

NOTICE OF MEETING

Overview and Scrutiny Commission

Thursday 22 September 2016, 7.30 pm

Council Chamber, Fourth Floor, Easthampstead House, Bracknell

To: OVERVIEW AND SCRUTINY COMMISSION

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

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

One Vacancy, (Church of England)

One Vacancy, (Roman Catholic)

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

Mr R Briscoe and Mrs L Wellsted

cc: Substitute Members of the Commission

Councillors Mrs Mattick, Dudley, Thompson and Worrall

ALISON SANDERS
Director of Corporate Services

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Published: 13 September 2016



Overview and Scrutiny Commission
Thursday 22 September 2016, 7.30 pm
Council Chamber, Fourth Floor, Easthampstead House,
Bracknell

Sound recording, photographing, filming and use of social media at meetings which are held in public are permitted. Those wishing to record proceedings at a meeting are however advised to contact the Democratic Services Officer named as the contact for further information on the front of this agenda as early as possible before the start of the meeting so that any special arrangements can be made.

Note: There will be a private pre-meeting for members of the Commission at 6.45pm in meeting room 1, Fourth Floor, Easthampstead House

AGENDA

Page No

1. **Apologies for Absence/Substitute Members**

To receive apologies for absence and to note the attendance of any substitute members.

2. **Minutes and Matters Arising**

To approve as a correct record the minutes of the meeting of the Overview and Scrutiny Commission held on 7 July 2016.

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

Members are requested to declare any disclosable pecuniary or affected 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 or an affected interest in a matter should withdraw from the meeting when the matter is under consideration and should notify the Democratic Services Officer in attendance that they are withdrawing as they have such an interest. If the Disclosable Pecuniary Interest is not entered on the register of Members interests the Monitoring Officer must be notified of the interest within 28 days.

4. **Urgent Items of Business**

Any other items which, pursuant to Section 100B(4)(b) of the Local Government Act 1972, the Chairman decides are urgent.

5. **Public Participation**

To receive submissions from members of the public which have been submitted in advance in accordance with the Council's Public Participation Scheme for Overview and Scrutiny.

OVERVIEW AND POLICY DEVELOPMENT

6. **Council Budgetary Position**
To discuss with the Executive Member for Transformation and Finance, and the Borough Treasurer the current budgetary position, in preparation for scrutiny of the 2017/18 budget proposals. 19 - 32
7. **Office Accommodation**
To receive a presentation on the plans for office accommodation changes and the challenges being addressed.
8. **Broadmoor Hospital Sirens**
To receive updates on: discussions with the West London Mental Health Trust concerning the redevelopment of Broadmoor Hospital and the Trust's plans to decommission a number of the Hospital alert sirens; and the arrangements to notify alerts to schools. 33 - 52

PERFORMANCE MONITORING

9. **Quarterly Service Reports (QSRs)**
To consider the latest trends, priorities and pressures in terms of departmental performance as reported in the QSRs for the first quarter of 2016/17 (April to June 2016) relating to: 53 - 98
- The Chief Executive's Office
 - The Corporate Services Department

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

HOLDING THE EXECUTIVE TO ACCOUNT

10. **Executive Forward Plan**
Forthcoming items on the Executive Forward Plan of a corporate nature are attached for consideration. 99 - 112
11. **Work Programme and Panel Activity Update**
To note the progress against the Overview and Scrutiny work programme for 2016-17, and the reports from Overview and Scrutiny Panel Chairmen on each Panel's progress against the work programme. 113 - 118

DATE OF NEXT MEETING

The next planned meeting of the Overview and Scrutiny Commission will be on 17 November 2016.

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**OVERVIEW AND SCRUTINY COMMISSION
7 JULY 2016
7.35 - 8.54 PM**

Present:

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

Parent Governor Representatives:

Mr R Briscoe
Mrs L Wellstead

Executive Members:

Councillor McCracken, Executive Member for Culture, Corporate Services & Public Protection

In Attendance:

Richard Beaumont, Head of Overview & Scrutiny
Timothy Wheadon, Chief Executive and Chairman of the Community Safety Partnership
Victor Nicholls, Assistant Chief Executive
Kellie Williams Community Safety Manager
Assistant Chief Constable Nikki Ross, Thames Valley Police
Superintendent Rob France, Thames Valley Police
Chief Inspector Dave Gilbert, Thames Valley Police

1. Apologies for Absence/Substitute Members

There were no apologies for absence.

2. Minutes and Matters Arising

RESOLVED that the minutes of the Overview and Scrutiny Commission held on 10 March and 18 May 2016 be approved as a correct record and signed by the Chairman.

3. Declarations of Interest and Party Whip

Councillor Mrs Birch declared a personal interest as the Spouse of the Executive Member for Adult Social Care, Health and Housing.

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

4. Urgent Items of Business

There were no urgent items of business.

5. Public Participation

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

6. **Membership of Committees**

The Commission received a report which set out the revised position regarding the appointment of Members to serve on Overview and Scrutiny Panels since the Overview and Scrutiny Commission meeting held on 18 May 2016.

Following the Annual Council Meeting on 18 May the Overview and Scrutiny Commission agreed the membership of its Panels but a Conservative substitute vacancy remained on one Panel.

RESOLVED that Councillor King OBE be appointed as a substitute member to the Adult Social Care and Housing Overview and Scrutiny Panel.

7. **Community Safety**

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

Timothy Wheadon, Chairman of the Community Safety Partnership (CSP), said that the Partnership had another successful year in 2015-16 but there was no room for complacency, and early action was key to success. Kellie Williams, Community Safety Manager, gave a presentation on the Bracknell Forest Community Safety Partnership performance during 2015-16, and plans for 2016-17.

Nikki Ross, Assistant Chief Constable, Rob France, Superintendent and Dave Gilbert, Chief Inspector, of Thames Valley Police were present at the meeting for this item.

The CSP was a statutory partnership required to conduct an annual assessment of crime, anti social behaviour and substance misuse within the borough. Its work directly supported the Council's Strategic Theme of 'Strong, safe, supportive and self-reliant communities'. The Partnership were required to publish a three year plan, which was to be updated annually, of how it intended to make the community safer. The plan was currently in its third year and the Partnership would be starting to refresh the new three year plan in the coming months.

The CSP received £154,283 grant funding from the Police and Crime Commissioner in 2015/16. The Community Safety Team was comprised of 3 Full Time Equivalent (FTE) and 2 additional posts which included the Community Safety Manager. This totalled 3.84 FTE posts compared to 5.3 FTE posts in previous years.

In April 2016 Bracknell and Wokingham Local Police Areas merged to create the new Bracknell and Wokingham LPA. There was no reduction in front line staff and officers due to the merger. It provided an increased resilience and opportunities for resources to be used more effectively and efficiently. The merger also ensured that the police were prepared for future challenges and new ways of working.

There were two themes and eight CSP priorities for 2015/16

These Themes included Crime and Anti-Social Behaviour. Priorities included Burglary Dwelling, Domestic Abuse, Sexual Offences, Child Sexual Exploitation, Drug Offences, Violence Against the Person, Youth Crime Prevention.

Violence Against the Person had increased by 9% since 2014/15, this was the smallest increase across Thames Valley. There was a strong partnership approach to encourage people to report crimes.

There had been a 26% increase of Sexual Offences in 2015/16, this was a greater increase than the Berkshire Hub and Thames Valley. It was thought that there had been greater reporting of historic cases due to high profile cases in the media. There had also been changes within the way the Police had been recording and dealing with Sexual Offences. A more proactive approach had been undertaken through a strong partnership approach within Bracknell.

Domestic Abuse had decreased 4% from 2014/15 with Bracknell Forest being the only Borough within the whole of the Thames Valley region to have achieved a reduction. This had been achieved through excellent partnership working, a focus on early intervention, repeat victimisation and work with perpetrators.

As a result of the SEMRAC meetings and joint working between the Police and Bracknell Forest Council in 2015/16 there had been four Child Sexual Exploitation convictions, one person charged and awaiting trial and four people arrested and currently on bail.

There had been a focus on training and awareness raising to prevent violent extremism. This was to comply with the new statutory duty outlined in the Counter Terrorism and Security Act 2015. There had been five prevent safeguarding concerns raised with the CST however the risk had not been seen locally.

Drug Offences had increased in 2015/16 by 18% however the police were taking hard and proactive steps to decrease the number of offences with several Closure Orders being issued.

Youth Crime Prevention had been extremely successful decreasing by 20.6% in 2015/16. This was a better decrease than the national average.

Burglary Dwelling and Shop Lifting were good news stories, both decreasing in 2015/16.

The Crime and Disorder Information System (CADIS) for recording data relating to Anti Social Behaviour had been revamped resulting in changes in the way data had been collated. Therefore the impact of the prevention work being done will be shown better in next year's data (2016/17) with this year's data sets being the benchmark.

In order to improve on an already impressive performance record, TVP intend to look at demand reduction, with the CSP wanting to understand how this can be achieved across the partnership. An example was in dealing with mental health cases. The CSP would also explore how partners could work closer together and more effectively through a challenging time for the public sector whilst still delivering effective outcome for the community.

Some of next steps that had been identified by the CSP were to deliver problem solving training across the partnership, develop the mapping capabilities of CADIS and introducing the TVP pilot in Bracknell Forest with Partnership Data.

Nikki Ross, Assistant Chief Constable of Thames Valley Police, emphasised that Bracknell had one of the best Community Safety Partnerships within the 12 local policing areas in Thames Valley.

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

- The statistics in the presentation were more recent than the statistics published in members agenda papers. The statistics are constantly revisited and audited.
- Outcomes vary from high to low, with the highest outcome being formally charged and a court hearing.
- Despite the recent surge nationally in racism hate crimes since Brexit had been announced, this had not been seen locally with only two unrelated cases having been reported in the 14 days since the EU Referendum.
- There was no particular area in which weapon offences occurred the most. It was thought that the increase in weapon offences was closely related to the increase in drug offences.
- It was confirmed that the Clinical Commissioning Group (CCG) sit on the CSP Board and that the multi agency approach was proving very successful. A one stop shop was being planned which would target the most vulnerable in the area.
- There had been an increase in the number of vans with tools that had been stolen recently. The police had been working closely with Hampshire and Surrey to recover some of the vans and to release press statements.
- There had been significant changes minimising the use of Mephedrone (MCAT) largely through education and agency work. There was however an increase in vulnerable adults using Class A drugs.
- The increase and decrease figures within the presentation had been shown in percentages rather than numbers for simplicity. On drug offences, the data on successful treatment completions was available in figures and would be sent to Members.
- Thames Valley Police had a very high record at finding Cannabis Houses.
- The process of Closure Orders, barring others access to a vulnerable person's house, was explained. The vulnerable person would be identified, often someone who would be a serious concern who needed to be helped. Notice would be served by an Inspector and would be subject to Judicial scrutiny with a Magistrate deciding the criteria and the rules. This would then be reviewed after a few weeks. It would enable anyone who is caught in the vulnerable person's house to be arrested for breaking the terms of the notice. There was a local protocol in place which involved consulting with a number of agencies. Eight had been issued so far, with more planned for the future.
- Due to Thames Valley Police receiving a budget cut and the budget tightening the Bracknell and Wokingham LPA merger was formed as the best value for money whilst still being able to maintain an effective frontline and being more coordinated and resilient. The flexibility offered by the merger enabled there to now be 95 immediate response officers and approximately 180 officers available.
- There was not a breakdown of figures available for Parish and Town Council areas, there was however a breakdown of 6 neighbourhoods which would be sent to members.
- Outcome figures for all of the 12 Local Policing Areas in Thames Valley were available on the Thames Valley Police website for comparison.

Cllr McCracken, Executive Member for Culture, Corporate Services and Public Protection commended the Community Safety Partnership as being exemplary and a testament to Bracknell Forest Council and praised Bracknell for being within the top 3 for lowest crime rates in the Thames Valley area.

The Chairman thanked officers and the representatives from Thames Valley Police for their efforts on behalf of the community, and for attending and for giving such a detailed presentation and update on the Community Safety Partnership.

8. Quarterly Service Reports (QSRs)

The Commission noted the Quarterly Service Reports for the fourth quarter of 2015/16 (January to March 2016) relating to the Chief Executive's Office and the Corporate Services Department.

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

- The City Deal didn't pay for work placements and there had been a problem with delivering placements.
- The amount of money recovered in debt collection in Q4 had increased by a large sum due to it having been the Council Tax collection period.

9. Corporate Performance Overview Report (CPOR) 2015/16

The Commission considered the Chief Executive's Corporate Performance Overview Report (CPOR) for the fourth quarter of 2015/16 (January to March 2016).

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

- Further information would be sought for Members on The Community Mental Health Team quarterly indicators which were shown as having no data available or a target set.

10. Executive Forward Plan

The Commission noted the forthcoming items on the Executive Forward Plan of a corporate nature.

Item I062268

The Commission commented that due to the reduced fee proposed by the current Insurance Broker, Jardine Lloyd Thompson (JLT), it would be good practice to go out to tender for a new contract as there may be other Brokers who have also reduced their fees. The Head of Procurement would be asked to provide information to Members on this.

Item I056853

In response to members' queries it was reported that the Corporate Asset Management Plan was an annual update looking at how Assets were managed rather than a strategic report and had no relation to the Transformation Programme work which was also currently being undertaken.

Item I057529 and I056283

The Commission commented that due to both the Customer Contact Strategy and IT Strategy being a key element of the Transformation Programme, these reports should be reviewed and put on hold until the Gateway Review has happened in November. The Commission's comments would be raised with the Director of Corporate Services.

11. **Overview & Scrutiny Progress Report**

The Commission noted the bi-annual Progress Report of the Assistant Chief Executive on Overview and Scrutiny activity over the period December 2015 to May 2016.

12. **Work Programme and Panel Activity Update**

The Committee noted progress against the Overview and Scrutiny work programme for 2016-17. There were currently a few gaps within the chairmen's' comments. The programme was at an early stage.

The Overview and Scrutiny Commission were currently spending the majority of their time on the Transformation Programme.

CHAIRMAN

INFORMATION REQUESTED: OVERVIEW AND SCRUTINY COMMISSION
MEETING – 7 JULY 2016

<u>Agenda Item</u>	<u>Action Required</u>	<u>Action Taken</u>
7 Community Safety	Provide information on the number of cases represented by the percentages for each of the Community Safety Plan's targets on drug offences (Page 10 of CSP 2014-17)	<p>The 2% increase in 'the number of successful treatment completions as a proportion of Criminal Justice clients of all in treatment' represents one additional case.</p> <p>Following a recent review, the target for Increasing the proportion of referrals to structured treatment is being removed.</p> <p>The 2% increase in 'the number of successful young people treatment completions' represents one additional case.</p>
	Provide breakdown of 2015-16 Crime figures by Police Neighbourhood area	<p>The document attached details crime by Police neighbourhood for 2015-16. The link below gives a map showing the areas of each police neighbourhood.</p> <p>http://www.thamesvalley.police.uk/yournh/yournh-tvp-pol-area/yournh-tvp-pol-area-berkse-brack-woki.htm</p>
9. Corporate Performance Overview Report	Provide explanation for why the Community Mental Health Team's performance indicators OF1 f & h are shown as having no data available or a target set (page 9).	<p>The Chief Officer: Commissioning and Resources has advised that the data for these performance indicators is owned by the Mental Health Trust, and submitted by them to NHS Digital. They in turn publish the data for every local area. The figures they publish for Bracknell Forest are significantly different to the figures supplied by the Trust.</p> <p>Despite on-going extensive dialogue between the Council, the Trust and the NHS Digital it has not proved possible to reconcile the differences. NHS Digital has proposed that they charge the Council / Trust £5000 to see the raw data underlying the figures to allow a proper reconciliation to take place – the data that purports to come from the Trust in the first place. The Council is reluctant to do this.</p> <p>On the basis that neither the Council nor the Trust recognises the published figures as accurate, we have held back from publishing what the Council / Trust believes to be the right figures.</p>

<p>10. Executive Forward Plan</p>	<p>Item I062268 - Provide comment on the Commission's view that due to the reduced fee proposed by the current Insurance Broker, Jardine Lloyd Thompson (JLT), it would be good practice to go out to tender for a new contract as there may be other Brokers who have also reduced their fees.</p>	<p>The Head of Procurement has advised that negotiation with the current supplier has already achieved a 30% saving. Potential benefits of tendering are unlikely to outweigh the cost of tendering for a contract whose total value is under £15k over 3 years. This is only just above the level where contract standing orders allow a contract based on one quotation i.e. with no competition.</p>
	<p>Items I057529 and I056283 – To consider the Commission's comment that due to both the Customer Contact Strategy and IT Strategy being a key element of the Transformation Programme, these reports should be reviewed and put on hold until the Gateway Review has happened in November.</p>	<p>The Director of Corporate Services has responded, <i>' Your observation that we need to do the Citizen and Customer Contact review and the Council wide support services review first before developing a strategy is totally correct. We plan to base these strategies on the considerable research work carried out doing these reviews and utilise the agreed direction recommended on these projects (following the gateway review) to drive this forward.</i></p> <p><i>Member feedback on the Citizen and Customer Contact review is really important therefore to shape the future Customer Contact strategy.'</i></p>

All categories show data for 1 April 2015 to 31 March 2016

All Crime

Click on a geographical area name to drill down/collapse the structure further

	Offences			Outcomes			Outcome Rate*	
	Last Year	This Year	% change	Last Year	This Year	% change	Last Year	This Year
Thames Valley	120,926	129,504	7%	31,241	30,724	-2%	26%	24%
Berkshire Hub	48,227	51,007	6%	11,937	11,819	-1%	25%	23%
Bracknell Forest & Wokingham	9,589	10,088	5%	2,487	2,621	5%	26%	26%
Bracknell Forest CSP	4,918	4,696	-5%	1,319	1,419	8%	27%	30%
Bracknell Central North	1,404	1,380	-2%	421	444	5%	30%	32%
Bracknell Central South	1,382	1,366	-1%	317	386	22%	23%	28%
Bracknell Northern Parishes	648	584	-10%	111	145	31%	17%	25%
Bracknell Town Centre	455	456	0%	164	174	6%	36%	38%
Crowthorne	287	267	-7%	113	102	-10%	39%	38%
Sandhurst	572	541	-5%	157	161	3%	27%	30%
Wokingham CSP	4,671	5,392	15%	1,168	1,202	3%	25%	22%
Earley	713	821	15%	207	256	24%	29%	31%
Fields	606	741	22%	126	112	-11%	21%	15%
Finchampstead	401	386	-4%	58	65	12%	14%	17%
Twyford	530	651	23%	104	102	-2%	20%	16%
Winnersh	502	543	8%	143	143	0%	28%	26%
Wokingham Town	1,049	1,212	16%	351	316	-10%	33%	26%
Woodley	805	994	23%	160	203	27%	20%	20%
Not Mapped to Neighbourhood Level	70	43	-39%	25	8	-68%	36%	19%
Out of Force	165	103	-38%	30	4	-87%	18%	4%
Reading	12,129	13,687	13%	2,967	3,006	1%	24%	22%
Slough	10,748	11,811	10%	2,538	2,590	2%	24%	22%
West Berkshire	7,864	7,448	-5%	2,099	1,908	-9%	27%	26%
Windsor And Maidenhead	7,897	7,973	1%	1,846	1,694	-8%	23%	21%
Buckinghamshire Hub	39,927	43,055	8%	10,256	10,452	2%	26%	24%
Aylesbury Vale	7,644	8,854	16%	1,934	2,116	9%	25%	24%
Chiltern and South Bucks	6,355	7,143	12%	1,242	1,343	8%	20%	19%
Milton Keynes	18,119	18,670	3%	5,177	4,902	-5%	29%	26%
Wycombe	7,809	8,388	7%	1,903	2,091	10%	24%	25%
Oxfordshire Hub	32,767	35,438	8%	9,047	8,452	-7%	28%	24%
Cherwell & West Oxfordshire	10,398	11,769	13%	3,175	2,893	-9%	31%	25%
Oxford	13,716	14,069	3%	3,376	3,140	-7%	25%	22%
South and Vale	8,653	9,600	11%	2,496	2,419	-3%	29%	25%

