

# Corporate Performance Overview Report

## Quarter Ending: Tuesday 30 June 2009

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# **Corporate Performance Overview Report**

First Quarter 2009/10 (April-June 2009)

Timothy Wheadon Chief Executive

#### 1 Introduction

- 1.1 This report sets out an overview of the Council's performance for the first quarter of 2009/10 (April-June 2009). It complements the detailed quarterly Performance Monitoring Reports (PMRs) produced by each Director, which were circulated to Members in August. The purpose of this report is to provide the Executive with a high-level summary of key achievements, and to highlight areas where performance is not matching targets or expectations, along with any remedial action that is being taken to address this.
- 1.2 Implementation of the new corporate performance management IT system is now underway, and we expect to be able to use the system to produce the quarterly PMRs and the Corporate Performance Overview Report (CPOR) from Quarter 3 onwards. Although officers from across the Council have worked hard to ensure a smooth transition from one system to another, the large amount of detailed work which remains to be undertaken may mean that unforeseen difficulties will be encountered in producing reports for Quarters 2 and 3, which we will be able to resolve during Quarter 4.

#### 2 Overview of Performance

- 2.1 Annex A shows the performance of the Council and its local strategic partners against the National Indicators, and that of the Council against its own Service Plan actions and operational risks.
- 2.2 The departmental service plans for 2009/10 contain 282 detailed actions to be completed in support of the 13 medium-term objectives which underpin the Council's six overarching priorities for 2008/09-2010/11. Annex A shows that at the end of the first quarter, 273 (95%) of these actions had been completed or were on target to be completed by their due date (✓), whilst nine (3%) were in need of some remedial action (¥). Any proposed remedial action is cited within Annex A alongside the ¥ actions. (The remaining five actions 2% had become inapplicable or had been transferred to another department by the end of Quarter 1.)

#### 3 Progress against Medium-Term Objectives

3.1 The first quarter of 2009/10 saw good overall progress towards achieving the Council's priorities, and work on the new detailed actions and risk mitigations identified under the ten original and three new medium-term objectives for 2009/10 is now well underway. The following paragraphs highlight some areas of notable progress against each medium-term objective.

Medium-Term Objective 1: Build a Bracknell Town Centre that residents are proud of

3.2 The global economic situation continues to create challenges for Bracknell town centre. A significant review of the plans for the regeneration is currently underway by the Council and Bracknell Regeneration Partnership (BRP). To improve prospects in

the more immediate term, BRP is pursuing an aggressive letting programme to encourage national and independent retailers to take up tenancies in the town centre, while a joint taskforce is continuing its programme of targeted works to improve the physical appearance of the area. In addition, the first quarter also saw planning permission granted for the enhancement of Bracknell railway station forecourt.

Medium-Term Objective 2: Keep our parks, open spaces and leisure facilities accessible and attractive

3.3 The Parks & Countryside and Early Years teams are working together to deliver significant new and improved play provision in the borough, with around £1m of funding provided by central government for 22 new play areas to be developed over the next two years. Although the impact of the recession continues to be felt in our leisure sites, with attendances slightly down on the same quarter last year, most of them are on track to meet their financial targets.

Medium-Term Objective 3: Promote sustainable housing and infrastructure development

3.4 The reduction in the number of households in bed-and-breakfast accommodation which began last quarter with the introduction of the new housing policies continued during Quarter 1, with the excellent result that by mid-June there were no homeless Bracknell Forest households in bed-and-breakfast accommodation at all. Quarter 1 also saw the final release of the South-East Plan, which allowed officers to secure approval for a revised Local Development Scheme (LDS).

Medium-Term Objective 4: Keep Bracknell Forest clean and green

3.5 The Landscape and the Waste and Street Cleansing sections merged during the quarter, to form a new section to be known simply as Environmental Services. The final year-end figures for the national indicators on waste and street cleansing for 2008/09 were extremely positive, with all targets having been met or, in many cases, considerably exceeded. In particular, levels of both litter and flyposting are at less than half of the target maximum, while the proportion of municipal waste sent to landfill is now down to just over 56%.

Medium-Term Objective 5: Improve health and well being within the Borough

3.6 The swine flu pandemic has been a focus for a number of Council services since April, especially the emergency planning and business continuity team. All schools were issued with guidance on swine flu and a pandemic plan, including a template for a letter to be issued to parents. During National Food Safety Week in June, Council officers took the opportunity to highlight the problem of listeria poisoning among older people, which now causes more deaths than salmonella and e-coli combined.

Medium-Term Objective 6: Improve the outcomes for children and families through the Children and Young People's Plan

3.7 Bracknell Forest has been successful in the latest round of applications to provide the new 14-19 Diploma qualifications. The borough's secondary schools, together with Bracknell & Wokingham College, have been given consent to begin the phased introduction of the new courses from September 2010. Five schools had full Ofsted Section 5 inspections, of which two were graded outstanding and two were good, but one was issued with a "notice to improve". An HMI monitoring visit to another school with a "notice to improve" reported satisfactory progress in all areas and highlighted the good support provided by the local education authority. Two children were adopted during the quarter, meaning that there is now only one child in the borough with a plan for adoption. The Local Safeguarding Children Board's annual conference in June was attended by over 100 professionals and volunteers, while some 1,200 pupils from the borough's primary schools successfully took part in Council-organised music workshops at South Hill Park during the quarter.

Medium-Term Objective 7: Seek to ensure that every resident feels included and able to access the services they need

3.8 The Neighbourhood Action Groups were supported in identifying their priorities for the coming year during the quarter, while a work programme was also developed for the Bracknell Forest 1500. In addition, an evaluation was undertaken of the three pilot online neighbourhood forums. Corporate equalities monitoring guidance was published, and an equalities training programme for managers was developed.

Medium-Term Objective 8: Reduce crime and increase people's sense of safety in the Borough

3.9 There was an 8.5% increase in serious acquisitive crime during the quarter, which was due to rises in dwelling burglaries and thefts from motor vehicles. There were, however, significant reductions in the number of robberies and thefts of motor vehicles. There is no clear evidence that the rise in crime is connected with the recession. Assault offences were down marginally in Quarter 1, and detection rates are rising, with the CDRP developing its processes for sharing information about known suspects and wanted people.

Medium-Term Objective 9: Promote independence and choice for vulnerable adults and older people

3.10 The adult social care team has worked hard during the quarter on the "transforming adult social care" pilot which will commence during Quarter 2. The planned work on the Joint Strategic Needs Assessment was begun with the PCT, and all the major statutory returns to the Care Quality Commission were completed on time.

Medium-Term Objective 10: Be accountable and provide excellent value for money

3.11 The draft Statement of Accounts was approved and published ahead of the statutory deadline, reporting an underspend of £1.885m in 2008/09; this is the eleventh consecutive year that the Council has spent within budget. The in-year level of Council Tax collection at the end of June was 29.2% (£15.3m), compared to 29.5% (£14.8m) at the same point in 2008/09. The European Parliamentary election was successfully delivered during the quarter, and all work related to the Government Connect secure network was completed. The two reception areas at Time Square were merged in order to make better use of resources and to prevent customers potentially having to queue twice.

Medium-Term Objective 11: Understand and promote the borough's economic activity and potential

3.12 The new Economic & Skills Development Partnership agreed its action plan during the quarter. Work has already begun with the local Chamber of Commerce and the Federation of Small Businesses to identify and communicate local problems and issues, and further events and opportunities for engagement are planned. An initial review of the Council's procurement activities was undertaken to identify areas where

support for local businesses could be improved, and support was offered to the Crowthorne Enterprise Centre to nurture new businesses. Close working has been developed with the Berkshire Economic Strategy Board to promote a range of county-wide initiatives.

#### Medium-Term Objective 12: Promote workforce skills

3.13 The new Bracknell Open Learning Centre is almost complete, and will enhance facilities for adult learning from September. Bookings at the Bracknell Forest Education Centre remained high in Quarter 1, with good levels of user satisfaction reported by clients.

#### Medium-Term Objective 13: Limit the impact of the recession

3.14 Comprehensive advice on how best to ride out the recession has been posted on the Council's website, and two short films for Community TV were also produced during the quarter with the collaboration of Bracknell Citizen's Advice Bureau. Work is ongoing to develop job clubs, with a particular emphasis on those sectors - such as high earners - who are not currently catered for by agencies such as Job Centre Plus. Exploratory discussions took place with the pan-Berkshire Credit Union Partnership on the possibility of a local credit union supported by the Council and Bracknell Forest Homes. The council is working through the Berkshire Economic Strategy Board to bid for funding under the Government's Future Jobs Fund. This funding would enable the council to provide short-term employment for young people who have been unemployed for a long period. The work is being coordinated by the Grow Our Own team which receives funding from the council.

#### 4 Information on Corporate Health, Budgets, and Bracknell Forest Partnership

4.1 Information on Corporate Health is set out at Annex B. Budget information is set out at Annex C. Work achieved and ongoing by Bracknell Forest Partnership is outlined at Annex D.

#### 5 Conclusion

5.1 The downturn in the national economic situation, which was only dimly discernible this time last year, has resulted in a significant shift in emphasis within public-sector organisations across the country, and Bracknell Forest Council is no exception. As can be seen from the robust performance against actions demonstrated in Annex A, however, the Council's work to ensure it meets its original medium-term objectives for 2008-2011 has continued unabated, despite the inception of the three new objectives designed to minimise the negative consequences of the recession. This determined response to external events is fully in line with the Council's tradition of responding flexibly to residents' changing needs and offering the best possible services at a cost which represents outstanding value for money.

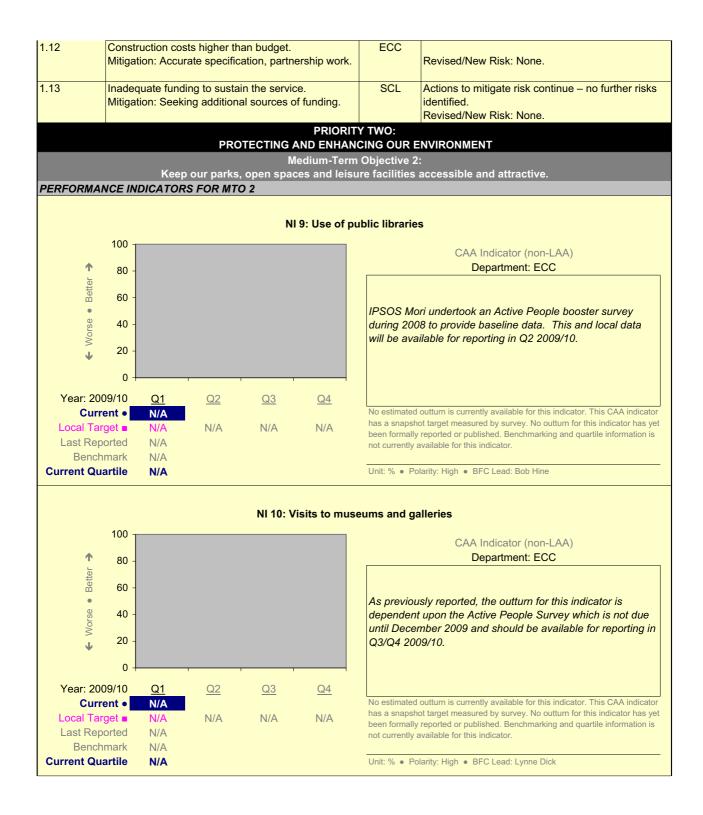
*Timothy Wheadon Chief Executive August 2009* 

### Annex A: Performance against Indicators, Actions and Risks

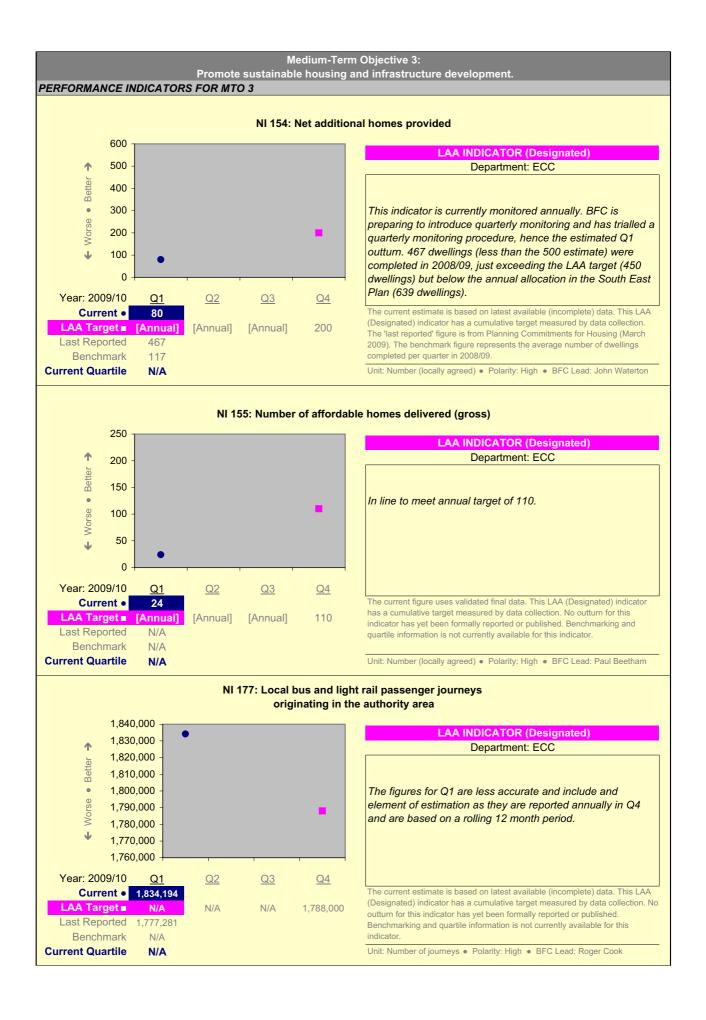
				OFNITU	DV
	M	NTRE FIT FO	Objective 1	:	
ACTIONS IN	Build a Bracknell				
1.1	SUPPORT OF MTO 1 Start construction of the new retail, c	Due Date	<u>Owner</u>	Comme	
1.1.1	Support partners and third party landowners to commence construction of the regenerated town centre (relates to Key Actions 1.1 to 1.6).	Dec 2010	CXO		Ongoing.
1.1.2	Support relocation of town centre users displaced by regeneration.	Mar 2010	СХО	$\checkmark$	Ongoing.
1.1.3	Publish regeneration strategy.	Oct 2009	СХО	×	Delayed due to review of town centre plan with BRP.
1.1.4	Support development of third party sites.	Mar 2010	СХО	$\checkmark$	Ongoing.
1.1.5	Implement town centre regeneration communications strategy – joint Council/BRP strategy.	Mar 2014	СХО	$\checkmark$	Ongoing.
1.1.6	Review external PR support and communications protocols (relates to Key Actions 1.1 to 1.6).	Oct 2009	СХО	$\checkmark$	Ongoing.
1.1.7	Implement Civic Hub communications plan (relates to Key Actions 1.1 to 1.6).	Mar 2010	СХО	×	On hold.
1.2	Deliver 200 new homes in and around	d Bracknell t	own centre.		
1.2.1	Deliver 29 new affordable homes on sites within the periphery of the town centre.	Mar 2010	ECC	$\checkmark$	Units still scheduled for delivery in this financial year.
1.3	Improve access to the new town cent junction improvements, and more bu		-		
1.3.1	Improve the junction at John Nike Way.	Feb 2010	ECC	$\checkmark$	Construction under way and ahead of programme at end of quarter
1.3.2	Enhance the station forecourt at Bracknell.	Dec 2009	ECC	$\checkmark$	Legal negotiations still in progress over land acquisition at end of quarter
1.3.3	Develop a residential parking strategy.	Mar 2010	ECC	$\checkmark$	Prompts for implementation being delayed means that the strategy will be high level.
1.3.4	Develop an urban traffic management control strategy.	Mar 2010	ECC	$\checkmark$	Initial feasibility study now commissioned and early discussions with UTMC industry providers. Current year target is to identify an incremental strategy - tailoring the level of UTMC capability to local needs.
1.4	Construct and open a new Bracknell			a high o	
1.4.1	Progress the final design stages for the civic accommodation.	Dec 2009	СХО	×	On hold.
1.4.2	Assist with the development of a new library, civic offices and Jubilee Gardens.	Mar 2010	CPS	*	Plans are on hold while the decisions are made on the timescales to the overall regeneration. However plans for the democratic offer/suite are developed fully to the current design stage (Stage D).
1.4.3	Finalise plans for the new democratic office suite in the Civic Hub.	Mar 2010	CPS	×	Plans are on hold while the decisions are made on the timescales to the overall regeneration. However plans for the democratic offer/suite are developed fully to the current design stage (Stage D).

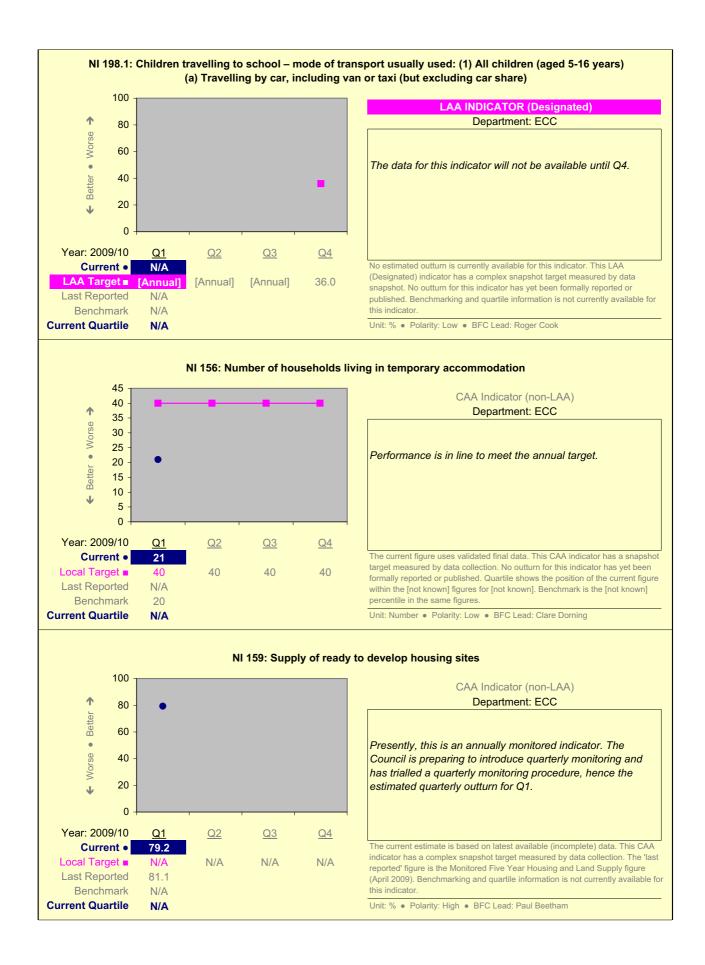
1.4.4	Provide all necessary support, advice and guidance for the office planning in the new accommodation. Ensure accurate headcount figures are in	Mar 2010	CPS	$\checkmark$	Headcount figures available for planning purposes.
	place for space planning.				
1.4.5	Provide all necessary support and advice for the IT Infrastructure in the Civic Hub.	Mar 2010	CPS	×	Dependent on outcome of town centre discussions.
1.4.6	Provide all necessary support and advice on the customer services area in the Civic Hub.	Mar 2010	CPS	$\checkmark$	Plans are being developed for the reception at Time Square North, which use the research undertaken for the Civic Hub to inform requirements.
1.5	Ensure local people gain the skills fo	r employmer	nt in the nev	v town co	entre.
1.5.1	Develop service provision to meet existing local needs in Bracknell Forest to enable more adults to be able to enter the job market.	Sep 2009	SCL	$\checkmark$	Adult Learning Plan in place and application made for Grow Our Own funding.
1.6	Improve perceptions and vibrancy of	Bracknell to	wn centre d	luring re	development.
1.6.1	Sustain the Bracknell Town Centre Partnership during the regeneration, and improve perceptions.	Mar 2010	СХО	$\checkmark$	Ongoing.
1.6.2	Improve vibrancy of town centre and market through range of activities to attract shoppers.	Mar 2010	CPS	$\checkmark$	Programme of activities/promotions progressing satisfactorily. Ongoing events.
1.7	Assess options for future accommod	lation for libr	ary, democ	ratic fun	ction, customer services and offices.
1.7.1	Undertake improvement works at Bracknell library.	Dec 2010	ECC	$\checkmark$	Improvements have begun to take place through the Planned Maintenance Programme.
1.7.2	Assess options for future of Council accommodation for offices, library, Democratic Services, Customer Service.	Jul 2009	CPS	$\checkmark$	Revised Accommodation Strategy being drafted.
1.7.3	Assess financial, legal and property options of future Council accommodation.	Jul 2009	CPS	$\checkmark$	Ongoing work linked to town centre proposals.
1.8	Adopt transformational business pro	cesses to su	pport new v	ways of w	working in the new accommodation.
1.8.1	Implement transformational business process improvements to support changes in accommodation early, where possible: storage, postal, receptions, meeting rooms, telephony, IT infrastructure.	Mar 2010	CPS	$\checkmark$	Corporate EDRMS solution ready to implement in SCL. Tidy days planned for July. Improvements made to BORIS. New postal arrangements to be implemented. Meeting room review completed. Telephony review completed. IT infrastructure changes underway.
1.8.2	Support mobile and flexible working project, and provide all necessary support, advice and guidance for HR.	Mar 2010	CPS	$\checkmark$	HR Policy Framework document now on BORIS. Training programme being developed.
1.8.3	Support for corporate mobile and flexible working strategy by providing hardware, software and support to enable new work styles.	Mar 2010	CPS	~	Technology requirements being reviewed to support pilot projects. Project begun in Children's Services. Benefits pilot /opportunities to be reviewed in light of accommodation pressures in Time Square. Accommodation Strategy being finalised to maximise effective use of space.
1.8.4	Support for corporate mobile and flexible working strategy through development of accommodation strategy.	May 2009	CPS	$\checkmark$	Accommodation Strategy being drafted.

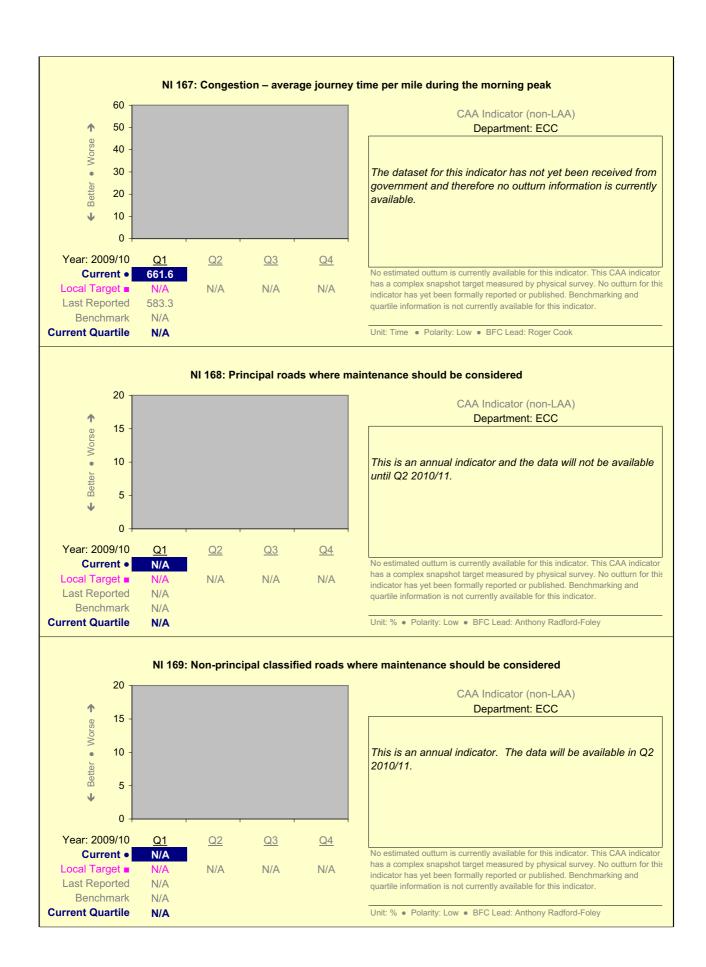
OPERATION	IAL RISKS TO MTO 1	<u>Owner</u>	Progress on Mitigation Actions
1.1	Town centre property issues. Mitigation: Close monitoring through monthly project meetings for the civic centre project. PRINCE2 methodology followed for the civic centre project. Monthly meetings held with BRP on the town centre regeneration project.	CPS	Monthly town centre meetings being held. Revised/New Risk: None.
1.2	Performance of and relationship with partners and contractors. Mitigation: Maintain close working relationship. Monthly meetings with BRP include discussion of performance.	CPS	Monthly meetings being held. Revised/New Risk: None.
1.3	Realising benefits of the town centre redevelopment and Civic Hub: maximum benefits or improvements of significant change and investment are not realised or demonstrated. Mitigation: Regular review to ascertain key benefits are realised. Monthly project meetings for the civic centre project. PRINCE 2 methodology followed for the civic centre project, which will require post- project implementation review to assess if objectives met and benefits realised.	CPS	On hold. Revised/New Risk: None.
1.4	Loss of key staff. Plans for library, new civic hub and Jubilee Gardens not implemented. Mitigation: Recruit staff if required. Plans in place to progress civic centre.	CPS	Project on hold. Revised/New Risk: None.
1.5	Imprecise HR data would impact on planning. Mitigation: Ensure up-to-date, accurate data available.	CPS	Database is actively kept up to date on a weekly basis to ensure accuracy. Revised/New Risk: None.
1.6	Delay in new civic building and financial constraints cause delay. Mitigation: Ensure business cases for such projects are robust and self-funding.	CPS	Alternative accommodation issues being investigated for interim period. Revised/New Risk: None.
1.7	Risks related to the buoyancy of the property investment market and/or changes in the organisation or composition of the Council's development partners. Mitigation: This is outside the direct control of the Council, although the most effective mitigation will be to continue to demonstrate the Council's commitment and momentum to deliver the regeneration. Provisions in the town centre development agreement also provide the Council with scope to influence commercial partner choices as well as formalising the interchange of information between BFC and BRLP.	СХО	Significant review of town centre regeneration plans underway with BRP to develop the way forward in view of the current economic climate. Revised/New Risk: None.
1.8	Commercial/ financial market deteriorates. Mitigation: Financial monitoring with BRP at monthly steering group.	ECC	Meeting regularly with BRP to progress alternative plan. Revised/New Risk: None.
1.9	Loss or absence of key staff needed to deliver the outcomes. Mitigation: Workforce Plan in place which prepares for known losses. Monthly monitoring of vacancies at DMT. Quarterly review of sickness at DMT.	ECC	No key staff lost in the quarter. Revised/New Risk: None.
1.10	Political will or commitment. Mitigation: Good preparation, Member briefings and appropriate lobbying. Good consultation and forward planning.	ECC	No major problems in the quarter. Revised/New Risk: None.
1.11	Lack of available funding from the Homes and Communities Agency. Mitigation: Meeting with investment director of HCA with a view to agreeing an investment protocol in the Borough.	ECC	No change to the risk in the quarter. Revised/New Risk: None.

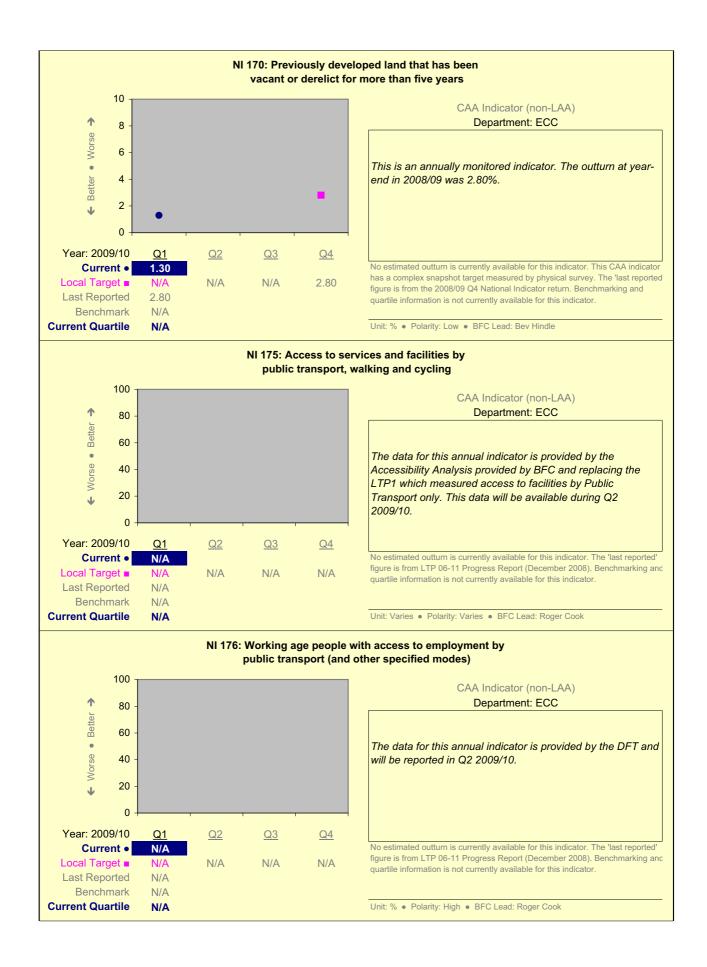


	NI 44. <b>-</b>	ment in the ente
		ment in the arts
	100	CAA Indicator (non-LAA)
<b>^</b>	80 -	Department: ECC
etter		
m ●	60 -	As previously reported, the outturn for this indicator is
Worse • Better	40 -	dependent upon the Active People Survey which is not due
Mo		until December 2009 and should be reported in Q3/Q4
¥	20 -	2009/10.
	0 +	
Year: 200	09/10 <u>Q1 Q2 Q3 Q4</u>	
Curre	ent • N/A	No estimated outturn is currently available for this indicator. This CAA indicator
Local Tar		has a snapshot target measured by survey. No outturn for this indicator has yet been formally reported or published. Benchmarking and quartile information is
Last Rep Bench		not currently available for this indicator.
Current Qua		Unit: % • Polarity: High • BFC Lead: Lynne Dick
ACTIONS IN	SUPPORT OF MTO 2 Due Date	Owner Comments
2.1	Restore South Hill Park grounds.	
2.1.1	Obtain Stage 2 approval from Heritage Mar 2010	ECC Decision due imminently.
	Lottery Fund for South Hill Park project.	
2.5		space by targeted projects and by engaging the voluntary
	sector.	
2.5.1	Improve the quality of the countryside Mar 2010	
	and open space by targeted projects and by engaging the voluntary sector.	Breathing Spaces projects completed.
2.6	Implement the cultural strategy to maintain and	
2.6.1	Implement the cultural strategy. Mar 2010	ECC Meeting of the Cultural Partnership scheduled for July 2009.
2.6.2	Draft and implement integrated Jun 2009	CXO / In progress.
	communications and marketing plan	V
	for increasing footfall and membership at the Borough's libraries.	
2.7	Review and update the parks and open spaces	
2.7.1	Review and update the parks and open Mar 2010	
	spaces strategy.	complete.
	AL RISKS TO MTO 2	Owner Progress on Mitigation Actions
2.1	Loss or absence of key staff needed to deliver the outcomes.	ECC Parks and Countryside and Landscape facing challenges in interim period following loss of Head
	Mitigation: Workforce Plan in place which prepares	of Culture. New more sustainable arrangements
	for known losses. Monthly monitoring of vacancies	planned.
	at DMT. Quarterly review of sickness at DMT.	Revised/New Risk: None.
2.2	Political will or commitment.	ECC No change to the risk in the quarter.
	Mitigation: Good preparation, Member briefings and	Revised/New Risk: None.
	appropriate lobbying. Good consultation and forwar	d
	planning.	



