value for money

Action	Stage	Due Date	% Completion	Status	Comments
1.2 The cost, quality and delivery mechanism of all services will be reviewed by 2019					
1.2.05 Transformation review Citizen and Customer Contact	In Progress	31/03/2019	80%		Work continues to implement the customer contact principles across all services and all channels. A new transformation project is being scoped, with a view to continuing this roll-out in the coming year.
1.2.07 Monitor contracted-out leisure service	Completed	31/03/2019	100%		This period covers the final quarter of the first full year of the partnership with Everyone Active. Operational improvements have continued with the completion of the investment works at Bracknell leisure Centre and a new manager at Downshire Golf Complex.
1.2.08 Implement of library services review	In Progress	31/03/2019	60%		The budget savings required for 2018/9 have been met. Although self-service has been rolled out across all libraries, there has been a delay in the implementation of Open+ across all 9 sites. Binfield and Sandhurst Libraries have gone live with Open+, with the other Libraries to follow in Quarter 1.
1.2.09 Implementation of South Hill Park review	In Progress	31/03/2019	80%		The Trust continues to develop, and relations continue to be positive. Work is underway to develop a Service Level Agreement between the Trust and the Council.
1.2.11 Review of council properties and implement findings	In Progress	31/03/2019	99%		The Education Centre has completed the relocation to the Open Learning Centre. The review of the Commercial Centre is a project now being managed through the Transformation programme and progress is underway to relocate all non-depot users off site as a first phase of this project.
1.2.17 Implement e-benefits/digital solution for welfare services	In Progress	31/03/2019	0%		This activity will be included as part of the accessibility review of all 3rd party website applications.
1.2.18 Review BFC Mychoice	In Progress	30/06/2018	0%		This action will be carried forward to next year. BFC MyChoice will be reviewed as part of the accessibility review of all 3rd party websites, and along with a review of the CRM system.

1.2.22 Strategic Emergency Planning Service	Completed	31/03/2019	0%		Preparations for a no deal Brexit have dominated the last quarter with two deadlines having passed. The Emergency Planning Unit continues to prepare plans and briefed senior Council Officers on likely scenarios related to a no deal.
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1.3 We charge appropriately for services and seek opportunities to generate additional income

1.3.03 Open a 2nd Chapel at Easthampstead Park Cemetery and Crematorium.	Completed	30/06/2018	100%		Completed
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1.3.06 Implement the changes to the discretionary Home to School Transport service.	Completed	31/03/2019	100%		Contributions for discretionary HTST (Post 16) are now business as usual.
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1.3.07 Implement the Commercial Property Investment Strategy	Completed	30/06/2018	100%		Approved budget fully invested therefore task and finish project complete. Monitor of stock now ongoing
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1.4 Self-service and the use of online services has increased

1.4.01 Website improvements	In Progress	31/03/2019	50%		This work will continue as part of the accessibility review of all websites.
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1.4.06 Library services enhancements	In Progress	31/12/2018	60%		Self-service technology has been successfully implemented in all 9 libraries. Print management software is still only live in Bracknell Library and is due to be rolled out in Quarter 1. Implementation of Open+ technology is still behind schedule but has successfully gone live at Binfield and Sandhurst Libraries, and is being well used by the public. The delay with the rollout has largely been caused by issues with the doors. However, rollout is expected to be completed at the remaining 7 libraries by the end of Quarter 2.
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1.8 Surplus assets are sold

1.8.01 Capital receipts targets	In Progress	31/03/2019	97%		All receipts anticipated for the financial year have been delivered.
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Quarterly		Last Quarter	This Quarter	Target	RAG
L051	% of council tax collected	84.0%	98.4%	98.40%	
L053	% of Business Rates collected in year	87.3%	103.1%	98.7%	

L221	Satisfaction with Customer Services	75.30%	77.2%	85.0%	
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	Annual	Last Year	This Year	Target	RAG
L254	% increase in rental income from the Commercial Property Investment Portfolio		2.1%	N/A	N/A
L322	% of commercial property voids in the Commercial Property Investment Strategy		0.0%	N/A	N/A
L323	Home to school transport client satisfaction	84.0%	87.5%	95.0%	

A strong and resilient economy



Action	Stage	Due Date	% Completion	Status	Comments
2.3 A thriving town centre is supported by coordinated town centre management					
2.3.03 Town Centre Maintenance	Complete	31/03/2019	100%		Further deep cleansing of paving took place at the end of March as part of the general spring clean. Pigeon proofing measures are being dealt with. The St Cleansing contractor is restructuring to give more robust supervision of cleanliness in the Town Centre.

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



	Annual	Last Year	This Year	Target	RAG
L274	% of admissions appeals which are upheld - Infant		0.0%	0.0%	
L275	% of admissions appeals which are upheld - Primary	37.5%	0.0%	N/A	N/A
L276	% of admissions appeals which are upheld - Secondary	5.9%	22.2%	N/A	N/A

People live active & healthy lifestyles



Action	Stage	Due Date	% Completion	Status	Comments
4.1 Numbers of adults and young people participating in leisure and sport is increased					
4.1.02 Young People in Sports Scheme	In Progress	31/07/2019	0%	?	Attendances for Q4 totalled 7,200 (10,650 last year). The scheme ran one less event (2,000 attendances) and also saw fewer schools taking up in-school coaching sessions in comparison to this period last year too (1,400 less). The total for the year was 24,780 (27,600 last year).
4.1.03 Bracknell Leisure Centre capital improvement works	Completed	31/03/2019	100%		This quarter has seen the completion of the internal works related to the refurbishment. This has included wet changing rooms, café and fitness studios.
4.1.04 Downshire Golf Complex development	Completed	31/12/2018	100%		Further proposals are currently with Everyone Active for review and discussion.
4.3 Comprehensive public health programmes aimed at adults and young people, including smoking cessation, weight management and sexual					
4.3.05 Facilitate/promote health improvement schemes	Completed	31/03/2019	100%		Completed
4.4 Personal choices available to allow people to live at home are increased					
4.4.11 Acquisitions of suitable properties	Completed	31/03/2019	100%		Completed
4.8 Learning opportunities are available for adults					
4.8.01 Digital Inclusion activities	In Progress	31/03/2019	40%		Work is in progress to map all existing support for digital inclusion in the borough, and to identify opportunities for working with partners to enhance the offer.

