Bracknell
Forest
Council

COUNCIL PLAN OVERVIEW REPORT

Q2 2017 - 18
July - September 2017

Chief Executive:
Timothy Wheadon

Contents

Section 1: Chief Executive's Commentary

1 Introduction

1.1 This report sets out an overview of the Council's performance for the second quarter of 2017/18 (July - September 2017). The purpose is to provide the Executive with a high-level summary of key achievements, and to highlight areas where performance is not matching targets or expectations, along with any remedial action that is being taken. It complements the detailed Quarterly Service Reports (QSRs) produced by each Director that have been available for many weeks.

1.2 Overall, good progress was made against the actions in the departmental service plans. At the end of the second quarter progress showed:

- 90 actions (69%) are on target to be completed within the timescales set
- 13 actions (10%) are at risk of falling behind schedule
- 2 actions (2%) have fallen behind schedule
- 25 actions (19%) have been completed.

1.3 Section 3 of this report contains information on the performance indicators across the Council for each of the strategic themes. Again the picture was positive, showing that the status for the key indicators in the Council Plan in the second quarter is:

- 32 (76%) green – i.e. on, above or within 5% of target
- 2 (5%) amber – i.e. between 5% and 10% of target
- 8 (19%) red – i.e. more than 10% from target.

20 further indicators have no set target.

2 Overview of Q2 and what went especially well

2.1 Quarter 2 saw some major milestones achieved for the borough. The opening of The Lexicon on 7 September was a landmark day, and has been a huge success. The opening of the town centre was the outcome of many years of work by teams across the council and I would like to take this opportunity to acknowledge the size and scale of that achievement. The opening of The Lexicon was shortly followed by the opening of Coral Reef on 29 September. This was a very challenging and technical construction on a building over 30 years old that came to a successful conclusion by a huge amount of team work and partnership working by all involved.

2.2 Transformation across the organisation continues at pace. The new Resources directorate was launched on 1 September 2017 to reflect the consolidation of the teams covered by the Council Wide Support Services Review (CWSS) – Finance, ICT and HR. To reflect a sharper focus on the outcomes of the Citizen and Customer Contact Review, Bobby Mulheir is now Chief Officer: Customer Experience. Whilst the transformation of services through the Citizen and Customer Contact Review and CWSS continues, a sharp focus is now on our Adult Social Care and Children's Social Care Transformation Programmes in order to progress those.

2.3 Having had an Ofsted inspection in quarter one, it was the turn of adult social care in this quarter with a 'Local Area Review' being carried out by the Care Quality Commission (CQC). This took the form of seven intensive days of visits by eight inspectors over two separate periods and a great deal of work inbetween. CQC looked at how well Care and Health organisations, including the private and voluntary

sector, work together to deliver person centre and effective care to older people on their journey into and out of hospital. The CQC report found that we serve the people of Bracknell Forest well with positive findings against all of the five key lines of enquiry.

2.4   Alongside this, Adult Social Care has been through the most intensive part of the Transformation Programme and has delivered all of our key priorities including the new online marketplace "Help Yourself". The next challenge is to use the new ways of working, systems and tools to embed the changed in culture we are all hoping for. This will lead to much more autonomy for individual clients and far less bureaucracy.

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

3.1   One interesting consequence of a successful Ofsted inspection is that a number of our staff have very marketable and transferable sets of skills. Therefore we are seeing a higher than normal rate of vacancy within a number of key service areas in children's services. Further analysis is taking place around detailed exit interviews to understand the motivation for leaving. This level of vacancies places increased pressure on social worker caseloads and we are closely monitoring these. As well as social workers, a number of other key roles within the organisation have been difficult to recruit to including a Chief Officer and Business Partner in ICT, a permanent Organisation Development Manager and Payroll Manager. Further work is being done to identify what the barriers to a successful recruitment have been and how we can overcome them.

3.2   During a time of such extensive organisational change we are paying particular attention to the corporate health of the organisation. Recent benchmarking data confirms that our staff sickness level remains better than the national average, with 6.0 days per employee compared to 10.1 nationally (2016/17). However, we continue to monitor this closely and work hard to make sure all staff are supported during the ongoing changes.

