



A shared service provided by Bracknell Forest Council, West Berkshire District Council and Wokingham Borough Council

PERFORMANCE INFORMATION

Summary for Members of the Joint Public Protection
Committee

Quarter 2 2018-19

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1. Summary

In Quarter 2 we have continued to implement more fully the new PPP operating model. Areas of development around projects and planned work activity by the operational teams has started with demonstrable benefits to the communities within the PPP area.

This report contains the data and update from 1st July 2018 - 30th September 2018.

We continue to work to populate the reporting tool and have more access to data which demonstrates the outcomes and outputs from planned work alongside information around the performance and delivery of the service.

Where red risks arise there are action plans to address these. Key strategic developments over quarter 2 related to the development of the website (which remains on target for testing at the end of October 2018) and preparing for the implementation of changes to legislation relating to licensing of Houses in Multiple Occupation.

The strategic projects are progressing with key areas of Quality Management Systems and Emergency Planning/Business Continuity. Where milestones or specific actions have been identified they are listed within the project management tools. Oversight of the strategic position is provided in appendix B.

2. Key Strategic Progress

Finance	<ul style="list-style-type: none">▪ Fees and Charges process has begun within each partner authority.▪ Budget monitoring is in place and steps taken to ensure we remain on target.
HR	<ul style="list-style-type: none">▪ External Service review undertaken to look at ways we can build on our strengths to ensure the Service runs effectively, all staff and members involved in process.
ICT	<ul style="list-style-type: none">▪ Single system purchase business case put forward to West Berkshire Project Board.▪ Agreement on capital costs from Wokingham and Bracknell Forest.
Property	<ul style="list-style-type: none">▪ Preparation for office move at Shute End Wokingham, project plan well managed by Principal Officer (Residential).
Legal	<ul style="list-style-type: none">▪ Resourcing issues within the Case Management team has put a number of cases at risk, prioritisation of cases and external Counsel used if appropriate.
Performance and Service Development	<ul style="list-style-type: none">▪ The busy summer period during Q2 was well managed within the teams and the appointment of additional Principal Officer in Response has ensured service continued at time of significant staff changes.
Business Development	<ul style="list-style-type: none">▪ We continue to monitor the current commercial climate and evaluate opportunities as and when they arise.
Risk (Emergency Planning and Business Continuity)	<ul style="list-style-type: none">▪ The Project Lead and Management Support Officer are working well together to collate information and keep the project on track for delivery.▪ Additional Emergency Planning training such as specialist STAC training has been undertaken.

3. Communication and Community projects

- The service has issued 4 press releases in quarter 2 and has received 11 direct media inquiries, these have resulted in 41 mentions in the press.

Service Area	Internet	Print*	Radio	TV	Total
Generic PPP	1				↑1
Commercial	1	1			↑2
Environmental Quality	2	1			↔3
Licensing	7	6		4	↑17
Partnership Support		1			↑1
Residential		1			↓1
Response	1				↑1
Trading Standards	6	3	2		↑11
Trading Standards/PPP Case Management Unit	3	1			↓4
Total	21	14	2	4	↑41

**note in that the print figures are not accurate in that they are likely to be higher and that in future we will have a more accurate picture.*

Table 1: number of media interactions based on subject area and media type.

- From September the JPPC members started receiving a copy of the internal Newsflash communication which highlights key team news, court cases as well as internal developments within PPP. These are circulated approximately every 2 weeks and more frequently as necessary.

4. Business plan and Strategic Programme

Strategic Project work continues but remains in conflict with the everyday operational needs of the service. Some areas are progressing well and where necessary the JMB members have dealt with any barriers and concerns within their authorities.

4.1. Strat 1 – Operating Model

- In Q2 we developed monitoring of Control Strategy projects in more detail and KPI's to show where we are making a difference. Tactical Tasking continues fortnightly and we have been involved in not just local operations but regional and national.
- A detailed project plan has been drawn up and is being monitored for this area of work. It is currently on target to deliver a detailed review of the service and proposed structural changes to support the model in October 2018.

