

CHIEF EXECUTIVE'S OFFICE

SERVICE PLAN

April - September 2015

Executive Member:
Councillor Paul Bettison, Leader of the Council

Assistant Chief Executive:
Victor Nicholls

March 2015

Contents:

Section 1: Services included in this plan	3
Section 2: Where we are now	5
Section 3: Service Delivery	9
Section 4: Medium Term Objectives and Key Actions.....	11

Glossary

BFP	Bracknell Forest Partnership
BRP	Bracknell Regeneration Partnership
CADIS	Community Nuisance & Disorder Information System
DASC	Domestic Abuse Service Co-ordination
PARIS	Performance, Action and Risk Information System
O&S	Overview and Scrutiny

Section 1: Services included in this plan

The Chief Executive's Office supports the Chief Executive and provides a corporate resource to support councillors, directors and departments on cross-cutting issues. It also has lead responsibility for:

Regeneration

Including:

- Implementing Bracknell town centre regeneration with the Council's development partner and other third parties
- Ensuring town wide improvements to complement the town centre development
- Supporting the Bracknell Town Centre Partnership
- Seeking grant funding to support the regeneration of Bracknell town centre

Business & Enterprise

Including:

- Helping to sustain the economic prosperity of the borough
- Supporting the Economic and Skills Development Partnership
- Co-ordinating advice and support for local residents and businesses.
- Working in regional partnerships to sustain prosperity in the borough, including the Thames Valley Berkshire Local Enterprise Partnership

Community Safety

Including:

- Supporting the Community Safety Partnership to reduce crime and disorder
- Coordinating cross-cutting activity within the Council and with partners
- Discharging the council's obligations under crime & disorder legislation

Performance and Partnerships

Including:

- Performance management for the Council, including data quality
- Managing corporate external reviews
- Service planning
- Supporting the Bracknell Forest Partnership and partnership working
- Voluntary sector support through core grants
- Supporting, facilitating and leading corporate initiatives

Overview and Scrutiny

Including:

- Supporting councillors in holding the Executive and external service providers to account, making sure that residents receive the best value and highest quality services possible
- Developing scrutiny to secure improvements to council and other public services
- Ensuring that complaints (Stage 3 of the Council's procedure) and Local Government Ombudsman cases are actioned thoroughly and promptly

Communications and Marketing

Including:

- Ensuring residents are well-informed about the Council and its services

- Corporate identity & council brand management
- Reputation management
- Internal communications
- Media relations
- Graphic design services
- Website news content
- Publications and other council literature
- Emergency planning & crisis communications
- Social media including Twitter & Facebook
- Account management for marketing and campaigns

Section 2: Where we are now

Where we are now

Regeneration

Following the exchange of the legal agreement between Bracknell Forest Council and Bracknell Regeneration Partnership in January 2015, work to deliver the Northern Retail Quarter and Charles Square has now commenced. Mace, the principal contractor, took over the site on the 23 March 2015, to prepare the ground and lay the foundations in April, ready for the steel to arrive on site in June. The first units will be handed over to the new tenants in August 2016 and the scheme will open in Spring 2017.

In addition to the work on the main site, the Council is funding new highways schemes and general town wide improvements which include a new replacement park adjacent to the bus station, a new Market Square which will be a permanent new home to Bracknell Market and improvements to the car parks and the Ring. These schemes will also be complete by Spring 2017.

The Council is also working with other landowners around the town such as Comer Homes, the owner of Winchester House, to ensure a comprehensive regeneration.

Business & Enterprise

A comprehensive work plan has been endorsed by the Executive setting out five priorities which focus upon retaining existing businesses, attracting new investment, helping to generate enterprise, improving skills and infrastructure.

A number of projects and programmes have started aligned to each of these priorities. They include:

- commencing the business contact programme, an account management system to build stronger links with the 30 most critically important businesses in the borough;
- instituting two major business surveys focussing upon the skills and infrastructure needs of the borough;
- establishing a new promotions sub group and reinvigorating the Economic and Skills Development Partnership, the borough's partnership with local businesses;
- initiating a new business-centric website which will go live in Summer 2015;
- creating the Elevate programme as part of the Berkshire City Deal, a significant partnership initiative helping young people, many of whom are vulnerable and in challenging circumstances, find meaningful career opportunities.

In addition, an economic strategy for the borough which will span ten years from 2016 to 2026 will be developed in collaboration with local businesses and stakeholders. It has the added benefit of being developed at the same time as the next Local Plan. This is a great opportunity to ensure an even more effective integrated approach to developing the local economy.