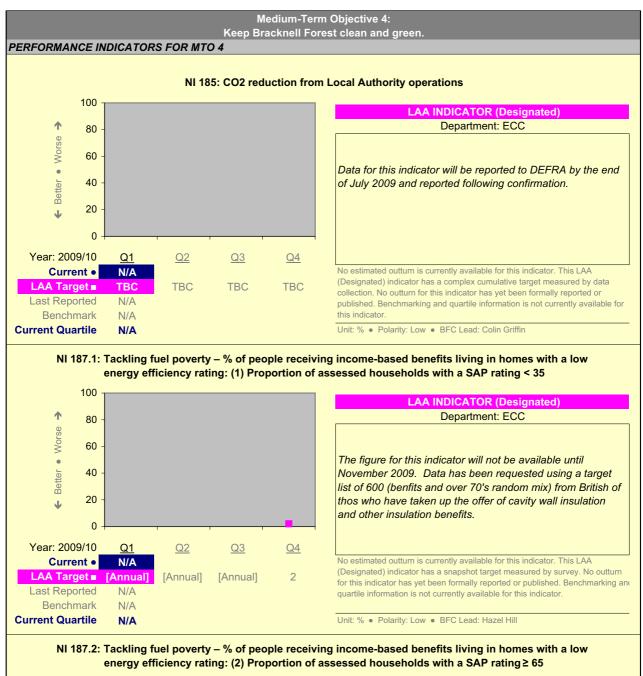


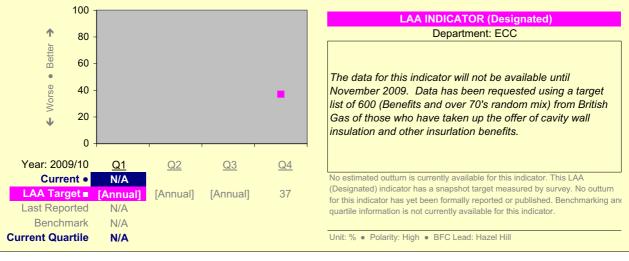


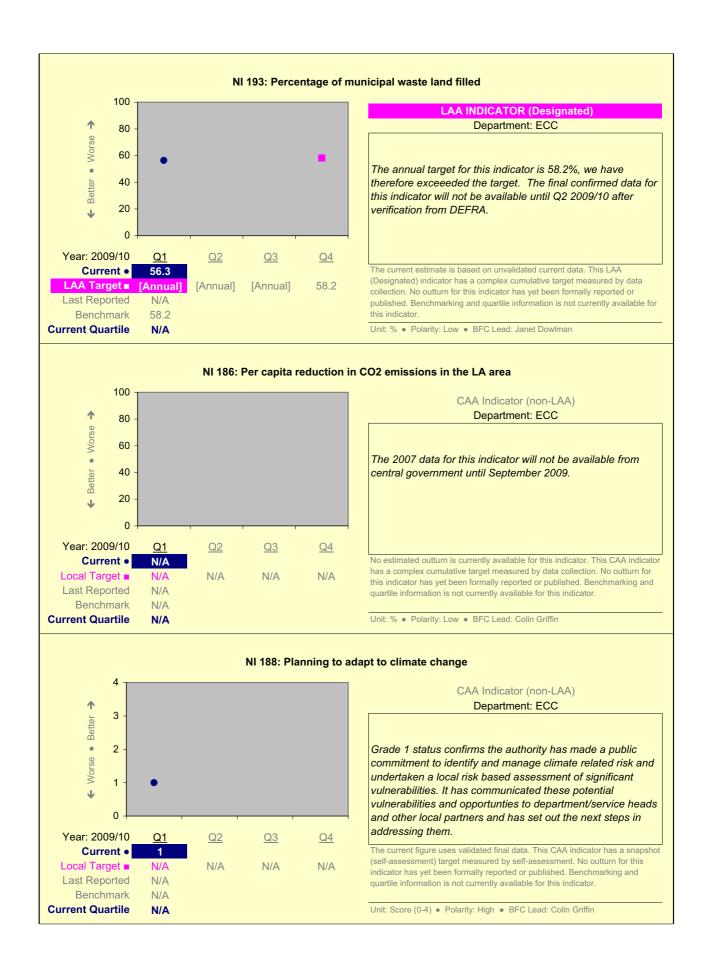


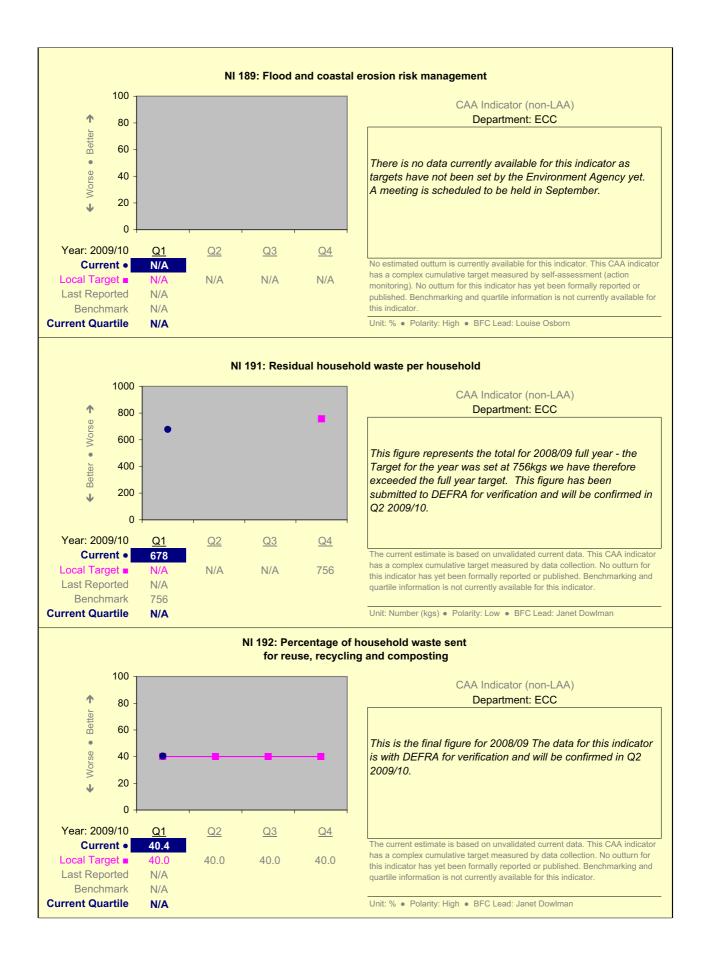
				: Bus service	•		
	100	(1) Pro	portion of	non-frequent	scheduled	services	s on time
	100					(	CAA Indicator (non-LAA)
<b>^</b>	80 -						Department: ECC
Better	60 -						
♦ Worse	40 - 20 -						on a rolling 12 month period and reported ated data only available on a quarterly
	0		1				
Year: 20	<u></u>	<u>Q2</u>	<u>Q3</u>	<u>Q4</u>			
Curr Local Tar	ent • 94.6 get • N/A	N/A	N/A	N/A	indicator has	a complex	based on latest available (incomplete) data. This CAA snapshot target measured by physical survey. No
Last Rep	orted 91						has yet been formally reported or published. ile information is not currently available for this
Bench Current Qu					indicator.	plarity: High	BFC Lead: Roger Cook
	SUPPORT OF			Duo Doto	Owner	Comme	с 
3.1			ent framew	Due Date ork that prot			and balances the demand for new
	-	the need to p		wider enviro	nment.		
3.1.1	Complete the availability as	strategic hous sessment.	ing land	Jun 2009	ECC	$\checkmark$	Has reached Stage 6 (of 10 stages). On track for completion in Q2.
3.1.2	Complete the and retail stud	employment la Jy.	and review	Jun 2009	ECC	$\checkmark$	Complete.
3.1.3		rtial review of c lic participation		Dec 2009	ECC		Decision has been taken to defer this until 2011/12.
3.1.4	Hold an exam action plan.	ination of Ame	n Corner	Nov 2009	ECC	$\checkmark$	Delay in submission means examination likely by early 2010.
3.1.5		e Development Development I		Jan 2010	ECC		Decision has been taken to defer this until 2011/12.
3.1.6	Complete put Whitegrove a	olic participation nd Quelm Park		Oct 2009	ECC		Decision taken to review this as part of site allocation DPD.
3.3	action plan. Implement a Area.	strategy to m	itigate the	impact of de	velopment o	on the TI	names Basin Heath Special Protection
3.3.1		ni-plans and be on of plans.	gin	Mar 2010	ECC	$\checkmark$	Plans have been agreed for Horseshoe Lake, Longhill, Englemere and The Cut. Plans have been drafted for Ambarrow Court, Shepherds Meadows and Wick Green. It is intended to develop a further plan for South Hill Park.
3.3.2	Review Speci mitigation stra	al Protection A ategy.	rea	Mar 2010	ECC	$\checkmark$	On track – public consultation in outline 2009. Converting to our SPD may cause slight delay to adoption.
3.4		ne local transp					
3.4.1	· ·	egrated transp ntified in the loc n.		Mar 2010	ECC	$\checkmark$	In progress.
3.4.2		hway network		Mar 2010	ECC	$\checkmark$	In progress.
3.6						ne introd	luction of choice-based lettings.
3.6.1	Implement ch	oice based lett	ings.	Jul 2009	ECC	$\checkmark$	Allocation Policy agreed.
3.6.2	for choice bas housing.	l implement an sed lettings and	d strategic	Jun 2009	ECC	$\checkmark$	System purchases and now being configured to reflect Allocation Policy.
3.6.3		mmunications ice based lettin		Nov 2009	СХО	$\checkmark$	In progress. Initial article in Town and Country July 2009.

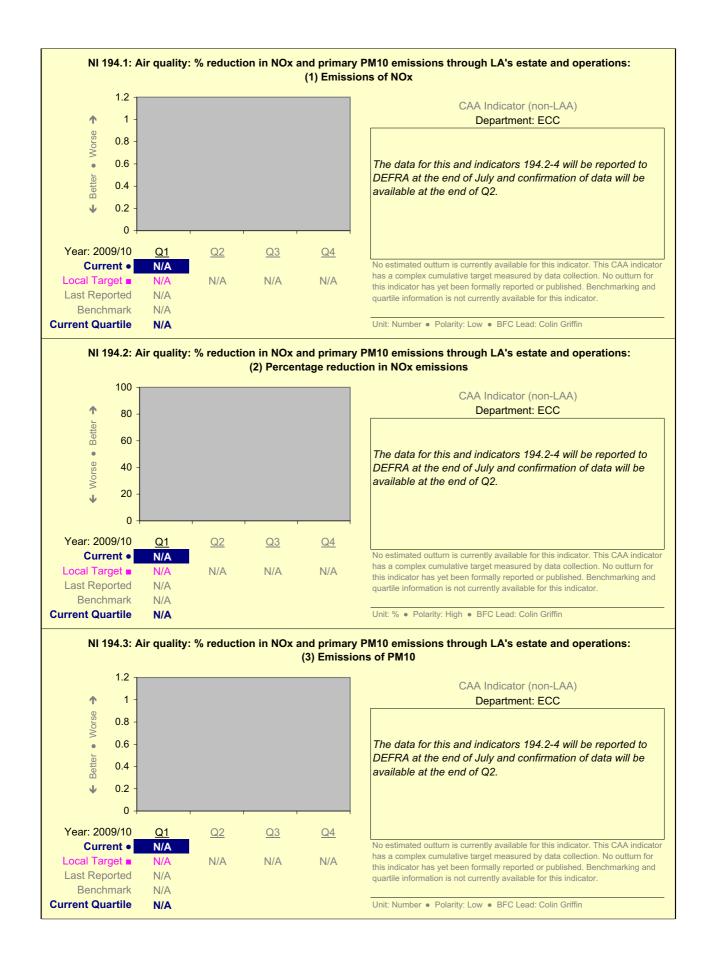
3.7	Increase the number of affordable hou	uses in the I	Borough, in	cluding directly funding 100 new units.
3.7.1	Work with RSL partners to deliver 58 new affordable homes in Bracknell Forest.	Mar 2010	ECC	Units still scheduled for delivery in this financial year.
3.7.2	Invest £1.155 million of transfer capital receipt in new housing.	Mar 2010	ECC	Executive agreed property and land purchase.
3.8	Implement the housing strategy to pro Bracknell Forest.	ovide the rig	pht homes fo	」 or the diverse housing needs of the community in
3.8.1	Establish a private sector housing strategy	Sep 2009	ECC	Target September Executive for consideration.
3.8.2	Implement the bed-and-breakfast reduction plan.	Mar 2010	ECC	No households currently in bed & breakfast.
3.8.3	Establish a supporting people strategy and re-tender for housing support services.	Nov 2009	ECC	Review client groups on target.
3.8.4	Select preferred partner registered social landlords to implement the housing strategy targets.	Apr 2009	ECC	Delay in selection – competition commencing early August.
3.8.5	Implement the Housing and Council Tax Benefit improvement plan.	Mar 2010	ECC	Report with new plan to September Executive.
3.8.6	Establish a private sector housing forum.	Mar 2010	ECC	Next meeting scheduled for July.
OPERAT	IONAL RISKS TO MTO 3		Owner	Progress on Mitigation Actions
3.1	Commercial/ financial market deteriorate Mitigation: Financial monitoring with BRF steering group.		ECC	Revised/New Risk: None.
3.2	Loss or absence of key staff needed to d outcomes. Mitigation: Workforce Plan in place which for known losses. Monthly monitoring of at DMT. Quarterly review of sickness at I	n prepares vacancies	ECC	No changes in housing in the quarter. Revised/New Risk: None.
3.3	Lack of officer resource to undertake the large housing projects in the year. Mitigation: New enabling officer recruited Resourcing of improvement plan reviewe existing vacant posts.	l.	ECC	No current issues. Revised/New Risk: None.
3.4	Political will or commitment. Mitigation: Good preparation, Member br appropriate lobbying. Good consultation planning.		ECC	No change to the risk in the quarter. Revised/New Risk: None.
3.5	Lack of available funding for the affordable housing development. Mitigation: Meeting with investment director of HCA with a view to agreeing an investment protocol in the Borough.			No change to the risk in the quarter. Revised/New Risk: None.
3.6	Inability of ICT suppliers to meet Council for system replacements. Mitigation: Using framework contract.	timescale	ECC	No current issues. Revised/New Risk: None.
3.7	RSL and development industry not able t to availability of transfer receipt. Mitigation: Consultation with partners via Housing Strategy.	the	ECC	No change to the risk in the quarter. Revised/New Risk: None.
3.8	Lack of private rented sector property or renting. Mitigation: Establish good links with lettin and developers. Maintain good relations developers.	ig agents	ECC	No change to the risk in the quarter. Revised/New Risk: None.

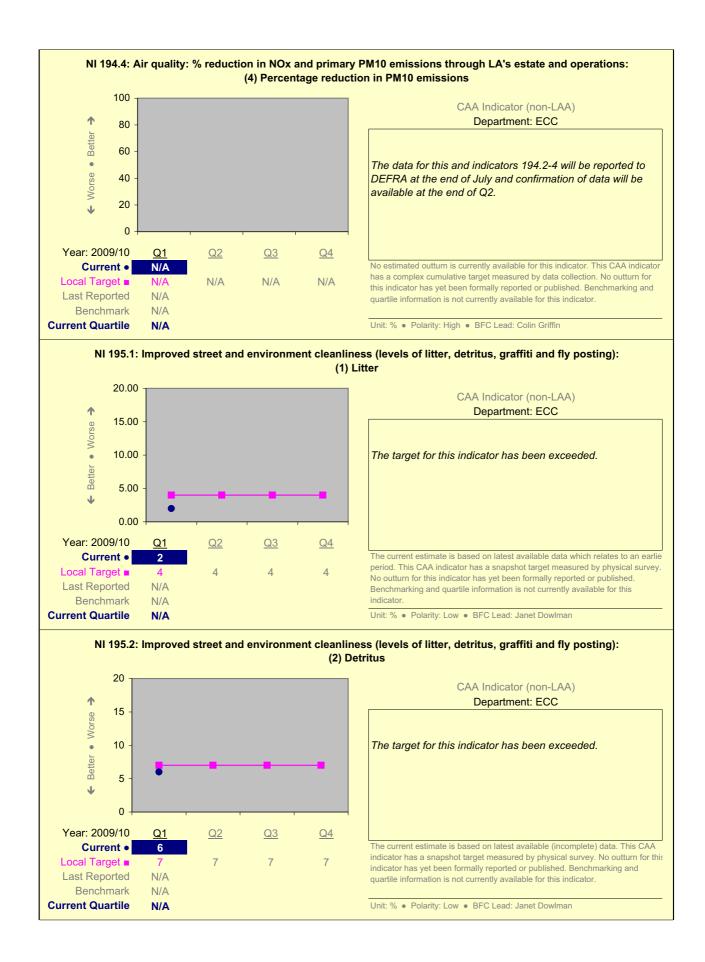


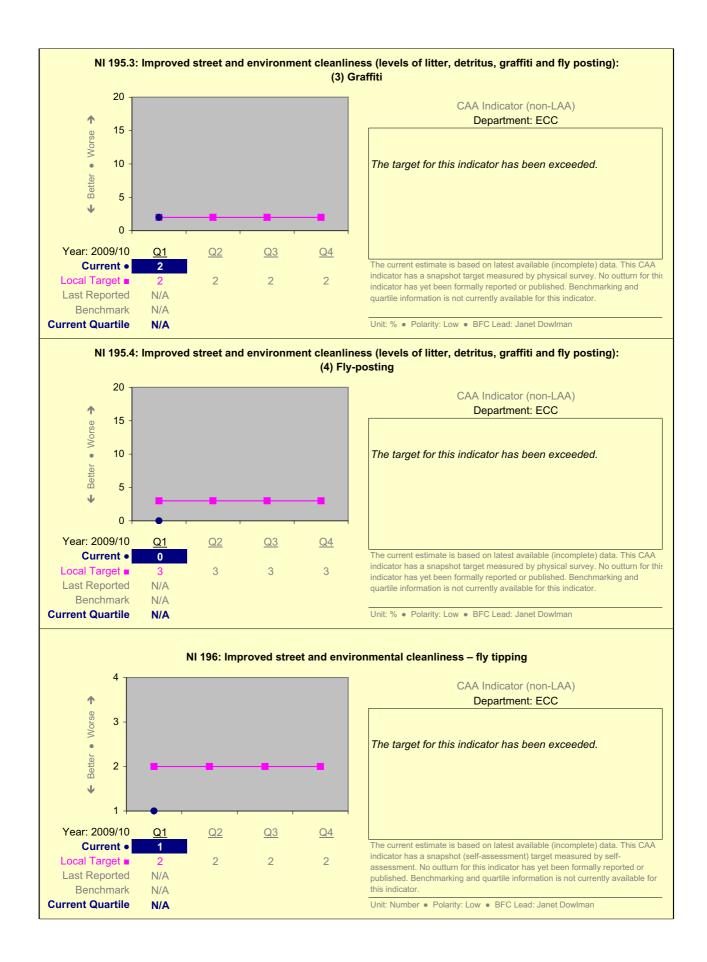








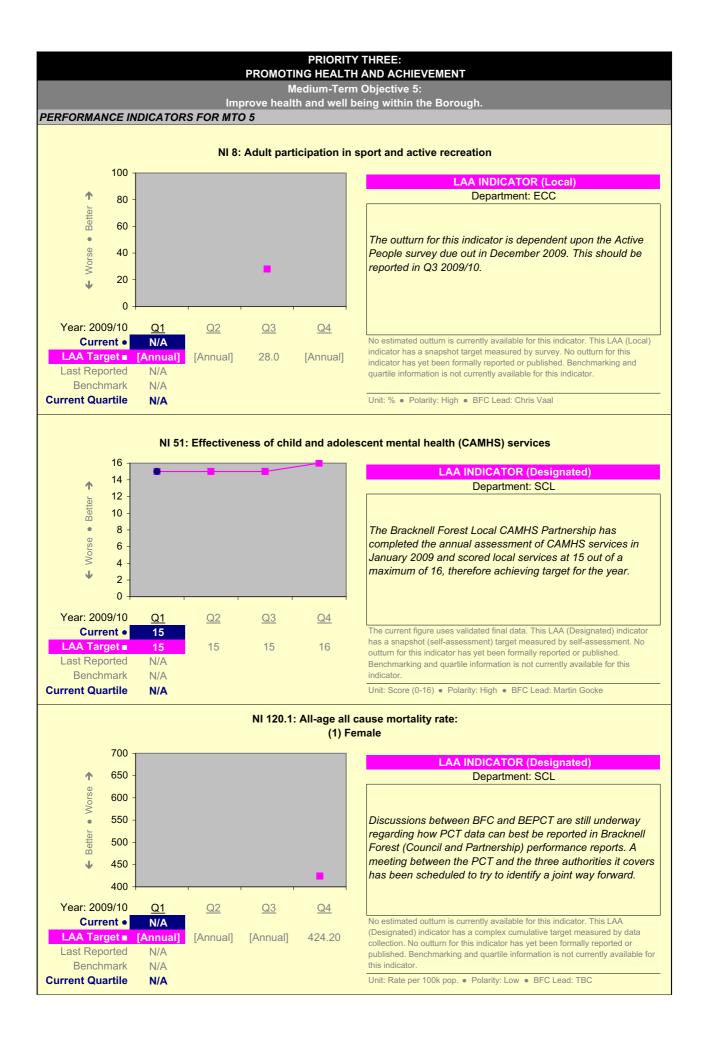


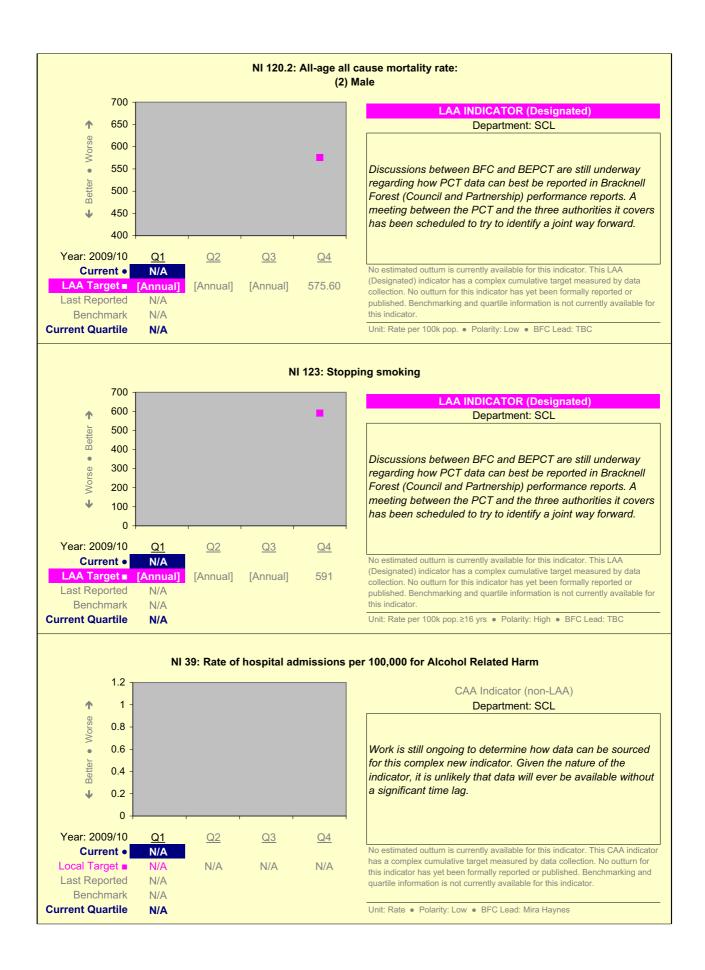


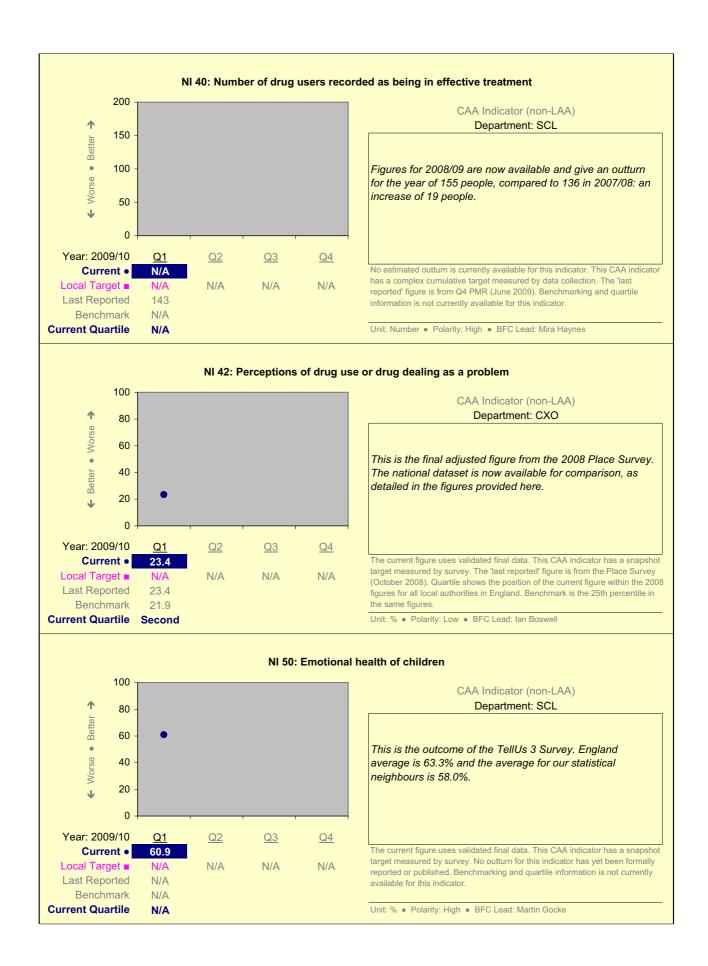
	NI 197: Improved local bioc conservation mana		-	-
Better 🕹	100 -			CAA Indicator (non-LAA) Department: ECC
<ul><li>▲ Worse</li></ul>	60 - 40 - 20 - 0 -	•		ator is reported on an annual basis. The figure will ble for reporting in Q4 2009/10.
Year: 20 Curr Local Tai Last Rep Bench	rent ● N/A rget ■ N/A N/A N/A ported N/A	<u>Q4</u> 37	has a comple indicator has	d outturn is currently available for this indicator. This CAA indicator ex snapshot target measured by data snapshot. No outturn for this yet been formally reported or published. Benchmarking and mation is not currently available for this indicator.
Current Qu	artile N/A		Unit: % • P	olarity: High   BFC Lead: Marlies Fell
	SUPPORT OF MTO 4	Due Date	<u>Owner</u>	Comments
<b>4.1</b> 4.1.1	Raise standards of landscape mainter Develop and implement a streetscene improvement plan.	Apr 2009	ECC	Complete - plan for year includes for remedial works to Bracknell town centre seating, bins planters etc, new planters outside library area, additional cleanse of high-speed roads, additional programmed works.
4.1.2	Clarify maintenance responsibilities for all Council-owned land.	May 2009	ECC	<ul> <li>Ongoing - work focussing on key areas of land. Officer group working though detail and clarifying responsibility on the GIS. Budget implications will follow once maintenance regime agreed.</li> </ul>
4.3	Keep satisfaction in the streetscene			· ·
4.3.1	Publish a draft Streetscene Development Plan Document.	Sep 2009	ECC	Currently in progress.
<b>4.4</b> 4.4.1	Increase recycling rates to 50% throu Complete the 2009/10 actions in the RE3 strategy and progress the actions for future years.	<b>igh the RE3</b> Mar 2010	initiative. ECC	Action plan will be reviewed in Quarter 3 after first year since adoption.
4.6	Develop a local climate change strate	egy by 2009,	in line with	the Nottingham Declaration.
4.6.1	Implement a local climate change strategy in line with the Nottingham Declaration.	Mar 2010	ECC	Strategy was submitted and approved in Q3.
4.6.2	Investigate the feasibility of installing on-site renewable energy in existing Council premises: Review boiler replacement schedule and high-carbon sites to identify priorities. Conduct an options appraisal for priority sites. Report to CMT.	Mar 2010	CPS	Investigations to ascertain options being undertaken, with the intention of reporting to CMT later in the year.
4.6.3	Report to Bracknell Forest Partnership to tackle the Partnership actions from the climate change action plan.	Dec 2009	схо	Ongoing.
4.6.4	Print Council publications on recycled paper, using environmentally friendly printing processes, wherever possible.	Mar 2010	CPS	Council agendas and associated papers are printed on 100% recycled white paper. The availability of recycled coloured paper is more restricted and officers are in discussions with companies that might be able to provide this for future use.
4.6.5	Optimise sustainability of all new Council buildings.	Mar 2010	CPS	Building Surveyors optimise use of sustainable materials in new work.