4.2. Strat 2 Staff Development and Management

- Appraisals have been taking place and where missing have been booked in. The Joint Management Board have agreed a target of 100% of staff having had an appraisal within the last 15 months. The snapshot for end of Q2 is set out below.

PPP Service Area	Staff req appraisals	Total Complete	% complete
Total	97	59	61%

- Competency Matrix being developed to work with staff training and develop areas where there are risks. In Q2 staff undertook a variety of internal and external training courses on subjects including Air Quality, Legal/Trial preparation and Consumer Rights Act.

4.3. Strat 3 ICT Strategy

- The Virtual Private Network (VPN) link to enable remote access from West Berkshire network to Bracknell Forest network is now functioning. It is now being rolled out across the necessary operational officers, it has allowed the teams to start working more effectively across all three authorities. We continue to seek a longer term more sustainable solution to IT visibility.
- Progress continues on the move to a single PPP case management system and links to the website for reporting.

4.4. Strat 4 – Budgets

- There continues to be monthly meetings with the West Berkshire accountant
- Fees and Charges were approved by JPPC in September and fed into the corporate timelines of the 3 authorities

4.5. Strat 5 Councillors and JMB Relationship

- Chairman's briefing for JPPC now set up with new Chair.
- Loss of Licensing Principal Officer needs managing and links with JMB, JPPC and Licensing Committee maintaining. Plan in place to mitigate this with officer acting up in the short term.

4.6. Strat 6 – Charging For Services

- No progress in Q2 on this other than links with Fees and Charges work.

4.7. Strat 7 – Local Agreements

- Developments in ICT and Development Control have focussed the need to review the existing agreements and development of any new/increased areas of work. This project is being redeveloped and will progress again in Quarter 3. A Team Manager has been appointed responsibility for this area of work.

4.8. Strat 8 – Accommodation

- Internal moves at Shute End have taken place in Quarter 2. This has caused significant disruption to the service and required out of hours working (to complete within timescale).
- There continues to be issues as a result of this move and these will need to be dealt with in quarter 3.
- West Berkshire internal office changes will take place in November, there should be limited impact on the PPP although we will need to consider our space usage in more detail.

4.9. Strat 9 – Performance Monitoring

- The work around KPIs and MoV has progressed and whilst some areas need refining our new reporting tool allows us to report against the core PPP Priorities and focus on the risk areas which are red or likely to turn red. It has been agreed with Wokingham that their report will be sent in raw format and they will take the relevant aspects for corporate reporting. We intend to provide the same to the other 2 authorities. We are working on the process for ensuring data is collated and the tool populated in a timely fashion.

4.10. Strat 10 – Working Conditions – Health and Safety

- Forest Care is enabled for all officers and arrangements for emergency contact to reflect the current structures in place, The Management Support Officer has processes and secure storage set up for information.
- Further work on Lone Working and links to Corporate H&S teams for each authority needs to be developed.

4.11. Strat 11 – Primary Authority Partnership (PAP)

- No changes in PAP status. Work on our arrangements and constancy in approach is needed, especially with Trading Standards matters to ensure compliance with legislation and action taken is appropriate and necessary.

4.12. Strat 12 – Emergency Planning and Business Continuity

- Work is progressing well and the Business Impact Assessment sessions have resulted in a draft document which is to be consulted on in November and finalised in January.