Community Safety

The total volume of crime reported to Thames Valley Police from within Bracknell Forest rose by 1.3% during the year 2014/15. This is the first rise in crime in the Borough since 2006/07. Many of the crimes that were prioritised by the Community Safety Partnership (CSP) during 2014/15 have reduced substantially. These would include Burglary of dwellings, motor vehicle offences and robbery. These reductions compare favourably with other local authorities within Thames Valley and the most similar group of CSP with which Bracknell Forest is compared.

The categories of crime where there have been increases include violent crime, sexual offences and criminal damage. Sexual offences have increased in all Thames Valley areas which includes a rise in the number of reported rapes. Violence against the person has increased by 20% during the year. There have been increases in violent crimes and sexual offences in most areas within the most similar group. This is thought to be as a result of more reporting of sexual offences due to high profile prosecutions, more support for victims and, in Bracknell Forest, increased reports from the Saville affair. Many of the reports are historical. The HMIC has also inspected TVP during 2014 and made recommendations to tighten up on crime recording.

In the areas of success, burglaries, both dwelling and non-dwelling have fallen again substantially and Bracknell Forest is one of the lowest areas for reports in Thames Valley and within its most similar group. The same can also be said of theft of and from motor vehicles for which Bracknell Forest records some of the lowest figures in the Thames Valley and within the most similar group.

For the first time in several years there has been a slight rise in the number of reports of criminal damage. However at the same time there has been a substantial reduction in the number of public order offences which have reduced this year by 34%. Due to staff changes the last CADIS report in December 2014 recorded a reduction of 16%

Bracknell Forest continues to deliver innovative work to address on-line safety, domestic abuse and the Preventing Violent Extremism agenda.

Performance & Partnerships

The dashboard presentation in the Performance, Action and Risk Information System (PARIS) is now established and this provides an overview of the Council's performance. Performance data across all services is published on a quarterly basis on the council's website. Up to date performance information is provided to the Corporate Management Team within 5 weeks and to Council Members within 6-7 weeks after the end of each quarter.

The team continues to support the Bracknell Forest Partnership (BFP), a new BFP website is now live and a monthly newsletter is circulated to partners.

The team also manages key projects such as voluntary sector core grants which are given to key groups in the borough, including Involve (formerly Bracknell Forest Voluntary Action).

During 2014-15, the team once again organised the Bracknell Forest Careers event.

Within the council, the team continues to support the authority's continuous improvement programme, Good to Great. This work will continue during 2015-16 as part of the staff survey action plan.

Overview & Scrutiny

Overview and Scrutiny activity made another positive contribution to making the council's services to residents even better. This was principally through making an input to policy development and aiming to add value through constructive challenge. This has been widely recognised as being worthwhile. Examples in 2014-15 included gaining Executive agreement to a proposed discretionary relief scheme for business rates to encourage the growth of small businesses; securing improvements to the school cascade system for alerting schools to incidents at Broadmoor hospital; achieving improvements to

arrangements for regulated adult social care providers; and forging closer links with Community Safety partner organisations, leading for example to greater attention to fire prevention in the design of buildings.

Stage 4 and Local Government Ombudsman complaints against the council were relatively low in number. The four stage process has recently been shortened to three stages. The emphasis continues to be on responding to complaints promptly and fairly, and in drawing out and applying lessons learned.

Communications & Marketing

The Communications & Marketing service has continued to evolve to a more coordinated model of working, whilst working through various staff changes and shortages and, despite this, has delivered a high volume of successful communications. Key projects include regeneration of the town centre, Coral Reef road works, Coral Reef Waterworld, Blue Mountain, Fostering, the Care Act and Public Health.

Wider areas of work include growing the staff newsletter Forest Views to a monthly publication; making in-roads across the council on the 'virtual team' model; introducing a monthly media monitor for press, broadcast, social and web media and implementing better resilience for the design service.

There is still significant work to be done in bringing together the different marketing and communications roles across the council into a more purposeful and joined up way of working but we are on the right path. Resilience for the design service still has a number of technology barriers, which are with the ICT service for progression.

How does the service meet with user expectations?

The last survey conducted in the borough asking questions about the perception of crime and disorder (Bracknell Forest Council Residents Survey 2014) showed that the low level of crime was mentioned by around one-in-ten respondents (12%) when asked to choose three things they like best about living in the Borough.

The number of press releases and statements issued has dropped by 4% this year, from 304 in 2013-2015 to 292 in 2014-2015. This in fact demonstrates significant effort by the team in the latter part of the year following a difficult period earlier in the year.