Burglary Dwelling

Click on a geographical area name to drill down/collapse the structure further

	Offences			Outcomes			Outcome Rate*	
	Last Year	This Year	% change	Last Year	This Year	% change	Last Year	This Year
Thames Valley	4,446	4,391	-1%	858	627	-27%	19%	14%
Berkshire Hub	2,019	1,911	-5%	317	270	-15%	16%	14%
Bracknell Forest & Wokingham	374	338	-10%	97	76	-22%	26%	22%
Bracknell Forest CSP	135	114	-16%	52	37	-29%	39%	32%
Bracknell Central North	42	31	-26%	16	13	-19%	38%	42%
Bracknell Central South	46	27	-41%	20	9	-55%	43%	33%
Bracknell Northern Parishes	32	31	-3%	13	7	-46%	41%	23%
Bracknell Town Centre	0	0		1	0	-100%		
Crowthorne	5	6	20%	1	3	200%	20%	50%
Sandhurst	9	17	89%	1	4	300%	11%	24%
Wokingham CSP	239	224	-6%	45	39	-13%	19%	17%
Earley	36	44	22%	9	12	33%	25%	27%
Fields	37	35	-5%	12	3	-75%	32%	9%
Finchampstead	33	15	-55%	5	2	-60%	15%	13%
Twyford	30	26	-13%	5	5	0%	17%	19%
Winnersh	16	22	38%	1	4	300%	6%	18%
Wokingham Town	40	31	-23%	10	6	-40%	25%	19%
Woodley	46	51	11%	2	7	250%	4%	14%
Not Mapped to Neighbourhood Level	1	2	100%	0	1		0%	50%
Out of Force	1	0	-100%	1	0	-100%	100%	
Reading	404	460	14%	52	46	-12%	13%	10%
Slough	616	584	-5%	79	85	8%	13%	15%
West Berkshire	241	169	-30%	43	13	-70%	18%	8%
Windsor And Maidenhead	384	360	-6%	46	50	9%	12%	14%
Buckinghamshire Hub	1,538	1,491	-3%	308	219	-29%	20%	15%
Aylesbury Vale	286	251	-12%	67	48	-28%	23%	19%
Chiltern and South Bucks	387	435	12%	52	44	-15%	13%	10%
Milton Keynes	566	555	-2%	136	91	-33%	24%	16%
Wycombe	299	250	-16%	53	36	-32%	18%	14%
Oxfordshire Hub	889	989	11%	233	138	-41%	26%	14%
Cherwell & West Oxfordshire	257	257	0%	76	37	-51%	30%	14%
Oxford	401	509	27%	84	65	-23%	21%	13%
South and Vale	231	223	-3%	73	36	-51%	32%	16%

Violence Against the Person

Click on a geographical area name to drill down/collapse the structure further

	Offences			Outcomes			Outcome Rate*	
	Last Year	This Year	% change	Last Year	This Year	% change	Last Year	This Year
Thames Valley	21,736	28,365	30%	8,529	8,982	5%	39%	32%
Berkshire Hub	9,572	11,925	25%	3,366	3,512	4%	35%	29%
Bracknell Forest & Wokingham	1,960	2,273	16%	751	746	-1%	38%	33%
Bracknell Forest CSP	1,082	1,137	5%	405	405	0%	37%	36%
Bracknell Central North	300	342	14%	103	115	12%	34%	34%
Bracknell Central South	334	374	12%	105	114	9%	31%	30%
Bracknell Northern Parishes	131	133	2%	35	38	9%	27%	29%
Bracknell Town Centre	80	73	-9%	42	39	-7%	53%	53%
Crowthorne	125	104	-17%	88	72	-18%	70%	69%
Sandhurst	89	101	13%	24	26	8%	27%	26%
Wokingham CSP	878	1,136	29%	346	341	-1%	39%	30%
Earley	139	160	15%	63	66	5%	45%	41%
Fields	122	151	24%	45	26	-42%	37%	17%
Finchampstead	72	91	26%	23	24	4%	32%	26%
Twyford	83	109	31%	37	37	0%	45%	34%
Winnersh	104	147	41%	40	41	3%	38%	28%
Wokingham Town	199	225	13%	91	74	-19%	46%	33%
Woodley	152	249	64%	43	72	67%	28%	29%
Not Mapped to Neighbourhood Level	7	8	14%	5	1	-80%	71%	13%
Out of Force	23	6	-74%	7	1	-86%	30%	17%
Reading	2,521	3,341	33%	801	987	23%	32%	30%
Slough	2,309	2,890	25%	751	702	-7%	33%	24%
West Berkshire	1,439	1,626	13%	549	518	-6%	38%	32%
Windsor And Maidenhead	1,343	1,795	34%	514	559	9%	38%	31%
Buckinghamshire Hub	7,159	9,258	29%	2,957	3,064	4%	41%	33%
Aylesbury Vale	1,519	2,132	40%	599	646	8%	39%	30%
Chiltern and South Bucks	969	1,393	44%	397	416	5%	41%	30%
Milton Keynes	3,277	3,874	18%	1,375	1,374	0%	42%	35%
Wycombe	1,394	1,859	33%	586	628	7%	42%	34%
Oxfordshire Hub	5,005	7,181	43%	2,206	2,406	9%	44%	34%
Cherwell & West Oxfordshire	1,739	2,682	54%	695	814	17%	40%	30%
Oxford	1,882	2,555	36%	815	861	6%	43%	34%
South and Vale	1,384	1,944	40%	696	731	5%	50%	38%

Drugs Offences

Click on a geographical area name to drill down/collapse the structure further

	Offences			Outcomes			Outcome Rate*	
	Last Year	This Year	% change	Last Year	This Year	% change	Last Year	This Year
Thames Valley	5,918	5,004	-15%	5,228	4,455	-15%	88%	89%
Berkshire Hub	2,412	2,043	-15%	2,105	1,830	-13%	87%	90%
Bracknell Forest & Wokingham	456	441	-3%	405	387	-4%	89%	88%
Bracknell Forest CSP	209	248	19%	183	220	20%	88%	89%
Bracknell Central North	99	104	5%	83	93	12%	84%	89%
Bracknell Central South	52	64	23%	47	54	15%	90%	84%
Bracknell Northern Parishes	21	27	29%	11	30	173%	52%	111%
Bracknell Town Centre	9	24	167%	9	21	133%	100%	88%
Crowthorne	6	9	50%	8	7	-13%	133%	78%
Sandhurst	14	18	29%	17	14	-18%	121%	78%
Wokingham CSP	247	193	-22%	222	167	-25%	90%	87%
Earley	59	54	-8%	46	44	-4%	78%	81%
Fields	22	13	-41%	22	14	-36%	100%	108%
Finchampstead	13	9	-31%	12	10	-17%	92%	111%
Twyford	20	16	-20%	20	10	-50%	100%	63%
Winnersh	22	21	-5%	23	15	-35%	105%	71%
Wokingham Town	66	50	-24%	59	49	-17%	89%	98%
Woodley	40	30	-25%	34	25	-26%	85%	83%
Not Mapped to Neighbourhood Level	6	1	-83%	10	1	-90%	167%	100%
Out of Force	7	1	-86%	4	0	-100%	57%	0%
Reading	545	483	-11%	465	403	-13%	85%	83%
Slough	396	405	2%	339	356	5%	86%	88%
West Berkshire	622	432	-31%	539	420	-22%	87%	97%
Windsor And Maidenhead	393	282	-28%	357	264	-26%	91%	94%
Buckinghamshire Hub	1,695	1,529	-10%	1,475	1,356	-8%	87%	89%
Aylesbury Vale	368	327	-11%	314	293	-7%	85%	90%
Chiltern and South Bucks	259	254	-2%	223	214	-4%	86%	84%
Milton Keynes	745	617	-17%	679	556	-18%	91%	90%
Wycombe	323	331	2%	259	293	13%	80%	89%
Oxfordshire Hub	1,811	1,432	-21%	1,648	1,269	-23%	91%	89%
Cherwell & West Oxfordshire	645	535	-17%	605	443	-27%	94%	83%
Oxford	726	540	-26%	638	500	-22%	88%	93%
South and Vale	440	357	-19%	405	326	-20%	92%	91%

Sexual Offences

Click on a geographical area name to drill down/collapse the structure further

	Offences			Outcomes			Outcome Rate*	
	Last Year	This Year	% change	Last Year	This Year	% change	Last Year	This Year
Thames Valley	3,513	4,240	21%	859	809	-6%	24%	19%
Berkshire Hub	1,337	1,560	17%	321	333	4%	24%	21%
Bracknell Forest & Wokingham	332	427	29%	61	113	85%	18%	26%
Bracknell Forest CSP	179	221	23%	33	52	58%	18%	24%
Bracknell Central North	52	80	54%	12	15	25%	23%	19%
Bracknell Central South	60	62	3%	4	10	150%	7%	16%
Bracknell Northern Parishes	30	28	-7%	5	15	200%	17%	54%
Bracknell Town Centre	8	11	38%	4	3	-25%	50%	27%
Crowthorne	11	10	-9%	4	1	-75%	36%	10%
Sandhurst	14	27	93%	3	8	167%	21%	30%
Wokingham CSP	153	206	35%	28	61	118%	18%	30%
Earley	25	38	52%	2	8	300%	8%	21%
Fields	23	28	22%	11	6	-45%	48%	21%
Finchampstead	15	17	13%	1	8	700%	7%	47%
Twyford	10	23	130%	1	2	100%	10%	9%
Winnersh	25	28	12%	3	12	300%	12%	43%
Wokingham Town	33	31	-6%	8	13	63%	24%	42%
Woodley	22	38	73%	2	12	500%	9%	32%
Not Mapped to Neighbourhood Level	3	6	100%	1	0	-100%	33%	0%
Out of Force	1	0	-100%	0	0		0%	
Reading	345	415	20%	95	71	-25%	28%	17%
Slough	279	312	12%	70	56	-20%	25%	18%
West Berkshire	202	223	10%	53	57	8%	26%	26%
Windsor And Maidenhead	179	183	2%	42	36	-14%	23%	20%
Buckinghamshire Hub	1,191	1,339	12%	288	239	-17%	24%	18%
Aylesbury Vale	308	365	19%	77	80	4%	25%	22%
Chiltern and South Bucks	134	170	27%	38	28	-26%	28%	16%
Milton Keynes	525	540	3%	96	86	-10%	18%	16%
Wycombe	224	264	18%	77	45	-42%	34%	17%
Oxfordshire Hub	985	1,341	36%	250	237	-5%	25%	18%
Cherwell & West Oxfordshire	340	468	38%	95	87	-8%	28%	19%
Oxford	379	493	30%	80	85	6%	21%	17%
South and Vale	266	380	43%	75	65	-13%	28%	17%

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TO: COUNCIL
DATE: 14 SEPTEMBER 2016

**EFFICIENCY PLAN 2016 - 2020
(Borough Treasurer)**

1 PURPOSE OF DECISION

- 1.1 To agree the Council's Efficiency Plan 2016 -2020.

2 RECOMMENDATIONS

- 2.1 That the Efficiency Plan at Annex A be agreed.

3 REASONS FOR RECOMMENDATIONS

- 3.1 In order to accept the Government's offer of a four year funding settlement the Council is required to publish an efficiency plan and lodge this with the Department for Communities and Local Government by 14 October 2016.

4 ALTERNATIVE OPTIONS CONSIDERED

- 4.1 The Council could choose not to accept the Government's offer of a four year settlement, removing the need to publish an efficiency plan. This will mean that the Council will have to await an annual financial settlement and accept the inherent uncertainty around medium term financial planning that this brings. In addition, there is the underlying risk that future settlements will result in the withdrawal of Revenue Support Grant at a faster rate than that contained within the Government's offer. The Executive has previously agreed to accept the offer of a four year settlement.

5 SUPPORTING INFORMATION

- 5.1 At its meeting on 18 July 2016 the Executive considered a report setting out the Council's Medium Term Financial Strategy. At that meeting it was agreed that the Government's offer of a four year funding settlement be accepted, subject to the agreement of an efficiency plan.
- 5.2 The Secretary of State has indicated that his approach will be light touch and that he does not intend to issue any firm guidance on what efficiency plans should contain. The intention is that they should be locally owned and locally driven. Some high level professional guidance was published over the summer providing advice on the contents of efficiency plans.
- 5.3 The Council's draft Efficiency Plan 2016-2020 is attached at Annex A. It complies with the professional guidance and brings together existing documents and information that has been published previously (i.e. The Council Plan, Medium Term Financial Strategy and Transformation Programme) to explain the Council's approach to achieving balanced budgets over the period of the four year settlement. The Efficiency Plan 2016 - 2020 identifies the specific transformation projects that will need to be implemented to deliver this outcome.
- 5.4 Whilst the four year settlement represents the most severe financial challenge ever faced by the Council the Efficiency Plan 2016 – 2020 demonstrates that there is a realistic and robust plan to deliver balanced budgets over the medium term.
- 5.5 The Efficiency Plan also contains a section explaining how the Council will use the capital receipts flexibility introduced by the Secretary of State in March 2016. In essence, the Council will use this flexibility to finance certain revenue expenditure from

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capital receipts. In practice, this will be one off revenue costs associated with implementing the transformation projects outlined within the Efficiency Plan 2016 – 2020 provided they generate ongoing revenue savings. The intention is that this should not be a rigid approach but that the flexibility will be used if it is in the Council's best financial interests to do so at the time. A more detailed approach, including any potential impact on the Council's prudential indicators, will be set out in the annual budget papers during the period of the four year settlement.

6 ADVICE RECEIVED FROM STATUTORY AND OTHER OFFICERS

Borough Solicitor

- 6.1 The Local Government Finance Act 1992 requires the Council to set the level of the Council Tax by 11 March each year. It is impossible to achieve this without having agreed an affordable revenue budget for the year in question.

Borough Treasurer

- 6.2 The financial implications are contained in the body of the report and in the efficiency plan at Annex A.

Equalities Impact Assessment

- 6.3 None.

Strategic Risk Management Issues

- 6.4 The Borough Treasurer, as the Council's Chief Finance Officer (section 151 officer) must formally certify that the budget is sound when it is recommended for approval in February. The Efficiency Plan 2016 -2020 identifies an approach which, if adhered to, minimises the risk of the Council not adopting a budget that is sound throughout the period of the four year settlement.

7 CONSULTATION

Principal Groups Consulted

- 7.1 No groups have been consulted at this stage.

Background Papers

None.

Contacts for further information

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Doc. Ref

BRACKNELL FOREST COUNCIL

EFFICIENCY PLAN 2016 – 2020

INTRODUCTION

In December 2015 the Secretary of State for Communities and Local Government, Greg Clark MP, announced that he would be giving councils the opportunity to achieve greater certainty and confidence from a four year financial settlement.

The ensuing settlement consultation process showed that there was support for the Secretary of State's proposed approach. In March 2016 the Government made a clear commitment to provide minimum allocations of Revenue Support Grant and Transitional Grant for each year of the Spending Review period, should councils choose to accept the offer and publish an efficiency plan by 14 October 2016.

On 14 September 2016 at a meeting of its Full Council, Bracknell Forest Council accepted the Government's offer of a four year financial settlement and agreed to publish this efficiency plan demonstrating how it intends to transform its services and deliver balanced budgets over the period 2016 – 2020.

THE COUNCIL PLAN

Bracknell Forest's Council Plan was agreed in November 2015 and is rooted firmly in the Conservative election manifesto of 2015. It puts those election commitments into the post general election financial context to provide the organisation with a strategic approach and clear framework to meet the challenges ahead.

Pressure on public sector spending remains intense and it is anticipated that the Council will need to make significant savings for the foreseeable future. This means it will not be possible to continue to deliver all services in the way we have come to accept and expect. In order to meet this challenge the Council needs to find a framework for delivering services that allows us to adapt, innovate, find new ways of working and, in some cases, reduce what we do.

The Council Plan is centred upon a new narrative or philosophy for the organisation;

- many residents of Bracknell Forest are affluent, well educated and independent. We want to continue to support that by providing core services that all residents can benefit from
- but we need to prioritise if we are to live within our means, and that will mean making difficult decisions
- in targeting our services we will prioritise people and areas with the greatest need, early help and prevention so struggling or vulnerable people can maximise their opportunities to become independent.

This narrative is supported by six strategic themes, as set out in the diagram below:



Each theme is underpinned by a number of key measures of success and a set of associated performance indicators. Full details can be found on the Council's public website (www.bracknell-forest.gov.uk/council-plan-2015-to-2019.pdf).

MEDIUM TERM FINANCIAL STRATEGY

Resources

The Final Local Government Finance Settlement for the period 2016/17 to 2019/20 was published on 8 February 2016. The Settlement contained previously unannounced changes to the distribution of resources amongst authorities depending on the different sets of services provided by them and their relative ability to raise income through council tax locally. The intention is to recognise both the rising costs of adult social care and the differing relative abilities of local authorities to raise income. The impact of this is for the significant cuts announced by the Government in the November 2015 Spending Review to fall greatest on those authorities with a perceived ability to raise more income from council tax, of which Bracknell Forest is one.

As part of the Final Settlement the Government has offered all local authorities the opportunity to take up a four year funding settlement to 2019/20. The Government has committed to provide a minimum allocation of Revenue Support Grant and Transitional Grant for each year of the Spending Review period, should councils wish to accept the offer and publish an efficiency plan. For Bracknell Forest the offer comprises:

	Revenue Support Grant	Transitional Grant
	£000	£000
2016/17	11,283	934
2017/18	7,081	914
2018/19	4,445	0
2019/20	1,743	0

Whilst the offer represents an almost complete withdrawal of Revenue Support Grant over the four year period, the alternative is to accept an annual settlement and the inherent uncertainty around medium term financial planning that this brings. In addition to this there is clearly the underlying risk that future settlements will result in the withdrawal of Revenue Support Grant at an even faster rate than that contained in the Government's offer. Therefore, on balance, the Council accepts the Government's offer of a four year settlement.

Assumptions Underpinning the Strategy

New Homes Bonus - alongside the settlement the Government launched a consultation on the New Homes Bonus. The results of the consultation have yet to be announced. For the purposes of the Medium Term Financial Strategy a realistic assessment of the likely outcome has been included. A slight reduction in grant of £0.228m is anticipated in 2017/18, with a more significant and further reduction of £1.414m expected in 2018/19.

Public Health and Other Ring Fenced Grants - these funding streams will be used to support services and initiatives within their specific service area and as such are financially neutral for planning purposes.

Education Services Grant - this is not a ring fenced grant and authorities are free to decide how it is spent based on their individual circumstances. As part of the 2015 Spending Review the Government announced that it was looking to make savings of £600m from the grant. Announcements and consultations published since the settlement now indicate that the grant will be withdrawn almost completely and for Bracknell Forest this represents a further funding reduction of £1.242m in 2017/18, followed by a further £0.255m in 2018/19. Reductions of this level mean that services provided to schools cannot be maintained at their present level unless schools wish to pay the full cost of providing them.

Interest Rates - whilst the Council still retains some surplus cash, the Capital Programme embarked on by the Council in 2015/16 (including the investment in the Town Centre regeneration and related highway works, the development of the Binfield Learning Village and the re-development of the Coral Reef Water World), will see the Council having to borrow to fund its on-going capital commitments at some point during 2016/17. With borrowing rates still at historically low levels and unlikely to significantly rise in the coming 18 months, the Council will be borrowing at a relatively advantageous time. However with long-term borrowing rates close to 3%, there will be a material interest cost that will need to be factored into the Council's forward budget projections.

Inflation - allowances for budget increases due to inflation are calculated based on September indices. An estimate has been made at this stage of 1% for CPI in 2017/18, rising to nearer 2% in 2019/20. This translates into a non-pay inflationary pressure of £0.7m in 2017/18. In terms of pay inflation, a 1% increase in public sector pay has been agreed for 2017/18. This represents an additional cost of £0.5m. Similar increases have been factored into the Medium Term Financial Strategy for 2018/19 and 2019/20.

Fees and Charges - Increases in fees and charges are determined by the overall economic conditions, the willingness of customers to pay the higher charges and continued demand for Council services. For planning purposes it has been assumed that income from fees and charges will increase in line with CPI. The Council's long term average rate of increase in fees and charges is between 2% and 3%. If the market will bear increases of this magnitude in 2017/18 this will have a positive impact on the budget forecasts. As a guide, a further 1% increase in fees and charges could be expected to yield an additional £0.2m in 2017/18.

Business Rates - the Government will undertake a business rates revaluation in 2017, which it has promised to be cost neutral overall. However there are clearly likely to be risks and uncertainties linked to potential appeals. Locally, the Council's largest business ratepayer has applied to the Government to join the central rating list. Whilst no decision has yet been made this represents a considerable risk to the Council's future business rate income. For the purposes of the Medium Term Financial Strategy, however, income is forecast to grow in line with the Government's baseline assumptions. In addition to this the Council can also expect to see a growth in business rate income once the new town centre opens. An initial forecast suggests that the Council can expect to see its share of the additional business rate income to be in the region of £1.5m per annum. The main uncertainty around this will be the timing with which this income is received as it is dependent upon the Valuation Office agreeing rateable values over the coming months and the speed with which the remaining town centre units are let. For the purposes of the Medium Term Financial Strategy an additional £0.75m has been assumed for 2017/18, with the balance of a further £0.75m being achieved in 2018/19.