4.13. Strat 13 – Quality Framework for PPP

- Work continues in this area and an updated Project Plan is attached as Appendix B

5. Inter Authority Agreement – Key Performance Indicators for 17/18

- The key performance indicators identified to monitor outcomes of the control strategy are detailed within 6.2 Core Priority Work.
- At the Joint Public Protection Committee in September it was resolved to remove a number of the KPIs set out within the IAA and retain the following:

- Effective budget management and use of resources
- Maintain high levels of customer and business satisfaction

5.1 Effective budget management and use of resources

- By using Project Methodology and the National Intelligence Model the Strategic Tasking Group and Joint Management Board have the ability to scrutinise resources to ensure the delivery is in the highest priority areas.
- We have introduced a KPI around income and expenditure

1819-075	Quarter 2
Management of budget to within 1% of baseline	0.75%
1819-076	Quarter 2
Management of income to within 5% of budget	9.45%

- Budget management remains difficult. The service continues to face challenges around declining income particularly in respect of income from premises licensed under the Licensing Act 2003.
- Other risks exist including the effect of the £2 cap on fixed odds betting terminals and how this may reduce high street betting shop presence as well as the risks associated with the taxi trade numbers from the influx of TFL licensed operators.
- The mitigations in place include balancing budgets from vacancy savings and review of all discretionary fees and charges focussing on full cost recovery. Pressure bids around LA2003 have been submitted to PPP authorities.
- Overall it is anticipated the outturn will be within 1% of net budget

5.2 Maintain high levels of customer and business satisfaction

- The performance of the PPP remained good in Quarter 2 despite covering the summer period when service quality can be a risk (as complaints historically increase and staff levels can be low). In Q2 three staff left the Response team (2 leaving the authority) and resources were moved to minimise the impact and ensure key areas of work continued to a satisfactory level.
- The customer satisfaction survey has seen a decline in the number of responses in the last few years, this is currently sent by card for completion or via email (if provided). The practice will change during Q3 with electronic surveys being sent and the introduction of the

website with a feedback section. We have also identified that customers will often email their thanks directly to the officer (see below)

“Your input has helped greatly with this and I can’t thank you enough and tell you what a relief it was to get the payment. He apologised for how long he has taken and told me he has set up a standing order so I am praying this time he is genuine . I will keep you updated and thanks again for everything you’ve been brilliant”

“Just to say, “Thank you”. Sunday night (last night) the sound was very much reduced. I woke this morning and just enjoyed the peace for a while!”

“I just wanted to pass on some praise received from (a taxi driver) today. He came to collect his operator’s licence and vehicle plate which he only applied for yesterday. He was VERY impressed with the speed in which they were created and the efficiency of the team. He asked if I could pass on my praise to the member of the team that dealt with his application.”

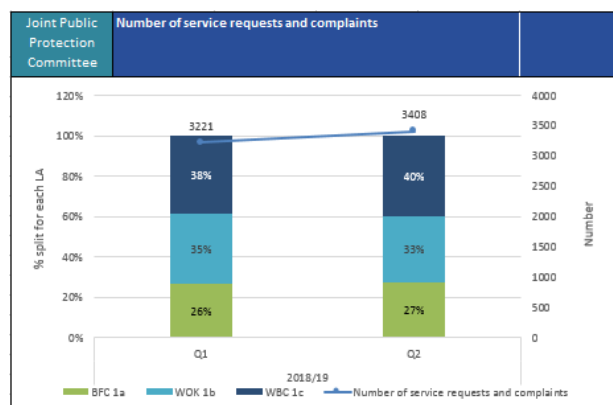
- We have a process in place for following up on particularly poor responses and also ensure service improvements are actioned (when appropriate), this is a key area of the Quality Management System.

1819-060 Customer Satisfaction	Annual rolling percentage
80% of service users satisfied with Public Protection Partnership	70%

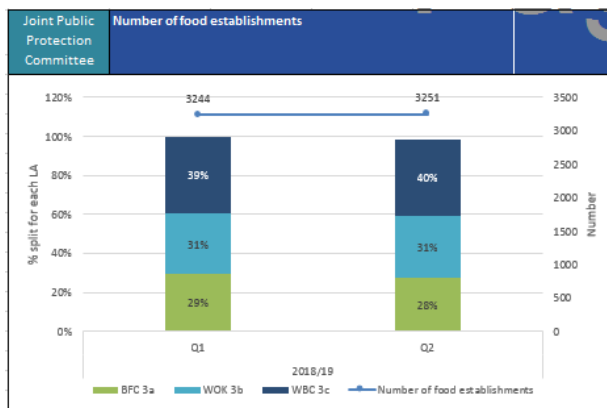
6. Service Performance across the Partnership