In 2013, the Performance and Partnerships team carried out a user survey in relation to PARIS. Overall, there were positive responses to the survey with 68% of respondents (39 people) saying the system was simple and 53% (30 people) saying the system was quick. Just under three-quarters of respondents said that the system was good or very good in terms of reliability and availability, with 96% of respondents (52 people) saying that they receive adequate support. Another survey will be carried out during 2015-16.

The biennial internal audit of performance indicators, undertaken in 2012/13 by internal audit, gave a satisfactory assurance. The next internal audit will take place in 2015/16.

The Bracknell Forest Careers event was held on 9 October 2014 at Beaufort Park. More than 1,250 visitors came to the event and 80 employers, training and education providers and specialist advisers were in attendance. 47 one-to-one interview and CV sessions were also held and feedback from visitors was very positive, with 86.7% of visitors saying the event was useful or very useful.

Feedback from councillors and departments indicates that work of Overview & Scrutiny (O&S) is helping to improve the quality of the council's services. The quality of O&S continues to be commended by external observers. The results of the biennial survey of all Bracknell Forest councillors in August 2014 included the following responses relating to O&S:

- 75% net satisfaction with support for O&S.
- 84% net satisfaction with support by O&S officers.
- 82% net satisfaction with support by Council departments.
- 58% regarded O&S to be effective in terms of holding decision makers to account, and in contributing to policy development.

Performance on responding to high level complaints against the Council reflects well the service users' expectation that there is a sound complaints system and complaints are being responded to promptly and fairly.

In January 2015, media monitoring was introduced, and whilst it is very early days, the vast majority (95%) is fair and balanced reporting. In March 2015 monitoring of the news pages on the council website was introduced; actual figures are currently unavailable.

Social media has continued to grow and our Facebook account has performed particularly strongly given that Facebook has changed the way it calculates followers - a change which would reportedly cause a significant drop in Facebook follower numbers for all users. Followers of the council Facebook account have increased by 39% (1,334 new followers) and of the Twitter account by 22% (1,363 new followers). This is strongly reflective of the photographic nature of our publicity over the last year, which is favoured by Facebook followers – particularly the town centre - which has secured a huge volume of views, including Winchester House which achieved over 50,000 views with one story.

Section 3: Service Delivery

All indicators which are reported through the Department's Quarterly Service Report are as follows:

Ind. Ref	Short Description (Key indicators are shaded)	2014/15 Target	2014/15 Actual	2015/16 Target
Communications & Marketing				
L167	Number of media enquiries received (Quarterly)	N/A	Q1 58 Q2 73 Q3 87 Q4 87	N/A
L168	Number of news releases issued in the quarter (Quarterly)	50 each quarter	Q1 49 Q2 56 Q3 99 Q4 91	50 each quarter
L169	Increase in number of Facebook and Twitter followers (Quarterly)	250 each quarter	Q1 581 Q2 495 Q3 729 Q4 829	350 each quarter
L170	Percentage of staff who feel; generally, the council keeps them well informed (Biennially)	70%	61%	Biennial – Not required for 15/16
L171	Percentage of respondents who give an overall rating of good or excellent to Town & Country (Annually)	85%	89.5%	85%
Community Safety				
CSP1.01	Prevent a rise in the number of reported incidents of Burglary Dwelling (Quarterly)	Q1 41 Q2 76 Q3 114 Q4 156	Q1 59 Q2 103 Q3 122 Q4 134	Q1 59 Q2 103 Q3 122 Q4 134
CSP2.01	Reduce the number of reported criminal offences committed by the Domestic Abuse Service Co-ordination (DASC) cohorts (Quarterly)	Q1 18.0 Q2 32.4 Q3 48.6 Q4 55.8	Q1 17.0 Q2 35.0 Q3 47.0 Q4 TBC	5% reduction
CSP2.02	Reduce the number of children on Child Protection Plans where DA is a factor and the perpetrator has participated in the DAPS programme (Quarterly)	Q1 4 Q2 8 Q3 11 Q4 15	Q1 8 Q2 18 Q3 18 Q4 15	Q1 4 Q2 8 Q3 11 Q4 15
CSP7.02	Reduce the number of reported incidents of Theft of Motor Vehicle (Quarterly)	Q1 18 Q2 28 Q3 26 Q4 27	Q1 19 Q2 15 Q3 18 Q4 19	Q1 19 Q2 15 Q3 18 Q4 19
CSP11.01	Reduce all nuisance anti-social behaviour as recorded by CADIS (Quarterly)	Q1 916 Q2 1,988 Q3 2,831 Q4 3,676	Q1 991 Q2 1,914 Q3 2,568 Q4 TBC	3% reduction
L185	Reduce all crime (Quarterly)	Q1 1,227 Q2 2,439 Q3 3,621 Q4 4,713	Q1 1,131 Q2 2,258 Q3 3,589 Q4 TBC	TBC
Overview & Scrutiny				
L165	Biennial Member Survey: Percentage of O&S members satisfied with O&S officer support (Biennial)	80%	84%	Biennial – Not required for 15/16
L116	Percentage of high level complaints dealt with in accordance with corporate standards (Quarterly)	93% each quarter	Q1 88% Q2 91% Q3 87% Q4 89%	90% each quarter

