



# QUARTERLY SERVICE REPORT

## CHIEF EXECUTIVE'S OFFICE

Q3 2014 -15  
October - December 2014

Portfolio holders:  
Councillor Paul Bettison, Leader of the Council

Assistant Chief Executive:  
Victor Nicholls

## Contents

Section 1: Director’s Commentary.....	3
Section 2: Department Indicator Performance .....	5
Section 3: Complaints .....	7
Section 4: People .....	8
Section 5: Progress against Medium Term Objectives and Key Actions.....	10
Section 6: Money .....	10
Section 7: Forward Look .....	11
Annex A: Progress on Key Actions .....	11

## Section 1: Director's Commentary

The quarter saw continued work to divert utilities in the town centre. Significantly, following considerable work by the **Regeneration Team**, the demolition of Winchester House began in December. This will pave the way for redevelopment for apartments as well as helping to create a new market square.

The **Business and Enterprise Service (BES)** organised business events for small and medium sized businesses, and two delegations from China. The team supported Small Business Saturday by providing a pop up shop for Year 12 Students.

A Promotion Sub Group has been set up as part of the Economic and Skills Development Partnership, aimed at promoting the borough as a preferred business. The new website to promote business is being developed. The quarter saw a survey of businesses to identify their infrastructure needs which will feed into the new Local Economic Framework which is being developed.

Elevate Bracknell Forest (formerly City Deal) is progressing well. An interim Information, Advice and Guidance hub is now open in the town centre. The ElevateMe web site is live and has received positive feedback from young people and partners. The Elevate Bracknell Forest team was represented at the Bracknell Forest Careers event and Ascot Skills Show during October.

The Business Contact Programme is about to be rolled out to the top 30 strategically important companies.

The **Community Safety Team** is consolidating with three new team members who have joined this year. The new members of the team all come with professional experience which has added significant value to the team. Overall numbers of all crimes reported to Thames Valley Police within Bracknell Forest have fallen by 3.8% in the first three quarters of this year. There has been very strong performance in the reductions of reports of robbery, vehicle crime, cycle theft and hate crime. There have been rises in the numbers of burglary dwelling, drug offences and violent crime.

The number of burglary dwellings is 6.1% higher than last year at this point but still lower than 2012/13 and still one of the lowest in Berkshire. The rise was driven by a blip in April 2014. The number of drug offences reflects increased police activity to address drug dealing and thereby reduce acquisitive crime. Violent crimes with injury have risen by 3.4% with 10 more recorded offences than at the same point last year.

The austerity measures appear to have had little, if any, significant impact on the numbers of recorded crimes. Bracknell Forest has recorded fewer Burglary non-dwellings, Theft of Motor Vehicles and Public Order offences than any other police area in the Thames Valley. Many other categories are among the lowest recorded within the Thames Valley Police area.

QA research has recently concluded the 2014 Residents Survey which has shown that residents feel that the low level of crime and disorder is still one of the best things about living in Bracknell Forest

The Domestic Homicide Review into the death of Aleksandrs Vasiljevs in Bracknell in 2013 has now been concluded and sent to the Home Office for review.

**Performance and Partnerships** led on the organisation two partnership events this quarter. The 2014 Bracknell Forest Careers Event, held on 9 October at Beaufort Park, was a great

success with over 1,250 people attending including approximately 950 students from the six Bracknell Forest secondary schools. This year was the first year where all secondary schools sent pupils. Over 80 business, education and training providers attended the event.

On 27<sup>th</sup> November the Partnership Board hosted a networking event with over 50 attendees, to update delegates about the future role of the Bracknell Forest Partnership, to share progress on the themed partnerships and to consult delegates on the new Sustainable Community Strategy and to discuss a new vision and set of shared priorities. The feedback from the event will inform the drafting of the Partnership's new community strategy.

The delivery of the work programme for **Overview & Scrutiny** in 2014-15 is broadly on track.

The Local Government Ombudsman has decided that there was maladministration by the Council in the case of one complaint. This is the subject of a separate report to the Executive, copied to all Members.

**Communications and Marketing** work to support major projects has increased significantly over the last quarter with the town centre regeneration, Coral Reef Water World and A322 road works all receiving extensive communications support.

A significant amount of groundwork has also taken place for the Business and Enterprise team and for the fast approaching Care Act (Adults), with the Learning Village – Binfield project team and Members making clear decisions about future direction for project communications.

