



NOTICE OF MEETING

The Executive

Tuesday 11 April 2017, 5.00 pm

Council Chamber, Fourth Floor, Easthampstead House, Bracknell

To: The Executive

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

ALISON SANDERS

Director of Corporate Services

EMERGENCY EVACUATION INSTRUCTIONS

- 1 If you hear the alarm, leave the building immediately.
- 2 Follow the green signs.
- 3 Use the stairs not the lifts.
- 4 Do not re-enter the building until told to do so.

If you require further information, please contact: Priya Patel

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Published: 30 March 2017



The Executive
Tuesday 11 April 2017, 5.00 pm
Council Chamber, Fourth Floor, Easthampstead House,
Bracknell

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

AGENDA

Page No

1. **Apologies**

2. **Declarations of Interest**

Members are asked to declare any disclosable pecuniary or affected interests in respect of any matter to be considered at this meeting.

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

Any Member with an affected Interest in a matter must disclose the interest to the meeting and must not participate in discussion of the matter or vote on the matter unless granted a dispensation by the Monitoring officer or by the Governance and Audit Committee. There is no requirement to withdraw from the meeting when the interest is only an affected interest, but the Monitoring Officer should be notified of the interest, if not previously notified of it, within 28 days of the meeting.

3. **Minutes**

To consider and approve the minutes of the meeting of the Executive held on 14 March 2017.

5 - 30

4. **Urgent Items of Business**

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

5. **Family Safeguarding Model – Outcome of Innovation Bid**

To note the successful outcome from an innovation bid, securing funding to implement a Family Safeguarding Model of working within two social work teams within Children Social Care and to outline the timescales for the implementation.

31 - 40

6. **Summary Report on Examination and Test Performance in Bracknell Forest Schools: Academic Year 2015–16**

To inform the Executive of schools' end of year results for the academic year 2015-16, key policy developments which have taken place over the year and the priorities for the work of the School Improvement Service for the academic year 2016-17.

41 - 64

7. **Complaint Against the Council - Local Government Ombudsman Decision**

To inform the Executive of a finding of maladministration with injustice by the Local Government Ombudsman against the Council.

65 - 78

8. **Council Plan Overview Report**

To inform the Executive of the performance of the Council over the third quarter of the 2016-17 financial year (October - December 2016).

79 - 98

9. **Equality Scheme 2017-20**

To approve the Council's Equality Scheme 2017-20.

99 - 126

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**EXECUTIVE
14 MARCH 2017
5.00 - 5.50 PM**



Present:

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

Apologies for absence were received from:

Councillor Bettison OBE

74. Declarations of Interest

There were no declarations of interest.

75. Minutes

RESOLVED that the minutes of the meeting of the Executive on 14 February 2017 together with the accompanying decision records be confirmed as a correct record and signed by the Leader.

Executive Decisions and Executive Decisions containing Exempt Information

The Executive considered the reports submitted on the items listed below and the decisions taken are recorded in the decision sheets attached to these minutes and summarised below.

76. Response to the Children, Young People & Learning Overview and Scrutiny Report on Child Sexual Exploitation

RESOLVED that the following recommendations of the Working Group "Safeguarding is everyone's business: A Review of Child Sexual Exploitation" be noted:

- i) Children and Families
Working Group Recommendation 1
Closer work with parents be undertaken to raise their awareness of CSE, to educate them to manage their children's use of the on-line world and to maintain an open dialogue and set boundaries with their children. Also, consideration be given to having a CSE parenting worker, or some form of direct delivery parenting, to enable work to be carried out simultaneously with the child and his / her parents, such as that offered by Dr Barnardo's.
- ii) Working Group Recommendation 2
The awareness and use of the CSE screening tool and prevention work with children and young people identified as having Level 1 vulnerabilities (see Appendix 2) be promoted across partners.

- iii) Working Group Recommendation 3
The monitoring and management of unauthorised school absences and fixed term exclusions be strengthened, with a particular emphasis on undertaking return interviews.
- iv) Training
Working Group Recommendation 4
A fluid rolling programme of incremental and age appropriate prevention be pursued to raise awareness levels and provide children with the resilience and knowledge to identify grooming and make safe decisions around internet use and relationships. This should include the production of a suitable primary school poster. In addition to identifying and protecting victims of CSE of both genders, a stronger emphasis be placed on raising boys' and young men's awareness of the possible consequences for them of having sex with underage girls.
- v) Working Group Recommendation 5
All existing and new taxi drivers in Bracknell Forest receive safeguarding / CSE training during the next twelve months and training be rolled out to neighbouring authorities.
- vi) Working Group Recommendation 6
Bespoke training be provided for Attendance Officers to highlight the links between missing pupils and CSE.
- vii) Local Safeguarding Children Board
Working Group Recommendation 7
The LSCB Strategic Sub Group be requested to undertake a stocktake of all CSE school training delivered during the last two years in order to identify and remedy any gaps. A central depository be developed to capture all the education and training sessions being delivered in schools to children, to avoid duplication and identify gaps.
- viii) Working Group Recommendation 8
The LSCB be requested to evaluate how CSE is incorporated into the Council-wide training programmes, stating who is able to access this training, ensuring outcomes are measured and changes made as a result.
- ix) Working Group Recommendation 9
The police be requested to provide an intelligence briefing to the Sexual Health Service to establish closer liaison and two way information sharing with that service.
- x) Working Group Recommendation 10
Regulatory Services continue to work with the police to rollout the Hotel Watch Scheme across the Borough.
- xi) Working Group Recommendation 11
The Designated Doctor for Safeguarding be requested to include the use of Summary Care Records in the next mandatory training session for GPs in order to identify, and improve the care for, exploited children and young people through the storing and sharing of patient records.
- xii) Working Group Recommendation 12
The Clinical Commissioning Group be requested to provide a stakeholder map of who in the organisation is responsible for CSE in Bracknell Forest, the

roles of the representatives that attend SEMRAC and who in Health Services they report back to so that information is cascaded through all organisations.

- xiii) **Working Group Recommendation 13**
The membership of SEMRAC and the CSE Strategic Group be expanded to include a primary school lead and representatives of CAMHS and the Sexual Health Service to enable relevant reports to be received from all involved organisations.
- xiv) **Working Group Recommendation 14**
The Pan Berkshire SEMRAC chairs add to their agenda the reporting of the top level of 'persons of interest' across Berkshire as a means to compare and monitor possible CSE perpetrators.

77. ICT and Digital Strategy 2017-20

RESOLVED that the ICT and Digital Strategy for the period 2017-2020 was noted and the future direction of these service areas outlined in the Director of Corporate Services report was approved.

78. Customer Contact Strategy 2016-2019

RESOLVED that;

- i) the new Customer Contact Strategy, action plans for delivery and governance arrangements be endorsed.
- ii) the delivery of the Strategy be driven through the Implementation phase of the Citizen & Customer Contact Transformation Programme.

79. Council Wide Support Services Transformation Project

RESOLVED that the Business Case be endorsed and agreed the Implementation Plan proposed for the 'Do' Phase of the Council Wide Support Services Review.

80. Adoption of the Design Supplementary Planning Document

RESOLVED that;

- (i) the Design SPD be approved as a material consideration in the determination of all planning applications validated from the date of its adoption;
- (ii) the design leaflet "Extending Your Home: A Householders Guide" be revoked for all planning applications validated from the date of the adoption of the Design SPD ;
- (iii) the publication of the Consultation Statement be agreed;
- (iv) the Executive Member for Planning and Transport be authorised to agree any minor changes to Appendix A and Appendix B of the Director of Environment, Culture & Communities report prior to adoption in (i) above.

81. Proposed Shared Emergency Planning Service for Berkshire

RESOLVED that;

- (i) the six unitary authorities in Berkshire set up a shared Emergency Planning Service governed through the Berkshire Chief Executives' Group and West Berkshire act as Lead Authority.
- (ii) The Shared Service will provide Emergency Planning, Business Continuity Planning and Out of Hours Coordination (where appropriate), to all six unitary authorities.
- (iii) A Joint Team of 5 FTE is established. The Team Manager will be based in the Lead Authority. Two teams of two FTE will be based in Berkshire West and Berkshire East. It is proposed that no fixed base be established. The Team Manager will be responsible for deciding on work locations in liaison with the six unitary authorities.
- (iv) The budget for the service is set in the first year at £371k and apportioned to each unitary authority as an annual payment as follows:

Bracknell Forest -	£45k
Reading -	£65k
RBWM -	£71k
Slough -	£48k
West Berkshire -	£82k
Wokingham -	£60k
- (v) Permanent staff would TUPE to the Lead Authority on their existing terms and conditions and will be slotted into the staffing structure set out in this report where appropriate. Vacancies will be filled through internal/external recruitment where required.
- (vi) The Borough Solicitor, in consultation with the Borough Treasurer and Director of Environment, Culture & Communities be authorised to agree the terms of an Inter Authority Agreement between the constituent authorities formalising the arrangement.
- (vii) Subject to Executive approval in all six unitary authorities, the Service will commence on 1 October 2017.

82. Capital Programme 2017-18 Integrated Transport

RESOLVED that the Integrated Transport Capital Programme for 2017/18 be approved.

83. Highway Maintenance Works Programme 2017-18

RESOLVED that the budget for 2017-18 be targeted at the four year indicative Highway Maintenance Works Programme as set out in Annex 1 of the Director of Environment, Culture & Communities report, having due regard to the priority, availability of road space and available budget.

84. Exclusion of Public and Press

RESOLVED that pursuant to Regulation 4 of the Local Authorities (Executive Arrangements) (Access to Information) Regulations 2012, members of the public and press be excluded from the meeting for the consideration of items 14 and 15 which

involve the likely disclosure of exempt information under the following category of Schedule 12A of the Local Government Act 1972:

- (3) Information relating to the financial or business affairs of any particular person (including the authority).

85. **Civic Accommodation**

RESOLVED that;

- i) the Procurement Plan for the procurement of the works contract for the refurbishment / remodelling of Time Square attached at exempt Annex A, be approved.
- ii) the decision to award the construction contract for the Time Square refurbishment works be delegated to the Director of Corporate Services in consultation with the Executive Member for Transformation & Finance. This is in order to be able to move quickly to commence the contract in view of the need to deliver the savings from vacating Easthampstead House as quickly as possible.

86. **Library IT Procurement Plan**

RESOLVED that;

- i) the implementation of the recommendations emanating from the Transformation Review of the Library Service be agreed and the anticipated saving detailed in paragraph 5.4 of the Director of Environment, Culture & Communities report be noted;
- ii) the Procurement Plan for the introduction of new technology in all Bracknell Forest Libraries to provide Self-service and Technology Assisted Opening be approved; and
- iii) subject to the successful tender falling within the approved capital budget, the Director of Environment, Culture and Communities be given delegated authority to award the contract;

CHAIRMAN

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**Bracknell Forest Council
Record of Decision**

Work Programme Reference	I066546
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1. **TITLE:** Response to the Children, Young People & Learning Overview and Scrutiny Report on Child Sexual Exploitation
2. **SERVICE AREA:** Children, Young People and Learning
3. **PURPOSE OF DECISION**

To inform the Members of the Executive of the response from the Executive Member for Children, Young People & Learning to the Overview and Scrutiny report on child sexual exploitation.

4. **IS KEY DECISION** Yes
5. **DECISION MADE BY:** Executive
6. **DECISION:**

That the following recommendations of the Working Group “Safeguarding is everyone’s business: A Review of Child Sexual Exploitation” and responses was noted as detailed below:

- i) Children and Families
Working Group Recommendation 1
Closer work with parents be undertaken to raise their awareness of CSE, to educate them to manage their children’s use of the on-line world and to maintain an open dialogue and set boundaries with their children. Also, consideration be given to having a CSE parenting worker, or some form of direct delivery parenting, to enable work to be carried out simultaneously with the child and his / her parents, such as that offered by Dr Barnardo’s.
- ii) Working Group Recommendation 2
The awareness and use of the CSE screening tool and prevention work with children and young people identified as having Level 1 vulnerabilities (see Appendix 2) be promoted across partners.
- iii) Working Group Recommendation 3
The monitoring and management of unauthorised school absences and fixed term exclusions be strengthened, with a particular emphasis on undertaking return interviews.
- iv) Training
Working Group Recommendation 4
A fluid rolling programme of incremental and age appropriate prevention be pursued to raise awareness levels and provide children with the resilience and knowledge to identify grooming and make safe decisions around internet use and relationships. This should include the production of a suitable primary school poster. In addition to identifying and protecting victims of CSE of both genders, a stronger emphasis be placed on raising boys’ and young men’s awareness of the possible

consequences for them of having sex with underage girls.

- v) Working Group Recommendation 5
All existing and new taxi drivers in Bracknell Forest receive safeguarding / CSE training during the next twelve months and training be rolled out to neighbouring authorities.
- vi) Working Group Recommendation 6
Bespoke training be provided for Attendance Officers to highlight the links between missing pupils and CSE.
- vii) Local Safeguarding Children Board
Working Group Recommendation 7
The LSCB Strategic Sub Group be requested to undertake a stocktake of all CSE school training delivered during the last two years in order to identify and remedy any gaps. A central depository be developed to capture all the education and training sessions being delivered in schools to children, to avoid duplication and identify gaps.
- viii) Working Group Recommendation 8
The LSCB be requested to evaluate how CSE is incorporated into the Council-wide training programmes, stating who is able to access this training, ensuring outcomes are measured and changes made as a result.
- ix) Working Group Recommendation 9
The police be requested to provide an intelligence briefing to the Sexual Health Service to establish closer liaison and two way information sharing with that service.
- x) Working Group Recommendation 10
Regulatory Services continue to work with the police to rollout the Hotel Watch Scheme across the Borough.
- xi) Working Group Recommendation 11
The Designated Doctor for Safeguarding be requested to include the use of Summary Care Records in the next mandatory training session for GPs in order to identify, and improve the care for, exploited children and young people through the storing and sharing of patient records.
- xii) Working Group Recommendation 12
The Clinical Commissioning Group be requested to provide a stakeholder map of who in the organisation is responsible for CSE in Bracknell Forest, the roles of the representatives that attend SEMRAC and who in Health Services they report back to so that information is cascaded through all organisations.
- xiii) Working Group Recommendation 13
The membership of SEMRAC and the CSE Strategic Group be expanded to include a primary school lead and representatives of CAMHS and the Sexual Health Service to enable relevant reports to be received from all involved organisations.
- xiv) Working Group Recommendation 14
The Pan Berkshire SEMRAC chairs add to their agenda the reporting of the top level of 'persons of interest' across Berkshire as a means to compare and monitor possible CSE perpetrators.

7. REASON FOR DECISION

The Overview and Scrutiny Working Group has spent considerable time reflecting on the issues with the support of appropriate officers and partners and the Executive are asked to support the recommendations outlined above.

8. ALTERNATIVE OPTIONS CONSIDERED

Not applicable.

9. PRINCIPAL GROUPS CONSULTED: Not applicable

10. DOCUMENT CONSIDERED: Report of the Director of Children, Young People & Learning.

11. DECLARED CONFLICTS OF INTEREST: None.

Date Decision Made	Final Day of Call-in Period
14 March 2017	21 March 2017

**Bracknell Forest Council
Record of Decision**

Work Programme Reference	I056283
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1. **TITLE:** ICT Digital Strategy 2017-20

2. **SERVICE AREA:** Corporate Services

3. **PURPOSE OF DECISION**

To outline technology/ICT direction for the next three years. The action plan will be updated on an annual basis.

4. **IS KEY DECISION** No

5. **DECISION MADE BY:** Executive

6. **DECISION:**

That the Executive approved the ICT and Digital Strategy for the period 2017-2020.

7. **REASON FOR DECISION**

A new ICT and Digital Infrastructure Strategy is required to deliver the technology requirements of the Council, in order to support the delivery of those services which are dependent on ICT. The background to this strategy is defined, and then the report is split into three timeframes: the short, medium, and longer term. This enables the focus initially on the short-term deliverables, some of which are already under way.

8. **ALTERNATIVE OPTIONS CONSIDERED**

Do nothing. Continue without a focused direction on a need by need basis. This will not support the change required by the organisation.

Create a strategy, having considered the current and future requirements of the organisation, current and emerging technologies, and the state of the current ICT provision. Split the delivery of the strategy into three distinct timelines: short term; medium term and longer term. If approved, further develop a detailed roadmap of developments, with costs, resources, dependencies and risks, and present that for approval by the Executive.

9. **PRINCIPAL GROUPS CONSULTED:** Operations Group, ICT Steering Group, Members ICT Working Group, DMT, CMT

10. **DOCUMENT CONSIDERED:** Report of the Director of Corporate Services

11. **DECLARED CONFLICTS OF INTEREST:** None.

Date Decision Made	Final Day of Call-in Period
14 March 2017	21 March 2017

**Bracknell Forest Council
Record of Decision**

Work Programme Reference	I057529
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1. **TITLE:** Customer Contact Strategy 2017 - 2020

2. **SERVICE AREA:** Corporate Services

3. **PURPOSE OF DECISION**

To outline the direction for customer contact for the coming three years. There will be an action plan to accompany the strategy, which will be updated annually.

4. **IS KEY DECISION** Yes

5. **DECISION MADE BY:** Executive

6. **DECISION:**

That the Executive endorses the new Customer Contact Strategy, the Action Plans for delivery and the governance arrangements.

That the delivery of the Strategy be driven through the Implementation phase of the Citizen & Customer Contact Transformation Programme.

7. **REASON FOR DECISION**

The 'new narrative' published in the Council Plan, acknowledges the significant financial pressures faced by the Council, and the development of the Borough and the local population. It is vital that the new Customer Contact Strategy should reflect this new narrative. A new approach to how we deal with customers is being designed by staff through the Citizen and Customer Contact Transformation Programme, and the Strategy has been written on this basis.

Significant developments in the digital world since the earlier strategy was written have given us an opportunity to rethink how we enable customers to interact with the Council. To establish the right strategy for the future required some considerable research into best practice elsewhere and the art of the possible, as well as consultation with Elected Members and Officers across the Council. This has been undertaken through 2015 – 2016, along with some qualitative research with borough residents to better understand their drivers for contacting the Council, and their preferred channels.

The outcomes of this research and consultation have resulted in a strong focus on delivering more digitally, and on developing a whole systems approach to dealing with customers with high level and complex needs. The means by which these aims will be delivered will develop as part of the implementation planning of the Citizen & Customer Contact Transformation Programme over the coming weeks.

8. **ALTERNATIVE OPTIONS CONSIDERED**

Significant progress has been made through the existing strategy, and the Council could

leave it in place as it is. However this is likely to miss opportunities that arise from developments in the digital world and new systems / technologies, and would not reflect the Council's new narrative.

The Council could decide to abandon a strategic approach to the management of customer contact, but this is likely to result in increasingly fragmented service design and delivery, and therefore increased cost.

9. **PRINCIPAL GROUPS CONSULTED:** Internally - DMTs, Customer Contact Strategy Group, All Staff, Elected Members
Externally - Partners, public
10. **DOCUMENT CONSIDERED:** Report of the Director of Corporate Services
11. **DECLARED CONFLICTS OF INTEREST:** None.

Date Decision Made	Final Day of Call-in Period
14 March 2017	21 March 2017

**Bracknell Forest Council
Record of Decision**

Work Programme Reference	I066537
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1. **TITLE:** Council Wide Support Services Transformation Project

2. **SERVICE AREA:** Corporate Services

3. **PURPOSE OF DECISION**

To endorse the Business Case and agree the Implementation Plan proposed for the Implementation Phase of the Council Wide Support Services review.

4. **IS KEY DECISION** Yes

5. **DECISION MADE BY:** Executive

6. **DECISION:**

The Executive endorsed the Business Case and agreed the Implementation Plan proposed for the 'Do' Phase of the Council Wide Support Services review.

7. **REASON FOR DECISION**

The project must move immediately in to the 'Do' phase in order to achieve the required savings for 2017/18 and beyond.

8. **ALTERNATIVE OPTIONS CONSIDERED**

None.

9. **PRINCIPAL GROUPS CONSULTED:** CMT, Senior Leadership Group, Trade Unions

10. **DOCUMENT CONSIDERED:** Report of the Assistant Chief Executive

11. **DECLARED CONFLICTS OF INTEREST:** None.

Date Decision Made	Final Day of Call-in Period
14 March 2017	21 March 2017

**Bracknell Forest Council
Record of Decision**

Work Programme Reference	I065838
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1. **TITLE:** Design Supplementary Planning Document
2. **SERVICE AREA:** Environment, Culture & Communities
3. **PURPOSE OF DECISION**

To approve a Design SPD to provide guidance on designing new housing schemes, extensions and alterations to existing properties

4. **IS KEY DECISION** Yes
5. **DECISION MADE BY:** Executive
6. **DECISION:**

That the Executive:

- (i) Approved the adoption of the Design SPD at Appendix A as a material consideration in the determination of all planning applications validated from the date of its adoption;
- (ii) Approved the revocation of the design leaflet “Extending Your Home: A Householders Guide” for all planning applications validated from the date of the adoption of the Design SPD at Appendix A;
- (iii) Agreed the publication of the Consultation Statement at Appendix B;
- (iv) Authorised the Executive Member for Planning and Transport to agree any minor changes to Appendix A and Appendix B prior to adoption in (i) above.

7. **REASON FOR DECISION**

The Council has reviewed its current design guidance and considers that a Design SPD would assist with:

- the implementation of current planning policies;
- support the approach to design in the emerging Comprehensive Local Plan; and,
- provide prospective applicants with a clearer idea of the Council’s expectations for design.

The public consultation secured the views of the public and professionals in accordance with the Council’s Statement of Community Involvement (SCI). In general, the document was welcomed as providing additional guidance of value when designing new development in the Borough and submitting planning applications. The new document will replace and update information contained in the leaflet titled “Extending Your Home: A Householders Guide”. It

includes additional design advice covering key design principles for new housing and commercial development in the Borough in addition to guidance for householders. The Design SPD is consistent with national and local policy and its adoption will ensure that it becomes a material consideration in the determination of planning applications from the date of adoption.

8. ALTERNATIVE OPTIONS CONSIDERED

Not adopting the Design SPD would be likely to result in more officer time being spent on assessing the standard of design included within planning applications to ensure that an acceptable standard is achieved. In addition, the Council's current guidance leaflet does not have the same legal status as a SPD which is a material planning consideration, and therefore carries less weight in planning terms.

9. PRINCIPAL GROUPS CONSULTED: The Public

10. DOCUMENT CONSIDERED: Report of the Director of Environment, Culture & Communities

11. DECLARED CONFLICTS OF INTEREST: None.

Date Decision Made	Final Day of Call-in Period
14 March 2017	21 March 2017

**Bracknell Forest Council
Record of Decision**

Work Programme Reference	I066939
---------------------------------	----------------

1. **TITLE:** Proposed Shared Emergency Planning Service for Berkshire
2. **SERVICE AREA:** Environment, Culture & Communities
3. **PURPOSE OF DECISION**

The purpose of the report is to set out in summary what is being proposed with regard to the creation of a combined Berkshire Emergency Planning Service and to seek agreement as to the way forward. A similar report is being presented to all Berkshire authorities.

4. **IS KEY DECISION** Yes
5. **DECISION MADE BY:** Executive
6. **DECISION:**

That the Executive agreed that;

- (i) the six unitary authorities in Berkshire set up a shared Emergency Planning Service governed through the Berkshire Chief Executives' Group. It is proposed that West Berkshire act as Lead Authority.
- (ii) the Shared Service will provide Emergency Planning, Business Continuity Planning and Out of Hours Coordination (where appropriate), to all six unitary authorities.
- (iii) a Joint Team of 5 FTE is established. The Team Manager will be based in the Lead Authority. 2 teams of 2 FTE will be based in Berkshire West and Berkshire East. It is proposed that no fixed base is established. The Team Manager will be responsible for deciding on work locations in liaison with the six unitary authorities.
- (iv) the budget for the service is set in the first year at £371k and apportioned to each unitary authority as an annual payment as follows:

Bracknell Forest -	£45k
Reading -	£65k
RBWM -	£71k
Slough -	£48k
West Berkshire -	£82k
Wokingham -	£60k
- (v) permanent staff would TUPE to the Lead Authority on their existing terms and conditions and will be slotted into the staffing structure set out in this report where appropriate. Vacancies will be filled through internal/external recruitment where required.
- (vi) the Borough Solicitor, in consultation with the Borough Treasurer and Director of Environment, Culture & Communities be authorised to agree the terms of an Inter Authority Agreement between the constituent authorities formalising

the arrangement.