Ind. Ref	Short Description (Key indicators are shaded)	2014/15 Target	2014/15 Actual	2015/16 Target
L132	Cumulative number of local government ombudsman complaints requiring a local settlement (Quarterly)	Q1 1 Q2 2 Q3 3 Q4 4	Q1 0 Q2 0 Q3 0 Q4 0	Q1 1 Q2 2 Q3 3 Q4 4
Business & Enterprise Service				
L235	Numbers of 16-24 year olds in employment through CD interventions (Quarterly)	-	New for 2015/16	Q1 13 Q2 14 Q3 13 Q4 14
L236	Numbers of 16-24 year olds sustained in employment through CD interventions (Quarterly)	-	New for 2015/16	Q1 6 Q2 7 Q3 7 Q4 7
L237	Number of apprenticeships starts for 16-24 year olds delivered as a direct result of the CD (Quarterly)	-	New for 2015/16	Q1 3 Q2 3 Q3 3 Q4 3
L238	Number of apprenticeships delivered as a direct result of the CD from April 2014 – April 2017 sustained for 6 months (Annually)	-	New for 2015/16	6
L239	Number of work placements delivered as a direct result of the CD (Annually)	-	New for 2015/16	62
Performance & Partnerships				
L240	The number of disruptions on PARIS that interrupted the performance reporting process (Quarterly)	-	New for 2015/16	Q1 25 Q2 15 Q3 10 Q4 7

N/A = Not applicable as it is not appropriate to set a target

Section 4: Medium Term Objectives and Key Actions

Ref	Key Action Description	By when	Lead Officer	Links to related strategies/plans
MTO 1: Re-generate Bracknell Town Centre				
1.2 Regenerate Charles Square.				
1.3 Deliver the framework which enables regeneration of Bracknell Town Centre.				
Supported by the following sub-actions				
1.3.1	Produce and implement a strategy for Market Square and the new market	31/03/16	Assistant Chief Executive	Bracknell Town Centre Masterplan
1.3.3	Work with BRP to monitor and implement the construction programme for town centre regeneration	31/03/16	Assistant Chief Executive	Bracknell Town Centre Masterplan
1.4 Attract new retailers and leisure operators to underpin the regeneration of the Broadway based northern retail quarter and the creation of an '18 hour' economy.				
Supported by the following sub-actions				
1.4.1	Co-ordinate a programme of work through the Town Centre Management Group	31/03/16	Assistant Chief Executive	Bracknell Town Centre Masterplan
1.4.2	Provide support to development partners and other occupiers to attract new retailers to the regenerated town centre	31/03/16	Assistant Chief Executive	Bracknell Town Centre Masterplan
1.6 Maintain pressure on landowners to rebuild or refurbish unattractive buildings in the town centre.				
Supported by the following sub-actions				
1.6.1	Work with landowners to rebuild or refurbish the remaining unattractive buildings in the town centre	31/03/16	Assistant Chief Executive	Bracknell Town Centre Masterplan
1.7 Promote residential development in the town centre, where viable, to take pressure off of our countryside to deliver housing.				
Supported by the following sub-actions				
1.7.1	Co-ordinate proposals for residential development in Bracknell town centre including at Stanley Walk/Jubilee Gardens	31/03/16	Assistant Chief Executive	Bracknell Town Centre Masterplan

Ref	Key Action Description	By when	Lead Officer	Links to related strategies/plans
1.8 Deliver high quality public realm and public spaces.				
Supported by the following sub-actions				
1.8.2	Design the New Pocket Park on land to the north of the Goose Public House	31/03/16	Assistant Chief Executive	Bracknell Town Centre Masterplan