Quarterly		Last Quarter	This Quarter	Target	RAG
L003	Number of visits to leisure facilities	287,696	318,150	425,679	
L015	Number of attendances for junior courses in leisure	29,320	40,481	35,000	

A clean, green, growing and sustainable place



Action	Stage	Due Date	% Completion	Status	Comments
5.2 The right levels and type of housing are both approved and delivered					
5.2.05 Support housing delivery via council's land holdings	Complete	31/03/2019	100%		Housing delivery is being supported through the work of a potential joint property venture with three core sites in the town centre now identified.
5.4 Neighbourhood Plans and Community Infrastructure Levy (CIL) to support local community facilities and other infrastructure are in place					
5.4.02 Neighbourhood Planning Referendums	Waiting	31/03/2019	0%		There are currently no neighbourhood planning referendums.
5.7 Cleanliness of the borough is maintained to defined environmental standards					
5.7.01 Public realm land	In Progress	31.03/2019	0%		Areas monitored generally met standards but there have been some issues in March with leaves not cleared in some areas. The contractor has lost some staff to other contracts and is finding it difficult to recruit replacements.
5.8 The cost of waste disposal, supported by a recycling rewards scheme is reduced					
5.8.01 Recycling	In Progress	31.03/2019	0%		Waste statistics always received 3 months in arrears, so information is until Q3 only. Recycling year to date continues to be below target but amount landfilled is on target.
5.8.02 Recycling reward scheme	Completed	31.03/2019	100%		15672 residents now signed up to the recycling incentive scheme which gives an annual increase of 750 participants. Target of 15300 for 2018/19 year exceeded.
5.8.03 Waste collection contract	Completed	31.03/2019	100%		Extension of waste collection contract with SUEZ commences 1 April 2019. Good Progress being made with CORE system working with Customer Services. All other changes commence 1 July when all new vehicles are delivered.

Quarterly		Last Quarter	This Quarter	Target	RAG
L348	Number of residents subscribed to the recycling reward scheme	15,458	15,672	15,000	
NI192	% of household waste sent for reuse, recycling and composting	40.1% (Q2)	39.9% (Q3)	43.0%	
NI193	% of municipal waste land filled	16.4% (Q2)	16.2% (Q3)	18.0%	

Strong, safe, supportive and self-reliant communities



Action	Stage	Due Date	% Completion	Status	Comments
6.1 Levels of volunteering and community action in the borough are increased					
6.1.04 Website redevelopment	Completed	31/03/2019	100%		The redevelopment of the website was completed. We are now working on ongoing improvements to the site, and will be carrying out a further review before the move to Drupal 8.

Section 3: Operational Priorities

Action	Stage	Due Date	% Completion	Status	Comments
7.035 Deliver national and local elections and referendums without challenge	In Progress	31/03/2019	0%		Preparations are advanced for the Borough and Parish elections on 2 May and have commenced for the EU Parliamentary Election scheduled for 23 May.
7.036 Involve a variety of people to participate on council panels	In Progress	31/03/2019	0%		The vacancies for parent governor representatives and diocesan representatives on overview & scrutiny have not yet been filled. We are not able to influence these appointments as the nominations are made either by the Diocese or by parent governors themselves.
7.037 Review of Constitution	Completed	30/06/2018	100%		Amendments made to constitution to reflect changes in officer delegations
7.038 Legal support	In Progress	31/03/2019	0%		Significant legal input provided in Newell Green Consortium s106 agreement, London road Procurement and Town Centre JV procurement
7.039 Legal support (Downshire Homes)	In Progress	31/03/2019	100%		5 property acquisitions completed during the quarter
7.040 Legal support (infrastructure projects)	In Progress	31/03/2019	0%		Ongoing advice on JV Project and Heathlands Development
7.041 Corporate Asset Management Plan	Completed	31/12/2018	100%		Completed
7.042 Town Centre Compulsory Purchase Orders	In Progress	30/06/2019	0%		The Council has received one further application which is being progressed with consultants and is fully funded by the developers.
7.043 Self service use of Frontline	Completed	30/06/2018	100%		This is now complete and rolled out to all building managers and sites.
7.044 Professional support for development of schools	In Progress	31/03/2019	0%		Property Services continues to support the development of schools based on capacity requirements.
7.045 New access channels and technologies	In Progress	31/03/2019	75%		A number of new channels have been introduced to enhance customer access - automated telephony, SMS, webchat, Social Media, subscription-based email, etc. Work continues to extend the use of these channels across the council, and to identify new channels that might be useful to customers.

7.046 General Data Protection Regulations (GDPR)	In Progress	31/03/2019	75%		Currently reviewing compliance against existing actions undertaken in 18/19 in light of departure of Data Protection Officer
7.047 Overview & Scrutiny work plan	Completed	31/03/2019	100%		This action is complete for this municipal year.
7.048 Councillor Survey	Completed	31/03/2019	100%		This action is complete
7.049 Paperless meetings	Completed	31/03/2019	100%		This action is complete
7.051 Berkshire One Public Estate programme	In Progress	31/03/2019	0%		Bracknell has completed a place based review of potential sites that could be developed under the programme with Public Sector partners and is also being considered as part of the potential property joint venture vehicle.
7.056 Microsoft Enterprise Agreement	In Progress	31/03/2020	55%		Windows 10 upgrade across BFC for client devices - completed. Migration of all Exchange users to Exchange Online: Currently over 920 email accounts have been migrated; More complex accounts including shared accounts, team accounts and PAs accounts are in the process being moved; Users that currently use the SmartOffice application via Citrix will have the application deployed locally in May following an upgrade. Users of SmartOffice can then be migrated to Exchange Online and Office365; An additional 300 users will be migrated in April following a fix for Uniform and Confirm Citrix applications. Senior officer and PA's can be migrated together following this fix. Democratic Services and elected Members accounts will be migrated following the local elections in May. Corporate signature block design, currently deployed to email accounts, will be turned off once all accounts are migrated to Exchange Online. Users will then be required to create their own signature block aligned with corporate guidelines.