3.3   Of the indicators that are red, the declining number of transactions being carried out online (L256) is a concern, as self-service and customers using digital channels to contact the council is an important part of the transformation programme.

However, it is important to understand that this indicator currently only measures online transactions on our website within the context of face to face and telephone contact in the Customer Services team. It does not capture all the online interactions that residents are having across the council using some of the other online facilities, such as the BFC My benefits system or the Adult Social Care Self Care portal, or indeed the majority of our website traffic, which is seeking information.
Analysis of Customer Services data also shows that there are other factors affecting this indicator;
-     We are moving the on line forms to a new version of the software and taking the opportunity to improve the customer journey at the same time. This has affected some other reports being produced and also the numbers of on line forms used.
-     Residents are using the council website more now to find out information without needing to request this or complete and online form. This again has led to a reduction in the number of on line forms being used.
-     There is a general reduction in contact with the council

It is clear that representing how we interact digitally with our residents as a simple key indicator is going to be challenging as the online world becomes more complex so through the Citizen and customer contact programme we are designing a

dashboard that will better represent how our residents interact with us and show how this is changing over time. This will need to be part of our performance monitoring from April 2018 onwards.

4   Benchmarking against all English Unitary authorities

4.1   The Corporate Management Team have recently reviewed the benchmarking report (attached at Annex B). This report is produced from LG Inform and benchmarks those Council Plan indicators where comparative data is available. The picture is largely positive with only 2 (4%) metrics appearing in the bottom quartile. Looking at this data presents an opportunity to reflect on our performance and how it compares to other areas.

4.2   The report shows that the percentage of primary schools inspected and rated good or outstanding by Ofsted is in the lowest performing quartile, 79% or 25 out of 32 primary schools in the borough. Many local authorities are now separating their school performance data into maintained schools and academies and we will be doing this in Bracknell from quarter 3 2017/18 and reporting both figures to more accurately reflect the performance of the local authority.

4.3   The benchmarking report shows old education measures that were reported for the final time for academic year 2014/15. These measures will be updated in future benchmarking reports. Looking at our most recent data, a number of provisional educational results were released in the quarter and indicate some good news to celebrate. They must be treated as provisional as they are currently unvalidated and could change up or down depending on the national profile. However, our provisional results see some significant improvements for our disadvantaged children at Key Stage 2. Our children in Year 1 who are assessed for phonics have continued since 2014, to improve their performance year on year for both non disadvantaged and disadvantaged pupils, with the difference also diminishing. We will continue to look closely at these results as they are validated and finalised.

Timothy Wheadon
Chief Executive

Section 2: Budget Position

REVENUE BUDGET MONITORING

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

Across the Council, variances have been identified that indicate a net over spend of £3.2m, with £1.8m remaining unallocated in the Corporate Contingency. These figures do not take into account grant funding for Social Care announced in the Chancellor's Budget in March as part of the Improved Better Care Fund, pending confirmation of how the allocation of £0.9m for Bracknell Forest can be set against the additional costs being incurred by the service.

The major variances being reported are as follows:

Children, Young People and Learning

- Within Children's Social Care, placement costs are forecast to over spend by £2.1m. There has been an increase in the number of high cost placements from the 89 full time equivalents assumed in the budget to 122. Plans are in place to make future changes that could save on current costs. In addition, the Transformation Programme requires significant savings in this area and a number of work streams have been developed that identify potential actions to effect significant cost reductions although there remains the prospect of further placements needing to be made in the short term.

- Significant cost increases have arisen through greater use of the Childcare Solicitor service (operated by Reading Borough Council as a Berkshire Joint Arrangement (£0.44m). The main reason for the rise relates to a significant increase in the number of care proceedings which have increased by 88% in the last year from 25 to 47. The current numbers are expected to reduce moving forward through the work of the Family Safeguarding Model and once the current peak of cases completes a more settled number of 25 cases is expected to remain.