In terms of media coverage we have seen another quarter of largely fair, balanced and extensive reporting with very positive coverage of the town centre regeneration, particularly Winchester house, our 'shop local' Christmas campaign and Coral Reef Water World refurbishment. Work to support key public health messages also secured good media coverage with two features (smoking and alcohol) on Radio Berkshire.

Strategically, the Head of Communications and Marketing continues to work with the Chief Officer for Customer Service on reputation and branding and to identify an effective solution to integrate social media and customer service. A meeting with Waitrose is scheduled in January to learn from their model.

## Section 2: Department Indicator Performance

**Note:** The 'Current status' column compares the data for quarter 3 against the target set for quarter 3. The final column in the table compares the quarter 3 performance for 2014/15 against the quarter 3 performance for 2013/14. See key below the table.

Ind Ref	Short Description	Previous Figure Q2 2014/15	Current Figure Q3 2014/15	Current Target	Current Status	Comparison with same period in previous year
<b>Communications and Marketing - Quarterly</b>						
L167	Number of media enquiries received (Quarterly)	73	87	N/A	N/A	
L168	Number of news releases issued in the quarter (Quarterly)	56	99	50		
L169	Increase in number of Facebook and Twitter followers (Quarterly)	495	729	250		
L171	Percentage of respondents who give an overall rating of good or excellent to Town & Country (Annually)	87.3%	89.5%	85.0%		
<b>Community Safety - Quarterly</b>						
CSP1.01	Prevent a rise in the number of incidents of Burglary Dwelling (Quarterly)	103	122	114		
CSP11.01	Reduce the number of reported incidents of Nuisance ASB as per CADIS (Quarterly)	1,914	2,568	2,831		
CSP2.01	Reduce the number of reported criminal offences committed by the Domestic Abuse Service Co-ordination (DASC) cohorts (Quarterly)	35.0	47.0	48.6		
CSP2.02	Reduce the number of Children on Child Protection Plans where DA is a factor and the perpetrator has participated in the DAPS programme (Quarterly)	18	18	11		
CSP7.01	Reduce the number of reported incidents of theft from motor vehicle (Quarterly)	69	74	115		
CSP7.02	Reduce the number of reported incidents of theft of motor vehicle (Quarterly)	15	18	26		
L185	Reduce all crime (Quarterly)	2,258	3,589	3,621		
<b>Overview and Scrutiny - Quarterly</b>						
L116	Percentage of high level complaints dealt with in accordance with corporate standards (Quarterly)	91%	87%	93%		
L132	Cumulative number of local government ombudsman complaints requiring a local settlement (Quarterly)	0	0	3		
<b>Performance and Partnerships - Quarterly</b>						

Ind Ref	Short Description	Previous Figure Q2 2014/15	Current Figure Q3 2014/15	Current Target	Current Status	Comparison with same period in previous year
L115	Performance reports produced to corporate timetable (Quarterly)	100%	100%	100%		

Traffic Lights		Comparison with same period in previous year	
Compares current performance to target		Identifies direction of travel compared to same point in previous quarter	
	Achieved target or within 5% of target		Performance has improved
	Between 5% and 10% away from target		Performance sustained
	More than 10% away from target		Performance has declined

The following annual indicator is not being reported this quarter:

Ind. Ref	Short Description
L170	% of staff who feel; generally, the council keeps them well informed (Biennial)

## Section 3: Complaints

### Corporate Complaints received

The number of complaints received in this quarter – 0.

The number of complaints received from quarter 1 to quarter 3 (*year to date*) – 0

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

Stage	New complaints activity in quarter 3	Complaints activity year to date	Outcome of total complaints activity year to date
New Stage 2	0	0	N/A
New Stage 3	0	0	N/A
New Stage 4	0	0	N/A
Local Government Ombudsman	0	0	N/A

### Nature of complaints/ Actions taken/ Lessons learnt:

The Chief Executive's Office received no stages 2-4 or Ombudsman complaints in quarter 3.

For other council departments, the Office investigated one stage 4 complaint and co-ordinated the action on three complaints to the Local Government Ombudsman (LGO).