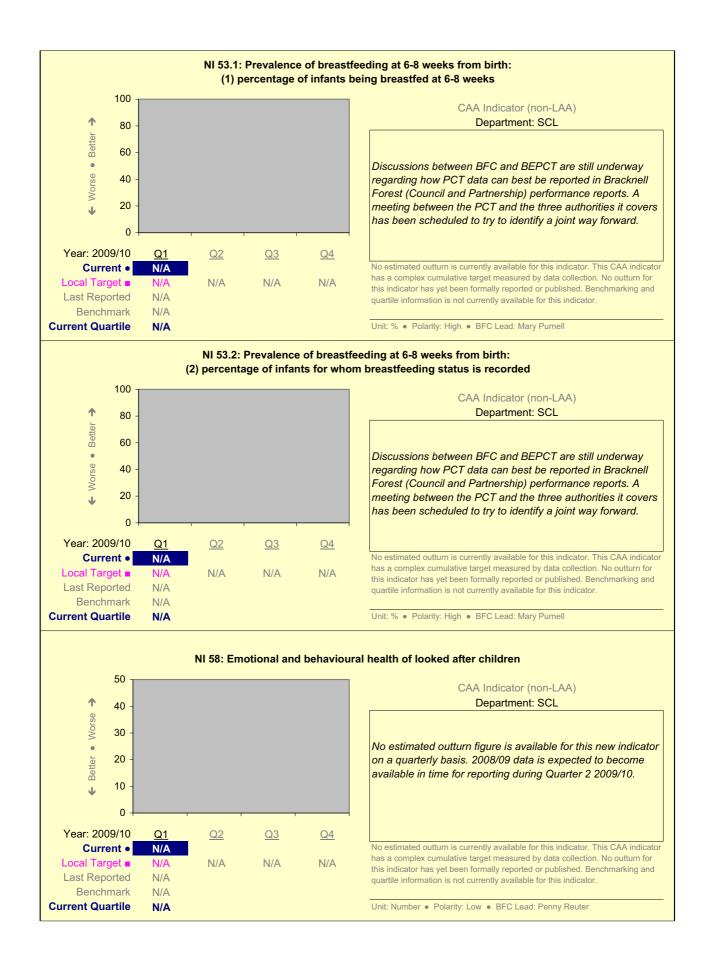
4.6.6	Investigate energy saving opportunities	Mar 2010	CPS	Printing strategy work plan underway.
	in ICT: desktop review; ensure green ICT procurement; review office printers to reduce printer paper, toner and energy; investigate whether Citrix servers can be powered off when not in use.			Reviewing further opportunities in server and desktop environments.
4.6.7	Reduce environmental impact of vehicle fleet: green fleet review. Report recommendations.	Mar 2010	CPS	Application submitted. Council on waiting list, awaiting notification of a start date for the green fleet review.
4.6.8	Ensure that the Council has a strategy to reduce waste from Council offices and other Council-owned premises.	Apr 2009	CPS	The Council has a strategy for reducing waste, and recycling initiatives are in place. The facilities management team continues to work to improve levels of recycling and to reduce waste.
4.6.9	Increase purchase of sustainable goods and services: analyse sustainable purchase practice; survey attitudes to sustainable purchasing amongst authorised purchasers; develop action plan; implement action plan.	Jan 2010	CPS	Meeting held with Procurement and Sustainable Support (PASS) Officers based in Reading.
4.6.10	Reduce water use in Council buildings: Establish water monitoring and targeting system for all council premises, provide quarterly water reports to departmental management teams, investigate feasibility of dual- flush toilets and time-controlled taps, include water consumption data in annual energy report, and reduce water consumption and leakage by 5%.	Mar 2010	ECC	Work is ongoing.
4.6.11	Include climate change in staff induction programme and staff training and development programmes where relevant. Co-ordinate environmental management workshops for school managers and governors annually.	Oct 2009	CPS	Climate change/environmental awareness now included in Lunchtime Managers Forum programme (October delivery). Now part of Induction programme.
4.6.12	Implement communications plan for climate change action plan.	Jun 2009	СХО	Complete - to be approved.
4.6.13	Implement communications plan for re- opening of Longshot Lane household waste recycling centre.	Jun 2009	СХО	Complete - opening planned for mid-July.
4.7	Improve energy management in Coun	ncil and scho	ool facilities.	
4.7.1	Improve energy management in Council and school facilities.	Mar 2010	ECC	Fully operational from Q4.

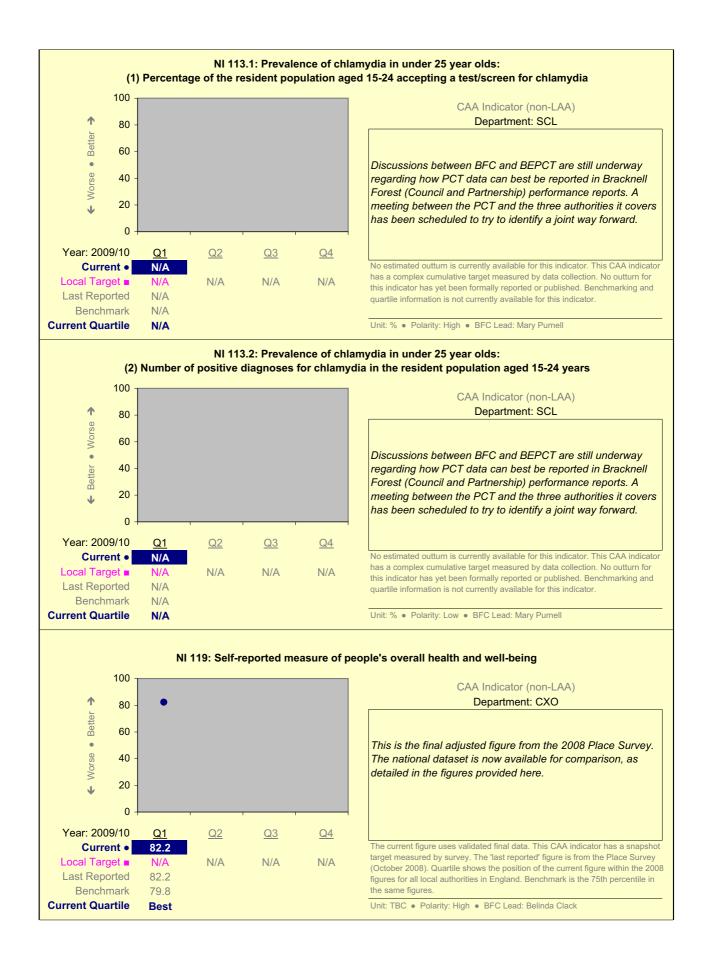
OPERATION	NAL RISKS TO MTO 4	<u>Owner</u>	Progress on Mitigation Actions
4.1	Loss of key staff. Mitigation: Recruit staff if required.	CPS	None required. Revised/New Risk: None.
4.2	Performance of and relationship with partners and contractors. Mitigation: Maintain close working relationship. Monthly meetings with BRP include discussion of performance.	CPS	Monthly meetings with contractors. Revised/New Risk: None.
4.3	Staff resistance to change. Mitigation: Good communications plan. Clarity of timescales and clear implementation plans.	CPS	Ongoing. Revised/New Risk: None.
4.4	Reputational risk caused by Longshot Lane failure to open to published timescale. Mitigation: Clear communications leading up to opening (working with RE 3).	СХО	Timescale is being adhered to and will open on time. Revised/New Risk: None.
4.5	Loss or absence of key staff needed to deliver the outcomes. Mitigation: Workforce Plan in place which prepares for known losses. Monthly monitoring of vacancies at DMT. Quarterly review of sickness at DMT.	ECC	Parks and Countryside and Landscape facing challenges in interim period following loss of Head of Culture. New more sustainable arrangements planned. Revised/New Risk: None.
4.6	Political will or commitment. Mitigation: Good preparation, Member briefings and appropriate lobbying. Good consultation and forward planning.	ECC	No change to the risk in the quarter. Revised/New Risk: None.

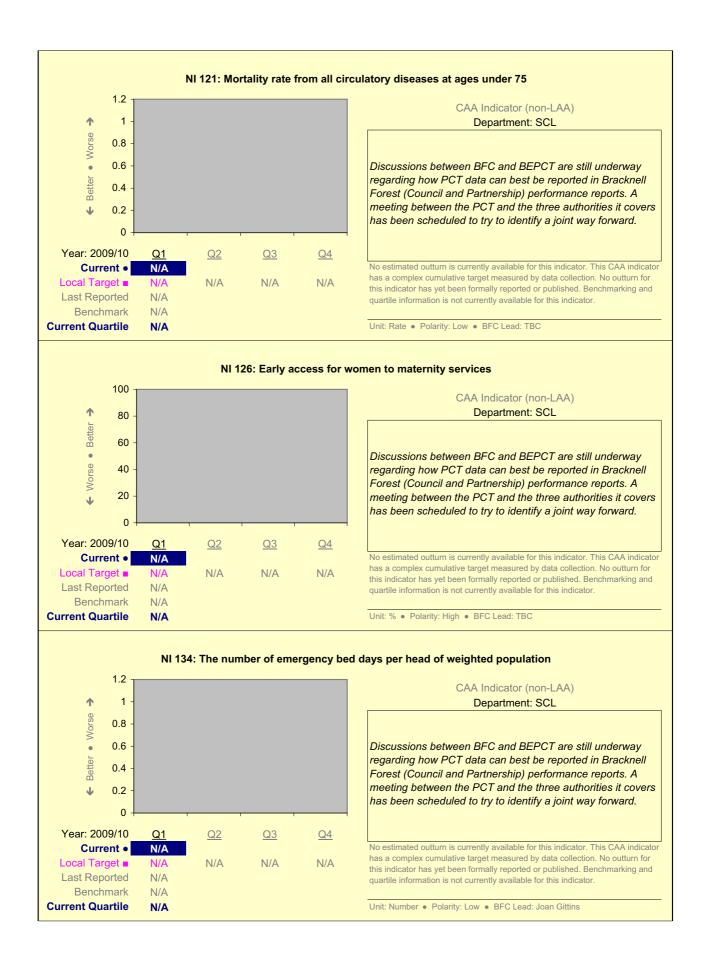


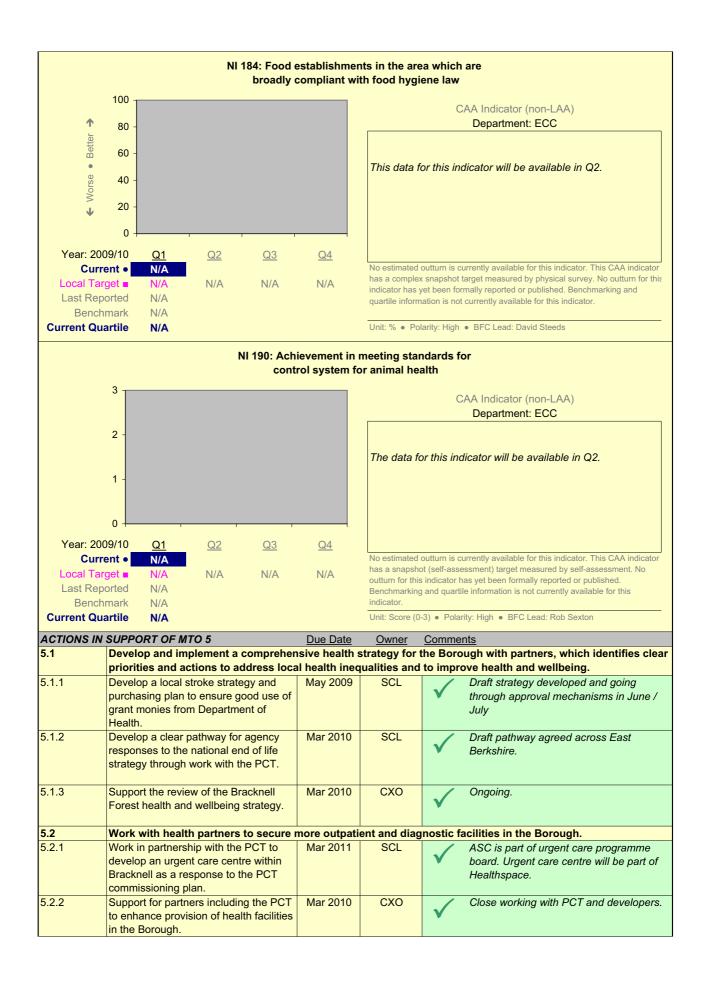






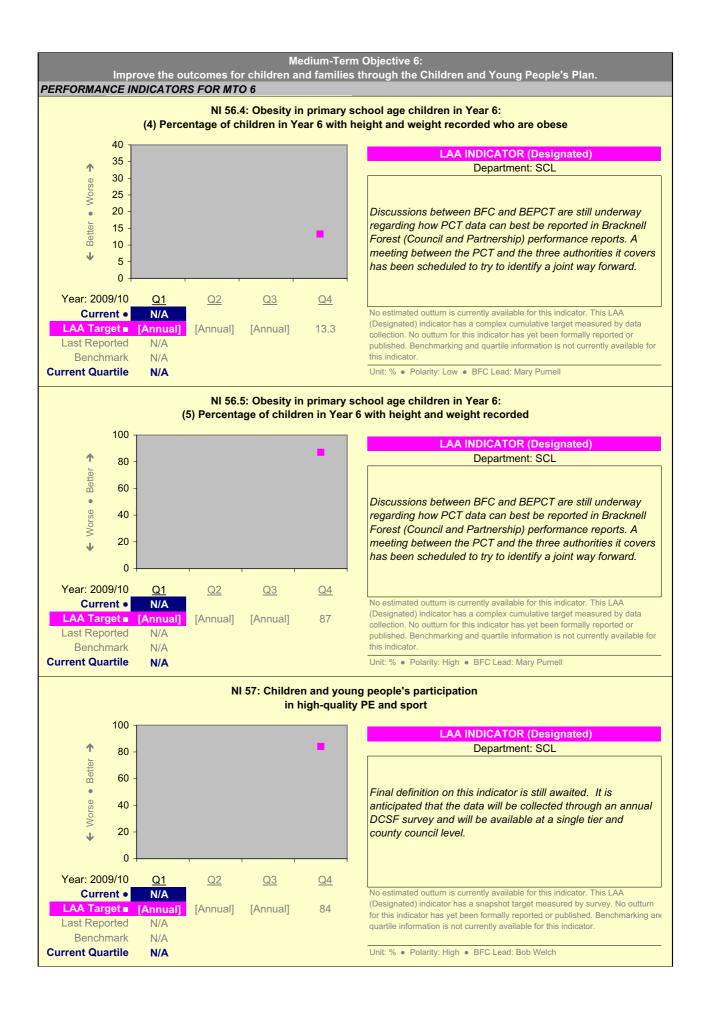




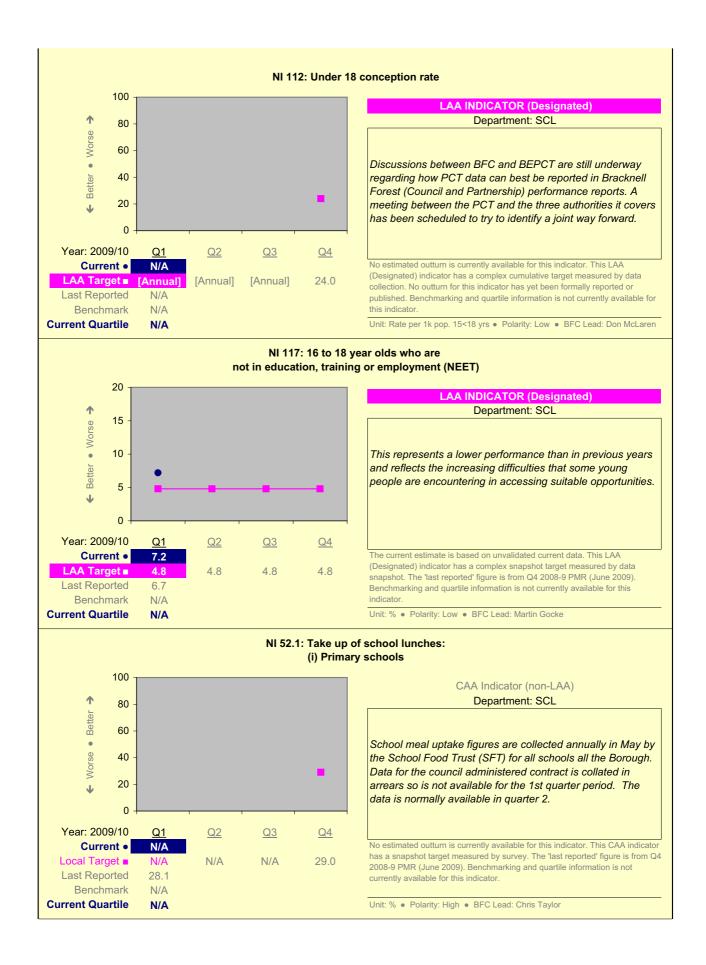


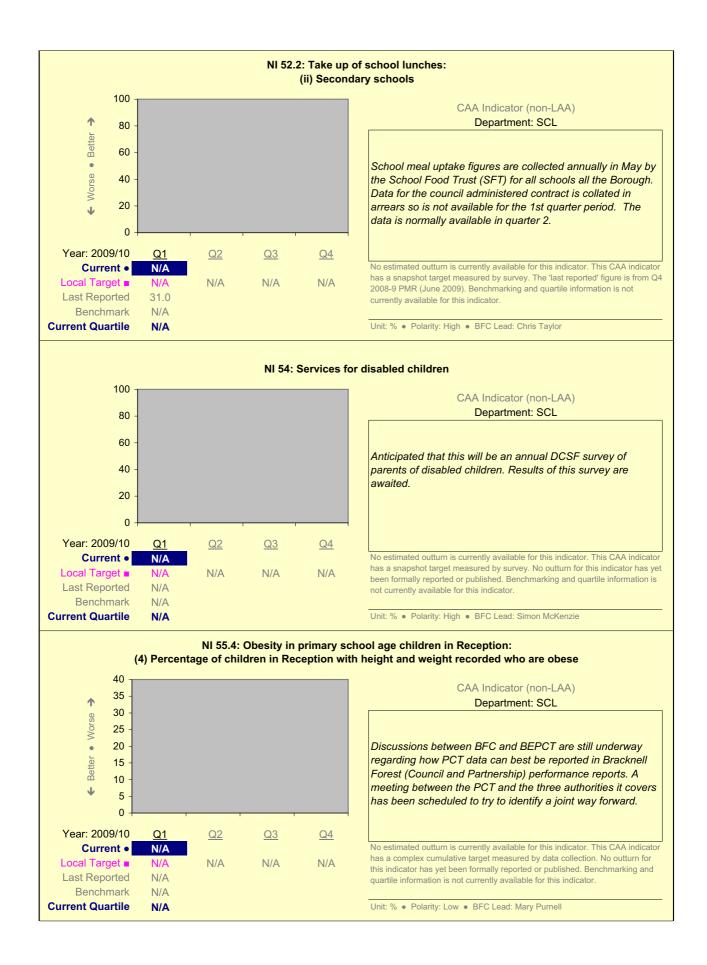
5.3	Focus on prevention, for example by moderate exercise per week.	increasing t	he number o	of adults participating in at least 30 minutes of
5.3.1	Maintain and promote services that will contribute to increasing the percentage of adults participating in 30 minutes of moderate-intensity sport or physical activity on at least three days in any week.	Mar 2010	ECC	The percentage of the adult population participating in 30 minutes of moderate intensity sport or physical activity on at least three days in any week will be measured through Sport England's Active People survey, with results due in December 2009. Interim figures issued June 2009 suggest that participation has increased by approximately 1.6% since initial survey. The leisure section continues with its promotions based around 3x30 concept.
5.3.2	Reduce the number of people and children killed and seriously injured in road accidents.	Mar 2010	ECC	The quarter 1 figure for the total number of people killed or seriously injured on roads within Bracknell Forest is 22. This figure represents performance for the rolling twelve months up to the end of May 2009. The current performance exceeds the target (not more than 34) for this indicator (NI47).
5.3.3	Develop a sustainable mode of travel to school strategy.	Dec 2010	ECC	Strategy in place and undergoing its first review. Heading towards consultation.
5.3.4	Implement communications plan for the launch of free swimming for over- 60s and under-16s.	Apr 2009	СХО	Complete.
5.4	Produce an annual report on public h	ealth.		
5.4.1	Work with partners to produce the Joint Strategic Needs Assessment (JSNA).		SCL	On target, draft anticipated end of September.
5.6	Work with health partners to improve	mental heal	Ith services	for children and young people.
5.6.1	Implement new service specification for child and adolescent mental health services (CAMHS) in partnership with the PCT and revised local CAMHS strategy.	Mar 2010	SCL	Specification agreed with PCT and local authority commissioners and being delivered by Berkshire Healthcare Foundation Trust. Local CAMHS Partnership have drafted revised strategy and will seek approval from the Children and Young People's Trust in the autumn.
5.6.2	Implement the action plan set out in the Bracknell Forest Anti-Bullying strategy, Safer ,Together ,Safer Wherever	Mar 2010	SCL	Work continues to implement the Strategy and Action Plan via the Anti-Bullying Group and the Anti-Bullying Co-ordinator
5.6.3	Develop delivery strategy for targeted mental health programme in schools, in preparation for 2010/11 delivery.	Dec 2009	SCL	Target clusters of schools identified, informed and contacted by national evaluation team.
5.7	Enable more people to remain in thei	r own homes	s through the	e use of Telecare.
5.7.1	Enable more people to remain in their own homes through the use of Telecare.	Mar 2010	ECC	Continuing to work with Bracknell, Reading and Wokingham social services teams to provide assistive technology as required. Staffing issues have meant that target to demo/install 70 Lifelines per month has not been met. This should be achieved in next quarter.

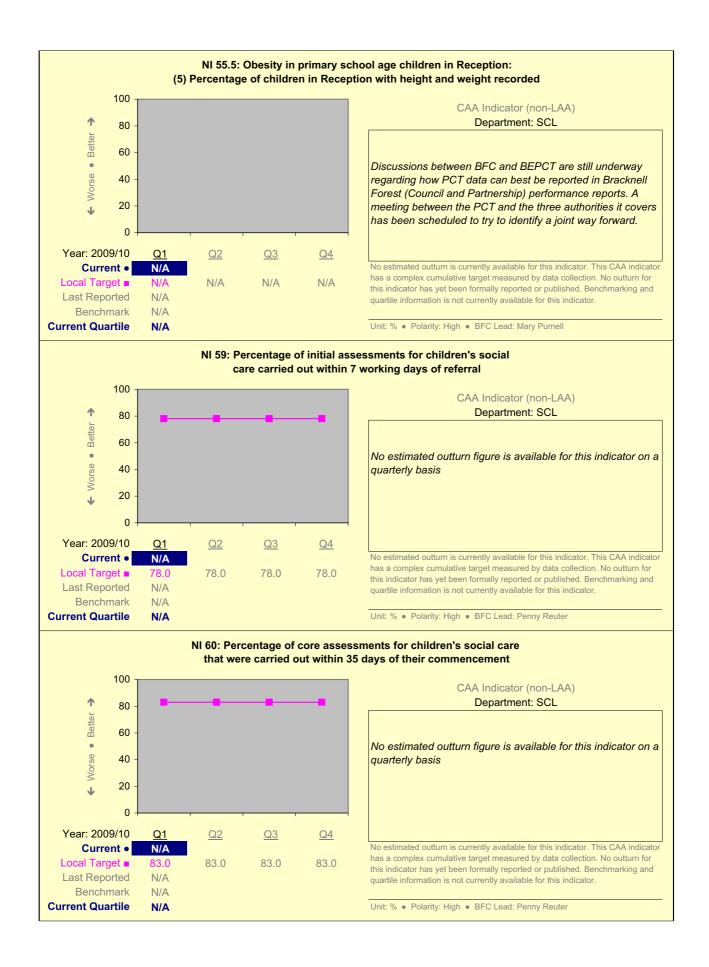
<b>OPERAT</b>	TIONAL RISKS TO MTO 5	<u>Owner</u>	Progress on Mitigation Actions
5.1	Resources: small team vulnerable to sickness, etc. Mitigation:	CXO	No major issues during the quarter. Revised/New Risk: None.
5.2	Loss or absence of key staff needed to deliver the outcomes. Mitigation: Workforce Plan in place which prepares for known losses. Monthly monitoring of vacancies at DMT. Quarterly review of sickness at DMT.	ECC	No changes in the quarter. Revised/New Risk: None.
5.3	Political will or commitment. Mitigation: Good preparation, Member briefings and appropriate lobbying. Good consultation and forward planning.	ECC	No change to the risk in the quarter. Revised/New Risk: None.
5.4	Failure to agree new service specification for CAMHS. Mitigation: Joint work with PCT and Slough and RBWM local authorities.	SCL	Specification agreed. Revised/New Risk: None.

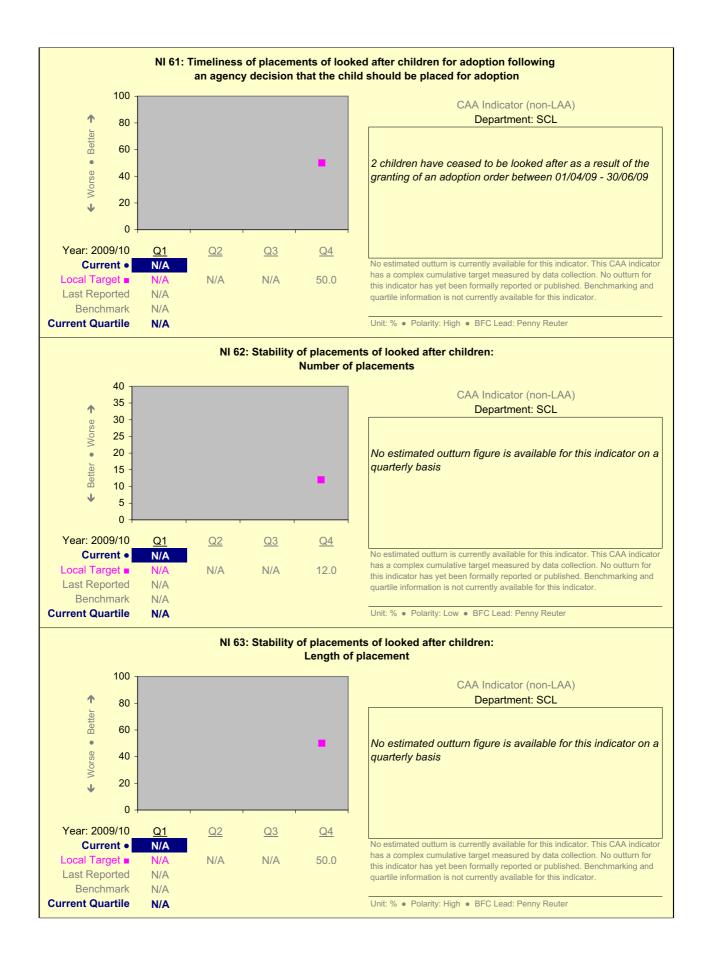


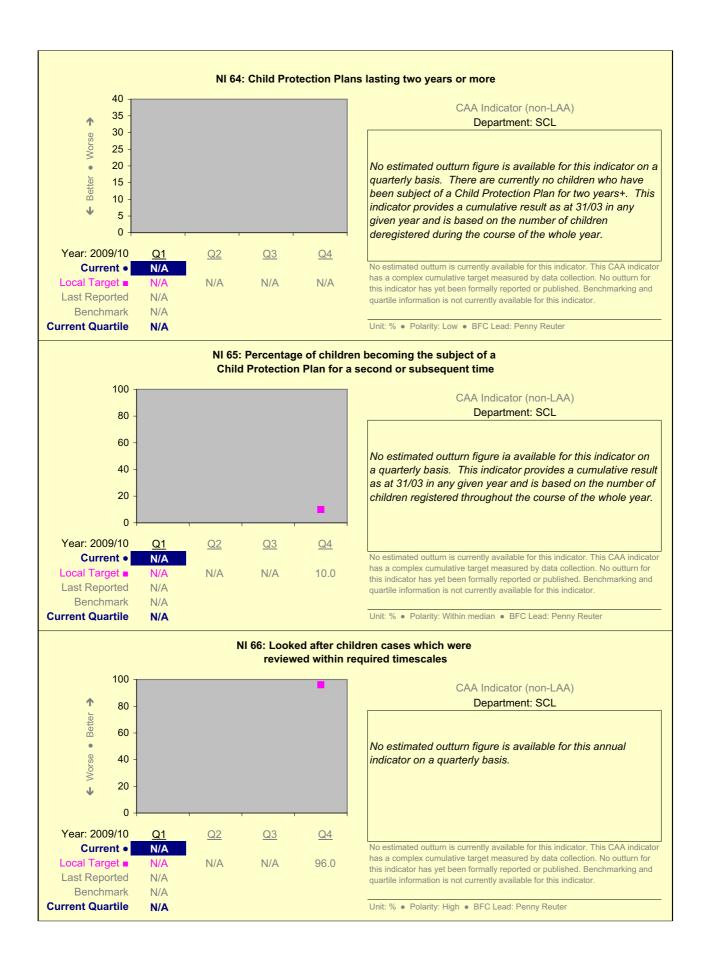


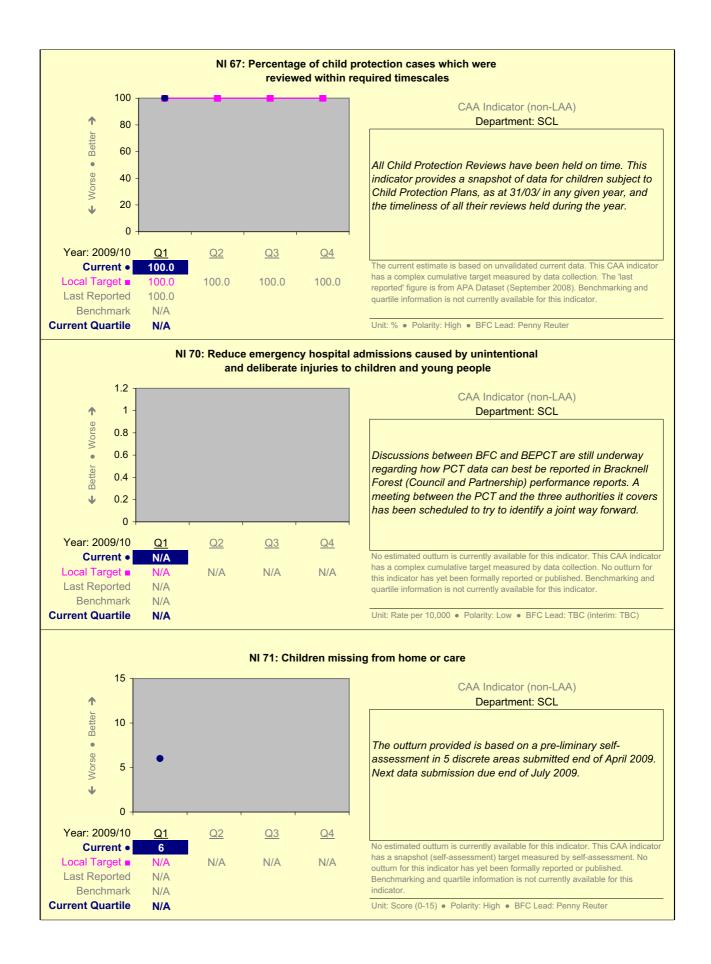


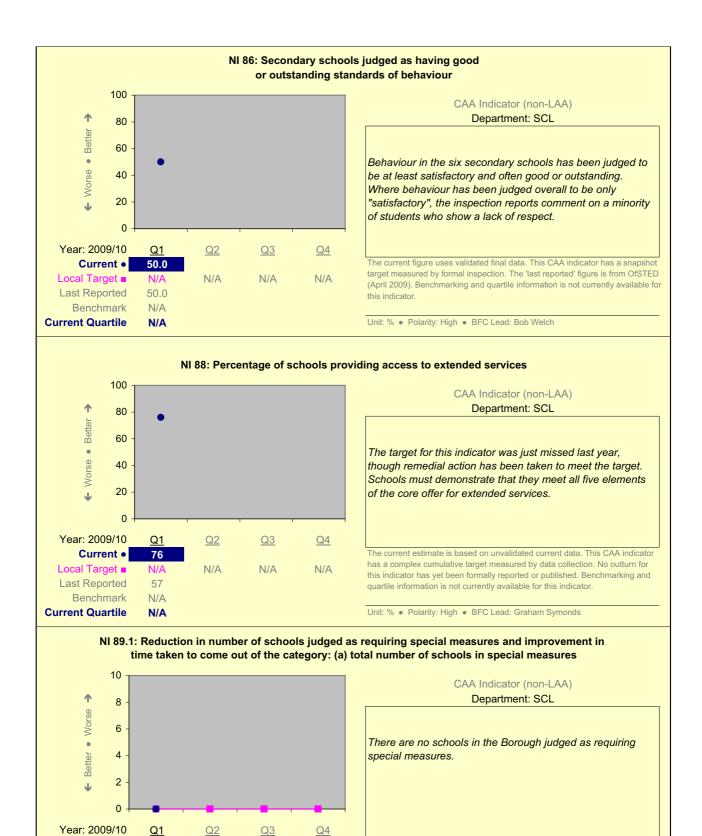












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The current figure uses validated final data. This CAA indicator has a cumulative target measured by data collection. The 'last reported' figure is from OfSTED (October 2008). Benchmarking and quartile information is not currently available for this indicator.