Adult Social Care, Health and Housing

- Older People and Long Term Conditions is forecast to overspend by £1.2m. This primarily relates to care packages (£1.1m), where the level of demand is continuing to increase and expected savings have not yet materialised, and the use of agency staff (£0.1m).

- The over spend on the Community Team for People with Learning Disabilities (£0.8m) primarily relates to higher care package costs.

- The Community Mental Health Teams are forecast to over spend by £0.9m, with the most significant pressures being additional care package costs for Older Adults (£0.75m) and higher staff costs resulting from the use of agency staff to cover vacant posts (£0.15m). Against these, a refund of £0.2m has been received related to a care package funded by the CCG.

- The use of the Better Care Fund (BCF) to purchase Assistive Equipment has now been approved and reflected in the forecast outturn (-£0.3m). An under spend has also developed on Joint Commissioning relating to BCF funding of carers costs, a

reduction in grant payments and savings from the new Healthwatch contract (-£0.25m).

- Underspends against Housing services totalling £0.4m, primarily relating to the recovery of housing benefits overpayments where the Council receives £0.40 of subsidy for each £1 recovered.

- The introduction of the new Resource Allocation System (RAS) called FACE is felt to be key to achieving savings on care packages. Data to the end of September indicates it has not yet resulted in significantly lower cost care packages, however further work is needed to verify the accuracy of figures held in the social care system. Pending this, parameters have now been updated and savings are expected to be achieved during the rest of 2017/18.

Environment, Culture & Communities

- The latest projected outturn for the waste PFI is an under spend of -£0.3m; this is based on actual tonnages for April to June, provisional tonnages for July to September and forecasts from October. The shutdown of Lakeside is reflected in the forecast and is now planned for March 2018.

- Based on a projection of house building within the borough of Surrey Heath, particularly Camberley, it is unlikely that the income received from Surrey Heath for Suitable Alternative Natural Greenspaces (SANGS) capacity at Shepherds Meadow will meet the budget target (£0.2m)

- The catering function at The Look Out has started the year strongly and based on projections the income for the year should exceed budget by -£0.09m. However, at Easthampstead Park Conference Centre income from both weddings and bereavements is down, resulting in an estimated shortfall of £0.06m once reductions in expenditure are taken into account.

Non Departmental Budgets

- Higher than forecast capital receipts in 2016/17 and significant capital carry forwards into 2017/18 have created an under spend against the Minimum Revenue Provision (-£0.7m).

- The 2017/18 Interest Budget assumed no pre-payment of pension contributions. With interest rates staying low and short term rates remaining below 0.5%, it was beneficial to maximise use of cash-flow in the early part of the year to pre-pay the maximum amount of the Council's pensions' liability (-£0.30m). Secondly, there has been a lag in major capital projects over the last 2 years, specifically Binfield Learning Village and Coral Reef, resulting in significantly less borrowing and as such interest payments (-£0.65m). The Council expects to borrow at least a further £30m over the coming months, and therefore the interest costs included within the budget will be required in 2018/19.

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

	£000
Coral Reef – no income is being generated while the facility is closed. Based on historic usage patterns the impact will be a shortfall against the underlying budget of up to £0.45m, although it is expected that the new facility will attract more users and the normal closure over the Christmas period for annual maintenance will not need to happen.	450
Waterside Park – a shortfall in rental income is expected for this property, which was purchased prior to the robust Commercial Property Investment Strategy being adopted.	150
Bracknell Leisure Centre - Due in the main to changes in the marketing and sales functions, implementing initiatives which have seen an increase in memberships, early profiled projections are an under spend of -£0.100m.	-100

The scale of the potential overspend continues to be a concern and Directors are ensuring that their Transformation Programme activities are prioritising the delivery of short-term savings as well as delivering the expected wider benefits.

The in-year financial position will continue to be monitored closely, in particular the impact of demand pressures in Children's and Adult Services, which are the most volatile areas. CMT is considering how the remaining over spend can be addressed over the coming months to ensure that expenditure is contained within the approved budget by the year end.