- (vii) subject to Executive approval in all six unitary authorities, the Service will commence on 1 October 2017.

7. REASON FOR DECISION

The proposal provides for greater resilience across the six Berkshire councils when it comes to the strategic planning needs; helps ensure cover during periods of leave for example, and results in a small reduction in cost.

8. ALTERNATIVE OPTIONS CONSIDERED

To continue as we are would mean accepting the risk of not being able to meet mandatory obligations in response to a major civil emergency. The risk is considered too high as the arrangements now rely on too small a pool of officers.

- 9. **PRINCIPAL GROUPS CONSULTED:** Berkshire Chief Executives Group and Emergency Planning Officers

- 10. **DOCUMENT CONSIDERED:** Report of the Director of Environment, Culture & Communities

- 11. **DECLARED CONFLICTS OF INTEREST:** None.

Date Decision Made	Final Day of Call-in Period
14 March 2017	21 March 2017

**Bracknell Forest Council
Record of Decision**

Work Programme Reference	I066819
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1. **TITLE:** Integrated Transport Capital Programme
2. **SERVICE AREA:** Environment, Culture & Communities
3. **PURPOSE OF DECISION**

To approve Integrated Transport Capital Programme for 2017/18.

4. **IS KEY DECISION** Yes
5. **DECISION MADE BY:** Executive

6. **DECISION:**

That the Integrated Transport Capital Programme for 2017/18 (Annex 1) be approved.

7. **REASON FOR DECISION**

To facilitate transport services in line with the Council's Local Transport Plan 3.

8. **ALTERNATIVE OPTIONS CONSIDERED**

Failure to approve Integrated Transport Capital Programme would prevent the delivery of local transport services contrary to the requirements set out in the Council's adopted Transport Policy (LPT3).

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

Date Decision Made	Final Day of Call-in Period
14 March 2017	21 March 2017

**Bracknell Forest Council
Record of Decision**

Work Programme Reference	I067132
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1. **TITLE:** Highway Maintenance Works Programme 2017-21

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

3. **PURPOSE OF DECISION**

The Council as part of its overall budget allocation makes provision for highway maintenance schemes. The funding is then targeted according to highway condition. In order to ensure most effective use of resource and the early booking of the plant and equipment, approval is sought annually to approve the targeting of funding to a those roads identified on a rolling list as being in greatest need.

4. **IS KEY DECISION** Yes

5. **DECISION MADE BY:** Executive

6. **DECISION:**

That the budget for 2017-18 be targeted at the four year indicative Highway Maintenance Works Programme as set out in Annex 1 having due regard to the priority, availability of road space and available budget.

7. **REASON FOR DECISION**

The proposals in this report identify the priority work across the network to maintain the highway in as good a condition as resources allow, having due regard to the Council's intervention policy based on condition as set out in the Local Transport Plan.

8. **ALTERNATIVE OPTIONS CONSIDERED**

The proposals seek to effect works according to priority based on an assessment of condition that also reflects general safety. It is essential to have a large range of schemes is essential in order to minimise delay and maximise operational efficiencies. The Annex represents a continual 4 year rolling programme and is updated annually. Given the current financial position the Council faces and the reducing spend on highway maintenance, it would not be appropriate to allocate resources to anything other than that identified through a methodical and objective needs assessment.

9. **PRINCIPAL GROUPS CONSULTED:** Not applicable

10. **DOCUMENT CONSIDERED:** Report of the Director of Environment, Culture & Communities

11. **DECLARED CONFLICTS OF INTEREST:** None.

Date Decision Made	Final Day of Call-in Period
14 March 2017	21 March 2017

**Bracknell Forest Council
Record of Decision**

Work Programme Reference	I067132
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1. **TITLE:** Highway Maintenance Works Programme 2017-21

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

3. **PURPOSE OF DECISION**

The Council as part of its overall budget allocation makes provision for highway maintenance schemes. The funding is then targeted according to highway condition. In order to ensure most effective use of resource and the early booking of the plant and equipment, approval is sought annually to approve the targeting of funding to a those roads identified on a rolling list as being in greatest need.

4. **IS KEY DECISION** Yes

5. **DECISION MADE BY:** Executive

6. **DECISION:**

That the budget for 2017-18 be targeted at the four year indicative Highway Maintenance Works Programme as set out in Annex 1 having due regard to the priority, availability of road space and available budget.

7. **REASON FOR DECISION**

The proposals in this report identify the priority work across the network to maintain the highway in as good a condition as resources allow, having due regard to the Council's intervention policy based on condition as set out in the Local Transport Plan.

8. **ALTERNATIVE OPTIONS CONSIDERED**

The proposals seek to effect works according to priority based on an assessment of condition that also reflects general safety. It is essential to have a large range of schemes is essential in order to minimise delay and maximise operational efficiencies. The Annex represents a continual 4 year rolling programme and is updated annually. Given the current financial position the Council faces and the reducing spend on highway maintenance, it would not be appropriate to allocate resources to anything other than that identified through a methodical and objective needs assessment.

9. **PRINCIPAL GROUPS CONSULTED:** Not applicable

10. **DOCUMENT CONSIDERED:** Report of the Director of Environment, Culture & Communities

11. **DECLARED CONFLICTS OF INTEREST:** None.

Date Decision Made	Final Day of Call-in Period
14 March 2017	21 March 2017

**Bracknell Forest Council
Record of Decision**

Work Programme Reference	I065839
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1. **TITLE:** Civic Accommodation
2. **SERVICE AREA:** Corporate Services
3. **PURPOSE OF DECISION**

To seek approval for the procurement of the works contract in connection with Time Square.

4. **IS KEY DECISION** Yes
5. **DECISION MADE BY:** Executive

6. **DECISION:**

That the Procurement Plan for the procurement of the works contract for the refurbishment/remodelling of Time Square attached at annex A (exempt paper), be approved.

That the decision to award the construction contract for the Time Square refurbishment works be delegated to the Director of Corporate Services in consultation with the Executive Member for Transformation & Finance. This is in order to be able to move quickly to commence the contract in view of the need to deliver the savings from vacating Easthampstead House as quickly as possible.

7. **REASON FOR DECISION**

That the decision to award the construction contract for the Time Square refurbishment works be delegated to the Director of Corporate Services in consultation with the Executive Member for Transformation & Finance.

8. **ALTERNATIVE OPTIONS CONSIDERED**

None, as it is a requirement of the Contract Standing orders that any contracts in excess of £100,000 are required to go out to a formal tendering process to ensure value for money and compliance with legislation.

9. **PRINCIPAL GROUPS CONSULTED:** Borough Treasurer, Borough Solicitor, Head of Procurement.
10. **DOCUMENT CONSIDERED:** Report of the Director of Corporate Services
11. **DECLARED CONFLICTS OF INTEREST:** None.

Date Decision Made	Final Day of Call-in Period
14 March 2017	21 March 2017

**Bracknell Forest Council
Record of Decision**

Work Programme Reference	I067059
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1. **TITLE:** Transformation Programme - Library Review and Procurement Plan

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

3. **PURPOSE OF DECISION**

To agree a plan for the procurement of IT hardware and software to allow self serve and technology assisted opening at the borough's libraries.

4. **IS KEY DECISION** Yes

5. **DECISION MADE BY:** Executive

6. **DECISION:**

- i) That the Executive agreed for implementation of the recommendations emanating from the Transformation Review of the Library Service as detailed in the annexe 1 and noted the anticipated saving detailed in paragraph 5.4 of the report;
- ii) That the Procurement Plan for the introduction of new technology in all Bracknell Forest Libraries to provide Self-service and Technology Assisted Opening (TAO) as detailed in annexe 2 be approved; and
- iii) That, subject to the successful tender falling within the approved capital budget, the Director of Environment, Culture and Communities be given delegated authority to award the contract;

7. **REASON FOR DECISION**

The Library review forms part of the Council's Transformation Programme and over the last nine months it has been exploring ways in which the savings target of £400k could be achieved. It has been identified that the outcome of the review could achieve a saving in the region of £390k.

The Plan Phase Gateway review held on 30 January 2017 saw members support the direction of travel to retain the current network of libraries by finding service efficiencies, refining internal processes, (including reduction of staffing levels), implementing new self-serve technology, and investing in a volunteering programme.

In line with the Contract Standing Orders it is required that contracts over the value of £400k require sign off by the Director and Executive Member. However, in light of the significant nature of this procurement the approval of the Executive is sought in respect of this procurement plan.

In order to realise savings as early as possible, it is recommended that authority to award the

contract, if within budget, be given to the Director of Environment, Culture and Communities

8. ALTERNATIVE OPTIONS CONSIDERED

The option of 'No change' was considered. This would mean continuing with the library service in its current form with no major changes. This option was not selected as no savings could be achieved, the same inflexible hours at libraries would remain and it would result in libraries being unable to modernise to a competitive level.

The option for 'Closures' was considered. Whilst these could achieve capital and revenue savings, public consultation demonstrated the level of concern from residents had this been pursued. While due process could minimise the risk of legal challenge and a comprehensive service could probably be demonstrated following some closures, Members preferred to follow the "volunteering and technology" model in the first instance in preference to closures.

And finally, the option of 'Revolution' which would involve developing an entirely new service, including merging with other services, e.g. further education. Whilst there is an opportunity for shared services possibly creating savings, there would be a loss of library culture and environment and there is evidence that these types of partnerships have been unsuccessful for other library services.

9. **PRINCIPAL GROUPS CONSULTED:** Public consultation undertaken
Elected Members
Library staff

10. **DOCUMENT CONSIDERED:** Report of the Director of Environment, Culture & Communities

11. **DECLARED CONFLICTS OF INTEREST:** None.

Date Decision Made	Final Day of Call-in Period
14 March 2017	21 March 2017

TO: EXECUTIVE
DATE OF MEETING: 11 APRIL 2017

FAMILY SAFEGUARDING MODEL
Director of Children Young People and Learning

1 PURPOSE OF REPORT

- 1.1 This report is to inform Members of the successful outcome from an innovation bid, securing funding to implement a Family Safeguarding Model of working within two social work teams within Children Social Care and outline the timescales for the implementation.

2 EXECUTIVE SUMMARY

- 2.1 In the summer of 2014, the DfE announced it had set aside £30m to fund innovative projects to transform 'edge of care' and child protection services in England. Expressions of Interest were invited from Local Authorities and the voluntary sector with outlines of projects that related to these two areas. Hertfordshire were successful and rolled out a family Safeguarding Model of practice.
- 2.2 The Family Safeguarding (FS) is a whole system change to how child protection services are delivered in Hertfordshire. The programme was set up with a grant of £4.86m that was awarded to the County in January 2015 from the DfE's Innovation Unit. It included creating multi-disciplinary teams with additional specialists, recruiting staff to reduce workloads, training staff in Motivational Interviewing, as well as a structured approach to risk assessment.
- 2.3 In April 2016, the DfE announced further funding of £100m, over the next four years, to support the development of new approaches to Children's Social Care. An Expression of Interest was submitted in May 2016 by Hertfordshire to scale up the model to four LAs – Luton, Peterborough, West Berkshire and Bracknell Forest. After successfully passing this stage, a full bid was worked up and submitted In September 2016. This went before an Investment Board in January 2017 and was signed off by the Minister Edward Timpson on 23rd February 2017.

3 RECOMMENDATIONS

- 3.1 **To note the plans to transform the work within two Children's Social Care teams in Bracknell Forest and to deliver services on a multi-agency basis from September 2017.**
- 3.2 **To receive a further report on progress in Spring/Summer 2018.**

4 REASONS FOR RECOMMENDATIONS

- 4.1 Bracknell Forest, alongside four other Local Authorities, have successfully secured funding from the DfE Innovation Unit to create multi-disciplinary teams with additional specialists, recruiting staff to reduce workloads, training staff in Motivational Interviewing, as well as a structured approach to risk assessment. The project will be evaluated and rolled out into further LA's depending on the success of the project.

5 ALTERNATIVE OPTIONS CONSIDERED

5.1 None

6 SUPPORTING INFORMATION

6.1 Why is this project necessary?

6.1.2 The specialisation of Adults and Children's Services has not consistently promoted a "whole family" approach and has resulted in some families potentially not being supported as well as they should be. This can contribute to higher levels of child protection referrals and children coming into the care system. Contributing factors can include:

- The eligibility criteria for access to adult's care and specialist mental health services;
- having a shared understanding about the impact of the parent's condition on the care and protection of their children;
- having the appropriate level of knowledge amongst children's workers about the impact of some parental mental health conditions on the emotional well being of children;
- difficulties across all agencies in establishing the extent of parental drug and alcohol use, domestic abuse and consequent risks to parents and children;
- complexity of information sharing across agencies and the implications of not sharing information for supporting families with the right help at the right time;
- promoting a reactive approach rather than prevention and building resilience in families.

6.1.3 The original Hertfordshire Partnership Bid estimated that risk could be reduced and outcomes improved by delivering protection services on a family basis. In doing so, information sharing can be improved and a better shared understanding of risk in families can be reached. Through co-location, the time spent on recording, travelling, meetings and writing separate reports can be reduced. The time saved can be invested in improving the quality of work with children and families and increasing focus on achieving good outcomes.

6.2 Proposed Operating Model

There are four key elements to the proposed Family Safeguarding model:

- multi-disciplinary Family Safeguarding Teams;
- a core skills set with Motivational Interviewing at its heart;
- a structured 'workbook' approach to assessing parent's 'capacity for change';
- an outcomes based performance framework.

Each of these is described in more detail below.

Multi-disciplinary Family Safeguarding Teams

- 6.2.1 From Serious Case Reviews and analysis of Child Protection plans over recent decades, it can be seen that the parenting factors that represent most risk to children are domestic abuse, substance misuse and mental health, especially in families where all three factors exist together. The multi-disciplinary teams will have the full range of skills necessary to address those highest-risk factors. A Clinical Psychologist will be employed to work with families on their capacity to change and provide reports to the courts as needed.
- 6.2.2 Within two of the long term children social work teams (Over and Under 11's Teams) Family Safeguarding Teams (FSTs) will be established, see Appendix 1. Final structures will be determined as the plans for the project progresses and will be limited to the available funding.
- 6.2.3 Group supervision processes will be deployed in the teams with each team member also having individual professional development supervision monthly, delivered by a team leader from their own professional background.

Motivational Interviewing

- 6.2.4 There is a growing body of evidence from the Munro review, Bedfordshire University evaluations of the Reclaiming Social Work model and Islington's Motivational Interviewing project, that relationship focussed work with families, improves outcomes for children. The model intends to build on this by extending the skills of all staff. They will be trained to a high degree of skill in Motivational Interviewing which is a proven method of practice for increasing engagement of service users with their workers. This training will be rolled out across the staff within Children Social Care.
- 6.2.5 Team members will involve parents and children in shaping the services provided to them and the changes they want to see in their lives. This will be recorded using 'outcome star' and 'graded care profile' tools.

Innovative workbook approach

- 6.2.6 After many years of following 'due process' that did not extend to a clear programme of intervention, Hertfordshire highlighted that staff need support and guidance to enhance their confidence in evidencing their professional judgement.
- 6.2.7 Hertfordshire model has started to change the way in which Children's Services files are recorded via the development of an electronic family workbook that staff can follow to assess and evidence parental 'capacity for change'. This strengthens prediction of risk and harm to families and supports our decision making as to when families can safely be 'stepped down' to targeted services like Family Focus Teams for ongoing support and then further 'stepped down' to universal services like schools and children's centres.
- 6.2.8 The 'capacity for change' work programme was designed by Hertfordshire's lead Clinical Psychologist and the Council Integrated Children's IT System team. It sets out what each contact session with the families consists of, and includes individual, group and family sessions for parents and for children. It complements the Motivational Interviewing approach and fully considers parent and children's views of how they want their family to change and their own assessments of the progress they have made.

6.2.9 This is becoming Hertfordshire’s main recording tool and is working towards facilitating the replacement of some of the current recording requirements such as case notes, chronologies and assessments/reports that are repetitive and take up so much social work time. Hertfordshire has been working with their ICS IT supplier to adapt the system to facilitate this. Bracknell Forest moved to a new ICT system in September 2016 called Mosaic. Under the Bid, money will be used to see if this can be adapted to include the workbook developed under this bid.

6.2.10 It is recognised that there will always be some families and adults who will not engage in change whatever the skills of our teams are. It is intended that the workbooks will concisely record our attempts to engage adults, services offered / provided and evidence our conclusions on lack of parental capacity for change. This will therefore form the basis for evidence to courts in care proceedings where we conclude that despite our efforts to help parents, children remain at risk of ongoing significant harm and need alternative stable long term homes.

An Outcomes Based Performance Framework

6.2.11 As part of the original evaluation, Hertfordshire developed a small set of outcome focused performance measurements. These enabled the project to demonstrate that the model works and is cost effective. They included the following:

Children & Young People Factors	Parental Factors	Partnership Factors	Process Factors
- School attendance	- Home environment scores	- Parental Police cautions	- Repeat referrals
- School attainment	- Family relationship scores	- Parental prosecutions	- Repeat child protection plans
- Child Health and Development	- Domestic abuse incidents	- GP and A&E attendances	- Time spent on child protection plan
	- Substance misuse rates	- No. of parental cautions and prosecutions for DV	- Rate of children entering care
	- Mental health issues reduction		

The outcome focused performance measures across all of the LA’s need to be decided upon and agreed with Hertfordshire and also with our local Partners, with some specific ones to meet the needs of Bracknell Forest’s children and families.

6.3 Timescales for Implementation

6.3.1 It has been agreed Luton will be the first LA to go ‘live’ in April/May 2017, followed by Peterborough in July 2017 and then West Berkshire and Bracknell Forest, jointly in September 2017.

6.3.2 A project team, to make all the changes and help to evidence impact, will be in post for approximately 15 months. The remainder of the staff will be in post for 21-24 months, depending on funding. It is hoped that the impact of the outcomes will be

sufficient to obtain agreement from the various agencies to continue the funding of the staff working with the adult in the teams.

- 6.3.3 A project plan has been written and will be updated regarding timescales as it was originally hoped that the decision would be made in October and the work commence in March 2017.
- 6.3.4 From May to September 2017 we will focus on setting out contractual and supervisory agreements, recruitment, training, setting up the partnership agreement, developing infrastructure, negotiating data protection and information sharing arrangements, sorting out equipment and specifying deliverables for the new recording system, called the FS Workbook.
- 6.3.5 From September 2017, we will start to implement, embed and refine the model across the two identified teams. By mid 2018, we should start to see some significant changes in terms of outcomes for children and families and the initial stages of the impact of these changes across the partnership.

6.4 **Staffing**

- 6.4.1 The final staffing arrangements will be agreed once the funding for each LA has been established. Currently it is planned to have two mental health, two substance misuse and two domestic violence workers, one in each of the long term teams and a clinical psychologist. They will be recruited within their area of specialism and seconded into the teams and matrix managed within Children's Social Care. There will be 3-4 additional social workers, business support and a staff member to work with parents of children who are being sexually exploited. This is one of the recommendations from the recent Overview and Scrutiny work into Child Sexual Exploitation. See Appendix 1 for proposed structure.
- 6.4.2 Recruitment for the additional staff will commence in May/June 2017. A part time project manager has been appointed by West Berkshire and shared across the two Berkshire LA's to start establishing the work streams needed and the relevant Boards/reporting mechanisms. She will start work in April and will be a main link with the Hertfordshire project team.

6.5 **Partnership support**

- 6.5.1 A meeting was held in July 2016, attended by staff from both Bracknell Forest and West Berkshire, opened by Tim Wheadon, Chief Executive, BFC, and closed by Rachel Wardell, Director, West Berkshire. Apart from council staff, there was a good range of partners present, including those from the CCG and police.
- 6.5.2 A number of partnership letters were submitted, as part of the bid in September 2017, these included letters of support from:-
- Dr Janette Karklins, Chair of the Children and Young People's Partnership
 - Gill Vickers , Director of Adult Social Care, Health and Housing
 - Dr Lise Llewellyn, Strategic Director of Public Health Berkshire Councils
 - Superintendent Robert France, Thames Valley Police
 - Kellie Williams, Community Safety Manager, Bracknell Forest Council
 - Cllr Dale Birch, Chairman, Health and Well Being Board
 - Alex Walters Independent Chair, Bracknell Forest Local Safeguarding Children Board

All the letters stated that should the bid and subsequent work be successful, partners will look to realign services.

6.6 Funding arrangements

- 6.6.1 The benefits of the Family Safeguarding model extend to society as a whole with less cost to the public purse and better outcomes for the children/young people and their family.
- 6.6.2 The overall grant allocation is approximately £1.9m for the 2-3 years of the project. The final amount will be known when the finance for the evaluation aspect of the project has been decided upon. Within the bid submission, we needed to contribute the time of some members of staff, especially the project management team but requested funding for others.
- 6.6.3 The staffing structure and the required expenditure is being evaluated, the final costs of which will be within the grant funding.
- 6.6.4 Within Bracknell Forest, a business case to continue fund the adult workers in the teams will be sought from partner agencies and the evaluation will inform partner contributions by Spring 2019.

6.7 Governance arrangements

- 6.7.1 Governance arrangements will still need to be agreed, see Appendix 2 for proposed structure. There will be a Directors Board, chaired by Jenny Coles, Director of Children's Services, Hertfordshire and chair of ADCS Children, Families and Communities Policy Committee with attendance by all the Directors from the participating LA's. This will meet on a quarterly basis. Jenny will also periodically visit the LA's Executive Boards as outlined below to ensure that the model is being strictly adhered to.
- 6.7.2 Sue Williams, Director of Family Safeguarding in Hertfordshire and LA seconded Ofsted inspector, who designed and successfully implemented the Family Safeguarding model to timescale in Hertfordshire, will be the Project Director and will lead the implementation across the partnership of five LAs on a full time seconded basis.
- 6.7.3 There will be a pan Berkshire Executive Board, shared across the two Berkshire LA's and chaired by one of the Directors. This board will include senior managers from within the Council as needed plus external the Partners including Health, Police and Probation
- 6.7.4 Underneath this there will be a shared Project Board, chaired by the Assistant Directors with five work streams for IT and accommodation; workforce development and recruitment; workbook and work programme design; finance and evaluation as well as communications and culture change. These reports will feed into the Project and Executive boards and the Hertfordshire Directors group.
- 6.7.5 Hertfordshire will support our finance, performance, HR, project management and practice development expertise in the participating LAs and support the respective Assistant Directors who will become Project Directors for their authorities.

6.7.6 The Project Manager and Chief Officer Children Social Care, will report into the Transformation Board for CYP&L. There will be quarterly reporting of data, outcomes and finance to the relevant boards and Hertfordshire and subsequently the DfE.

6.8 Evaluation

6.8.1 The final evaluation for the Family Safeguarding Model in Hertfordshire is still to be released but the Investment Board has studied the final draft and were impressed with the outcomes so far. There has been an impact on the numbers of children across all levels of risk in Safeguarding services, with reduced numbers. They also state that by adopting motivational approaches and working in multi-disciplinary teams where social workers now have access to the adult expertise for assessment and treatment that was difficult to achieve previously, Herts are able to better engage families in their treatment services. Children on protection plans have reduced by 49% and, as they form the main group of children who will go into pre-proceedings, these have reduced by 66%, the numbers of children who become looked after as a result of abuse and neglect looks set to fall further over the coming months.

6.8.2 The draft evaluation report outlined how the changes were well received by the families and staff who were feeling far more in control as a result of easy access to expertise and treatment for parents in relation to substance misuse, domestic abuse and mental health support, significantly improved information sharing and benefits of shared decision making on risk. As far as the gathering of outcomes data across the partnership was concerned, they considered this an innovation in its own right and probably the only example of interagency data that has ever been collected about the impact of child protection work, in existence.