6.1 Measures of Volume and Key Demographics

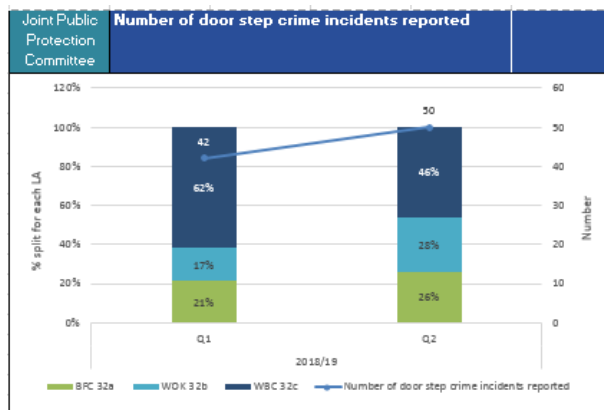
- Quarter 2 data is now populated and we can start to identify indicators of trends and going forward we can start to identify resource issues, potential impacts on the service, better inform our strategies.
- As our operating model progresses we would anticipate more fluctuations as activities encourage/discourage reporting, the brand and business develops.



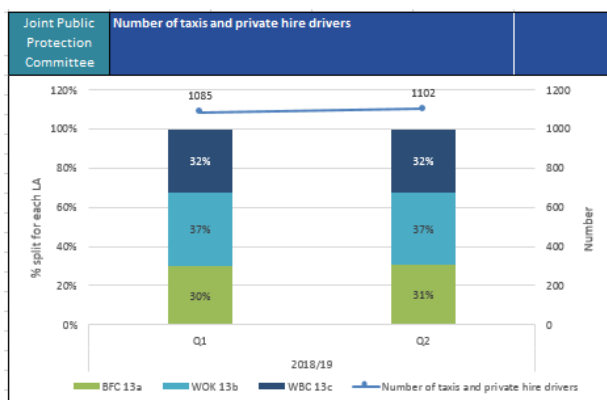
- The graphs below show the service has received 6629 requests across all disciplines over Q1 and 2. Should these levels be maintained we will see a slightly lower number of contacts than in 2017/18 (15,419). There are a number of areas such as dog fouling and pest sightings/notifications where [on line reporting](#) has reduced the number of requests populating our systems.



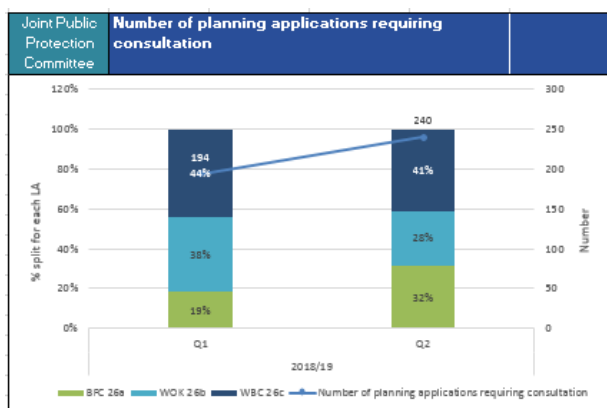
- The number of food establishments is a useful indicator for predicting future impact on resources as we undertake to inspect all new premises within 28 days of opening.