Section 3: Strategic Themes

Value for money

1. Value for money					
Ind Ref	**Short Description**	**Previous Figure Q1 2017/18**	**Current Figure Q2 2017/18**	**Current Target**	**Current Status**
L051	Percentage of current year's Council tax collected in year (Quarterly)	29.43%	57.02%	57.10%	G
L053	Percentage of current year's Business Rates collected in year (Quarterly)	35.07%	60.93%	58.50%	G
L221	Satisfaction level expressed in survey of contact with Customer Services, across all channels (Quarterly)	90.50%	92.10%	85.00%	G
L255	Subsidy on leisure services (Quarterly)	112,723	83,627	-294,905	R
L256	Percentage of transactions carried out online and the use of the customer portal (Quarterly)	39.9%	33.0%	53.9%	R
L257	Cumulative number of complaints received at stages 2 and 3, statutory social services complaints, and complaints referred by the Local Government Ombudsman (Quarterly)	34	Missing		
L261	Level of staff sickness absence (Quarterly)	1.57	1.21	N/A	N/A
L262	Level of voluntary staff turnover (Quarterly)	2.7%	7.0%	N/A	N/A

A strong and resilient economy

| ___	2. A strong and resilient economy				
Ind Ref	**Short Description**	**Previous Figure Q1 2017/18**	**Current Figure Q2 2017/18**	**Current Target**	**Current Status**
L265	Number of newly incorporated businesses (Quarterly)	190	190	N/A	N/A
L268	Percentage of working age people who are unemployed (Quarterly)	2.2%	2.3%	N/A	N/A
L269	Percentage of working age population in employment (Quarterly)	83.5%	82.0%	N/A	N/A
L271	Percentage of the borough covered by Superfast broadband (Quarterly)	96.2%	96.2%	96.2%	🟢

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

Ind Ref	Short Description	Previous Figure Q1 2017/18	Current Figure Q2 2017/18	Current Target	Current Status
	3. People have the life skills and education opportunities they need to thrive				
NI114	Number of permanent exclusions from secondary schools (Quarterly)	4	3	N/A	N/A
NI117	Number of 16 - 18 year olds who are not in education, employment or training (NEET) (Quarterly)	4.1%	4.8%	7.5%	G
L139p	Percentage of Primary schools rated good or better (Quarterly)	74.2%	71.0%	83.3%	R
L139s	Percentage of Secondary schools rated good or better (Quarterly)	83.0%	80.0%	75.0%	G
L237	Number of apprenticeships starts for 16-24 year olds through City Deal interventions (Quarterly)	8	2	5	R
L325	Number of permanent exclusions from primary schools (Quarterly)	0	0	N/A	G
L326	Number of fixed period exclusions from secondary schools (Quarterly)	141	104	N/A	N/A
L327	Number of fixed period exclusions from primary schools (Quarterly)	47	23	N/A	N/A

People will live active and healthy lifestyles

4. People live active and healthy lifestyles		Previous Figure Q1 2017/18	Current Figure Q2 2017/18	Current Target	Current Status
Ind Ref	**Short Description**				
OF1c.2a	Percentage of people using social care who receive direct payments (Quarterly)	27.3%	43.1%	28.2%	G
L003	Number of visits to leisure facilities (Quarterly)	430,473	832,858	700,000	G
L015	Number of attendances for junior courses in leisure (Quarterly)	27,942	54,525	49,400	G
L030	Number of lifelines installed in the quarter (Quarterly)	231	340	200	G
L031	Percentage of lifeline calls handled in 60 seconds in the quarter (Quarterly)	96.70%	97.70%	97.50%	G
L278	Percentage of adult social care records in the Adult Social Care IT System that contain the person's NHS number (Quarterly)	98.6%	98.2%	98.0%	G
L279	The number of young people who are newly engaging with KOOTH (the online counselling service for young people) (cumulative - new plus existing registrations by end of year) (Quarterly)	1,755	1,910	1,700	G
L280	The % of young people who receive a response from KOOTH (the online counselling service for young people) within 2 hours (Quarterly)	100.0%	100.0%	95.0%	G
L281	Number of individual clients attending Youthline sessions (Quarterly)	254	331	250	G
L309	Number of community groups worked with by Public Health to develop their support to local residents (Quarterly)	59	65	64	G
L310	Number of people accessing online Public Health services via the Public Health portal (Quarterly)	1,251	1,621	1,600	G
L311	Number of people actively engaged with Public Health social media channels (Quarterly)	1,870	2,032	1,860	G