6.8.3 Herts found that Adult emergency admissions to hospital for injuries, self-harm and mental health issues were also dramatically reduced, with subsequent impact on acute health settings as well as follow up costs for primary care services. In addition, school attendance for children involved in Family Safeguarding rose by 38% which would clearly improve outcomes for their future achievements.

6.8.4 Overall, Hertfordshire states that its own performance data as well as that of the independent evaluation, the benefits to Children and Families at highest risk from the Family Safeguarding model, has been very positive.

6.8.5 In fact in January 2017 Isabelle Trowler, the Chief Social Worker for children, praised the “incredible outcomes” achieved by the project. She went on to praise the “herculean effort” of staff involved and said the impact of their work would “ricochet around” the social care system in England. “It is so important that we learn from what they have done. The impact this overarching care framework in child protection might have on the national system could be quite profound. I think Hertfordshire might just be our national treasure.”

6.8.6 Moving forward, the DfE have scheduled interviews for Wednesday 15th March 2017 to ascertain who will be awarded the contract to evaluate the work which will be undertaken. Staff within the teams will be interviewed, data examined and families spoken to throughout their interventions. More details will follow on this.

6.8.7 The DfE wish to test the Family Safeguarding Model of working and whether they can reduce the time in rolling out the model of working within the small Berkshire LA's

and achieve better outcomes more quickly. The DfE wants to scrutinize this way of working, to see if it really works to make a positive impact for families and, if so, can be put up as a model of working for other LA's to follow. They feel that the lack of evidence on what works in the delivery of children's social care has been one of the barriers to the take up and spread of innovations and best practice that can radically transform the lives of children and their families. The Innovation programme is working to correct this issue with an emphasis on the need for a strong national evaluation of new approaches.

6.8.8 The DfE will allocate a Coach to give support where needed and ensure that the model is being followed.

6.9 Outcomes

6.9.1 The outcomes sought are to reduce the number of children subject to child protection plans and children in care. Each authority taking part in the project aims to keep at least 15% more children, who would otherwise be subject to care proceedings, safely at home with their families, over the next 3 years. Similarly, we aim to reduce the numbers of children on child protection plans by at least 15% over the next three years. The intensive work between professionals with each team will assist in ensuring work is carried out in a timely way, thereby reducing the period of time cases are held within Children Social Care.

7 ADVICE RECEIVED FROM STATUTORY AND OTHER OFFICERS

Borough Solicitor:

7.1 The Local Authority has the legal power to enter into this arrangement which appears to be a real opportunity for safeguarding and is funded by Department for Education grant funding.

Borough Treasurer

7.2 The cost of implementing the project will need to be contained within the overall grant allocation once the final amount is confirmed, and a detailed budget plan is being developed that will be reported through normal budget monitoring arrangements to confirm progress. To sustain the project beyond 2019, further grant funding or other resources will need to be secured.

Equalities Impact Assessment

7.3 There are no specific equalities implications to this project.

8 CONSULTATION

Principal Groups Consulted

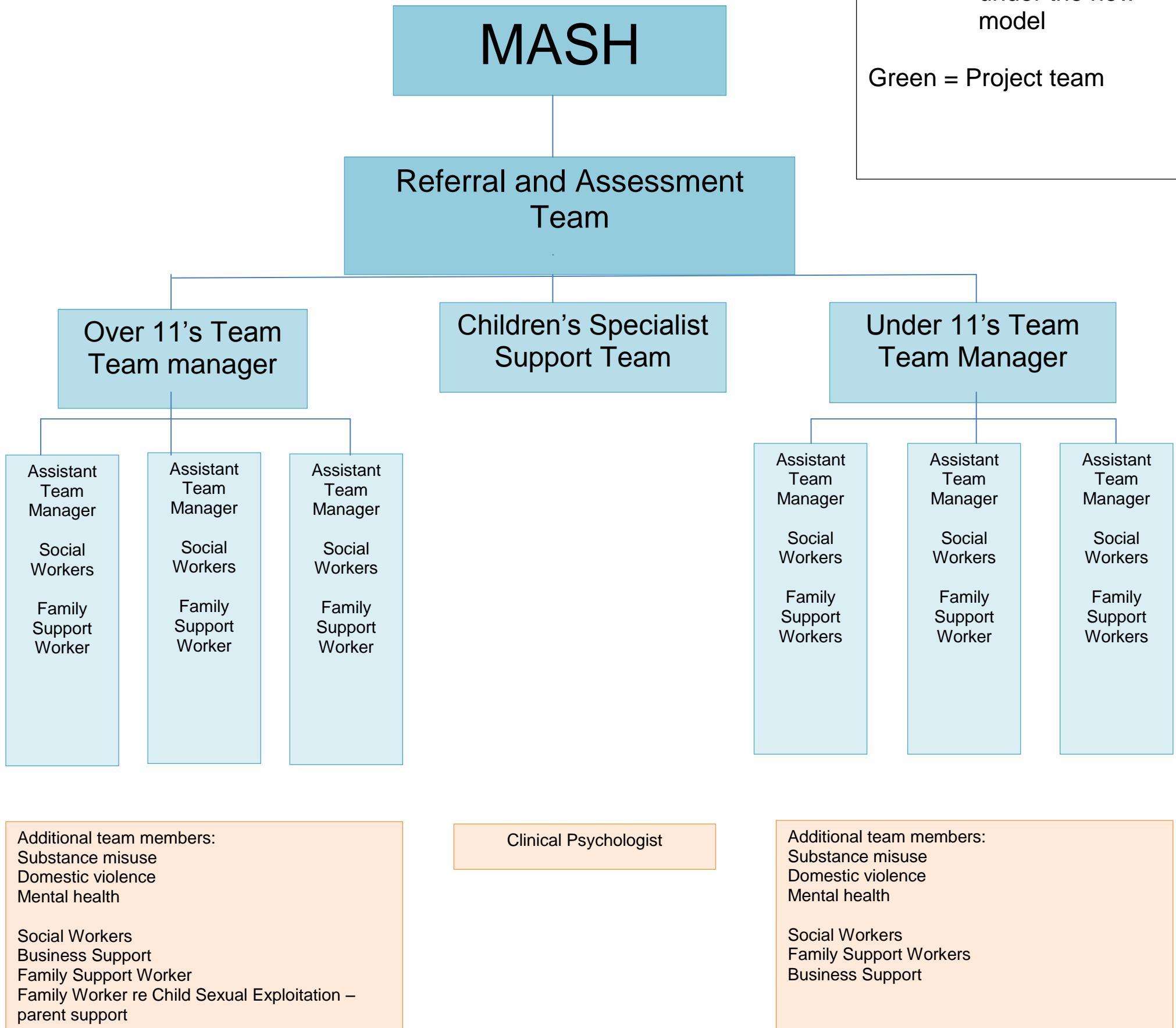
8.1 Children, Young People & Learning, Departmental Management Team

Contact for further information

Lorna Hunt, Chief Officer, Children's Social Care
01344 351528 Lorna.hunt@bracknell-forest.gov.uk

Family Safeguarding Model Structure

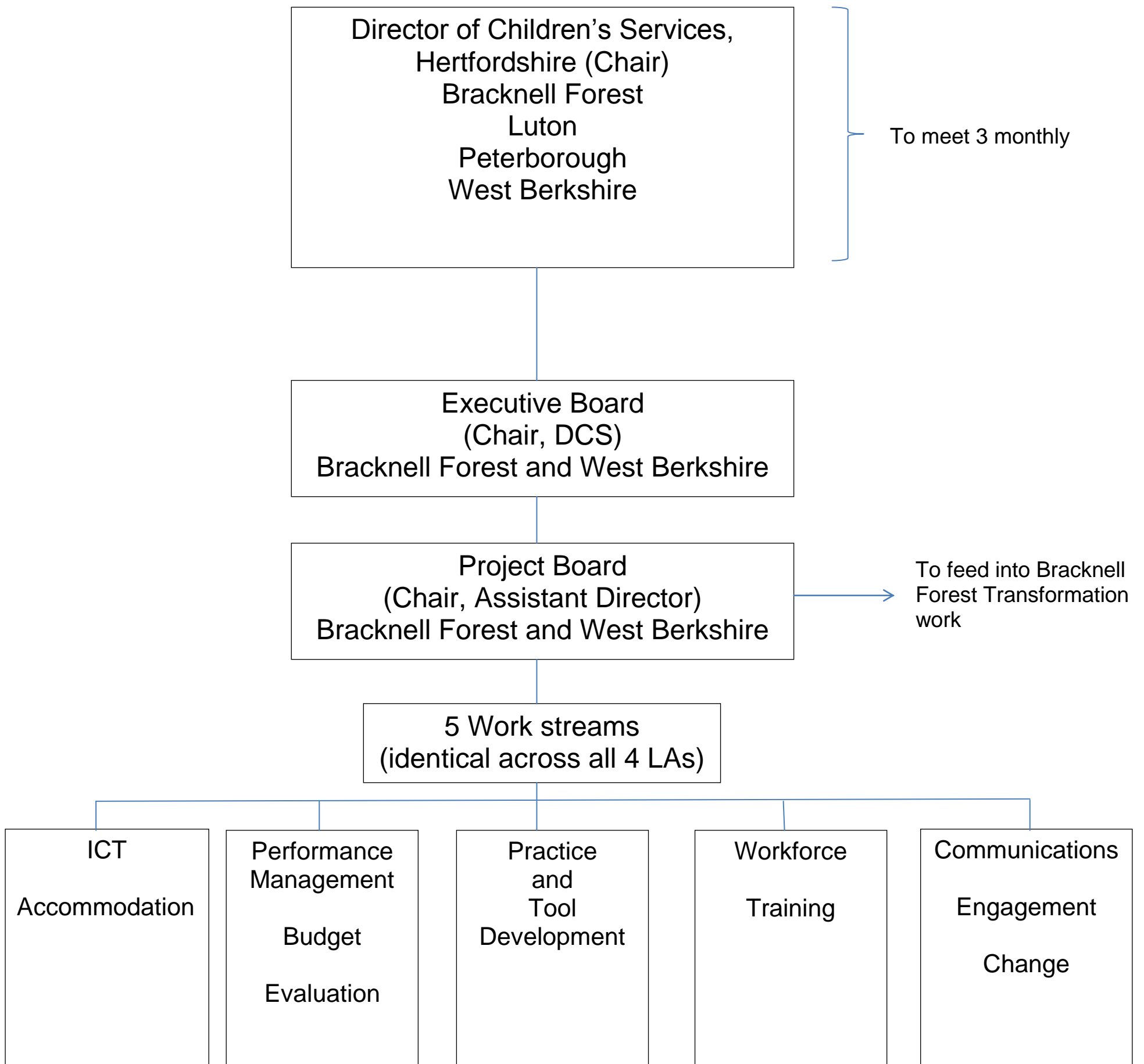
Key:
 Blue = current staffing structure
 Orange = additional staffing under the new model
 Green = Project team



Project Team will be made up of a Project Manager Plus input from other sections including HR, Finance, ICT, Policy, Learning & Development and Performance Information.

All staff will be given training in Motivational Interviewing.

Family Safeguarding Governance Structure



TO: THE EXECUTIVE
DATE: 11 APRIL 2017

**SUMMARY REPORT ON EXAMINATION AND TEST PERFORMANCE IN
BRACKNELL FOREST SCHOOLS:
ACADEMIC YEAR 2015 – 2016
Director of Children, Young People and Learning**

1 PURPOSE OF REPORT

- 1.1 To inform the Executive of schools' end of year results for the academic year 2015-16, key policy developments which have taken place over the year and the priorities for the work of the School Improvement Service for the academic year 2016-17.

2. RECOMMENDATIONS

- 2.1 **That the school results for the academic year 2015-16 be noted and that the policy developments and the priorities for the School Improvement Service for the academic year 2016-17 be endorsed.**

3 REASONS FOR RECOMMENDATIONS

- 3.1 To ensure the Executive are briefed on the results and political context for the academic year 2016-17 and the rationale for priorities in the academic year 2016-17.

4 ALTERNATIVE OPTIONS CONSIDERED

- 4.1 None

5 SUPPORTING INFORMATION

- 5.1 **Please note that assessments at Key Stage 1 and Key Stage 2 changed significantly in 2016 and no comparison can be made to previous years. Ways of reporting have also changed at the end of Key Stage 4 with new measures such as Attainment 8 and Progress 8 scores.**

The 2016 key stage 1 and 2 assessments are the first which assess the new, more challenging national curriculum which was introduced in 2014. The expected standard has also been raised to be higher than the old level 4. As a result, figures for 2016 are not comparable to those for earlier years.When a new curriculum and tests are introduced, evidence suggests that results will initially be lower but that they are likely to rise more quickly than normal for a few years after their introduction while pupils and teachers become familiar with the new material.

Our advice remains that 2015 and 2016 are not directly comparable. We have investigated whether there have been particular impacts by type of school or area by using differences from national totals in each year and relative positions without directly comparing test results over two years.

DfE - SFR 39/2016, 1 September 2016

- 5.2 Outcomes this year show:

Unrestricted

- **Early Years Foundation Stage** 74% of pupils achieved a Good Level of Development (GLD) (national average 69%)
PPG pupils -22.3% gap (increase from last year of 1.9%)
- **Year 1 Phonics test**, 84% of pupils achieved the required standard (national average of 81%)
PPG pupils -17.6% gap, a decrease from last year of 5.9%

Year 2 Phonics test retakes, 71% of pupils achieved the required standard (national average of 67%)
PPG pupils – 7.8% gap decrease from last year of 7.5%

- **Key Stage 1** - 63% of pupils achieved the required standard in a combined score for reading, writing and mathematics (national average of 60%)
PPG pupils - 23.9% gap. When pupils with SEND are excluded the gap reduces to -13.8%
- **Key Stage 2** - 52% of pupils achieved the required standard in a combined score for reading, writing and mathematics (national average of 53%)
PPG pupils - 29.3% gap. When pupils with SEND are excluded the gap reduces to -18.5%

The average scale score for Reading is 102.6 (national 103), GPS 102.8 (national 104) and mathematics 102.2 (103).

Progress measures for pupils from the end of KS1 to the end of KS2 are -0.5 in Reading, -0.1 in Writing and -1.3 in mathematics. Sufficient progress is identified as 0.0. Progress measures are just below the sufficient measure and particularly low in mathematics.

One school is below floor standard of 65% of pupils achieving the expected standard in Reading, writing and maths combined or below progress measures of -5.0 in Reading, -0.7 in writing or -5.0 in mathematics.

Two schools are also coasting based upon the criteria for 2016. They are Jennett's Park CE Primary and Harmans Water Primary.

- **At GCSE**
 - 56.5% of pupils achieved five A*-C including English and mathematics (national average for this year is 57.7%)
 - 61.1% achieved the new national benchmark of a grade or above in English and mathematics combined (national average is 63.3%)
 - The Attainment 8 score is 51.4 which is equivalent to a C+ grade (national average 50.1)
 - +0.09 in the new national benchmark of Progress 8 score (above the national average which is -0.03)

PPG pupils:

- Basics – C+ in English and Mathematics – 26% gap
- Attainment 8 – a gap of one whole grade
- Progress 8 -0.36 gap

None of the secondary schools are below floor measures or coasting in 2016.

- **At A-level**
 - Average points score achieved by all Level 3 qualifications and national ranking for this measure: 31.07
 - A level students attaining three or more grade A* or A and national ranking for this measure: 7.4%
 - National ranking in academic subjects: 29.15
 - National ranking in technical subjects: 32.78

Summary results with analysis (see Annex A and Annex C for overall Local Authority summary compared to national figures)

5.3 General comments

Outcomes are broadly in line or above national benchmarks across all key stages however the gap for disadvantaged pupils across all key stages remains a key focus area for schools in Bracknell Forest. Disadvantaged pupils do not do as well as their peers nationally.

- 5.4 KS2 performance shows more variability, with Reading, Grammar, Punctuation and Spelling and mathematics as the key areas for development over the next year.
- Although overall outcomes in Reading are just 1% below the NA, eight schools are 10% or more below the NA of which one is 26% below; the borough average has been positively skewed by higher performing schools.
 - Outcomes in Grammar, Punctuation and Spelling were disappointing with overall borough outcomes 9% below the NA. Of the eight schools with poor outcomes in Reading, five also have outcomes of 10% or more below the NA in GPS, as do two other schools. One school has zero following an investigation by the Standards and Testing Agency which found evidence of malpractice
 - Outcomes in mathematics overall were 4% below the NA, with nine schools having outcomes of 10% or more below the NA.
- 5.5 All primary schools purchase an SLA from the LA which contributes to the provision of support however secondary schools do not and this curtails the support available to them which has been in the main delivered through curriculum network meetings.
- 5.6 At GCSE the four maintained schools had robust outcomes in English, but two still have a significantly lower outcome for maths, so any available LA support will be focused on maths. Two schools achieved a C- grade for Attainment 8, below the national average, one of these schools also had outcomes below the national average for Progress 8, with the other just above so these two schools will be prioritised. The two schools with the highest outcomes include a maintained school and an academy and discussions will take place with the leadership teams on the feasibility of them providing school improvement support for other schools in the borough.
- 5.7 At A-level, overall outcomes of A*-E grades is above the national average, however one maintained school has significantly lower outcomes than the borough average for A*-B and A*-C.
- 5.8 Diminishing the gap for disadvantaged pupils across all key stages remains a key focus within Bracknell Forest and has been highlighted by Ofsted within the South East region as an area for focus during Ofsted inspections particularly most able disadvantaged pupils. The Pupil Premium is additional funding given to publicly funded schools in England to raise the attainment of Disadvantaged Pupils and close

the gap between them and their peers. This includes most able disadvantage pupils and whether more pupils achieve the higher levels. A whole council strategy and approach is required in order to address the areas of weaknesses. The School Improvement team have identified 10 primary schools and 3 secondary schools all of whom have been brokered by the LA to have an external Pupil Premium review during the spring term 2017.

- 5.9 Reinforcement of the permanency of education and addressing needs through early help remains a key focus across schools and settings.
- 5.10 **National policy developments 2015-16**
The Education and Adoption Act came into force in April 2016. As a consequence, Jennetts Park Primary school which is currently judged as Inadequate was issued with an Academy Order and officers are working closely with the school to identify viable academy options. Great Hollands was also inspected in October 2016 and was judged to require special measures by Ofsted therefore has also received an academy order. Harman's Water School was sent a Warning Letter from the Regional Schools Commissioner with regard to the risk of being identified as a 'Coasting' school on the basis of three years of end of key stage results. If the school does meet the Coasting criteria, an Academy order will be issued. The Brakenhale has also been identified by the DfE as potentially a Coasting school but has already joined a Multi-Academy Trust.
- 5.11 The White Paper, Education Excellence Everywhere was published, but has not progressed into a Bill. This communicated the government's ambition that all schools become academies and an intention to reduce in the statutory duties of local authorities with regard to school improvement. As the paper has not progressed to a Bill and has been withdrawn any school judged to be good or better does not have to become an academy and the statutory duties of the LA remain re School Improvement.
- 5.12 The national consultation on education and school funding (five consultation papers) has delayed by a year. In the meantime, officers are working with headteachers and chairs of governing bodies to scope possible options moving forward, within the context of the Council's Transformation programme.
- 5.13 **National developments, explaining the key changes**
The academic year 2015-16 has been turbulent with the demands on schools never greater. The changes have required a very high level of investment in staff training and development. The 2014-15 report to Executive on Examination and Test performance outlined the wide-ranging government education reform programme to raise standards of achievement which included changes to the curriculum, assessment, reporting and inspection requirements.
- 5.14 2015-16 saw changes in the end of Key Stages 1 and 2 tests and in GCSE examinations. These changes in tests and examinations make comparison with previous years difficult as many of the benchmarks have changed so significantly.
- 5.15 In **Early Years Foundation Stage**, there have been no changes with practitioner (or teacher) assessment of pupil's attainment in relation to the 17 early learning goals (ELG) descriptors. The national benchmark of percentage of children achieving a Good Level of Development (GLD) remains unchanged. The phonics check at the end of Year 1 remains, with a follow up Phonics check for pupils not achieving the benchmark in Year 2.

- 5.16 A new **National Curriculum** was introduced to all maintained primary and secondary schools from September 2014. Parallel revisions to the assessment and accountability systems resulted in the removal of curriculum levels and level descriptors. Following the removal of teacher assessment levels, interim teacher assessment frameworks were provided by the DfE to support teachers in making robust and accurate judgments for pupils at the end of KS2 in 2016. The DfE announced the extension of the use of these interim frameworks for at least another academic year (2016-17).
- 5.17 The end of key stage assessment thresholds are now defined as 'working towards' the expected standard, 'working at expected' standard and 'working at greater depth', rather than an assessment against level descriptors and at GCSE Attainment 8 and Progress 8 are the new national benchmarks.
- 5.18 The use of **scaled scores** has been introduced, which are based on the total number of marks a pupil scores in a test. These raw scores are then converted into a scaled score, in order to enable accurate comparisons of pupil performance over time. A scaled score of 100 represents the expected standard, with 85 the lowest scaled score that can be awarded. Pupils scoring 100 or more have met the expected standard on the test, but those scoring 99 have not.
- 5.19 At the end of **Key Stage 1** the national curriculum tests include English reading and mathematics. Grammar, Punctuation and Spelling is an optional test for schools. The tests are externally-set but internally-marked and subject to rigorous moderation.
- 5.20 National tests at the end of **Key Stage 2** include mathematics, reading, grammar, punctuation and spelling, and a teacher assessment of maths, reading, writing and science. The new SATs assess to a higher level than previously and cannot be compared to a previous Level 4.
- 5.21 At GCSE from this year, pupils achieving 5 A*-C including English and maths will no longer be the key benchmark. All secondary schools in England will have their examinations results reported using new **Attainment 8** and **Progress 8** measures, with a key new benchmark being best entry C+ in combined English and maths.
- 5.22 Each school's Attainment 8 and Progress 8 scores are based on all of their pupils' results across eight subjects. The eight subjects comprise mathematics and English, the best of up to three further qualifications that count in the English Baccalaureate (EBacc - science, history, geography, languages and computer science) and, finally, the three best results of any other GCSE qualification (including EBacc subjects) or non-GCSE qualifications on a DfE approved list of subjects. The grade achieved is converted into a point score.
- 5.23 Attainment 8 represents the average achievement of the school's pupils across the 8 subjects and this is also shown as a grade. For example, 'C' means that a school's pupils achieved the equivalent to a grade C on average.
- 5.24 Progress 8 measures the progress of pupils from the end of primary school to the end of secondary school. A school's Progress 8 score is calculated by comparing the achievement (ie. Attainment 8 score) of all of its pupils against the Attainment 8 score of all pupils nationally with similar prior attainment. Prior attainment is based on assessment results from the end of primary school. The greater the score, the greater the progress made over the course of secondary school.

- 5.25 Progress 8 will be published as a numerical figure where each GCSE grade is equal to 1. For example, a Progress 8 scores of 0.5 means that pupils made half a grade more progress across their subjects than expected. A score of 0 would mean that pupils made expected progress. A negative score means progress was below the expected level. At this stage, Progress 8 scores are provisional and subject to change.
- 5.26 The percentage of pupils achieving grade C or above in both English and mathematics is also provided. This measure is called 'The Basics' and the best of English Language or English Literature are used in this calculation.
- 5.27 The government had intended to introduce a new **Reception** baseline test this year. Following a pilot which evaluated three disparate assessment models, concerns that the tests could not provide a measure of progress which could be compared between schools and also about the validity of formal assessment of four and five year olds, resulted in the government halted this development.

The Pupil Premium Gap

- 5.28 The gap between the attainment of pupils eligible for additional funding through the Pupil Premium Grant and other pupils is the biggest in England within the South East Region and this continues to be a priority for the borough.
- 5.29 Reflecting the national focus on raising standards for this group of pupils, the LA received correspondence from the Ofsted Regional Director for the SE of England about the gap at Early Years Foundation Stage, the Phonic screening test and at GCSE because the gap in these benchmarks is significantly greater than the national average in 2015. Concerns remain around the EYFS and early reading based upon 2016 data.

Local developments

- 5.30 In the year 2015-16 there were eight new headteachers and two schools with interim leadership arrangements (which were subsequently recruited to), so a quarter of schools with new leadership. An intensive induction programme was provided which was evaluated as very effective.