Capital Programme - the indicative Council funded three year General Fund capital programme included within the budget assumptions is £8m each year. The long-term capital programme will be funded from a combination of capital receipts and borrowing.

Budget Pressures - at this stage it is not possible to quantify the precise impact of service pressures and developments but experience has shown that the Council typically needs to add around £1.5m per annum to the budget for essential service pressures predominantly within adults and children's social care.

Contingency – in order to manage in year risks a contingency of £1m will be retained throughout the planning period.

Budget Overview

Drawing together the above projections for future commitments and resources provides a starting point for considering the budget strategy for 2017/18 and beyond. Further details are available in the report to the Executive on 18 July 2016.

	2017/18	2018/19	2019/20
	£000	£000	£000
Budget Requirement	84,221	90,707	94,967
Funding	-74,078	-73,156	-71,475
Cumulative Funding Gap	10,143	17,551	23,492
Annual Funding Gap	10,143	7,408	5,941

Budget Strategy

The Council has a track record of delivering efficiency savings and reducing back office costs in order to protect front line services although it is becoming increasingly difficult to achieve similar types of savings year-on-year. In practice, each of the following measures will need to be considered if a balanced budget is to be achieved:

- a) taking a firm line to limit future year's pressures
- b) delivering efficiency savings and reducing back office costs
- c) increasing the council tax
- d) utilising available balances
- e) implementing transformational savings

Annex A

In order to balance the Council's 2016/17 budget council tax was increased by 3.99% (representing 2% for the adult social care precept and a further 1.99% to fund services in general). Whilst no decisions have yet been taken on council tax increases the impact of a similar level of increase would reduce the funding gap as follows:

	2017/18	2018/19	2019/20
	£000	£000	£000
Budget Requirement	84,221	90,707	94,967
Funding (including 3.99% council tax increase)	-76,046	-77,170	-77,618
Cumulative Funding Gap	8,175	13,537	17,349
Annual Funding Gap	8,175	5,362	3,812

General balances were approximately £12.7m at 31 March 2016. The 2016/17 budget includes plans to spend £1.7m of this reserve on the assumption that the Council is able to spend within budget for the nineteenth consecutive year. Historically £4m has been considered to be the minimum prudent level for revenue balances. There is, therefore, £7m available to support future expenditure. As an example, if £6m of the £7m available were used, on a phased basis, to support the next three year's budgets the funding gap would reduce further, as follows:

	2017/18	2018/19	2019/20
	£000	£000	£000
Budget Requirement	84,221	90,707	94,967
Funding (including 3.99% council tax increase)	-76,046	-77,170	-77,618
Phased use of Balances	-3,000	-2,000	-1,000
Cumulative Funding Gap	5,175	11,537	16,349
Annual Funding Gap	5,175	6,362	4,812

Clearly the Council faces a challenging financial outlook for the next three years and a combination of council tax increases, use of balances, efficiency and transformation savings will be required to achieve a legal and balanced budget in each of these years.

TRANSFORMATION PROGRAMME

A Transformation Board was established in October 2015 to develop and deliver the programme to fulfil one of the Council Plan's commitments which was to review the focus and delivery of all services over the next 3 years.

The Transformation Programme that is currently underway will be critical to the achievement of balanced budgets in the future. It is a continuous programme of work, aimed at transforming the services we provide and identifying significant savings that can be incorporated into the 2016/17 budget and beyond.

During autumn 2015 the Board moved quickly to develop a work programme. The services chosen for review represent some major areas of historical and current expenditure. The reviews started in early 2016 and will be delivered at pace through 2016/17 so that the outcomes can be implemented as soon as possible in the second half of the financial year to

Annex A

transform services and deliver savings for 2017/18. During autumn 2016 the work programme will be refreshed for 2017/18 and further service reviews and projects confirmed.

The overall shape of the work programme for 2016/17 is set out below:

Strategic Reviews	Other Projects
Council wide support services	Major property reviews
Early intervention/prevention	One Public Estate
Library review	Further savings from Public Health, Highways and Welfare and Housing
Leisure services review	Communications and Marketing Team review
Arts review	Income Generation - Property Investment Strategy
Citizen and Customer contact	NHS integration
Schools Support Services	

Each strategic review or project is led by a director or senior manager responsible for that service, reporting to an Executive Member lead and supported by a project manager. The director or senior manager chairs the project board, whose membership also includes some Chief Officers or Heads of Service who are not involved in that service area to bring some additional external challenge and a wider corporate ownership to the reviews. Not only will the Transformation Programme deliver savings but fundamentally it will transform services and the way we work.

The Council has set up a Transformation Reserve to help fund the delivery of projects contained within the Transformation Programme. When combined with the Council's other reserves, this is considered sufficient to manage the implementation of the Transformation Programme and the inherent risks and uncertainties contained within the four year financial plan. Details of all reserves and balances are contained within the Council's audited financial statements for 2016/17.

EFFICIENCY PLAN

Whilst the Transformation Programme focusses on the strategic reviews and other projects initiated in 2016/17 these will not on their own be sufficient to meet the financial challenge facing the council between now and 2020. In response to this the following efficiency plan has been developed, identifying those service areas to be reviewed in future years and their associated savings targets. The efficiency plan is not fixed and the service areas and savings targets will be reviewed and updated on a regular basis to ensure it remains current and deliverable.

	2016/17	2017/18	2018/19	2019/20
	£000	£000	£000	£000
Annual Funding Gap <u>after</u> 3.99% Council Tax increase and phased use of balances	7,438	5,175	6,362	4,812
Efficiency Savings (Note 1)	-3,201	-2,000	-1,000	-1,000
Revised Annual Funding Gap	4,237	3,175	5,362	3,812
Transformation Savings				
Adult Social Care Packages	-1,340	(Note 2)		
Heathlands Re-provision	-500			
Welfare and Housing	-202			
Highways and Transport	-1,314			
Corporate Services/Chief Executive's Office	-290			
Parish Council Tax Reduction Support	-175			
Arts Review (South Hill Park)	-44	-100	-100	
Library Review	-100	-250	-150	
Early Intervention/Prevention (Note 3)	-272	TBA	TBA	TBA
Leisure Services Review		-300	-700	
Council Wide Support Services		-500	-300	-500
Citizen and Customer Contact		-400	-600	
Property Investment Strategy		-1,000	-1,000	-1,000
Major Property Review - Easthampstead Park			-250	
Major Property Review – Easthampstead House			-250	-150
Transformation Savings Carried Forward	-4,237	-2,550	-3,350	-1,650

Annex A

	2016/17	2017/18	2018/19	2019/20
	£000	£000	£000	£000
Transformation Savings Brought Forward	-4,237	-2,550	-3,350	-1,650
School Support Services			-1,200	-300
Communications and Marketing Review		TBA	TBA	TBA
NHS Integration		TBA	TBA	TBA
Public Health (Note 4)			-500	
Waste (Note 5)				0
Town Centre Car Parking (excluding The Lexicon)		-225	-312	-162
Children's Social Care/Youth				-500
Public Transport Subsidy				-600
Planning and Transport				-200
Parks and Open Spaces				-400
Democratic Core				TBA
Capital Financing		-400		
Total Transformation Savings	-4,237	-3,175	-5,362	-3,812
Remaining Gap	0	0	0	0

Notes

1. Better commissioning/procurement, changes in demand for services and changes in income.
2. Further savings from adult social care packages of £0.5m have been assumed in arriving at the funding gap of £5.175m in 2017/18.
3. Future savings dependent upon the outcome of a bid for Government funding
4. Dependent upon future decisions regarding the ring fencing of public health
5. Transformation work will aim to contain increasing costs and may include the outsourcing of garden waste collection.

FLEXIBLE USE OF CAPITAL RECEIPTS

In March 2016 the Secretary of State issued statutory guidance on the flexible use of capital receipts. This will enable council's to finance certain revenue expenditure from capital receipts. The key criteria to use when deciding whether expenditure can be funded using the capital receipts flexibility is that it is forecast to generate ongoing savings. The guidance sets out some examples of expenditure that could be financed using this flexibility, including:

- Sharing services
- Service reform
- Collaboration between councils
- Service reconfiguration, restructuring or rationalisation
- Setting up alternative delivery models.

The Council's Transformation Programme will incur expenditure of this nature in order to deliver the savings specified above. As such the Council will utilise the capital receipts flexibility to meet expenditure that it incurs in order to realise the savings set out in this efficiency plan. Expenditure incurred in delivering the efficiency plan will be monitored continuously and the decision on whether or not to use the flexibility will be taken based upon the Council's best financial interests at the time. A more detailed approach, including any potential impact on the Council's prudential indicators, will be set out in the annual budget papers during the period of the four year settlement.

CONCLUSION

The four year settlement represents the most severe financial challenge ever faced by Bracknell Forest Council. The four year settlement is, however, welcomed as it enables the Council to plan ahead with more certainty than in the past.

This efficiency plan sets out the scale of the financial challenge but demonstrates that the Council has a realistic and robust plan to deliver balanced budgets over the medium term. We have earned a reputation for sound financial management. This efficiency plan demonstrates that this reputation is fully justified because our overall approach is robust and the specific projects set out in this plan are realistic and deliverable.

Paul Bettison OBE
Leader of the Council

Timothy Wheadon
Chief Executive

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**TO: OVERVIEW & SCRUTINY COMMISSION
22 SEPTEMBER 2016**

**BROADMOOR HOSPITAL SIRENS
Assistant Chief Executive**

1. The Overview and Scrutiny (O&S) Commission is invited to receive updates on: discussions with the West London Mental Health Trust concerning the redevelopment of Broadmoor Hospital and the Trust's plans to decommission a number of the Hospital alert sirens; and the arrangements to notify Broadmoor alerts to schools (the 'School cascade system').
2. At its meeting on 10 July 2014, the O&S Commission received a presentation from the Director of Security at Broadmoor Hospital, relating to the West London Mental Health Trust's planned re-development of the hospital and their plans to decommission the existing, aged warning sirens and replace around half of them closest to the hospital. Subsequently, the Chairman of the O&S Commission entered into correspondence with the Trust, expressing the Commission's concerns. This led to a further meeting with the Trust's Chairman, Chief Executive and Director of Security on 22 October 2014, to which Councillors from Wokingham Borough Council were also invited as the Broadmoor sirens extend to that borough. The minutes of the July and October meetings are at Appendix 1.
3. Following the October 2014 meeting:
 - Members were asked about their availability for a visit to Broadmoor in 2014/15, as invited by the Trust, but there was insufficient interest to progress that.
 - The Director of Children, Young People and Learning reviewed and improved arrangements for notifying schools of siren alerts (the 'school cascade' system).
 - On 15 January 2015 the Trust's Chief Executive wrote to the O&SC Chairman, *'I have now come to the decision that the most appropriate way forward, is to retain and maintain all community based sirens until the new hospital is completed and the secure perimeter fence is realigned in 2019. From that time all sirens will be decommissioned. However to ensure consistency with the other two high secure hospitals and to provide assurance to the Crowthorne community, I propose to install a new siren on the entrance building to the new hospital.'*
 - On 5 May 2016, the Trust contacted the Commission Chairman to: say that the redevelopment was proceeding; to invite comment from Oversight and Scrutiny on the Trust's proposal to locate a single siren within the grounds of the new hospital; and to repeat the offer to host a visit to the hospital development site. The Chairman replied, *'In principle, the Commission has no objection to the re-developed and more secure hospital having just one siren, as proposed in your letter. However, our abiding concern is that the security arrangements, including the sirens, must take full account of local residents' feelings of well-being and safety. Furthermore, the Trust should publicise, well in advance and widely, its reasons and the date for any decommissioning of the sirens.'*
4. Councillors Leake, Mrs Angell and Angell, also Mrs Wellsted and Mr Beaumont, visited the hospital redevelopment site on 22 August 2016. A briefing note had been produced in advance by the Community Safety Manager. The redevelopment plans were viewed, and discussions were held with the Trust's Director of Security, the Redevelopment Programme Director and the Construction Manager from Kier Construction. The new

hospital is being built outside the existing secure perimeter, to Category B prison standards. The new buildings should be completed by February 2017, and the transfer of patients to the new buildings – which required very careful planning – would follow later. The enhanced physical and other security features of the new hospital, along with the planned response should a patient not be accounted for, were described. Other key points arising were:

- It is not possible to 'chip' patients, however biometric reading would be used;
- The increasing use of drones nationally, and the associated risks, was of concern;
- The Trust, like other mental health organisations, was experiencing some clinical staff shortages;
- It costs the Trust around £330,000 to look after each Broadmoor patient annually, on average;
- Provision has been made for possible expansion of the hospital site in the future, should that prove necessary.

Following the meeting, members were taken on a very informative tour of the new hospital, under construction.

RECOMMENDATION/SUPPORTING INFORMATION/ALTERNATIVE OPTIONS CONSIDERED/ ADVICE RECEIVED FROM STATUTORY AND OTHER OFFICERS/ EQUALITIES IMPACT ASSESSMENT/ STRATEGIC RISK MANAGEMENT ISSUES / OTHER OFFICERS/ CONSULTATION – Not applicable

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Extract From the Minutes of the Overview and Scrutiny Commission, 10 July 2014**Broadmoor Hospital**

Meeting as the Crime and Disorder Committee, John Hourihan, Director of Security at Broadmoor Hospital, and Chief Inspector Dave Gilbert of Thames Valley Police, were welcomed to the meeting.

John Hourihan gave a presentation in respect of the effect of the re-development on the security arrangements at the hospital and a consultation on proposals to decommission a number of the Broadmoor alert sirens. Mr Hourihan said he had delivered the same presentation to seven other councils previously.

The alert sirens at Broadmoor Hospital had been installed in 1952, following an escape by a patient, with further sirens added during the 1960s. They were intended to provide a warning in the event of another escape, but there had not been an escape for more than 20 years. The sirens were tested weekly but this had highlighted a number of failures, and an independent review had concluded that they were no longer fit for purpose and the resources needed to undertake repairs were not always available. In addition, the environment surrounding the hospital had changed considerably since the sirens had been installed, and now contained areas of commercial as well as residential use. The number of patients had reduced from some 900 in 1952 to around 200 now. Some areas were not covered by the existing sirens. It was felt that there was a misconception amongst local residents that the sirens contributed to security at the site, but their role was purely for notification. However, it had been recognised that they played a role in making local residents feel secure and as a result it was proposed to keep those closest to the hospital, and it was proposed that six closest to the hospital, in Crowthorne, Sandhurst and Little Sandhurst, be replaced whilst those further away from the hospital would be decommissioned. A map was displayed at the meeting showing the area where the remaining sirens would be audible and the location of those that would be removed. An additional consideration for the hospital had been whether maintaining all the existing sirens would be an appropriate use of public money, and it had been concluded by the hospital that this would not be the case.

The presentation outlined the history of the hospital, and explained that it had undergone a number of significant changes during its history, most notably following the 2001 Tilt review. This had set the security standards for Broadmoor, Ashworth and Rampton Hospitals and recommended that security at the sites should comply with Category B prison standards. The security at Broadmoor included a secure perimeter with two alarmed fences, anti-climb measures, and the support of over 300 cameras. Annual audits of security at the hospital had resulted in outstanding scores for the last three years, of 99%, 99% and 97%. Security had been designed to prevent an escape ever happening again, and now covered three key areas – physical, procedural and relational. Staff at the hospital knew the patients, and the risks they posed, well. In addition, the hospital undertook regular contingency planning with Thames Valley Police and the Local Authority emergency planning groups. A schools' information cascade system involving over 100 schools was in place, and this was tested at the beginning of each term and on at least two other occasions throughout the year. Media, including the use of social media, was handled by the hospital's communications team.

Work on the new Broadmoor Hospital had started, and was due to be completed by December 2016 at a cost of £252 million, with patients moving to the new facilities in early 2017. At the current site security measures had been added to the building over time, but security had been designed into every element of the new hospital and it would be the most

modern high-security hospital in the UK. The new hospital site would have a perimeter of 1.1 km, smaller than the 1.8km previously.

Arising from members' questions and comments the following points were noted:

- The hospital currently had just over 200 beds, and was an NHS facility treating patients with mental illnesses who needed secure care. Not all patients had committed crimes – some were just so unwell they needed to be treated in a secure environment. All patients would be a threat to the public if they were to escape. The number of patients at the hospital had decreased, but it was likely that twenty to thirty years ago a number of patients at Broadmoor would today be kept in medium security facilities. Female patients at the hospital had been transferred to Rampton Hospital or medium-secure hospitals eight years ago. The new hospital was being built as the existing Victorian buildings were no longer fit for purpose and patients could not be treated effectively. The new hospital would be funded for 234 beds, of 750 across the UK. It was likely that some patients currently in medium-security hospitals would move to the new hospital.
- The consultation was aiming to reach as many people as possible, including presentations to all the town and parish councils affected by the proposals, interviews on local radio stations and a public information video that was available online. The support of Councillors, for example by talking to their Ward members about the proposals, would be welcomed.
- Concern was expressed that the schools' cascade system would not be effective in the event of industrial action. This system had been devised in consultation with the emergency planning department, but would be reviewed as part of the proposals. In addition, in the unlikely event of an escape large numbers of police would immediately be sent to the area to help spread the warning.
- It was acknowledged that the sirens played a role in helping local residents feel safe, but the hospital was confident that the security measures in place meant that an escape would not happen. Mr Hourihan acknowledged that no facility could be 100% secure. The 1952 escapee had climbed an 11 foot high brick wall. When the last escape had occurred in 1993 the perimeter had been a single fence and the patient had been able to escape by climbing a lamppost and leaping over. The measures in place now, including the addition of a second perimeter fence and standards in relation to the siting of infrastructure such as buildings and lampposts within the site, meant that this type of escape could not happen now. Any attempt to break through the fence to facilitate the escape of a patient would be detected quickly by alarms and cameras, and internal procedures prevented staff facilitating an escape.
- The company undertaking the review of the sirens had quoted £384,000 to replace the sirens, and £126,000 to decommission them. The cost of maintaining or replacing the six closest to the hospital would be £183,000. It was acknowledged that the proposals could be seen as a cost-saving exercise, but public money had to be used in the most appropriate way.
- Concern was expressed that the proposals did not take account into local residents' feelings of well-being and safety, which a monetary value could not be attached to, and that the sirens were a part of the history and culture of the area that would be missed. There was also concern that the siren would be removed from the area with the largest population, Bracknell. Members also said they were not convinced by the adequacy of the schools cascade system or the reliance on social media. It was reported that previous escapes had had a serious impact on local communities, and the sirens were the quickest way to get information to large numbers of people quickly. It was explained that

Broadmoor was the only custodial facility with sirens. Prisons in the UK did not have them, while Rampton and Ashworth prisons had one siren each on the roof of the hospital. Investment into security measures at the hospital now would prevent an escape and decisions about spending public money had to be based on need, and it was not felt that the sirens were still needed.

- Some of the new security measures that would be available in the new hospital would include analytical cameras, that could monitor specific patients and identify behaviours, for example running or aggressive behaviours, as well as tracking movements of patients and staff so that their locations within the hospital could be identified at all times.
- Once the consultation was complete a phase of works would be devised, depending on the final decision taken. The priority would be to upgrade the six sirens closest to the hospital. If outlying sirens were then decommissioned this work would take place before the move to the new hospital was completed. It was not possible to delay this work until after the move as the siren at Finchampstead could not be repaired and new failures were being reported each week. Reactions to the consultation so far had been generally in favour of the proposals. In response to a member's question, Mr Hourihan said that Parish Councils for areas lacking a siren had not been consulted, and members suggested that this be reviewed.
- Members expressed the view that the cost of replacing all the sirens was negligible in view of the Trust's wider responsibility to the public who needed reassurance and understanding, and in the context of the cost of redeveloping Broadmoor.

The Commission thanked John Hourihan for his presentation, and noted that the Council would be kept informed of the final decision on the proposals. The Commission also expressed their positivity for the way patients were cared for at the hospital.

Extract From the Minutes of the Overview and Scrutiny Commission, 22 October 2014

Broadmoor Hospital Sirens

Meeting as the Crime and Disorder Committee, the Commission and Members of Wokingham Borough Council, discussed with representative's of West London Mental Health Trust the Trust's proposals to decommission a number of the Broadmoor Hospital alert sirens furthest away from the hospital whilst replacing those in Crowthorne, Sandhurst and Little Sandhurst.