A clean, green, growing and sustainable place
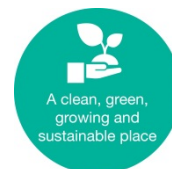
A clean, green, growing and sustainable place

Ind Ref	Short Description	Previous Figure Q1 2017/18	Current Figure Q2 2017/18	Current Target	Current Status
5. A clean, green, growing and sustainable place					
NI155	Number of affordable homes delivered (gross) (Quarterly)	5	8	0	G
NI157a	Percentage of major applications determined in 13 weeks (Quarterly)	92%	88%	85%	G
NI157b	Percentage of minor applications determined in 8 weeks (Quarterly)	96%	95%	85%	G
NI157c	Percentage of other applications determined in 8 weeks or within an agreed extension of time period (Quarterly)	99%	99%	85%	G
NI181	Time taken in number of days to process Housing Benefit or Council Tax Benefit new claims and change events (Quarterly)	5.4	6.7	8.0	G
NI192	Percentage of household waste sent for reuse, recycling and composting (Annually)	41.2%	Missing	45.0%	
NI193	Percentage of municipal waste land filled (Cumulative figure reported quarterly in arrears)	11.90%	Missing	18.00%	
L178	Number of household nights in non self contained accommodation (Quarterly)	303	687	274	R
L179	The percentage of homeless or potentially homeless customers who the council helped to keep their home or find another one (Quarterly)	84.00%	82.00%	80.00%	G
L241	Income from CIL (Quarterly)	1,002,000	211,676	1,237,500	R
L284	Number of homes given planning permission (Quarterly)	33	306	324	A
L286	Percentage of successful planning appeals (Quarterly)	67.0%	43.0%	68.0%	R
L312	Number of families that have been in non self contained accommodation for over 6 weeks at quarter end (Bed & Breakfast) (Quarterly)	0	0	0	G
L313	Number of families that have been in non self contained accommodation for over 6 weeks at quarter end (Non Bed & Breakfast) (Quarterly)	12	13	15	G

Strong, safe, supportive and self-reliant communities

Ind Ref	Short Description	Previous Figure Q1 2017/18	Current Figure Q2 2017/18	Current Target	Current Status
	6. Strong, safe, supportive and self-reliant communities				
NI062	Stability of placements of looked after children in terms of the number of placements (Quarterly)	3.7%	9.2%	11.0%	🟢 G
NI063	Stability of placements of looked after children - length of placement (Quarterly)	51.7%	55.6%	60.0%	🟡 A
L092	Number of children on protection plans (Quarterly)	166	143	N/A	N/A
L161	Number of looked after children (Quarterly)	136	142	N/A	N/A
L185	Overall crime (Quarterly)	1,271	2,495	N/A	N/A
L202	Number of families turned around through Family Focus Project (Quarterly)	0	72	N/A	N/A
L203	Number of Referrals to Early Intervention Hub (Quarterly)	83	125	N/A	N/A
L204	Total number of CAFs and Family CAFs undertaken (Quarterly)	29	54	N/A	N/A
L242	Number of cases that step up to Children's Social Care (Quarterly)	7	3	N/A	N/A
L243	Number of cases that step down from Children's Social to Early Intervention Hub (Quarterly)	42	88	N/A	N/A
L287	Number of children in need supported under Section 17 of the Children Act (Quarterly)	790	639	N/A	N/A
L288	Number of foster carers recruited to meet need (Quarterly)	3	5	5	🟢 G
L289	Average caseload per children's social worker (Quarterly)	19.2	18.5	16.0	🔴 R
L290	Rate of referral to children's social care (Quarterly)	199.6	127.3	295.0	🟢 G
L316	Forestcare - % of Lifeline demos within 7 days of customer request (Quarterly)	96%	97%	90%	🟢 G

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

Section 4: Corporate Health

a) Summary of People

Staff Turnover

Department	Previous Figure*	For the last 4 quarters	Notes
Adult Social Care, Health & Housing	9.9%	9.8%	
Children, Young People & Learning	11.0%	14.3%	
Environment, Culture & Communities	9.4%	11.1%	
Resources	9.6%	11.4%	
Chief Executive's Office	14.3%	14.7%	
Total Voluntary Staff Turnover including maintained schools (L262)	13.8%	11.7%	

* This figure relates to the previous 4 quarters and is taken from the preceding CPOR.