Ofsted outcomes

- 5.31 These have continued to improve overall. Of ten schools inspected over the year, 50% improved their Ofsted judgement. At the end of July, 80.6% of maintained primary schools and 100% of maintained secondary schools were judged Good or Outstanding.
- One school moved from Inadequate to a Good judgement (Kennel Lane)
 - Four schools moved from Requires Improvement to a Good judgement (College Town Junior, Birch Hill, Wooden Hill, Easthampstead Park)
 - Four schools retained their existing judgement (Harmans Water and Fox Hill retained a Requires Improvement judgement, Meadowvale and College Town Infants retained a Good judgement)
 - One school which had been judged as Good was now judged as Requiring Improvement (Holly Spring Juniors).
- 5.32 Despite the above improvements during the autumn term Great Hollands was judged to require special measures. Warfield remained good and Winkfield St Marys stayed requiring improvement. The percentage of primary pupils in a good or better school

places Bracknell Forest in the lowest ranking within the country according to the Ofsted Analysis Tables.

- 5.33 A total of seven Reviews of Governance were completed at schools that LA school improvement staff identified as being at risk of not fully fulfilling their role with regard to school improvement.
- 5.34 Standards were monitored through formal Standards Monitoring Boards at six schools and two schools were challenged and supported through a Management Intervention Board. Two SMBs and one MIB have ceased during the year as a consequence of improved Ofsted outcomes.
- 5.35 Equipping governors with the knowledge, skills and confidence to undertake the critical role of holding the school leadership team to account over the standards and progress achieved by pupils will continue into 2016-17.
- 5.36 Following the publication of KS1 and KS2 results, meetings have already taken place with the headteacher and chair of governors of three primary schools to formally raise concerns and a follow up letter confirming agreed action has been sent.
- 5.37 **Priorities for 2016-17**
See Annex D and service plans 2016-17.

Background Papers

Annex A: Summary of Examination and Test Performance in Bracknell Forest Schools: Academic Year 2015 – 2016

Annex B – Timeline of Data Publication

Annex C: LA Summary DataPix January 2017.

Annex D: Priorities for 2016-17

Contact for further information

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ANNEX A - SUMMARY OF RESULTS – JANUARY 2016**Early Years and Key Stage 1**

	EYFS Good Level Of Development	Phonics Yr. 1	Phonics Yr. 2	Key Stage 1 Expected Standard +				Key Stage 1 Greater Depth			
				Rd	Wr	Ma	R W M	Rd	Wr	Ma	R W M
LA Average	74.0	84	71	77	68	76	63	26	17	22	12
National	69.3	81	67	74	65	73	60	24	13	18	9

Results are positive at the end of the EYFS, Phonics and KS1.

EYFS

LA 5% above national average

Year 1 Phonics

LA 3% above national average

KS1

Above the national average in all subjects for the pupils working at the expected standard and above.

PPG Analysis for EYFS/ Phonics and KS1

Despite having results above the national schools are not diminishing the difference for disadvantaged pupils. The gap remains wide in all areas and is a key focus for Bracknell Forest schools.

EYFS	2014	2015	2016
Non disadvantaged	65.9	75.1	76
Disadvantaged	41.1	54.7	53.7
GAP	-24.8	-20.4	-22.3

Note: Gap has widened by 1.9%

Year 1 Phonics	2014	2015	2016
Non disadvantaged	78.6	81.9	85.5
Disadvantaged	58	58.1	67.9
GAP	20.6	23.5	17.6

Year 2 Phonics	2014	2015	2016
Non disadvantaged	74	81.9	85.5
Disadvantaged	48.7	58.1	67.9
GAP	15.3	23.5	17.6

Unrestricted

Note: Gap has narrowed by 5.9% and 7.6% respectively.

KS1	Combined RWM	Reading	Writing	Maths
Non disadvantaged	66.6	80.4	71.7	78.5
Disadvantaged	42.7	57.3	48.4	58.2
GAP	23.9	22.7	22.7	20.3
National Gap	18.1	15.7	17.3	16.5

There is a wide gap in all subjects when comparing to national however reading remains a key area of concern.

Key Stage 2 Results

Attainment

	% Expected Standard +					% Greater Depth				
	R	W	M	GPS	R/W/M	R	W	M	GPS	R/W/M
LA Average	65	75	66	63	52	19	17	14	18	6
National Average	66	74	70	72	53	19	15	17	23	5

Average Scale Scores

	Reading	GPS	Mathematics
LA Average	102.6	102.8	102.2
National Average	103	104	103

Progress

	Reading	Writing	Mathematics
LA Average	-0.5	-0.1	-1.3
National Average	+0.0	+0.0	+0.0

KS2 Analysis 2016

LA 52% Combined reading, writing and mathematics working at the expected standard or above (1 percent lower than national)

Reading – LA 1 percent below national 65% (66%)

Writing – LA 1 percent above national 75% (74%)

Maths – LA 4 percent below national 66% (70%)

GPS – LA 9 percent below national 63% (72%) * One school results for GPS annulled due to maladministration

1 school below the floor and 2 schools deemed as coasting using 2016 criteria.

Unrestricted

KS2	Combined RWM	Reading	Writing	Maths	GPS
Non disadvantaged	57.9	71.6	78.8	70.8	67.9
Disadvantaged	28.6	40.9	61.2	46	46
GAP	29.3	30.7	17.6	24.8	21.9
National Gap	21.3	19.4	15.5	18.6	17.6

KS2 Progress (national)	Reading	Writing	Maths
FSM 6	-1.8 (-0.8)	-0.7 (-0.4)	-2.9 (-0.6)
No FSM 6	-0.2 (+0.3)	+0.1 (0)	-0.8 (+0.2)
Gap	-1.6 (-1.1)	-0.8 (-0.4)	-2.1 (-0.8)

PP pupil have not made expected progress

They have made less progress than their peers, especially in reading and maths

PP progress is lower than the same group nationally

The BFC gap is wider than the national gap

04

Key Stage 4 Results

	Key Stage 4			
	% 5 A*-C inc En and ma	% C+ in En and ma 'The Basics'	Attainment 8	Progress 8
LA Average	56.5	61.1	51.4	+0.09
National	57.7	63.3	50.1	-0.03

Attainment is broadly in line with national with progress being above national.

KS4 PPG Data	2016 %PP	2016 %Non-PP	2016 %Gap
Basics – C+ in En & Math	39	65	26
Attainment 8	42.91 D+	52.97 C+	10 points 1 grade
Progress 8	-0.21	+0.15	-0.36 1/3 grade

Unrestricted

The gap narrowed slightly this year when comparing to previous measures but attainment for disadvantaged pupils remains a whole level below non disadvantaged pupils at a D.

Key Stage 5 Results

	LA	National
APS per Entry – All Level 3	31.07	31.42
A Level	29.16	30.44
Academic	29.15	30.63
Tech Level	32.78	30.76
Applied General	37.43	34.66
AAB at A level, at least two are facilitating (% of A Level students)	11.3	13.9
Three A* - A grades or better at A Level (% of A Level students)	7.4	10.5

ANNEX B – TIMELINE OF DATA PUBLICATION**LA and School performance Data**

DfE Timeline for publishing results etc.

EYFS	Early years foundation stage profile results: 2015 to 2016	20 th October 2016
	EYFSP results: 2015 to 2016 (additional tables)	24 th November 2016
KS1	Phonics screening check and key stage 1 assessment	29 th September 2016
KS2	National curriculum assessments at key stage 2 (provisional)	1 st September 2016
	KS2 national curriculum tests review outcomes: (provisional)	3 rd November 2016
	National curriculum assessments at key stage 2 (revised)	15 th December 2016
	Primary school performance tables: 2016	19 th January 2017
KS4	GCSE and equivalent results (provisional): 2015 to 2016	13 th October 2016
	Revised GCSE and equivalent results in England: 2015 to 2016	19 th January 2017
	Secondary school performance tables in England	19 th January 2017
Post 16 - 19	A level and other 16 to 18 results: 2015 to 2016 (provisional)	13 th October 2016
	A level and other level 3 results: 2015 to 2016 (revised)	19 th January 2017
	Level 2 and 3 attainment by young people aged 19 in 2016	March 2017
Destinations	Destinations of Key Stage 4 and 5 pupils – 2015	19 th January 2017

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DATAPIX
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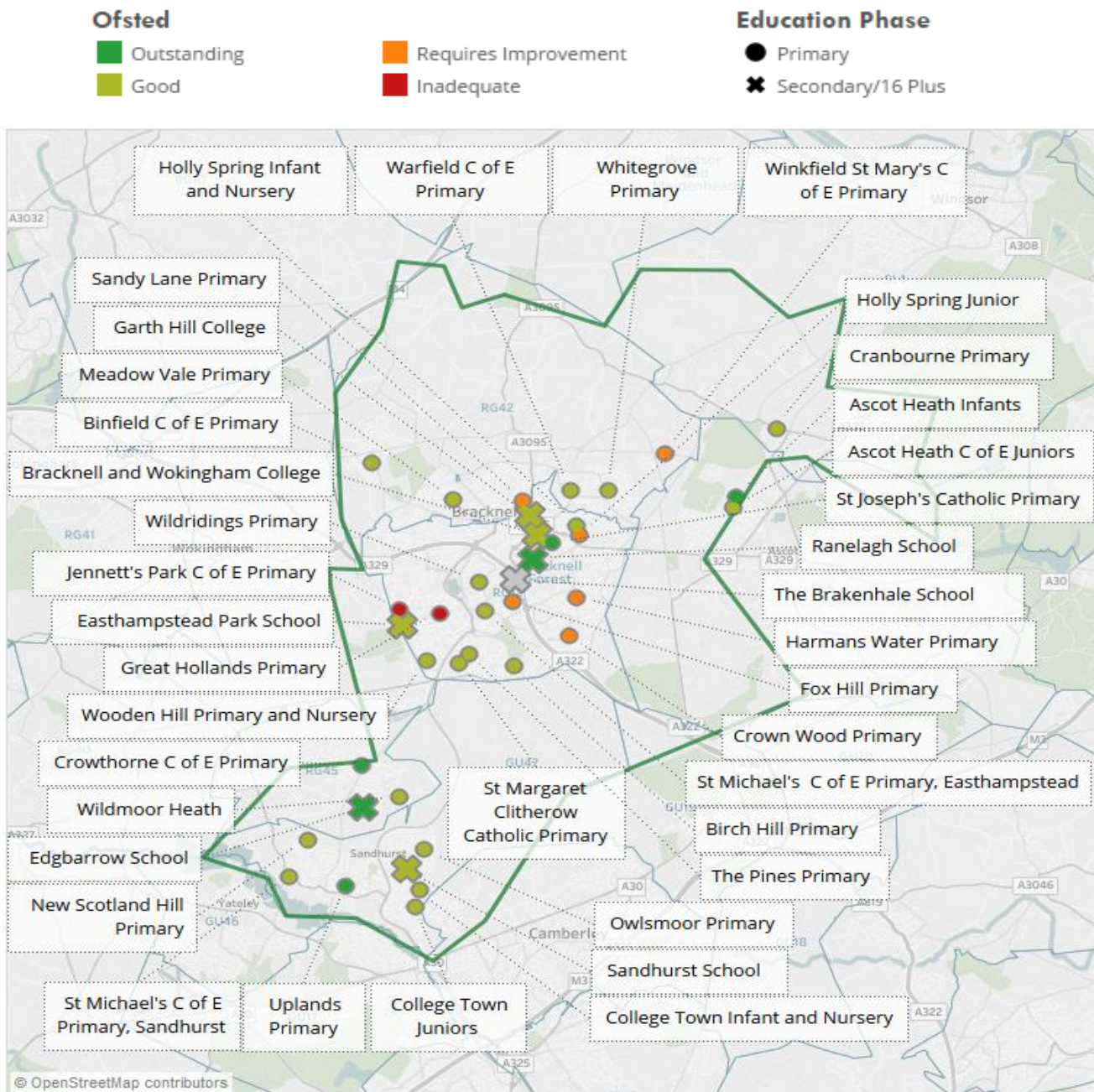
LA SUMMARY

Contents

- 1 - Local Authority Context
- 2 - Primary Phase
- 3 - Secondary Phase
- 4 - Destinations of KS4 and KS5 Students
- 5 - Notes and Sources

Local Authority Context

State-Funded Mainstream Provider Locations (Ofsted at January 2017)



Number and Characteristics of State-Schooled Pupils (January 2016)

	Number of Children	Eligible for and Claiming Free School Meals		
		Percent	Statistical Neighbour Rank	National Rank
Primary	10,671	8.7%	6th lowest of 11	15th lowest of 152
Secondary	6,724	7.8%	5th lowest of 11	15th lowest of 152

Primary Phase

		Bracknell Forest Over Time***	Latest Outcome	Statistical Neighbour Average	Statistical Neighbour Rank*	Difference From Statistical Neighbour Average**	National Average	National Rank*	Difference From National Average**
						-5% 0% +5%			-5% 0% +5%
Early Years (2015/16)	Good Level of Development at EYFSP		74.0%	72.1%	5th	+2%	69.3%	19th	+5%
	EYFSP Average Total Point Score		35.8	35.0	2nd	+2%	34.5	19th	+4%
Key Stage 1 inc. Phonics (2015/16)	Phonics - Percentage of year 1 pupils at expected		84%	81%	1st	+3%	81%	16th	+3%
	KS1 Reading - Expected Standard		77%	76%	4th	+1%	74%	29th	+3%
	KS1 Writing - Expected Standard		68%	65%	4th	+3%	65%	43rd	+3%
	KS1 Maths - Expected Standard		76%	73%	3rd	+3%	73%	26th	+3%
Key Stage 2 (2015/16)	Reading, Writing and Maths - Expected Standard		52%	54%	7th	-2%	54%	96th	-2%
	Reading, Writing and Maths - Higher Standard		6%	6%	6th	0%	5%	48th	+1%
	Reading - Expected Standard		65%	68%	9th	-3%	66%	91st	-1%
	Writing - Expected Standard (TA)		75%	73%	5th	+2%	74%	71st	+1%
	Maths - Expected Standard		66%	69%	9th	-3%	70%	125th	-4%
	Reading - Higher Standard		19%	22%	10th	-3%	19%	65th	0%
	Writing - Greater Depth (TA)		17%	15%	5th	+2%	15%	43rd	+2%
	Maths - Higher Standard		14%	17%	9th	-3%	17%	110th	-3%
Primary Absence & Exclusions (2014/15 exc. 2014/15 abs.)	Exclusions - Fixed Term		0.81%	1.10%	2nd	-0.29%	1.10%	53rd	-0.29%
	Absence - Overall		3.4%	3.7%	1st	-0.3%	4.0%	2nd	-0.6%
	Absence - Authorised		2.8%	3.1%	1st	-0.3%	3.1%	6th	-0.3%
	Absence - Unauthorised		0.6%	0.7%	3rd	-0.1%	0.9%	14th	-0.3%
	Absence - Persistent Absentees		1.1%	1.7%	1st	-0.6%	2.1%	2nd	-1.0%

* = Statistical Neighbour Rank is generally out of 11. National Rank is generally out of 152. This may vary slightly if any relevant authorities are suppressed for a particular metric.

** = Difference is percentage point difference unless value is a points score.

*** = For years prior to 2016 Level 2B+ has been used as the expected standard for KS1 metrics to provide historical context. Level 4B+ has been used as the expected standard for KS2 metrics (except Writing where Level 4+ has been used). Level 5+ has been used as the higher standard/greater depth for KS2.





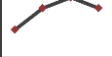
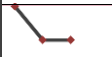

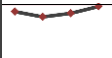
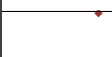
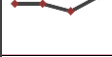
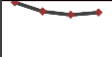
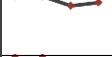
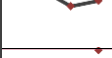
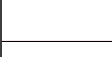
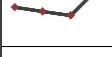
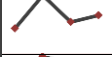

Secondary Phase

	Bracknell Forest Over Time	Latest Outcome	Statistical Neighbour Average	Statistical Neighbour Rank*	Difference From Statistical Neighbour Average**		National Average	National Rank*	Difference From National Average**	
Key Stage 4 (2015/16)	Attainment 8	51.4	51.5	5th	-0.2%		50.1	38th	+2.6%	
	Progress 8	+0.09	+0.01	2nd	+0.08		-0.03	34th	+0.12	
	English Baccalaureate Achievements	22.3%	27.3%	9th	-5.0%		24.8%	90th	-2.5%	
	English Baccalaureate Entries	37.8%	42.1%	9th	-4.3%		39.8%	87th	-2.0%	
	5+ A*-C inc Eng & Maths	56.5%	60.7%	10th	-4.2%		57.7%	90th	-1.2%	
	A*-C in Eng & Maths	61.1%	66.1%	10th	-5.0%		63.3%	99th	-2.2%	
Key Stage 5 (2015/16)	APS per Entry - All Level 3	31.07	31.70	7th	-2.0%		31.42	79th	-1.1%	
	A level	29.16	31.25	9th	-6.7%		30.44	91st	-4.2%	
	Academic	29.15	31.37	9th	-7.1%		30.63	93rd	-4.8%	
	Tech level	32.78	30.83	3rd	+6.3%		30.76	36th	+6.6%	
	Applied General	37.43	34.16	1st	+9.6%		34.66	21st	+8.0%	
	AAB at A-Level, at least two are facilitating (% of A-Level Students)	11.3%	14.8%	9th	-3.5%		13.9%	85th	-2.6%	
Three A*-A grades or better at A level (% of A level students)	7.4%	11.2%	10th	-3.8%		10.5%	103rd	-3.1%		
Level 2 and 3 by Age 19 (2014/15)	Level 2 by 19 (Mainstream)	88.6%	86.9%	4th	+1.7%		86.0%	29th	+2.6%	
	Level 2 inc Eng and Maths by 19 (Mainstream)	72.5%	70.5%	3rd	+2.0%		67.9%	20th	+4.6%	
	Level 3 by 19 (Mainstream)	59.9%	60.6%	6th	-0.7%		57.4%	52nd	+2.5%	
Secondary Absence & Exclusions (2014/15 exc. 2014/15 abs.)	Exclusions - Fixed Term	4.95%	5.80%	2nd	-0.85%		7.51%	20th	-2.56%	
	Absence - Overall	4.6%	5.2%	1st	-0.6%		5.3%	8th	-0.7%	
	Absence - Authorised	3.6%	4.1%	1st	-0.5%		4.0%	29th	-0.4%	
	Absence - Unauthorised	0.9%	1.0%	2nd	-0.1%		1.3%	8th	-0.4%	
	Absence - Persistent Absentees	3.6%	5.1%	1st	-1.5%		5.4%	5th	-1.8%	

* = Statistical Neighbour Rank is generally out of 11. National Rank is generally out of 152. This may vary slightly if any relevant authorities are suppressed for a particular metric.

** = Difference is percentage point difference unless value is a points score.

Destinations of KS4 and KS5 Students

	Bracknell Forest Over Time	Latest Outcome	Statistical Neighbour Average	Statistical Neighbour Rank*	Difference From Statistical Neighbour Average (Percentage points)	National Average	National Rank*	Difference From National Average (Percentage points)	
									-5%
Key Stage 4 Destination Measures (Final Year of KS4 being 2013/14)	Overall sustained education or employment/training destination		96%	96%	4th	0%	94%	6th	+2%
	FE college or other FE provider		30%	36%	9th	-6%	38%	106th	-8%
	School sixth form - state funded		53%	46%	5th	+7%	39%	40th	+14%
	Sixth form college		9%	10%	3rd	-1%	13%	74th	-4%
	Apprenticeships		5%	6%	7th	-1%	6%	89th	-1%
	Non-continuous participation from October to March		-	4%	-	-	5%	-	-
	Activity not captured in Data		-	1%	-	-	1%	-	-
Key Stage 5 Destination Measures (Final year of KS5 being 2013/14)	Overall sustained education or employment/training		92%	90%	1st	+2%	88%	1st	+4%
	FE college or other FE provider		23%	16%	2nd	+7%	14%	7th	+9%
	Apprenticeships		8%	7%	1st	+1%	7%	40th	+1%
	UK higher education institution		39%	45%	9th	-6%	48%	133rd	-9%
	Top third of HEIs		16%	19%	8th	-3%	17%	67th	-1%
	Russell group (incl. Ox. and Cam.)		9%	12%	9th	-3%	11%	91st	-2%
	All other higher education institutions		23%	26%	9th	-3%	31%	138th	-8%
	Sustained employment and/or training destination		28%	27%	5th	+1%	23%	22nd	+5%
	Non-continuous participation from October to March		6%	7%	1st	-1%	9%	1st	-3%
	Activity not captured in Data		2%	3%	1st	-1%	3%	4th	-1%

* = Statistical Neighbour Rank is generally out of 11. National Rank is generally out of 152. This may vary slightly if any relevant authorities are suppressed for a particular metric.

- = Data Suppressed

Notes and Sources

Notes

Statistical Neighbours:

Buckinghamshire, Central Bedfordshire, Hampshire, Hertfordshire, Oxfordshire, South Gloucestershire, Warwickshire, West Berkshire, West Sussex, York.

Statistical Neighbour Average is non-weighted and includes Bracknell Forest.

Information displayed in bar charts show percentage point differences in the case where percentages are being compared and percentage differences where points scores are being compared.

Sources

Local Authority Context

Ofsted: <http://reports.ofsted.gov.uk/inspection-reports/find-inspection-report>

DfE: <https://www.gov.uk/government/statistics/schools-pupils-and-their-characteristics-january-2016>

Primary Phase

DfE: <https://www.gov.uk/government/collections/statistics-early-years-foundation-stage-profile>

DfE: <https://www.gov.uk/government/collections/statistics-key-stage-1>

Secondary Phase

DfE: <https://www.gov.uk/government/collections/statistics-gcses-key-stage-4>

DfE: <https://www.gov.uk/government/collections/statistics-attainment-at-19-years>

Destinations of KS4 and KS5 Students

DfE: <https://www.gov.uk/government/collections/statistics-destinations>

Other

DfE: <https://www.gov.uk/government/collections/statistics-pupil-absence>

DfE: <https://www.gov.uk/government/collections/statistics-exclusions>

Annex D

Learning and Improvement Strategy - Key focus areas for 2016-2019

** The strategy is being coproduced in partnership with Headteachers and governors over the summer term where key responsibilities and actions agreed.*

Priorities	Key Objectives	External Engagement	Internal Activities	Success Criteria
A new Learning Strategy – ‘Unlocking Opportunities for all Children’	To strengthen the accountability of school improvement across the Borough.	School consultation.	Restructured School Improvement Team now focussed on the role of school improvement advisers rather than advisory teachers. Roles and responsibilities clearly defined and understood by staff in post.	More schools are judged to be Good or better by Ofsted. Bracknell Forest is no longer bottom of the Ofsted league tables by September 2017. Pupil outcomes are above national average at all Key Stages.
Access to inspirational leadership	Establishing a culture of higher aspirations and expectations. Pupil outcomes at all stages of learning will be above national average. Disadvantaged pupils will do as well as their peers.	More Headteachers applying for the National Leader in Education role. Working with local Teaching School to apply for leadership grants to support leadership development.	Restructured School Improvement Team now focussed on the role of school improvement advisers rather than advisory teachers. Roles and responsibilities clearly defined and understood by staff in post. A secondary	Ofsted judgements will place Bracknell Forest in the top quartile nationally by 2019.