## Section 4: People

### Staffing Levels

	Establishment Posts	Staffing Full Time	Staffing Part Time	Total Posts FTE	Vacant Posts	Vacancy Rate
Chief Executive	2	2	0	2	0	0
Chief Executive's Office	26	23	3	24.81	2	7.14
<b>Department Totals</b>	<b>28</b>	<b>25</b>	<b>3</b>	<b>26.81</b>	<b>2</b>	<b>6.67</b>

### Staff Turnover

For the quarter ending	31 Dec 2014	0%
For the last four quarters	1 Jan 2014 – 31 Dec 2014	25.93%

Total voluntary turnover for BFC, 2013/14: 12.64%  
Average UK voluntary turnover 2013: 12.5%  
Average Local Government England voluntary turnover 2013: 12.0%

(Source: XPerHR Staff Turnover Rates and Cost Survey 2014 and LGA Workforce Survey 2012/13)

## Staff Sickness

Section	Total staff	Number of days sickness	Quarter 3 average per employee	2014/15 annual average per employee
Chief Executive	2	0	0	0
Chief Executive's Office	26	5	0.19	7.79
<b>Department Totals (Q3)</b>	<b>28</b>	<b>5</b>	<b>0.18</b>	
<b>Totals (14/15)</b>		<b>148</b>		<b>7.24</b>

Comparator data	All employees, average days sickness absence per employee
Bracknell Forest Council 13/14	5.50 days
All local government employers 2013	8.0 days
All South East Employers 2013	6.9 days

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

*N.B. 20 working days or more is classed as Long Term Sick.*

### Comments:

The full number of day's sickness this quarter has decreased to 5 this quarter from 36 last quarter.

## Section 5: Progress against Medium Term Objectives and Key Actions

Progress has been monitored against the sub-actions, supporting the Key Actions contained in the Chief Executive’s Office Service Plan for 2014 – 2015. This contains 32 actions to be completed in support of 4 Medium Term Objectives. Annex A provides detailed information on progress against each of these key actions.

Overall 4 actions were completed at the end of Quarter 3 () , while 27 actions are on schedule () and 1 was causing concern ( and ) .

The action causing concern is:

Ref	Action		Progress
11.2.9	Develop and implement the Good to Great programme theme of Communications and Cross-Department working		Two new volunteers have been identified to get involved in the group from ASCH&H and CYPL. Which will meet again in Q4?

## Section 6: Money

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

## Section 7: Forward Look

### Regeneration

- Focus on working with Bracknell Regeneration Partnership to complete the development agreement variation and move the project to the next unconditional, stage
- Continued utilities and highways diversion works
- Demolition of Winchester House to be complete this quarter

### Business and Enterprise Service

- Focus on work to review the Local Economic Framework
- Finding a permanent base for the Information Advice and Guidance Hub
- The Business Contact Programme will be rolled out with meetings with key local companies
- Further work will be undertaken to support local small and medium sized enterprises.

### Community Safety

- 3 new members of staff have joined the community safety team during 2014. They bring previous experience of crime analysis, policing and local government to help enhance the team and the Community Safety Partnership
- DHR report into death of Aleksandrs Vasiljevs in 2013 has been completed and sent to the Home Office Violent Crime Unit for review
- 'Naked Truth' workshops to address issues of access to on-line pornography to be delivered in schools through Q2 and Q3
- Work is continuing to further develop the ANPR capacity with RBWM
- Further liaison between the Community Safety Team, TVP and BRP to ensure the safety and security of Bracknell town centre during regeneration.
- Work with media to publicise the end of calendar year crime figures showing another reduction in all crime of 3.8%
- Work with police and other partners to remove drug dealing from some of our communities and provide on-going community support to residents.
- The Prevent agenda is likely to become statutory in early 2015. This will place an obligation on local authorities to have due regard for preventing people from being drawn into terrorism through all of its functions. The Community Safety Team will help the council implement this

### Overview and Scrutiny

- Progressing the delivery of the 2014/15 work programme for Overview and Scrutiny, principally through supporting the programme of Commission and Panel meetings, and progressing the reviews being carried out by Overview and Scrutiny working groups. Activity levels in quarter 4 will be lower than usual due to long-term staff sickness absence.
- Continuing to ensure that complaints against the Council at stage 4 and through the Local Government Ombudsman are responded to fairly and promptly.

### Communications & Marketing

- Develop a 'news' presence for the new website. The team has outlined a proposed model based on other successful local authorities and the Head of Service is due to start working with Digital Services to establish what can be achieved within internal capacity as there is no provision for this work in the wider project budget.
- December saw the closure of one of our two local newspapers, with the Bracknell Times now only available in its digital format. This could create some exciting

opportunities for growing our own digital reach. At the same time, this move is likely to increase demand on our press office, with deadlines no longer limited to one day a week, but 24/7. The team is meeting the editorial team at [getreading.co.uk](http://getreading.co.uk) early in the New Year to explore how we can work together.

### **Performance and Partnerships**

- Approval of refreshed departmental service plans for 2015-16
- Completing quarter 3 performance updates and reporting
- Production of the Partnership's new Community Strategy
- Planning for the Careers Event 2015
- Planning for the next Partnership Event in May 2015
- Awarding the Voluntary Sector Core Grants for 2015-16.