Monthly		Last Month	This Month	Target	RAG
L299	Town Centre car park usage	98,835	117,389	100,000	

Quarterly		Last Quarter	This Quarter	Target	RAG
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L057	% of agendas published 5 clear days prior to a meeting	100.0%	100.0%	N/A	N/A
L058	% of minutes published within 5 clear days of a meeting	94.0%	91.3%	85.0%	
L076	% of reported IT incidents resolved	80.0%	80.6%	100.0%	
L079	% of reported IT incidents resolved	91.0%	94.8%	93.0%	
L085	Amount of money recovered in debt collection	£143,917	£513,857	N/A	N/A
L086	Number of Freedom of Information requests received	275	381	N/A	N/A
L220	Number of ICT Helpdesk Calls	5,904	5,289	N/A	N/A
L229	Number of clients with learning difficulties using the R-bus	76	72	65	
L231	Number of entries on the Electoral Register	88,881	89,451	N/A	N/A
L234	Number of Council Tax cases in arrears	5,746	4,930	5,400	
L261	Level of staff sickness absence	0.89	1.61	N/A	N/A
L262	Level of voluntary staff turnover	2.2%	4.0%	N/A	N/A
L291	Number of new legal cases opened	136	156	N/A	N/A
L292	% of capital projects rated good or excellent	100.0%	100.0%	100.0%	
L293	% of maintenance projects completed on time and on budget	80.0%	90.0%	70.0%	
L305	% of street cleansing and grounds maintenance inspections meeting EPA standards	98.8%	95.0%	70.0%	
L320	Number of major systems with downtime plus resolution time	0	2	1	
L321	Network performance – internet capacity	72.0%	78.0%	90.0%	
L355	Number of funeral services for both chapels	-	-	475	?

	Annual	Last Year	This Year	Target	RAG
BV156	Percentage of buildings accessible to disabled people	94.7%	100.0%	100.0%	
L075	% commercial property voids	2.5%	2.5%	3.0%	
L080	ICT project management	85.0%	84.7%	95.0%	
L087	% of time recorded as chargeable time	63.0%	85.6%	N/A	N/A
L222	Town centre buildings staff satisfaction	-	-	85.0%	-
L228	Volunteer hours for the library service	-	13,208	4,200	
L317	% return for rental income from Commercial Property Investment Strategy based on purchase price	-	7.60%	-	N/A

Section 4: Staff Sickness

Section	Total staff	Number of days sickness	Quarter 4 average per employee	2018/19 annual average per employee
Executive Director	2	0	0	0
Business Intelligence	8	3	0.37	1.37
Contract Services	25	26.5	1.06	7
Customer Experience	149	262.5	1.76	6.3
Democratic Services	19	18	0.95	11.05
IT	44	68	1.54	4.36
Legal	10	0	0	0.7
Property	16	63	3.94	14.44
Department Totals (Q4)	273	441	1.61	
Totals (18/19)				6.46

Comparator data	All employees, average days sickness absence per employee
Bracknell Forest Council 18/19	7.22 days
Public Sector employers 2017	8.50 days

Source CIPD: Health & Wellbeing Survey May 2018

Comments:

Sickness this quarter is slightly up on the previous quarter, but this is to be expected within the winter months. Democratic Services and Property Services have averages for the year in excess of the Authority figure however Democratic Services is now on the way down since the member of staff on long term sick previously has now left the organisation. Property Services have one member of staff on Long Term sick which accounts for all the absence for Quarter 4.

Annex A: Financial information

DELIVERY BUDGET MONITORING - FEBRUARY 2019									
	Original Cash Budget	Virements & Budget C/Fwds	Current Approved Cash Budget	Spend to Date %	Department's Projected Outturn	Variance Over/(Under) Spend	Variance This Month	Requested Carry Forward	
	£000	£000	£000	%	£000	£000	£000	£000	NOTE
Executive Director of Delivery									
Executive Director of Delivery	218	363	581	97	581	0			
	218	363	581	97	581	0	0		
Head of Democratic & Registration Services									
Committee Services	311	1	312	66	312	0			
Member and Mayoral Services	875	21	896	83	877	-19	-19	5	
Registration of Births, Deaths & Marriages	-33	36	3	-2,045	35	32	-10	6	10 1
Registration of Electors / Elections	194	81	275	66	275	0			
Overview & Scrutiny	121	-26	95	84	95	0			
Democratic & Registration MVF	0	-37	-37	0	-37	0			
	1,468	75	1,543	75	1,556	13	-29	5,6	10 1
Assistant Director: Customer Experience									
Local Tax Collection incl Cashiers	416	-78	338	152	338	0			
Customer Services	1,024	308	1,332	74	1,332	0			
Operations Unit	3,273	257	3,530	86	3,585	55	-122	4	
Archives	109	0	109	74	109	0			
South Hill Park	289	7	296	115	296	0			
Sports Development & Community Recreation	45	6	51	53	51	0			
The Look Out	-168	23	-145	263	-173	-28			
Edgbarrow/Sandhurst Sport Centre	0	0	0	0	0	0			
Leased Leisure Sites	35	4	39	82	39	0			
Easthampstead Park Conference Centre	66	8	74	538	334	260			
Libraries	1,375	66	1,441	86	1,441	0			
Cemetery & Crematorium	-1,131	41	-1,090	104	-1,174	-84			
Smart Card	152	-10	142	74	142	0			
Asst Director: Customer Experience MVF	0	-129	-129	0	-129	0			
	5,485	502	5,987	88	6,190	203	-122	4	
Borough Solicitor									
Legal	516	83	599	64	519	-80			
Legal MVF		-27	-27	0	-27	0			
	516	56	572	67	492	-80	0		
Assistant Director: Property Services									
Property Services	412	41	453	25	453	0			
Industrial & Commercial Properties	-3,906	-2,881	-6,787	121	-6,647	140	140	7	
Construction & Maintenance	408	34	442	93	442	0			
Health & Safety	59	3	62	94	62	0			
Assistant Director: Property Services MVF	0	-37	-37	0	-37	0			
	-3,027	-2,840	-5,867	130	-5,727	140	140	7	
Assistant Director: Contract Services									
Waste Management	7,230	-29	7,201	76	6,971	-230	25	1	
Street Cleaning	903	-8	895	83	858	-37	-8	2	
Highways Maintenance	3,181	-37	3,144	99	3,229	85			
On/Off Street Parking	-621	122	-499	18	56	555			
Regulatory Services	941	51	992	18	992	0			
Emergency Planning	89	-10	79	66	79	0			
Other	1,019	-483	536	111	547	11			
Environmental Services	646	-5	641	80	588	-53	-94	3	
Asst. Director Contract Services	210	-202	8	113	8	0			
Leisure Contract	-557	26	-531	102	-340	191			
Assistant Director: Contract Services MVF	0	-48	-48	0	-48	0			
	13,041	-623	12,418	81	12,940	522	-77	1,2,3	
Assistant Director: Information Services									
ICT Services	3,767	258	4,025	86	4,104	79			
Assistant Director: Information Services MVF	0	-95	-95	0	-95	0			
	3,767	163	3,930	88	4,009	79	0		
Business Intelligence									
Business Intelligence	0	454	454	87	454	0	0		
	0	454	454	87	454	0	0		
TOTAL DELIVERY	21,468	-1,849	19,619	70	20,496	877	-88	10	
Memorandum item									
Devolved Staffing Budget - Delivery	10,509	89	10,598	60	10,598	0	0		
Non Cash Budgets									
Capital Charges	8,995	0	8,995		8,995	0	0		
IAS19 Adjts	1,842	0	1,842		1,842	0	0		
Recharges	-2,949	0	-2,949		-2,949	0	0		
	7,888	0	7,888		7,888	0	0		