Priorities	Key Objectives	External Engagement	Internal Activities	Success Criteria
			school improvement partner employed to work with all secondary schools.	
Ensuring all pupils get the best start in life	Ensuring disadvantaged pupils are targeted within early years settings and that the teaching and provision of communication and language skills is of a high quality.	School consultation.	Internal refresh of the Early Help Strategy. Refresh the EYFS SLA.	Children from more disadvantaged backgrounds in Bracknell Forest will achieve and attain the same standard as their non-disadvantaged peers nationally
Access to a high quality school place	Ensuring children who are looked after have access to the best provision to suit their needs.		Liaising closely with the Virtual School.	All young people will have the opportunity to attend a good or outstanding local provision
A bespoke curriculum for our children	To promote quality first teaching where children experience a relevant, engaging and enriching curriculum.	Advisers working with targeted schools.	Curriculum and assessment reviews in schools that fall behind national averages in reading, writing and mathematics. Raising standards in targeted schools at KS1 and ensuring basic skills in mathematics and Grammar, Punctuation and	All children and young people in Bracknell Forest will be equipped with the skills and abilities to prepare for the next phase in their learning journey and adulthood

Priorities	Key Objectives	External Engagement	Internal Activities	Success Criteria
		18 schools part of mathematics project.	<p>Spelling are secure in preparation for KS2 in all schools.</p> <p>Raising standards in Reading, Grammar, Punctuation and Spelling and mathematics at KS2 through targeted support for identified schools. 18 schools are working intensively with an external mathematics consultant.</p> <p>Raising standards in maths at GCSE through improved transition from primary to secondary schools.</p>	
All children to thrive in learning and not be 'left behind'	To develop a clear understanding amongst leaders and teachers in Bracknell Forest Schools about what effective provision for disadvantaged pupils looks like, and how to achieve it To hold leaders to account	Termly network meetings with Headteachers and pupil leads. Governor training. Bracknell Forest organising a Pan-Berkshire Conference "Breaking down barriers" in June 2017.	PP scoping group established with a range of services across the council.	Values and a moral purpose that is focussed on providing a world class education for all Bracknell Forest pupils.

Priorities	Key Objectives	External Engagement	Internal Activities	Success Criteria
	<p>for rapidly diminishing the difference by setting ever higher expectations, leading by example, and holding all staff accountable for raising attainment for disadvantaged learners</p> <p>To ensure that quality first teaching improves so that it is tightly matched to the needs of disadvantaged learners, is challenging for all, and rapidly improves outcomes, particularly in relation to mathematics and reading - by working with leaders to provide a programme of training, and monitoring the effectiveness of its implementation by leaders</p>	<p>Identified vulnerable schools and brokered and paid for 13 external PP reviews with follow-up action plans.</p>		
Be proud to succeed	<p>Support and challenge schools through detailed knowledge of each school including data analysis. Growing a talent base of the strongest leaders who can inspire staff and drive improvement. Increase the percentages of pupils achieving higher levels across all key stages.</p>	<p>Teaching and Learning reviews in targeted schools.</p>	<p>Leading reviews in targeted schools.</p>	<p>Bracknell Forest acknowledged as a place where all children are proud to succeed</p>

THE EXECUTIVE
11 April 2017

COMPLAINT AGAINST COUNCIL – OMBUDSMAN DECISION Monitoring Officer

1 PURPOSE OF REPORT

- 1.1 This report is to appraise the Council of a finding of maladministration with injustice by the Local Government Ombudsman (“the Ombudsman”) against Bracknell Forest Council in response to a complaint by Miss X with regard to the conduct of the Council’s care assessment of her child AB, as well as its decision to pursue a safeguarding investigation based on concerns about how her decisions were impacting on AB’s care needs.

2 RECOMMENDATION

- 2.1 That the Ombudsman’s report findings be noted (Appendix A)
- 2.2 That it be agreed that no further action be taken in relation to the matter set out in this report
- 2.3 That it be noted that a copy of this report has been circulated to all members of the Council
- 2.4 That the draft report of the Executive attached hereto as (Appendix B) be approved (to comply with the requirements of the Local Government and Housing Act 1989)

3. REASONS FOR RECOMMENDATIONS

- 3.1 To comply with the provisions of the Local Government and Housing Act 1989

4 ALTERNATIVE OPTIONS CONSIDERED

- 4.1 In view of the fact that the Ombudsman has categorised the complaint as “Upheld: maladministration and injustice”, the statutory process for reporting the decision must be followed.

5 SUPPORTING INFORMATION

The Statutory Framework

- 5.1 The Ombudsman Service was established by the Local Government Act 1974. Any person who feels aggrieved in the delivery of a local authority service which is not covered by other statutory complaint processes may complain to the Ombudsman. The Ombudsman will almost invariably expect the complainant to exhaust the Council’s own complaints process before considering the complaint. If the Ombudsman does decide to investigate a complaint he/she will determine whether, in their opinion, the local authority has been guilty of “maladministration” and if so whether the complainant has sustained “injustice” in consequence.

- 5.2 Section 5A of the Local Government and Housing Act 1989 imposes a duty upon the Monitoring Officer to prepare a report to the Executive if at any time it appears to him/her that there has been maladministration in the exercise of its functions. The duty does not arise unless the Ombudsman has conducted an investigation. The report is required to be copied to each Member of the Council.
- 5.3 As soon as practicable after the Executive has considered the Monitoring Officer's report it must prepare a report which specifies:-
- (a) What action (if any) the Executive has taken in response to the Monitoring Officer's report,
 - (b) What action (if any) the Executive proposes to take in response to the report, and
 - (c) The reasons for taking the action or for taking no action.

6. **Background**

- 6.1 The Ombudsman's report is self explanatory, but in summary relates to a complaint by Miss X (the mother of AB) about the Councils handling of an assessment of AB's care needs as well as its initiation and conduct of a child protection safeguarding investigation.

The Decision

- 6.2 The Ombudsman accepted that the Council had investigated the safeguarding concerns without fault.
- 6.3 With regard to its assessment of AB's care needs in 2014, the Council had already accepted the findings of its stage 2 external investigators report pursuant to its own complaints procedure. This had found fault in the way that it had conducted the assessment and had upheld 21 out of 23 limbs of Miss X's complaint.
- 6.4 The Council offered to amend the assessment or complete a new assessment following the outcome at stage 2. Miss X did not take up this offer. In any event the Ombudsman's report concludes that as AB is now receiving continuing health care services from the NHS a new assessment would not be necessary.
- 6.5 **The finding against the Council is disappointing given the focus by the Ombudsman on what in effect is no more than a technicality. It should be emphasised that officers did take steps to acknowledge and resolve the issues identified following the Stage 2 review through the offer of a reassessment of ABs needs, but despite this, Miss X failed to take up the remedy offered. The Ombudsman's conclusion that officers acted "without fault" in reviewing safeguarding concerns relating Miss X's care of AB suggests that the overarching finding of maladministration and injustice fails to reflect the time and effort expended by officers in seeking an outcome to this matter which placed the welfare of AB as a paramount consideration in accordance with its statutory duty.**

7 ADVICE RECEIVED FROM STATUTORY AND OTHER OFFICERS

Borough Solicitor

7.1 The Borough Solicitor is the author of this report.

Borough Treasurer

7.2 There are no financial implications directly arising from this report.

Equalities Impact Assessment

7.3 Not required.

Strategic Risk Management Issues

7.4 None.

8 CONSULTATION

Principal Groups Consulted

8.1 Chief Executive and Borough Treasurer

Method of Consultation

8.2 Not applicable.

Representations Received

8.3 Not applicable.

Background Papers:

Appendix A - LGO final report dated 15 December 2016

Appendix B- Draft report for Council approval pursuant to S5A Local Government & Housing Act 1989

Contact for further information

Sanjay Prashar, Borough Solicitor, 01344 355679

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Complaint reference:
15 018 265

Complaint against:
Bracknell Forest Council

The Ombudsman's final decision

Summary: Faults in the Council's single assessment of a child's needs in 2014 led to inaccuracies in that assessment. The Council offered to re-assess or amend the assessment but the parent did not take up this remedy. The Council investigated safeguarding concerns without fault. Respite care remains available subject to a satisfactory assessment.

The complaint

1. In summary the complaint is when managing services to meet a child's needs the Council failed to:
 - Properly carry out an assessment of a child's needs;
 - Properly consult with all parties before starting a safeguarding investigation;
 - Provide its reasoning for continuing with the safeguarding investigation up to a child protection conference;
 - Explain its reasons for not fully upholding all the findings of the independent investigator's stage 2 report.
2. The complainant, whom I shall refer to as Miss X, says this caused distress and a loss of confidence in the Council causing her to cancel 35 hours of respite care it previously provided. Miss X says her son, who I shall refer to as AB, has suffered through a loss of this service.

The Ombudsman's role and powers

3. The Ombudsman investigates complaints about 'maladministration' and 'service failure'. In this statement, I have used the word fault to refer to these. She must also consider whether any fault has had an adverse impact on the person making the complaint. I refer to this as 'injustice'. If there has been fault which has caused an injustice, she may suggest a remedy. (*Local Government Act 1974, sections 26(1) and 26A(1)*)

How I considered this complaint

4. In considering this complaint I have:
 - Spoken with Miss X;
 - Researched the law, put enquiries to the Council and reviewed its response;
 - Shared with Miss X and the Council my draft decision and reflected on comments received.

What I found

5. The Council uses a case management system in which it records workflow and case notes. It uses a second case file system to which it uploads and stores casework documentation such as assessments.

Child in Need

6. Under the government's guidance Working Together to Safeguard Children 2013 councils undertake a single assessment of a child's needs using a child centred approach. The Council has a duty to promote the welfare and safeguarding of Children designated as a Child in Need. The Council has 45 days in which to complete the single assessment process. Once complete the Council must decide how to meet the assessed needs. The Council's proposal on how to meet the needs may go to a Panel for approval.
7. The Council then offers the services to meet the needs to the family. The family decide whether they want the service offered by the Council or prefer to use direct payments to buy in the suitable service. If not happy with the process the family may complain to the Council through the statutory complaints procedure under the Children Act 1989. If unhappy with the decision at the end of that procedure, they may ask the Ombudsman to consider their complaint.

Section 47 Investigations

8. Section 47 of the Children Act 1989 imposes a duty on councils to investigate any concerns that a child may be suffering, or at risk of, significant harm. And decide if it should take action to safeguard or promote the child's welfare.
9. The Council may call on other agencies such as the Police, mental health services or education professionals to help with its Section 47 enquiries. Following an assessment a multi-agency strategy meeting decides whether the concerns are substantiated. If it decides they are the Council must call a Child Protection Conference.
10. The Child Protection Conference decides what action to take to safeguard the child. This may include recommending the child should be placed on a Child Protection Plan. The Council will call Review Child Protection Conferences to consider progress on action taken to safeguard the child and whether to continue with the Child Protection Plan.

What happened

11. Miss X provides full-time care for her son AB. For many years ending in 2015 AB's needs have been met through a care package funded via direct payments. This enabled Miss X to choose and fund services for AB. He has complex needs and had a Child in Need plan with an assigned social worker. The Council reviewed AB's care package every six months.
12. Miss X says AB presents with very challenging behaviour needing careful control. Miss X says she has always followed the advice of mental health and other professionals in handling AB and putting in place the controls he needs. AB experienced a period of crisis leading to an increase in the controls. To an outsider without any knowledge of AB's condition some of these controls may seem excessive. Miss X says they are necessary for both AB's protection and those around him. This resulted in AB not attending school full time. He receives care from Miss X, relatives and friends who understand his needs.
13. The Council says it had concerns Miss X's decisions may be impacting on AB's health and development. The Council says Miss X has a tendency to exaggerate

incidents about AB's health and well being. It says he has few opportunities to meet people outside his family or Miss X's circle of friends, because he rarely attended school.

14. In the Council's judgement AB does not need to remain at home or out of mainstream schooling. Its assessment of his needs and provision reflect that.

Single Assessment of AB's needs

15. At a meeting on 24 July 2014 to consider a care programme the Council agreed to look for continuing care funding (provided by the National Health Service) for extra respite care for AB. The Council referred AB to continuing health care because in its view he needed specialist health services. The Council did not increase direct payments to allow Miss X to pay for extra services. It says the local adolescent unit said it could not meet AB's needs. Therefore he needed a more diverse care package to help him develop. These services the Council felt it could identify and fund relieving Miss X of needing to source specialist care and fund it through direct payments. The Council considered it needed to manage the care package directly or have the NHS do so through its continuing health care.
16. Continuing health care assessed AB and awarded him funding for further services.
17. The Council conducted a Single Assessment of AB in August 2014. Miss X disagreed with aspects of the Council's assessment and on the case management system the Council recorded Miss X's complaint. The notes say the complaint "...should be read in conjunction with this assessment and can be found in AB's [casework documentation file]" The Council says that it retained copies of the assessment and Miss X's disagreement with its findings on her complaint on the casework document system. In commenting on my draft decision the Council told me these disagreements over accuracy had no bearing on the care package for AB.
18. The Council says this means any new social worker coming to the case will see not only the assessment but Miss X's disagreement with it. The Council says its Children's Social care officers try to always work in a child centred way. At the heart of this issue in the Council's view is a parent who has a tendency to prioritise her own needs. She places her faith in her own judgement and tries to replace the independent professional view with them. It is the Council's view Mrs X wants to replace its professional assessment with her own assessment of AB's needs with the Council funding care through direct payments. This resulted according to the Council in it proving difficult to work with Mrs X in a collaborative way. Even though the Council offered to amend some parts of the assessment the Council says Miss X did not take up this offer. She did not take up the Council's offer to carry out a new single assessment. Miss X says this is wholly untrue and the Council underestimates her respect for the professional judgement of many medical and mental health professionals involved in AB's care. She says she has always carried out their instructions and followed their guidance.
19. The Council says it did not provide extra funding through direct payments because it believes these are not the most appropriate or aspirational alternatives for AB. In the Council's view AB needs a more diverse care package than it can provide through direct payments to help AB develop peer relationships and have time away from home. The Council says this drew on direct requests made by AB.

-
20. Miss X says in pursuit of this aim the Council proposed AB attend a boarding school without any consultation. In response the Council says it considered this suggestion as an alternative for discussion. It says AB expressed such a wish. When referring AB to the local Adolescent Unit AB's social work manager asked if he could attend the unit as a resident. The unit could not offer AB a suitable peer group and so the proposal could go no further. The Council says it would not have taken the proposal further without engaging with Miss X and discussing any concerns. It considered it as part of its duty to consider what AB needed to meet his assessed needs.
21. The Council says Miss X and the Council have different views on what direct payments should be used for. It believes they should include services that offer opportunities for social stimulation and integration with mainstream schooling.

Section 47 safeguarding investigation

22. In 2014 the Council decided to enquire into concerns under Section 47 of the Children Act 1989. In its letter to Miss X dated 29 September 2014 the Council explained:
- “As you are aware [AB's Consultant Child and Adolescent Psychiatrist] is the critical lead professional for [AB] and we do not feel simply increasing the services we currently have in place take into account his recommendations from the Care Programme Approach Meeting...Therefore because...there is reasonable cause to be concerned about [AB] and we do not have a plan which you are in agreement with to manage/reduce those concerns, we have... [decided]...to initiate a Section 47 enquiry”
23. The Council explained this is a multi agency procedure and that it would take Miss X's views and AB's views into account. The Council spoke with professionals involved with AB and decided to call a Child Protection Conference.
24. Both its assessment of AB's needs and the Section 47 inquiry outline concerns about how Miss X managed and presented AB's needs. The Council became concerned when Miss X reported an incident as concussion when the hospital discharge letter referred to AB's injury as a 'trivial head injury' not concussion. On another occasion the Council says Miss X told the school to give AB his medication in a way contrary to his Doctor's advice. It says these concerns led to the Section 47 enquiries.
25. The Minutes of the Child Protection Conference show that both AB's Consultant Child and Adolescent Psychiatrist (the lead professional) and AB's Clinical Psychologist had no concerns about Miss X's parenting or exaggerating concerns.
26. The Child Protection Conference on 23 October 2014 did not recommend a Child Protection Plan. Therefore AB remained as before, on a Child In Need Plan reviewed every 6 months. Miss X says there should not have been a Child Protection Conference and the Council failed to discuss its concerns with her before convening the conference. The Council says it met its duty to consider concerns raised by those working with AB. This resulted in no formal action.

Respite Care

27. Before September 2015 when Miss X withdrew from Council services she received funding through direct payments for respite care of up to 35 hours a month. However, the Council says relatives provided respite care. Most people are entitled to use direct payments but there are controls where the payments are

intended to pay relations for care work. It is only in exceptional circumstances that family members should be used and where all other options are considered not appropriate. The Council wanted Miss X to consider alternative carers and options for respite but she did not want to do that. In the Council's judgement use of family members did not meet the exceptional circumstances criteria because not all options had been properly considered or tried. Miss X says the Council did not want to provide respite care on financial grounds. She says the Council believed mental health services should provide at least some of the funding for respite. When the NHS took over AB's care it funded all respite provision. Miss X does not want any services provided by the Council having lost confidence in the Council.

Services received by AB

28. The NHS currently supports AB through services it funds for him. The Council does not provide any direct services. At the time the NHS took responsibility for supporting AB, the Council considered the services offered by these alternative agencies met AB's needs. Since taking responsibility in 2015 the NHS and Miss X have not referred AB to Children's Social Care.
29. On closing the case in September 2015 the Council decided since AB's needs were being met properly it would accept Miss X's decision to withdraw from the direct payments for respite care. It encourages families to cope without needing services from the Council. However, if she believes AB needs that respite care it will consider offering such a service following a fresh assessment of his needs. It could not guarantee that assessment would decide he needs the same respite care as before.
30. In its view the Council acted without fault in accepting Miss X's decision not to take up respite care and therefore closed the case. The possibility of respite care from the Council is open should she wish to apply for it. Miss X receives respite from the health service provision but this took time to set up and she says that means she spent many months without respite options.

Complaint to the Council

31. The Council considered Miss X's 23 complaints under the statutory complaints process. Not satisfied with the Council's response at stage 1 Miss X took the complaints to stage 2. The independent investigation issued a report on the Stage 2 investigation upholding fully or in part all but two of the complaints. In upholding complaints about inaccuracies in the assessment the investigator found the Council had failed to complete the single assessment process without fault. As a result the investigator recommended that:

"...it would seem appropriate to support [Miss X's] request that the single assessment is rewritten by an independent worker. However, in view of the time that has lapsed and the assessment which have been written since, that have also included some of the disputed information, it needs to be fully considered with [Miss X] whether or not changing or rewriting the single assessment is actually the best outcome when looking forward"
32. The report notes that despite earlier complaints being upheld the Council had not recorded them on AB's electronic file and the investigator recommended the records be updated.
33. The investigator concluded that "...it may be in [Ms X's] and [AB's] best interests to consider a multi agency case management review so that the history and

current information...by all agencies, can be properly collated and fed into a comprehensive multi-agency plan for [AB's] future.”

34. In her final recommendation the investigator said a clear written agreement should be entered clarifying the roles and expectations of all those involved in care planning for AB.
35. The independent investigation rejected two complaints namely:
 - Miss X's complaint about the decision not to amend the assessment to reflect her comments on the section entitled “Manager”;
 - Miss X's complaint about the process followed leading to the Section 47 investigation and child protection conference.
36. I have considered the complaint about the process leading to the safeguarding investigation.

Analysis – is there fault leading to injustice?

Upheld complaints

37. The Council did not complete the single assessment in 2014 without fault as shown by the independent investigator's findings in the Stage 2 report. This upholds fully or in part 21 of the 23 complaints. The Council acknowledged the inaccuracies found by the investigator. The Council has complied with the investigator's recommendation to keep a copy of Miss X's views on the assessment with the copy of that assessment. That will enable anyone involved in AB's care to see diverging opinion. It is an improvement on previous record keeping in 2009 where the Council failed to show it had kept copies of Miss X's disagreement with its assessment.
38. Rewriting the assessment would not achieve anything because continuing care is now being provided by the NHS. A completely new assessment will be needed if the Council is to provide or review current services. Too much time has now elapsed to rely on the earlier disputed assessment.

Section 47 Investigation

39. Having read the information on the Section 47 investigation I am satisfied the Council considered information from all appropriate professionals involved in AB's care. The decision by the Child Protection Conference not to place him on a protection plan or take further action means AB remained as before. He continued on a Child in Need plan until it ended in 2015. There are no findings against Miss X. Having been 'cleared' Miss X questions why the Council undertook the investigation and called a child protection conference. She believes the Council had no grounds on which to initiate it. The Council did so because the Council had concerns. It has a duty to review those concerns with other professionals involved with AB through the safeguarding investigation process. It is the purpose of the investigation and child protection conference to decide if those concerns are well founded. In this case the conference decided it did not need to take any action. I cannot criticise the Council for carrying out its duty to consider any child safety concerns even though it is difficult for anyone who is the subject of such enquiries.

Single Assessment

40. The Council accepts faults in its completion of the single assessment in 2014 resulted in inaccuracies in that assessment. Miss X did not take up its offer to amend the assessment or to complete a new assessment. A re-assessment

would be the remedy I would recommend. However, unless AB is referred to Child Care Services a new assessment is unnecessary. The Council no longer provides services to AB these are now provided under continuing health care provided by the NHS. Given the passage of time any needs over and above those being provided for by the NHS need proper fresh assessment by the Council. When commencing such a review the Council should consider entering a written agreement explaining what it must do to complete the assessment and what it expects of Miss X.

41. I cannot see any benefit to Miss X, AB or the Council in rewriting the single assessment of 2014. Provided on its records there is a clear record of the inaccuracies accepted by the Council, the Stage 2 investigation and a copy of any comments Miss X has or wishes to make on it. Those should be kept with the assessment and read together.

Direct payments and respite care

42. Ms X decided not to take up the 35 hours respite care the Council offered. She withdrew from the service in September 2015. In deciding to withdraw Miss X reflected on the difficulties experienced with the Council over use of direct payments. In commenting on my draft decision Miss X says she wants no further services from the Council. Continuing health care provides respite so she has no need of this service although for some time she had no respite at all.
43. The Council says continuing health care best meet AB's needs. These complex services could not be managed through direct payments. Additionally the Council says Miss X used some relatives to deliver care. Guidance on direct payments says they can only be used to pay relatives in exceptional circumstances. It is for the Council to decide if AB's situation meets the criteria.
44. The care identified and paid for by direct payments did not in the Council's view offer sufficient external stimulus for AB. In commenting on my draft decision Miss X provided evidence of the ways in which she sought to provide external stimulus for AB. It is a judgement call which the Council must make and I cannot challenge. It shows however, the diversity of opinion between Miss X and the Council on what best met AB's needs.
45. The Council is willing to assess AB to see if he currently needs respite care. It accepted Miss X's decision to withdraw from the service it offered previously. While I understand her reasons it is not through any fault of the Council that she did not use the respite offered. The service subject to assessment is still available.

Final decision

46. The Council failed to complete the single assessment in 2014 without fault leading to inaccuracies in that assessment. It offered a suitable remedy which Miss X did not take up. I cannot offer any further remedy for that. The Council investigated the safeguarding concerns without fault. Respite care remains available subject to a satisfactory assessment and that is in my view an apt remedy.

Investigator's decision on behalf of the Ombudsman

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**REPORT OF THE EXECUTIVE OF BRACKNELL FOREST BOROUGH COUNCIL
CONCERNING A REPORT FROM THE LOCAL GOVERNMENT OMBUDSMAN
CONTAINING A FINDING OF MALADMINISTRATION**

1. This report is made pursuant to Section 5A of the Local Government and Housing Act 1989 and is in response to a finding of maladministration and injustice contained in an Ombudsman decision concerning the Council's Children Services function

2. The Ombudsman's decision and the report of the Monitoring Officer were considered at a meeting of the Executive on 11 April 2017. We determined that no further action needs to be taken in relation to the matter set out in this report

3. Our reason for making the determination set out in paragraph 2 above is that the steps already taken by officers constitute an appropriate and proportionate response to the Ombudsman's findings

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TO: THE EXECUTIVE
11 APRIL 2017

COUNCIL PLAN OVERVIEW REPORT
Chief Executive

1 PURPOSE OF REPORT

- 1.1 To inform the Executive of the performance of the Council over the third quarter of the 2016/17 financial year (October - December 2016).

2 RECOMMENDATION

- 2.1 **To note the performance of the Council over the period from October - December 2016 highlighted in the Overview Report in Annex A.**

3 REASONS FOR RECOMMENDATION

- 3.1 To brief the Executive on the Council's performance, highlighting key areas, so that appropriate action can be taken if needed.

4 ALTERNATIVE OPTIONS CONSIDERED

- 4.1 None applicable.

5 SUPPORTING INFORMATION

Performance Management

- 5.1 The Council's performance management framework provides for the preparation of Quarterly Service Reports (QSRs) by each department. These QSRs provide an update of progress and performance against departmental Service Plans.