Unit: Number • Polarity: Low • BFC Lead: Bob Welch

0

0

Current •

Local Target

Last Reported

**Current Quartile** 

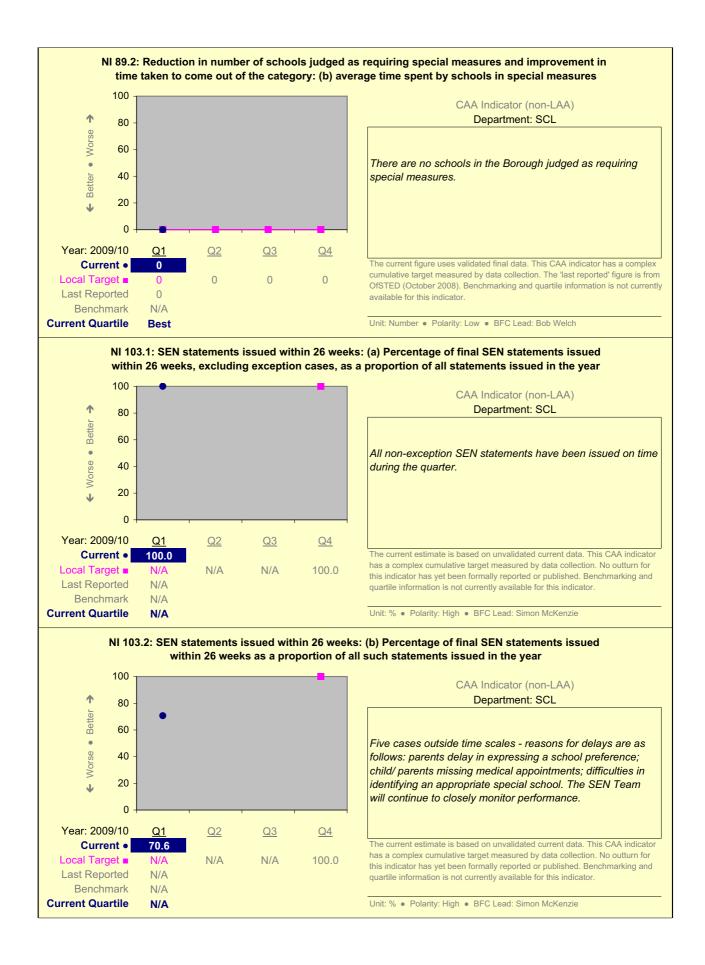
Benchmark

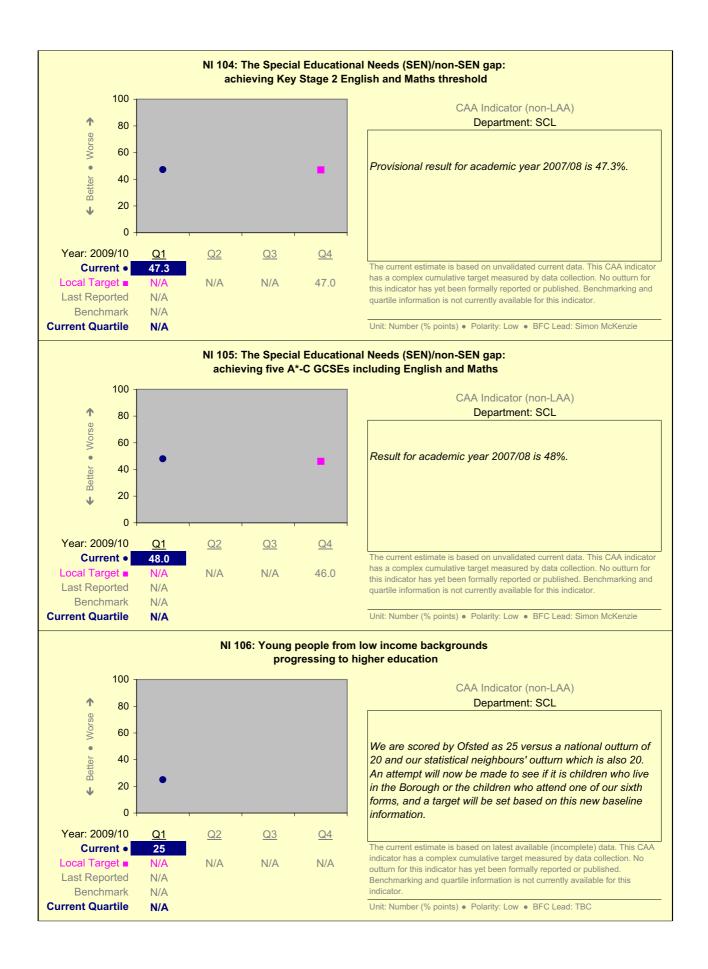
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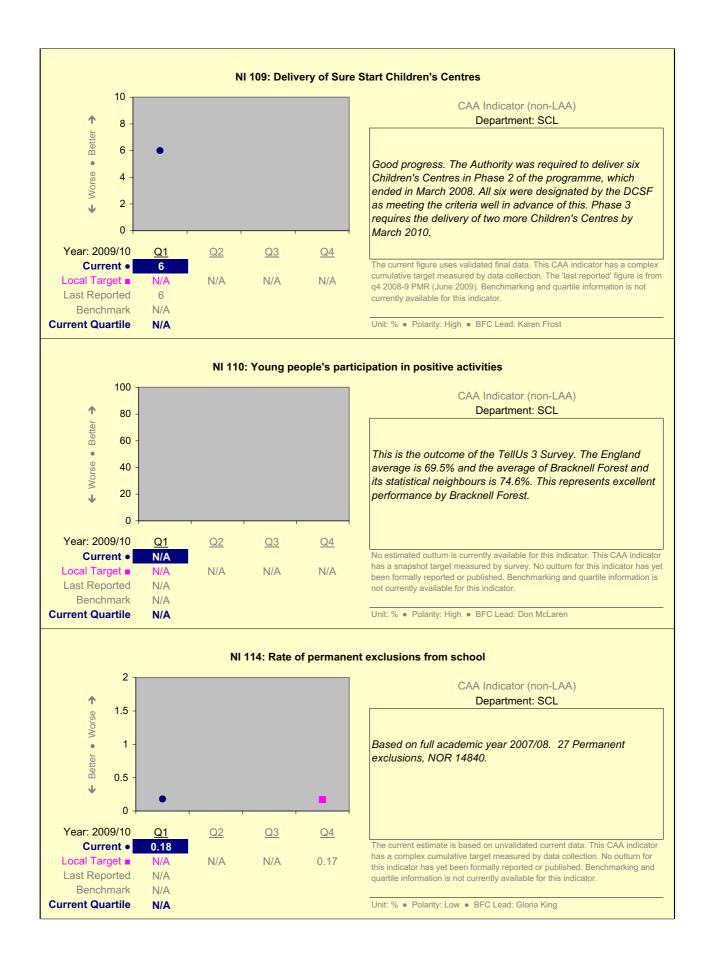
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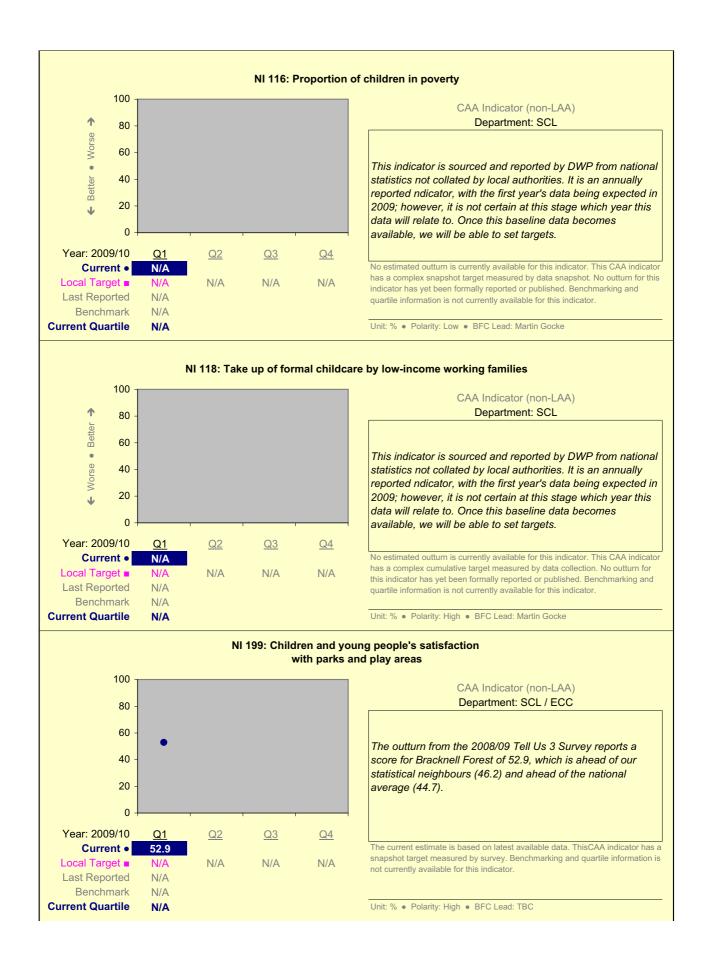
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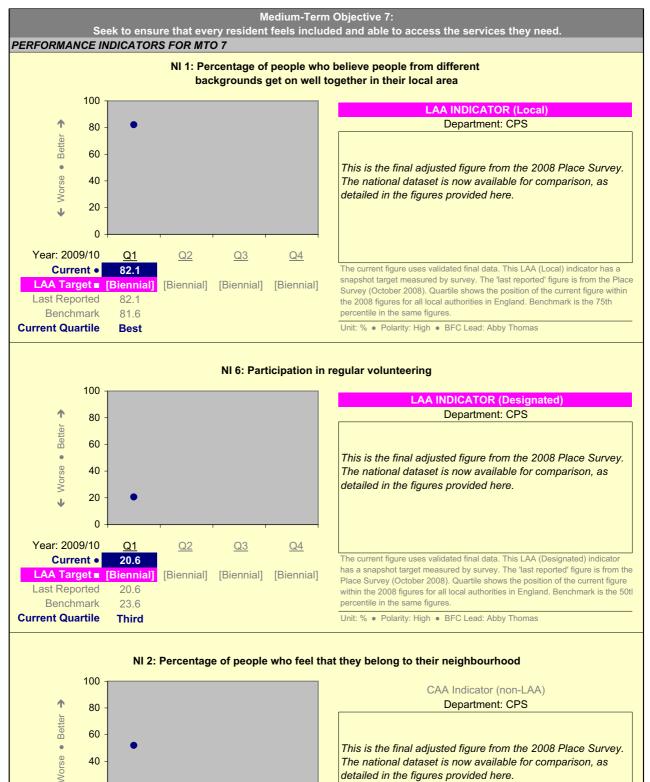


ACTIONS IN	SUPPORT OF MTO 6	Due Date	<u>Owner</u>	Comments
6.1	Ensure all schools are good schools			
6.1.1	Deliver actions of the CYPP to support school improvement, including the national strategies, tailored to local circumstances (actions EA1-7, PC1-4, EW1-4, WT1).	Mar 2010	SCL	<ul> <li>External ratings of programme linked to National Strategies indicate good progress.</li> </ul>
6.1.2	Continue to influence providers of learning programmes to match provision with the needs of the learner, including support for teachers in the analysis of data and strategies to promote access to the curriculum and effective interventions.	Mar 2010	SCL	Discussions with curriculum leaders on appropriate course provision, especially at Key Stage 4. Support for Building Learning Power project in schools.
6.1.3	Support and train school leaders, including governors, to evaluate school, group and individual attainment and progress and secure continued improvement.	Mar 2010	SCL	Courses held for senior staff and governors on the use of RAISE online to analyse attainment.
6.1.4	Support providers in the development of co-ordinated delivery (including timetable models, policies and procedures and Diploma Development Groups) in line with 14-19 Strategy and Gateway 3 submission.	Mar 2010	SCL	Meetings held with school curriculum leaders to develop common timetable models.
6.1.5	Undertake further work in relation to machinery of government changes, including the future commissioning of post-16 provision	Mar 2010	SCL	Pan-Berkshire sub-regional group has been established and detailed discussions on transfer of responsibilities continue.
6.1.6	Increase participation in physical education within the curriculum and further develop links with local clubs; strengthen leadership and encourage opportunities for competition.	Mar 2010	SCL	Programme in place to strengthen subject leadership and links with clubs as detailed in the PE and Sports Strategy.
6.1.7	Ensure that all schools are engaged in the national healthy schools programme.	Mar 2010	SCL	Programme of support in place.
6.1.8	Implement a programme of family learning courses appropriate to local needs to enable parents and carers to better support their child's learning.	Mar 2010	SCL	Programme in place as included in the Adult Learning Plan.
6.1.9	Provide timely and consistent financial support to schools in difficulty.	Apr 2009	SCL	Recommendations for support presented to Schools Forum in July.
6.1.10	Roll out financial management standard in schools to demonstrate that schools undertake sound financial management procedures.	Mar 2010	SCL	Training provided to relevant schools (heads, bursars and governors) in July.
6.2	Make sure there are enough good sc replacement for Garth Hill College.	hool building	gs for an exp	panding Borough, including building a
6.2.1	Assist in developing school buildings to ensure they are provided in accordance with the programmes for BSF, and new schools programme.	Mar 2010	CPS	Working with Department of Social Care & Learning on projects.
6.2.2	Provide professional resources to support the delivery of major construction projects.	Mar 2010	CPS	Provided as required.
6.2.3	Provide legal advice and support in consideration with redevelopment of Garth Hill College and any other Building Schools for the Future projects.	Mar 2010	CPS	Legal has and continues to provide support in connection with the Garth Hill project.

6.2.4	Implement communications plan for new build of Garth Hill College.	Mar 2010	СХО	$\checkmark$	In progress.
6.3	Commission a wide range of extende	d services. i	ncludina op	portunit	ties in music and sport.
6.3.1	Ensure appropriate funding allocated to early-years education and childcare providers who increase free provision from 12 to 15 hours per week for 25% most deprived children.		SCL	~	Relevant providers identified. Provider Representative Group updated in July.
6.3.2	Increase the number of schools that are described as 'fully extended' and support all schools with actions that enable the programme to become sustainable.	Mar 2010	SCL	~	Increase in number of schools delivering 'full core offer' from 75% at end of previous quarter. National target exceeded. Support continuing to all schools to bring about sustainability.
6.3.3	Support the continued development of the Family Support Advisers initiative and expand the programme to include all schools that want to be involved.	Mar 2010	SCL	~	Continued support to schools to recruit. Currently 21 FSAs are supporting families in 29 schools. Expectation that four more will be appointed by September, each working in one school. Induction, networking, and training continues.
6.4	Establish six new children's centres t children.	to give famil	ies access to	o integra	ated multi-agency services for young
6.4.1	Develop the range of services provided by the initial six children's centres to improve outcomes for children and families.	Mar 2010	SCL	$\checkmark$	Range of services running out from all centres. Services being offered meet the core offer plus additional services to meet local need.
6.4.2	Implement phase 3 of the children's centres programme, which will provide for two additional centres by March 2010.	Mar 2010	SCL	$\checkmark$	Both centres are in development and services are already being delivered across the communities in alternative venues.
6.4.3	Assist in development of two additional children's centres by March 2010.	Mar 2010	CPS	$\checkmark$	Support provided.
6.5	Invest in new youth facilities and targ	geted youth s	support.		
6.5.1	Provide professional property support for the development of new youth facilities.	Mar 2010	CPS	$\checkmark$	Support provided.
6.5.2	Develop new locations for delivering youth work in line with the funding provided by the housing stock transfer.	Mar 2010	SCL	✓	Research has been conducted for future provision in the South Bracknell area and draft proposals have been discussed extensively with the Portfolio Holder for Children & Young People. The needs of the young people have been raised and logged with in the master plan for the Great Hollands. A report has been received at CMT and suitable solutions and locations are now being scoped. As part of the action research programme for providing a young people's space in the town centre, a series of summer programme events are planned, building on the effect of the economic downturn on the town centre regeneration project.
6.5.3	Embed support mechanisms for young people put in place through targeted youth support arrangements.	Mar 2010	SCL	$\checkmark$	Project milestones met. Delivery mechanisms in place.

6.6	Help schools manage behaviour and employment opportunities.	support you	ing people a	t risk of	exclusion from education, training or
6.6.1	Target support for those schools with continued high levels of fixed-period and permanent exclusion.	Mar 2010	SCL	$\checkmark$	Ongoing EWO support and monitoring of data.
6.7	Set up effective integrated services for disabilities.	or children a	nd young pe	eople wi	ith special educational needs and
6.7.1	Implement and monitor year one of the Aiming High for Disabled Children Strategy 2009-11 (AHDC).	Mar 2010	SCL	$\checkmark$	Six working groups have been set up in key areas to progress agenda and are monitored by the steering group.
6.7.2	Review transition policy and transition pathway in line with the national transition support programme.	Mar 2010	SCL	$\checkmark$	Heads of Service in Adult's and Children's Social Care have met the National Transition Support adviser and agreed an action plan with timescales.
6.8	Improve the lives of children in care to placements.	through bett	er corporate	parenti	ing and effective commissioning of
6.8.1	Increase the capacity for Bracknell Forest foster carers to manage young people with challenging behaviours and disabled children.	Mar 2010	SCL	$\checkmark$	CWDC training for existing foster carers is underway. This will help to develop greater skills in the foster carer resource.
6.8.2	Implement the pledge for all looked after children and care leavers.	Mar 2010	SCL	$\checkmark$	The Pledge has been agreed by Full Council and is being launched with children and young people.
6.8.3	Implement regional commissioning arrangements for looked after children placements.	Mar 2010	SCL	$\checkmark$	The procurement process for regional specialist residential provision for children with complex needs has reached the Invitation to Tender stage. Shared arrangements with neighbouring authorities for the use of independent fostering agency placements are now in place.
6.8.4	Improve management of contracts for external placements of looked after children.	Dec 2009	SCL	$\checkmark$	Contracts register being completed. Key developmental works identified and being progressed.
6.9	Put in place new measures to ensure	the safety a	nd wellbeing	of chil	1 0
6.9.1	Pilot the signs of safety approach in child protection conferences.	Oct 2009	SCL	$\checkmark$	Approach has been piloted from April to June 2009.
6.9.2	Ensure that the percentage of referrals to Children's Social Care going on to Initial assessment reaches the target of 57%.	Mar 2010	SCL	$\checkmark$	On target.
6.9.3	Implement the post-Haringey action plan.	Mar 2010	SCL	$\checkmark$	On target.
6.9.4	Implement playbuilder strategy to improve play facilities for children and young people around the Borough in line with the objectives set out in the Bracknell Forest play strategy.	Mar 2010	SCL	~	Play Partnership developed, sites for first year identified, consultation with Children and Young People already occurring.
6.10	Implement the primary capital strateg		lop facilities	in seco	ondary and special schools.
6.10.1	Deliver the financial information to support the delivery of the primary capital strategy.	Dec 2009	SCL	$\checkmark$	Finance Team restructure completed 1 July with realignment of resources to allow appointment of Accountancy Assistant - Education Capital. Interviews mid-July.
6.10.2	Assist in implementation of the primary capital strategy.	Mar 2010	CPS	$\checkmark$	Working with Department of Social Care & Learning on project.

6.11	Increase the range of support availab strategy 'Strong Foundations'.	le for parent	s by implen	nenting the actions set out in the parenting	
6.11.1	Initiate and develop a family intervention project that addresses the complex needs of families with a range of difficulties.	Mar 2010	SCL	Preparatory work underway including gaining a multi-agency understanding of the importance of family work, setting up and first meeting of a Project Board and agreeing job descriptions. Intention to have FIP work underway with families by ends of September.	
6.11.2	Implement the actions set out in the parenting strategy 'Strong Foundations', including the development of the work in parenting experts.	Mar 2010	SCL	Parenting roles of Commissioner, Co- ordinator and Principal Practitioner established. More joined-up approach being realised. Development of an Early Intervention Programme including increasing capacity in various multi- agency teams and implementation of a new parenting programme, 'Strengthening Families'. Regular meetings of Strategy Group. Involvement of parents being planned in network meetings.	
OPERATI	ONAL RISKS TO MTO 6		Owner	Progress on Mitigation Actions	
6.1	Loss of key staff.		CPS	Recruitment has taken place.	
6.2	Mitigation: Recruit staff as required. Failure to control implementation of majo (Garth Hill). Mitigation: Robust project management.		CPS	Revised/New Risk: None. No change to the risk in the quarter. Revised/New Risk: None.	
6.3	Lack of grant funding to carry out programmes. Mitigation: Ensure grant funding applications made in a timely manner.		CPS	No change to the risk in the quarter. Revised/New Risk: None.	
6.4	Performance of and relationship with partners and contractors. Mitigation: Maintain close working relationship. Monthly meetings with BRP include discussion of performance.		CPS	Close monitoring of contractors in place. Revised/New Risk: None.	
6.5	Primary NQT pool – failure to have a pool of applications. Mitigation: Attendance at three university recruitment fairs. Early start to advertising activity.		SCL	The recruitment process has provided 50 potential newly qualified teachers for Bracknell Forest primary schools. This is adequate to meet the demand for newly qualified teacher recruitment. Revised/New Risk: None.	
6.6	Headteacher and one nominated governor fail to undertake the training. Mitigation: Included in the Learning and Development Programme. Training available online 365 days a year. Audit of those involved in the training undertaken each quarter – any who are not compliant will be contacted.		SCL	Any groups failing to comply with the training requirements will be written to. This will be followed with a letter from the DCS. The DCSF are currently consulting on making this training a statutory requirement for headteachers and governors involved in recruitment. Revised/New Risk: None.	
6.7	Further delay in the implementation of the Vetting and Barring Scheme. Mitigation: Awareness of the planned implementation and the timescales required.		SCL	The timescale for the introduction of the Vetting and Barring Scheme has been confirmed. The date on which all new appointments need to be registered prior to commencement is confirmed as November 2010. No further delay is anticipated. Revised/New Risk: None.	
6.8	Restrictions on use and level of Government Grant. Mitigation: Optimisation of resources to support school improvement.		SCL	Actions to mitigate risk continue – no further risks identified. Revised/New Risk: None.	
6.9	Failure to appoint staff to key positions. Mitigation: Ensure recruitment procedure strong.	es are	SCL	Actions to mitigate risk continue – no further risks identified. Revised/New Risk: None.	



This is the final adjusted figure from the 2008 Place Survey. The national dataset is now available for comparison, as detailed in the figures provided here.

The current figure uses validated final data. This CAA indicator has a snapshot target measured by survey. The 'last reported' figure is from the Place Survey (October 2008). Quartile shows the position of the current figure within the 2008 figures for all local authorities in England. Benchmark is the 25th percentile in the same figures

Unit: % • Polarity: High • BFC Lead: Abby Thomas

Q2

N/A

Q3

N/A

Q4

N/A

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Q1

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51.9

55.3

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Year: 2009/10

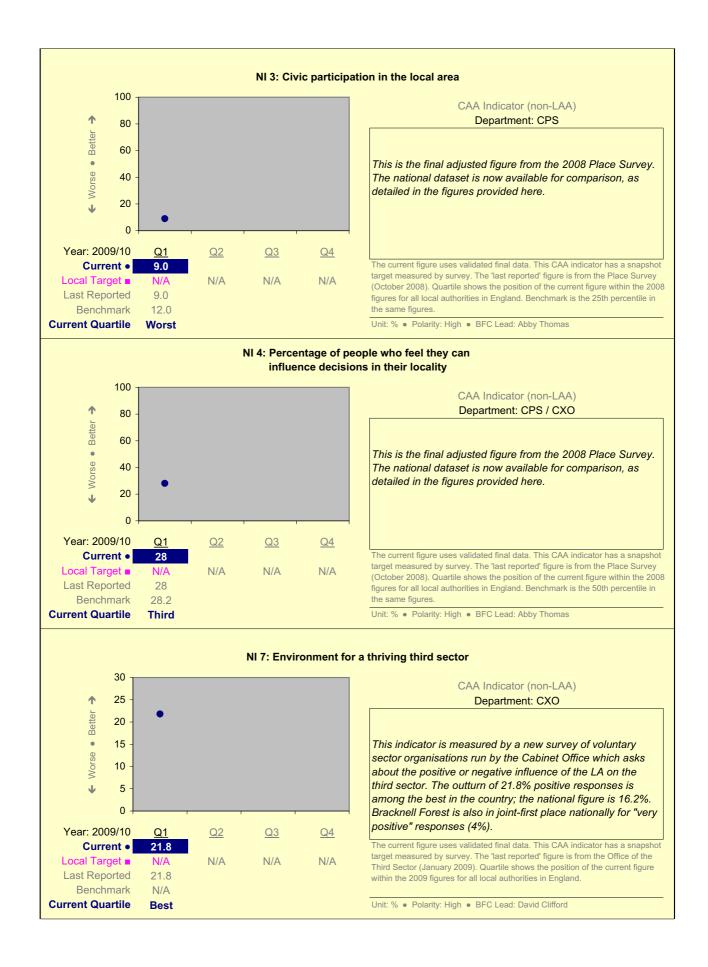
Local Target

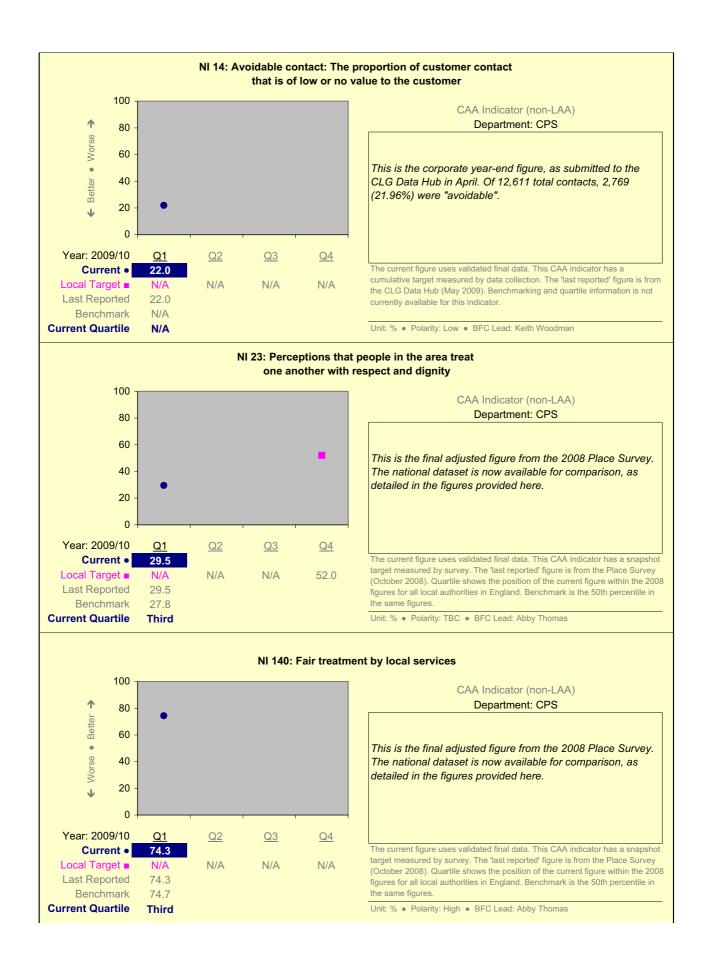
Last Reported

**Current Quartile** 

Benchmark

Current •





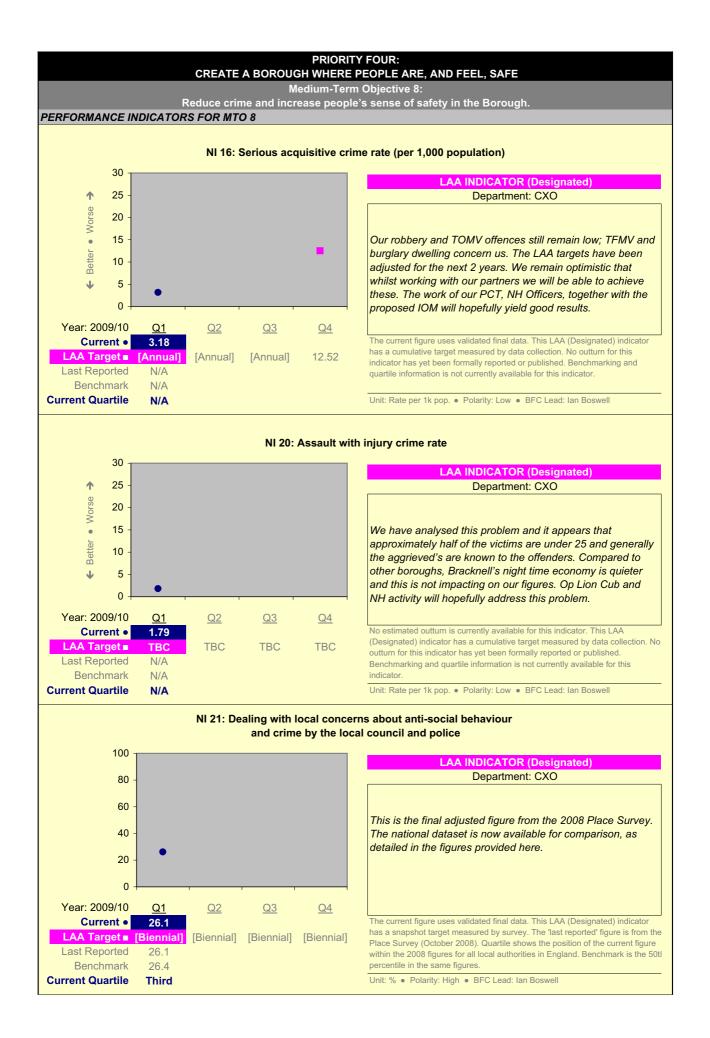
ACTIONS IN	SUPPORT OF MTO 7	Due Date	<u>Owner</u>	Commer	
7.2			nts in decisi	ons that a	affect them, particularly targeting 'hard
	to reach' groups to listen to their view	ws.			
7.2.1	Further develop use of web technology to engage hard-to-reach groups in the democratic process by developing such initiatives as a polling station locator on the website and on-line neighbourhood forums.	Mar 2010	CPS	$\checkmark$	An evaluation report on the pilot phase of the online neighbourhood forums has been completed.
7.2.2	Review neighbourhood action groups and neighbourhood engagement processes with partners.	Apr 2010	CPS	$\checkmark$	Planning completed for the neighbourhood consultation process this autumn. Supported NAGs to set their priorities for 2009/10.
7.2.3	Increase engagement in and awareness of democratic processes among members of the public, including young people, through local democracy week activities, enhancing the democracy and governance web pages, and facilitating neighbourhood forums.	Mar 2010	CPS	~	Discussions are underway to plan for this year's Local Democracy Week. The Neighbourhood Forum meetings have been booked.
7.2.4	Successfully deliver the European Parliamentary election.	Jun 2009	CPS	$\checkmark$	The election was successfully delivered on 4 June. Work is in hand to respond to issues that arose, in advance of the Parliamentary election.
7.2.5	Develop and implement campaign plan to raise awareness of the need for foster carers for children and teenagers.	Mar 2010	схо	$\checkmark$	Initial meetings held.
7.2.6	Identify options for youth provision and inclusion in the town centre in collaboration with the youth service and BRP.	Mar 2010	СХО	$\checkmark$	Discussions will develop as part of the town centre regeneration review.
7.2.7	Finalise and implement the council's new communications strategy for 2009- 2012.	Apr 2009	СХО	$\checkmark$	Complete. Signed off by CMT.
7.2.8	Publish and implement communications plan following the Place Survey results.	May 2009	СХО	$\checkmark$	In progress.
7.3	Create a new customer contact centre	e in Brackne	II that allow	s neonle :	to access all services
7.3.1	Delivery a targeted programme for customer care and awareness training to all staff dealing directly with customers.	Mar 2010	CPS	$\checkmark$	Programme has commenced with NI14 defined as a priority and follow up programmes to meet specific needs, e.g. improved letter writing/communicating effectively.
7.3.2	Merge the receptions at Time Square and Easthampstead House.	May 2009	CPS	<b>√</b>	Seymour House reception closed to the public in March, so that customers now visit Easthampstead House. The north and south receptions at Time Square were merged on in May, so that customers now start their business at the north reception.
7.3.3	Upgrade the customer reception area at Time Square North.	Dec 2009	CPS	$\checkmark$	Plans are being developed to provide low- level customer interview pods, a better self-service area and to re-use the space created by closing the south reception area.