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

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

Staff Sickness

Department	Quarter 2 2017/18 (days per employee)	Previous Financial Year (Actual Average days per employee)	2017/18 Projected Annual Average (days per employee)	Notes
Adult Social Care, Health & Housing	3.59	9.47	13.19	
Children, Young People & Learning	1.2	7.16	4.76	

Department	Quarter 2 2017/18 (days per employee)	Previous Financial Year (Actual Average days per employee)	2017/18 Projected Annual Average (days per employee)	Notes
Environment, Culture & Communities	1.17	6.33	5.4	
Resources	1.16	6.44	5.63	Staff numbers have fluctuated over the last quarter due to re-organisations but figures should smooth out over the whole financial year
Chief Executive's Office	3.0	6.55	14.09	Staff numbers have fluctuated over the last quarter due to re-organisations but figures should smooth out over the whole financial year
Total staff sickness excluding maintained schools	1.83	6.0	7.43	

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

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

b) Summary of Complaints

Department	Type of complaint	New	Total cumulative complaints	Outcome of all complaints received year to date
Adult Social Care, Health & Housing	Statutory	11	15	5 – ongoing 1 – partially upheld/partially substantiated 9 – not upheld/not substantiated/no finding made
	Housing stage 2	3	5	5 – not upheld/not substantiated/no finding made
	Housing stage 3	0	1	1 - not upheld/not substantiated/no finding made
	Local Government Ombudsman	1	2	1 – premature application to LGO 1 - not upheld/not substantiated/no finding made
Children, Young	Statutory stage 1	17	33	5 - ongoing 3 – upheld/fully substantiated

People & Learning				7 – partially upheld/partially substantiated 3 – proceeded to next stage 15 – not upheld/not substantiated/no finding made
	Statutory stage 2	0	4	2 - ongoing 2 - partially upheld/partially substantiated
	Statutory stage 3	0	0	
	Stage 2	0	0	
	Stage 3	0	0	
	Local Government Ombudsman	1	2	2 – Premature application to LGO
Environment, Culture & Communities	Stage 2	5	7	1 - upheld 1 – partially upheld/partially substantiated 1 – proceeded to next stage 4 - not upheld/not substantiated/no finding made
	Stage 3	1	2	2 - not upheld/not substantiated/no finding made
	Local Government Ombudsman	0	1	1 - not upheld/not substantiated/no finding made
Resources and Chief Executive's Office	Stage 2	0	1	The single complaint is a joint ECC complaint and relates to a rental building and issues with associated car parking spaces which are being misused
	Stage 3	0	0	
	Local Government Ombudsman	0	0	

c) Strategic Risks and Audits

Two limited assurance reports have been issued in quarter two relating to Personal Education Plans and SEN. In addition, a further priority one finding has been raised in the follow up reviews undertaken for Home to School Transport and Disaster Recovery.

The risks in the Register were reviewed by the Strategic Risk Management Group on 14 August and by CMT on 13 September 2017. The key changes agreed were

- to increase the financial risk
- to add a supply chain risk for adult social care
- to remove risks for the Town Centre, Schools' Backlog Maintenance, Buildings and Infrastructure, and Working with Partners and Legislative Changes as these had been consistently low risks for some considerable time
- to amend the staffing risk to focus on difficulties in recruiting to specialisms in Adult Social Care and to the loss of children's social workers due to offers from other authorities following the recent OFSTED inspection, which had highlighted the quality of this Council's services
- to re-focus the IT infrastructure risk and incorporate the separate cyber risk within this
- to amend the school places risk to focus on policy