Quarterly Service Reports

- 5.2 Executive Portfolio Holders will have received the third quarter QSRs for their areas of responsibility in February. QSRs are also distributed electronically to all Members, and will be considered by the Overview & Scrutiny Commission and Scrutiny Panels. This process enables all Members to be involved in performance management.

Council Plan Overview Report

- 5.3 Key information from the QSRs has been summarised in the Council Plan Overview Report (CPOR), which brings together the progress and performance of the Council as whole. The CPOR enables the Corporate Management Team and the Executive to review performance, highlight any exceptions and note any remedial actions that may be necessary, either from under-performing or over-performing services, across the range of Council activities.
- 5.4 The CPOR for the third quarter (October - December 2016) is shown at Annex A.

6 ADVICE RECEIVED FROM STATUTORY AND OTHER OFFICERS

Borough Solicitor

- 6.1 There are no specific legal issues arising from this report.

Borough Treasurer

- 6.2 There are no direct financial implications arising from this report.

Equalities Impact Assessment

6.3 Not applicable.

Strategic Risk Management Issues

6.4 Any specific issues are included in the QSRs and in the CPOR in Annex A.

Other Officers

6.5 Not applicable.

7 CONSULTATION

Principal Groups Consulted

7.1 Not applicable

Method of Consultation

7.2 Not applicable.

Representations Received

7.3 None.

Background Papers

QSR – Corporate Services – Quarter 3 2016/17

QSR – Chief Executive’s Office – Quarter 3 2016/17

QSR – Environment, Culture and Communities – Quarter 3 2016/17

QSR – Adult Social Care, Health and Housing – Quarter 3 2016/17

QSR – Children, Young People and Learning – Quarter 3 2016/17

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COUNCIL PLAN OVERVIEW REPORT

Q3 2016 - 17
October - December 2016

Chief Executive:
Timothy Wheadon

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Section 1: Chief Executive's Commentary

1 Introduction

- 1.1 This report sets out an overview of the Council's performance for the third quarter of 2016/17 (October - December 2016). The purpose 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. It complements the detailed Quarterly Service Reports (QSRs) produced by each Director, which were circulated to Members in February.
- 1.2 Overall, very good progress has been made against the actions in the departmental service plans. At the end of the third quarter progress showed
- 166 actions (74.1%) are on target to be completed within the timescales set
 - 18 actions (8.0%) are at risk of falling behind schedule
 - 1 action (0.4%) has fallen behind schedule
 - 35 actions (15.6%) have been completed.
- 1.3 Section 3 of this report contains information on the performance indicators across the Council for each of the strategic themes. Again the picture is positive, showing that the status for the key indicators in the Council Plan in the third quarter is:
- 36 (50.7%) green – i.e. on, above or within 5% of target
 - 3 (4.2%) amber – i.e. between 5% and 10% of target
 - 8 (11.3%) red – i.e. more than 10% from target.

24 further indicators have no set target.

2 Overview of Q3

- The quarter has seen good progress on the Transformation Programme, which is crucial for the Council's long-term financial stability. The transformation programme for Adult Social Care commenced, most other projects are on track, and there was extensive public engagement on the Arts, Libraries and Leisure projects during the quarter. Following much work and successful gateway review meetings, recommendations will be presented to the Executive in Quarter 4 to implement the first wave of transformation changes and deliver the savings needed. The large programme of transformation work continues to make heavy demands on officer resources, and external help is being engaged judiciously to help meet those demands.
- During quarter 3, adult social care have been working with care providers and stakeholders to develop the new domiciliary care framework for clients which will be outcome-based, flexible and provide people with more choice. There is a strong emphasis on providers supporting individuals to regain or maintain their independence.
- The Council progressed some important technological advances, which will improve customer service and efficiency. These included upgrading various devices, laptops and telephony to support paperless and mobile working, building the new web site, completing the Customer Relationship Management project, and rolling out the new integrated HR/Payroll system.

- Discussions for the setting up of a joint Regulatory Service between West Berkshire, Wokingham and Bracknell Forest concluded with each Council agreeing the arrangement in December. The new service commenced on 9 January 2017.
- Detailed budget preparations for 2017-18 had to take account of late changes by the Government. The draft budget was approved by the Executive in December, and the public consultation period ended in quarter 4.

3 What went especially well?

- The town centre opening is on schedule for 7 September 2017. The associated regeneration programme included laying new public realm across the eastern High Street, together with the completion of other works to improve The Ring, and the High Street and Charles Square car parks.
- There has been a marked improvement in the number of household nights in non self contained accommodation and there is a projected saving in Bed and Breakfast costs and home to school transport cost of £ 250k in total this year. This has been achieved by providing a better quality service to homeless households by accommodating them in emergency accommodation in the borough. This is provided by the Council and the Council's housing company Downshire Homes Ltd which is purchasing 15 properties to provide accommodation for homeless households and five properties for people with learning disabilities or who are on the Autistic spectrum. To date, Property Services have purchased 20 houses for Downshire Homes Ltd, to support the prevention of homelessness within the Borough.
- Public Health has completed the 2016 "year of self care", an initiative which has been 'owned' by the whole community, including the voluntary sector and local businesses. The initiative has been received very positively and the evaluation report showed how more people have become physically active, manage their weight, stop smoking or improve their mental health.
- The Commercial Property Investment portfolio, with the exception of Waterside Park, is now either completely full or under offer. This is the first time this will have been achieved in at least 5 years. Meanwhile, in Q4 the Council acquired a significant distribution warehouse in Suffolk.
- Customer Services contact satisfaction increased from 71% in quarter 2 to 80% this quarter (target 75%). The abandonment rate for calls has also reduced over the last quarter from 4.8% (Q2) to 1.9% this quarter.
- The partnership work on domestic abuse continues to have a positive impact with Bracknell Forest continuing to have one of the lowest repeat victimisation rates in the Thames Valley area. A partnership between Community Safety, Thames Valley Police, Berkshire Community Foundation and Panasonic has been developed to pilot the use of smart home technology for victims of Domestic Abuse and Antisocial Behaviour and other vulnerable adults.
- The 2016/17 annual report for safeguarding adults showed that the number of substantiated or partially substantiated concerns is low (51), and lower than the previous year (80).
- Implementation of the Pay and Workforce Strategy for children's social workers and teachers is now showing major benefits. For children's social worker recruitment, the vacancy rate reduced to 4.4% (from 13% in 2015). The use of agency staff has reduced significantly to 5.8% (from 17.2% in 2015). Most importantly, this stability of a skilled workforce on the frontline has ensured continuity and quality of casework for children.
- The review of targeted work for 9-11 year old primary age pupils with high needs to prevent escalation to higher cost services has been completed and delivered within timescales.

- Following a successful trial, all street sweepings are now being segregated and recycled instead of being sent to landfill. In the first six months of 2016/17, 316 tonnes of sand and gravel were extracted and 165 tonnes were composted. In total 75% of sweepings were diverted from landfill and the saving on landfill tax alone is over £40,500.
- Planning application performance was good in the quarter, with all application types exceeding the target of 80% processed within agreed timescales.
- Improvements to Bracknell Rail Station commenced in December and will be completed in April 2017.
- Accessibility improvements have been carried out along various Public Rights Of Way. These works were carried out by Parks & Countryside rangers working in partnership with the South East Berkshire Ramblers and with funding from the Ramblers Association.
- Works carried out in conjunction with volunteers during the quarter included the Bracknell Conservation Volunteers (BCVs) on woodland bulb planting, rhododendron clearance and hedge laying. Work experience students helped to construct a fence to reduce bank erosion, and Lloyd's Register company volunteers assisted with works at Jennett's Park.

Awards and positive inspections

- A new profile of the Elevate Project (through the Breakthrough Employment Service) in order to support young people with additional needs into employment, has been approved by the Department for Work and Pensions. An audit was completed with no developmental concerns identified.
- Bracknell Forest Council was judged to be the best performer for the South East and for all regions for cleanliness of streets and cleanliness of pavements in the National Highways & Transport Survey 2016 (undertaken by Ipsos Mori).
- The Council received an award from Andrew Jones MP, Parliamentary under Secretary of State for Transport, for the largest overall improvement in the 2016 National Highways & Transport public satisfaction survey.
- Overview and Scrutiny continued to make a positive input. The Clinical Commissioning Group commented on the report of the O&S review of whether there is sufficient GP capacity to meet the Borough's future needs: *'The CCG sees this as a really important piece of work which has come at the right time to inform the local primary care strategy for the future.'* The CCG's Medical Director commented that the Panel's report was excellent, very comprehensive and it understood local issues.
- Westmorland Park has been awarded a Green Flag for 2016/17, taking the total number of Green Flag sites to six.

4 What we are doing about things going not quite so well?

- The Watchsted website shows that 67.2% of Bracknell Forest's primary school children attend a school rated by OFSTED as good or outstanding, ranking the Borough as 152nd out of 152 councils. These figures exclude academies yet to be inspected, even if they were previously rated as good (which is the case with one Bracknell Forest primary school). The website shows that 100% of Bracknell Forest's secondary school children attend a school rated by OFSTED as good or outstanding, ranking the Borough as 10th out of 152 councils. Subject to the approval of the Employment Committee in quarter 4, the Council's school improvement function is to be restructured to give a targeted focus on driving up standards for all schools with the use of formal intervention powers and specific support in response to feedback from Head-teachers to improve learner success.
- Savings required from the cost of adult social care packages are unlikely to be achieved in 2016/17 due to other cost pressures, most notably increasing

residential and nursing prices due to limited capacity in the market. One-off sources of funding have been identified which should mitigate any overspend, but further work is required to realise the savings in future years. This is the aim of the departmental transformation programme. In order to manage the market and reduce costs, we have agreement with one East Berkshire authority and the three East Berkshire CCGs to jointly commission a trusted provider. The intention is to use an identified Council building to be upgraded by pooled investment which will then be rented to a provider, at a peppercorn rent, in order to peg the placement costs for a number of years.

- Particular attention was paid to tackling crime, in the light of the increase seen in the last quarter. As a result, overall crime reduced by 3% over the quarter (10% reduction over the same quarter last year). The borough has seen increases in violent crime and overall crime within the town centre, albeit from a very low base. The community safety team is leading work with the Police and Bracknell Regeneration Partnership to tackle this issue.
- Due to staffing turnover, there was a significant backlog in invoice payments for a large part of the quarter. Additional staff have now been recruited and more staff in Finance have been trained to support the Accounts Payable team.
- There has been a decrease in developing sufficient childcare places for all eligible two year olds. Alternative provision is being identified.
- Planning appeals in the quarter have not met the 66% target for appeals dismissed. The reasons for the allowed appeals are being analysed and any learning points will be picked up. One appeal decision is being challenged through the courts.
- The construction work within the Town Centre has resulted in several operational challenges for cleanliness of the street scene. Discussions are ongoing with Continental Landscapes and the contractors about how to manage these needs, and this will be a continued area to focus effort on.

Timothy Wheadon
Chief Executive

Section 2: Budget Position

REVENUE BUDGET MONITORING

At the end of the third quarter there is a potential over spend of £0.961m, which is less than the amount remaining in the corporate contingency. Details of individual variances are outlined in each department's Quarterly Service Report (QSR).

This net over spend is comprised of the following significant variances:

- Placement costs within Children's Social Care have created a pressure (£1.085m). There has been an increase in the number of high cost placements from the 87 assumed in the budget to 98 and there has also been an increase in the average cost. Placements will continue to be regularly reviewed to ensure the most cost effective support arrangements are in place.
- Significant cost increases have arisen through greater use of the Childcare Solicitor service (operated by Reading Borough Council as a Berkshire Joint Arrangement). This follows the national trend (£0.220m)
- The over spend on Mental Health budgets (£1.600m) relates to rising residential and nursing costs, continuing the trend from 2015/16, plus the need to re-home residents at short notice in a market with limited capacity.
- Similarly within Older People and Long Term Conditions there have been new residential and nursing placements which when combined with the need to make significant in-year savings on care packages have created a significant pressure (£0.460m).
- The under spend on Learning Disabilities (-£1.819m) relates to the cost of care purchased from external providers where the under spend trend from last year has continued plus the Council securing additional and backdated Continuing Health Care funding.
- The grants and donations budget within Joint Commissioning is forecast to under spend by -£0.330m. This reflects the use of Better Care Funding to meet some of the costs and the re-tendering of performance related services which has resulted in savings.
- Additional income expected from Housing Benefit overpayments (-£0.291m). For each £1 of eligible overpayment, the Council receives 40p in subsidy from the DWP and £1 when the claimant repays.
- Concessionary Fares passenger numbers have declined during the year. It is anticipated that this trend will continue into 2017/18 until the opening of the new town centre, at which point trip rates are expected to increase (-£0.225m).
- Taking into account the latest tonnages and income projections for the sale of recyclable material there is now a -£0.126m underspend on Waste Management.
- Whilst it had been known that the progression of the Coral Reef project would mean the closure of the facility during 2016/17, no adjustments were to be made to the budget on the understanding that any overspend, due to the loss of income, would be met from the Contingency. The Department's HR team have developed a strategy for the redeployment of retained staff during the closure, which has saved

salary costs, however the overall estimated pressure for the year is currently £0.434m.

The projected over spend excludes the £1.091m balance on the Contingency which once taken into account creates a small overall under spend of -£0.130m.

At this stage in the financial year some of the significant risks to the budget begin to diminish. Those budgets representing the greatest risk will continue to be scrutinised in detail as part of the Council's usual budget monitoring arrangements.

Section 3: Strategic Themes


Value for money



Ind Ref	Short Description	Previous Figure Q2 2016/17	Current Figure Q3 2016/17	Current Target	Current Status
L051	Percentage of current year's Council tax collected in year (Quarterly)	57.09%	84.56%	85.00%	
L053	Percentage of current year's Business Rates collected in year (Quarterly)	58.48%	83.05%	80.50%	
L221	Satisfaction level expressed in survey of contact with Customer Services, across all channels (Quarterly)	71.00%	80.00%	75.00%	
L255	Subsidy on leisure services (Quarterly)	25,177	259,749	354,651	
L256	Percentage of transactions carried out online and the use of the customer portal (Quarterly)	38.8%	48.5%	No Target	N/A
L257	Cumulative number of complaints received at stages 2 and 3, statutory social services complaints, and complaints referred by the Local Government Ombudsman (Quarterly)	43	72	84	
L261	Level of staff sickness absence (Quarterly)	1.18	1.62	No Target	N/A
L262	Level of voluntary staff turnover (Quarterly)	5.8%	2.8%	13.0%	

A strong and resilient economy



Ind Ref	Short Description	Previous Figure Q2 2016/17	Current Figure Q3 2016/17	Current Target	Current Status
L265	Number of newly incorporated businesses (Quarterly)	199	197	No Target	N/A
L267	Business closure rate (Quarterly)	137	166	No Target	N/A
L268	Percentage of working age people who are unemployed (Quarterly)	2.3%	2.2%	No Target	N/A
L269	Percentage of working age population in employment (Quarterly)	84.3%	83.6%	No Target	N/A
L271	Percentage of the borough covered by Superfast broadband(Quarterly)	96.2%	96.2%	96.2%	

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



Ind Ref	Short Description	Previous Figure Q2 2016/17	Current Figure Q3 2016/17	Current Target	Current Status
NI114	Number of exclusions from secondary schools (Quarterly)	0	3	0	
NI117	Number of 16 - 18 year olds who are not in education, employment or training (NEET) (Quarterly)	5.9%	4.0%	5.0%	
L139p	Percentage of Primary schools rated good or better (Quarterly)	77.4%	74.2%	80.0%	
L139s	Percentage of Secondary schools rated good or better (Quarterly)	100.0%	100.0%	67.0%	
L237	Number of apprenticeships starts for 16-24 year olds through City Deal interventions (Quarterly)	1	4	5	

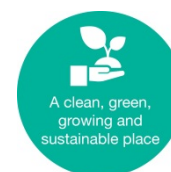
Ind Ref	Short Description	Previous Figure 2015/16	Current Figure 2016/17	Current Target	Current Status
NI073	Achievement at level 4 or above in Reading, Writing and Maths at Key Stage 2 (Annually)	79.0%	52.0%	75.0%	
NI075	Achievement of 5 or more A(star)-C grades at GCSE or equivalent including English and Maths (Annually)	57.0%	55.8%	N/A	N/A
NI102.1	Achievement gap between pupils eligible for free school meals and their peers - Key Stage 2 (Annually)	22.0%	31.0%	18.0%	
NI102.2	Achievement gap between pupils eligible for free school meals and their peers - Key Stage 4 (Annually)	31.0%	26.0%	29.0%	
L153	Percentage of children looked after (as at 31st March) reaching level 4 in Reading at Key Stage 2 (Annually)	85.7%	100.0%	N/A	N/A
L154	Percentage of children looked after (as at 31st March) reaching level 4 in Maths at Key Stage 2 (Annually)	60.0%	100.0%	60.0%	
L155	Percentage of children looked after achieving 5 A(star)-C GCSEs (or equivalent) at Key Stage 4 (including English and Maths) (Annually)	33.3%	33.3%	N/A	N/A
L190	Percentage of children looked after (as at 31st March) reaching level 4 in Writing at Key Stage 2 (Annually)	85.7%	100.0%	N/A	N/A
L195	Percentage of children who achieve or exceed levels of attainment at the end of the Foundation Stage as measured by the EYFSP in all of the Early Learning Goals for Communication and Language, Physical Development, Personal Social and Emotional development, Literacy and Mathematics (Annually)	73.2%	74.0%	75.0%	

People will live active and healthy lifestyles



Ind Ref	Short Description	Previous Figure Q2 2016/17	Current Figure Q3 2016/17	Current Target	Current Status
OF1c.1a	Percentage of people using social care who receive self directed support (Quarterly)	100.0%	100.0%	98.0%	
OF1c.1b	Percentage of carers who receive self directed support (Quarterly)	100.0%	100.0%	98.0%	
OF1c.2a	Percentage of people using social care who receive direct payments (Quarterly)	21.9%	22.8%	No Target	N/A
OF1c.2b	Percentage of carers who receive direct payments (Quarterly)	64.8%	41.7%	No Target	N/A
L003	Number of visits to leisure facilities (Quarterly)	912,656	1,312,873	1,100,000	
L015	Number of attendances for junior courses in leisure (Quarterly)	58,985	87,816	83,000	
L030	Number of lifelines installed in the quarter (Quarterly)	164	168	200	
L031	Percentage of lifeline calls handled in 60 seconds in the quarter (Quarterly)	95.08%	95.70%	97.50%	
L217	Percentage of people who engaged with the Stop Smoking Service in the quarter who quit smoking for at least 4 weeks (Quarterly) – reported in arrears	64.8%	80.9 (Q2)	60.0%	
L218	Number of people in the quarter who started the specialist weight management treatment programme (Quarterly)	246 (Q1)	204 (Q2)	100	
L277	Number of people who received Falls Risks Assessments in the quarter (Quarterly)	83	108	40	
L278	Percentage of adult social care records in the Adult Social Care IT System that contain the person's NHS number (Quarterly)	97.4%	97.7%	95.0%	
L279	Number of young people who actively engage with KOOTH in the quarter (Quarterly) – reported in arrears	236 (Q1)	172 (Q2)	115	
L280	Percentage of young people who engaged with KOOTH who received a response within 24 hours in the quarter (Quarterly) – reported in arrears	100.0% (Q1)	100.0% (Q2)	95.0%	
L281	Number of individual clients attending Youthline sessions (Quarterly)	281	329	No Target	N/A

A clean, green, growing and sustainable place



Ind Ref	Short Description	Previous Figure Q2 2016/17	Current Figure Q3 2016/17	Current Target	Current Status
NI155	Number of affordable homes delivered (gross) (Quarterly)	1	0	0	
NI157a	Percentage of major applications determined in 13 weeks (Quarterly)	100%	92%	80%	
NI157b	Percentage of minor applications determined in 8 weeks (Quarterly)	88%	88%	80%	
NI157c	Percentage of other applications determined in 8 weeks or within an agreed extension of time period (Quarterly)	92%	92%	80%	
NI181	Time taken in number of days to process Housing Benefit or Council Tax Benefit new claims and change events (Quarterly)	9.8	9.8	9.0	
NI192	Percentage of household waste sent for reuse, recycling and composting (Cumulative figure for 16/17 reported quarterly in arrears)	42.1% (Q1)	41.8% (Q2)	41.0%	
NI193	Percentage of municipal waste land filled (Cumulative figure for 16/17 reported quarterly in arrears)	19.55% (Q1)	19.20% (Q2)	22.00%	
L146.1	Percentage of borough where environmental cleanliness is above EPA standard - Litter (Quarterly)	100.0%	100.0%	99.0%	
L146.2	Percentage of borough where environmental cleanliness is above EPA standard - Detritus (Quarterly)	99.6%	94.6%	98.5%	
L146.3	Percentage of borough where environmental cleanliness is above EPA standard - Graffiti and Fly posting (Quarterly)	100.0%	100.0%	99.0%	
L178	Number of household nights in non self contained accommodation (Quarterly)	800	397	793	
L179	The percentage of homeless or potentially homeless customers who the council helped to keep their home or find another one (Quarterly)	70.00%	80.00%	88.00%	
L241	Income from CIL (Quarterly)	1,533,706	971,518	205,598	
L284	Number of homes given planning permission (Quarterly)	677	739	No target	N/A
L286	Percentage of successful planning appeals (Quarterly)	67.0%	22.0%	66.0%	

Strong, safe, supportive and self-reliant communities



Ind Ref	Short Description	Previous Figure Q2 2016/17	Current Figure Q3 2016/17	Current Target	Current Status
NI062	Stability of placements of looked after children in terms of the number of placements (Quarterly)	6.6%	10.1%	12.5%	
NI063	Stability of placements of looked after children - length of placement (Quarterly)	51.9%	53.3%	60.0%	
L092	Number of children on protection plans (Quarterly)	142	171	No quarterly target set	N/A
L161	Number of looked after children (Quarterly)	106	109	No quarterly target set	N/A
L185	Overall crime (Quarterly)	2,635	3,966	No quarterly target set	N/A
L202	Number of families turned around through Family Focus Project (Quarterly)	42	0	60	
L203	Number of Referrals to Early Intervention Hub (Quarterly)	65	76	No quarterly target set	N/A
L204	Total number of CAFs and Family CAFs undertaken (Quarterly)	45	41	No quarterly target set	N/A
L242	Number of cases that step up to Children's Social Care (Quarterly)	7	4	No quarterly target set	N/A
L243	Number of cases that step down from Children's Social to Early Intervention Hub (Quarterly)	28	50	No quarterly target set	N/A
L287	Number of children in need supported under Section 17 of the Children Act (Quarterly)	590	606	No quarterly target set	N/A
L288	Number of foster carers recruited to meet need (Quarterly)	5	7	8	
L289	Average caseload per children's social worker (Quarterly)	17.3	18.0	No quarterly target set	N/A
L290	Rate of referral to children's social care (Quarterly)	128.0	135.5	No quarterly target set	N/A

Note: Details of the annual indicators not being reported on this quarter are contained within the departmental quarterly service reports (QSRs).

Section 4: Corporate Health

a) Summary of People

Staff Turnover

Department	Quarter 3	For the last 4 quarters	Notes
Adult Social Care, Health & Housing	0.82%	8.67%	HR continues to work with managers to ensure that change policies including redeployment are used as effectively as possible in light of pending changes. Q3 has seen a downturn in leavers, the impact of which is reflected in the turnover rates shown.
Corporate Services	2.96%	8.45%	There were six voluntary leavers during the last quarter which is higher than in the previous quarter. Two of these leavers were Chief Officers. Of the thirteen vacancies, two including one Chief Officer, are being covered by contractors on a temporary basis. Of the other vacancies recruitment is underway for one of the posts in Finance. Other posts are currently being held vacant for the time being.
Chief Executive's Office	0%	16.1%	This figure relates to staff on short term contracts.
Children, Young People & Learning	1.88%	11.20%	There are a higher number of vacancies at present as a number of teams are reviewing their structures/ staffing requirements rather than recruiting immediately to fill vacancies. There were 7 voluntary leavers this quarter and 11 new employees joined the department. The remaining 2 employees from the Education Library service were made redundant during this quarter.
Environment, Culture & Communities	1.80%	11.48%	Quarterly staff turnover has decreased this quarter with 13 less leavers this quarter compared to last quarter. Annual staff turnover has increased to 11.48% this quarter compared to 9.15% last quarter. This is due to 65 leavers in the year to 31 December 2016 compared to 51 leavers in the year ending 30 September 2016.