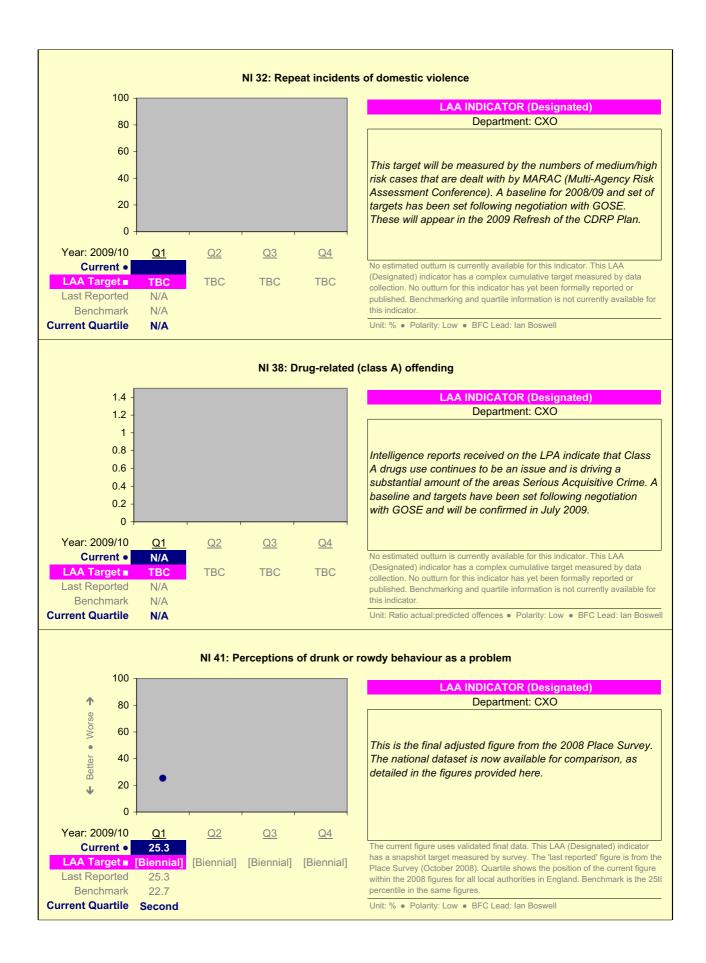
Extend the use of the corporate CRM	Mar 2010	CPS	1	Work will shortly begin to develop the
system.			V	CRM system accident reporting, which will save the cost of procuring a specific system for this function. The system will be used by HR and development supported by Customer Services. Due date revised to Ongoing due to the fact that the system is well established and team is now working through priority list to see where greatest benefit can be realised.
Review the requirements for upgrading the telephony system.	Sep 2009	CPS	~	Paper outlining a corporate approach to using phones as a service delivery channel to be taken to CMT in late summer/early autumn and will help define the way forward. The supplier of the telephony system has upgraded their system to meet our requirements and testing is about to begin. The upgrade will provide integration with the CRM system and improve our service to customers.
Lead the collation of the action plans for NI14 (reducing avoidable contact).	Jun 2009	CPS	$\checkmark$	Business improvement plans have been produced for all service areas included in the NI 14 indicator data collection. Work has now started to deliver the plans.
Improve support in schools for minor	rity ethnic co	ommunities	with Eng	glish as an additional language needs.
Further develop teacher knowledge and skills in teaching pupils who are at the early stages of acquiring English as an additional language.	Mar 2010	SCL	$\checkmark$	Programme of support and training in place for EAL pupils.
Implement a disability equality schem equality scheme.	ne and gend	er equality s	cheme,	and implement the Council's race
Implement the disability, race and gender equality schemes' actions due for completion in 2009/10, and progress those actions due for completion in later years.	Mar 2010	CPS CXO ECC SCL	$\checkmark$	CPS: Proceeding satisfactorily. ECC: In progress. SCL: In progress.
Monitor equalities actions detailed in the race equality scheme, disability equality scheme and gender equality	Sep 2009	CPS	$\checkmark$	Monitoring on track for completion by September.
Report to employment committee on workforce monitoring including	Oct 2009	CPS	$\checkmark$	Completed. Reported to Committee in June.
Put in place a training programme and information sessions for induction and frontline staff, including issues such as awareness around all forms of harassment. Implement new induction processes, e.g. gateway approach.	Oct 2009	CPS	$\checkmark$	Comprehensive corporate (and departmental) induction place in place. Gateway approach still to be implemented.
Maintain the high standards of our website while extending the range of services available. Further develop use of web technology to engage hard-to- reach groups in the democratic process by developing such initiatives	Mar 2010	CPS	$\checkmark$	Work on defining required outcomes of the project is underway. Project team defined and work on replacing the underlying technology in hand.
	system.         Review the requirements for upgrading the telephony system.         Lead the collation of the action plans for NI14 (reducing avoidable contact).         Improve support in schools for minor         Further develop teacher knowledge and skills in teaching pupils who are at the early stages of acquiring English as an additional language.         Implement a disability equality schemequality scheme.         Implement a disability equality scheme equality scheme.         Implement a disability equality scheme.         Implement a disability equality scheme equality scheme.         Report or engloynent committee on workforce monitoring including performance targets.         Put in place a training programme and information sessions for induction and frontline staff, including issues such as awareness around all forms of harassment. Implement new induction processes, e.g. gateway approach.         Increase access to services by electrr         Maintain the high standards of our website while extending the range of services available. Further develop use of web technology to engage hard-to-	system.       Review the requirements for upgrading the telephony system.       Sep 2009         Lead the collation of the action plans for N114 (reducing avoidable contact).       Jun 2009         Improve support in schools for minority ethnic contact is in teaching pupils who are at the early stages of acquiring English as an additional language.       Mar 2010         Implement a disability equality scheme and gende equality scheme.       Mar 2010         Implement the disability, race and gender equality scheme, disability equality scheme.       Mar 2010         Monitor equalities actions due for completion in 12009/10, and progress those actions due for completion in later years.       Sep 2009         Monitor equality scheme, disability equality scheme.       Oct 2009         Report to employment committee on workforce monitoring including performance targets.       Oct 2009         Put in place a training programme and information sessions for induction and fromiline staff, including issues such as awareness around all forms of harassment. Implement new induction processes, e.g. gateway approach.       Oct 2009         Increase access to services by electronic means.       Mar 2010         Maintain the high standards of our website while extending the range of services available. Further develop use of web technology to engage hard-to-	system.       Review the requirements for upgrading the telephony system.       Sep 2009       CPS         Lead the collation of the action plans for NI14 (reducing avoidable contact).       Jun 2009       CPS         Improve support in schools for minority ethnic communities of an additional language.       Mar 2010       SCL         Further develop teacher knowledge and skills in teaching pupils who are at the early stages of acquiring English as an additional language.       Mar 2010       SCL         Implement a disability equality scheme and gender equality scheme.       Mar 2010       CPS CXO ECC SCL         Implement d disability, race and gender equality scheme.       Mar 2010       CPS CXO ECC SCL         Report to employment committee on workforce monitoring including performance targets.       Sep 2009       CPS         Put in place a training programme and information sessions for incluction and prograss around all forms of harassment. Implement new induction processes, e.g. gateway approach.       Oct 2009       CPS         Increase access to services by electronic means.       Mar 2010       CPS       CPS         Maintain the high standards of our website while extending the range of services available. Further develop use of web technology to engage hard-to-       Mar 2010       CPS	system.       ✓         Review the requirements for upgrading the telephony system.       Sep 2009       CPS         Lead the collation of the action plans for NI14 (reducing avoidable contact).       Jun 2009       CPS         Improve support in schools for minority ethnic communities with Eng and skills in teaching pupils who are at the early stages of acquiring English as an additional language.       Mar 2010       SCL         Implement a disability equality scheme and gender equality scheme, equality schemes, actions due for completion in later years.       Mar 2010       CPS         Monitor equalities actions due for completion in later years.       Sep 2009       CPS       ✓         Monitor equality scheme, disability equality scheme, disability equality scheme and gender equality scheme.       Sep 2009       CPS       ✓         Report to employment committee on workforce monitoring including performance targets.       Oct 2009       CPS       ✓         Put in place a training programme and information sessions for induction and frontline staff, including issues such as awareness around all forms of harassment. Implement new induction processes, e.g. gateway approach.       Oct 2009       CPS       ✓         Increase access to services by electronic means.       Mar 2010       CPS       ✓         Maintain the high standards of our website while extending the range of services available. Further develop use of web technology to engage hard-to-       CPS       ✓

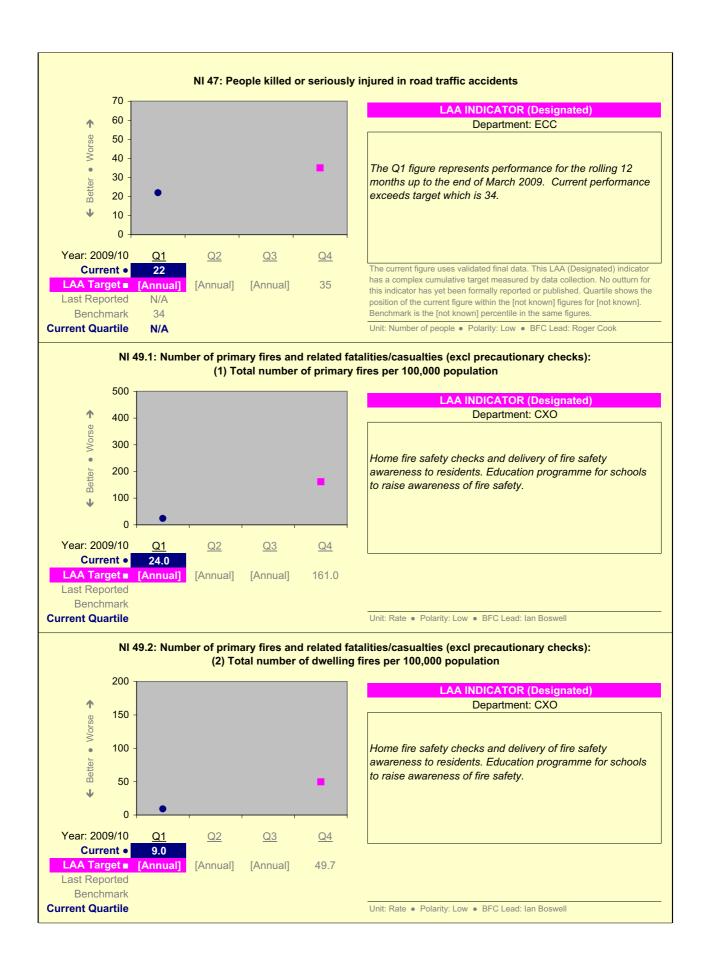
7.6.2	Provide e-enabled access for bookings at BLC, ESC, SSC and DGC.	Mar 2010	ECC	Members of Bracknell Leisure Centre, Downshire Golf Complex, and Edgbarrow and Sandhurst Sports Centres continue to make good use of the online booking system for a range of activities.
7.6.3	Continue to promote the use of online payments.	Mar 2010	CPS	There are currently 169 miscellaneous items which may be paid for online, plus council tax, business rates, sundry invoices and car parking fines.
7.6.4	Provide e-enabled access to the library management system.	Mar 2010	ECC	Completed.
7.6.5	Ensure that the online payments facility satisfies the payment industry (PCI) standards.	Mar 2010	CPS	<ul> <li>Progress is being made in order to become compliant.</li> </ul>
7.6.6	Undertake 'branding' audit to ascertain visibility and compliance with the new identity standards throughout the organisation.	Jun 2009	СХО	In progress.
7.7	Implement the community cohesion			ELAA, focus on the use of culture and sport to
7.7.1	give people a chance to shape their s Implement actions in the 'All of Us'	Mar 2010	onging and in CPS	dentity as members of their communities.
	community cohesion strategy.			
7.7.2	Improve community cohesion through culture and sport.	Mar 2010	ECC	Working on cross-generation project Age to Age. Celebrate Diversity has taken place at Birch Hill. Set up steering group including young people at risk for the Crowthorne Carnival.
7.7.3	Maintain links with the Bracknell Forest Minorities Alliance and develop links with new groups.	Mar 2010	CPS	Engaged the Minorities Alliance in the Council's Community Cohesion and Engagement Working Group. Facilitated consultation with the Minorities Alliance for Council departments. Supported Bracknell Islamic Society AGM.
7.7.4	Promote schemes that include opportunities for children and young people to learn about legal and human rights and that encourage them to examine their own beliefs and preconceptions.	Mar 2010	SCL	Continued support for Rights Respecting Schools programme.
7.7.5	Promote equity and high standards for all through identification of underachievement of any group of minority ethnic pupils.	Mar 2010	SCL	Continued analysis of school data to identify underachievement and brokerage of appropriate support.
7.8	Work within Bracknell Forest Partner Council and its services, and achieve			improvement in equalities and diversity in the 3 of the Equality Standard.
7.8.1	Conduct equality impact assessments (EIAs) for new services, strategies and policies, and review existing EIAs as part of a rolling three-year programme, ensuring all actions resulting from these are built into business/work plans.	Mar 2010	CPS CXO ECC SCL	CPS: The following EIAs have been published this quarter: Procurement Strategy; Customer Contact Strategy; Customer Complaints Procedure; Carers right to ask for flexible working; Community Engagement Strategy; Building and Engineering Repair and Maintenance Services Contract. ECC: 16 EIAs published in the quarter and another four drafted. Emergency Planning to be discussed with the Minorities Alliance in early October.
7.8.2	Ensure all EIA actions for 2009/10 are implemented and actions for future years are progressed.	Mar 2010	CPS	All EIA's completed in Corporate Services. Plans for three-year review being formulated.
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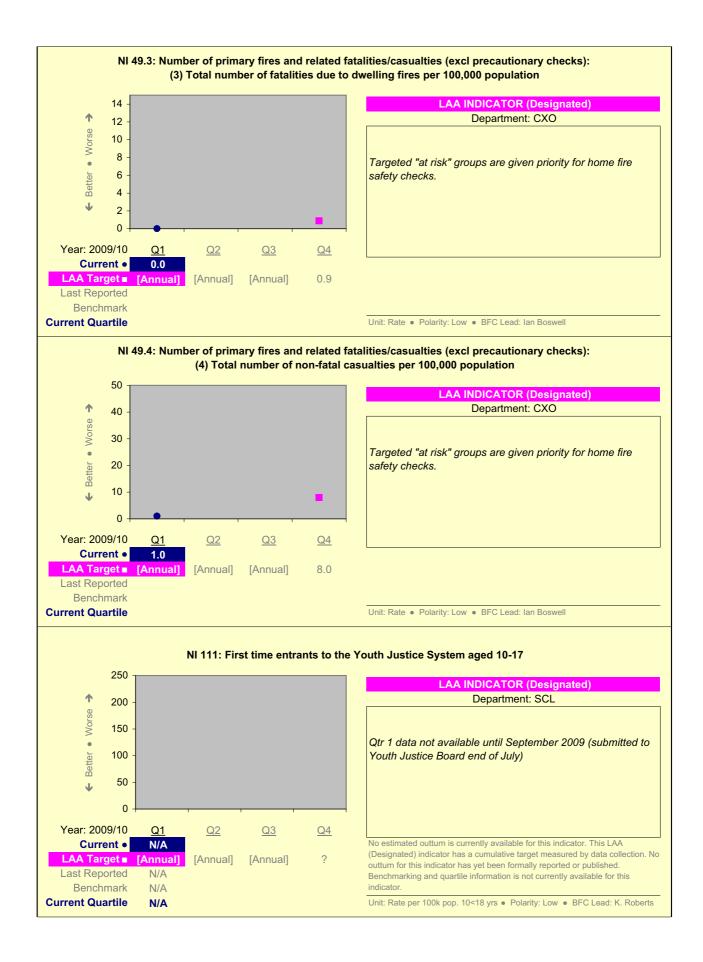
7.8.3	Migrate over from the local government	Sep 2009	CPS		Self assessment completed on our
1.0.5	equality standard to the equality	Sep 2009	UF3	$\checkmark$	performance against the equalities
	framework, developing an action plan				framework. Evidence collection
	for the attainment of the 'achieving'				progressing well. Action plan for the
	level.				Achieving' level in development.
7.8.4	Support the community mapping	Mar 2010	CPS		Working with CXO's office to review and
	process led by the Chief Executive's		0.0	$\checkmark$	potentially develop the health and social
	Office, ensuring equalities information				care JSNA to act as the key mapping
	is mapped for the Borough.				document for equalities information.
7.8.5	Provide training on equalities impact	Mar 2010	CPS		EIA Programme completed, now included
	assessments, including equalities.			$\mathbf{V}$	as part of Induction for new managers
					programme.
7.9	Support the voluntary and community	y sector to i	ncrease leve	ls of vol	unteering.
7.9.1	Research and, as necessary, provide a	Oct 2009	CPS		In draft.
	policy and guidance on employee volunteering.			V	
7.9.2	Support the delivery of the NI 6	Mar 2010	CPS		Regular meetings held with BFVA and
	volunteering action plan by BFVA.			V	Council staff to support the delivery of NI
					6. Supported and promoted BFVA
					volunteering recruitment event to Council
					staff. Develop promotional materials for
					the Take Pride Volunteering initiative.
7.10	Implement the Bracknell Forest Partn	ership com	nunity enga	gement :	strategy to engage with residents to
	shape service provision.				
7.10.1	Publish the Bracknell Forest	Jun 2009	CPS		Strategy being designed and printed.
	Partnership community engagement			V	
	strategy and ensure 2009/10 actions				
	are implemented.				
7.11	Develop an action plan to support the	-		commun	
7.11.1	Develop the community empowerment action plan.	Mar 2010	CPS	$\checkmark$	On track.
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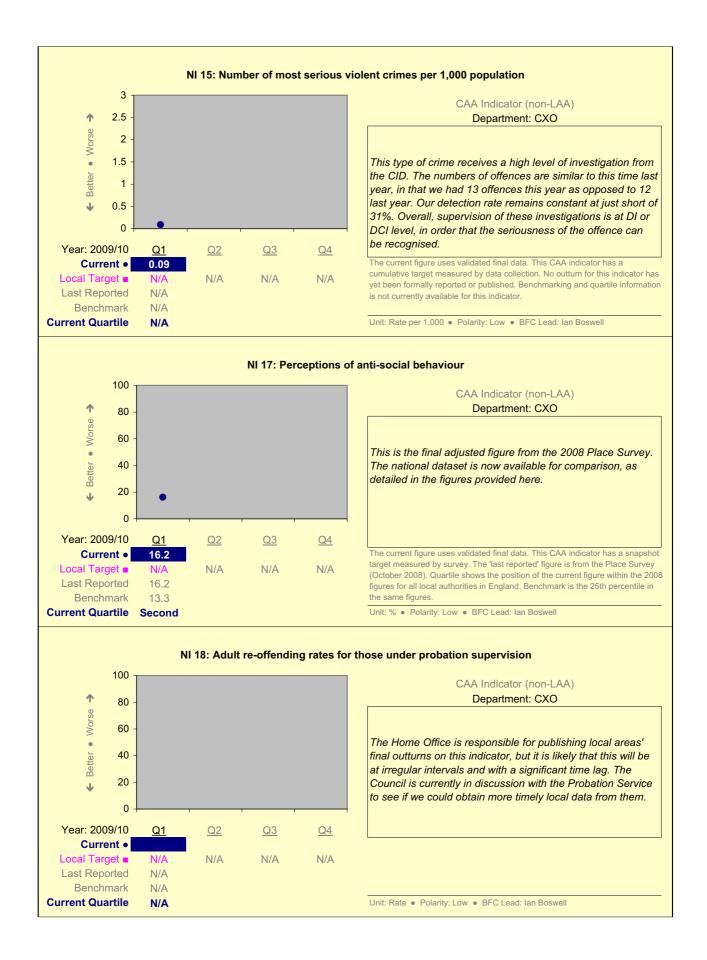
OPERATIO	NAL RISKS TO MTO 7	Owner	Progress on Mitigation Actions
7.1	Demographic and socioeconomic changes.	CPS	Available information monitored.
	Mitigation: Provision of good information.		Revised/New Risk: None.
7.2	Limited staffing resource.	CPS	Monthly review by DMT.
	Mitigation: Careful prioritisation.		Revised/New Risk: None.
7.3	Increasing delivery of services through partnership working. Mitigation: Monitoring of key service areas through PMRs and monthly budget monitoring.	CPS	Regular review. Revised/New Risk: None.
7.4	Lack of accurate personal equalities-related data from staff may lead to targets being unrealistic. Mitigation: Ensure data is as accurate as possible and/or targets are realistic.	CPS	Database is actively managed on a weekly basis. Revised/New Risk: None.
7.5	Redevelopment of website has to be delayed due lack of resources. Mitigation: Review work plans and prioritise this work as corporately important.	CPS	Need to review in light of staff resignation. Revised/New Risk: Risk needs to be revised following resignation of key staff member.
7.6	Petition against the European Parliamentary election result. Mitigation: Close monitoring of contingency risk register. Close monitoring of detailed project plan. Training for all election staff. Clear procedures and briefing notes.	CPS	Deadline for petition was 28 June so there is no longer a risk to the Council for this action. Revised/New Risk: None.
7.7	Staff resistance to change. Mitigation: Good communications plan. Clarity of timescales and clear implementation plans.	CPS	Clear communications and project plan. Revised/New Risk: None.
7.8	Loss of key staff. Mitigation: Recruit staff as required.	CPS	Ongoing. Revised/New Risk: None.
7.9	Inadequate resources and budget to implement projects and campaigns to their full potential. Mitigation: Set a communications budget with the relevant department before the project/campaign commences. Agree priorities with directors for communications, so focus is on actions which meet the Council's objectives.	схо	Recruitment issues with staff turnover and vacant posts. Will review situation in September 2009. Revised/New Risk: None.
7.10	Youth options depend on town centre delivery. Mitigation: Careful management of communications staff and resources.	СХО	No major issues during the quarter. Revised/New Risk: None.
7.11	Political will or commitment. Mitigation: Good preparation, Member briefings and appropriate lobbying. Good consultation and forward planning.	ECC	No change to the risk in the quarter. Revised/New Risk: None.