In response to Members' questions the Trust representatives outlined the security arrangements at Broadmoor. There were two perimeter fences, both alarmed. If an alarm were to be activated a control room camera would be activated in 0.75 seconds. Within a further 3 seconds a camera would turn to face the point of alarm at which time the operator would decide whether this was a genuine alarm. If it was, then the sirens would be sounded and the police and other authorities alerted.

The Trust representatives invited Commission members and Wokingham Councillors to visit the hospital to see the security measures in operation.

Whilst acknowledging that it could not be guaranteed that there would never be a breach of security Members were advised that the last escape from Broadmoor had been in 1993 and that annual audits of security at the hospital had resulted in scores of 99, 99 and 97% for the last three years.

In response to concerns expressed about the effectiveness of the schools' cascade system, Trust representatives reported that this was tested regularly. A Member suggested that, rather than relying on a series of telephone calls between schools it would be much quicker and effective to use text messaging and email. Trust representatives reported that the cascade system was a partnership arrangement between the Trust, Local Authority Emergency Planning Teams and the police forces of Thames Valley, Hampshire and Surrey; however, they agreed to investigate if the process could be improved by the use of new technology.

Trust representatives expressed the view that Broadmoor was very secure and delivered very good care to its patients. The sirens did not contribute to the security at the site but their role was simply to provide reassurance. They pointed out that Broadmoor was the only custodial facility with sirens while Rampton and Ashworth prisons had one siren each on the roof of the hospital. Neither was there a siren on the category A Belmarsh prison, for example. It was their belief that most residents did not know what to do when the sirens sounded, though there was advice for the public on the Trust's website. They also advised that Broadmoor was a hospital, not a prison, with security requirements set by central government.

Members stated that the Trust's position was illogical and divisive. If the sirens had no value then it would be logical to decommission all of them. If, they were valuable, the same siren coverage should be maintained. To replace only those nearest to the hospital suggested that those residents were being valued more highly than those in the rest of Bracknell and Wokingham.

Trust representatives reported that the proposed decommissioning of any of the sirens was likely to be contentious. This had been debated at great length by the Trust Board and the proposed approach was acknowledged to be a compromise. However, the sirens had been installed in the 1950s and 1960s and were no longer fit for purpose. There was also a limit to the amount of funding available to replace sirens. In the event that additional funding became available for sirens, the Trust would see a better use of it being in providing additional clinical staff. It was also reported that the replacement sirens would have a much greater sound range. The Trust Chairman acknowledged that the Trust's consultation over the sirens could have been carried out better.

Members were informed that patients only left Broadmoor hospital to attend court or for medical treatment. Escorted rehabilitation visits had ceased many years earlier. Patients left Broadmoor after an average stay of seven years, transferring to a medium security hospital.

The Trust Chairman said that efforts continued to make Broadmoor more transparent, referring to increased visitor numbers and a forthcoming television documentary.

In response to Members' comments about the incidence of violent crimes in Broadmoor, the Director of Security said there was a zero tolerance policy and the dedicated Police liaison officer ensured there was full reporting.

A Member suggested that, rather than a map setting out the location of the existing sirens, it would have been more informative to have been shown the coverage of the new sirens. It was then suggested by Members that, rather than have several sirens located near the hospital, it would be better to have them spread out so that a far greater number of residents could be alerted.

Following further discussion the Trust representatives agreed to reconsider the current proposals and also consider the following alternative options:

Unrestricted

- decommission all sirens (however, given that the consultation was based on replacing some of them, it was acknowledged that this would be highly controversial)
- replace some of the sirens but spread out the replacements over a wider area and/or
- retain some of the current sirens rather than decommission them but not replace them when they fail.

The Trust representatives also agreed to:

- look at ways of improving the schools' cascade system
- meet with the Community Safety Partnership to discuss prior to finalising them at their Board meeting
- attend a further meeting of the O & S Commission, meeting as the Crime and Disorder Committee to outline discuss their proposals.

The Chairman thanked the Wokingham Councillors for their attendance and contribution and the Trust representatives for their openness and honesty.

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TOPIC: Broadmoor School Cascade	DATE: 18 December 2014
OWNER: Janette Karklins, Director CYPL	
<p>CONTEXT</p> <p>Broadmoor Hospital is reviewing whether to continue the coverage of their warning sirens, citing the Schools Cascade as being a robust system as a mitigating measure.</p> <p>At the Overview and Scrutiny Commission meeting on 22 October concern was expressed about the effectiveness of the Broadmoor schools cascade system. It was also suggested that a text messaging or email system would be a quicker method of disseminating information.</p>	
<p>KEY ISSUES:</p> <ul style="list-style-type: none"> • The absolute necessity of a robust warning system in the event of an escape from Broadmoor Hospital. • The robustness of the Schools Cascade system. • The robustness of a text messaging or email warning system. 	
<p>KEY METRICS/OUTCOMES:</p> <p><u>The Effectiveness of the Cascade</u></p> <ul style="list-style-type: none"> • The Broadmoor Cascade is initiated by Broadmoor Hospital in the event of an escape to alert all Berkshire schools as far as Winnersh Primary in Wokingham and Windsor Boys in Windsor & Maidenhead, by cascading the information from school to school. The cascade works by one school telephoning another on a pre-set list. • The cascade system is supposed to be routinely tested every second Wednesday of each term by Broadmoor Hospital. The cascade has run successfully for many years however during 2014 the Hospital has not initiated any cascades (until reminded to do so in September by BFC). It is believed that this was an oversight caused by a change in staffing. BFC have sought assurances from Broadmoor that they want to continue with the cascade. • CYPL have this term made arrangements with Forestcare that regardless of the hospitals input that Forestcare will initiate the cascades termly. The Autumn term cascade will be on the second Wednesday of the term and there will also be unannounced cascades for the Spring and Summer terms. • Forestcare will, also contact the non-school service heads within CYPL (e.g. Youth Service, Children's Social Care etc.) for them to initiate their own emergency procedures for their service. • A feature of the cascade is that if a school cannot get through to the next school after several attempts they pass the message to the following school on the cascade and contact Forestcare. In the case of a real escape Forestcare would notify the police of the schools not responding. 	

Options for Cascading Information

There are 3 options for cascading information, all with pros and cons.

OPTION 1: The current telephone system takes approx. 30 minutes and confirms receipt of message. However phones could be blocked in a real emergency.

OPTION 2: An email with a confirmation read receipt could be sent along with the telephone cascade. Generic email groups for headteachers and school secretaries are already set up and it would only require one email to be sent out i.e. this is a single email to all schools not a cascade between schools. During the school day emails are the main form of communication with schools.

All schools have signed up to the Simms Administration SLA which provides a helpdesk and technicians to resolve any problems.

There are times when the broadband is down or schools experience problems with receiving email, recently there was a problem with Group emails which meant that schools had to be emailed individually. It is also a misconception that emails are instantaneous. Emails can be held up and affected by power cuts and outages.

A receipt reply is not always an indicator that someone has received and actioned the email, and of course some people may not open their emails for some time. This option on its own would be insufficient.

OPTION 3: Texting and messaging is a possibility however schools are not yet in a position to receive this technology. Texting/messaging is direct to an individual/telephone and schools do not have a designated school mobile phone and a policy that ensures that the phone is charged, monitored, not on silent and remains on the school site.

This form of communication uses up less data than voice messages and is more reliable getting across the mobile network however if there was a major incident the network could be flooded and go down. Again not all people may open and read their texts.

There is also the issue of which network provider to use and black spot areas.

This option is not currently viable and on its own would be insufficient

The issue of texting and messaging and new procedure will be discussed with school secretaries at their termly meeting at the end of January.

RECOMMENDATIONS IMPLEMENTED

As a result of concerns raised regarding the effectiveness of the current cascade Caroline Moore convened a small group of officers including representatives and Forestcare, the Emergency Planning Officer, the Community Safety Manager have met to discuss the way forward and implement improvements.

Consequently:

- Broadmoor Hospital has provided assurance that they will continue to implement the cascade on a termly basis.

- The extent of the cascade system will be reduced and will only include schools within the Borough. Forestcare will continue to pass the cascade to the neighbouring boroughs who will be responsible for disseminating information to their own schools.
- Forestcare will continue to manage and monitor the cascade via the current telephone arrangement. This will be supported by an email circulation with the read receipt function. It was agreed to continue with the telephone system and run the email system alongside it. This should capture the majority of the schools. Forestcare would be able to follow up those schools who have not responded quickly. Forestcare would also use the mobile numbers on the keyholder list for non-responsive schools.
- The cascade system will be broadened with a view to being used as a system for the dissemination of any emergency information.
- Assessment of the corporate approach to text messaging systems is being taken forward by the Emergency Planning Officer.
- Training with regards to the above and changes to be circulated via the secretaries' forum in the New Year.

FUTURE RECOMMENDATIONS

- A formal report should be drawn up for approval by DMT.

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TO: CYPL DMT
DATE: 21 April 2015

SCHOOLS BROADMOOR CASCADE
Chief Officer: Strategy, Resources and Early Intervention

1 INTRODUCTION

- 1.1 The purpose of the report is to inform DMT of forthcoming changes to the Broadmoor Cascade.

2 RECOMMENDATION

- 2.1 That DMT notes the forthcoming changes to the Cascade.

3 SUPPORTING INFORMATION

Background

- 3.1 As part of the latest review the range and remit of the cascade was reviewed and it was agreed with the Borough's Emergency Planning Officer and Community Safety Officer to reduce the cascade to BFC schools. Forestcare had been in contact with the Emergency Planning Officers in Wokingham and RBWM and it had been agreed that Forestcare would still implement the cascade to the Emergency Planning Officer of each Council and it would be their responsibility to cascade to their own schools. The BFC only cascade had the additional benefit of being used as an emergency planning tool to disseminate information in the case of a significant emergency to the schools and Service Heads.

Cascade

- 3.2 The Schools Broadmoor Cascade will be initiated in the event of an escape. There are 4 cascades which include Berkshire, Hampshire, Surrey and Private schools. In 1998 BFC had taken the lead for the Berkshire cascade which included parts of Wokingham BC and RBW&M.
- 3.3 The Hospital start the cascade through Forestcare for Berkshire/BFC and the notification of an alert is passed by telephone from school to school. Non-school Heads of Service are also contact by Forestcare so that they can put in place their own emergency procedures. The system is tested every second Wednesday of each term.
- 3.4 The current telephone cascade system takes approx. 30 minutes and there is immediate confirmation that the message has been received. However concern was expressed about phones being blocked in a real emergency. Forestcare will now send out an email with a confirmation read receipt to schools along with the telephone cascade. After talking to school secretaries it was agreed to send emails to headteachers, secretaries and bursars including academies. Groups were already set up on Outlook. Details of the cascade are set out on the flow chart attached as Appendix A.

- 3.5 The next testing of the system will be on 29/04/2015 and Forestcare will try out the new telephone and email system for the first time.
- 3.6 Further changes proposed by BFC would be that practice cascades are carried out the second Wednesday of the Autumn term and a termly unannounced practise for the Spring and Summer terms. This would not stop Broadmoor Hospital running further unannounced cascades in addition. This proposal needed the agreement of Hampshire, Surrey, Private schools and the Police. The Hospital are arranging a meeting to discuss this proposal with these other stakeholders.

Warning Sirens

- 3.7 Due to the decommissioning and the unreliability of the sirens the Broadmoor cascade has been reviewed and revised to make it more robust.
- 3.8 Broadmoor Hospital have stated that they will decommissioning the warning sirens in 2019, however one siren will remain within the perimeter of the hospital. Broadmoor will retain and maintain all existing sirens until 2019. However, because of the age and condition of a number of these sirens Broadmoor will not replace sirens where they have catastrophically failed.

3 EQUALITIES IMPACT ASSESSMENT

- 3.1 Not applicable, as this is not a Policy or a Project

4 STRATEGIC RISK MANAGEMENT ISSUES

- 4.1 The cascade is in place to inform quickly schools and services of an escape from Broadmoor Hospital. The cascade reduces the risk of endangering the users of the services, staff and pupils. Increasing the robustness of the system by using telephone and email further reduces the risk especially when the sirens do not work or no longer exist.

Background Papers

Appendix:Cascade Flow Chart

Contact for further information

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Caroline Moore: 01344 354055

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TO: CYPL DMT
DATE: 01 September 2015

SCHOOLS BROADMOOR CASCADE
Chief Officer: Strategy, Resources and Early Intervention

1 INTRODUCTION

- 1.1 The purpose of the report is to feedback to DMT on the progress of the forthcoming changes to the Broadmoor Cascade from September 2015.

2 RECOMMENDATION

- 2.1 That DMT notes the forthcoming changes to the Cascade from September 2015.

3 SUPPORTING INFORMATION

Scope of Cascade

- 3.1 The cascade has been revised and the Wokingham BC and RBWM schools have been removed. Wokingham BC agreed to continue with the cascade through a separate agreement with Forestcare. RBWM have stated that they do not have the resources to continue with the cascade. As the RBWM schools are not in the vicinity of the Hospital this is seen as low risk.
- 3.2 Because BFC is now independent of the other Boroughs we can now use the Cascade mechanism to disseminate other information e.g. in response to a BFC specific incident or emergency.

Frequency of Cascades

- 3.3 At the Broadmoor Schools Cascade Annual meeting at Broadmoor Hospital on 16 July 2015 it was agreed with the representatives of Surrey CC and the Private schools that the system would be tested on the second Wednesday of the Autumn term and then termly unannounced cascades would take place in the Spring and Summer terms. This would not stop Broadmoor Hospital running further unannounced cascades in addition. Hampshire CC queried the relevance of the system and decided that they would no longer participate in any exercises, but still wished to be contacted in the event of an actual escape.

Revised Methodology

- 3.4 On 29 April Forestcare trialled sending out an email with a confirmation read receipt to schools along with the telephone cascade. Please see Appendix A for the review of the cascade. The read receipt facility was not as successful as envisaged therefore schools will be asked to acknowledge receipt of the email.

4 EQUALITIES IMPACT ASSESSMENT

4.1 Not applicable, as this is not a Policy or a Project

5 STRATEGIC RISK MANAGEMENT ISSUES

5.1 The cascade is in place to inform quickly schools and services of an escape from Broadmoor Hospital. The cascade reduces the risk of endangering the users of the services, staff and pupils. Increasing the robustness of the system by using telephone and email further reduces the risk especially when the sirens do not work or no longer exist.

Background Papers

Appendix A: Broadmoor Cascade 29 April 2015 – Briefing note.

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Broadmoor Cascade 29 April 2015 Briefing Note

The Cascade

The revised Broadmoor Cascade with the emails was trialled on Wednesday 29 April.

Forestcare received notification from Broadmoor Hospital at 10.19.

A group email which included the generic groups for headteachers, school secretaries and school bursars was sent out at 10.19 am with a read receipt request.

The telephone cascade was started at 10.20 am and all BFC schools had responded by 10.33 am.

Feedback

The telephone cascade went very well and was completed very quickly.

A spreadsheet of the email responses is attached.

Issues:

1) Several schools emailed to say that they did not received the read receipt request which was shortly followed by a read acknowledgement. On the spreadsheet I have only recorded the read acknowledgement time for these schools.

ICT response: There is no standard approach across the schools for read receipts and there are different rules in different schools. Some schools use the preview panel so that they can read emails without opening them, this will result in no read receipt dialogue box appearing. To resolve this would require imposing a process for email box management.

2) Analysis of the response times was impossible because some schools had responded before the time the email was sent out and other schools had received the email over an hour later such as Jennett's Park who received and acknowledged the email at 11.43 am.

ICT response: To reach the end user at the school the email needs to go through 3 servers – BFC exchange, ISP supplier and the school exchange. There is no universal time that all servers use, there could be a time difference at all of these stages. The school servers seem to be on different times.

NB: The majority of schools had replied to Forestcare by 10.45 am (26 minutes).

3) Ascot Heath Juniors was the only school not to respond to any of the three emails sent to the school. There was no issue with their server but a lack of office staff including bursar. The school had received the message via the telephone cascade.

Conclusion

The cascade went well and achieve it's objective to get the test message to all the schools. As the telephone cascade was completed quickly without any hold ups the email responses were not used. The email cascade enables Forestcare to check if there is a hold up on a cascade whether the school has received the message. The actual time on the email is irrelevant as the majority of schools had emailed a response to Forestcare within 26 minutes.

As the read receipt was not as reliable as envisaged schools will need to be asked to send an email response to the cascade email.

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Broadmoor Cascades since September 2015

Date	Start	Finish	Duration (mins)	Comment	Email sent
16/09/15	10.09	10.46	37		✓
16/11/15	13.20	13.44	24		✓
13/01/16	10.55	11.38	43	Delay caused by change of position on cascade listings for Crowthorne CE and College Hall. Edgbarrow seemingly weren't aware that these schools were now on their cascade list.	✓
22/01/16	12.11	12.45	34		✓
20/04/16	10.30	10.57	27		✓
20/07/16	10.10	10.58	48		✓

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QUARTERLY SERVICE REPORT

CHIEF EXECUTIVE'S OFFICE

Q1 2016 - 17
April - June 2016

Assistant Chief Executive:
Victor Nicholls

Date completed: 8 August 2016

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Key

Actions

	Action is on schedule		Action has been completed
	Action may fall behind schedule		Action is no longer applicable
	Action is behind schedule	-	Not yet updated

Performance indicators

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

Section 1: Where we are now

Director's overview

The first quarter of the year has been a successful start to the work programme. This commentary sets out highlights and areas for improvement in the work of the Chief Executive's Office over the quarter.

Highlights and remedial action

Good performance

- The first new public space in Bracknell town centre since the 1970's, Station Green, has been delivered ahead of time and on budget and opening is scheduled for July 16.
- Bracknell won the "Town of the Year" in the Thames Valley Property Awards, beating Reading.
- £340k of European funding was secured to support the continuation of the Elevate programme for another two years.
- A second visit was hosted for a delegation from Liuzhou, Bracknell Forest's sister city for economic co-operation. Liuzhou's Mayor is enthusiastic about making stronger economic links with the borough.
- The Partnership Problem Solving Group started working in May 2016, providing a new multi-agency response to complex cases of anti-social behaviour and nuisance.
- Overview and Scrutiny report recommendations to the Executive continue to be at a high rate, and feedback from officers on the quality of reviews is also very positive.
- Fair and balance print coverage rates marginally higher than last year, combined with social media performance which has exceeded its target. The growing focus for Communications and Marketing is the transformation programme.

Areas for improvement

Levels of some types of acquisitive crime have risen during the first quarter compared with the same quarter last year. Whilst the numbers are very low in absolute terms, this issue is being tackled through the Police "tasking" process and the new Partnership Problem Solving Group.

Audits and Risks

Risk triggers with increased scores at the last Risk Register review.

Potential Risk Triggers	Like.	Imp.	Total
Development is not completed on time to open for Spring 2017	3	3	9
Increase in crime due to regeneration of Bracknell town centre both during demolition and building stage as well as when new premises open.	3	2	6
Withdrawal of partnership working by partner agencies due to economic impact factors.	2	3	6
Reduced capacity within the community safety team due to budget cuts, alongside removal of CCTV budget and £10,000 reduction in Domestic Abuse funding	3	2	6
Lack of new investment	2	1	2

Budget position

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

Section 2: Strategic Themes



Value for money

Action	Due Date	Status	Comments
1.2 The cost, quality and delivery mechanism of all services will be reviewed by 2019			
1.2.01 Implement the Transformation Board programme for 2016/17, focusing on reviews of Leisure, Libraries, Arts, Support Services, Customer contact, Early Intervention, and Income generation	31/03/2017		The majority of reviews are at the end of the Analyse Phase and reporting to Gateway Review meetings in July. A Schools Support Services project was added to the portfolio in April. Target savings have been identified for the reviews.
1.2.02 Undertake a review of Council communications to support the new Council Plan and implement the findings	31/07/2016		The council has been working with IESE to hold a number of key stakeholder workshops, to understand future needs and demand. A report with a number of recommendations has been submitted by IESE and further work is underway to explore these.
1.2.12 Carry out a review of voluntary sector grants and implement the findings	31/03/2017		Research into how other local authorities support the voluntary sector is complete. Discussions with the voluntary organisations that receive strategic grants will commence from August.
1.7 Spending is within budget			
1.7.03 Implement savings as identified for 2016-17	31/03/2017		On-going

Ind Ref	Short Description	Previous Figure Q4 2015/16	Current Figure Q1 2016/17	Current Target	Current Status
L257	Number of complaints received at stages 2 and 3, statutory social services complaints, and complaints referred by the Local Government Ombudsman (Quarterly)	26	21	28	



A strong and resilient economy

Action	Due Date	Status	Comments
2.1 The borough is regarded as an excellent business location			
2.1.01 Deliver the business liaison programme with key Bracknell Forest businesses	31/03/2019		Ten Business Liaison meetings with eight different companies were held.
2.1.02 Work in partnership with the Local Enterprise Partnership (LEP) to develop a strategy to support Bracknell Forest Small and Medium Enterprises (SMEs)	31/03/2019		Agreement with LEP and other economic development organisations across Berkshire to use the Thames Valley Business Growth Hub as first point of referral for all SME's to ensure consistent and straight forward support is provided. The Growth Hub will provide support or signpost to most appropriate agencies that can help.
2.1.03 Develop the business case for a Business Improvement District for one of the borough's business parks	31/03/2019		The project is now fully business-led by the infrastructure sub-group and is supported by major companies in the borough.
2.2 The Northern Retail Quarter opens in April 2017			
2.2.01 Work with the Bracknell Regeneration Partnership (BRP) to implement and monitor the construction programme for the regenerated town centre	31/03/2018		Officers continue to work with BRP on the construction programme.
2.2.02 Deliver the programme of agreed town wide improvements	31/03/2018		Town wide improvements are on-going and scheduled to be completed in time for the town centre opening.
2.2.04 Produce and implement a strategy for Market Square and the new market	31/03/2018		Concept designs are being reviewed before the detailed design phase begins.
2.3 A thriving town centre and night-time economy is supported by coordinated town centre management			
2.3.01 Work with BRP to develop and implement the town centre management strategy	31/03/2018		A meeting to discuss the management strategy is planned and a list of actions which need to be complete prior to the town centre opening is going forward.
2.4 Local residents have high levels of employment and incomes			
2.4.01 Continue the Elevate programme locally to reduce the skills gap and reduce youth unemployment	31/03/2018		Youth unemployment (16-24 year olds) in Bracknell is continuing to decrease and is currently the lowest in the region. Secured £2.4 million for the Elevate programme which has now been handed over to the virtual school in CYPL.

