

**EXECUTIVE
8 MAY 2018
5.00 - 5.55 PM**



Present:

Councillors Bettison OBE (Chairman), Dr Barnard (Vice-Chairman), D Birch, Brunel-Walker, Mrs Hayes MBE, Heydon, McCracken and Turrell

77. Declarations of Interest

There were no declarations of interest, however it was noted that all officers had an interest in the Restructure and Performance Management item.

78. Minutes

RESOLVED that the minutes of the meeting of the Executive on 10 April 2018 together with the accompanying decision records be confirmed as a correct record and signed by the Leader.

Executive Decisions and Decision Records

The Executive considered the following items. The decisions are recorded in the decision sheets attached to these minutes and summarised below:

79. Planning & Building Control Transformation Review

RESOLVED that the future vision for the service and to the implementation of the recommendations and associated savings emanating from the Transformation Review of the Planning & Building Control Service be agreed, as detailed in Annex A and Annex B to the Executive Report.

80. Parks and Countryside Transformation Review

RESOLVED that:

- 1 The implementation of the recommendations emanating from the Transformation Review of the Parks and Countryside service be agreed as detailed in annexe 1 to the Executive report;
- 2 The development of a country park be agreed subject to further feasibility work

81. Restructure and Performance Management

RESOLVED that:

- 1 The new management structure be agreed as set out in paragraphs 6.11 to 6.19 of the Executive report

- 2 The deletion of the posts of Director of Resources, Director of Environment, Culture & Communities, Chief Officer: Environment & Public Protection, Head of Performance & Resources (Environment, Culture & Communities), Chief Officer: HR and Chief Officer: Planning, Transport & Countryside, Chief Officer: Customer Services, and from 1 April 2019 Director: Adult Social Care, Health & Housing, Director: Children, Young People & Learning be agreed.
- 3 The pay policy for Directors and Chief Officers be linked to the 25th – 50th percentile of the Korn Ferry public and not for profit market database
- 4 The Council's organisational change protocol for those officers impacted by the proposed changes be invoked
- 5 The outline changes to the performance management system be agreed as summarised in paragraphs 6.21 to 6.24 of the Executive report

82. **Invest to Save Opportunity at Bracknell Leisure Centre**

RECOMMENDED:

- 1 That Council agree to release invest to save capital funding of £2,488,082 in order to make significant improvements at BLC;
- 2 That Council agree to release section 106 funding of £291,000 allocated to the provision of built sports and recreation to contribute to improvements at BLC as detailed in paragraph 5.8 - 5.11; and
- 3 That Council agrees changes to the Platinum membership, which currently includes the cost of court bookings at BLC, be altered to include access to gym, swimming, exercise classes and the sauna only.

CHAIRMAN

Bracknell Forest Council Record of Decision

Work Programme Reference	I075350
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1. **TITLE:** Planning & Building Control Transformation Review

2. **SERVICE AREA:** Environment, Culture & Communities

3. **PURPOSE OF DECISION**

The purpose of this report is to approve the implementation of the new strategy for the planning and building control service following the transformation review.

4. **IS KEY DECISION** Yes

5. **DECISION MADE BY:** Executive

6. **DECISION:**

RESOLVED that the future vision for the service and to the implementation of the recommendations and associated savings emanating from the Transformation Review of the Planning & Building Control Service be agreed, as detailed in Annex A and Annex B to the Executive Report.

7. **REASON FOR DECISION**

Implementation of these recommendations will ensure that the savings target attributed to this review is met with effect from 2018/19 and will ensure that the service remains sustainable whilst also improving the customer experience where possible.

Adopting a more commercial approach within the service will ensure that the services we are offering are packaged and marketed appropriately to increase take-up and raise awareness of what the teams can offer. The creation of a business development plan will help to support the team in carrying out this work.

Implementing a re-design of the service will ensure a smooth and efficient customer journey through the service resulting in reduced decision making time, an increase in customer self-service and an increase in stakeholder satisfaction. This workstream also aims to deliver an improvement in collaborative working between the teams in scope and internal stakeholders.

8. **ALTERNATIVE OPTIONS CONSIDERED**

Alternative sourcing options were considered such as sharing or outsourcing services. There is has previously been limited appetite from members for sharing or outsourcing large parts of the service, however there are opportunities for sharing or buying in certain smaller elements of the service and these opportunities will be pursued as and when they arise.

A set of seven recommendations were presented to members at the Gateway Review; three of these were not endorsed by members to be taken forward to implementation and as such will not be pursued further. The recommendations that the members were not minded to support are as follows:

- Members discuss the concept of a Local Development Order for Bracknell Forest and

support further consultation with members with a view to the creation of an LDO in 2019.