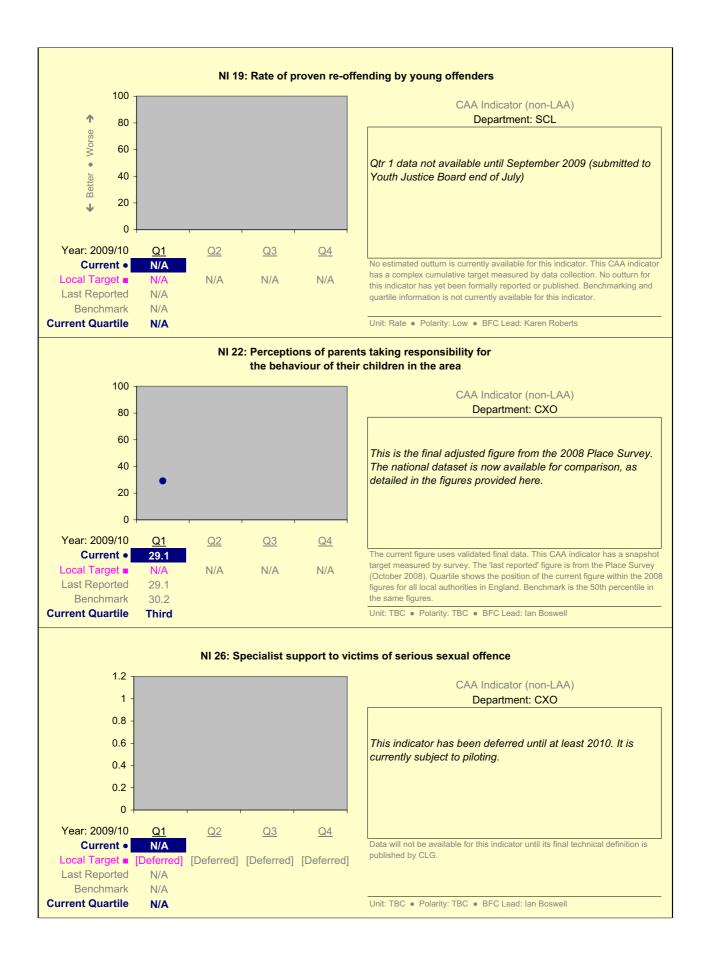


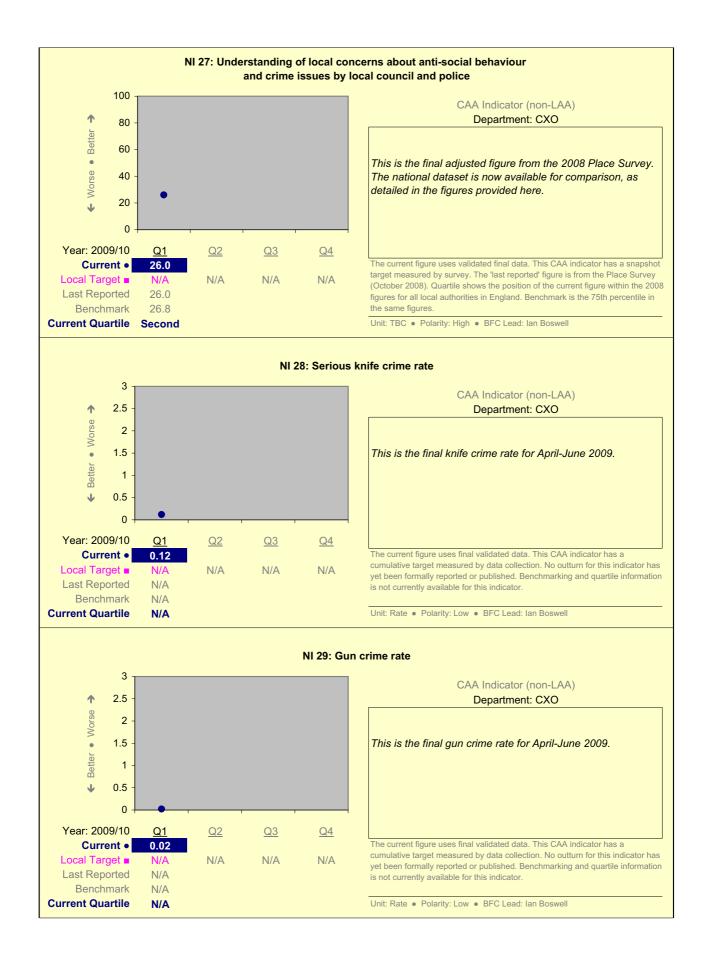


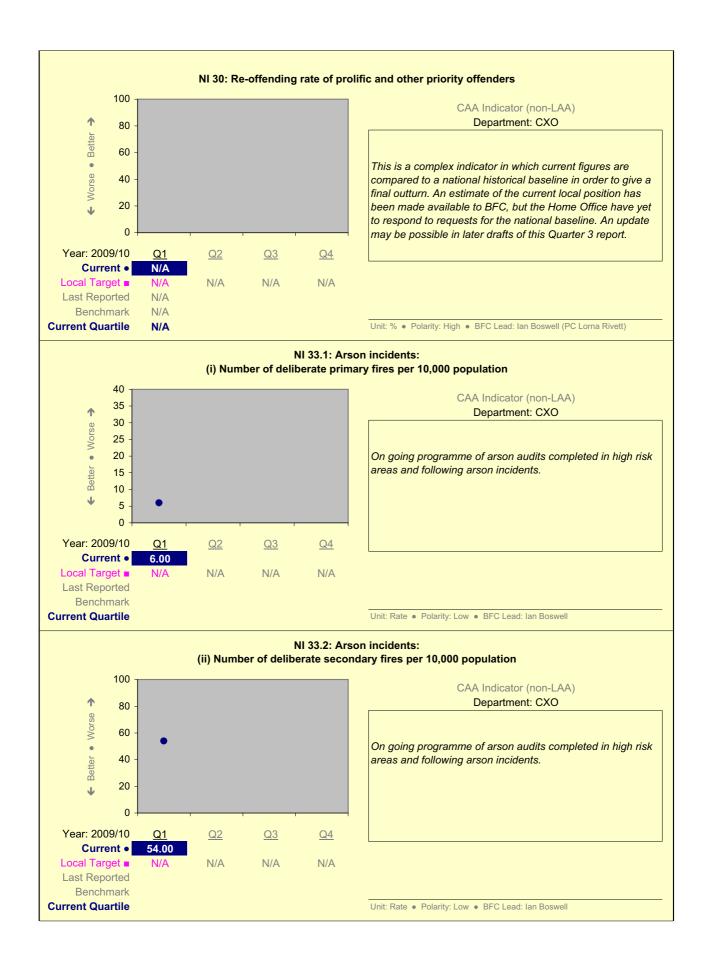


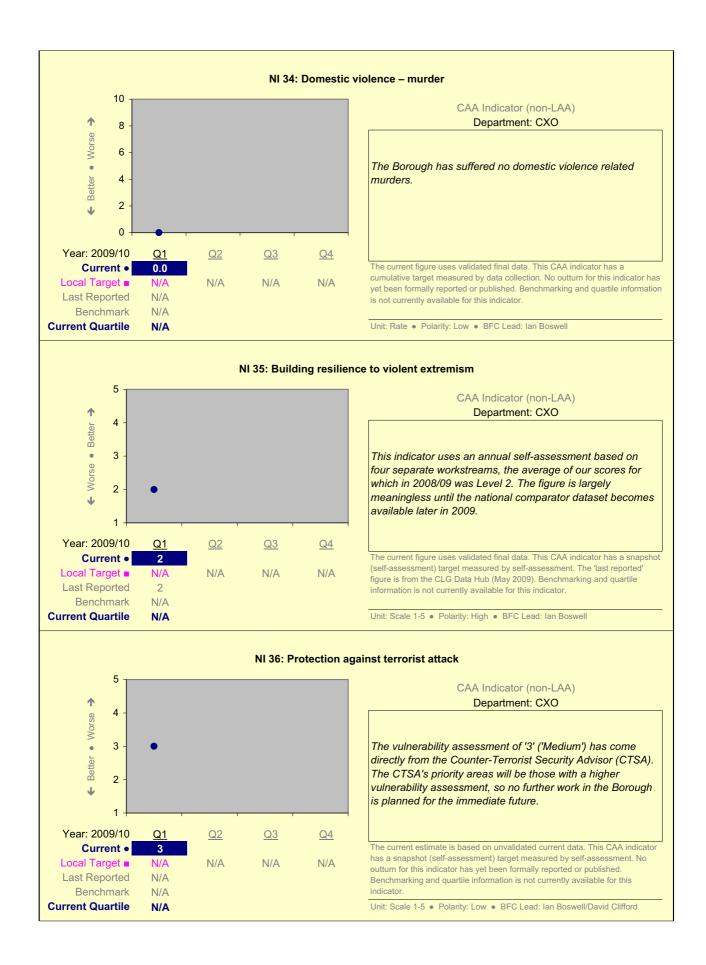


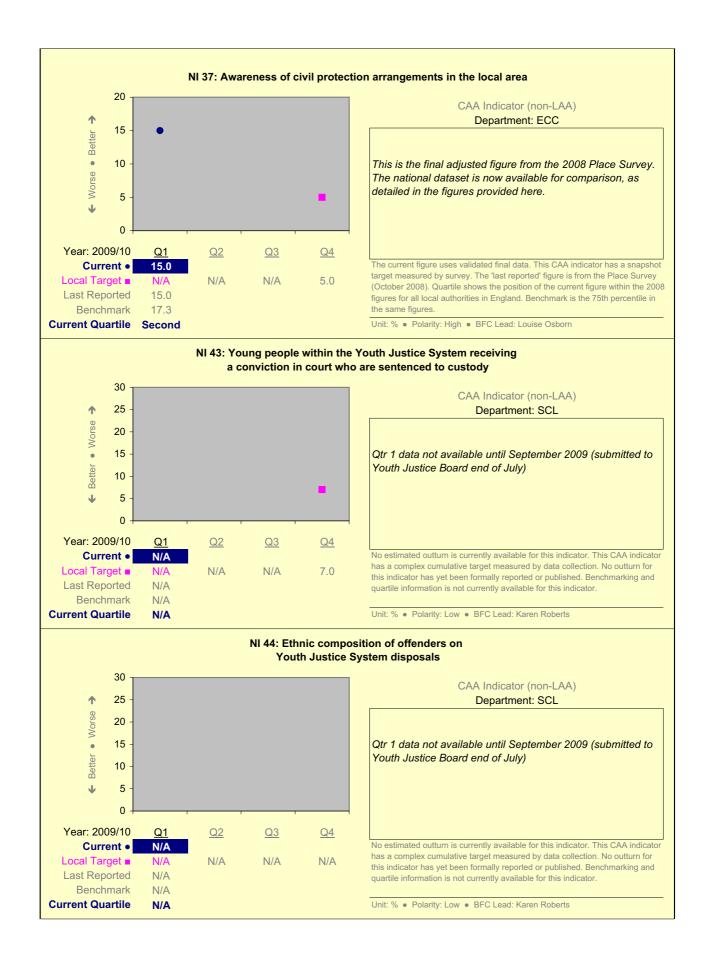


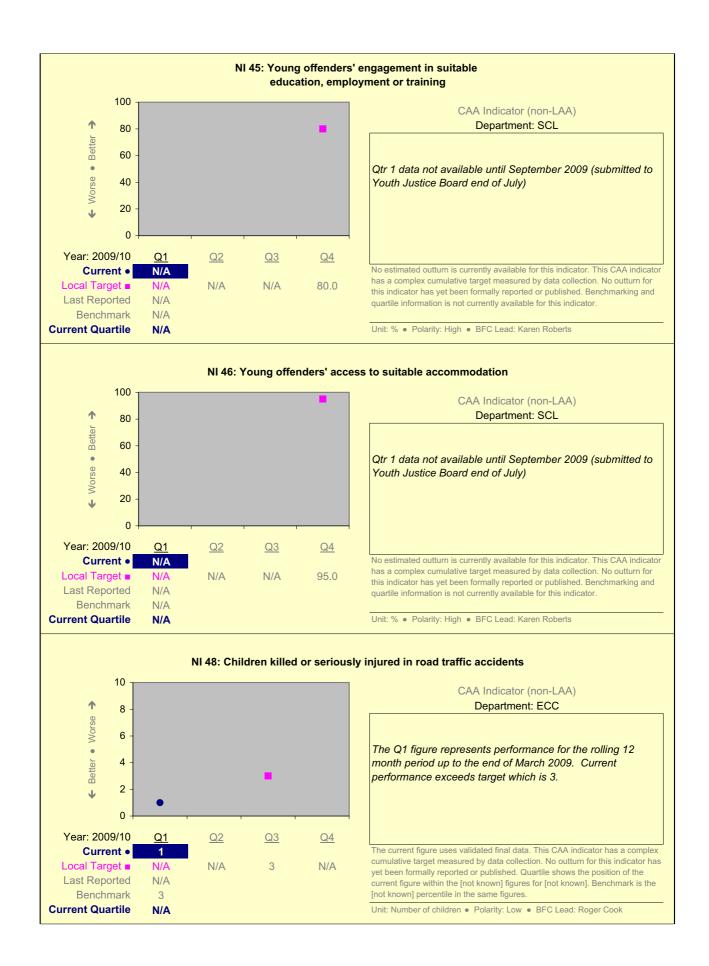


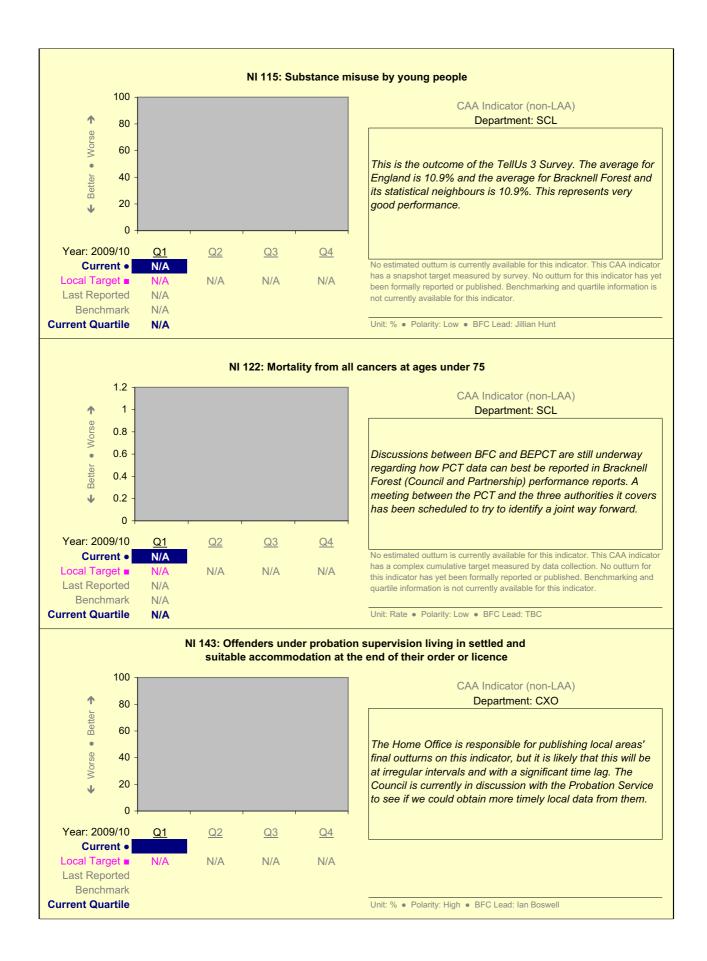


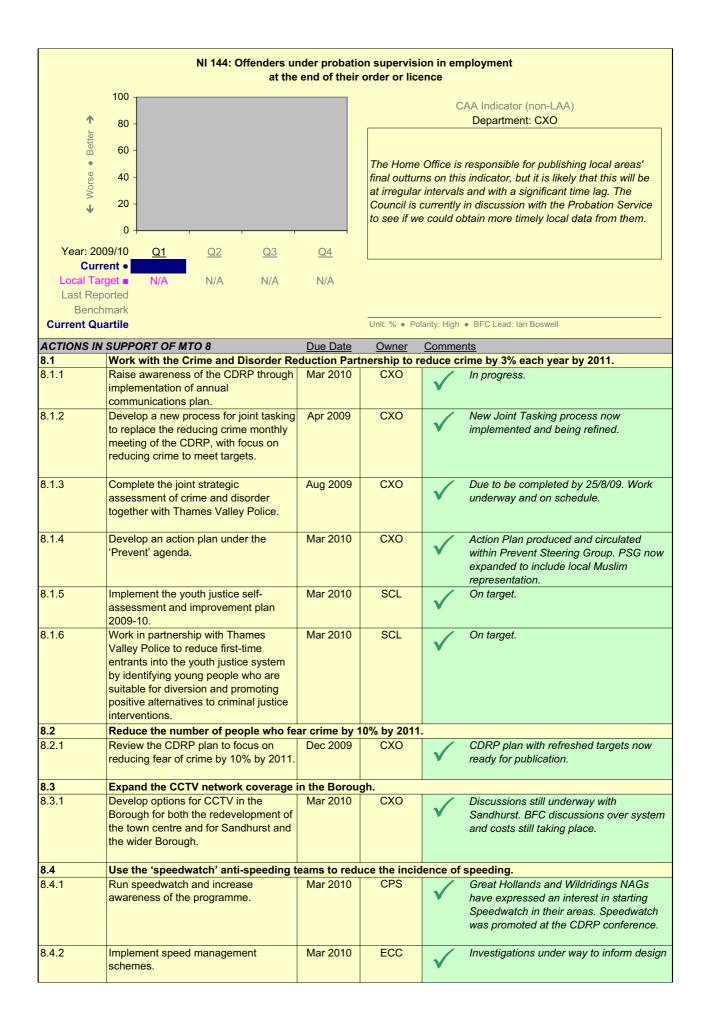






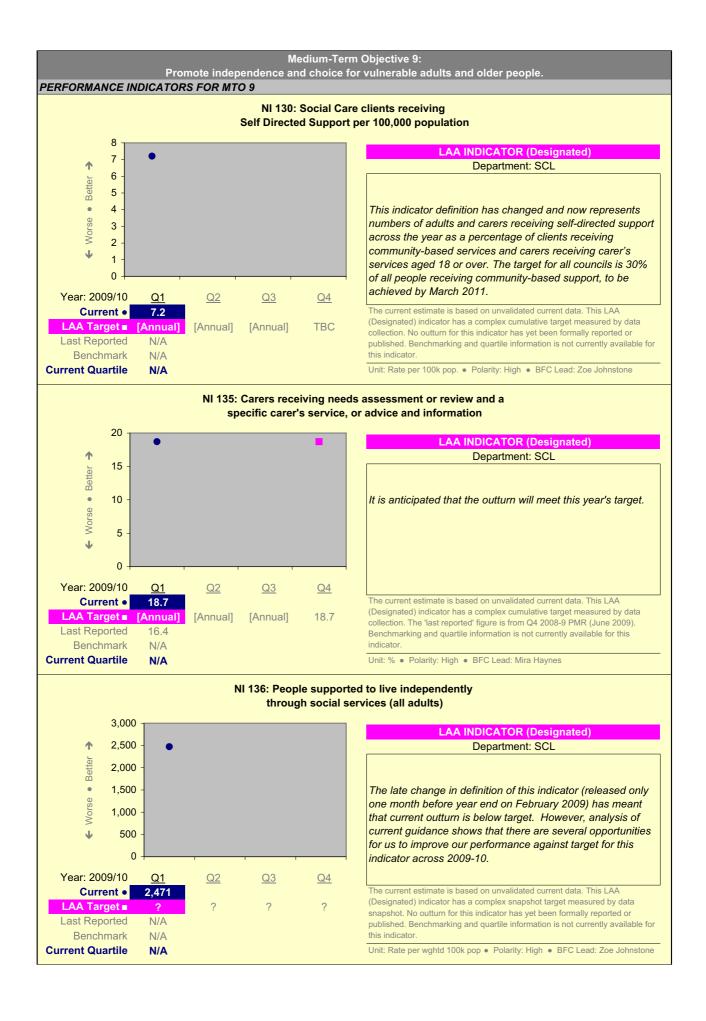


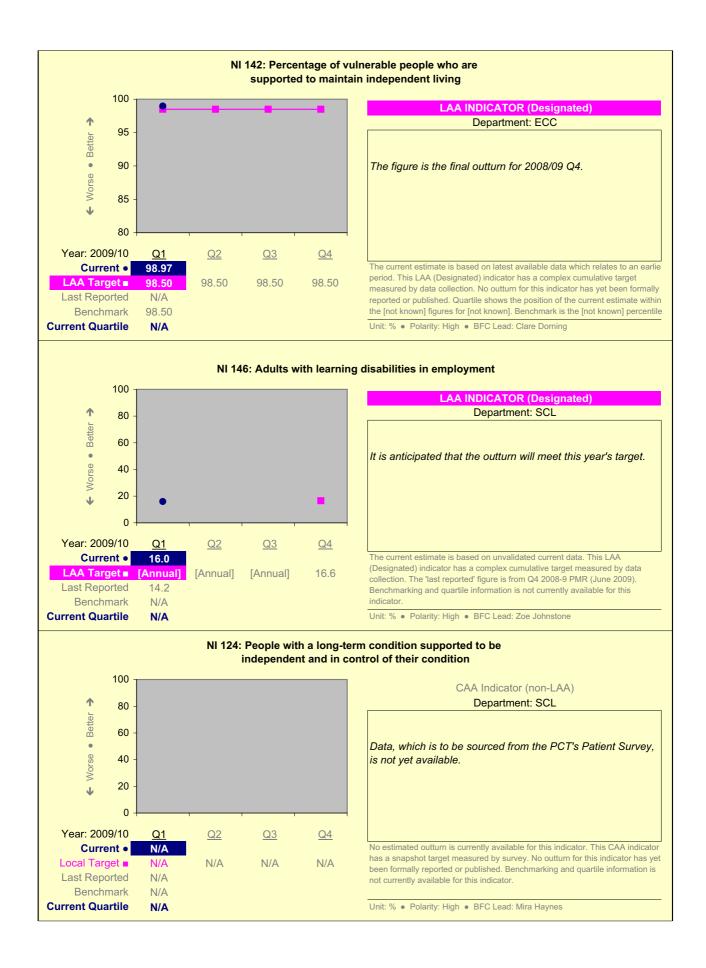


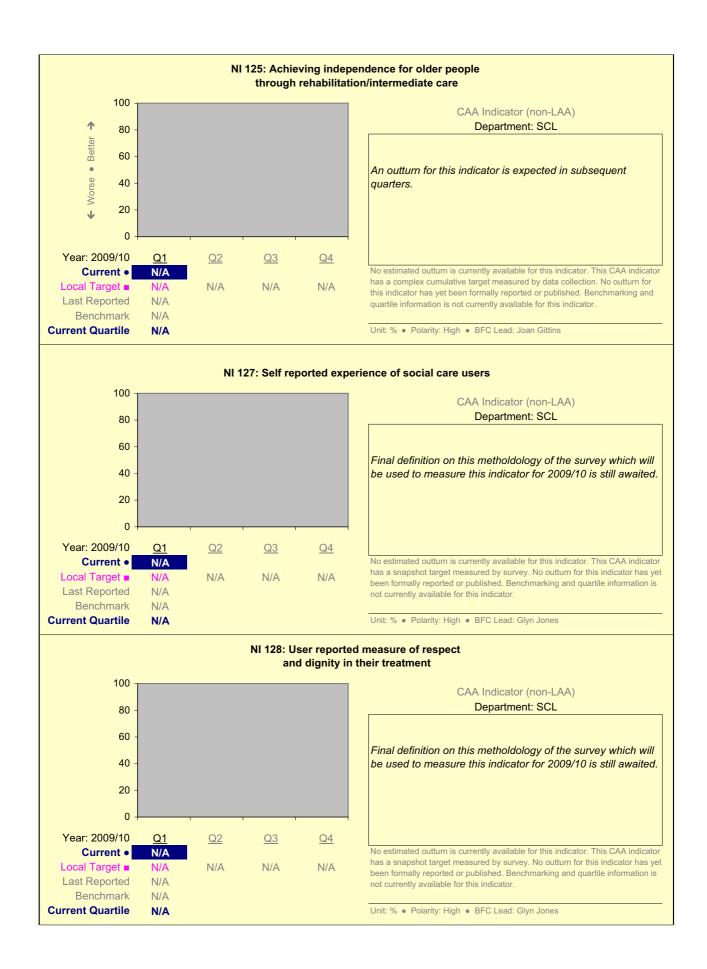


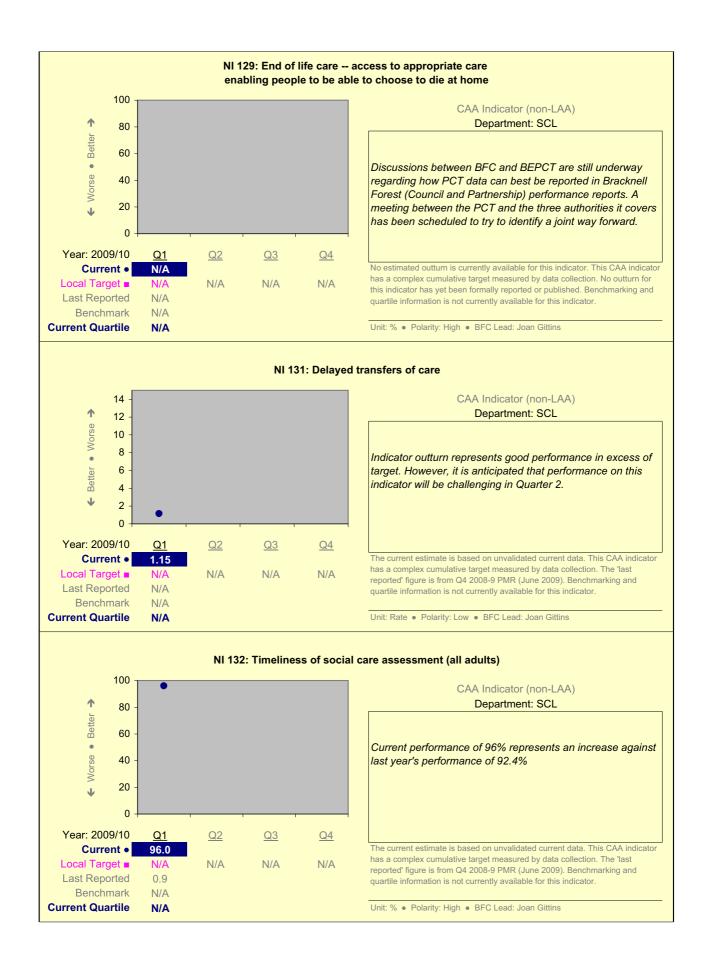
8.5	Reduce the number of people, particularly young people, abusing drugs and alcohol.				
8.5.1	Retender the substance misuse contracts for East Berkshire to continue to ensure that services are relevant to demands for support.	Sep 2009	SCL	Tenders Received and evaluated and presentations complete. Scheduled for Executive in September.	
8.6	Publish an action plan to prevent vio	lent extremis	sm.		
8.6.1	Establish a Bracknell Forest 'Prevent' steering group to deliver and monitor action plan.	Mar 2010	схо	Prevent Steering Group now established under the chair of the Assistant Chief Executive. Meetings arranged for once a month for the rest of 2009. Local Muslims now attending meetings.	
8.6.2	Build contacts with Muslim community in Bracknell Forest to encourage participation in 'Prevent' strategy.	Mar 2010	схо	Representation from Bracknell Islamic Cultural Society and from a member of BFC staff to represent Muslim perspective on PSG. Wider membership to be encouraged for the future.	
8.6.3	Take advantage of funding opportunities to implement 'Prevent' action plan as they become available. (Bracknell Forest is not a priority area and receives no other sources of funding for 'Prevent'.)	Mar 2010	СХО	The Bracknell Forest PSG has submitted a bid to the CLG under the Challenge & Innovation Fund.	
8.6.4	Support the preventing violent extremism action plan through maintaining community engagement.	Mar 2010	CPS	Supported the development of the action plan and a bid for funding to complete community mapping.	

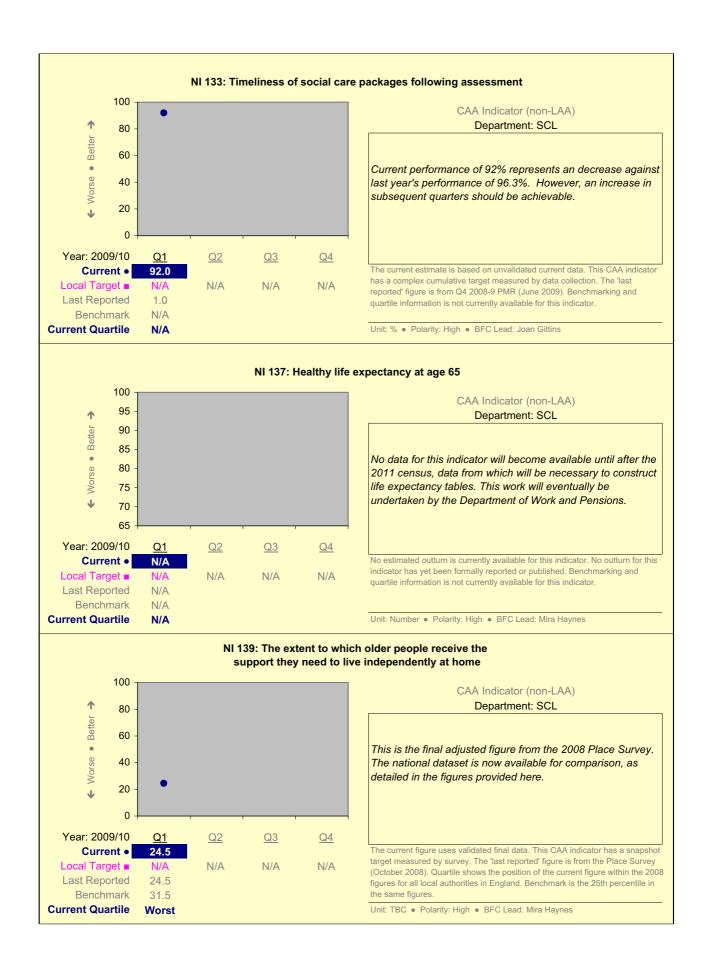
<b>OPERAT</b>	TIONAL RISKS TO MTO 8	Owner	Progress on Mitigation Actions
8.1	Lack of engagement from key stakeholders. Mitigation: Good communications plan. Clarity of timescales and clear implementation plans.	CPS	Clear communications plan. Revised/New Risk: None.
8.2	Difficulty attracting new volunteers. Mitigation: Support BFVA to implement the NI 006 action plan promoting volunteering.	CPS	Regular meetings held with BFVA and actions identified to support the plan. Revised/New Risk: None.
8.3	Limited staffing resource. Mitigation: Careful prioritisation.	CPS	Ongoing. Revised/New Risk: None.
8.4	Potential for the Prevent Strategy to strain community relations. Mitigation: Work with BFVA to ensure effective engagement with community groups on the Prevent Strategy.	CPS	Regular communication and meetings held with key community groups. Revised/New Risk: None.
8.5	Performance of and relationship with partners and contractors. Mitigation: Maintain close working relationship. Monthly meetings with BRP include discussion of performance.	CPS	Regular meetings held. Revised/New Risk: None.
8.6	Rising crime due to downturn in economy. Mitigation: Seek best practice and advise from GOSE.	СХО	No proven link between economic conditions in BF and crime have been identified. Publications from GOSE closely monitored. Revised/New Risk: None.
8.7	Rising levels of drug and alcohol misuse lead to increase in violence. Mitigation: Work with DAAT to ensure effective treatment options. Education of children and young people. Effective licensing enforcement.	СХО	Numbers presenting at New Hope have risen each month in the first quarter but the numbers are broadly in line with 2008. Work continues with young people and in schools. Revised/New Risk: None.
8.8	Lack of involvement in the development of Prevent Strategy from the Muslim community Mitigation: Consult with Muslim partners and identify best practice from elsewhere.	СХО	One member of the Bracknell Islamic Cultural Society has now joined the PSG. Also a Muslim member of BFC staff has joined the group. Revised/New Risk: None.
8.9	Perceptions of crime and anti-social behaviour influenced by external events. Mitigation: Robust effective strategic assessment and joint tasking process.	СХО	ASB remains on the national political agenda. A communications plan has been agreed with BFC communications team. Revised/New Risk: None.
8.10	Lack of effective involvement by partner agencies and other Council departments. Mitigation: Develop effective strategic assessment and joint tasking process.	СХО	Joint strategic assessment together with TVP under development with a completion date of late August. Revised/New Risk: None.
8.11	Political will or commitment. Mitigation: Good preparation, Member briefings and appropriate lobbying. Good consultation and forward planning.	ECC	No change to the risk in the quarter. Revised/New Risk: None.