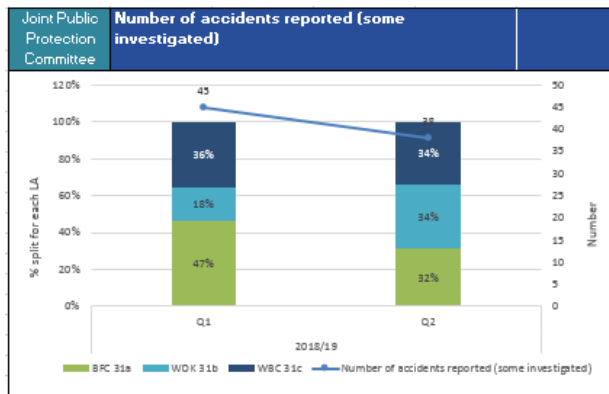
- This measure can help identify the effectiveness of campaigns and interventions. We receive reports from a number of sources and we can obtain large amounts of intelligence from operations as well as reports. As awareness campaigns are undertaken we would expect to receive more complaints, this does not necessarily mean more incidents are taking place.



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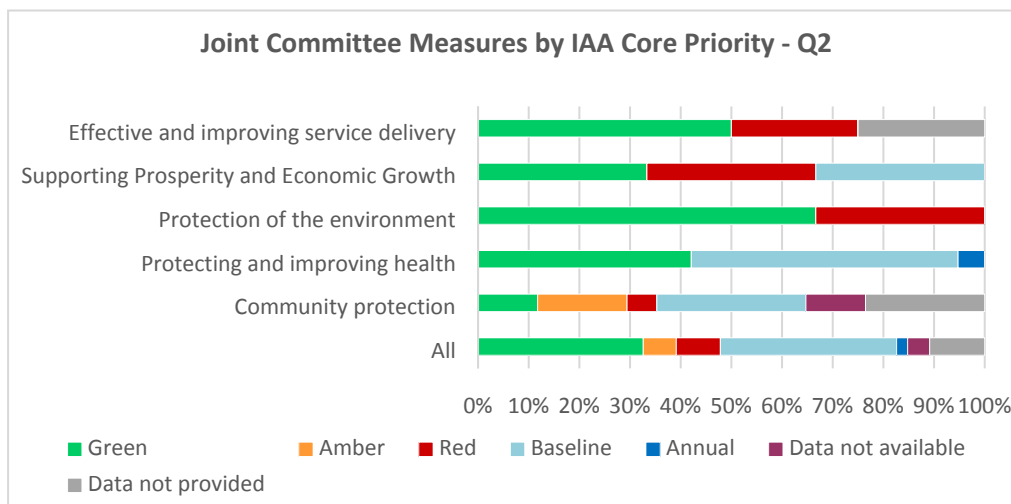
- The overall number of planning applications requiring a response from the PPP increased significantly in Q2, this work can be impacted by local economic factors as well as housing prices. The sudden changes in demand can have a major impact on response times and our ability to respond appropriately. We have liaison meetings with each Local Planning team and will try and engage in better understanding their demand analysis.



- Although the number of reported accidents dropped in Q2 these are often long term complex investigations and the impact on resources can show up in the following quarter as the investigation develops.

6.2 Core Priority Work

- Key projects have begun in quarter 2 which has enabled improved reporting on core priorities. As we continue to develop our processes around project management and considered business case development we will see this populated further.
- There are a number of pieces of work which will begin Quarter 2 onwards so this will become more populated as the year progresses.



†Data currently cannot be reliably drawn from work being undertaken

*Data has not been provided by the responsible officer within the requested timeframes

- The following projects are highlighted as Red risks and mitigation is in place to deal with these. They have been reported to the Joint Management Board, along with other areas of red risk in projects and pieces of work only reported directly to the Board. It was reported in Q1 as Amber and likely to turn Red.