- Members discuss and agree the concept of increasing the threshold to 10 objections for automatic referral to Planning Committee.
- Members agree that Committee site visits be undertaken during office hours as opposed to on a Saturday.

Primary Authority was raised by members at the Gateway Review meeting. Primary Authority is a means for businesses to receive assured and tailored advice on meeting environmental health, trading standards or fire safety regulations through a single point of contact. This ensures start-ups get it right at the outset and enables all businesses to invest with confidence in products, practices and procedures, knowing that the resources they devote to compliance are well spent. It is not relevant to Building Control Services so cannot be pursued in the next phase.

9. **PRINCIPAL GROUPS CONSULTED:** Members of the Council
10. **DOCUMENT CONSIDERED:** Report of the Director of Environment, Culture & Communities
11. **DECLARED CONFLICTS OF INTEREST:** None.

Date Decision Made	Final Day of Call-in Period
8 May 2018	15 May 2018

**Bracknell Forest Council
Record of Decision**

Work Programme Reference	I073908
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1. **TITLE:** Parks and Countryside Transformation Review

2. **SERVICE AREA:** Environment, Culture & Communities

3. **PURPOSE OF DECISION**

To approve the implementation of the new strategy for the parks and countryside service.

4 **IS KEY DECISION** Yes

5. **DECISION MADE BY:** Executive

6. **DECISION:**

RESOLVED:

1 That the implementation of the recommendations emanating from the Transformation Review of the Parks and Countryside service be agreed as detailed in annexe 1 to the Executive report;

2 That the development of a country park be agreed subject to further feasibility work.

7. **REASON FOR DECISION**

The Parks and Countryside review forms part of the Council's Transformation Programme and over the last nine months it has been exploring ways in which the savings target of £400k could be achieved whilst transforming the way in which the service is delivered. The outcome of the review demonstrated that a saving in the region of £476k delivered over 3 years could be achieved.

The Plan Phase Gateway review held on 21st March 2018 saw members support the direction of travel to enhance and maintain the service and to move ahead with the five recommendations presented to them.

8. **ALTERNATIVE OPTIONS CONSIDERED**

The option of 'No change' was considered. This would mean continuing with the Parks and Countryside service in its current form with no major changes. This option was not selected as no savings could be achieved.

All sourcing options were explored, including make, buy, share and divest. Recommendations include make, divest and buy options but sharing options have not been recommended at this time.

Contracting out parts of or the rangers service as a whole was explored but is not recommended at this time as the ranger service holds the key to many of the income generating projects, particularly the practical enhancement and management of Suitable Alternative Natural Greenspace (SANGS) and has the existing skill set to deliver a single

Natural Estate approach to land management.

The opportunity to share the Parks and Countryside service or elements of it with other local authorities was explored. Due to the different structures, systems and responsibilities and the way in which land is held and managed by other councils, it appears that there would be no particular benefits/savings that could be secured through the sharing of services with these councils at this time. Although this should be kept under review.

9. **PRINCIPAL GROUPS CONSULTED:** Staff
Residents
Members
10. **DOCUMENT CONSIDERED:** Report of the Director of Environment, Culture & Communities
11. **DECLARED CONFLICTS OF INTEREST:** None.

Date Decision Made	Final Day of Call-in Period
8 May 2018	15 May 2018

**Bracknell Forest Council
Record of Decision**

Work Programme Reference	I076040
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1. **TITLE:** Restructure and Performance Management

2. **SERVICE AREA:** Chief Executive's Office

3. **PURPOSE OF DECISION**

To consider changes to the senior management structure and related adjustments to the performance management and pay regime for senior officers.

4. **IS KEY DECISION** Yes

5. **DECISION MADE BY:** Executive

6. **DECISION:**

RESOLVED that:

- 1 The new management structure be agreed as set out in paragraphs 6.11 to 6.19 of the Executive report
- 2 The deletion of the posts of Director of Resources, Director of Environment, Culture & Communities, Chief Officer: Environment & Public Protection, Head of Performance & Resources (Environment, Culture & Communities), Chief Officer: HR and Chief Officer: Planning, Transport & Countryside, Chief Officer: Customer Services, and from 1 April 2019 Director: Adult Social Care, Health & Housing, Director: Children, Young People & Learning be agreed.
- 3 The pay policy for Directors and Chief Officers be linked to the 25th – 50th percentile of the Korn Ferry public and not for profit market database
- 4 The Council's organisational change protocol for those officers impacted by the proposed changes be invoked
- 5 The outline changes to the performance management system be agreed as summarised in paragraphs 6.21 to 6.24 of the Executive report

7. **REASON FOR DECISION**

Within the Council there has been a sustained focus on reducing the cost of senior leadership in order to protect funding for front line services. This has resulted in a reduction of five Chief Officer posts in recent years. The longer term intention has also been to reduce the number of Directors, but the timing of this has been dependent upon retaining adequate capacity to deliver the Councils' transformation programme.