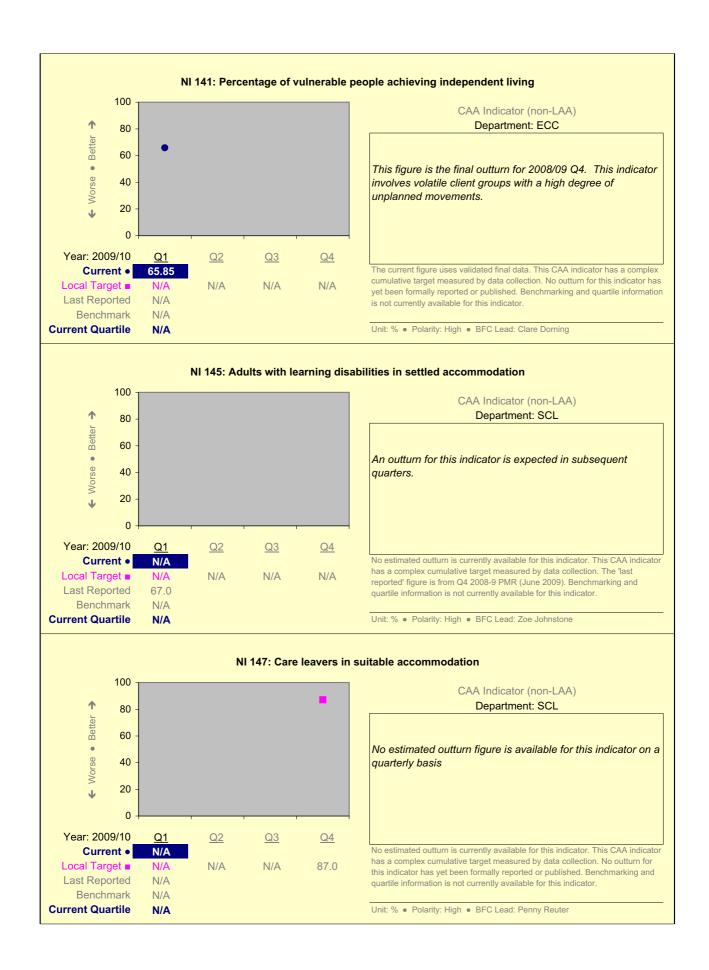


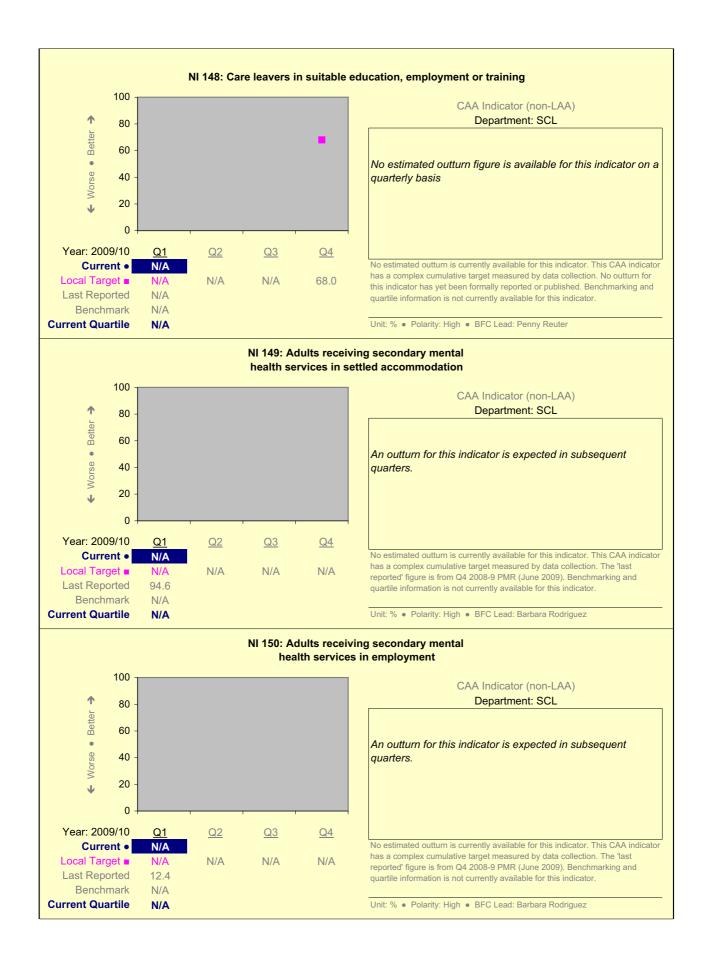






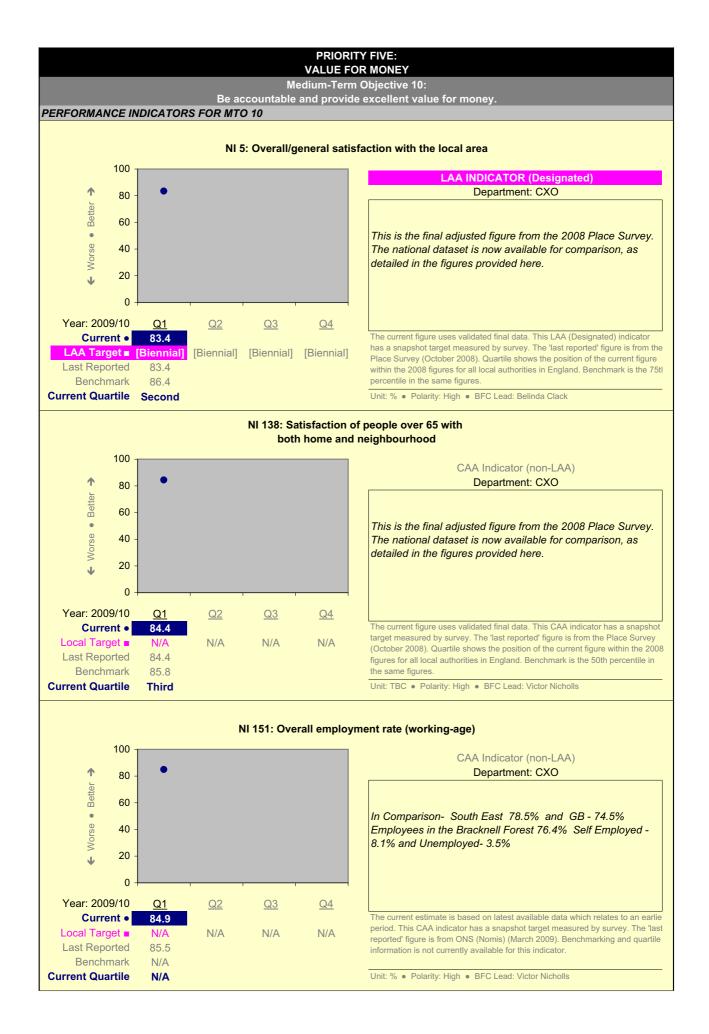


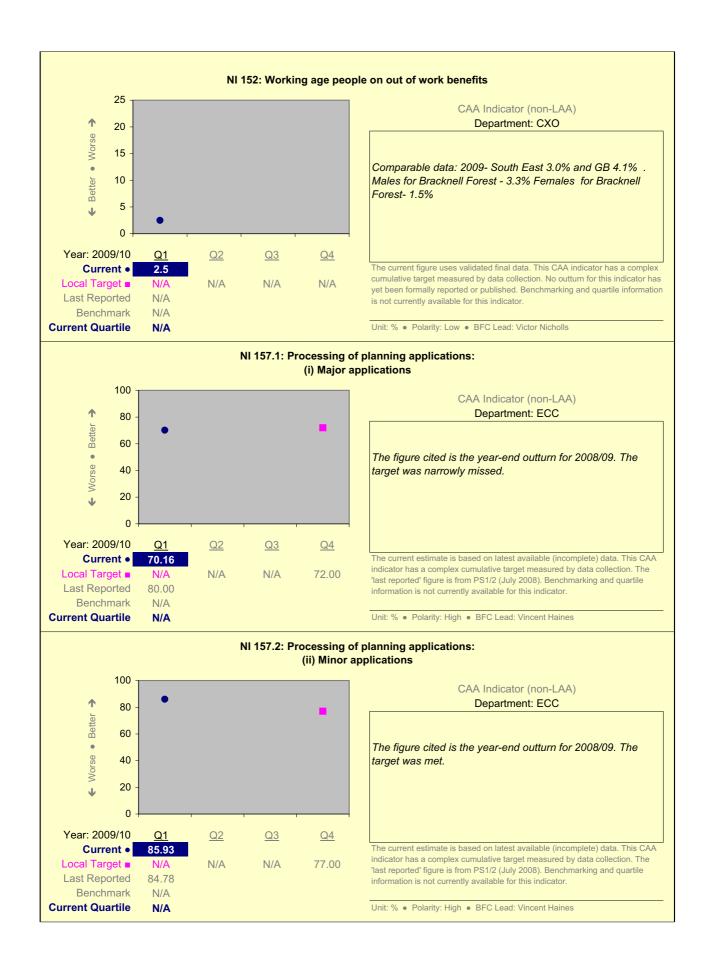


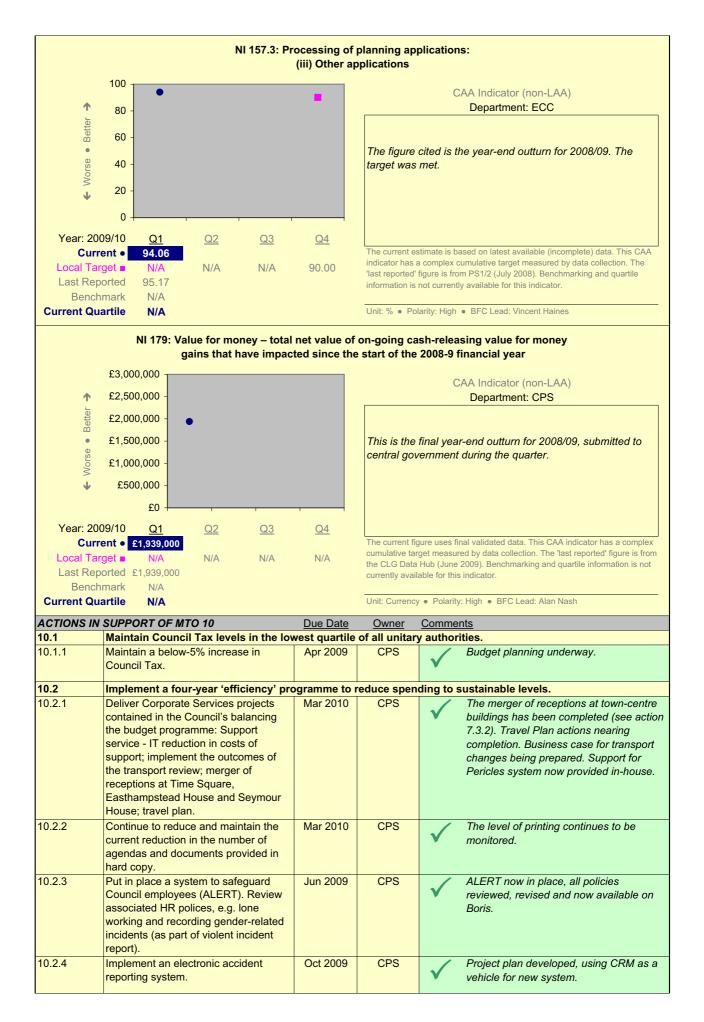


ACTIONS IN	SUPPORT OF MTO 9	Due Date	<u>Owner</u>	Comme	ents
9.1	Modernise services for vulnerable ad	ults and old	er people by	reducin	ng reliance on residential care and
	improving access to community-base	ed services.			
9.1.1	Successfully implement the transfer of responsibility for the social care of adults with a learning disability from the NHS to the local authority and develop an appropriate redistribution formula.	Mar 2010	SCL	$\checkmark$	Awaiting final completion details and signoff. Principles on transfer agreed.
9.1.2	Implement the commissioning strategies for people with dementia and people with a sensory impairment.	Mar 2010	SCL	$\checkmark$	Appropriate Strategy Groups being used to monitor progress.
9.2	Increase the number of people having	g direct cont	rol of the bu	dgets fo	or their care.
9.2.1	Review the workforce implications of the TASC pilot to ensure the workforce are appropriately developed and trained to deliver services effectively and develop a flexible framework to deliver the required outcomes.	Mar 2010	SCL	$\checkmark$	The pilot is due to commence in July 2009. In the meantime, information from other LAs will be reviewed to inform the likely implications of the personalisation agenda.
9.2.2	Develop a pilot for transforming social care to test out resource allocation system and develop new ways of working.	May 2009	SCL	$\checkmark$	Pilot proposals developed with go-live date established for Q2.
9.2.3	Ensure that appropriate policies and procedures (including the charging policy) are reviewed to ensure they reflect the requirements of the personalisation agenda.	Mar 2010	SCL	$\checkmark$	This work will be informed by the pilot.
9.2.4	Develop resource allocation system to model impact of individual budgets on pilot group of clients receiving care.	Aug 2009	SCL	$\checkmark$	Draft model in place. Pilot on target to go live in September.
9.3	Develop a Borough-wide strategy for	older people	9.		
9.3.1	Publish a strategy for older people.	Dec 2009	СХО	$\checkmark$	Complete.
9.3.2	Implement the actions from the older people's strategy.	Mar 2010	CPS CXO ECC SCL	$\checkmark$	CPS: Work underway by Community Engagement Working Group to consider further inter-generational activities that could be developed. CXO: Ongoing.
9.3.3	Implement communications plan for modernisation of adult services pilot.	Apr 2009	СХО	$\checkmark$	In progress.
9.4	Provide advice and support to vulner	able people	to help main	tain the	m in their own homes.
9.4.1	Work with housing colleagues to develop an accommodation strategy for older people.	Sep 2009	SCL	$\checkmark$	Housing strategy to be approved by July Executive with Older Persons Needs Analysis following on.
9.4.2	Explore the use of community TV as an alternative means of getting information to people about the support available.		SCL	$\checkmark$	Achieved.
9.4.3	Continue to implement communications plan for modernising home care.	Mar 2010	СХО	$\checkmark$	Complete.

9.5	Provide support for carers by working	g with statut	ory and volu	untary partners.
9.5.1	Refresh the strategy for carers, working with partners and carers.	Apr 2009	SCL	Achieved.
9.5.2	Implement the recommendations from the Members' working group on carers.	Jan 2010	SCL	Report to last ASC OSP in June with progress to date.
9.5.3	Develop robust, practical and accurate data collection processes across a wide range of groups, produce advice and information in a range of appropriate formats, and use all communication channels to disseminate.	Mar 2010	SCL	Work in progress with Performance Team and Voluntary Sector.
9.6	Reduce fuel poverty by reducing the	proportion o	of people rec	eiving income-based benefits living in cold,
9.6.1	Target household occupiers, in particular those who are receiving benefits, to increase the uptake of insulation.	Mar 2010	ECC	Ongoing.
OPERATIO	ONAL RISKS TO MTO 9		<u>Owner</u>	Progress on Mitigation Actions
9.1	TASC pilot too short to consider all the workforce implications. Mitigation: Review the workforce implications of the learning disabilities review. Review arrangements in other local authorities.		SCL	Continue to liaise with other LAs and the with the personal facilitators. Revised/New Risk: None.







10.0 5		0-+ 2000	000	
10.2.5	Audit health and safety in school swimming pools and sources of	Oct 2009	CPS	Programme in place, yet to be commenced.
	radiation in schools.			Commencea.
10.2.6	Carry out fire risk assessments in all appropriate Council properties.	Mar 2010	CPS	Training of H&S Advisors in June/July, programme to commence October.
10.2.7	Evaluate disaster recovery/business continuity plan in light of system	Oct 2009	CPS	Evaluation of plan under review.
10.3	changes.	o structuros	for working	in partnership with other organisations in the
10.5	Borough.	e structures	ioi working	in partnersing with other organisations in the
10.3.1	Undertake an annual self-assessment for the Council to cover effectiveness, accountability, governance, business continuity planning and update of self- evaluation tool.	Mar 2010	схо	✓ Ongoing.
10.3.2	Develop and implement partner scrutiny arrangements with reference to new government regulations.	Mar 2010	схо	New arrangements agreed and being rolled out.
10.3.3	Implement internal communications plan for flexible working project.	Mar 2010	СХО	Work on the flexible working communications plan is ongoing.
10.3.4	Review ethical framework for partnerships.	Oct 2009	CPS	Partnership Register and Self- Assessment Tool produced and circulated to theme partnerships' lead officers.
10.3.5	Review the governance arrangements for Bracknell Forest Partnership and its theme partnerships against the Partnerships Toolkit.	Mar 2010	CPS	✓ Ongoing.
10.4	Work effectively with partners to imp	rove the gua	litv of life in	the Borough.
10.4.1	Undertake an annual refresh of the Sustainable Community Strategy evidence base, including a standard 'Story of Place' for Bracknell Forest, with links to the joint strategic needs assessment and equalities framework.	Mar 2010	схо	2009 refresh complete. Kick off meeting held for 2010 refresh process.
10.4.2	Undertake an annual refresh of the Local Area Agreement (LAA), to include allocation of appropriate resources by all partners, and performance and financial management and reporting.	Mar 2010	СХО	2009 refresh complete including sign up from partners for resourcing. 2010 refresh due to start Dec 2009.
10.4.3	Produce and communicate an annual report for Bracknell Forest Partnership.	Sep 2009	СХО	Plans to be agreed by BFP Board in July.
10.4.4	Develop and implement the Bracknell Forest Partnership communications strategy including the update of the Bracknell Forest Partnership handbook.	Nov 2009	СХО	In progress.
10.4.5	Manage the contract of community TV, including content management and filming. Confirm funding and procure new contract.	Oct 2009	СХО	Three rounds of local filming complete. Fourth round booked for July. Policies for film and text content agreed and published. Funding agreed by BFP Board in June. Contract extension to be
				arranged with CCN following legal advice received.

10.4.7	Implementation of communications plan for budget and council tax setting.	Oct 2009	СХО	First draft of initial comms complete.
10.4.8	Work with partner agencies to implement the national ContactPoint database.	Jul 2009	SCL	The ContactPoint team are scheduled to receive their training and access to ContactPoint in August. At the end of June we completed the first stage of drafting a number of policies and processes to manage ContactPoint. We are on course to accredit our first partner by the end of the year.
10.4.9	Implement the revised constitution for the Bracknell Forest Children's and Young People's Trust.	Dec 2009	SCL	Governance framework has been developed for the CYP Trust. Document signed off by the CYP Trust Executive in June, going to full Board in July. Plan to implement new framework from September.
10.5	Implement the priority areas of the se operation.	ervice efficie	ncy strategy	to deliver savings and improve service
10.5.1	Implement the priority areas of the service efficiency strategy: transport, accounts receivable, postal and admin support, property support, printing strategy.	Mar 2010	CPS	Transport changes business case being prepared. Accounts Receivable BPR mapping has begun. Postal arrangements to change from end July. In discussion with Hart DC re Property support. Printing Strategy being implemented.
10.5.2	Implement new commissioning arrangements for children's services involving partners, in particular Berkshire East PCT.	Apr 2010	SCL	CYP Trust has worked with consultant from DCSF to develop a Joint Commissioning framework; this framework was agreed at the CYP Trust Executive meeting in June and will go to full Board in July. Further engagement with the DCSF commissioning support programme will enable commissioning to further develop across all relevant partners.
10.5.3	Complete joint education/leisure review of space allocation at Easthampstead Park mansion.	Mar 2010	ECC	This has been reviewed by CMT who decided not to proceed further.
10.5.4	Investigate opportunities for enhanced joint working arrangements through the youth service with the voluntary sector and parish councils to increase the range of opportunities for 'things to do and places to go' for young people.	Dec 2009	SCL	Meetings to discuss shared opportunities have been held with the Red Cross, the County Commissioners for Scouts and Girl guiding and Oakwood Outdoor Centre. Information sharing and collaborative working projects are being planned for the Summer. A proportion of this year's YOF/YCF budgets have been ringfenced for young people from the Scouts and Guides which will lead to an increased offer of 'things to do and places to go'.
10.5.5	Implement the ForestCare business plan actions for 2009/10.	Mar 2010	ECC	Implemented / ongoing. Savings targets likely to be achieved. More work required around income generation as the recession is making other organisations reluctant to develop new services.
10.5.6	Achieve the best benchmarked benefit administration cost.	Mar 2010	ECC	In process of collecting data for 2008/09 to be submitted to CIPFA benchmarking by mid-July.
10.5.7	Complete the housing options project outlined in the January 2009 business case.	Mar 2010	ECC	The changes that are necessary to implement Choice Based Lettings are progressing in line with target.
10.5.8	Complete the joint waste strategy project outlined in the January 2009 business case.	Mar 2010	ECC	Ongoing with re3 waste managers.

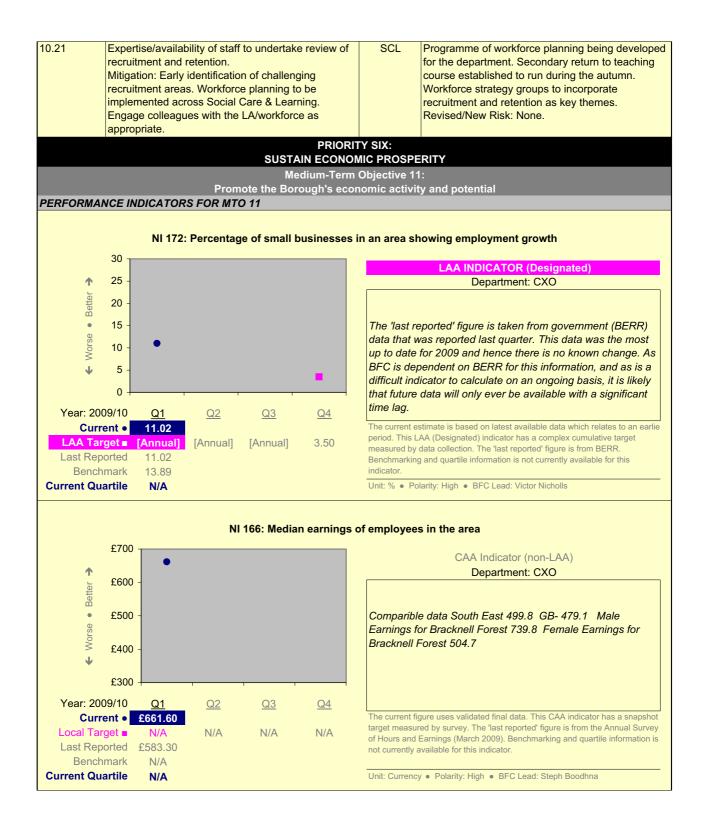
10.6	Implement the flexible working strate	gy to reduce	accommod	ation requirements and improve service delivery
10.6.1	Implement the flexible working strategy: develop supporting framework and business cases for HR, IT and property/accommodation; support department projects in environmental health, children's services (over 11's) and benefits.	Mar 2010	CPS	Overarching policies and procedures for Flexible Working in place. Environmental Health working practices being reviewed. Over 11s project has commenced.
10.7	Ensure all Council services provide v	value for mor	ney and mak	e effective use of resources.
10.7.1	Manage the financial cycle, with the emphasis on delivering the Council's medium-term financial plan and preparing for the introduction of international financial reporting standards.	Mar 2010	CPS	Draft 2008/09 Statement of Accounts approved by the Governance and Audit Committee on in June. Underspend of £1.882m in 2008/09 in line with expectations. Commitment budget, initial budget forecasts and budget timetable for 2010/11 to be reported to the Executive in July. Project planning for the introduction of International Financial Reporting Standards scheduled for July/August.
10.7.2	Support the implementation of the service efficiency budget review, ensuring relevant changes are implemented.	Mar 2010	SCL	Progress reports being produced.
10.7.3	Implement the priorities identified in the 2009 Use of Resources action plan: finance, risk management, procurement, assets, workforce, governance.	Mar 2010	CPS	Action plans being implemented.
10.7.4	Undertake financial benchmarking to inform financial efficiency.	Mar 2010	SCL	Benchmarking returns (S52, PSSEX1) complete. National outputs for evaluations expected in the autumn.
10.7.5	Improve the quality of procurement throughout the Council.	Mar 2010	CPS	Implementation of the Procurement Regulations Action Plan nearing completion. Contract Standing Orders and the Procurement Manual have been revised and training on their application provided. A contacts database is being maintained, based on regular reviews of payments over £35k. Service Plans for 2009/10 also identify significant procurements programmed for the year.
10.7.6	Improve financial business processes founded on revised financial regulations and the development of the Agresso financial information and management system.	Mar 2010	CPS	Initial discussions regarding the upgrade to Agresso 5.5 have taken place. Improvements to financial business processes will be based on the enhanced functionality of Version 5.5. Detailed project and resource planning is scheduled for Q2.
10.7.7	Work with internal and external audit and departments on the annual audit and inspection letter, annual audit plan, CAA and other inspections and audits. Develop implementation plan.	Mar 2010	схо	Internal audit of data quality on national indicators largely complete - outcome awaited. External Audit Commission data quality spot checks to commence in July.
10.7.8	Co-ordinate the implementation of the new Comprehensive Area Assessment framework.	Mar 2010	схо	Area Assessment ongoing. Borough tour provided to CAAL in June. Organisational Assessment: Use of Resources concluding, Managing Performance underway.
10.7.9	Implement and support the new performance management software system including contract management and training.	Mar 2013	СХО	<ul> <li>Initial configuration of system underway with aim of rolling it out across the Council to produce Quarter 2 performance monitoring reports.</li> </ul>

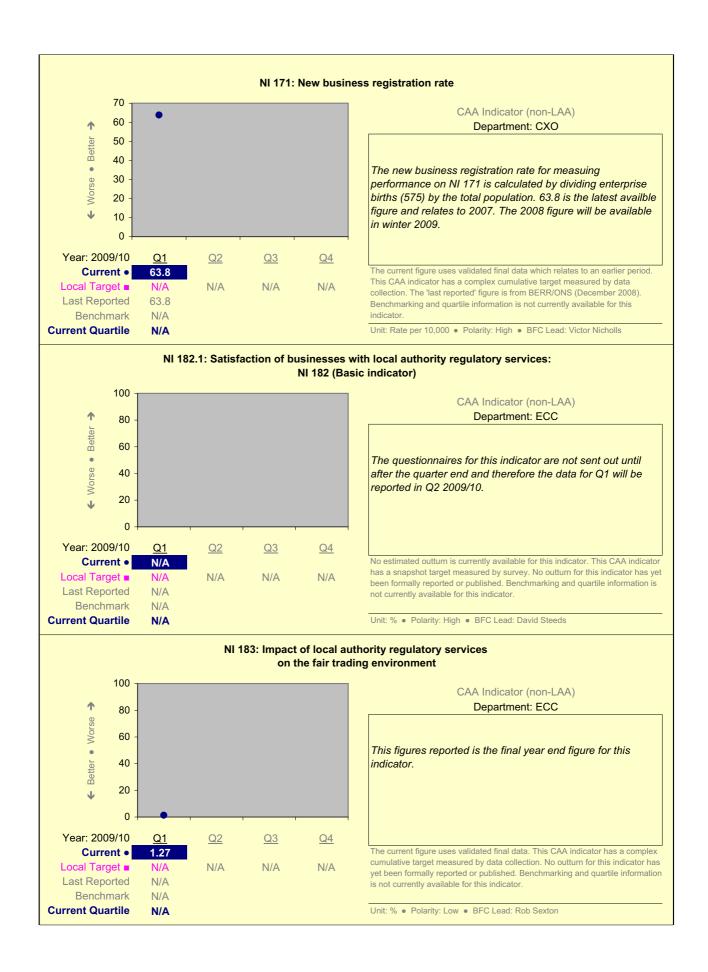
10.7.10	Collate and analyse performance information and highlight changes in performance for Council, BFP and theme partnerships.	Mar 2010	СХО	$\checkmark$	New IT system to be used to produce reports from Quarter 2 (see action 10.7.9). Once the system is fully configured, which may not be for several quarters, two major benefits will be more comprehensive and more targeted performance reports, and more officer time freed up to undertake analysis and improvement work.
10.7.11	Prepare and publish the Council's annual report.	Oct 2009	СХО	$\checkmark$	Report currently being drafted, timetabled to go to Full Council for approval in November. Report this year will be much more concise than in previous years and aimed primarily at residents, addressing some of the issues identified in the Place Survey.
10.7.12	Undertake corporate research for the Council and Bracknell Forest Partnership on future developments and new legislation, and provide advice as appropriate.	Mar 2010	СХО	$\checkmark$	Ongoing.
10.7.13	Implement the data quality strategy, action plan and training, and provide guidance and toolkit for the Council and Bracknell Forest Partnership.	Mar 2010	СХО	$\checkmark$	First tranche of training delivered during Quarter 1. Strategy and departmental policies being taken through approval process. Next step, in conjunction with roll-out of performance management IT system, will be production of procedural notes for each indicator (by departments) where these are currently lacking.
10.7.14	Analyse results of the 2008 Place Survey and prepare an action plan to support continued high satisfaction with the Bracknell Forest area.	Jul 2009	СХО	$\checkmark$	Results analysed and action plan prepared.
10.7.15	Support the work of the Overview and Scrutiny Commission, panels and working groups.	Mar 2010	СХО	$\checkmark$	Support is continuing.
10.7.16	Provide officer support for Overview and Scrutiny.	Mar 2010	СХО	$\checkmark$	Support is continuing.
10.7.17	Produce annual report of Overview and Scrutiny.	Feb 2010	СХО	$\checkmark$	Not due until February 2010 (2008/09 AR published on time)
10.7.18	Review the organisational structure of Overview and Scrutiny to respond to new legislation, scrutiny of the Bracknell Forest Partnership, and the new requirements for O&S review of statutory plans and reports.	Feb 2010	СХО	$\checkmark$	Structure updated in May.
10.7.19	Implement new legislation and government guidance relating to Overview and Scrutiny, including the Councillor Call for Action, the prospective Statutory Officer designation, and Partnership scrutiny.	Mar 2010	СХО	$\checkmark$	Legislation to date has been implemented. More is due.
10.7.20	Research best practice in improving public engagement with Overview and Scrutiny, and formulate proposals.	Dec 2009	схо	$\checkmark$	On track.
10.7.21	Review and manage the Local Safeguarding Children Board's performance reporting arrangements.	Sep 2009	СХО	×	Staff sickness in the Chief Executive's Office has held up this work, although work was previously running ahead of schedule. The performance framework and an Excel reporting tool are broadly complete, but production of the Quarter 1 report has been delayed.

10.7.22	Produce a corporate calendar to	Sep 2009	СХО	Subject to review following
10.1.22	include service planning, finance and performance management framework.	000 2000		implementation of new procedures.
10.7.23	Carry out a pilot exercise and recommend appropriate actions in respect of the Council's job evaluation scheme/pay and grading structure.	Jun 2009	CPS	<i>Pilot exercise completed April; legal and financial advice now being sought on options for change.</i>
10.7.24	Research pan-Berkshire approach to occupational health/advertising contract.	Jun 2009	CPS	Advertising contract due for evaluation in September prior to award of contract.
10.7.25	Review and improve arrangements for temporary and agency staff (Manpower contract).	Jun 2009	CPS	Occupational Health complete, others being developed.
10.7.26	Build up and improve HR and Learning & Development content on BORIS; FAQs for transactional processing.	Mar 2010	CPS	Research underway.
10.7.27	Research and, as necessary, provide guidance and policy direction on: domestic violence, psychological contract, carers.	Oct 2009	CPS	Research underway.
10.7.28	Implement migration from Novell to Microsoft environment for personal productivity tools, directory services and collaborative working facilities.	Mar 2010	CPS	MS Office upgrade near completion. Capital bid for new year being prepared.
10.7.29	Undertake maintenance of and investment in ICT Infrastructure.	Mar 2010	CPS	Work programme developed and agreed by Executive as part of ICT Strategy update.
10.7.30	Update the ICT strategy, including information management strategy and information security management system. This includes adherence to Government Connect code of connection and linking to the Government Secure Intranet.	Mar 2010	CPS	ICT Strategy update agreed by Executive for the coming year.
10.7.31	Work with police and PCT to develop approach to asset management and asset utilisation.	Mar 2010	CPS	Police and PCT invited to Asset Management meetings.
10.7.32	Carry out the biennial attitude survey of Council staff to measure perceptions of working for the Council.		схо	Completed May 2009.
10.7.33	Review the Council's internal communications strategy based on findings from the staff survey.	Aug 2009	СХО	Survey received and report being developed for CMT.

10.8	Implement all appropriate actions to service outcomes and maximise serv		-	with the	right skills and capacity to deliver
10.8.1	Implement the actions due in 2009/10 in each departmental workforce plan.	Mar 2010	CPS CXO ECC SCL	$\checkmark$	CPS: Workforce actions being implemented. ECC: In progress.
10.8.2	Monitor and assess corporate-wide impact of the Safeguarding, Vetting and Barring Board, including CRB checks, training and recruitment.	Mar 2010	CPS	$\checkmark$	Comprehensive training now developed and agreed, training to be delivered over next three periods.
10.8.3	Ensure requirements of the CWDC/skills for care are met. These will include: adults and learning disabilities in employment, basic skills for Council and partner agencies, PIV and partnership working.	Mar 2010	CPS	<b>√</b>	Ongoing.
10.8.4	Put in place the agreed development centre and ILM programme to provide workshops to support identified needs, to develop and update competency frameworks for managers.	Apr 2010	CPS	$\checkmark$	First year of ILM programme complete. Initial phase of Development Centre delivered. Competency Framework still to be completed.
10.8.5	Continually review and improve recruitment and retention as it impacts across the organisation, including specifically Grow Your Own and Modern Apprenticeships.	Mar 2010	CPS	$\checkmark$	Work in progress.
10.8.6	Implement a system of workforce planning through service planning. Ensure HR staff provide support. Co- ordinate all departmental workforce plans.	Oct 2009	CPS	$\checkmark$	Completed; all departmental plans co- ordinated and used to inform the Council's new Pay & Workforce Strategy.
10.8.7	Construct a health and safety training strategy.	Jul 2009	CPS	$\checkmark$	Complete.
10.9	Ensure all Members have the appropriate Member development strategy.	riate skills a	nd knowledg	ge to carr	y out their role by implementing the
10.9.1	Review the charter for Member development.	Jun 2009	CPS	<b>√</b>	The initial self-assessment form has been submitted and will be finalised by the end of July. The assessment day is scheduled for September. The Member Development Charter Steering Group is meeting regularly to monitor progress.
OPERATI	ONAL RISKS TO MTO 10		<u>Owner</u>	Progress	s on Mitigation Actions
10.1	Loss of key staff. Mitigation: Recruit staff as required.		CPS	Ongoing	
10.2	Income projections not achievable. Mitigation: Robust budget setting and budget monitoring.		CPS	as a con Golf Cou made in experien will be m 2009/10 process.	come budgets have come under pressure sequence of the recession (e.g. Downshire urse, land charges etc). Provision has been the 2009/10 budget for those services using the greatest pressure. The situation nonitored on a monthly basis during as a part of the Council's budgetary control /New Risk: None.
10.3	Demand-led services – increased press Mitigation: Robust budget setting and bu monitoring.		CPS	Adults (d children's have bee Expendit a monthl Council's	d pressures, such as the Purchasing Plan - demographic changes, transfers from s services to adults, ageing carers etc) en built into the 2009/10 budget. ture on these services will be monitored on ly basis during 2009/10 as a part of the s budgetary control process. /New Risk: None.