DELIVERY BUDGET MONITORING - FEBRUARY 2019

Virements

Note	Total	Explanation
	£'000	
	15	<i>Carry Forwards reported in First Budget Monitoring</i>
	-29	<i>Other Virements reported in First Budget Monitoring</i>
	99	<i>Virements reported in Second Budget Monitoring</i>
	-2,605	<i>Virements reported in Third Budget Monitoring</i>
	129	<i>Virements reported in Fourth Budget Monitoring</i>
	74	<i>Virements reported in Fifth Budget Monitoring</i>
	0	<i>Virements reported in Sixth Budget Monitoring</i>
A	0	Contract Management/Cemetery & Crematorium The training budgets for many ex ECC areas were previously centralised within ECC. It has become apparent that the cem & crem had been left with no training budget, as such a virement is to take place between contract management where the central pot was located, to the cem & crem (£0.001k).
B	126	Structural Changes Due to recent restructures across libraries and Registration Services, a request is made to Structural Changes Reserve to the value of £0.117m. In addition to this, a request of £0.009m is made to the structural changes reserve for the salary protection amount relating to three members in ICT.
C	0	DSB Realignment The staffing budgets across the department have been realigned to reflect the staffing structure currently in place following the recent restructure, a managed vacancy factor line has also been added to each service area.
D	190	DSB/Managed Vacancy Factor from Central Directorates A final review of the DSB budgets has taken place between the Delivery and Central departments to align budgets to the correct department following the restructure. As such, a virement of £0.190m is to be made into Delivery from Central to reflect the current staffing structures in place.
E	454	Business Intelligence Due to the decision for Business Intelligence to be moved to the Delivery Department, a virement of £0.454m is to be made from People Directorate.
	770	<i>Virements reported in Seventh Budget Monitoring</i>
A	0	Leisure When the budgets were moved as part of the Council restructure in September 2018, one cost centre was incorrectly included within Leisure (Contract Services) which should have been included within Customer Experience. As such a virement is required to move this budget (£0.004m).
B	-322	Industrial and Commercial Property The budget for the income in relation to the latest and final commercial property purchase in Northampton, has been vired from non-departmental (-£0.322m).
	-322	<i>Virements reported in Eighth Budget Monitoring</i>
A	20	Operations Unit - Home to School Transport A virement is to be made from the People Directorate in relation to the budget for the travel provision for pupils who have successfully won an appeal (in line with the SEN Post-16 Home to School Transport policy). The costs have been charged to the Delivery Operations Unit budget and as such the virement is taking place to align budget with costs.
	20	<i>Virements reported in Ninth Budget Monitoring</i>
	0	<i>Virements reported in Tenth Budget Monitoring</i>
	0	<i>Virements reported in Eleventh Budget Monitoring</i>
	-1,849	Total Budget Virements Reported to Date