This overall approach has been working well and the Council remains on track to close a budget gap of around £25m between 2016/17 and 2020/21. However, and threatening to jeopardise the long term strategy of transforming the Council into a fundamentally sustainable whilst high performing organisation, there are two issues causing significant

pressures for the Council at the moment:

- the ongoing and consistent success of the Council has made our staff very attractive to other employers. In the last twelve months the Ofsted and CQC inspections plus the opening of The Lexicon have been conspicuous achievements. Each has, however, resulted in subsequent staff loss as recruitment consultants, agencies and other employers regularly approach key staff about other jobs.
- the employment market itself has also become increasingly competitive. Local salaries for some senior staff, where the Council recruits in a national market, have slipped well behind the market rate. This is made more acute as we are a high cost area. Although we have eventually successfully filled each post advertised in the last three years, there have often been specific circumstances and few appointable candidates.

8. ALTERNATIVE OPTIONS CONSIDERED

There are many valid ways in which management structures can be set. However, when determining these structures a fit with the organisation's strategic and operational priorities is essential. This report outlines the principles upon which proposed changes are based and how they link to these priorities.

Similarly, salary structures can be set at various levels to maintain an organisations ability to recruit and retain talent at the appropriate level. The proposals in this report recognise that Bracknell Forest is a relatively small unitary authority, but that we operate in a high cost area.

Leaving salaries and structures as they currently are will risk further recruitment and retention difficulties at this crucial strategic leadership level.

9. PRINCIPAL GROUPS CONSULTED: Directors and Chief Officers.

10. DOCUMENT CONSIDERED: Report of the Chief Executive

11. DECLARED CONFLICTS OF INTEREST: None.

Date Decision Made	Final Day of Call-in Period
8 May 2018	15 May 2018

**Bracknell Forest Council
Record of Decision**

Work Programme Reference	I075851
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1. **TITLE:** Invest to Save Opportunity at Bracknell Leisure Centre

2. **SERVICE AREA:** Environment, Culture & Communities

3. **PURPOSE OF DECISION**

To seek approval for invest to save funding to make significant improvements at Bracknell Leisure Centre.

To recommend that Council agree to release invest to save capital funding and appropriate S106 receipts in order to make significant improvements at Bracknell Leisure Centre.

4. **IS KEY DECISION** Yes

5. **DECISION MADE BY:** Executive

6. **DECISION:**

RECOMMENDED:

- 1 That Council agree to release invest to save capital funding of £2,488,082 in order to make significant improvements at BLC;
- 2 That Council agree to release section 106 funding of £291,000 allocated to the provision of built sports and recreation to contribute to improvements at BLC as detailed in paragraph 5.8 - 5.11; and
- 3 That Council agrees changes to the Platinum membership, which currently includes the cost of court bookings at BLC, be altered to include access to gym, swimming, exercise classes and the sauna only.

7. **REASON FOR DECISION**

The new Leisure management contract awarded to Everyone Active in November 2017, which commenced in March 2018, has removed the Council's subsidy through the provision of a management fee. The aspiration of significant investment into BLC has been a central theme of the procurement since conception of the project. This proposal would enhance the provision of services to customers internally whilst providing a refreshed frontage to the building and other external improvements. Critically, it will also provide a significantly enhanced annual management fee which exceeds the council's cost of borrowing.

8. **ALTERNATIVE OPTIONS CONSIDERED**

The council could require Everyone Active to fund the improvements proposed in their bid to manage the facilities and this would bring some upgrades to existing facilities and changing rooms and these proposals exceed £1m. However, this would not have the customer benefit or impact of the proposals detailed in this report nor would it result in the increase in

management fee, which is in excess of the council's invest to save criteria. BLC requires continual investment due to the age of the building and the nature of its use. The Council has invested in the centre over the years but this will be the first major change seen since the 1990's.

9. **PRINCIPAL GROUPS CONSULTED:** Public
Councillors
10. **DOCUMENT CONSIDERED:** Report of the Director of Environment, Culture &
Communities
11. **DECLARED CONFLICTS OF INTEREST:** None.

Date Decision Made	Final Day of Call-in Period
8 May 2018	15 May 2018