Ind Ref	Short Description	Previous Figure Q4 2015/16	Current Figure Q1 2016/17	Current Target	Current Status
L265	Number of newly incorporated businesses (Quarterly)	207	121	N/A	N/A
L267	Business closure rate (Quarterly)	N/A	81.0	N/A	N/A
L268	Percentage of working age people who are unemployed (Quarterly)	2.8%	2.3%	N/A	N/A
L269	Percentage of working age population in employment (Quarterly)	82.5%	83.4%	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 Q4 2015/16	Current Figure Q1 2016/17	Current Target	Current Status
L237	Number of apprenticeships starts for 16-24 year olds through City Deal interventions (Quarterly)	4	5	5	

A clean, green, growing and sustainable place



Action	Due Date	Status	Comments
5.5 Development plans provide sufficient open space			
5.5.01 Deliver a new park at Station Green	01/09/2016		Station Green is expected to be complete and opened on the 4th July 16, with the exception of some of the planting, which will be put in as it becomes available.



Strong, safe, supportive and self-reliant communities

Action	Due Date	Status	Comments
6.1 Levels of volunteering and community action in the borough are increased			
6.1.01 Increase community involvement in Anti Social Behaviour problem solving through a process of engagement with the local community	31/03/2019		All problem solving task and finish groups now consider community involvement as part of the action plan. The local business community are involved in the problem solving group to address ASB concerns at The Point.
6.2 High levels of community cohesion are maintained			
6.2.01 Ensure local work on the Prevent agenda addresses issues of community cohesion through the implementation of the Prevent Steering Group strategy	31/03/2019		A new Prevent Strategy and Action Plan, which addresses issues of community cohesion, has been approved by the CSP and Prevent Steering Group. Levels of hate crime are being closely monitored following the referendum result and there has been no connected increase in Bracknell.
6.3 There are low levels of crime and anti-social behaviour throughout the borough			
6.3.01 Develop a new 3 year Community Safety Plan for 2018-2020	01/04/2018		Work on this action is due to commence in September 2016 therefore the first update will be provided in Q3.
6.3.02 Ensure anti social behaviour is considered as part of the town centre regeneration plans through a programme of joint working with partners	31/03/2018		ASB concerns have been discussed at the Town Centre Management Group meetings and are being considered as part of the town centre regeneration.
6.3.03 Implement a coordinated programme of action to address anti social behaviour	31/03/2019		All complex ASB cases are reviewed at the Partnership Problem Solving Group to ensure a comprehensive multi agency response.
6.4 Safeguarding structures to safeguard children and vulnerable adults are well-established			
6.4.01 Develop and implement a coordinated approach to the work of the CSP, Local Safeguarding Children's Board (LSCB) and Safeguarding Adults Partnership Board (SPAPB)	01/03/2019		A draft protocol to outline the relationship between all key boards is currently under review by lead officers.
6.6 Joint planning between Thames Valley Police and Bracknell Forest Council is carried out on local activities			
6.6.01 Work through the Joint Tasking process with the Police to ensure a coordinated response to local activities	31/03/2019		The Joint Tasking process has now been replaced with the Partnership Problem Solving Group. This group deals with all complex cases and those places and individuals which create high demand and ensures a coordinated response.

Ind Ref	Short Description	Previous Figure Q4 2015/16	Current Figure Q1 2016/17	Current Target	Current Status
L185	Overall crime (Quarterly)	5,094	1,257	N/A	N/A

Section 3: Operational Priorities

Action	Due Date	Status	Comments
Communications & Marketing			
7.3.04 Develop and deliver a communications and marketing strategy for 2016 - 2019	31/03/2017		The communications and marketing strategy will follow on from the review of the service which will set the scene for the future delivery of communications and marketing across the council.
7.3.05 Develop and deliver the Bracknell Forest Council elements of town centre communications strategy	30/09/2016		The service continues to work with BRP to deliver on key communications milestones for the town centre regeneration on time. This quarter these include PR on enhancements to Charles Square car park; shortlisting for two awards and winning the Thames Valley Property award for town centre of the year award; public art engagement; construction updates; reveal of works to The Bull; and announcement of the Chimichanga restaurant chain to join The Lexicon Bracknell.
7.3.06 Implement national Child Sexual Exploitation communications campaign at local level	31/03/2019		There have been no national campaigns within the first quarter.
Community Safety			
7.3.10 Coordinate the work of the Community Safety Partnership (CSP) to implement the CSP Plan priorities	31/03/2019		Appropriate action plans are in place for all relevant areas of the CSP plan and work is on target to implement priorities.
7.3.11 Prevent a rise in levels of Serious Acquisitive Crime (Burglary Dwelling and Non Dwelling, Motor Vehicle Crime and Robbery) through targeted action with prolific offenders	31/03/2019		There have been very small increases in crime for burglary offences and theft of motor vehicle. However robbery, theft from motor vehicle and vehicle interference crimes have all seen further decreases.
Overview & Scrutiny			
7.3.02 Ensure all report production and other deadlines are met for servicing the on-going programme of Overview and Scrutiny meetings	01/04/2019		<i>No comments</i>
7.3.03 Produce the annual report to the Executive on complaints received, including demonstrating that lessons are learnt and applied	31/03/2017		<i>No comments</i>
Performance & Partnerships			
7.3.01 Co-ordinate the Council's performance management framework	31/03/2019		The Performance management framework has been updated to reflect the new Council Plan. Service plans for 2016/17 are published and Paris updated with the new KPIs and actions to deliver on the key themes in the Plan.
7.3.07 Use monthly budget monitoring reports to identify and address any emerging overspends promptly	31/03/2019		Work is on-going.
7.3.09 Monitor all voluntary sector core grants to ensure they support the Council Plan	31/03/2019		Regular grant monitoring meetings planned through 2016/17 where the new Council Plan priorities will be discussed with voluntary organisations.

Action	Due Date	Status	Comments
Regeneration & Economy			
7.3.08 Maintain promotional materials (e.g. the business website) to promote the borough as a business location.	31/03/2019		During the quarter an article was published in the Thames Valley Chamber of Commerce magazine promoting Bracknell Forest for business. The Borough's business directory has been published and is ready for distribution. The welcome pack will be available end of July. Plans are being made for the business website to merge with the newly development council website.

Communications and Marketing - Quarterly					
Ind Ref	Short Description	Previous Figure Q4 2015/16	Current Figure Q1 2016/17	Current Target	Current Status
L307	Percentage of fair and balanced press coverage (Quarterly)	98.0	100.0	95.0	
L308	Social media visibility (Quarterly - cumulative)	N/A	1,327,515	1,000,000	

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	35	25	9	30.89	1	2.86
Department Totals	37	27	9	32.89	1	2.7

Staff Turnover

For the quarter ending	30 June 2016	0%
For the last four quarters	30 June 2016	3.23%

Comparator data	
Total voluntary turnover for BFC, 2014/15:	13.4%
Average UK voluntary turnover 2014:	12.8%
Average Local Government England voluntary turnover 2014:	12.7%

Source: XPerHR Staff Turnover Rates and Cost Survey 2014 and LGA Workforce Survey 2013/14

Comments: Vacancy is within Regeneration.

Staff sickness

Section	Total staff	Number of days sickness	Quarter 1 average per employee	Projected 2016/17 annual average per employee
Chief Executive	2	0	0	0
Chief Executive's Office	34	76	2.23	8.92
Department Totals (Q1)	36	76	2.11	
Projected Totals (16/17)				8.44

Comparator data	All employees, average days sickness absence per employee
Bracknell Forest Council 14/15	5.2 days
All local government employers 2014	7.9 days
All South East Employers 2014	N/A

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

Comments:

There were 59 days sickness due to long term sickness. The estimated annual average per employee for the Department stands at 8.44 days per employee. The average without long term absence stands at 1.88 days per employee. 20 days or more is classed as Long Term Sick.

Section 5: Complaints

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

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

Nature of complaints/ Actions taken/ Lessons learnt:

Not applicable, in relation to the Chief Executive's Office. For other departments, the Chief Executive's Office investigated three stage 3 complaints received during the quarter, and progressed action on four complaints to the Local Government Ombudsman.

Annex A: Financial information

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

Annex B: Annual indicators not reported this quarter

Council Plan indicators

Ind. Ref.	Short Description	Quarter due
2. A strong and resilient economy		
L266	Rate of VAT registered businesses that survive for 12 months after establishment	Q4
L270	Average gross annual earnings	Q4

Operational indicators

Ind. Ref.	Short Description	Quarter due
L294	Successful resolution of business related enquiries received by the Regeneration and Economy Team with 15 working days	Q4
L295	Meetings held with key businesses each	Q4

QUARTERLY SERVICE REPORT

CORPORATE SERVICES

Q1 2016 - 17
April - June 2016

Executive Members:

Councillor Iain Mc Cracken

Councillor Peter Heydon

Councillor Paul Bettison

Director:

Alison Sanders

Date completed

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Key

Actions

	Action is on schedule		Action has been completed
	Action may fall behind schedule		Action is no longer applicable
	Action is behind schedule	-	Not yet updated

Performance indicators

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

Section 1: Where we are now

Director's overview

Introduction

A good start has been made to the objectives for the year with significant focus on achieving the tight deadlines set for projects within the Transformation programme, alongside beginning the process of identifying savings for 2017/18.

Budget and savings delivered for 2016/17

The approved Corporate Services' cash budget for 2016/17 was £14.082m which includes economies of £0.606m. As a result of the Provisional Local Government Finance Settlement in late December 2015 and also the work of the Transformation Board, an additional £0.290m of savings were identified and subject to public consultation. The budgets for these savings are yet to be adjusted as Council approval is required.

Transformation projects progress

Council Wide Support Services Review

- In the last three months, the Project Board has communicated extensively with staff and key stakeholders. The Project has hosted a workshop for internal customers of support services, held 13 workshops for staff in scope and interviewed Councillors and senior officers to both explain the aims and objectives of the project and to seek views on our future direction of travel.
- During the last quarter, the department has completed the Analyse phase of the Council Wide Support Services Transformation Project. The Board has presented its findings and key recommendations at a Gateway Review, comprising the Senior Leadership Group, on the 7 July.
- At the completion of the Analyse phase, the Board has developed a five year direction of travel plan for support services. This includes beginning internal transformation as early as possible to help us achieve £800,000 worth of savings in 2017-18 to 2018/19. It is expected that we will move towards different delivery models in years 3-5, which could include sharing and buying support services.
- To deliver the internal transformation required the Project Board has developed a Target Operating Model for which, subject to agreement, will be used to develop an outline business case during the Plan phase of the Transformation Project.
- The Plan phase will commence in mid-July and culminate in a 2nd Project Gateway Review towards the end of October

Citizen and Customer Contact Review

Data gathering across the Council continues during the 'analyse' phase. It has been a very difficult exercise in getting data within the requested timeframes for compiling the Gateway Review report. However, the report is nearly complete with only a few data sets to add into it once received from service areas. The report will be presented to CMT on 13 July and the Gateway Review meeting with the Scrutiny members is on 20 July.

Property review

The Property Review Group is focused on a select number of key Council assets taking a cross Council approach. The group seeks ways to divest, consolidate or intensify use of these assets which will deliver capital receipts as well as drive revenue savings, by the more efficient use of the space and modern working styles.

The release of capital will assist the Council in its medium term budget planning and revenue savings will also help to deliver cross council wide savings, to address the budget pressures. A number of workstreams are underway which will require Council approval to meet the objectives of the Group.

Progress on other major projects

Mobile working

The project is seeking to improve current operations of flexible and mobile working (both efficiency and customer experience). The current Mobile and Flexible technology framework does not fully enable “free” and off-site based case workers to access the information they require to undertake their role wherever and whenever it is needed. All homeflex workers utilise a laptop which works well generally. This programme pulls together all the requirements to ensure a corporate approach is agreed for the purchasing of and the support of technology to enable full operational access in the field. Since the start of the programme in August 2015, 16 teams have requested an alternative access solution to the standard mobile phone/Blackberry and laptop.

Teams/departments that have trialled and are now working with new ICT solutions include Members, Forestcare, Tree’s Team, Home Library Service, Highway Asset Management Team, Library Community Services Team, Public Health.

Teams that are currently trialling new ICT solutions include Building Control, Fire Risk Assessment, Playground inspectors, Financial Assessment Team (Adults), Conference Review Team, Local Safeguarding Team, Directors & Chief Officers and Children’s Social Care teams.

The current total number of users across the Council who need a new ICT solution to work in the field is around 200 users.

Website redevelopment

The website redevelopment project is finalising the design phase of the project. Branding and typography have been agreed and a full consultation process has been undertaken to evaluate the visual appearance of the site and provide information about the site navigation and audience overall usability and task identification.

Final sign-off of the visuals will be agreed in July. This will be passed to the design agency, Deeson who will work on developing the code necessary to build the site to allow the development of content pages going forward and will provide the basis for developing the beta site. The project team has been working with service areas to improve and develop content, ensuring it is more intuitive to customer needs. This work will continue as the beta site is developed.

CRM development

Good progress continues to be made with the implementation of the new CRM system. Improved customer forms for Council Tax interactions have been launched and the team are now focusing on developing the ability for customers to access their Council Tax information online. The School Appeals process has been improved with a new customer form which provides customers with an appeal slot online for Secondary and In-Year appeals.

Plans for CRM for the next quarter include work to integrate the telephony system with the new CRM which should enable a more efficient processing of customer enquiries. Emails coming into the Council’s main email address via customer services will be linked to the CRM and where possible emails will be attached to customer accounts; this again will result in a more efficient process and better insight into customer interactions.

Community Hubs development

Satisfactory progress is being made in developing new community hubs working in partnership with the Parish Councils:

- Blue Mountain Community Hub: the feasibility study has produced a number of costed options for provision of the facility. Binfield Parish Council's preference is for a new build design. The working group are now considering options for closing the significant budget gap.
- Warfield Community Hub: the Parish Council working group has been meeting for the last six months and a feasibility study will commence in early autumn.
- Crowthorne Community Hub: the Parish Council are in the progress of establishing a working group to review the specification for the hub and start the process of working with L&G to design the hub.

Significant activity to come in the next quarter

- It is anticipated that the Council will adopt a new procedure for dealing with Standards Complaints. This is currently before Standards Framework Working Group and scheduled for G&A Committee/Council for adoption in Autumn 2016.
- Public Services Network (PSN) submission in September and attendant preparatory work.

Highlights and remedial action

Good performance

Of the 36 Council Plan actions, 35 were on schedule and 1 was not required in Q1. Of the 30 operational actions, 26 were on schedule, 2 required further work and 2 had been completed.

- The Draft Statement of Accounts was completed and published on 26 May – over one month before the statutory deadline. This also demonstrates that the Council is well placed to meet the shorter statutory timescale of 31 May for the 2017/18 accounts.
- The new Accident Reporting System has been implemented and is up and running ahead of schedule.
- The new award of contracts for the Home to School Transport has been completed and will be in place for the new academic year. We expect to see some savings for the Council being delivered.

Awards or positive inspections

The Revenue Services Team has been shortlisted for an Institute of Revenues Rating and Valuation Award (IRRV) for the most improved team of the year. The submission was based on efficiencies made, the increase in collection and channel shift.

Areas for improvement

In quarter 1 there was only one indicator showing as being below target:

- L058 - Percentage of minutes published within 5 clear days of a meeting (Quarterly) was 6% below target at 79.0%. This was due to a high volume of meetings in this quarter and two new inexperienced staff which led to some delays.

One action is currently behind schedule - 7.2.12 Provide legal support to review of Community Infrastructure Levy Charging Schedule. Work on this has been put on hold until 2017 as per the Planning Department's timetable and so legal support is not yet required.

One area highlighted as needing further work is the Facilities Management Category Strategy which needs to fully deliver its target savings.

Audits and Risks

- During quarter 1 one **audit** with a limited assurance opinion was issued on Home to School transport.
- The departmental **risk register** was reviewed by the Departmental Management Team on 21st June 2016. The key changes made were:
 - To add a risk on potential cyber breaches,
 - To add risks on 2 transformation projects being led by Corporate Services in respect of Council wide support services and customer and citizen contact
 - To add a risk on the Alert system
 - To reduce the overall risk score for legal challenge

Budget position

Revenue Budget

The original cash budget for the department was £14.082m. Net transfers of £0.152m have been made bringing the current approved cash budget to £14.234m. A detailed analysis of the budget changes in this quarter is available in Annex A.

There are no variances to report in the first quarter's monitoring.

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

Service Area	Budget £000	Forecast Outturn £000	Comments
Commercial Property	(1,913)	(1,913)	Increased voids and void periods, resulting in reduced income.

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

Capital Budget

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

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

Section 2: Strategic Themes

Value for money



Sub-Action	Due Date	Status	Comments
1.1 Council Tax is in the lowest 10% nationally amongst similar authorities			
1.1.01 Maintain Council Tax in the lowest 10% nationally of all unitary authorities	31/03/2017		The next Council Tax levels will be set in February 2017
1.2 The cost, quality and delivery mechanism of all services will be reviewed by 2019			
1.2.05 Undertake a council wide review of Citizen and Customer Contact and implement the findings	31/03/2017		Review is on track to present findings and recommendations to the 'Analyse' phase Gateway Review on 20th July 2016
1.2.06 Undertake a council wide review of support services (HR, ICT, Finance, Property, Legal, Procurement, Performance Management and Business Intelligence) and implement the findings	31/03/2017		The review is on track to present findings and recommendations of the 'Analyse' phase of the review to Senior Leadership Group on 7th July 2016.
1.2.10 Conclude the delivery plan for the Facilities Management Category Strategy	31/03/2019		The Facilities Category Management Strategy has now delivered around £60,000 of its £90,000 savings target. Work continues to deliver the full savings target.
1.2.11 Undertake a review of key council properties and implement the findings (including Time Square, Easthampstead House, Commercial Centre, Easthampstead Park Conference Centre, South Hill Park, Open Learning Centre, London Road waste site and Longshot Lane recycling centre)	31/08/2019		Reporting to the Transformation Board, a Property Review Group has been established to deliver capital receipts and revenue savings for a number of key strategic properties. As each property reaches a conclusion a Council decision will be requested on the future strategy of that asset.
1.3 We charge appropriately for services and seek opportunities to generate additional income			
1.3.01 Carry out a review of income generation and charging and implement opportunities identified	31/03/2017		
1.3.05 Review Service Level Agreements and charging with schools and academies and explore opportunities for further service provision	31/03/2019		
1.3.06 Implement the changes to the discretionary Home to School Transport service	31/03/2019		The Post 16 Education Transport Policy was published on 31.05.16 therefore any changes to the discretionary element of HTST will not come into effect until the new academic year which commences Sept 2016.
1.3.07 Develop Property Investment Strategy to support Property Acquisitions in line with the Council's budget requirements and existing	30/09/2016		Consultants are working with the Council in drafting a Commercial Property Investment Strategy, which will then seek endorsement by the Council.