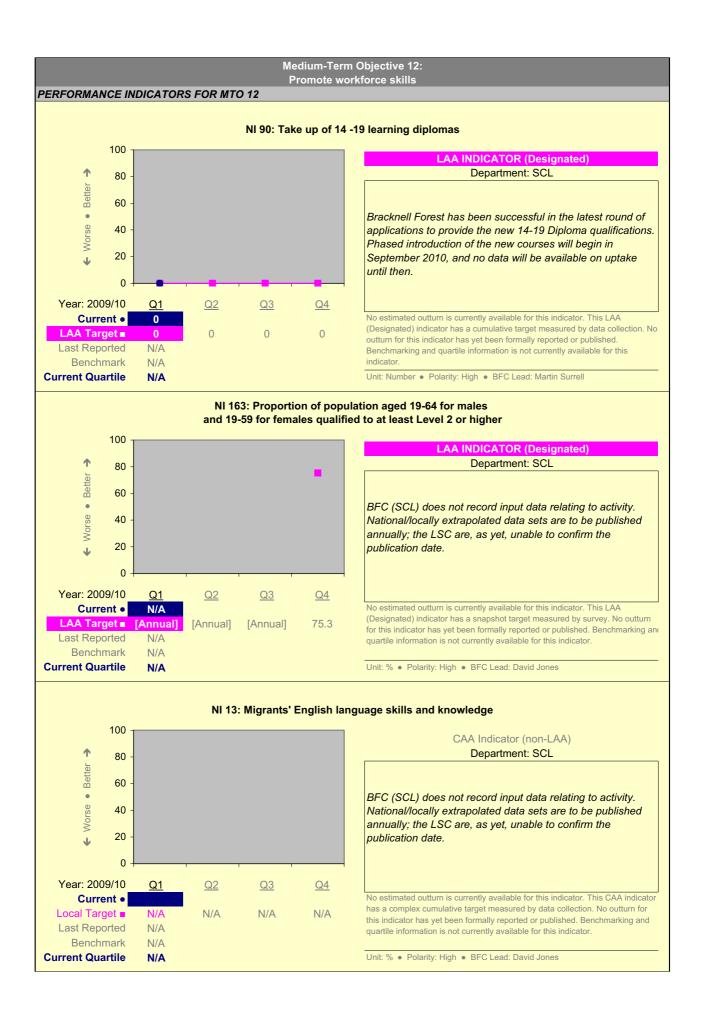
10.4	Travel plan savings achievability. Mitigation: Robust budget setting and budget monitoring.	CPS	Realistic savings targets have been built into the 2009/10 budget and their achievability will be monitored on a monthly basis during 2009/10 as a part of the Council's budgetary control process. Revised/New Risk: None.
10.5	Technological difficulties with new and existing systems. Mitigation: Ensure systems are specified and delivered accurately.	CPS	Operational systems carefully monitored. Revised/New Risk: None.
10.6	Delay of migration caused by technical complexity. Mitigation: Gain advice from industry experts.	CPS	As required. Revised/New Risk: None.
10.7	Miss deadline for connecting to Government Secure Internet. Mitigation: Strong project governance and third-party technical support.	CPS	Target met. Revised/New Risk: None.
10.8	Performance of and relationship with partners and contractors. Mitigation: Maintain close working relationship. Monthly meetings with BRP include discussion of performance.	CPS	Regular meetings. Revised/New Risk: None.
10.9	Staff resistance to change. Mitigation: Good communications plan. Clarity of timescales and clear implementation plans.	CPS	Communications and project plans in place. Revised/New Risk: None.
10.10	LAA targets – individual risks identified. Mitigation: Monitored by lead officers quarterly and reported in Partnership performance reports.	схо	These operational risks are monitored by lead officers quarterly and reported in Partnership performance reports. Revised/New Risk: None.
10.11	Non-achievement of performance management IT system procurement and implementation. Mitigation: Risk register developed. Risks monitored monthly at project board meetings.	СХО	Procurement complete; implementation underway. Risks monitored monthly at project board meetings. Revised/New Risk: None.
10.12	Bracknell Forest Partnership Board strategic risks – individual risks identified. Mitigation: Risk register developed. Risks monitored monthly.	СХО	Risk register developed. Risks monitored monthly. Revised/New Risk: None.
10.13	No funding for Community TV. Mitigation: Early approach to partners. Build in option for matching funding to scale of service.	СХО	Funding secured. Revised/New Risk: None.
10.14	Reliance on partners' co-operation for roll-out of Partnership scrutiny. Mitigation: Consult partners and include their nominees in a new Partnership O&S group.	СХО	Close liaison with partners and inclusion of representatives from partner organisations. Revised/New Risk: None.
10.15	Member and officer capacity for O&S. Mitigation: Set realistic O&S work programme.	схо	Realistic work programme devised - due for consideration by O&S Commission in July. Revised/New Risk: None.
10.16	New legislation and government regulations increase O&S workload. Mitigation: Set realistic O&S work programme.	схо	O&S powers have increased in new legislation, but too early to accurately assess impact on workload. Revised/New Risk: None.
10.17	Procedures do not ensure that robust and accurate data is produced. Mitigation: Develop policy, strategy and action plan including monitoring and management arrangements. Include in internal audit plan.	СХО	Strategy and policy have been developed in accordance with Audit Commission guidelines and following extensive consultation. Procedures for individual indicators yet to be drafted in all cases. Revised/New Risk: None.
10.18	Lack of adequate benchmark data for housing benefits. Mitigation: Joined CIPFA benchmark club.	ECC	No change to the risk in the quarter. Revised/New Risk: None.
10.19	Nitigation: Joined CIPPA benchmark Club.         Loss or absence of key staff needed to deliver the outcomes.         Mitigation: Workforce Plan in place which prepares for known losses. Monthly monitoring of vacancies at DMT. Quarterly review of sickness at DMT.	ECC	No changes in the quarter affecting value for money. Revised/New Risk: None.
10.20	Political will or commitment. Mitigation: Good preparation, Member briefings and appropriate lobbying. Good consultation and forward planning.	ECC	No change to the risk in the quarter. Revised/New Risk: None.

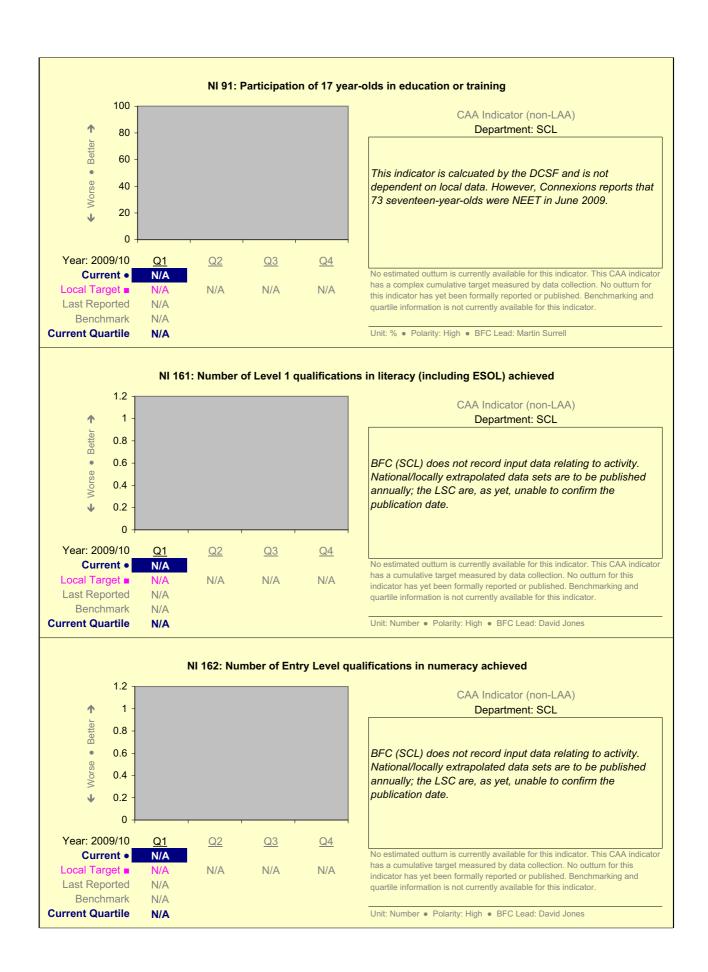


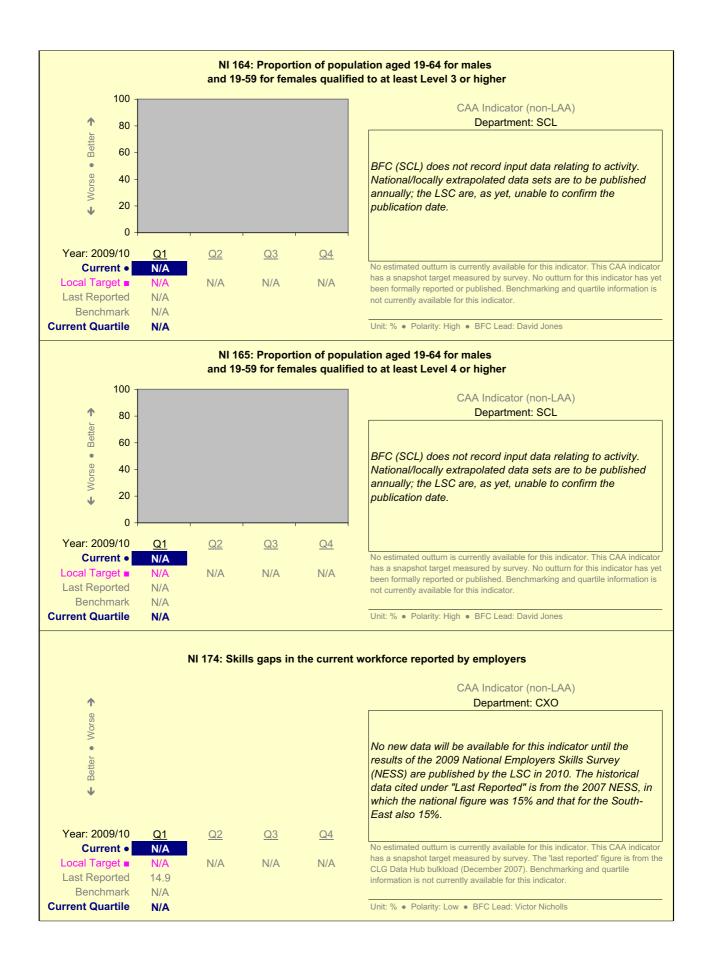


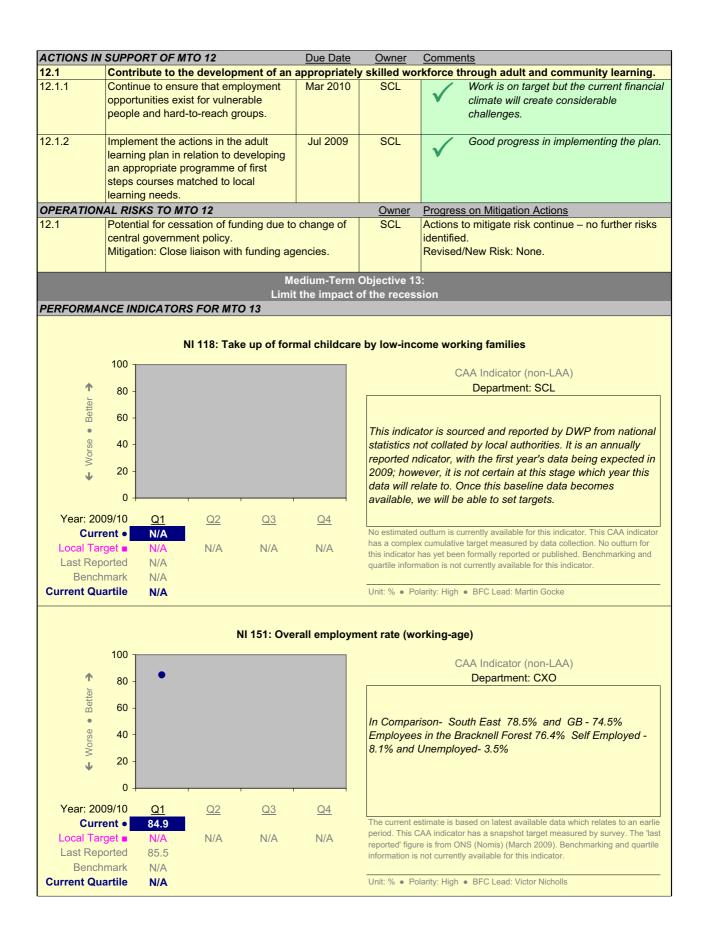
ACTIONS	IN SUPPORT OF MTO 11	Due Date	<u>Owner</u>	Comments
11.1	Work closely with partners to produc		me of local	action to support the local economy.
11.1.1	Through the Economic and Skills Development Partnership, produce an action plan setting out key actions to support the local economy.	Jun 2009	СХО	Complete.
11.1.2	Establish Council economic task force to co-ordinate cross-cutting Council service delivery in respect of the local economy.	Apr 2009	схо	Complete.
11.1.3	Contribute through Member/officer engagement to the regional economic arrangements. Link to action plan programme.	Mar 2010	СХО	✓ Ongoing.
11.1.4	Create dedicated web pages with advice on surviving the credit crunch on the Council's website.	Apr 2009	СХО	Web pages in place and regularly updated.
11.1.5	Implement communications plan for the promotion of Bracknell market.	May 2009	СХО	In progress. Summer promotions planned and implemented.
11.1.6	Hold an annual benefits open day event to enable residents to maximise their income.	Mar 2010	ECC	The Annual Open Day event is scheduled for 27 August in Princess Square.
11.1.7	Work with tenants of commercial properties to provide assistance where possible to reduce the impact of the recession on their business.	Mar 2010	CPS	Voids and arrears managed.
11.1.8	Implement range of congestion reduction schemes.	Mar 2010	ECC	Under development.
11.2	Respond to the review of sub-nationa establish new regional economic arra		developmer	t and regeneration by working with partners to
11.2.1	Support the Berkshire Economic Strategy Board (BESB) through Executive Member and officer involvement.	Mar 2010	СХО	✓ Ongoing.
11.3	Publish an economic assessment for	Bracknell F	orest.	
11.3.1	Publish an economic assessment for Bracknell Forest.	Dec 2009	СХО	Delayed pending publication of government guidance on economic assessments.
11.4	Contribute to the objectives of the Be Berkshire economic strategy.	erkshire Eco	nomic Strate	egy Board, including the publication of the
11.4.1	Develop direct links with local business support agencies, including the Thames Valley Chamber, Federation of Small Businesses, and Institute of Directors.	May 2009	СХО	Ongoing.

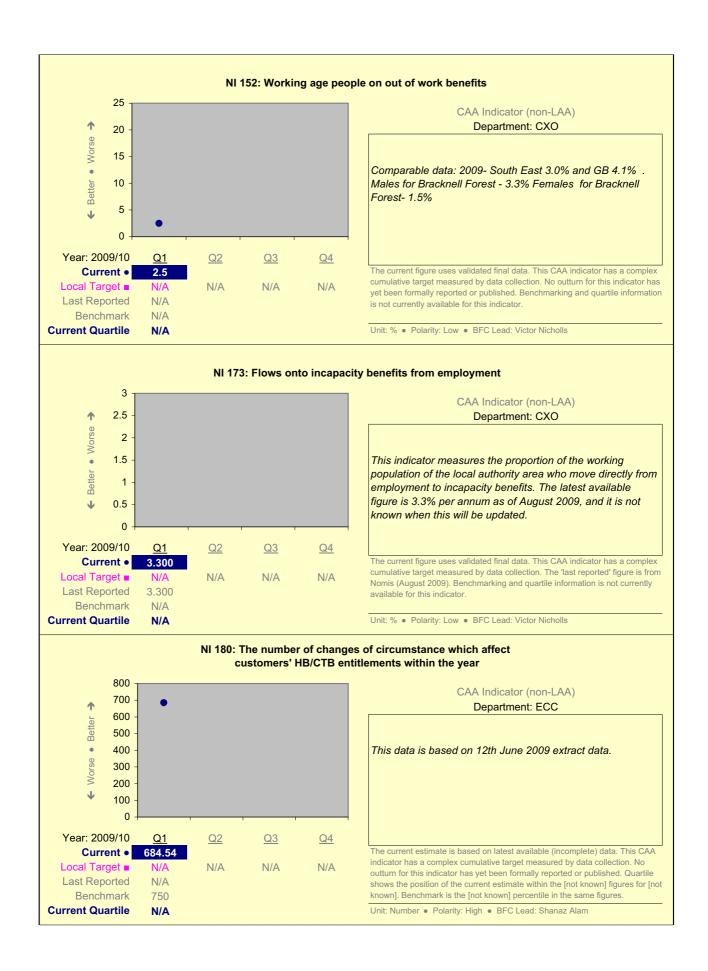
OPERATIONAL RISKS TO MTO 11		<u>Owner</u>	Progress on Mitigation Actions
11.1	Council income not achieved.	CPS	Monitoring monthly.
	Mitigation: (Blank)		Revised/New Risk: None.
11.2	Lack of engagement by key partners resulting in an	CXO	Direct contact maintained.
	incomplete economic action plan.		Revised/New Risk: None.
	Mitigation: Ensure an effective stakeholder		
	consultation and engagement through direct contact.		
11.3	Inability of BESB to establish a coordinated strategy	СХО	No major issues during the quarter.
	and delivery programme.		Revised/New Risk: None.
	Mitigation: Limited impact due to other partner involvement.		
11.4	Engagement with business organisations is	CXO	No major issues during the quarter.
	dependent upon shared commitment to economic		Revised/New Risk: None.
	objectives.		
	Mitigation: Other agencies are subject to separate		
	funding and resourcing.		
11.5	General BFC resourcing of economic objectives	CXO	No major issues during the quarter.
	needs to be reviewed.		Revised/New Risk: None.
	Mitigation: Implement appropriate funding and resource to deliver action plan.		
11.6	Lack of suitable locations.	ECC	No change to the risk in the quarter.
11.0	Mitigation: Locations agreed with town centre	200	Revised/New Risk: None.
	management.		
11.7	Loss or absence of key staff needed to deliver the	ECC	No key staff lost in the quarter.
	outcomes.		Revised/New Risk: None.
	Mitigation: Workforce Plan in place which prepares		
	for known losses. Monthly monitoring of vacancies		
	at DMT. Quarterly review of sickness at DMT.		
11.8	Political will or commitment.	ECC	No change to the risk in the quarter.
	Mitigation: Good preparation, Member briefings and		Revised/New Risk: None.
	appropriate lobbying. Good consultation and forward		
	planning.		

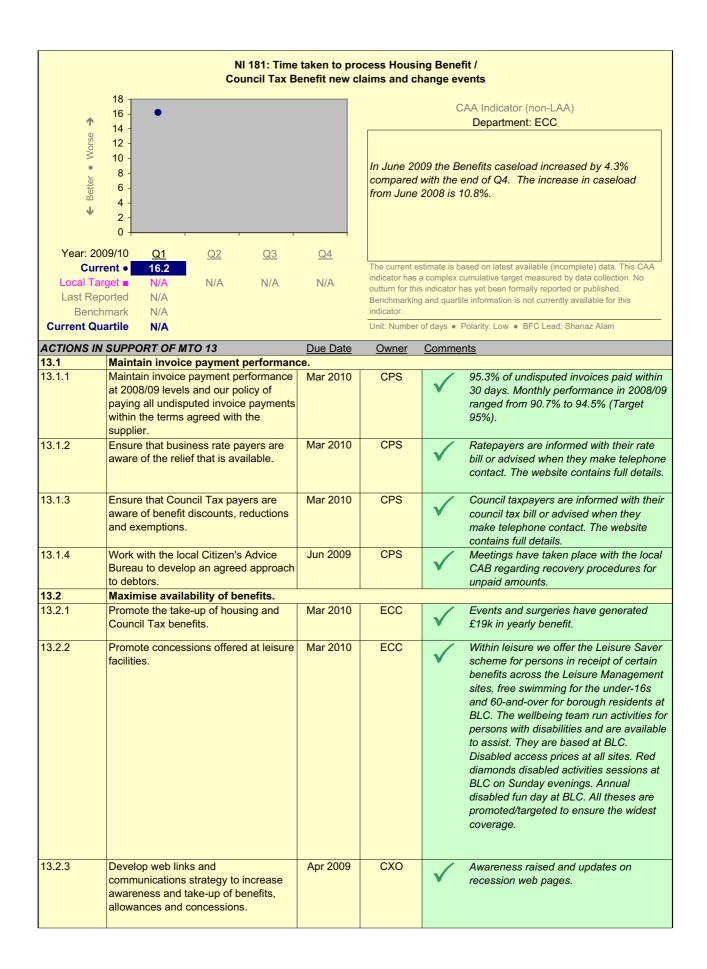












OPERATIONAL RISKS TO MTO 13		<u>Owner</u>	Progress on Mitigation Actions
13.1	Invoice payments not authorised or not authorised in a timely manner. Mitigation: Send reminders to staff.	CPS	General reminders are sent to all authorisers at six monthly intervals. Authorisers are also monitored individually and those with a poor track record of authorising invoices promptly are reminded on an individual basis. Revised/New Risk: None.
13.2	Ratepayers and taxpayers do not claim their entitlement. Mitigation: Ensure relevant information is included with business rates and Council Tax bills. Website contains relevant information.	CPS	Ratepayers and council taxpayers are informed with their rates or council tax bill, or advised when they make telephone contact. The website contains full details. Revised/New Risk: None.
13.3	All work to support the local economy will need to respond to changes to the economy at large. Mitigation: Monitor economic developments.	СХО	National and regional economic developments closely monitored. Revised/New Risk: None.
13.4	Loss or absence of key staff needed to deliver the outcomes. Mitigation: Workforce Plan in place which prepares for known losses. Monthly monitoring of vacancies at DMT. Quarterly review of sickness at DMT.	ECC	No changes in the quarter affecting these services. Revised/New Risk: None.
13.5	Political will or commitment. Mitigation: Good preparation, Member briefings and appropriate lobbying. Good consultation and forward planning.	ECC	No change to the risk in the quarter. Revised/New Risk: None.

## ANNEX B CORPORATE HEALTH

# Complaints

Department		YTD	Q1	Notes (Q1)
Environment, Culture	Total:	6	6	
& Communities	Stage 2:	4	4	Three concerning planning/development; one concerning landscaping. Please see PMR for details.
	Stage 3:	0	0	
	Stage 4:	0	0	
	Ombudsman:	2	2	One concerning housing; one more general. Please see PMR for details.
Social Care & Learning	Total:	2	2	In addition, seven statutory complaints were received, reported separately in the PMR.
	Stage 2:	2	2	Please see PMR for details.
	Stage 3:	0	0	
	Stage 4:	0	0	
	Ombudsman:	0	0	
Corporate Services /	Total:	6	6	
Chief Executive's Office	Stage 2:	4	4	Two concerning Council Tax; One concerning parking; One concerning procurement. Please see PMRs for details.
	Stage 3:	2	2	One concerning Council Tax.; One concerning recruitment. Please see PMRs for details.
	Stage 4:	0	0	
	Ombudsman:	0	0	
BFC	Grand Total:	14	14	

# Audits with Limited or No Assurance Opinions

Department	Q1	Notes
Environment, Culture & Communities	None.	
Social Care & Learning	None.	
Corporate Services	None.	
Chief Executive's Office	None.	

# Staffing

### Staff Turnover

Department	Quarter 1 (%)	Year to Q1 (%)	Notes
Environment, Culture & Communities	2.36	13.40	
Social Care & Learning	2.90	N/A	
Corporate Services	2.82	11.24	
Chief Executive's Office	2.70	13.51	

#### Staff Sickness

Department	Quarter 1 (days per employee)	Projected Annual Average (days per FTE)
Environment, Culture & Communities	2.31	9.22
Social Care & Learning	2.18	8.04
Corporate Services	1.35	5.41
Chief Executive's Office	1.02	4.08

### **Staff Sickness Comparators**

Comparator data	All employees, average days sickness absence per employee
Bracknell Forest Council 08/09	5.7 days
All sectors employers in South East 2008	7.6 days
(Source: Chartered Institute of Personnel and Development survey 2008)	
BVPI 12 outturn 08/09	7.43 days per FTE

## ANNEX C

## **REVENUE BUDGET MONITORING**

At the end of the first quarter the budgetary control reports for the General Fund reported a potential overspend of £1.634m. Details of individual variances are outlined in each department's Performance Management Report (PMR).

The main reasons for this projected overspend are:

- The cost of placements for Looked After Children is projected to overspend by £0.200m. A new residential placement costing £0.090m has been required and three Independent Fostering Agency placements have broken down requiring considerably more expensive residential placements.
- The PCT routinely reviews individuals eligibility for Continuing Health Care support and therefore funding. Since the start of the financial year, £0.330m of funding has been withdrawn and is therefore being reported as an over spending. There remains a risk to the budget of changes in individual circumstances which will be monitored closely.
- The significant reduction in income as a consequence of the recession and credit crunch. Those income budgets experiencing the greatest pressure are:
  - Car parks (both cash sales and season tickets) £0.210m
  - Easthampstead Park Conference Centre £0.200m
  - Bracknell Leisure Centre/Coral Reef £0.080m
  - o Interest £0.200m

At this stage in the financial year there remain significant risks to the budget arising principally from the credit crunch and the economic slowdown. Some of these risks are reported above and those budgets representing the greatest risk will continue to be scrutinised in detail as part of the Council's usual budget monitoring arrangements.

A projected overspend of this magnitude is not without precedent at this point in the financial and there remains sufficient time to identify and take corrective action between now and 31 March 2010 to bring spending in line with the budget. Corporate Management Team will be reviewing updated projections in September and will bring forward proposals to manage the predicted overspend, if necessary.

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## UPDATE ON THE WORK OF BRACKNELL FOREST PARTNERSHIP DURING THE QUARTER

### LAA refresh 2009

The work concluded with the signing of the reviewed LAA in June 2009. The work involved negotiating or amending 24 targets within the LAA where baselines or definitions were missing when the LAA was originally signed in June 2008, or where definitions had changed and the data needed to be presented differently. The 2008/09 refresh therefore contains more information, and is a more comprehensive document, than last year's LAA.

#### **Community TV**

Work has continued on developing more local film content to support the Bracknell Forest Community TV system, which is due to continue for another year. There are now ten 40" screens located in public places around the borough showing silent films and text, plus national news, sports and weather.

#### **Bracknell Health Space**

The development of a new health complex for Bracknell has moved a step closer with the appointment of a consortium made up of Ashleigh House and GSL to develop detailed plans for the Bracknell Health Space. The plans for the facility will bring together a wide range of services under one roof including GP services, urgent care, physiotherapy, out-patients appointments, cancer treatment, diagnostic services including blood tests and scans, and community services. It is expected that an application for planning permission will be submitted to the Borough Council by September 2009.

#### **Voluntary Sector Compact**

In May, the Voluntary and Community Sector Conference included the formal signing of the Bracknell Forest Partnership Compact. The Compact is an agreement between Bracknell Forest public sector organisations (Bracknell Forest Council, Berkshire East Primary Care Trust, Thames Valley Police, Royal Berkshire Fire & Rescue Service, and Bracknell Forest town and parish councils) and the Voluntary & Community Sector represented by Bracknell Forest Voluntary Action. In Bracknell Forest there are now many good examples of effective joint working between voluntary and community organisations and the statutory sector. The Compact will build on these good relationships by developing a formalised partnership.

#### Partnership Performance Overview Report

On 17<sup>th</sup> September the Bracknell Forest Partnership Board will receive its performance report to the end of the first quarter (as at the end of June 2009). The following is an extract from the Executive Summary, for full details of the report please go to <u>http://www.bracknell-forest.gov.uk/your-council/yc-bracknell-forest-partnership.htm</u>.

#### Summary of performance overall (exception reporting)

#### Performance

In summary, out of the 198 indicators, 54 are part of the LAA including 35 designated targets, 3 local targets and 16 statutory indicators from the DCSF. Three of the LAA

indicators are actually broken down into sub-measures giving a total of 60 individual measures within the LAA.

Of the 60 individual measures in the LAA,

- $\circ$  17 (28%) are 'green' ( or amber i.e. within 5% of target)
- 3 (5%) are 'red' (> 5% adrift of target)
- $\circ$  26 (43%) are annual indicators or where information will be available later
- $\circ$  4 (7%) are where data is available but targets are not yet negotiated
- 3 (5%) have no technical definition yet for the indicator or the definition has only just been published.
- 7 (12%) no data provided to date

The 3 'red' measures are:

- NI 117 16-18 year olds that are NEET the rate at the end of the quarter represents lower performance than in previous years and reflects the increasing difficulties that some young people are encountering in accessing suitable opportunities. Previous representations have been made to the Partnership concerning the progress for this indicator. It is clear that this is a problematic issue that extends beyond the direct control of members of the BFP, and is affecting young people nationally during the current recession.
- NI 136 People supported to live independently the Government recently changed the definition of this indicator which has meant that current outturn is below target. However there are several opportunities for us to improve our performance against target for this indicator during the remaining quarters of 2009-10.
- NI 020 Assault with injury crime The TVP have analysed the problems in reducing the assault with injury crime rate. It appears that approximately half of the victims are under 25 and generally the aggrieved are known to the offenders. Compared with other boroughs, Bracknell's night time economy is quieter and this is not impacting on our figures. Operation Lion Cub will hopefully address this problem

On a quarterly basis the BEPCT is reporting on a range of performance measures as part of its usual business across the Berkshire East are (reports available on their website). With performance against the LAA targets being highlighted in the performance reports to the BEPCT Board and monitored routinely at BEPCT internal performance meetings. However this data is not readily broken down into information for the individual three authority areas. Discussions are ongoing between BFC and BEPCT regarding how the data can best be obtained and reported in Bracknell Forest. A meeting between the BEPCT and the three unitary authorities has been arranged to resolve this potentially significant issue.

LAA Indicators which are currently 'green' are:

- NI 051- effectiveness of child and adolescent mental health
- NI 068 % of referral to children's social care going on to initial assessment
- NI 146 adults with learning disabilities in employment
- $\circ~$  NI 142 % of vulnerable people who are supported to maintain independent living
- NI 135 carers receiving needs assessment of review and a specific carers service
- NI 154 net additional homes provided
- NI 155 number of affordable homes delivered

- $\circ~$  NI 001 % of people who believe people from different backgrounds get on well together
- o NI 193 percentage of municipal waste land filled
- $\circ$  NI 049a, b, c, d Number of primary fires and related fatalities and casualties
- o NI 047 people killed or seriously injured in road traffic accidents
- NI 172 % of small businesses in an area showing employment growth
- NI 177 local bus and light rail passenger journeys

#### Risks

In terms of operational risks, these have been scored using a system of 1-5 for likelihood and 1-5 for impact (5 being the greatest likelihood and greatest impact). By multiplying the two numbers an overall score out of 25 is calculated.

This quarter six operational risks have been identified with a score of 15 or more, as set out in the table below. Progress for quarter 1 against these high score risks are indicated *in italics* as below:

Target	Risk	Score	Lead	Mitigation
NI 187 – tackling fuel poverty - % of people receiving income based	Increasing fuel costs	25	BFC	No influence No change to risk in quarter 1.
benefits living in homes with a low energy efficiency rating	Weather Factor	15		Not possible (no change)
NI 051 – Effectiveness of children and adolescent mental health (CAMHS)	Contractor BHFT fails to deliver to an acceptable level - loss of key staff	15	BFC	Monitor and support <i>Monitoring indicates no</i> <i>issues during quarter 1.</i>
NI 069 – children who have experienced bullying	Loss of grant funding from CDRP in 2009/10	15	BFC	Ensure that strategy demonstrates effective delivery in 2008/9 and that the impact of this activity is recognised. <i>Replacement funding for</i> 2009/10 in place following loss of grant funding. Will be raised as a service pressure through the Schools forum in the 2010/11 budget setting cycle.
NI 198 – children travelling to school – mode of transport used	Overall shortfall in resources to deliver measures identified in Travel Plans	15	BFC	Continue with investment in Safe Routes to School programme No change to risk in quarter 1.
	Maintain awareness year on year	15		Build relationships with schools, continue with incentive schemes and Berkshire STEP reward scheme <i>No change to risk in quarter</i> <i>1.</i>

No new risks have been identified as part of the update of quarter 1.

### **Update from Theme Partnerships**

The Quarter 4 Partnership Performance Overview Report was submitted to the following Theme Partnership:

#### Health and Social Care Partnership

The Board agreed that Mary Purnell assisted by Angela Snowling would report to the Bracknell Forest Partnership Board on the red indicators for health and social care. (This has subsequently taken place.)

#### **Recommendations**

It is recommended that the BFP Board:

- Notes the progress being made to improve performance on the three indicators that are currently 'red'
- > Notes the comments and proposed actions of the Theme Partnerships.
- Notes the actions being taken by BFC and BEPCT to resolve performance reporting issues and requests that the BFP Board is updated on progress at the next reporting period.

For full details of the Bracknell Forest Partnership Performance Overview Report please go to <u>http://www.bracknell-forest.gov.uk/your-council/yc-bracknell-forest-partnership.htm</u>.

#### Forward Look

For the next quarter, the focus of the Board will be on:

- Updating action plans and risks for the refreshed LAA targets
- Analysing the Place Survey results in the national context (when the information becomes available) to assess the areas that may need improvement and draw up an action plan to help the Partnership target problem areas;
- Finalising the annual report for the Partnership;
- Preparations for the Partnerships Annual Conference
- Ensuring the performance data/reports are presented to each of the Theme Partnerships for their relevant areas.