Comparator data

Total voluntary turnover for BFC, 2015/16:	14.3%
Average UK voluntary turnover 2015:	16.1%
Average Local Government England voluntary turnover 2014/2015:	13.5%

Source: XPerHR Staff Turnover Rates and Cost Survey 2015 and LGA Workforce Survey 2014/15

Staff Sickness

Department	Quarter 3 (days per employee)	2016/17 Projected Annual Average (days per employee)	Notes
Adult Social Care, Health & Housing	2.63	9.60	There were nine cases of Long Term Sickness during Q3. Out of these cases, two have now returned to work, six cases are still to return, and one was signed off by the Occupational Health Doctor for Tier 1 Ill Health Retirement. All cases are being reviewed by Occupational Health.
Corporate Services	2.11	5.89	Sickness for this quarter stands at 427 days. This is significantly higher than the last quarter and the same period last year. There were 208.5 days attributable to long term sick this quarter. There are currently 3 members of staff off on long term absence. The estimated annual average for 16/17 is 5.89 days which is equal to the authority figure for 15/16. The estimated annual average excluding long term sick is 2.87 days per employee.
Chief Executive's Office	1.36	7.95	There was 0 days sickness due to long term sickness. The estimated annual average per employee for the Department stands at 7.95 days per employee. The estimated annual average without long term absence stands at 2.94 days per employee.
Children, Young People & Learning	1.99	6.45	55% of absence can be attributed to 10 long term sickness cases. In Children's Social Care, 61% of absence was attributed to 6 LTS cases. 2 employees have returned to work, and one has retired on ill health grounds. The remaining 3 cases are being managed in conjunction with Occupational Health and the absence management policy. Just over half of the absence in SREH is attributed to 3 LTS cases, two of which are still ongoing and being managed as above. In Learning and Achievement there is just one long term sickness case which is ongoing.
Environment, Culture & Communities	1.55	5.86	Sickness this quarter has increased compared to last quarter (712 days), which is mainly due to an increase in short-term sick (457.5 days this quarter) compared to

Department	Quarter 3 (days per employee)	2016/17 Projected Annual Average (days per employee)	Notes
			last quarter (356 days). Long-term sick decreased (318 days this quarter) compared to last quarter (356 days). The figures for Performance and Resources continues to be high, due to two people remaining on long-term sick. This quarter's split between short term and long term (59%:41%) does not mirror normal sickness levels (around 50:50 split). The projected annual average per employee has risen very slightly to 5.86 days (5.82 days last quarter). It should be noted that 2 employees who were on long-term sick this quarter returned to work before the end of this quarter.

Comparator data	All employees, average days sickness absence per employee
Bracknell Forest Council 15/16	5.9 days
All local government employers 2015	9.9 days
Average Local government England Sickness 2014/15	8.5 days

Source: Chartered Institute of Personnel and Development Absence Management survey 2015 and LGA Workforce Survey 2014/15

b) Summary of Complaints

Corporate Complaints

	New complaints activity	Complaints activity year to date	Outcome of total complaints activity year to date
Stage 2	3	17	10 Not upheld 4 Partially upheld 3 Upheld
Stage 3	0	5	5 Not upheld
Local Government Ombudsman	1	4	2 Not upheld 2 Upheld
TOTAL	4	26	17 Not upheld 4 Partially upheld 5 Upheld

Statutory Complaints

Department	Stage	New complaints activity	Complaints activity year to date	Outcome of total complaints activity year to date
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Adult Social Care, Health & Housing	Statutory	5	18	9 Not upheld 5 Partially upheld 1 Upheld 3 Ongoing
	Ombudsman	0	0	-
Children, Young People & Learning	Stage 1	10	21	8 Not upheld 7 Partially upheld 1 Upheld 5 Ongoing
	Stage 2	2	5	1 Not upheld 1 Partially upheld 3 Ongoing
	Stage 3	0	1	1 Partially upheld
	Ombudsman	0	1	1 Ongoing
TOTAL		17	46	18 Not upheld 14 Partially upheld 2 Upheld 12 Ongoing

c) Strategic Risks and Audits

The Strategic Risk Register was reviewed by the Strategic Risk Management Group on 30th November 2016 and the following key changes during quarter 3 were:

- To reduce the likelihood of the financial and economic risk.
- To remove the risks relating to major projects and the Transformation Programme as there are now separate risk registers for them
- To reframe the risk on how the national and global economy might impact on the local Bracknell Forest economy.
- The town centre risk has been removed given that the project is well progressed, that there is a separate risk register and any financial impacts are reflected in a separate risk category
- A new risk has been added on additional employment opportunities in the new town centre affecting the Council's ability to attract and retain staff to deliver services.

The limited assurance audit reports in quarter 3 have been

Easthampstead Park Secondary School
Great Hollands Secondary School
Disaster recovery
Back ups
Budget savings
CRM

UNRESTRICTED

TO: THE EXECUTIVE
11 APRIL 2017

EQUALITY SCHEME 2017-20 **Director of Corporate Services**

1 PURPOSE OF REPORT

- 1.1 To approve the Council's Equality Scheme 2017-20.

2 RECOMMENDATIONS

- 2.1 **That the Council's Equality Scheme 2017-20 attached at Annex 1 be approved for publication.**

3 REASONS FOR RECOMMENDATIONS

- 3.1 Schedule 1 and 2 of The Equality Act 2010 (Specific Duties) Regulations 2011 requires that the Council must:
- Prepare and publish equality objectives by 6 April 2012, and at least every four years thereafter.
 - Ensure that those objectives are specific and measurable.
 - Publish those objectives in such a manner that they are accessible to the public.

4 ALTERNATIVE OPTIONS CONSIDERED

- 4.1 None. The approach the Council is taking to develop its equality scheme is in line with the Equality and Human Right Commission's (EHRC) guidance on developing equality objectives.

5 SUPPORTING INFORMATION

Background

- 5.1 Bracknell Forest Council is required in the Equality Act 2010 public sector equality duty regulations to publish equality objectives by 6th April 2012 and then at least every four years thereafter. The scheme which will be published in April 2017 highlights our equality objectives, including those to promote good community relations. Through service planning, the Council will ensure that the objectives are achievable, measurable and outcome focused with actions identified in the Council's service plans; particularly given the current financial climate and there being no additional resources to implement the Equality Scheme.

Developing the Scheme

- 5.2 This scheme has been produced following guidance from EHRC on developing equality objectives. The equality objectives have been identified following a review of evidence and existing strategies which highlight the key equality issues facing the borough, as well as consideration of the strategic themes and the key measures of success that the Council has set in the Council Plan 2015-19.
- 5.3 The research and strategies considered in forming the equality objectives, such as the Council's Older People's Strategy, Children and Young People's Plan and the Joint Strategic Needs Assessment (JSNA) were developed with extensive and recent consultation with our diverse community. The JSNA is now the Council's key document for assessing inequalities in the borough.
- 5.4 The Council consulted on the draft equality scheme from 2 February 2017 for 6 weeks by means of two online surveys. One internal consultation for elected members and Council staff and a separate consultation for partners, thematic partnerships and voluntary/community groups which was also made available on the Council's consultation portal. An easy read questionnaire was also sent out via the Learning Disability Partnership Board. The draft scheme outlined the equality objectives and asked for feedback on these. The consultation plan is included as Appendix 1.

Equality Scheme 2017-20 Consultation Results

- 5.5 There were 68 responses to the elected member/staff survey and 26 responses to the public survey. Respondents were asked to rate how important they considered each objective to be for them and their local community.

Objective 1 - Access to our information, services and facilities is fair and equitable for everyone.

The majority of residents (81%), including those representing community groups and staff/members (94%) consider this objective important and it was seen as the most important objective. Key issues and concerns are around early intervention and access for the most vulnerable and deprived in the community and accessibility of information for the vulnerable, people with disabilities and those from BME communities.

Objective 2 - High levels of community cohesion are maintained.

77% of residents and 74% of staff respondents consider this important. Key concerns are isolation of older community and working more with BME groups and voluntary sector.

Objective 3 - Gaps in outcomes for citizens are narrowed.

62% of residents and 69% of staff respondents considered this important and this was lower than the other objectives. It is possible that this is because the terminology is confusing and more difficult to understand. Key concerns are around equal access to services and early intervention.

Objective 4 - A positive, diverse and inclusive workforce is ensured and promoted.

73% of residents and 75% of staff considered this important. Key issues raised by the public include flexible working and staff training. Staff issues focussed on equal access to training and resources across the council, increased stress levels, mental health amongst staff and gender and disability equality.

- 5.6 The results of this consultation were used to finalise the Equality Scheme 2017-20 attached at Annex 1 and its equality objectives. All those equality objectives listed in the scheme link to the Council Plan and can be delivered upon without the allocation of any new resources; they will be met within existing agreed budgets.
- 5.7 Many of the objectives within the Council's previous equality schemes and the Bracknell Forest Partnership Community Engagement Strategy have now become a part of mainstream business. For example delivering equality and diversity training to staff and members is integrated into the Member Development Strategy and Workforce Development Plan, and so this is highlighted in section five of the Equality Scheme.
- 5.7 The Council has developed the equality objectives further by identifying actions and selecting the performance indicators it will use to demonstrate its progress annually on achieving the objectives. This has been linked to the service planning process for 2017-18 to ensure that the implementation of the equality objectives will be integrated, wherever possible, into the mainstream delivery and monitoring of services across the Council.

6 ADVICE RECEIVED FROM STATUTORY AND OTHER OFFICERS

Borough Solicitor

- 6.1 The Scheme meets the requirements of The Equality Act 2010 (Specific Duties) Regulations 2011 for the Council to publish information to demonstrate its compliance with the duty imposed by section 149(1) of the Act i.e. to have due regard to the need to
- Eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Equality Act;
 - Advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it;
 - Foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

Borough Treasurer

- 6.2 There are no additional financial implications arising from the recommendations in this report.

Equalities Impact Assessment

- 6.3 The Equality Scheme will outline how the Council will meet its legal duties to advance equality of opportunity, eliminate discrimination, harassment and victimisation and foster good relations.

Strategic Risk Management Issues

- 6.4 None.

7 CONSULTATION

Principal Groups Consulted

7.1 See the consultation plan attached at Appendix 1 of Annex 1.

Method of Consultation

7.2 See consultation plan attached at Appendix 1 of Annex 1.

Representations Received

7.3 Incorporated into Annex 1.

Background Papers

Annex 1 - Bracknell Forest Council Equality Scheme 2017-20

Contact for further information

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Bracknell Forest - The borough of opportunity for everyone



Bracknell Forest Council

‘All of Us’
Equality Scheme 2017-20

March 2017
www.bracknell-forest.gov.uk

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Foreword by the Leader and Chief Executive

Our long term vision for the borough is to make Bracknell Forest a place where all people can thrive – living, learning and working in a clean, safe and healthy environment. Although Bracknell Forest is a relatively affluent borough with a dynamic economy we recognise that there are pockets of deprivation and need in the borough.

We will have significantly less to spend over the coming years. What we do ourselves we will do well, but we will have to stop doing some things that we can no longer afford and prioritise to live within our means. This will mean focusing our resources on people and areas with the greatest need as well as early help and prevention so that struggling or vulnerable people can maximise their opportunities to become independent. We will seek to minimise the effect of the decisions we make about future service provision and consider the needs of all communities in the borough. Consultation with all of our residents and partners is a key element of this. We are committed to consulting with residents and service users on all major changes and assessing how those changes will impact on communities.

We recognise that to continue to provide good customer service we need to ensure we regularly review the changing needs of our communities and provide fair and appropriate access to services that are tailored to meet the individual needs of our residents and diverse communities. Further we are committed to being an employer who provides a flexible and supportive working environment, and ensures our workforce reflects the community we serve. We are producing this updated scheme, which replaces our 'All of Us' Equality Scheme 2012-16 to respond to the changing needs of people in Bracknell Forest and to ensure we are getting our priorities right.

The council has adopted the Local Government Equality Framework and was assessed independently and recognised as an 'Achieving' authority in 2014 by Local Government Improvement and Development. We are proud of the progress and service improvements we have made as a result of the delivery of our previous equality schemes. However, there is no room for complacency and we continue our journey of improvement in reducing inequalities and maintaining high levels of cohesion through the implementation of this scheme with the aim of working towards 'Excellent' level status of the Equality Framework in the longer term.



Paul Bettison

Cllr. Paul Bettison
Leader of the council



Timothy Wheadon

Timothy Wheadon
Chief Executive

1. Introduction

- 1.1 Bracknell Forest is a thriving, welcoming and inclusive community. Bracknell Forest Council works closely with partners to support and engage our different communities, groups and organisations. As our community grows and changes, we are committed to ensuring that no-one is left behind, isolated or disadvantaged. We take great pride in our support for vulnerable groups and individuals. Elected members and staff are committed to ensuring that Bracknell Forest is a borough of opportunity for everyone. Our public statements, services and employment practices will reflect this commitment. We will promote this policy and expect respect for it from citizens, users of council services, partner agencies, elected members, council employees and our contractors.
- 1.2 The council is however going through a significant change which will potentially impact on staff and communities through a transformation programme designed to take account of the current financial situation. Over the past four years Bracknell Forest Council has made savings of over £18m whilst continuing to provide effective services for Bracknell's residents, businesses and communities. Our finances will remain under significant pressure with further savings of around £23m predicted to be needed over the next three years. To meet the challenges ahead the council needs a clear and focused approach that will address the financial challenge. Our approach is explained by a new narrative for the organisation that we believe is right for the challenges we face:
- Bracknell Forest is a good place to live with a mainly affluent, well educated and independent population.
 - The council will provide leadership and work with others to keep the borough a place where all residents can thrive and benefit from effective core services. What we do ourselves we aim to do well, but we must prioritise to live within our means.
 - In targeting our services, we will prioritise people and areas with the greatest need, early help and prevention so struggling or vulnerable people can maximise their opportunities to become independent.
- 1.3 We will seek to minimise the effect of the decisions we make about future service provision and consider all protected characteristics taking into account the Equality Act 2010.
- 1.4 The Equality Act 2010 replaced and consolidated previous equality legislation, including the Disability Discrimination Act 2005, The Equal Pay Act 1970 and The Race Relations (Amendment) Act 2000. The Equality Act 2010 places a duty on Bracknell Forest Council in the exercise of its functions to ensure equality for all and sets out the different ways in which it is unlawful to treat someone. At its heart are provisions to outlaw direct and indirect discrimination, harassment and victimisation with regard to nine protected characteristics.
- 1.5 The Act offers protection to people possessing a minimum of one of these nine characteristics. Everyone has a combination of these characteristics, whether or not they perceive themselves to be part of a protected or minority group. The Equality Act 2010 makes it unlawful to discriminate on the grounds of:
- Age
 - Disability
 - Gender reassignment

- Marriage and civil partnership (only to have due regard to the need to eliminate discrimination, harassment and victimisation on these grounds)
- Pregnancy and maternity
- Race
- Religion or belief
- Sex (Gender)
- Sexual orientation

In addition to the nine protected characteristics which are specified under the Equality Act 2010, we recognise that other groups may face discrimination or difficult circumstances, and may need special consideration - this would include armed forces and ex armed forces personnel, those on low incomes, and carers.

1.6 Specific duties, set out in regulations to the Equality Act, help public bodies to meet the general duty and require them to:

- Publish information to demonstrate compliance with the public sector Equality Duty, annually. The information must be published in such a manner that it is accessible to the public, either in a separate document or within another published document.
- Prepare and publish equality objectives at least every four years. All such objectives must be specific and measurable.

Bracknell Forest Council has taken these duties on board with enthusiasm and commitment and developed a new scheme which outlines its objectives for reducing inequalities in the borough for the period 2017-20.

1.7 The Equality Scheme 2017-20 (which replaces the 'All of Us' Equality Scheme 2012-2016) sets out the council's objectives and commitment to the legislation which seeks to

- Eliminate unfair discrimination, harassment and victimisation
- Advance equality of opportunity between persons who share a relevant protected characteristic and those who do not
- Foster good relationships between those with a relevant protected characteristic and those who do not.

1.8 Our vision for equality and diversity is to represent, serve and employ people as equals, valuing the diversity of their contributions and aspirations, no matter who they are or what their circumstances. We believe that tackling inequalities provides a strong foundation for cohesive and confident communities. We believe that all citizens have a right to equal access to life opportunities, including representation, services and employment. To achieve this we are working towards removing barriers to opportunities and to narrowing the gap between the most disadvantaged and others.

1.9 We understand that people may suffer discrimination because of their age, health, race, ethnic origin, religion, gender, sexuality or because they have a disability, they are pregnant or on maternity leave, they have undertaken gender reassignment, they are married or they are in civil partnerships. We also recognise that some people may experience more than one type of inequality at the same time due to a combination of more than one relevant protected characteristic.

1.10 Consideration will be given with regards to staff working in the council. While there is a job to be done, the council will strive to make recruitment, selection, progression

and retention processes fair, inclusive and transparent, so that the workforce becomes more representative of the communities that are served, within all occupations and grades.

- 1.11 Section 5 of this equality scheme outlines the council's equality objectives. Actions have been identified and performance indicators chosen to deliver on these objectives linked to the departmental service plans.

DRAFT

2. Developing the Equality Scheme

- 2.1 Under the specific duties, there is no legal requirement to produce or publish an 'equality scheme' as such; however, we have found this a useful tool for presenting our equality objectives and for communicating with stakeholders.
- 2.2 This scheme has been produced following guidance from the Equality and Human Rights Commission on developing equality objectives. The equality objectives have been identified following a review of evidence and existing strategies which highlight the key equality issues facing the borough, as well as consideration of the strategic themes and the key measures of success that the council has set in the Council Plan 2015-19.
- 2.3 The research and strategies considered in forming the equality objectives, such as the council's Older People's Strategy, Children and Young People's Plan and the Joint Strategic Needs Assessment (JSNA) were developed with extensive and recent consultation with our diverse community. The JSNA in particular is now the council's key document for assessing inequalities in the borough.
- 2.4 The council consulted on the draft equality scheme from 1 February 2017 for six weeks by means of meetings and a questionnaire which was sent to elected members, council staff, partners and voluntary and community groups and made available on the council's website. The draft scheme outlined the equality objectives and asked for feedback on these. The consultation plan is included as Annex 1.

3. Diversity within Bracknell Forest

3.1 Bracknell Forest as a place

- 3.1.1 Bracknell Forest lies 28 miles west of London, at the heart of the Thames Valley and within the county of Berkshire. The current estimate of the borough's population is 118,982 (mid-2015).¹ The population is relatively young with the median age being 38.5 years. Dividing the population into five year age groups shows the 45-49 year group as being the most prevalent.
- 3.1.2 Currently the annual population growth rate is 0.81% compared to 0.83% in the South East and 0.86% in England. By 2021, the population in Bracknell Forest is estimated to increase by almost 8,000 people from the mid-2015 estimate. The older population is expected to increase at the greatest rate followed by the younger adult population and the child population aged 5 to 14 years.
- 3.1.3 The health of people in Bracknell Forest is generally better than the England average. Life expectancy is increasing and currently stands at 81.4 years for men and 85.0 years for women. These figures are higher than the England averages of 79.4 years for men and 83.1 years for women.

3.2 Community Cohesion and Integration

- 3.2.1 Community cohesion is already high in Bracknell Forest, as reflected in our performance indicators. In the 2008 Place Survey 81% of the public surveyed agreed that Bracknell Forest was a place 'where people from different backgrounds get on well together'. This rose to 94% in the 2014 Residents Survey which demonstrates that a high level of community cohesion is being maintained despite the diversity of the borough increasing significantly. However if this is to be sustained in the long-term, we cannot afford to be complacent.

3.3 Deprivation

- 3.3.1 Bracknell Forest is one of the least deprived areas in England. The 2011 Census measured four aspects of deprivation, (employment, education, health and disability).² The results showed 47% of households in Bracknell Forest were deprived in one or more of these dimensions, (compared with 52% for South East and 57% in England). There were 144 households (0.3%) deprived in all four dimensions, (compared with 0.4% for the South East and 0.5% for England as a whole).
- 3.3.2 The Indices of Multiple Deprivation show an average rank of 287, (where 1 is the most deprived and 326 is the least deprived area of the country)³. Bracknell Forest as a whole is ranked number 52 out of all 56 unitary authorities. Over a third, (31%), of the 74 lower super output areas (LSOAs) in Bracknell Forest are in the top 10% of least deprived areas nationally and almost half (46%) are in the top 20%.
- 3.3.3 However, there are areas of Bracknell Forest that have relatively high levels of deprivation in comparison with the rest of the borough. The three most deprived wards are Wildridings & Central, Old Bracknell and Priestwood & Garth whilst the three least deprived wards are Warfield Harvest Ride, Ascot and Little Sandhurst &

¹ ONS Population Estimates Unit published tables (mid 2015)

² [Office for National Statistics, Neighbourhood Statistics](#), Table QS119EW

³ Indices of Multiple Deprivation 2014, Communities and Local Government

Wellington. Breaking this down further, in Bracknell Forest, none of the Lower Super Output Areas are among the 10% most deprived with 32% being in the 10% least deprived.

3.4 Age

- 3.4.1 The population of Bracknell Forest is relatively young (average age 37.4 years compared to the South East 40 years and England and Wales 39.4 years).⁴
- 3.4.2 As a share of the total population, there are slightly more young children aged 0 to 4 living in Bracknell Forest than the national average. A lower share of people in the 20-24 age category live in Bracknell compared to the national average. There is also a higher share of people of working age and a lower share of older people aged 65 and over. Only 12.5% of the population is aged 65+, compared to 16.6% nationally, although this is expected to grow significantly.⁵

3.5 Race

- 3.5.1 The 2001 census showed that 5% of the population classified themselves as belonging to black and minority ethnic groups, (excluding White Irish and White Other). The 2009 mid-year figures showed this had doubled to 10.4% and in the 2011 Census this figure has increased again to 15.1%. In the ONS Annual Population Survey 2015 the estimated population by ethnic group says 92.4% of people aged 16+ were white with 7.6% being from an ethnic minority.
- 3.5.2 Although the mid-2015 ethnicity is an estimated figure, data from Bracknell Forest schools is showing a similar trend. Data from Bracknell Forest School Census shows that the proportion of minority ethnic groups in schools is increasing. The percentage of pupils from minority ethnic groups has gone up from 16.1% in 2011 to 20.6% in 2016, an increase of 4.5 percentage points.⁶ Comparing similar figures, (excluding pupils who classified themselves as White Irish, White Other and Gypsy/Roma/ Traveller), 4% of the pupils were classified as from BME groups in 2001. This trebled to just over 12% in 2011 and increased again to 14.5% in 2016.
- 3.5.3 Data from the latest School Census, (January 2016), shows that 109 home languages are spoken in Bracknell Forest schools, with relatively small numbers of pupils speaking each language. 88% of pupils spoke English as their first language. The next most common language is Polish with 259 pupils (1.49%) having this as their first language, followed by Nepali, Tagalog/Filipino, Akan/Twi-Fante and Urdu. The significant Nepali community is due to Bracknell Forest being home to the Royal Military Academy Sandhurst whose soldiers include the Ghurkha Company (Sittang); many Nepali veterans and their families live in the borough.