▪

Measure Title	Ref.	Team Manager	Target	Q1 RAG/Outturn	Q2 (YTD) RAG/Outturn	Comment
% of planning consultations responded to within the local planning authority's timescales	1819-007	Joe Dray	90%	♦ 84.5%	■ 75.4%	Not on track to meet this target due to team resources and day to day difficulties in accessing the three systems. Risk of providing different level of service to each LPA due to difficulties with accessing IT and officers 'home' base. This is recognised and steps are being taken to address. Each LPA aware to contact us if they require urgent responses for specific applications before committee deadlines. Exacerbated during Q2 by summer leave taken.
% of Private Hire operators inspected (2x visits per year)	1819-023	Julia O'Brien	100%	♦ .7%	■ 12.4%	Unlikely that the target will be met by year end due to lack of resources
% of applications for new premises licences and licence variations responded to within the timescales specified by the Licensing Authority by EQ Team	1819-018	Anna Smy	100%	■ 97.7%	■ 98.8%	All consultations at Q2 completed within timescales.

- Other Key Performance indicators which demonstrate where the service is focussing on the priorities of the service and the areas of:
 - Community Protection
 - Protecting and improving health
 - Protection of the environment
 - Supporting prosperity and economic growth
 - Effective and improving service delivery

- As we develop project areas some data we are collecting is a baseline for future projects and initiative. As projects develop the impact of our work can be better demonstrated and the difference we are making quantified.

<u>1819-080 Door step crime and mass marketing</u>	Quarter 1	Quarter 2
Amount of money recovered/saved and loss prevention through intervention by PPP Trading Standards activities (snapshot figure)	£39,816	£65,537 Direct advice with a local business prevented a scam pay-out of £39,487
<u>1819-27 Legal Actions</u>	Quarter 1	Quarter 2
Number of Prosecutions undertaken	4	3
<u>1819-018 Environmental Nuisance</u>	Quarter 1	Quarter 2
% of events on the annual event monitoring plan attended	12/12 - 100%	5/5 - 100%
<u>1819-037 Food Safety at businesses premises and in the home</u>	Quarter 1	Quarter 2
75% of poorly performing premises (rated 0 or 1 on the Food Hygiene Rating Scheme) that meet satisfactory compliance by their next full inspection. Showing improvement in practises to protect residents	This figure will be reported annually to account for the extended timescales for inspections. It will track progress of those premises rated zero and one at the start of the inspection year.	
<u>1819-037 Food Safety at businesses premises and in the home</u>	Quarter 1	Quarter 2
% of premises required to make improvements following a food inspection visit	Starting Q2	183/280 65.4%
<u>1819-056 Car Sales interventions</u>	Quarter 1	Quarter 2
Number of car dealers visited to check the validity of information supplied (car history / warranties etc.) to customers during 2018/19	Project starts Q2	13 inspected to date (1/3 of traders)
<u>1819-025 Community Protection</u>	Quarter 1	Quarter 2
% of premises that meet satisfactory compliance following a licence inspection. (Baseline)	87.2%	94.7%

7. Service Complaints and Information Requests

- Work in this area is progressing. The Customer Care Team are now in place and working with the Team Managers to ensure that the relevant Quality Management procedures are developed across the PPP to provide improved consistency.
- The complaints from Councillors cover a mix of general inquiries on behalf of residents as well as matters of interest to them, for example “enquiring about provisions relating to noise from light aircraft, on behalf of the Parish Council”

Authority	Quarter 1				Quarter 2			
	Cllr	MP	FOI	Other	Cllr	MP	FOI	Other
Bracknell Forest	15	0	54		8	0	20	0
West Berkshire	8	0	51	2	5	1	52	1
Wokingham	3	0	40		5	0	15	1

8. Risk profiles

- The operational and strategic risk register is maintained regularly and reported to the Joint Management Board at each meeting. This has been translated into the table below.