## Annex A: Progress on Key Actions

Sub-Action	Due Date	Owner	Status	Comments
<b>MTO 1: Re-generate Bracknell Town Centre</b>				
Sub-Action	Due Date	Owner	Status	Comments
<b>1.2 Regenerate Charles Square</b>				
1.2.1 Implement the Compulsory Purchase Order	31/03/2015	CXO		All notices served. CPO expired in June.
<b>1.3 Deliver the framework which enables regeneration of Bracknell Town Centre.</b>				
1.3.1 Produce and implement a strategy for Market Square and the existing market	31/03/2015	CXO		New Market launched
1.3.3 Work with BRP to monitor and implement demolition and construction programme for town centre regeneration	31/03/2015	CXO		On track
<b>1.4 Attract new retailers and leisure operators to underpin the regeneration of the Broadway based northern retail quarter and the creation of an '18 hour' economy.</b>				
1.4.1 Co-ordinate the work of the Town Centre Partnership	31/03/2015	CXO		On track
1.4.2 Provide support to development partners and other occupiers where required to attract new retailers to the regenerated town centre	31/03/2015	CXO		On track
1.4.3 Work with BRP to agree a strategic brief for the Northern Retail Quarter East	31/03/2015	CXO		On track
<b>1.6 Maintain pressure on landowners to rebuild or refurbish unattractive buildings in the town centre</b>				
1.6.1 Maintain pressure on landowners to rebuild or refurbish unattractive buildings in the town centre	31/03/2015	CXO		On track
<b>1.7 Promote residential development in the town centre, where viable, to take pressure off of our countryside to deliver housing.</b>				
1.7.1 Coordinate proposals for residential development in Bracknell Town Centre including at Stanley Walk/Jubilee Gardens	31/03/2015	CXO		On track
<b>1.8 Deliver high quality public realm and public spaces.</b>				
1.8.4 Co-ordinate future public realm and town centre management	31/03/2015	CXO		On track
<b>1.9 Implement an Accommodation Strategy to rationalise the number of buildings used by the Council.</b>				
1.9.13 Implement flexible and mobile working principles across all town centre offices	31/03/2015	CXO		On track
<b>MTO 8: Work with the police and other partners to ensure Bracknell Forest remains a safe place</b>				
Sub-Action	Due Date	Owner	Status	Comments

Sub-Action	Due Date	Owner	Status	Comments
<b>8.1 Continue to seek to reduce overall crime levels, focusing particularly on burglary, domestic abuse, Internet related crime, non-rape sexual offences, personal robbery, vehicle crime, violent crime and anti-social behaviour.</b>				
8.1.1 Implement the Community Safety Plan priorities, to tackle burglary, domestic abuse, internet related crime, non-rape sexual offences, personal robbery, vehicle crime, violent crime and anti-social behaviour	31/03/2015	CXO		At the end of Q3 the total number of reports of all crime had reduced by over 3.8%. The rise in the number of dwelling burglaries continues to fall and the total number compares well to the rest of the TVP area and the outcome rate is one of the highest in Thames Valley. Numbers of robberies, vehicle crime and violent crime continue to fall
8.1.2 Continue to seek to reduce overall levels through targeted action with prolific offenders	31/03/2015	CXO		The BFC Community Safety team includes a member of staff who works with prolific offenders to reduce their offending and subsequent harm to the community. This work has made a major contribution to the 10% reduction in overall crime in Q2. The offender manager also works with perpetrators of domestic abuse and some referrals under the Prevent / Channel Process. All known prolific offenders are being targeted.
8.1.3 Work with partners to ensure crime and disorder is considered as part of the town centre regeneration plans	31/03/2015	CXO		CCTV system in Bracknell town centre now incorporates BFC cameras which are monitored through the Princess Square control room. Bracknell Businesses Against Crime (BBAC) are consulted over changing patterns of crime within the town centre. BFC Community Safety Manager is engaged with police an BRP to plan for the management of the town centre post regeneration.
<b>8.2 Reduce the incidence of anti-social behaviour.</b>				
8.2.1 Implement a co-ordinated programme of action to address anti-social behaviour	31/03/2015	CXO		The CSP Anti-Social Behaviour Working Group meets monthly to consider all ASB issues which merit a partnership approach. Most of these cases are currently neighbour disputes. Repeat cases and cases with vulnerable victims take priority. At the end of Q2 all ASB as recorded by CADIS has fallen by 10%
<b>8.3 Press for more visible policing.</b>				

Sub-Action	Due Date	Owner	Status	Comments
8.3.1 Work through the Joint Tasking process with the Police to ensure visible policing in the borough	31/03/2015	CXO		Community Safety Manager is a regular attendee at the police Daily Management Meetings and the monthly Joint Tasking meeting to make recommendations where appropriate. The CSM also has regular meetings with the Local Police Area Commander and his deputy. Regular meetings with local policing team by Community Safety Manager to influence local patrol patterns.