3.6 Religion or Belief

- 3.6.1 In the 2011 Census 64.8% of Bracknell Forest residents said their religion/belief was 'Christian' (down from 78% in the 2001 Census) with just over 30% saying they had no religion/belief (up from 20% in the 2001 Census). The remaining 5.2% were spread across a number of religions with Hinduism being the second largest non-

⁴ ONS – Mid-2015 population estimates

⁵ ONS – Estimated resident population by ethnic group and age, mid-2009 (experimental statistics)

⁶ [2015 School Census, Department for Education](#), January 2015

Christian faith group at 1.7% which is similar to the overall figure for England and Wales of 1.5%.⁷

- 3.6.2 Across England and Wales as a whole the percentage of people who said their religion/belief was anything other than 'Christian' was higher than those in Bracknell Forest at 8.4%, with the second largest group being Muslim at 4.8%. In Bracknell Forest the percentage of people saying they were Muslim is only a quarter of that at 1.2%. Apart from Hinduism the only other religion more common in Bracknell Forest than across England and Wales is Buddhism at 0.8% against an average of 0.4%.
- 3.6.4 It is likely that these statistics will have changed since the 2011 Census as reflected in data from the Bracknell Forest Schools Census 2015. This shows a higher proportion of pupils belonging to Hindu and Muslim faiths than in the 2011 Census at 2.3% and 1.7% respectively. There are also a much lower proportion of pupils classified as 'Christian', (50.9% against 64.8% in the 2011 census).

3.7 Gender

The latest figures, (mid-2015)⁸, show the population of Bracknell Forest is 49.5% male and 50.5% female. These figures have remained consistent over recent years.

3.8 Disability

- 3.8.1 The 2011 national census showed 13,897 people (12.3%) living in Bracknell Forest, (all ages), categorized themselves as having a limiting long term illness. There are also an estimated 6,668 people (41%) aged 65+ who have a limiting long term illness, (which may include other health problems such as mental health and learning disabilities).⁹
- 3.8.2 Figures from the Institute of Public Care (2015)¹⁰ estimated there would be around 5,806 people living in Bracknell Forest aged 18 to 64 with a moderate or severe physical disability in 2015. This is 7.8% of the population in that age range. There are variations across the age groups with 4.2% of 18 to 24 year olds having a moderate or severe physical disability increasing to almost 15.4% of those aged 55 to 64. Some also have other disabilities/health problems, such as learning disabilities, mental health problems.
- 3.9.3 An estimated 2,158 people aged 18+ (1.8%) have learning disabilities; 109 of whom have severe disability. Nearly 12,016 people (10.2%) aged 18 - 64 are estimated to have some type of mental health problem. There are also an estimated 1,006 people, (6.3%), aged 65+ estimated to have dementia and 1,421 (8.9%) estimated to have depression, with 451 being categorized as severe depression¹¹.

3.9 Sexual Orientation

- 3.9.1 The ONS Annual Population Survey produced Sexual Identity Estimates for 2015 which indicate that 1.8% of the population are lesbian, gay or bisexual people, (LGB).¹² For Bracknell Forest this would equate to 1,710 people aged over 16.

⁷ <https://www.ons.gov.uk/census/2011census>

⁸ <https://www.ons.gov.uk/census/2011census>

⁹ <https://www.ons.gov.uk/census/2011census>

¹⁰ Institute of Public Care PANSI database – 2015 data

¹¹ Institute for Public Care, POPPI database – 2015 data

¹² ONS Annual Population Survey 2015

Figures from the 2015 Annual Population Survey highlighted that 3.3% of young people aged 16 to 24 year defined themselves as LGB, dropping to 0.6% for people aged over 65.

- 3.9.2 The Office of National Statistics has stated that the estimate of the population being Lesbian, Gay or Bisexual (LGB) is "...broadly consistent with other comparable surveys in the UK, which suggests it provides a reliable benchmark".¹³ However this figure is disputed by a number of LGB national charities whose estimates are that one in ten people are LGB. Based on the higher estimates of one in ten people would give Bracknell Forest an LGB estimated population of 9,413.

3.10 Marriage and civil partnership

- 3.10.1 The 2011 Census showed that within Bracknell Forest 49.7% of people are married, 12.3% cohabit with a member of the opposite sex, 0.8% live with a partner of the same sex, 22.2% are single and have never married or been in a registered same sex partnership, 8.8% are separated or divorced.¹⁴

- 2.10.2 Note: Marriage and civil partnership is a protected characteristic only with respect to having due regard to the need to eliminate discrimination, harassment and victimisation on these grounds.

3.11 Gender reassignment

- 3.11.1 The Census does not gather data on gender reassignment. Although there has been some work to estimate the number of transgender people in the UK population, estimates vary enormously from 1 in 200 to 1 in 1,000 and there is no publicly available statistical data on which to make reliable estimates.¹⁵

3.12 Pregnancy and maternity

- 3.12.1 There are no detailed statistics relating to pregnancy and maternity in Bracknell Forest, however figures from the ONS say that in 2015 there were 1,488 live births in the borough.¹⁶

3.13 Armed Forces

- 3.13.1 Partner organisations within Bracknell Forest have signed up to the Armed Forces Community Covenant which is a voluntary statement of mutual support between a civilian community and its local Armed Forces Community. Its purpose is to encourage support for the Armed Forces community working and living in the borough and to recognise and remember the sacrifices made by members of this Armed Forces Community, particularly those who have given the most. This includes in-service and ex-service personnel, their families and widow/widowers. It aims to encourage all parties within a community to offer support to the local Armed Forces community and make it easier for Service personnel, families and veterans to access the help and support available from the MOD, from statutory providers and from the charitable and voluntary sector.

¹³ Measuring Sexual Identity: An Evaluation Report, Office for National Statistics, September 2010

¹⁴ www.ons.gov.uk/census/2011census

¹⁵ www.ons.gov.uk/ons/guide-method/measuring.../trans-data-position-paper.pdf

¹⁶ www.ons.gov.uk/peoplepopulationandcommunity/birthsdeathsandmarriages/livebirths/2015

3.13.2 In terms of statistics, as of January 2014 there were 1,140 Ministry of Defence personnel living in Bracknell Forest. Of these 910 were military with 630 being Officers and 280 holding other ranks. As of 31 March 2015 there were 885 individuals in Bracknell Forest in receipt of an occupational pension under the Armed Forces Pension Scheme, an ongoing pension under the War Pensions Scheme, and those that have been awarded compensation under the Armed Forces Compensation Scheme. Of these 885, 770 are veterans.¹⁷

3.14 Carers

3.14.1 The national Census in 2011 showed that in Bracknell Forest 9,601 people (8.5% of the population) were unpaid carers.¹⁸ The ward with the highest number of carers is Binfield with Warfield (739) and the one with the lowest is Central Sandhurst (412). The ward with the highest proportion of unpaid carers is Winkfield and Cranbourne (10.7%). The one with the lowest is Warfield Harvest Ride (6.2%).¹⁹

3.14.2 The majority of unpaid carers are aged between 25 and 64 years. The highest proportion of unpaid carers is the 50 to 64 year old age group with 18% of the people in this age group being unpaid carers. 28% of carers in the 25 to 64 year old age group are spending 20+ hours a week in caring responsibilities. 17% are providing more than 50+ hours care a week which has an impact on their ability to take up paid employment.²⁰

3.14.3 The 2011 Census tells us there were 592 people up to 24 years of age providing unpaid care. There are estimated to be between 300 and 500 young carers up to the age of 18 in the Borough with the majority of young carers being between the ages of 10 and 17.

3.15 People on low incomes

3.15.1 In Bracknell Forest as a whole 8.2% of the population are income deprived according to the 2015 IMD data.²¹ This breaks down further into income affecting children and income affecting older people. The proportion of children in Bracknell Forest who live in families that are income deprived (i.e. those who are in receipt of Income Support, income-based Jobseeker's Allowance, Pension Credit Guarantee or Child Tax Credit below a given threshold) was 11%. Bracknell Forest is ranked 51 out of the 56 All English unitary authorities and 261 out of all 326 authorities in England for Income Deprivation Affecting Children. For Income Deprivation Affecting Older People Index the proportion of the population aged 60 and over who is income deprived is 11.8%. Bracknell Forest is ranked 45 out of All English unitary authorities and 216 out of all 326 authorities in England.

3.15.2 More recent figures from the DWP in May 2016 for benefit claimants (working age client group) show that Bracknell Forest has relatively low numbers of people living on low incomes and means-tested benefits, with 6.6% claiming key out-of-work benefits, (against 9.0% in the South East and 11.6% in England)²². Similarly, the proportion of children aged 0 – 15 living in families in receipt of out of work benefits

¹⁷ www.gov.uk/government - Location of Armed Forces Pension and Compensation Recipients March 16

¹⁸ www.ons.gov.uk/census/2011census

¹⁹ www.ons.gov.uk/census/2011census

²⁰ www.ons.gov.uk/census/2011census

²¹ Indices of Multiple Deprivation 2014, Communities and Local Government

²² [DWP benefit claimants - working age client group](#), May 2016

shows Bracknell Forest had 7.7% of children living in poverty by this definition, compared to an average of 10.6% for the South East unitary authorities and 19.3% in England²³.

3.15.3 Figures for free school meals show Bracknell Forest having 8.5% eligible (including nursery and sixth form pupils). Figures vary across the wards with 14.8% being eligible in Great Hollands North to 3.0% in Little Sandhurst and Wellington.²⁴ In nursery/ primary schools specifically 8.1% of pupils are eligible free school meals, against an average of 10.2% in the South East and 14.5% nationally. In secondary schools the figures are 7.2% in Bracknell Forest, 8.6% in the South East and 13.2% nationally.²⁵

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²³ [Department for Work and Pensions](#), May 2015

²⁴ [2015 School Census, Department for Education](#),

²⁵ [2015 School Census, Department for Education](#), (Tables 8a and 8b), January 2015

4. Delivering fair and accessible services

4.1 Delivering on equalities

The leader of the council is the portfolio holder for council strategy, community cohesion, equalities and community engagement, leading our action to address inequalities with the executive who have overall responsibility for equality and diversity. The council's director of corporate services leads the council's equalities, community cohesion and engagement agenda and chairs the Equality Sub Group made up of managers from across the council. Directorate management teams are responsible for leading departmental action to improve our performance in tackling inequalities.

The Equality Sub Group, led by the council and reporting to the Community Cohesion and Engagement Partnership champions work to address inequalities in the borough, with representation from the police, fire service, CCG, parish and town councils, Bracknell Forest Homes and the voluntary sector. This Equality Scheme has been developed with engagement with our partners as a number of the actions which will help to meet the objectives will be delivered in partnership.

4.2 Embedding equalities

Many of the objectives within the council's previous Equality Schemes have now become a part of the day to day work of the council and do not therefore feature as specific objectives within this scheme. Equalities have become increasingly embedded within our working practices, although we recognise there is room for improvement on this.

Examples of objectives from previous equality schemes that are now part of the day to day way in which we work include:

4.2.1 Workforce monitoring and policies

The council has in place a comprehensive programme of workforce monitoring across six of the nine equality act protected characteristics and publishes its workforce monitoring information annually to ensure that the council is advancing equality and eliminating any potential discrimination. This data is broken down by the council's departments and between schools and non schools staff.

Our previous equality schemes have also contributed to the update of policies to ensure that our staff are appropriately supported to give of their best, and that the council attracts the widest range of talent. These include policies on requesting flexible working, fair treatment and policies which give time off to those who care for dependents. The council has also conducted gender pay gap analyses, reviewed part time and job share practices and introduced improved harassment reporting systems, uses job evaluation to ensure fair pay and has introduced a low pay supplement.

4.2.2 Development of elected Members and officers

A comprehensive programme of elected member and staff equality and diversity training and development is provided by the council and taken up on an ongoing basis to increase the equality and diversity knowledge, skills and confidence. This

training and development is evaluated to enable the council to measure its impact and to identify further training and development needs.

The council has achieved Charter Plus accreditation for Elected Member Development. The Charter, which is externally assessed, is a commitment to developing the necessary strategy and processes to support effective member development. Charter Plus is a further assessment which demonstrates the progress the council has made. Bracknell Forest is one of only nine authorities to hold the Charter Plus accreditation.

4.2.3 Procurement and Commissioning

The council uses its position as a major purchaser in the area to advance equality of opportunity. The council conducts equality impact assessments on all procurement exercises over £100k or where equalities clearly has a strong link into the service provision regardless of value, and has developed an equality procurement guide and training for staff. We aim to lead by example and have also produced a good practice guide for small to medium sized enterprises and third sector organisations on equality and diversity issues.

Social Value is now also considered as part of any Procurement Plan on all exercises over £100k. This has enabled us to ensure that key services such as Health Visiting & our Drugs and Alcohol service incorporate Social Value as a core part of the specification.

4.2.4 Equality Impact Assessments

We ensure that the decisions that our elected members and senior officers make are informed by knowledge of the impact of any proposed changes will have on the communities of Bracknell Forest. In the current period of financial austerity this is more important than ever. Impact Assessments are produced on all relevant budget and transformation programme proposals.

4.2.5 Equality monitoring and information

The council continually works to improve its equality monitoring to ensure we know who is taking up our services and enabling us to question why certain groups may not be. The council welcomes its duty to publish equality information annually from as this increases transparency and enables Bracknell Forest communities to challenge our performance in meeting our equality duties. The council's equality information reports are published on the Community Cohesion and Equality pages of the council website.

4.3 Progress in delivering the 2012-2016 Equality Action Plan

A great deal of progress has been made in meeting the objectives and associated actions in the 2012-2016 Equality Scheme, however we recognise that there is still more to do.

Examples of actions from the Equality Scheme 2012 - 2016 which have been completed include:

- Development of an Adult Safeguarding Board Empowerment Strategy Implementation Plan to support vulnerable groups.

- Delivery of a schools based Ministry of Defence (MOD) Community Covenant funded project to support integration of the Armed Forces Service and Nepali communities in Sandhurst.
- The Bracknell Forest Partnership developed and delivered the ‘One Community - Stop Hate Crime Now’ campaign, which highlights the awareness of hate crime and signposts the public to relevant agencies for support.
- Establishment of Energy Company Obligation (ECO) measures for fuel poor households in partnership with Green Deal Providers,
- Improvements to Bracknell town centre bus station to ensure it is accessible for all and continued with the installation of raised kerbs at bus stops to provide level access to lower floor buses.

4.4 Local Government Equality Framework

- 4.4.1 In 2010 and 2014 Bracknell Forest Council was recognised as an ‘Achieving’ authority on the Equalities Framework for Local Government, validated by a Local Government Association Peer Review. The peer reviewers highlighted that the council has a good understanding of its communities, including the extent of inequality and disadvantage. It understands how the diversity of its residents has changed in recent years and is still changing and has prioritised its activities accordingly. An example of this was the work done with the Nepalese community including the development of Nepali Health Trainers, a project financed by the European Integration Fund.
- 4.4.2 In addition the peer reviewers noted that senior leaders within the council provide strong and visible leadership on equality; there are many opportunities for formal and informal community engagement between the council, residents, tenants, voluntary and community groups and representatives; and that the council was able to demonstrate real outcomes that have improved equality in its services.
- 4.4.3 The council is committed to working towards the ‘Excellent’ level of the Equalities Framework for Local Government and making a real difference to Bracknell Forest’s communities in the following five key areas:
- Knowing our communities
 - Community engagement and satisfaction
 - Place shaping, leadership, partnership and organisational commitment
 - Responsive services and customer care
 - A modern and diverse workforce.

5. Equality Objectives 2017-20

5.1 The council's vision

The council's vision for the future is summed by the narrative in the council Plan 2015 -19:

- Bracknell Forest is a good place to live with a mainly affluent, well educated and independent population.
- The council will provide leadership and work with others **to keep the borough a place where all residents can thrive and benefit from effective core services**. What we do ourselves we aim to do well, but we must prioritise and target our services to live within our means.
- In targeting our services, **we will prioritise people and areas with the greatest need, early help and prevention** so struggling or vulnerable people can maximise their opportunities to become independent.

The Council Plan has set six strategic themes with a number of associated key measures of success which are reflected in this scheme. The themes are:

- 1: Value for money
- 2: A strong and resilient economy
- 3: People have the life skills and education opportunities they need to thrive
- 4: People live active and healthy lifestyles
- 5: A clean, green, growing and sustainable place
- 6: Strong, safe, supportive and self-reliant communities

This scheme sets out our three year programme to continue to ensure that Bracknell Forest is the borough of opportunity for everyone. The programme seeks to reduce inequalities, demonstrate how we meet our equalities duties and further embed equalities throughout the council.

5.2 Equality Objectives 2017-20

The equality objectives are rooted in the council's vision. They were identified following a review of council strategies and the Joint Strategic Needs Assessment, an analysis of current equalities monitoring reports from the service areas current performance data.

These equality objectives apply over the duration of this scheme to all protected characteristics, except where stated otherwise.

1. Access to our information, services and facilities is fair and equitable for everyone (Strategic theme 1, 3, 4)

Our ambition is for all of our information, services and facilities to be accessible to everyone. We will consider the different needs of people in all aspects of the planning and delivery of our services, facilities and information, and for reasonable adjustments to be made for people who need them. We want information from all communities to influence decision making, planning and the delivery of services.

We will continue to collect and analyse data from communities and service users to develop our understanding and aim for information from and about communities to include data across all protected characteristics, communities of interest and communities of place where relevant.

2. High levels of community cohesion are maintained (Strategic theme 6)

We aim to promote good relations between and within communities and for diversity to be respected and celebrated. We intend to maintain and build on our relationships with our diverse communities and collaborate across sectors to promote greater awareness and understanding.

Our goal is to eliminate victimisation, discrimination, harassment, abuse and hate crime. We want everyone to have the confidence to report any incidents of victimisation, discrimination, harassment, abuse and hate crime, and to be confident that they will be dealt with robustly. This includes ensuring that all of our safeguarding procedures are effective.

3. Gaps in outcomes for citizens are narrowed (Strategic themes 2, 3, 4, 5, 6)

We are aiming to narrow the gaps and diminish the differences between communities and individuals in terms of poverty, employment, health and well being, educational attainment and housing. Our goal is that all of our communities have an equal opportunity to achieve their potential.

We aim to support the most vulnerable people in the borough through prevention and self-care which is tailored to different segments of the local community and their needs.

4. A positive, diverse and inclusive workforce is ensured and promoted (Strategic theme 1)

We are committed to having workforce policies and practices that do not discriminate. We provide equal opportunities for employees to progress and develop and are responsive to the needs of the workforce. We also ensure our workforce understands and supports our equality commitments.

We recognise that our employees are our most valuable asset and are committed to ensuring that all employees are treated with dignity and respect and that no form of intimidation, bullying or harassment is tolerated. We will make training, development and progression opportunities available to all staff and ensure that all of our employment policies and practices reflect our commitments to equality and fairness.

5.3 Resources

The council has to prioritise its limited resources and focus on issues where it can make a difference whilst at the same time not shying away from the most pressing equality issues in the borough.

We have consulted our staff, elected members, partners and community and voluntary groups representing the parts of our community protected by equalities legislation on the council's priority equality objectives for the period 2017-20 which are set out below.

5.4 Setting challenging but realistic targets

The equality objectives have been developed further as part of the council's service planning process during January and February 2017 producing actions and selecting the performance indicators it will use to demonstrate its progress annually on achieving the objectives. The actions are embedded within the service plans for each department but will be published separately in April 2017.

5.5 Organisational change and development and the Transformation programme

Bracknell Forest is currently conducting a thorough review of all its services. In conjunction with this, it is developing an approach to organisational development which defines what qualities the council needs in its employees, and how to ensure the council is responsive enough to meet both the fast changing future needs of the community and its financial challenges. Work continues to embed these qualities and values into HR processes such as appraisal and recruitment. One of the recurring themes of the change programme is to focus on what gives value to customers and communities and where possible to eliminate that which is not necessary or valuable. Enabling people to help themselves - through various aspects of self service, online access and use of ICT technology - is a theme that is also being emphasised to focus resources where there is the greatest need. Where staffing structures are reviewed and refocused on council priorities and on new methods of service delivery, the council will seek to minimise the impact on staff by seeking redeployment within the council wherever possible.

5.6 Working in partnership – one borough, many communities

The council will work in partnership with our public and voluntary, community and faith sector partners and representatives of our diverse communities to implement this equality scheme. Bracknell Forest has six parish and town councils and a thriving voluntary and community sector that make a very significant impact on quality of life in the borough; working in partnership with them to make the best use of limited resources will be vital to reducing inequalities and maintaining high levels of community cohesion in the borough.

5.7 Reviewing progress

The council will publish an annual review on our progress in meeting these objectives. The equality objectives may be revised as a part of this annual review to take account of issues raised by the annual publication of our equality monitoring information. The council's Equality Sub Group will be responsible for overseeing the implementation of this equality scheme, reporting to the council's executive and the Community Cohesion and Engagement Partnership annually.

Annex 1 - Equality Scheme 2017-20 Consultation Plan

1. Introduction

Bracknell Forest Council is required in the Equality Act 2010's public sector equality duties to publish equality objectives every four years and equality information annually. The 2017-20 scheme will replace the 'All of Us' Equality Scheme 2012-16 (which was extended for 2016-17 due to the development of the new Council Plan in 2015). The development of objectives will need to be closely linked to and fit in with the council's new strategic themes and linked to key measures of success and performance indicators as outlined in the [Council Plan 2015-2019](#).

The 'protected characteristics' within the Equality Act 2010 are:

- Age
- Disability
- Sex
- Race
- Sexual orientation
- Religion or belief
- Gender reassignment
- Pregnancy and maternity
- Marriage and civil partnerships.

2. Who and how will we consult?

We will consult the council's managers, staff, members, people in the community, partners, voluntary and community groups, particularly equality groups and those representing people protected by the Equality Act 2010, as well as our residents.

We will consult on the draft equality scheme which builds on the selected objectives through a questionnaire made available on the council's online consultation portal with the draft equality scheme from 2 February 2017 for six weeks.

3. Aims of the Consultation Plan

The overall aim of the consultation plan is to provide an opportunity for our staff, people in the community, partners and community groups to help shape the council's equality priorities over the next four years. During the development of the Equality Scheme 2017-20, our aims are to:

- a) involve the council's managers, staff, members, people in the community, partners, voluntary and community groups, especially equality groups in setting the equality objectives in the equality scheme.
- b) incorporate the results of the consultation into our decision making processes in an open and responsible way.

The main elements of the Consultation Plan include:

- a) publication of a draft equality scheme report and consultation on the council's website for six weeks starting on 2 February 2017.
- b) incorporating the views received into a report to the council's corporate management team on 15 March and the council's executive on 11 April 2017.

Consultation Timetable

Pre-consultation with DMTs on draft objectives		
Consultees	Method	Meeting Date
DMT – ASCHH	Meeting with the Director	6 December 2016
DMT – CYPL	Meeting with the Director	20 December 2016
DMT – CS	Meeting with the Director	8 December 2016
DMT – CXO	Meeting with ACE	20 December 2016
DMT – ECC	Meeting with the Director	6 December 2016

Consultation on Draft Equality Scheme 2 February – 16 March 2017		
Consultees	Method	Meeting Date
Elected members	Email & online questionnaire	N/A
Community groups – see below	Email & online questionnaire via <i>involve</i> (add to <i>involve</i> newsletter)	N/A
Council Staff	Email & online questionnaire	N/A
CCEP	Meeting & via email	9 March 2017
BF Partners (formerly the Partnership Board)	Meeting	14 March 2017
Partnerships Groups – see below	Email & online questionnaire	N/A
Parish & Town councils	Email & online questionnaire	
Residents	Questionnaire on the Council's website / Hard copy on request	N/A
Community Groups		
Faith or belief/BME groups	Email & online questionnaire	
Disability groups	Email & online questionnaire	
Sexual orientation	Email & online questionnaire	
Older people	Email & online questionnaire	
Gender related groups	Email & online questionnaire	
Partnership groups		
Children and Young People's Partnership Board	Via email	N/A
Learning Disability Partnership Board	Via email	N/A
Parish and Town Council Liaison Group	Via email	N/A
Bracknell Forest Access Group	Via email & meeting	N/A
Domestic Abuse Forum	Via email	N/A
Health and Well Being Board	Via email	N/A
Community Safety Partnership	Via email	N/A

Economic and Skills Partnership Board	Via email	N/A
Autism Partnership Board	Via email	N/A
Dementia Partnership Board	Via email	N/A
Mental Health Partnership Board	Via email	N/A
Carers Issue Strategy Group	Via email	N/A
Long Term Conditions & Sensory Needs Group	Via email	N/A

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Nepali

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