Sub-Action	Due Date	Status	Comments
property investment portfolio, and begin acquisitions			
1.4 Self-service and the use of online services has increased			
1.4.01 Increase range of services available through the website and uptake of customer online account	31/03/2017		New services have been added to the online account, including School Admissions Appeals. The number of account holders has increased to over 11,700.
1.4.02 Develop a Digital Strategy to support increased use of online resources by staff	31/10/2016		It is anticipated that this strategy will be informed by the outcome of the Council Wide Support Services Review. As well as that there are other staff self-service initiatives under way, including staff and manager self-service associated with the roll-out of iTrent HR. The current upgrade of Agresso is also being reviewed to assess what may be possible
1.4.03 Implement employee and manager self service in the new HR and Payroll system	31/12/2016		A new Project Manager is now in place. Phase 2 of the project has been relaunched with the production of a new project plan, Project Initiation Document and Business case which will go to CMT in the next quarter.
1.4.04 Support the procurement, installation and deployment of a new GIS system with colleagues in ECC	31/03/2019		The procurement phase of this project is now complete with the solution chosen and contract signed. The project is now entering the implementation phase
1.4.05 Develop and implement a Workforce Transformation Strategy	31/03/2017		My Learning Space self-service usage continues to increase with a noticeable reduction in the number of bookings being made over the telephone. We continue to encourage the use of the self service module within the Learning and Development System.
1.5 Community involvement and the use of volunteers in the delivery of council services has increased			
1.5.02 Develop a new community engagement strategy for 2016-19 to deliver on the Council's new narrative	30/11/2016		On track - work on this will start later in the year.
1.5.03 Ensure that community based delivery models and the use of volunteers are considered as service delivery options in all Transformation Programme policy and service reviews	31/03/2017		Divesting services to the community and making greater use of volunteers has been considered in the sourcing section of the analyse phase for each review. The Council's approach to community self reliance has been embedded on the Programme's engagement plan, as well as it being a key strand in the Citizen & Customer Contact review.
1.6 Resident and staff satisfaction levels remain high			
1.6.02 Conduct the Residents Survey 2017 to test resident satisfaction	31/01/2017		To commence in January 2017.

Sub-Action	Due Date	Status	Comments
1.6.03 Ensure that residents and staff are consulted on all proposed major changes to services and that the impact of these changes on them is assessed	31/03/2017		12 week consultation and equality impact assessments completed on the 2016/17 additional savings package. Resident engagement on the library service and citizen and customer contact review. Residents Survey will commence in January 2017.
1.6.04 Deliver an action plan to attain the Excellent level of the Equality Framework for Local Government to support the Council to achieve outcomes for vulnerable groups and areas of greatest need based on prevention and early intervention	31/03/2017		Satisfactory progress - to be attained in 2019.
1.6.05 Conduct a Staff Survey in autumn 2017 to test staff satisfaction levels	31/10/2017		Preparations for this will be undertaken later in the year.
1.7 Spending is within budget			
1.7.02 Implement savings as identified for 2016-17	31/03/2017		Managed through the Council's Budget Monitoring Process
1.8 Surplus assets are sold			
1.8.01 Set realistic targets for anticipated capital receipts as part of annual budget	31/03/2017		The budgets are endorsed by the Council and Property Services is working to deliver the anticipated receipts.

Ref	Short Description	Previous Figure Q4 2015/16	Current Figure Q1 2016/17	Current Target	Current Status
L051	Percentage of current year's Council tax collected in year (Quarterly)	98.26%	29.33%	29.40%	
L053	Percentage of current year's Business Rates collected in year (Quarterly)	98.90%	33.08%	26.80%	
L221	Satisfaction level expressed in survey of contact with Customer Services, across all channels (Quarterly)	72.0%	78.4%	75.0%	
L256	Percentage of transactions carried out online and the use of the customer portal (Quarterly)	New for 2016/17	39%	No target set	N/A
L261	Level of staff sickness absence (Quarterly)	New for 2016/17	1.48	5 days at end of Q4	N/A
L262	Level of voluntary staff turnover (Quarterly)	New for 2016/17	2.7%	13.0%	



A strong and resilient economy

Sub-Action	Due Date	Status	Comments
2.1 The borough is regarded as an excellent business location			
2.1.07 Establish a local contractor mini framework specifically working with local small medium enterprises to provide additional building repair and support services	31/12/2016		The local contractor mini framework is following a procurement process and should be in place in the autumn.
2.6 Businesses are supported and encouraged to play an active role in the community			
2.6.01 Work with Involve to develop a brokerage service to support businesses to contribute to the community	31/03/2019		Involve are working with over 20 companies to support the delivery of their CSR strategies and are continuing to develop new relationships.

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



Sub-Action	Due Date	Status	Comments
3.6 Children and young people with Special Educational Needs are supported to achieve their potential			
3.6.02 Provide statutory and discretionary transport support services in accordance with the revised policy	31/03/2019		BFC currently supports 285 children and Young People with SEN with transport assistance. This can be further broken down thus: SEN within statutory school age - 201 Young People with SEN who are Post 16 but continuing at their place of education: 54 Students at the Pupil Referral Unit (classed as SEN) - 30



People live active & healthy lifestyles

Sub-Action	Due Date	Status	Comments
4.4 Personal choices available to allow people to live at home are increased			
4.4.11 Seek acquisitions of suitable properties through Downshire Homes Ltd, supporting the Council's housing needs	31/03/2019		Downshire Homes have either acquired or offered on the properties required to meet their objectives for 2016/17.
4.8 Learning opportunities are available for adults			
4.8.01 Work with partners to coordinate opportunities for Digital Inclusion activities	31/03/2017		Work continues with the Open Learning Centre, Age Concern and Bracknell Forest Homes to deliver digital inclusion activities. A draft report on activity in 2015-2016 has been prepared.

A clean, green, growing and sustainable place



Sub-Action	Due Date	Status	Comments
5.2 The right levels and types of housing are both approved and delivered			
5.2.05 Support housing delivery where possible with the Council's own land holdings, in particular Sandy Lane site and Heathlands site	31/03/2019		A review of the future use of Heathlands is being conducted by ASCH&H. Options for the release of the surplus land at Sandy Lane is being considered by the Council as to most appropriate route for disposal.
5.3 Appropriate infrastructure development is completed to support housing growth including; Warfield Link Road, Coral Reef Junction, Jennetts Park, town centre			
5.3.03 Facilitate the development of new Community Hubs at three sites: Blue Mountain (Binfield); Warfield; Transport Research Laboratory (Crowthorne) working with the Parish Councils	31/03/2019		<ul style="list-style-type: none"> • Blue Mountain Community Hub: the feasibility study has produced a number of costed options for provision of the facility. The working group are now considering options for closing the significant budget gap. • Warfield Community Hub: the Parish Council working group has been meeting for the last six months and a feasibility study will commence in early autumn. • Crowthorne Community Hub: the Parish Council are in the progress of establishing a working group to review the specification for the hub and start the process of working with L&G to design the hub.
5.4 Neighbourhood Plans and Community Infrastructure Levy (CIL) to support local community facilities and other infrastructure are in place			
5.4.02 Deliver Neighbourhood Planning Referenda in Warfield, Bracknell Town and other parish council areas when developed	31/03/2019		None required during this period.



Strong, safe, supportive and self-reliant communities

Sub-Action	Due Date	Status	Comments
6.1 Levels of volunteering and community action in the borough are increased			
6.1.02 Develop the Council's approach to embedding community self reliance as a cross cutting theme across all the Council's services and activities through the Citizen and Customer Contact Review	31/03/2017		Recommendations for developing community self reliance have come out of the 'Analyse' phase of the Citizen & Customer Contact review. Community self reliance is a key theme in the Transformation Programme engagement plan.
6.1.03 Develop and deliver an action plan to increase volunteering and community self reliance and resilience in the borough working with Involve and other partners	31/03/2018		Community Resilience Partnership established. Priority actions are developing a volunteer passport scheme and a community survey.
6.1.04 Recruit volunteers to support redevelopment of the website and the customer's online account by carrying out testing	31/03/2017		Testing of the new website design has been undertaken, working with volunteers from the Open Learning Centre, at libraries, and in Princess Square shopping centre.
6.2 High levels of community cohesion are maintained			
6.2.02 Ensure local work on the Prevent agenda addresses issues of community cohesion through the implementation of the Prevent Steering Group strategy	31/03/2019		Prevent action plan updated and includes actions focussed on maintaining community cohesion. BICs representatives continue to attend the Prevent steering group.
6.2.04 Develop a new 'All of Us' Equality Scheme for 2017-20 which sets out the Council's cohesion objectives and actions	31/03/2017		On track for development in Autumn/Winter 2016.
6.2.05 Deliver the Bracknell Forest Civilian-Military Partnership's Action Plan with the Royal Military Academy Sandhurst to support the integration of the Armed Forces community	31/03/2017		Excellent progress - virtually all actions in the plan completed so the action plan was refreshed with new actions through a workshop at the July meeting of the Partnership. New Armed Forces webpage created on the Council's website.

Section 3: Operational Priorities

Action	Due Date	Status	Comments
Corporate Property			
7.2.24 Procure significant contracts including mail services and home to school transport	30/06/2016		The Downstream Postal Service is in early stage with 46 months left to run. HTST framework agreements have been signed by relevant contractors for the new HTST contract which will commence in the new academic year.
7.2.25 Complete establishment of construction mini framework for Asset Management Plan	31/05/2016		The local contractor mini framework is following a procurement process and should be in place in the autumn.
7.2.26 Complete annual review of Corporate Asset Management Plan	30/06/2017		The Corporate Asset Management Plan will be endorsed by the Executive Member in July 2016.
7.2.27 Support the Town Centre Compulsory Purchase Orders, the Market and potential future phases of the town centre regeneration	31/03/2017		Work is ongoing to conclude to the Town Centre Compulsory Purchase Orders
7.2.28 Increase Self service use of Frontline (the building maintenance management system) by all building managers	31/03/2019		The system has been rolled out to all corporate building managers and all schools that buy the C&M Building Maintenance SLA. There remains a small group of community schools that don't buy that SLA to which limited access will be given in connection with statutory checks only. Training for that is to be provided from September. At that time the original project will be complete, leaving only maintenance training when staff or buildings change.
7.2.29 Provide professional support to CYPL seeking expansion of existing and development of new schools	31/05/2017		Property Services continue to support CYPL as and when required for the expansion and development of new schools.
7.2.30 Provide project management which supports the delivery and redevelopment of Coral Reef	03/04/2019		The tender process for the procurement of the main contractor complete. Construction works commenced on site on the 20 June 2016 and are programmed to be fully completed on the 18 August 2017 (60 week contract duration) Works progressing on site as programmed
Customer Services			
7.2.23 Review the CRM contract	31/05/2016		A review of the current contract is underway, and will be completed before the renewal date, in August.
7.2.18 Redevelop the public website to improve citizen use of online information and service access	31/10/2016		The project is progressing well, with over 50% of the content workshops with services completed, and the first set of designs approved by the Website Board and by Corporate Management Team.

Action	Due Date	Status	Comments
Democratic & Registration Services			
7.2.01 Deliver national and local elections without challenge and within budget	31/03/2019		The election for the Police and Crime Commissioner was successfully delivered on 5 May and the EU Referendum was successfully delivered on 23 June.
7.2.02 Retender Electoral registration and Elections Printing – 3 year framework agreement	31/12/2019		The tendering process is underway and is on track to be completed on time.
7.2.03 Involve a wide range of people to sit on a range of Council bodies including the Education Appeals Panel, the Independent Review Panel and Overview & Scrutiny Panels	31/03/2019		Every effort will be made to attract a wide range of candidates for vacancies on these bodies as they occur.
7.2.04 Deliver primary and secondary admission appeals	31/03/2019		The main tranche of primary and secondary transfer appeals for children starting infant, junior or secondary school in September was heard in this quarter. In addition, a small number of in-year appeals were heard. In total the Education Appeals Panel sat for 8 days of appeal hearings.
Finance			
7.2.05 Publish draft Statement of Accounts	31/05/2017		Complete
7.2.06 Prepare monthly budget monitoring reports on time	31/03/2019		Deadlines met
7.2.07 Provide financial advice to the Council in its support for Downshire Homes Limited including the provision of loan finance	31/03/2019		On-going
7.2.08 Use monthly budget monitoring reports to identify and address any emerging overspends promptly	31/03/2019		On-going
Human Resources			
7.2.14 Retender the Occupational Health contract	30/06/2017		A cross department project team has been set up and has met to discuss the way forward. A project plan has been produced and work is currently underway on the procurement plan.
7.2.15 Implement an electronic accident reporting system	30/09/2016		Implemented the new Frontline system in Quarter 1 and it is now up and running. Training is being set up for over the summer/early autumn.
7.2.16 Refine and expand the Council's e-learning opportunities	31/03/2019		6 new packages have been added to the e-learning zone since April 2016. We are currently working with Subject Matter Experts to review the usage and the content of all packages. A new authoring tool is now being used to develop packages which is more user friendly and we are in the process of converting

Action	Due Date	Status	Comments
			packages where appropriate. 8 conversions have been completed since April. We are continuing to promote this development platform.
ICT			
7.2.17 Migrate from ESRI GIS to Open Source GIS	30/06/2016		Initial project kick-off meeting just undertaken and outline project plan in place for go-live of the new product in October. The project will include close working with the Digital Services team and use of map-based information in support of the new website
7.2.19 Develop Electronic Documents and Records Management System (EDRMS)/Collaborative Working Strategy to support mobile & flexible working	30/09/2016		IESE currently undertaking a review of the EDRMS technologies currently in use across the authority, including Mod.Gov. A draft report outlining the strategy going forward is to be circulated in early July. Once agreed this will be followed up with an action plan later in the month.
7.2.20 Ensure current technology is removed from Coral Reef at close-down and liaise with site management regarding business requirements for re-opening	31/03/2017		ICT Equipment has been removed from Coral Reef. Waiting now on project team to advise when they require ICT assistance for getting the building ready for opening to the public.
7.2.21 Support Forestcare to promote the use of mobile lifeline technology	31/03/2017		Working through the Mobile and Flexible Project Board, Corporate ICT has been working with colleagues in ForestCare to assess suitable technology. Currently iPads are in use and the response has been very positive, with new business being generated.
7.2.22 Support the delivery of the Home Library Service using mobile technology	30/09/2016		Barcode scanners and android tablets have now been rolled out.
Legal Services			
7.2.09 Carry out annual review of Constitution	27/04/2016		Review of Standards Framework and update of Planning delegations due to go to G&A in September and Council in October.
7.2.10 Provide effective and timely legal support as required including Property, Contracts, Planning and Public Protection advice and drafting	31/03/2019		Completed Binfield Learning Village s106; purchase of Magistrates Court; advised on Coral Reef procurement; various advices on Licensing and Trading Standards matters; purchase of properties for Downshire Homes
7.2.11 Provide Legal support to Downshire Homes Ltd including advice to the Board and conveyancing for property acquisitions	31/03/2019		Eight properties purchased since April 2016. Advice provided to Board of Directors.
7.2.12 Provide legal support to review of Community Infrastructure Levy Charging Schedule	31/03/2017		Work put on hold until 2017
7.2.13 Provide Legal support on all infrastructure projects	31/03/2019		The team continue to support the Blue

Action	Due Date	Status	Comments
			Mountain project. It has advised on the Planning Meeting, S106 negotiations and is advising currently on the process for lifting the S52 notice and on completing the construction contracts with MACE.

Ind Ref	Short Description	Previous Figure Q4 2015/16	Current Figure Q1 2016/17	Current Target	Current Status
Corporate Property - Quarterly					
L059	Percentage of post sent second class (Quarterly)	97.0%	97.0%	95.0%	
L076	Planned maintenance spend (Quarterly)	92.2%	72.7%	12.0%	
L229	Number of clients with learning difficulties using the R-bus (Quarterly)	58	61	60	
L292	Percentage of capital projects rated good or excellent (Quarterly)	New for 2016/17	100.0%	90.0%	
L293	Percentage of maintenance projects completed on time and on budget (Quarterly)	New for 2016/17	85.7%	85.0%	
Customer Services - Quarterly					
L233	Percentage of abandoned calls to the main Council contact number (Quarterly)	2.1%	4.8%	5.0%	
L234	Number of Council Tax cases in arrears (Quarterly)	4,675	4,168	No target set	N/A
Democratic and Registration Services - Quarterly					
L057	Percentage of agendas published 5 clear days prior to a meeting (Quarterly)	100.0%	100.0%	100.0%	
L058	Percentage of minutes published within 5 clear days of a meeting (Quarterly)	82.8%	79.0%	85.0%	
L231	Number of entries on the Electoral Register (Quarterly)	86,063	89,916	86,063	
Finance - Quarterly					
BV8	Percentage of invoices paid within 30 days (Quarterly)	95.4%	95.0%	95.0%	
L064	Debt outstanding as percentage of gross debt (Quarterly)	7.0%	5.0%	7.0%	
L065	Return on investments exceeds 7-day LA cash benchmark rate (Quarterly)	0.58%	0.56%	0.50%	
ICT - Quarterly					
L079	Resolution of reported ICT incidents (Quarterly)	96%	96%	95%	
L082	ICT service availability - percentage of time service is available for use (Quarterly)	98.7%	98.8%	99.0%	
L220	Number of ICT Helpdesk Calls (Quarterly)	5,621	4,795	No target set	N/A
Legal Services - Quarterly					
L085	Amount of money recovered in debt collection	£193,966	£213,085	No target set	N/A

Ind Ref	Short Description	Previous Figure Q4 2015/16	Current Figure Q1 2016/17	Current Target	Current Status
	(Quarterly)				
L086	Number of Freedom of Information requests received (Quarterly)	313	280	No target set	N/A
L291	Number of new legal cases opened each quarter (Quarterly)	New for 2016/17	122	No target set	N/A

Section 4: People

Staffing levels

	Establishment Posts	Staffing Full Time	Staffing Part Time	Total Posts FTE	Vacant Posts	Vacancy Rate
Directorate	2	2	0	2	0	0
Customer Services	44	30	12	38.43	2	4.55
Democratic & Registration Services	20	12	5	15.74	3	15
Finance	36	24	10	31.13	2	5.56
Human Resources	19	14	5	17.11	0	0
ICT	40	33	2	34.2	5	12.5
Legal	13	8	5	11.24	0	0
Property Services	40	25	12	32.63	3	7.5
Department Totals	214	148	51	182.48	15	7.01

Staff Turnover

For the quarter ending	30 June 2016	2.4
For the last four quarters	1 July – 2015 – 30 June 2016	9.13

Comparator data	
Total voluntary turnover for BFC, 2014/15:	13.4%
Average UK voluntary turnover 2014:	12.8%
Average Local Government England voluntary turnover 2014:	12.7%

Source: XPerHR Staff Turnover Rates and Cost Survey 2014 and LGA Workforce Survey 2013/14

Comments:

5 members of staff left voluntarily during the last quarter which is very slightly higher than last quarter when 4 staff left.

Of the 15 vacancies recruitment is currently underway for posts within ICT, Finance and Democratic & Registration Services. One of the posts within Property is being covered by a contractor on a temporary basis.

Staff sickness

Section	Total staff	Number of days sickness	Quarter 1 average per employee	2016/17 annual average per employee
Directorate	2	0	0	0
Customer Services	42	64	1.52	6.1
Democratic & Registration Services	17	2	0.12	0.47
Finance	34	22	0.65	2.59
Human Resources	19	8	0.42	1.68
ICT	35	37	1.06	4.23
Legal	13	22	1.69	6.77
Property Services	37	40	1.08	4.32
Department Totals (Q1)	199	195	0.98	
Totals (16/17)				3.92

Comparator data	All employees, average days sickness absence per employee
Bracknell Forest Council 14/15	5.2 days
All local government employers 2014	7.9 days
All South East Employers 2014	N/A

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

Comments:

Sickness for this quarter stands at 195 days this is significantly lower than last quarter and also the same period last year. There were 101 days attributable to long term sick this quarter. There are currently 3 members of staff off on long term absence.

The estimated annual average for 16/17 is 3.92 days which is lower than the authority figure for 15/16. The estimated annual average excluding long term sick is 1.89 days per employee.

Section 5: Complaints

Stage	New complaints activity in quarter	Complaints activity year to date	Outcome of total complaints activity year to date
Stage 2	1	1	Not upheld
Stage 3	0	0	
Local Government Ombudsman	0	0	
TOTAL	1	1	

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

Nature of complaints/ Actions taken/ Lessons learnt:

The complaint was in relation to the handling of a case of non-payment of Council Tax which had been passed on to the Enforcement Agency for collection. As the complainant had not complied with a previously agreed payment plan, the complaint was not upheld.