**8.4 Work with the police and crime commissioner to maximise the benefits to residents of the borough.**

8.4.1 Work with a newly elected police and crime commissioner to maximise the benefits to residents of the borough, in particular by ensuring timely communication with the new commissioner	31/03/2015	CXO		Regular contact is maintained with the PCCs office. Performance and finance data is submitted as required. Discussions are on-going between the PCCs office and CSPs over commissioning services across the Thames Valley
--	------------	-----	--	---

**MTO 9: Sustain the economic prosperity of the Borough**

Sub-Action	Due Date	Owner	Status	Comments
------------	----------	-------	--------	----------

**9.1 Contribute to the work of the Thames Valley Berkshire Local Enterprise Partnership, including the promotion of inward investment and support for existing firms**

9.1.1 Promote superfast broadband through the implementation of the Berkshire Broadband plan	31/03/2015	CXO		On track
--	------------	-----	--	----------

**9.2 support the work of the Economic and Skills Partnership to sustain the local economy, in particular by co-ordinating the implementation of the Bracknell Forest Local Economic Development Strategy.**

9.2.1 Sustain the borough's economic prosperity through co-ordination of the Bracknell Forest Economic and Skills Development Partnership	31/03/2015	CXO		Ongoing
9.2.13 Co-ordinate the Bracknell Forest Careers Event	31/03/2015	CXO		Complete
9.2.14 Implement the 'hub and spoke' proposals in the City Deal project plan, working with other Berkshire authorities and the Local Enterprise Partnership	31/03/2015	CXO		On track
9.2.15 Work with the Thames Valley Berkshire Local Enterprise Partnership, in particular to deliver the Strategic Economic Plan	31/03/2015	CXO		Ongoing

Sub-Action	Due Date	Owner	Status	Comments
implementation plan				
9.2.2 Promote economic prosperity through the establishment of a dedicated resource to support business and enterprise	31/03/2015	CXO		Complete
9.2.3 Promote inward investment through the implementation of an inward investment strategy	31/03/2015	CXO		Ongoing
9.2.4 Review the Local Economic Strategy	31/03/2015	CXO		On track
9.2.5 Support small and medium sized enterprises through the provision of advice and guidance	31/03/2015	CXO		Ongoing
9.2.6 Develop a programme of engaging with local businesses and eliminating barriers to success	31/03/2015	CXO		On track
9.2.7 Promote commercial links to China, and other emerging economies, in particular through the implementation of a programme of engagement and events	31/03/2015	CXO		The BES welcomed two delegations to the borough in October from Hunan and Tianjin.
9.2.8 Promote Bracknell Forest as a premier business location through the development of a new brand identity	31/03/2015	CXO		This work will be picked up as part of the design and development of the business-centric web site work (which is being led by the ESDP Promotion Sub-Group).

**MTO 11: Work with our communities and partners to be efficient, open, transparent and easy to access and to deliver value for money**

Sub-Action	Due Date	Owner	Status	Comments
<b>11.2 ensure staff and elected members have the opportunities to acquire the skills and knowledge they need.</b>				
11.2.9 Develop and implement the Good to Great programme theme of Communications and Cross-Department working	31/03/2015	CXO		Two new volunteers have been identified to get involved in the group from ASCH&H and CYPL. Which will meet again in Q4?
<b>11.7 work with partners and engage with local communities in shaping services.</b>				
11.7.7 Continue to support the voluntary sector through the provision of core grants, to develop its capacity	31/03/2015	CXO		The process for awarding the 2015-16 core revenue grants is underway and Q2 monitoring meetings were successfully completed.
11.7.8 Lead the review and work with partners to update the Sustainable Community	31/03/2015	CXO		The strategy was consulted upon at the November BFP Event resulting in the need for a

Sub-Action	Due Date	Owner	Status	Comments
Strategy				redrafting of the strategy and further consultation with the themed partnerships.
<b>11.8 implement a programme of economies to reduce expenditure</b>				
11.8.5 Develop proposals to help the Council produce a balanced budget in 2015/16	31/03/2015	CXO		Ongoing