Level of impact ↑	Extreme Impact – Unlikely	Extreme Impact – May occur	Extreme Impact – Likely	Extreme Impact - Certain
	Major Impact – Unlikely <ul style="list-style-type: none"> Failure to deliver responsibilities as ‘Food Authority’ Failure to deliver responsibilities as ‘Health and Safety Authority’ Inability to adapt to a change in legislation Action taken by the Local Government Ombudsman for failing to deal with a complaint effectively Resources unavailable to maintain technical competency Civil claim against the service for professional negligence Failure to deliver responsibilities as the ‘Licensing Authority’ Data security incident Evidence compromised Inability to conduct secure interviews under caution 	Major Impact – May occur <ul style="list-style-type: none"> Unavailability of technically competent staff Deficient professional oversight of criminal investigation Action taken by the Information Commissioner for failing to deal with and FOI or GDPR request Failed performance indicators Case Management system failure Poor customer satisfaction 	Major Impact – Likely <ul style="list-style-type: none"> Low staff levels Low staff morale Reportable accident at work Unavailability of Legal Services 	Major Impact - Certain
	Significant Impact – Unlikely <ul style="list-style-type: none"> Disagreement over policy direction Overspent budget Failure to deliver responsibilities as the ‘Gambling Authority’ 	Significant Impact – May occur <ul style="list-style-type: none"> Reduced Income 	Significant Impact – Likely	Significant Impact – Certain
	Minor Impact - Unlikely	Minor Impact – May occur	Minor Impact - Likely	Minor Impact - Certain
Likelihood →				

Red Risk Action Plans

- Where red risks have been identified plans are in place, this is an example of the types of actions which are being taken.

Low Staff Levels

Action	Date	R/A/G status	Q1 Comment	Comment
Review of current resources (are people in the right places)	October	A	Strategic Tasking remains in development	Strategic Tasking remains in development
Appointment of contractor to cover summer period (when increased leave taken)	September	G		Work areas appropriately covered and risk mitigated
Business Continuity Plan being developed	October	G		On target
Development of Regulatory Apprentices posts	September	R		Recruitment in process for Sept/Oct

Low Staff Morale

Action	Date	R/A/G status	Q1 Previous Comment	Comment
Review of service by external organisation (to identify solutions to making further improvements)	July-Oct	G		Report to JMB on 19 th October – on track.
Mixed staff workshops planned for development of strategic assessment (19/20)	September	R	Project plan needed and meetings still to be booked	Sessions deferred to November 2018
Mixed teams for Website development	July	G		Team working well together and on target to deliver
Internal review of response team and relationships with operational teams	September	G	Process in development but not ready	Seconded Principal EHO to team has worked well in developing workable solutions with the other teams
Building relationships within each authority by attending Management Team meetings	On-going	G		Continues to work well and internal relationships/visibility improving
Newsflash – staff newsletter to share more positive feedback from customers	On-going	G		JPPC and JMB members now receiving Newsflash