Annex A: Financial information

CORPORATE SERVICES / CX OFFICE BUDGET MONITORING - MAY 2016									
	Original Cash Budget	Virements & Budget C/Fwds	NOTE	Current Approved Cash Budget	Spend to Date %	Department's Projected Outturn	Variance Over/(Under) Spend	Variance This Month	NOTE
	£000	£000		£000	%	£000	£000	£000	
Director of Corporate Services									
Director of Corporate Services	215	1	H	216	20	216	0	0	
Community Engagement & Equalities	218	5	A, H	223	13	223	0	0	
	433	6		439	16	439	0	0	
Head of Democratic & Registration Services									
Committee Services	337	3	H	340	12	340	0	0	
Member and Mayoral Services	874	3	H	877	16	877	0	0	
Registration of Births, Deaths & Marriages	-41	1	H	-40	138	-40	0	0	
Registration of Electors / Elections	187	1	H	188	-21	188	0	0	
	1,357	8		1,365	6	1,365	0	0	
Chief Officer: Customer Services									
Local Tax Collection incl Cashiers	365	4	H	369	64	369	0	0	
Customer Services	937	14	B, H	951	17	951	0	0	
	1,302	18		1,320	31	1,320	0	0	
Borough Solicitor									
Legal	581	4	H	585	17	585	0	0	
Chief Officer: Human Resources									
Human Resources	427	4	H	431	9	431	0	0	
Unified Training Unit	424	1	H	425	-24	425	0	0	
Health & Safety	55	6	D, H	61	-34	61	0	0	
	906	11		917	-9	917	0	0	
Borough Treasurer									
Finance	1,919	12	H	1,931	8	1,931	0	0	
Insurance	406	0		406	46	406	0	0	
	2,325	12		2,337	15	2,337	0	0	
Chief Officer: Property Services									
Property Services	337	62	G, H	399	15	399	0	0	
Industrial & Commercial Properties	-1,913	0		-1,913	54	-1,913	0	0	
Construction & Maintenance	485	44	C, E, H	529	18	529	0	0	
Operations Unit	3,869	-35	D, F, G, H, I	3,834	27	3,834	0	0	
	2,778	71		2,849	6	2,849	0	0	
Chief Officer: Information Services									
ICT Services	2,420	13	H	2,433	23	2,433	0	0	
Chief Executive's Office									
Chief Executive	491	2	H	493	-11	493	0	0	
Chief Executive's Office (Support)	796	6	H	802	18	802	0	0	
Town Centre Redevelopment	53	0		53	-1,117	53	0	0	
Voluntary Sector Grants	383	0		383	51	383	0	0	
Community Safety	257	1	H	258	5	258	0	0	
	1,980	9		1,989	-14	1,989	0	0	
Transformation Board	0	0		0	100	0	0	0	
TOTAL CS AND CX OFFICE	14,082	152		14,234	10	14,234	0	0	
Memorandum item									
Devolved Staffing Budget - CS and CX	9,495			9,495	18	9,495	0	0	
Non Cash Budgets									
Capital Charges	1,703	0		1,703		1,703	0	0	
IAS19 Adjs	1,093	0		1,093		1,093	0	0	
Recharges	-9,108	0		-9,108		-9,108	0	0	
	-6,312	0		-6,312		-6,312	0	0	

CORPORATE SERVICES / CX OFFICE BUDGET MONITORING - MAY 2016		
Virements		
Note	Total	Explanation
	£'000	
A	4	Community Engagement Due to the work of the Transformation Board the following work was not able to be completed in 15/16 and so a carry forward was requested in order to produce a guide on public services for new migrants to the borough and support volunteering promotions in the borough.
B	9	Customer Services Web Services requested to carry forward £0.009m for Web Chat (Netcall) which is a project that would have taken place in February/March, however, this has now been put back to April/May due to a delay in the main Netcall Upgrade project which is being managed by another team.
C	9	Construction & Maintenance Three asbestos surveys that were due to take place in 15/16 at Cranbourne Primary, Owlsmoor Primary and Easthampstead Park Secondary were postponed due to conflicts with other works on site. As such a carry forward is requested for these works to be completed in 16/17.
	22	Carry Forwards reported in First Budget Monitoring
D	0	Health & Safety / Operations Unit A budget virement of £5k from the Operations Unit to Health & Safety was completed to support the cost of the licence for the new Frontline Incident Reporting system.
E	31	Energy Following a restructure the Energy section now sits within the Property Services department. A budget transfer of £0.031m has been made from ECC to Corporate Services.
F	5	Secure Waste A centralised secure shredding contract was approved by the PCI Group and Information Management Group in 2015/16, full year effect budget virements of £0.005m have been made from other Departments to the Operations Unit to cover the costs of the current contract.
G	0	Facilities Category Strategy Management A budget virement was made between the operations unit and property services for the FCSM.
H	74	Pension Fund Contributions As a result of changes in service provision and Brakenhale becoming an Academy an increase of £0.074m to employers contributions is required. A virement from Non-Departmental budgets is to be made.
I	20	Operations Unit As a result of the tendering of the Landscape services, the budget economy on the whole contract for 2015/16 was put in ECC including the offset for the loss of income incurred in the Integrated Transport Unit from the reduction in vehicle recharges. This economy and loss of income now need to be redistributed to the Operations Unit. This is to be processed as a recurring budget virement.
	130	Other Virements reported in First Budget Monitoring
	0	Virements reported in Second Budget Monitoring
	0	Virements reported in Third Budget Monitoring
	0	Virements reported in Fourth Budget Monitoring
	0	Virements reported in Fifth Budget Monitoring
	0	Virements reported in Sixth Budget Monitoring
	0	Virements reported in Seventh Budget Monitoring
	0	Virements reported in Eighth Budget Monitoring
	0	Virements reported in Ninth Budget Monitoring
	0	Virements reported in Tenth Budget Monitoring
	0	Virements reported in Eleventh Budget Monitoring
	152	Total Budget Virements Reported to Date

Corporate Services & Chief Executives
Office Capital Monitoring as at 31st
May 2016

Cost Centre	Cost Centre Description	2015/16 Brought Forward	2016/17 Budget	Approved Budget	Cash Budget 2016/17	Expenditure to Date	Current Comm'n'ts	Carry Forward 2017/18	(Under) / Over Spend	Target for Completion	Current Status of Project / Notes
		£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's		
PRIOR YEAR FUNDED SCHEMES											
Prior Year Funded Schemes - Corporate Services & Chief Executive											
YM248	The Parks Community Centre/Sports Pavilion	24.6	0.0	24.6	24.6	0.0	0.0	0.0	0.0	Mar-17	Budget to be used to complete the snagging works.
YM293	Property & Asset Management System	31.2	0.0	31.2	31.2	0.0	0.0	0.0	0.0	Mar-17	Training to roll the system out to Corporate building managers and Schools is largely complete and the system is now in daily use. Further development work continues.
YM312	On-Line Booking Systems	6.2	0.0	6.2	6.2	0.0	0.0	0.0	0.0	Mar-17	We have used some of this budget to pay for consultancy to develop booking of bulky waste collections. The carry forward is to fund integration with Uniform, to facilitate booking of pest control and other appointments.
YM313	ICT Helpdesk Software Replacement	5.2	0.0	5.2	5.2	0.0	0.0	0.0	0.0	Jul-16	V-fire module likely to need further configuration following full upgrade to be configured to enable self-service. Will be in 2016-7.
YM315	Customer Relationship Management System (Invest To Save)	36.6	0.0	36.6	36.6	1.6	0.0	0.0	0.0	Mar-17	The development of the telephony integration and upgrade to the Capita payment portal are required before new services can be developed. The majority is likely to be completed toward the end of the last quarter of 2015/16, but it will be necessary to carry forward some of this project budget to the next financial year.

06

UNRESTRICTED

YM329	Replacement HR & Payroll System	0.0	0.0	0.0	0.0	2.9	0.0	0.0	0.0	Mar-17	System now live and further developments underway e.g. web recruitment and self service. Additional costs and their funding under review.
Total of Prior Year Funded Schemes - Corporate Services & Chief Executive		103.8	0.0	103.8	103.8	4.5	0.0	0.0	0.0		

Prior Year Funded Schemes - Council Wide											
YM215	Replacement Revenue & Benefits System	32.1	0.0	32.1	32.1	4.6	0.0	0.0	0.0	Mar-17	A purchase order for the Revenues module of the CRM has been placed, with a view to implementing this in Q4 of 2015/16. A tender is underway for the e-benefits software solution and an order will be placed shortly, however it is not expected to be delivered until the next financial year.
YM239	Replacement Network Circuits (Invest To Save)	3.6	0.0	3.6	3.6	0.0	0.0	0.0	0.0	Jul-16	Required for speeding up at remote sites. Some funds required for extension of wireless links. Work continues to replace these. Additional funds are required for unreliable and poor performance of remote connections (many currently use EPS8 circuits)
YM247	Market Place Properties	100.0	0.0	100.0	100.0	0.0	0.0	0.0	0.0	Mar-17	Following the settlement of the largest outstanding CPO claim, there are now 3 outstanding CPO's with an estimated value of £0.065m, which will be split 50/50 with BRP. Whilst the balance in the provision should be adequate to meet BFC costs a balance will be maintained within capital to ensure all CPO claims can be met.
YM252	IPT Migration Project (Invest To Save)	18.6	0.0	18.6	18.6	0.0	0.0	0.0	0.0	Jun-16	Review of licences and additional requirements to be assessed.
YM214	Electronic Documents Records Management System	98.9	0.0	98.9	98.9	0.0	0.0	0.0	0.0	Oct-17	File storage and collaboration strategy commenced.
YM304	Great Hollands Community Centre & Library	48.6	0.0	48.6	48.6	0.0	0.0	0.0	0.0	Mar-17	Carry forward budget required for roof works.

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YM307	CITRIX Licensing	72.0	0.0	72.0	72.0	0.0	0.0	0.0	0.0	Mar-17	Licence requirements to be confirmed. Changes to Citrix farm over coming year being reviewed. In process of determining licence numbers - to be ordered 16/17.
YM308	Phone System Replacement - Remote Sites	35.9	0.0	35.9	35.9	0.0	0.0	0.0	0.0	Jun-16	Work anticipated to take place early16/17.
YM323	Time Square - Easthampstead House Network Link	30.0	0.0	30.0	30.0	0.0	0.0	0.0	0.0	Jul-16	To be completed in the new financial year.
YM309	Storage Area Networks	36.7	0.0	36.7	36.7	0.0	0.0	0.0	0.0	May-16	Extended storage required for new backup solution. Backup solution installed.
YM311	Phone System Replacement - Libraries	16.3	0.0	16.3	16.3	0.0	0.0	0.0	0.0	Mar-17	Ascot Heath outstanding. Work to move BT circuit needs to accommodate this are complete. Recharging by Colin Yerrington from other budget spends required.
YM318	Time Square Meeting Rooms - Display Screens	3.0	0.0	3.0	3.0	0.0	0.0	0.0	0.0	Jun-16	Further spend on meeting rooms required which will result in an overspend to be offset by other schemes.
YM322	Oracle 11 Upgrade	60.8	0.0	60.8	60.8	0.0	0.0	0.0	0.0	Oct-16	Some server upgrades required during year to Oracle v11 for business systems. Some systems require v12. Some dates for applications being scheduled including Uniform, M3, Confirm and EDRMS. Budget requires a carry forward to 2016-17 when work is likely to be carried out.
YM324	IPS Firewall	30.0	0.0	30.0	30.0	3.0	0.0	0.0	0.0	Aug-16	Reviewed in the autumn. Upgrades required as a result of PSN. Designs being considered, work not likely to start until April 2016
YM326	DNS-DHCP-IPAM System	20.0	0.0	20.0	20.0	17.7	0.0	0.0	0.0	Jun-16	To install resilient system. Supplier visit took place and procurement pending.
YM327	Wireless Expansion	18.3	0.0	18.3	18.3	0.0	0.0	0.0	0.0	Jul-16	To include additional wiring, firewalls, hardware and access points to expansion in Easthampstead House and Time Square. Firewall ordered. Work to continue throughout 2016-7.

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YM328	Network Management Software	10.3	0.0	10.3	10.3	2.5	0.0	0.0	0.0	Jul-16	Software to be procured to improve internal monitoring and reporting - Solarwinds - requires server patching and increased licensing. To be ordered.
YM331	Pocket Park	70.6	0.0	70.6	70.6	30.7	0.6	0.0	0.0	Jul-16	Pocket Park design services and demolition notice.
YM333	Harmanswater CC & Library	1,257	0.0	1,256.9	1,256.9	0.0	0.0	0.0	0.0	Mar-17	Project on hold pending a library review
YM335	ALBACS Upgrade	10.8	0.0	10.8	10.8	6.9	0.0	0.0	0.0	Mar-16	Current system went end of life in September 2015. New C-Series software installed. Initial set-up issues resolved and system live as of 30/06/2015. New HSM's to be purchased in 16/17 to support the system.
YM336	Website Redevelopment 2015	35.0	0.0	35.0	35.0	0.0	16.5	0.0	0.0	Jul-16	The redevelopment of the public website is progressing well. Procurement exercise is underway to appoint a Design Agency to support the development of the site, and we expect an appointment to be made shortly. This work will be completed next financial year.
YM337	Netcall System Replacement	3.0	0.0	3.0	3.0	0.0	0.0	0.0	0.0	Mar-17	The project to transfer to the new Liberty platform is underway, and we expect this to be completed in Q4, although some budget for additional administrator training will be required in Q1 of 2016/17.
YM340	Server 2003 Upgrade	40.0	0.0	40.0	40.0	0.0	0.0	0.0	0.0	Jun-16	In progress with services and being co-ordinated with application upgrades where possible. ~80 servers to upgrade. To be completed next financial year.
YM341	SQL Upgrade	52.9	0.0	52.9	52.9	42.6	0.0	0.0	0.0	Mar-16	All SQL DBs need to be upgraded to SQL 2014. All SQL 2005 licences will no longer be supported by MS from 2015. Due to PSN requirements, unsupported software is not permissible on the BFC network. Servers in progress. Further licences are required - which will be ordered later in the year. Expected to spend prior to end of financial year.
YM342	Server Hardware Replacement	106.1	0.0	106.1	106.1	41.7	5.2	0.0	0.0	Mar-16	Planning commenced, work to be undertaken January-March for Citrix Upgrade. Orders to take place during the period.
YM343	Members ICT Equipment Refresh	4.6	0.0	4.6	4.6	0.0	0.0	0.0	0.0	Mar-16	Rollout complete - recharges being prepared.

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Total of Prior Year Funded Schemes - Council Wide	2,214.9	0.0	2,214.9	2,214.9	149.7	22.2	0.0	0.0		
Total Prior Year Funded Schemes	2,318.8	0.0	2,318.8	2,318.758	154.2	22.2	0.0	0.0		
Percentages					7%	1%	0%	0%		

CURRENT YEAR PROGRAMME

Current Year Programme - Corporate Services & Chief Executive											
YM243	Community Centres - S106	135.0	0.0	135.0	135.0	0.0	0.0	0.0	0.0	Rolling Programme	Total S106 funding anticipated for the scheme.
YM349	Waterside Park	0.0	4,500.0	4,500.0	4,500.0	4,238.3	0.0	0.0	0.0		
YM350	Agresso Upgrade	0.0	50.0	50.0	50.0	18.7	0.0	0.0	0.0	Sep-16	Milestone 5 installed in test. User acceptance testing to begin shortly.
YM351	Disposal of land at Sandy Lane	0.0	100.0	100.0	100.0	0.0	0.0	0.0	0.0		
YM352	Capita Payment Portal - Surcharge Module	0.0	15.0	15.0	15.0	0.0	0.0	0.0	0.0		
Total of Current Year Programme - Corporate Services & Chief Executive		135.0	4,665.0	4,800.0	4,800.0	4,256.9	0.0	0.0	0.0		

Current Year Programme - Council Wide											
YM002	Access Improvement Programme	86.5	35.0	121.5	121.5	3.0	0.0	0.0	0.0	Rolling programme	Work on this years programme is underway.
YM165	Server and Server Component Refresh	42.5	45.0	87.5	87.5	0.0	0.0	0.0	0.0	Sep-16	Citrix server hardware and VMWare EOL replacements to take place throughout the coming year. Further Servers to be ordered for Citrix Farm upgrade however EOL not until April 16 so will only purchase towards year end. Some design work required for the Citrix Farm. Considering options with suppliers. Remainder of spend will be in 2016/17.
YM181	Capitalisation of Revenue (Budgets Only)	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	Mar-16	Monies transferred as part of the final accounts process.

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YM244	Improvements and Capitalised Repairs - Council Wide - Planned Maintenance	526.6	1,670.0	1,733.6	1,733.6	63.2	64.5	0.0	0.0	Rolling programme	Works on this years programme are underway . To date 62% of the budget has been spent with a further 17% committed. Coral Reef works (£463k) vired to ECC mian project.
YM320	Network Refresh	23.7	57.0	80.7	80.7	3.5	0.2	0.0	0.0	Jun-16	Will spend on CUCM servers and EOL equipment throughout the year. In progress, to be completed in the next financial year.
YM325	Computer Estate Refresh	182.2	423.0	605.2	605.2	5.7	6.9	0.0	0.0	Mar-17	To be used for replace on fail. Some budget may get used by mobile technology - tbc. Some screens require upgrades also
YM344	MFD - Printer Refresh	4.8	24.0	28.8	28.8	0.0	0.0	0.0	0.0	Mar-16	Printers to be rolled out as per agreed schedule. Majority in this year replaced. Remainder of budget to be spent on break and fix. Review of plotters being carried out.
YM345	Town Centre Redevelopment	3,600.0	3,300.0	6,900.0	6,900.0	0.0	0.0	0.0	0.0	Mar-17	The Council will need to undertake its own planned investment on wider Town Centre infrastructure, in order to facilitate the Town Centre redevelopment works. All of these items have a much wider impact than the new development itself and will benefit the whole Borough.
YM346	Asbestos Control	30.0	30.0	60.0	60.0	17.5	0.0	0.0	0.0	Mar-17	A budget is required to cover any asbestos removal or encapsulating works in Corporate properties that is identified in future Asbestos Management Surveys. The surveys will be phased over a number of years
YM353	Microsoft Office Licences	0.0	60.0	60.0	60.0	0.0	0.0	0.0	0.0		
YM354	Server Anti-Virus/Intrusion Prevention	0.0	65.0	65.0	65.0	0.0	0.0	0.0	0.0		
YM355	Magistrates Court Building (Purchase)	0.0	775.0	775.0	775.0	0.0	0.0	0.0	0.0		
YM356	Replacement of JEL Building Mgmt. System Controls	0.0	9.0	9.0	9.0	0.0	0.0	0.0	0.0		
Total Current Year Programme - Council Wide		4,496.3	6,493.0	10,526.3	10,526.3	92.9	71.6	0.0	0.0		
Total Current Year Programme		4,631.3	11,158.0	15,326.3	15,326.3	4,349.8	71.6	0.0	0.0		

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Percentages

28% 0% 0% 0%

Total Council Wide	6,711.2	6,493.0	12,741.2	12,741.2	242.6	93.8	0.0	0.0		
Total Corporate Services & Chief Executives	238.8	4,665.0	4,903.8	4,903.8	4,261.5	0.0	0.0	0.0		

Total Capital Programme	6,950.0	11,158.0	17,645.0	17,645.0	4,504.018	93.829	0.0	0.0		
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Percentages

26% 1% 0% 0%

Annex B: Annual indicators not reported this quarter

Council Plan indicators

Ind. Ref.	Short Description	Quarter due
1. Value for money		
NI004	Percentage of people who feel they can influence decisions in their locality	Q4
L250	Band D Council Tax within the lowest 10% of all English unitary authorities	Q4
L251	Value of savings achieved	Q4
L252	Capital receipts generated through the release of surplus assets	Q4
L253	Annual borrowing costs through the disposal of assets	N/A
L254	Annual percentage return for rental income from the property portfolio	Q4
L258	Overall residents' satisfaction with council services	Q4
L259	Percentage of population satisfied with the borough as a place to live	Q4
3. People have the life skills and education opportunities they need to thrive		
L274	Percentage of admissions appeals which are upheld - Infant	Q4
L275	Percentage of admissions appeals which are upheld - Primary	Q4
L276	Percentage of admissions appeals which are upheld - Secondary	Q4
4. People live active and healthy lifestyles		
L282	Number of adults taking part in digital inclusion activities	Q4
6. Strong, safe, supportive and self-reliant communities		
NI001	Percentage of people who believe people from different backgrounds get on well together in their local area	Q4
NI006	Participation in regular volunteering	Q4
NI023	Percentage of the population who believe that people in the local area treat one another with respect and consideration	Q4

Operational indicators

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

	Facilities support and service	
Customer Services		
L052	Cumulative percentage of Council Tax collected for the previous year at 31 March	Q4
L054	Cumulative percentage of business rates collected for the previous year at 31 March	Q4
Human Resources		
L066	Top five percent earners - women, council wide	Q4
L067	Top five percent earners - minority ethnic communities, council wide	Q4
L068	Top five percent earners - with disability, council wide	Q4
L070	Percentage of employees with a disability, council wide	Q4
L071	Percentage of black and ethnic minority employees, council wide	Q4
L072	Gender pay gap, council wide	Q4
L074	Average amount spent on training per employee, council wide	Q4
L131	Percentage of staff leaving within one year of starting	Q4
ICT		
L078	ICT User satisfaction - service user survey	Q4
L080	ICT Project management - 5 metrics	Q4
Legal Services		
L087	Percentage of time recorded as chargeable time	Q4

**TO: OVERVIEW & SCRUTINY COMMISSION
22 SEPTEMBER 2016**

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

1 PURPOSE OF REPORT

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

2 RECOMMENDATION(S)

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

3 REASONS FOR RECOMMENDATION(S)

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

4 ALTERNATIVE OPTIONS CONSIDERED

- 4.1 None.