DELIVERY BUDGET MONITORING - FEBRUARY 2019

Variances

Note	Variance		Explanation
	£'000	£'000	
	41		Variances Reported in First Budget Monitoring
	0		Variances Reported in Second Budget Monitoring
	-195		Variances Reported in Third Budget Monitoring
	13		Variances Reported in Fourth Budget Monitoring
	0		Variances Reported in Fifth Budget Monitoring
	180		Variances Reported in Sixth Budget Monitoring
1		110	<p>Operations Unit - Office Accommodation</p> <p>Easthampstead House has been vacant since the end of April. We were awarded 3 months empty occupancy discount on the business rates however that has now passed and we have been billed for the remainder of the year (£0.113k). In addition to this there has still been invoices relating to utilities and cleaning services, plus the staffing costs for the period of time it was open. The new tenants have now taken over responsibility for the building and as such we should see a reduction in the business rates of approx. £0.037m. Adjusting for any additional costs due to the end of December, the total expected pressure has now been reduced to £0.110m from £0.140m.</p>
2		85	<p>Highways</p> <p>Current estimates indicate a pressure on Street Lighting electricity of approx. £85k, this is due the change of the work profile of the LED project however once this project is complete the actual usage and budgets should be aligned again.</p>
3		79	<p>ICT</p> <p>A pressure is to be reported for under achievement of income on the Schools ICT SLA. The income target set for the schools ICT SLA will not be reached due to a number of schools pulling out and costs exceeding income. Work is underway to review this SLA alongside the wider piece of transformation work on services to schools. The current expected pressure is approx. £0.079m.</p>
4		42	<p>Democratic & Registration Services</p> <p>Due to changes brought in, from November 2018 we will no longer be receiving income in relation to NCS. This service will be provided online by the Government and as such local authorities offering this service will no longer be able to do so. The impact of this in this financial year is expected to be approx. £0.042m.</p>
5		510	<p>Car Parking</p> <p>Visits to the Council's car parks are less than those estimated pre-opening, most likely as a result of increased competition and the fact this is the Lexicons first year and visitors are anticipated to increase as it becomes better known and so income is down by approx. £329k. In addition electricity costs for the Avenue car park are in excess of the estimates on which the budget was built, this looks likely to add a further pressure of £50k pa. The Avenue car park requires twice annual cleaning per the lease agreement and this is an additional cost of approx. £20k, in addition to this maintenance and banking charges are expected to exceed budget thus bringing the total expected overspend to £470k. Residents car parking scheme- costs of administering the scheme are not met by the income resulting in an overspend and income from parking enforcement penalty charge notices is expected to be below budget bringing the overall car parking pressure to £510k.</p>
6		147	<p>Home to School Transport</p> <p>Unfortunately the previously offered up saving with the home to school function cannot be achieved. In addition to this there is now a budget pressure of approx. £67k for this financial year. The reason for these changes is as follows: There has been an unprecedented increase in alternative provision students travelling out of the Borough, an increase in SEN students travelling out of the Borough, a decrease in students travelling to our SEN school, Kennel Lane, an increase in students with behaviour issues that require lone transport and a limited transport supply base, meaning we mainly use Private Hire vehicles which cost more. The team are working on a plan to change routes and move to more minibus focussed operations however this is not a quick process and requires multiple stakeholder buy in.</p>
7		100	<p>Leisure - Coral Reef</p> <p>There were a number of snagging works related to the refurbishment of Coral Reef which needed to be completed by contractors as part of the original contract. These works required the closure of the site. As the site is now operated by Everyone Active they will be claiming for loss of income for closures imposed by the Council. As such a pressure of circa £100k for the closure will be deducted from the Council's management fee.</p>
8		-80	<p>Legal</p> <p>Income in excess of budget has been achieved on both Legal Fees and those in relation to S106 agreements. A slight caveat is to be added in that some income 'may' need to be journalled out at year end if it is found to be planning income related rather than legal. However even with this, income should still exceed budget by a considerable amount.</p>
9		0	<p>Smartcard</p> <p>There is an overspend to report on the Smartconnect scheme due to underachievement of income (£0.030m). This is likely to continue ongoing and as such a pressure will need to be reported next financial year to be include in the 2020/21 budget proposals. However, there is also a one off underspend to report on the e+ card scheme due to an accrual brought forward no longer needing to be paid and small underspends across other supplies and services, bringing the underspend to £0.030m.</p>

10		-110	Cemetery & Crematorium There is an underspend to report within the Cem & Crem area due to over achievement of income.
11		-28	The Look Out There is an underspend to report at The Look Out, £0.027k relates to underspends across supplies and services within the main exhibition area and a further £0.025k from overachievement of income with regard to catering, however there is a pressure within the car parking cost centre of approx. £0.024m bringing the overall underspend down to £0.028m.
12		45	Car Parking The 12 month equipment maintenance warranty for the Avenue expired in Sept 18. Consequently the equipment maintenance contracts for all 3 multi storeys was amalgamated and bought in line until December 2018 and then extended until March 2019 until a decision was reached on future cover levels was agreed. The cost of this for this financial year is £0.045m.
900		<i>Variances Reported in Seventh Budget Monitoring</i>	
1		26	Cemetery & Crematorium The previously reported underspend at the Cemetery and Crematorium has been reworked and as such it needs to be reduced by £0.026m. The income projections have been lowered from those reported previously due to a combination of factors including a milder than usual winter resulting in fewer bookings and on-going remedial works or modifications in 2nd chapel which have required blocking chapel services out.
26		<i>Variances Reported in Eighth Budget Monitoring</i>	
1		25	Waste Management The previously reported underspend within waste management needs to be reduced by £0.025m. The additional income originally estimated from brown bins has reduced from £0.052m to £0.030m and the overall underspend across waste recycling and collection has reduced by £0.013m due to an overspend on contracted services.
2		-8	Street Cleansing The previously reported underspend on street cleansing is to be increased by £0.008m due to an underspend within the street cleansing non-programme works, bringing the overall underspend to £0.037m.
3		-94	Environmental Services The previously reported expected overspend (£0.041m) due to the additional costs for the adoption of new housing areas has not been realised in this financial year as the works have been absorbed within the current team/contract. There is also an underspend on the contracted services within this area. In addition there is an underspend to report on amenity landscapes (£0.017m), bringing the overall underspend to £0.053m.
4		-122	Office Accommodation The following underspends are to be reported at Time Square: Stationery (£0.050m), refreshments (£0.015m), Business Rates (£0.008m), contracted services (£0.003m) and Electricity (£0.020m). The following are to be reported at the Commercial Centre: reactive maintenance (£0.015m), electricity (£0.006m), gas (£0.002m) and contracted services (£0.003m).
5		-19	Member Services The following underspends are to be reported from supplies and services within Member Services: vehicle hire (£0.002m), photography (£0.002m), hospitality (£0.002m), mayors allowance (£0.001m), publicity (£0.001m), allowances (£0.005m), materials (£0.001m), stationery (£0.002m), phones (£0.001m), other expenses (£0.001m) and computer consumables (£0.001m).
6		-10	Registration of Births, Deaths & Marriages The development work to the Stopford software to enable online bookings and integrated payments that was due to take place this financial year has not been progressed due to some unexpected long term sickness of the key person in IT and changes in support/contact at Stopford. As such an underspend is to be reported.
7		140	Industrial & Commercial Property There is a pressure to report on Industrial and Commercial property of approx. £0.140m, this is due to vacant properties that are in the process of either sale or new tenant letting.
-88		<i>Variances Reported in Ninth Budget Monitoring</i>	
877		Total Budget Variances Reported to Date	