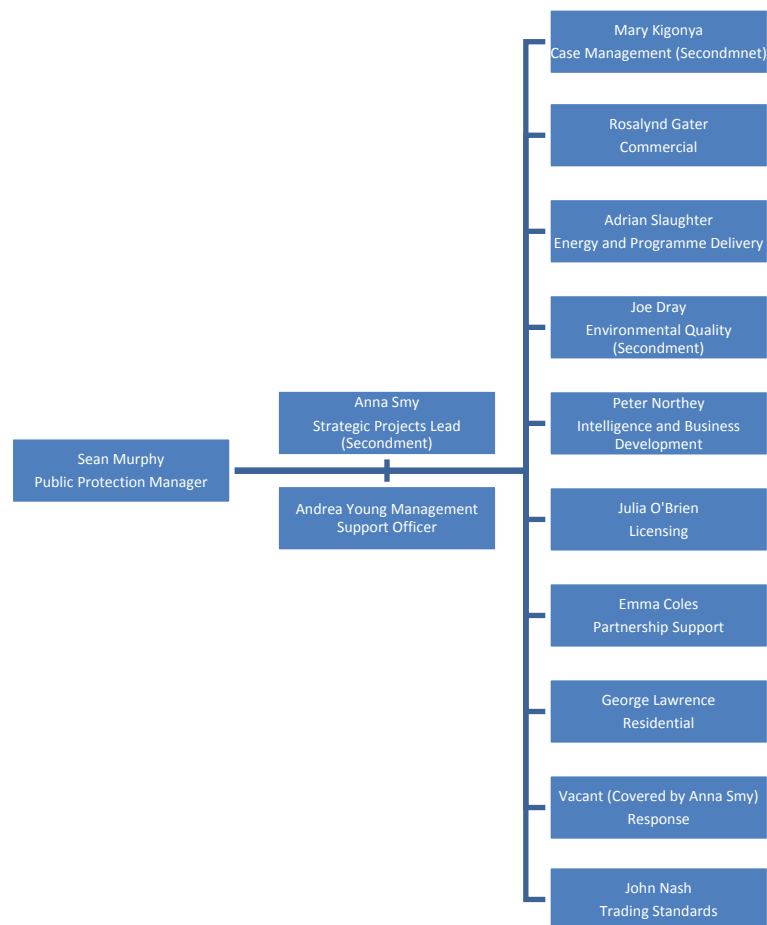
Reportable Accident at Work

Action	Date	R/A/G status	Q1 Comment	Q2 Comment
Update of all contact details	August	G		
Procedure for updates and changes	On-going	G		
Review of Health and Safety processes at all buildings PPP operate from	September	A	Accommodation changes impacting on delivery	Information flow for some buildings still an issue
Responsible Person for buildings appointed	September	A		

Unavailability of Legal Services

Action	Date	R/A/G status	Q1 Comment	Q2 Comment
Temporary Staff considered	August	A	N/A	
Use of external Counsel in relevant cases	Ongoing	R	N/A	Costs associated with this
Prioritisation and evaluation of cases	Monthly		N/A	Enforcement Group to prioritise key cases
Effective monitoring of deadlines and legal timescales	Ongoing	G		Enforcement Groups monitoring timescales and offence dates
Replacement for Case Management Team Manager (seconded)	September	R	N/A	Officer has given notice and discussions with new employer to maintain some level of support

9. Structure chart and functions



10.Primary Authority Partnerships (PAPs)

Existing PAPs

Business	Authority Area	Trading Standards/Food Hygiene/Health and Safety
Dell	Bracknell	TS Safety and Fair Trading
Fork Lift Truck Association	West Berks	TS Safety and Fair Trading
Hewlett Packard	Bracknell	TS Safety and Fair Trading
HIPP	West Berks	Food Standards
Honda	Bracknell	TS Safety and Fair Trading
Jakks Pacific (New)	Bracknell	TS Safety and Fair Trading
Knowledge Academy	Bracknell	TS Safety and Fair Trading
MTS Tyres	Bracknell	TS Safety and Fair Trading
Panasonic	Bracknell	TS Safety and Fair Trading
Prezzo	West Berks	Food Standards, Food Safety and Health and Safety

Rolson Tools	Wokingham	TS Safety and Fair Trading
The Gym Group	Bracknell	TS Safety and Fair Trading
Waitrose	Bracknell	Food Hygiene

- There was 1 new Primary Authority agreement set up in Q2 with no agreements ceasing
- PPP and Waitrose participated in the Food Standards Agency's National Inspection Strategy Pathfinder Project and the evaluation report was published in September.

11.Contracts with other organisations

- There have been no changes in quarter 2 and work for other agencies continues as per quarter 1 and is monitored in line with resource needs across the PPP.

12.Customer charter / Service commitments

- There continues to be differences around how incoming complaints are handled across the PPP due to separately managed contact centres in two authorities and the level of customer expectation. This is the next piece of work for the Customer Care Team with a view to effecting greater consistency in order to improve the efficiency and effectiveness of PPP.
- The new website and single system database will help further with this. Forms are being developed within the website to allow all aspects to have an element of triage when being submitted, this will allow emergency situations and those with imminent risks to health to be identified and responded to as emergencies.
- Development of guidance for the Joint Management Board on dealing with complaints directly to them has also been developed, this should reduce the risk of double handling of issues and likewise delays in responding