5 SUPPORTING INFORMATION

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

6 ADVICE RECEIVED FROM STATUTORY AND OTHER OFFICERS

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

7 CONSULTATION

None.

Background Papers

Local Government Act 2000

Contact for further information

Richard Beaumont – 01344 352283

e-mail: richard.beaumont@bracknell-forest.gov.uk

OVERVIEW & SCRUTINY COMMISSION**CHIEF EXECUTIVE'S OFFICE****EXECUTIVE WORK PROGRAMME**

REFERENCE:	I061397
TITLE:	Bracknell Town Centre Regeneration Committee Update Report
PURPOSE OF REPORT:	To update the Committee on the regeneration of Bracknell town centre
DECISION MAKER:	Bracknell Town Centre Regeneration Committee
DECISION DATE:	31 Oct 2016
FINANCIAL IMPACT:	Contained within the report
CONSULTEES:	None
CONSULTATION METHOD:	None

REFERENCE:	I063614
TITLE:	Community Safety Strategic Assessment
PURPOSE OF REPORT:	To endorse the proposed Community Safety Strategy for next year.
DECISION MAKER:	Executive
DECISION DATE:	13 Dec 2016
FINANCIAL IMPACT:	Contained within the report.
CONSULTEES:	Public Elected Members Partnerships Stakeholders Business community
CONSULTATION METHOD:	Via email Online survey

Unrestricted

REFERENCE:	I063615
TITLE:	Community Safety Partnership Plan 2017-2019
PURPOSE OF REPORT:	To endorse the Community Safety Partnership Plan 2017-19 and recommend to Council on 1 March 2017 that the Plan be adopted.
DECISION MAKER:	Executive
DECISION DATE:	14 Feb 2017
FINANCIAL IMPACT:	Contained within the report.
CONSULTEES:	Public Elected Members Partnerships Stakeholders Business community
CONSULTATION METHOD:	Via email Online survey

OVERVIEW & SCRUTINY COMMISSION**CORPORATE SERVICES****EXECUTIVE WORK PROGRAMME**

REFERENCE:	I063461
TITLE:	Efficiency Plan 2016 - 2020
PURPOSE OF REPORT:	To approve the Council's Efficiency Plan 2016 - 2020
DECISION MAKER:	Executive
DECISION DATE:	27 Sep 2016
FINANCIAL IMPACT:	Revenue savings anticipated.
CONSULTEES:	Officers and members of the Council.
CONSULTATION METHOD:	Meeting(s) with interested parties

REFERENCE:	I058314
TITLE:	Discretionary Rates Relief - New Applications
PURPOSE OF REPORT:	To consider new applications for discretionary rate relief and hardship relief
DECISION MAKER:	Executive Member for Culture, Corporate Services and Public Protection
DECISION DATE:	30 Sep 2016
FINANCIAL IMPACT:	Within existing budget
CONSULTEES:	Not applicable
CONSULTATION METHOD:	Not applicable

Unrestricted

REFERENCE:	I063757
TITLE:	Minor Works - Maintenance Framework
PURPOSE OF REPORT:	To seek approval for the award of the small works and repairs contract.
DECISION MAKER:	Director of Corporate Services, Executive Member for Transformation & Finance
DECISION DATE:	6 Oct 2016
FINANCIAL IMPACT:	Within existing budgets
CONSULTEES:	Borough Solicitor Borough Treasurer Head of Procurement
CONSULTATION METHOD:	By report

REFERENCE:	I063145
TITLE:	Supply of Mobile Telephony and Equipment
PURPOSE OF REPORT:	To award the contract to supply Mobile Telephony and Equipment
DECISION MAKER:	Executive Member for Culture, Corporate Services and Public Protection
DECISION DATE:	18 Oct 2016
FINANCIAL IMPACT:	Within current budgets
CONSULTEES:	Head of Procurement ICT Category Manager Borough Treasurer ICT Steering Group
CONSULTATION METHOD:	Meeting with Interested Parties

Unrestricted

REFERENCE:	I061665
TITLE:	Bracknell Forest Partnership Community Engagement Strategy: report against actions 2015/16
PURPOSE OF REPORT:	To report on the progress against actions in the Bracknell Forest Partnership Community Engagement Strategy 2013/16 during its third year of implementation, and to celebrate community engagement achievements during 2015/16.
DECISION MAKER:	Executive Member for Council Strategy and Community Cohesion
DECISION DATE:	18 Oct 2016
FINANCIAL IMPACT:	All activity was supported by existing budgets.
CONSULTEES:	The Council's Community Cohesion and Engagement Partnership members.
CONSULTATION METHOD:	Through meetings and by email

REFERENCE:	I062649
TITLE:	"All of Us" Equality Scheme: report on progress against actions 2015/16
PURPOSE OF REPORT:	To report on the progress against actions in the "All of Us" Equality Scheme 2012-16 during its fourth year of implementation, and to celebrate equality scheme achievements during 2015/16.
DECISION MAKER:	Executive Member for Council Strategy and Community Cohesion
DECISION DATE:	1 Nov 2016
FINANCIAL IMPACT:	All activity was supported by existing budgets.
CONSULTEES:	The Equality Scheme itself had extensive public consultation. The Action Plan consultation has involved the Council's service managers, senior managers, CMT and the Council's Equality Group.
CONSULTATION METHOD:	Through consultation meetings and by email.

Unrestricted

REFERENCE:	I057529
TITLE:	Customer Contact Strategy 2016 - 2019
PURPOSE OF REPORT:	To outline the direction for customer contact for the coming three years. There will be an action plan to accompany the strategy, which will be updated annually.
DECISION MAKER:	Executive
DECISION DATE:	15 Nov 2016
FINANCIAL IMPACT:	The financial impact of each work package in the action plan will be assessed as it arises, and may be subject to capital bids.
CONSULTEES:	Internally - DMTs, Customer Contact Strategy Group, All Staff, Elected Members Externally - Partners, public
CONSULTATION METHOD:	Internally - surveys, meetings and workshops Externally - on-line questionnaire / survey

REFERENCE:	I056283
TITLE:	ICT Digital 2016-2019
PURPOSE OF REPORT:	To outline technology/ICT direction for the next three years. The action plan will be updated on an annual basis.
DECISION MAKER:	Executive
DECISION DATE:	15 Nov 2016
FINANCIAL IMPACT:	Detailed in each work stream associated with the strategy and subject to capital bids.
CONSULTEES:	Operations Group, ICT Steering Group, Members ICT Working Group, DMT, CMT
CONSULTATION METHOD:	Via meetings and workshops

Unrestricted

REFERENCE:	I060713
TITLE:	Capital Budget 2017/18
PURPOSE OF REPORT:	To approve the Council's budget proposals for consultation.
DECISION MAKER:	Executive
DECISION DATE:	13 Dec 2016
FINANCIAL IMPACT:	Council's annual budget proposals
CONSULTEES:	N/A
CONSULTATION METHOD:	<p>Targeted consultation exercises will be undertaken with business rate payers, the Schools Forum, Parish Councils and voluntary organisations. In addition, this report and all the supporting information will be publicly available to any individual or group who wish to comment on any proposal included within it. Internal consultation is via officers, members and more specifically the Overview & Scrutiny Commission and its panels.</p> <p>Method of Consultation: The Council's web site, a dedicated mailbox and a letter to all business ratepayers.</p>

Unrestricted

REFERENCE:	I060098
TITLE:	Revenue Budget 2017/18
PURPOSE OF REPORT:	To approve the Council's budget proposals for consultation.
DECISION MAKER:	Executive
DECISION DATE:	13 Dec 2016
FINANCIAL IMPACT:	Council's annual budget proposals.
CONSULTEES:	Business rate payers, the Schools Forum, Parish Councils and voluntary organisations.
CONSULTATION METHOD:	<p>Targeted consultation exercises will be undertaken with business rate payers, the Schools Forum, Parish Councils and voluntary organisations. In addition, this report and all the supporting information will be publicly available to any individual or group who wish to comment on any proposal included within it. Internal consultation is via officers, members and more specifically the Overview & Scrutiny Commission and its panels.</p> <p>Method of Consultation: The Council's website, a dedicated mailbox and a letter to all business ratepayers.</p>

REFERENCE:	I063293
TITLE:	Award of Contract for Specialist Printing Services for Electoral Services
PURPOSE OF REPORT:	To award the contract for Specialist Printing Services for Electoral Services following a tendering exercise.
DECISION MAKER:	Director of Corporate Services, Executive Member for Culture, Corporate Services and Public Protection
DECISION DATE:	20 Dec 2016
FINANCIAL IMPACT:	To be determined following receipt of the tenders.
CONSULTEES:	Not applicable.
CONSULTATION METHOD:	None.

Unrestricted

REFERENCE:	I058315
TITLE:	Discretionary Rates Relief - New Applications
PURPOSE OF REPORT:	To consider new applications for discretionary rate relief and hardship relief
DECISION MAKER:	Executive Member for Culture, Corporate Services and Public Protection
DECISION DATE:	30 Dec 2016
FINANCIAL IMPACT:	Within existing budgets
CONSULTEES:	Not applicable
CONSULTATION METHOD:	Not applicable

REFERENCE:	I063090
TITLE:	Equality Information Publishing 2015-16
PURPOSE OF REPORT:	To approve the publication of workforce and service based equality information which the Council is required to produce annually together with an overarching report which summarises the above and includes other data relating to other aspects of the Equalities Act.
DECISION MAKER:	Executive Member for Council Strategy and Community Cohesion
DECISION DATE:	23 Jan 2017
FINANCIAL IMPACT:	Not applicable - from existing budgets.
CONSULTEES:	Council Equality Sub Group Departmental Management Teams
CONSULTATION METHOD:	Through meetings and email.

Unrestricted

REFERENCE:	I060714
TITLE:	Capital Budget 2016/17
PURPOSE OF REPORT:	To recommend to Council the annual budget.
DECISION MAKER:	Executive
DECISION DATE:	14 Feb 2017
FINANCIAL IMPACT:	Council's annual budget
CONSULTEES:	N/A
CONSULTATION METHOD:	<p>Targeted consultation exercises will be undertaken with business rate payers, the Schools Forum, Parish Councils and voluntary organisations. In addition, this report and all the supporting information will be publicly available to any individual or group who wish to comment on any proposal included within it. Internal consultation is via officers, members and more specifically the Overview & Scrutiny Commission and its panels.</p> <p>Method of Consultation: The Council's web site, a dedicated mailbox and a letter to all business ratepayers.</p>

REFERENCE:	I060126
TITLE:	Revenue Budget 2017/18
PURPOSE OF REPORT:	To recommend to Council the annual budget.
DECISION MAKER:	Executive
DECISION DATE:	14 Feb 2017
FINANCIAL IMPACT:	Council's annual budget
CONSULTEES:	As above
CONSULTATION METHOD:	<p>Targeted consultation exercises will be undertaken with business rate payers, the Schools Forum, Parish Councils and voluntary organisations. in addition, this report and all the supporting information will be publicly available to any individual or group who wish to comment on any proposal included within it. Internal consultation is via officers, members and more specifically the Overview & Scrutiny Commission and its panels.</p> <p>Method of Consultation: The Council's web site, a dedicated mailbox and a letter to all business rate payers</p>

Unrestricted

REFERENCE:	I060125
TITLE:	Financial Reporting Process (Budget Book 2017/18)
PURPOSE OF REPORT:	To approve the Council's "Cash" Budget Book for 2017/18.
DECISION MAKER:	Executive Member for Transformation & Finance
DECISION DATE:	31 Mar 2017
FINANCIAL IMPACT:	None at this time.
CONSULTEES:	N/A
CONSULTATION METHOD:	None

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**TO: OVERVIEW AND SCRUTINY COMMISSION
22 SEPTEMBER 2016**

**WORK PROGRAMME AND PANEL ACTIVITY UPDATE REPORT
Assistant Chief Executive**

1 PURPOSE OF REPORT

- 1.1 This report provides an update on the Overview and Scrutiny (O&S) Work Programme for 2016-17 and Panel activity.

2 RECOMMENDATION

That the Overview and Scrutiny Commission:

- 2.1 **Reviews the progress by the O&S Commission and the O&S Panels against the work programme**

3 SUPPORTING INFORMATION

O&S Work programme

- 3.1 The O&S Work Programme for 2016-17, incorporating each Chairman's assessment of progress (where provided), is at Appendix 1.

O&S Commission's Working Groups

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

ALTERNATIVE OPTIONS CONSIDERED/ ADVICE RECEIVED FROM STATUTORY AND OTHER OFFICERS/ EQUALITIES IMPACT ASSESSMENT/ STRATEGIC RISK MANAGEMENT ISSUES / OTHER OFFICERS/ CONSULTATION – Not applicable

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Monitoring Of Work Programme for Overview and Scrutiny in 2016/17

The Overview and Scrutiny (O&S) Chairmen's assessment of the progress on the work programme for O&S in 2016/17 is shown below, where the symbols represent:



Completed or on course for completion



Delayed or completion at risk



Will not be achieved in 2016/17

Comments by O&S Commission Chairman

OVERVIEW AND SCRUTINY COMMISSION		Status / Comment
1	Co-ordination of the work of the Overview and Scrutiny Panels	
2	<p>Routine monitoring of the performance of the Council's corporate functions</p> <p>To include: the Council Plan Overview Reports; the Quarterly Service Reports of the Chief Executive's Office and the Corporate Services Department; and on-going monitoring of departmental performance and expenditure.</p> <p>To receive periodic briefings on the implementation of key strategies, particularly the Local Economic Framework and Strategy.</p>	
3	Exercising pre-decision scrutiny by reference to the Executive Forward Plan	
4	<p>Transformation Programme</p> <p>To ensure a consistent O&S input to the Council's Transformation programme. Core Groups led by the O&S Commission will provide input to Transformation projects of a corporate nature:</p> <ul style="list-style-type: none"> • Council-wide support services. • Citizen and customer contact. • Income generation. 	
5	<p>2017/18 Budget Scrutiny</p> <p>To review the Council's budget proposals for the Chief Executive's Office and the Corporate Services Department for 2017/18, and plans for future years. To include a discussion with the Borough Treasurer during 2016 on the evolving budgetary position. Overview and Scrutiny Panels will also scrutinise the</p>	

	budget proposals in their departmental areas.	
6	<p>Crime and Disorder Committee</p> <p>To carry out the role of statutory 'Crime and Disorder Committee', to include an annual meeting with representatives of the Community Safety Partnership.</p>	

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

ADULT SOCIAL CARE AND HOUSING OVERVIEW AND SCRUTINY PANEL		Status / Comment
1	<p>Monitoring the performance of the Adult Social Care, Health and Housing Department</p> <p>To include on-going review of the Quarterly Service Reports, receiving statutory plans and reports (such as the annual reports on complaints received), and being briefed on the progress of any significant developments (such as the Care Act).</p>	
2	<p>Exercising pre-decision scrutiny by reference to the Executive Forward Plan</p> <p>To selectively contribute to the formulation of new policies in advance of their consideration by the Executive.</p>	
3	<p>2017/18 Budget Scrutiny</p> <p>To review the Council's Adult Social Care and Housing budget proposals for 2017/18, and plans for future years.</p>	
4	<p>Housing Supply: Older People's Accommodation</p> <p>A review of an aspect of Housing Supply, possibly the implementation of the Older People's Accommodation Strategy (with the Clement House development as a possible case study).</p>	

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

We had a Panel meeting on Wednesday 7th September at which we received the report on Child Sexual Exploitation. It was an excellent report with very good recommendations and demonstrates that we are always doing our best to keep our young people safe. It highlights the good relationship we have with our partners and shows how important it is to have strong partnerships. We had an excellent presentation on the new MASH, the 'staying put' policy', and looked at the school results and latest Ofsted outcomes for our schools.

CHILDREN, YOUNG PEOPLE AND LEARNING OVERVIEW AND SCRUTINY PANEL		Status / Comment
1	<p>Monitoring the performance of the Children, Young People and Learning Department</p> <p>To include on-going review of the Quarterly Service Reports, receiving statutory plans and reports (such as the annual reports of the Local Safeguarding Children Board, and on complaints received). Monitoring:</p> <ul style="list-style-type: none"> • The creation of the 'Learning Village' in Binfield • Schools' performance and educational attainment, particularly secondary schools; • The action taken by the Executive to earlier reports by the Panel 	
2	<p>Exercising pre-decision scrutiny by reference to the Executive Forward Plan</p> <p>To selectively contribute to the formulation of new policies in advance of their consideration by the Executive.</p>	
3	<p>2017/18 Budget Scrutiny</p> <p>To review the Council's Children, Young People and Learning budget proposals for 2017/18, and plans for future years.</p>	
4.	<p>Child Sexual Exploitation</p> <p>To complete the review of the Council's response to the risks of Child Sexual Exploitation, delivered in concert with community safety partner organisations. This might lead to further, focussed scrutiny of some aspects of CSE.</p>	
5.	<p>Transformation Programme</p> <p>To provide an input at key stages of the Transformation project on Early Intervention and Prevention.</p>	

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

ENVIRONMENT CULTURE AND COMMUNITIES OVERVIEW AND SCRUTINY PANEL		Status / Comment
1	<p>Monitoring the performance of the Environment, Culture and Communities Department</p> <p>To include on-going review of the Quarterly Service Reports; the</p>	

	performance of the Department, review of any inspection reports or self-evaluations, and monitoring significant departmental developments, particularly the Local Development Framework.	
2	Exercising pre-decision scrutiny by reference to the Executive Forward Plan To selectively contribute to the formulation of new policies in advance of their consideration by the Executive.	
3	2017/18 Budget Scrutiny To review the Council's Environment, Culture and Communities budget proposals for 2017/18, and plans for future years.	
4.	Transformation Programme To provide an input at key stages of the Transformation projects on: <ul style="list-style-type: none"> • The Leisure Review. • The Libraries Review. • The Arts Review 	
5.	Houses in Multiple Occupation A review of the Council's involvement with Houses in Multiple Occupation (HMO).	

Comments by Health Overview and Scrutiny Panel Chairman

Excellent work has taken place on all fields. Quality accounts have been reviewed and comments warmly received. GP capacity working group has agreed the draft report with the view of presenting the report on September 29th to the Health Overview Panel.

HEALTH OVERVIEW AND SCRUTINY PANEL		Status / Comment
1	Monitoring the performance of the Local NHS Organisations and the Adult Social Care, Health and Housing Department in relation to health To include on-going review of the Quarterly Service Reports and monitoring significant developments, particularly: <ul style="list-style-type: none"> • The Better Care Fund • The Care Act • Measures to promote self care and healthy living 	
2	2017/18 Budget Scrutiny To review the Council's budget proposals for public health in 2017/18, and plans for future years.	

<p>3</p>	<p>Responding to NHS Quality Accounts and Consultations</p> <p>The government’s statutory guidance states that the annual “Quality Accounts” submitted by providers of NHS services should contain observations of O&S committees. Also, the Panel is a statutory consultee for any substantial variation in NHS services affecting the Borough.</p>	
<p>4</p>	<p>GP Capacity</p> <p>To complete the Working Group reviewing whether there is sufficient GP capacity to match the long-term growth in the Borough’s population and other demands.</p>	