CAPITAL MONITORING 2018/19

ANNEX D

Dept: Delivery

As at: 28th February 2019

Cost Centre	Cost Centre Description	Approved Budget	Cash Budget 2018/19	Expenditure to Date	Current Comm'ts	Estimated Outturn 2018/19	Carry Forward 2019/20	(Under) / Over Spend	Target for Completion	Responsible Officer	Date of Last Comment	Current Status of Project / Notes
		£000's	£000's	£000's	£000's	£000's	£000's	£000's				
YM363	South Hill Park Ceremony Suite	9.1	9.1	2.2	0.8	6.0	0.0	(3.1)	Sep-18	Ann Moore	Feb-19	Awaiting final invoices.
YM007	Capitalisation of Revenue (Highways)	415.2	415.2	234.8	34.9	415.2	0.0	0.0	Mar-19	Anthony Radford-Foley	Nov-18	surfacing complete further programmes under development
YP007	Maintenance (Street Lighting)	4.9	4.9	48.5	10.3	4.9	0.0	0.0	Mar-19	Anthony Radford-Foley	Nov-18	Works projects in progress
YP009	Structural Maintenance of Bridges	226.5	226.5	25.6	266.8	226.5	0.0	0.0	Mar-19	Anthony Radford-Foley	Nov-18	Works on site will begin as road space permits.
YP013	Land Drainage	391.5	391.5	43.4	159.0	391.5	0.0	0.0	Mar-19	Anthony Radford-Foley	Nov-18	Works on site will begin as road space permits and contractor resources allow. Staff resources may delay delivery
YP113	Road Surface Treatments	1,833.8	1,833.8	1,059.9	157.3	1,833.8	0.0	0.0	Mar-19	Anthony Radford-Foley	Nov-18	surfacing complete further programmes under development
YP458	Road Surfacing - Pot Hole Fund	262.5	262.5	473.4	226.6	262.5	0.0	0.0	Mar-19	Anthony Radford-Foley	Dec-18	surfacing complete further programmes under development
YP479	Replacement Led Street Lights	4,142.8	4,142.8	2,323.9	1,858.0	4,142.8	0.0	0.0	Mar-19	Anthony Radford-Foley	Nov-18	Works in progress on site, included within the carry forward is £850k to undertake works on subway lighting.
YM181	Capitalisation of Revenue (Budgets Only)	300.0	300.0	0.0	0.0	300.0	0.0	0.0	Mar-19	Arthur Parker		Updated at Financial Year-end only.
YM312	On-Line Booking Systems	6.2	6.2	0.0	0.0	6.2	0.0	0.0	Mar-19	Bobby Mulheir	Feb-19	Planning appointments is currently being developed as a pilot service for bookings. Pilot due to be completed by 1.4.2019, awaiting the implementation of GOV.UK Pay..
YM315	Customer Relationship Management System (Invest To Save)	29.4	29.4	5.9	0.0	29.4	0.0	0.0	Mar-19	Bobby Mulheir	Dec-18	Opportunities to extend the use of the CRM and associated products continues. Self-service Kiosks are currently being investigated and are expected to be implemented to support reception processes.
YM336	Website Redevelopment 2015	0.4	0.4	0.0	0.0	0.0	0.0	(0.4)	Mar-19	Bobby Mulheir	Oct-18	This project ended in June 2017 with the launch of the council's new website.
YM337	Netcall System Replacement	3.0	3.0	1.2	0.0	3.0	0.0	0.0	Mar-19	Bobby Mulheir	Jan-18	Upgrade complete.
YM368	Intranet Development	5.1	5.1	0.0	0.0	5.1	0.0	0.0	Mar-19	Bobby Mulheir	Mar-19	Still awaiting a decision from CMT on the future of the current intranet (Invotra) and a proposed move to Sharepoint. Invotra licensing will be renewed for one year whilst the move to Sharepoint is being arranged.
YM385	TS Customer Reception	50.0	50.0	32.0	0.0	50.0	0.0	0.0	Mar-19	Bobby Mulheir	Jan-19	A further phase is in development as part of the One Front Door Transformation Programme.
YP482	Chapel at Cem & Crem (Invest to Save)	490.9	490.9	467.2	0.0	490.9	0.0	(24)	Mar-19	Bobby Mulheir	Mar-19	All works complete.
YP503	South Hill Park	79.4	79.4	79.4	0.0	79.4	0.0	0.0	Mar-19	Bobby Mulheir	Feb-19	Project works on Coach House will be complete at end of February. An additional request for capital funding has been approved.
YP306	Maintenance of Car Parks	17.1	17.1	6.1	0.0	17.1	0.0	0.0	Mar-19	Damian James	Jan-19	Deck repairs currently being undertaken in High Street car park
YP451	Car Park Improvement / Refurbishment	29.0	29.0	(14)	0.0	29.0	0.0	0.0	Mar-19	Damian James	Jan-19	Schemes progressing
YP537	Look Out Paving Bay Programme	40.0	5.5	5.5	16.7	5.5	34.6	0.0	Mar-19	Dave Poulton	Mar-19	Parking bays - snagging on programmed works for March 2019; cfdw of £31.8k required
YP538	Look Out Play Area/Exhibit Upgrade	30.0	30.0	20.9	5.2	30.0	0.0	0.0	Mar-19	Dave Poulton	Jan-19	Play area/exhibits - all works will complete by March 2019
YM214	Electronic Documents Records Management System	53.7	49.9	3.5	46.4	46.1	3.8	0.0	Mar-19	Debbie Langley	Mar-19	Budget has been used for Smart Office upgrade and contract resource to complete File Plan design work for future EDRMS
YM323	TS - EH Network Link / Civic Accommodation	21.0	(0)	0.0	0.0	0.0	21.0	0.0	Mar-19	Debbie Langley	Nov-18	No budget committed to date. Budget used for other capital schemes.
YM365	ICT Desktop and Mobile Infrastructure	729.5	534.8	534.4	0.4	340.2	194.6	0.0	Mar-19	Debbie Langley	Mar-19	Remainder planned for completion of upgrading equipment choices, agile desk set-ups and Windows 10, contract support for rollout, remote sites set-up. Please carry forward any remaining budget at year end
YM374	ICT Infrastructure	267.8	189.4	174.2	15.3	111.1	78.4	0.0	Mar-19	Debbie Langley	Mar-19	Replacing EOL equipment and software including SQL upgrades: servers upgrades, data centre and network equipment. Secondment to support network team agreed and therefore this will cover key project support costs in this area (to ensure revenue can afford service desk backfill costs). Please carry forward any remaining budget at year end
YM376	ICT Digital Strategy	133.0	23.4	23.4	0.0	(86)	109.6	0.0	Mar-19	Debbie Langley	Mar-19	To use for hardware and consultancy to support Enterprise Agreement and ICT Strategies required. Some consultancy procured from Phoenix and BT. More planned. Please carry forward any remaining budget at year end
YM377	CWSS/Self Service	44.8	0.4	0.4	0.0	(44)	44.4	0.0	Mar-19	Debbie Langley	Mar-19	Required for iWorks payroll enhancements and Service Desk development. To be aligned with new Transformation Portfolio
YL255	Minor Works/Improvements	4.1	4.1	11.7	0.0	11.7	0.0	7.6	Mar-19	Gareth Jones	May-18	Works complete
YM215	Replacement Revenue & Benefits System	16.5	16.5	17.1	0.0	16.5	0.0	0.0		Gill Vickers	Oct-18	ACR (axis counter receipting) will be completed Feb 19
YP349	Green & Blue Waste Bins	0.0	0.0	35.9	14.0	0.0	0.0	0.0	Mar-19	Janet Dowllman	Mar-18	Transfer from Revenue for the purchase of blue & green bins.
YM379	Bracknell Library Training Room	0.0	0.0	60.4	0.0	60.4	0.0	60.4	Jan-19	Kamay Toor	Feb-19	All works complete
YP535	Harmanswater Library	795.0	400.0	171.3	77.8	400.0	395.0	0.0	Apr-19	Kamay Toor	Mar-19	Construction works completed on the 4 March as programmed March except for the external works which is planned to be completed early May
YP508	Cem & Crem - Park Area Pathways	35.0	0.0	0.0	0.0	0.0	35.0	0.0	Mar-19	Linda Gizzie	Mar-19	Paths - request carry forward to budget to 19/20 as works require Spring/Summer ground conditions.
YP550	Cem & Crem-Memorial Area Renewal	0.0	0.0	0.0	0.0	0.0	0.0	0.0	Mar-19	Linda Gizzie	Mar-19	ItS scheme
YP553	BSLC ITS	0.0	0.0	1,364.1	0.0	0.0	0.0	0.0	Mar-19	Nick Smith		
YP483	Leisure Replacement Catering System	0.0	0.0	0.0	0.0	0.0	0.0	0.0	Mar-19	Mandy Bates		