Ref	Key Action Description	By when	Lead Officer	Links to related strategies/plans
MTO 5: Work with schools and partners to educate and develop our children, young people and adults as lifelong learners				
5.9 Increase the participation of school leavers in employment, education or training.				
Supported by the following sub-actions				
5.9.3	Create a 16-24 Information, Advice & Guidance (IAG) hub for young people in Bracknell Forest (Elevate)	31/03/16	Business & Enterprise Manager	

Ref	Key Action Description	By when	Lead Officer	Links to related strategies/plans
MTO 8				
Work with the police and other partners to ensure Bracknell Forest remains a safe place				
8.1 Continue to seek to reduce overall crime levels focusing particularly on burglary, domestic abuse, Internet related crime, non-rape sexual offences, personal robbery, vehicle crime, violent crime and anti-social behaviour.				
Supported by the following sub-actions				
8.1.1	Implement the Community Safety Plan priorities	31/03/16	Community Safety Manager	Community Safety Plan 2014-2017
8.1.2	Continue to seek to reduce overall levels of crime through targeted action with prolific offenders	31/03/16	Community Safety Manager	Community Safety Plan 2014-2017
8.1.3	Work with partners to ensure crime and disorder is considered as part of the future management of the regenerated town centre	31/03/16	Community Safety Manager	
8.1.4	Review and publish the Prevent Strategy	31/03/16	Community Safety Manager	Community Safety Plan 2014-2017

8.2 Reduce the incidence of anti-social behaviour.				
Supported by the following sub-actions				
8.2.1	Implement a co-ordinated programme of action to address anti-social behaviour	31/03/16	Community Safety Manager	Community Safety Plan 2014-2017

8.3 Press for more visible policing.				
Supported by the following sub-actions				
8.3.1	Work through the Joint Tasking process with the Police to ensure	31/03/16	Community Safety	Community Safety Plan 2014-

	visible policing in the borough		Manager	2017
--	---------------------------------	--	---------	------

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

Ref	Key Action Description	By when	Lead Officer	Links to related strategies/plans
MTO 9	Sustain the economic prosperity of the Borough			
9.1	Contribute to the work of the Thames Valley Berkshire Local Enterprise Partnership, including the promotion of inward investment and support for existing firms.			
	Supported by the following sub-actions			
9.1.1	Implement the Superfast Berkshire Broadband Plan	31/03/16	Business & Enterprise Manager	Local Economic Development Strategy

9.2	Support the work of the Economic and Skills Partnership to sustain the local economy, in particular by co-ordinating the implementation of the Bracknell Forest Local Economic Development Strategy.			
	Supported by the following sub-actions			
9.2.1	Promote inward investment through the preparation and implementation of an inward investment strategy	31/05/15	Business & Enterprise Manager	Local Economic Development Strategy
9.2.2	Produce a new Local Economic Framework (LEF)	30/09/15	Business & Enterprise Manager	Local Economic Development Strategy
9.2.3	Support small and medium sized enterprises through an agreed programme	31/03/16	Business & Enterprise Manager	Local Economic Development Strategy
9.2.4	Develop a programme of engaging with local businesses	31/03/16	Business & Enterprise Manager	Local Economic Development Strategy
9.2.5	Promote commercial links to China, and other emerging economies, in particular through a programme of engagement and events	31/03/16	Business & Enterprise Manager	Local Economic Development Strategy
9.2.10	Co-ordinate the Bracknell Forest Careers Event	31/10/15	Head of Performance & Partnerships	
9.2.11	Design and implement a system to recruit apprentices within the Council	31/12/15	Business & Enterprise Manager	

Ref	Key Action Description	By when	Lead Officer	Links to related strategies/plans
MTO 11	Work with our communities and partners to be efficient, open, transparent and easy to access and to deliver value for money			
11.2	Ensure staff and elected members have the opportunities to acquire the skills and knowledge they need.			
	Supported by the following sub-actions			

Ref	Key Action Description	By when	Lead Officer	Links to related strategies/plans
11.2.6	Develop and implement the Good to Great programme theme of Communications and Cross-Department Working	31/03/16	Head of Performance & Partnerships	

11.7	Work with partners and engage with local communities in shaping services.			
<i>Supported by the following sub-actions</i>				
11.7.3	Continue to support the voluntary sector through the provision of core grants	31/03/16	Assistant Chief Executive	
11.7.6	Implement the Bracknell Forest Elevate programme in conjunction with local and pan-county partners including the Thames Valley Berkshire LEP	29/05/15	Business & Enterprise Manager	