YP485	Bracknell Library - Introduction Self Service	497.8	386.1	329.6	56.5	386.1	111.7	0.0	Mar-19	Mandy Bates	Mar-19	Self Service is now embedded into all 9 libraries. Open+ technology is live at Binfield and Sandhurst and Birch Hill are currently undergoing testing and will be live imminently. The new Harmanwater Library will open on 8th April with both Self Service and Open+ fully functional. A majority of the invoices have now been paid however there is an additional element to the project to manage stock which is yet to commence once all libraries are functional with Open+. Therefore it is requested that the remaining budget is carried forward to 19/20 financial year which will also cater for any late or unpaid invoices.
YM367	Civic Accommodation	2,118.9	2,083.9	412.3	0.0	447.3	35.0	(1,637)	Sep-18	Matt Howlett	Mar-19	Late invoices submitted by Shorts Electrical, totalling £10K, for T2C work have been submitted in March. It has been previously agreed to fund £20k of works from the Education Centre relocation, and approximately £200k may be needed to relocate EDS/Forestcare leaving a balance of approximately £379k to manage the highest priority toilet refurbishments at Time Square.
YM386	EH Demolition	1,000.0	0.0	0.0	0.0	0.0	1,000.0	0.0	Mar-18	Matt Howlett	Jan-19	EH No longer being demolished. New tenants in situ.
YL009	Minor Works Programme	6.0	6.0	(1)	0.0	6.0	0.0	0.0	Mar-19	Nick Smith	Aug-18	Remaining items BLC/DGC will take place before year end
YL152	Grass Cutting Equipment	35.0	35.0	35.0	0.0	35.0	0.0	0.0	Mar-19	Nick Smith	Mar-18	Complete
YP484	BLC Main Sports Hall Refurbishment	0.0	0.0	0.1	0.0	0.0	0.0	0.0	Mar-19	Nick Smith		
YP507	Replacement works to toilet area BLC	0.0	0.0	20.0	0.0	20.0	0.0	20.0	May-18	Nick Smith	May-18	Complete
YM359	Alert H&S System	4.6	4.6	0.0	0.0	4.6	0.0	0.0	Mar-19	Steve Caplan		
YM244	Improvements and Capitalised Repairs - Council Wide - Planned Maintenance	1,551.0	1,551.0	871.9	203.9	1,551.0	0.0	0.0	Mar-19	Richard Payne	Jan-19	All the projects have now been allocated and design process has commenced. Works to 3 Projects complete (Coral Reef, Fire Improvement, Waterside C) Works to 6 projects on site (76 Binfield, Hanworth, High St CP, Wick Hill, Tenterden, EPCC)
YM364	Iken System Upgrade	0.5	0.5	0.0	0.0	0.0	0.0	(0.5)	Mar-19	Sanjay Prashar	Oct-18	Project Complete
YP522	Savernake Park (S106)	0.0	0.0	(0)	0.0	0.0	0.0	0.0	Mar-19	Stephen Chown	Sep-18	Project complete
YM002	Access Improvement Programme	48.3	48.3	5.2	33.6	48.3	0.0	0.0	Mar-19	Steve Caplan	Jan-19	Works to both Braccan Walk and High Street CP to be completed by the end of March 2019
YM293	Property & Asset Management System	10.0	10.0	0.0	0.0	0.0	0.0	(10)	Oct-18	Steve Caplan	Jan-19	Self Service roll out is now complete - no further budget required
YM346	Asbestos Control	21.4	16.5	1.5	21.6	16.5	4.9	0.0	Mar-19	Steve Caplan	Jan-19	
YM351	Disposal of land at Sandy Lane	20.9	20.9	0.0	0.0	0.0	0.0	(20.9)	Mar-19	Steve Caplan		
YM356	Replacement of JEL Building Mgmt. System Controls	0.5	0.0	0.0	0.0	0.0	0.5	0.0	Mar-19	Steve Caplan	Jan-19	No budget committed to date
YM362	Commercial Property Investments	19,688.2	19,688.2	0.0	0.0	19,688.2	0.0	0.0	Mar-19	Steve Caplan		
YM366	EPC Regulations	50.0	50.0	16.0	0.0	50.0	0.0	0.0	Mar-19	Steve Caplan		
YM372	Hutwood Court Southampton (Commercial Property)	0.0	0.0	(0)	0.0	0.0	0.0	0.0	Mar-19	Steve Caplan		
YM373	Lincoln	246.9	246.9	247.4	0.0	246.9	0.0	0.0	Mar-19	Steve Caplan		
YM378	Property Review Feasibility	100.0	100.0	0.0	0.0	100.0	0.0	0.0	Mar-19	Steve Caplan		
YM383	Redditch	11,623.5	11,623.5	11,633.5	0.0	11,623.5	0.0	0.0	Mar-19	Steve Caplan		
YM388	3, 4, 5A The Lakes, Northampton	0.0	0.0	16,602.9	0.0	0.0	0.0	0.0	Mar-19	Steve Caplan		
YP442	Coral Reef Enhancement Project (YP442/ YP527)	180.0	160.0	165.5	0.0	165.5	20.0	5.5	Mar-19	Steve Caplan	Mar-19	Works complete and Practical Completion achieved on the 21 September 2017. All the construction snagging works complete. £20k retentions to be release during May 2019
Total Capital Programme		47,670.5	45,582.0	37,551.5	3,205.0	43,573.3	2,088.5	(1,602)				
Percentages				82%	7.03%	91%	4%	-4%				

ENVIRONMENT, CULTURE & COMMUNITIES OVERVIEW & SCRUTINY PANEL

EXECUTIVE WORK PROGRAMME

REFERENCE:	I080303
TITLE:	Smart Connect: Future Direction
PURPOSE OF REPORT:	To propose entering into discussion with SmartCitizen to better ensure the future development of the Council's SmartConnect Customer Management System.
DECISION MAKER:	Executive
DECISION DATE:	23 Jul 2019
FINANCIAL IMPACT:	Negotiations need to take place with SmartCitizen centred around the ownership and value of the IPR the Council owns in relation to SmartConnect.
CONSULTEES:	N/A
CONSULTATION METHOD:	N/A

REFERENCE:	I083571
TITLE:	Car Parking Strategy / Procurement Plan
PURPOSE OF REPORT:	The Parking Strategy has been drafted to provide an overview and direction of travel with respect to the long term approach to parking provision across the Borough. The Strategy is crucial and underpins the Procurement and Contract re-tender process for the provision of car park management and enforcement.
DECISION MAKER:	Executive
DECISION DATE:	23 Jul 2019
FINANCIAL IMPACT:	Will be contained in the report.
CONSULTEES:	N/A
CONSULTATION METHOD:	N/A

REFERENCE:	I075157
TITLE:	Pre-submission consultation response on the draft Winkfield Neighbourhood Plan
PURPOSE OF REPORT:	To agree the Council's response to the draft Winkfield Neighbourhood Plan Consultation (Regulation 14 pre-submission)
DECISION MAKER:	Executive Member for Planning & Transport
DECISION DATE:	30 Aug 2019
FINANCIAL IMPACT:	None at this time. Grant funding from central government can be claimed at later stages.
CONSULTEES:	In producing a response, colleagues from affected services have been consulted.
CONSULTATION METHOD:	Bracknell Forest is being consulted by Winkfield Parish Council

REFERENCE:	I084399
TITLE:	Joint Central and Eastern Berkshire Minerals and Waste Plan - proposed submission version
PURPOSE OF REPORT:	To seek a recommendation from Executive to Council that the Submission Joint Central and Eastern Berkshire Joint Minerals and Waste Plan, the Policies Map and all supporting documents be formally submitted to the Secretary of State for independent examination. That, subject to Council accepting the recommendation, the Executive approves the Submission Joint Central and Eastern Berkshire Joint Minerals and Waste Plan, the Policies Map and all supporting documents for publication for a statutory period of six weeks.
DECISION MAKER:	Executive
DECISION DATE:	24 Sep 2019
FINANCIAL IMPACT:	Consultation and examination will be funded from Development Plan budget.
CONSULTEES:	Public, specific and general consultation bodies.
CONSULTATION METHOD:	Statutory consultation to take place in accordance with Regulation 19 of the Town and Country (Local Planning) (England) Regulations 2012 (as amended).

REFERENCE:	I084392
TITLE:	Draft Bracknell Forest Local Plan - further consultation
PURPOSE OF REPORT:	Seeking authority to carry out consultation on a revised strategy following consideration of changes in national policy, previous comments and new evidence.
DECISION MAKER:	Executive
DECISION DATE:	24 Sep 2019
FINANCIAL IMPACT:	Consultation will be funded from Development Plan budget.
CONSULTEES:	Public Statutory consultees General consultation bodies
CONSULTATION METHOD:	Public consultation to take place in October/November. Further details to be provided in the report.

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