



NOTICE OF MEETING

The Executive

Tuesday 26 September 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 Resources

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If you require further information, please contact: Hannah Stevenson
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Published: 18 September 2017



The Executive
Tuesday 26 September 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 18 July 2017.

5 - 14

Executive Key Decisions

The items listed below all relate to Key Executive decisions, unless stated otherwise below.

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. **Bracknell Forest Tree Strategy**

- To approve the draft Tree Strategy, prior to public consultation which forms the overarching framework by which the Council will directly and indirectly approach the management of trees, both on public and private land. 15 - 56
6. **Safeguarding Adults Annual Report 2016/17**
To inform the Executive of the work of the Bracknell Forest Safeguarding Adults Partnership Board during 2016-17. 57 - 122
7. **Council Plan Overview Report**
To inform the Executive of the performance of the Council over the first quarter of the 2017/18 financial year (April - June 2017). 123 - 140
8. **Exclusion of Public and Press**
To consider the following motion:
- That pursuant to Regulation 4 of the Local Authorities (Executive Arrangements) (Access to Information) Regulations 2012 and having regard to the public interest, members of the public and press be excluded from the meeting for the consideration of item 9 which involves 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 holding that information).
- NB: No representations were received in response to the 28 day notice of a private meeting.*
9. **Procurement Plan for Retender of Property and Motor Insurance Provider**
To approve the Procurement Plan for the tendering of the property and motor insurance provider with associated claims handling services. 141 - 152

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**EXECUTIVE
18 JULY 2017
5.00 - 5.30 PM**



Present:

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

Apologies for absence were received from:

Councillors Bettison OBE, D Birch and McCracken

12. Declarations of Interest

There were no declarations of interest.

13. Minutes

RESOLVED that the minutes of the meeting of the Special Executive on 12 July 2017 together with the accompanying decision records be confirmed as a correct record and signed by the Chairman.

Executive Decisions and Records

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

14. Capital Programme Outturn 2016/17

RESOLVED that;

- i) the outturn capital expenditure and in particular the key variances identified in paragraph 5.4 of the Borough Treasurer's report be noted.
- ii) the carry forward of £50.602m from the 2016/17 capital programme to 2017/18 including £0.236m relating to projects approved in 2015/16 be approved (see paragraph 5.5 of the Borough Treasurer's report).
- iii) the financing of capital expenditure as shown in Table 2 of the Borough Treasurer's report be noted.

15. Revenue Expenditure Outturn 2016/17

RESOLVED that:

- i) the outturn expenditure for 2016/17, subject to audit, of £66.763m, which represents an under spend of -£3.515m compared with the approved budget be noted.
- ii) the budget carry forwards of £0.221m (see paragraph 5.9 and Annexe C of the Borough Treasurer's report) be noted.

- iii) The Executive **recommends** that Council note the Treasury Management performance in 2016/17 as set out in Annexe B of the Borough Treasurer's report.
- iv) the earmarked reserves as set out in Annexe D of the Borough Treasurer's report be approved.
- v) the virements relating to the 2016/17 budget between £0.050m and £0.100m be approved and **recommend** those that are over £0.100m for approval by Council (see Annexe E of the Borough Treasurer's report).

16. **Charging Options for Care and Support at Home**

RESOLVED that;

- i) the responses that have been received during the consultation period be noted.
- ii) the following change to the financial assessment when calculating what people can afford to contribute towards their care be agreed:
That the Council when financially assessing someone in receipt of Adult Social Care fully takes account of the income received by people receiving the higher rate of benefit from Attendance Allowance, Disability Living Allowance and Personal Independence Payments.
- iii) a protection period for people negatively impacted by the proposals be agreed.

17. **Council Plan Overview Report**

RESOLVED that the performance of the Council over the period from January-March 2017 and progress against the Council Plan highlighted in the Overview Report be noted.

18. **Results of the Article 4 Direction Area Consultation**

RESOLVED that:

- (i) the results of the consultation on the draft Article 4(1) Direction set out at Paragraph 5.15 of the Director of Environment, Culture & Communities report be noted;
- (ii) the compensation risks set out in the Director of Environment, Culture & Communities report be acknowledged; and
- (iii) the Article 4 Direction on the 27 February 2018 be agreed.

CHAIRMAN

**Bracknell Forest Council
Record of Decision**

Work Programme Reference	I069211
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1. **TITLE:** Capital Expenditure Outturn 2016/17

2. **SERVICE AREA:** Corporate Services

3. **PURPOSE OF DECISION**

To note outturn expenditure and financing and to approve carry forwards.

4 **IS KEY DECISION** Yes

5. **DECISION MADE BY:** Executive

6. **DECISION:**

That the Executive:

- i) noted the outturn capital expenditure and in particular the key variances identified in paragraph 5.4 of the Borough Treasurer's report.
- ii) approved the carry forward of £50.602m from the 2016/17 capital programme to 2017/18 including £0.236m relating to projects approved in 2015/16 (see paragraph 5.5 of the Borough Treasurer's report).
- iii) noted the financing of capital expenditure as shown in Table 2 of the Borough Treasurer's report.

7. **REASON FOR DECISION**

The capital programme for 2016/17 consisted of £127.594m on projects and programmes. The projected outturn is £76.300m (60% of approved budget). These figures remain subject to change, pending external audit. However, no significant movement is anticipated. The capital programme is monitored on a monthly basis by officers and reported formally to the Corporate Management Team on a quarterly basis and through to Members in the Quarterly Service Reports.

8. **ALTERNATIVE OPTIONS CONSIDERED**

Not applicable.

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

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
18 July 2017	25 July 2017

**Bracknell Forest Council
Record of Decision**

Work Programme Reference	I068037
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1. **TITLE:** Revenue Expenditure Outturn 2016/17

2. **SERVICE AREA:** Corporate Services

3. **PURPOSE OF DECISION**

To note outturn expenditure and make recommendations to the Governance and Audit Committee on Reserves.

4. **IS KEY DECISION** Yes

5. **DECISION MADE BY:** Executive

6. **DECISION:**

That the Executive:

- i) Noted the outturn expenditure for 2016/17, subject to audit, of £66.763m, which represents an under spend of -£3.515m compared with the approved budget.
- ii) Noted the budget carry forwards of £0.221m (see paragraph 5.9 and Annexe C of the Borough Treasurer's report).
- iii) Recommends that Council note the Treasury Management performance in 2016/17 as set out in Annexe B of the Borough Treasurer's report.
- iv) Approved the earmarked reserves as set out in Annexe D of the Borough Treasurer's report.
- v) Approved the virements relating to the 2016/17 budget between £0.050m and £0.100m and recommend those that are over £0.100m for approval by Council (see Annexe E of the Borough Treasurer's report).

7. **REASON FOR DECISION**

The recommendations are intended to inform the Executive of financial performance against budget in the 2016/17 financial year.

8. **ALTERNATIVE OPTIONS CONSIDERED**

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

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
18 July 2017	25 July 2017

**Bracknell Forest Council
Record of Decision**

Work Programme Reference	I068024
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1. **TITLE:** Outcome of Charging Consultation
2. **SERVICE AREA:** Adult Social Care, Health & Housing
3. **PURPOSE OF DECISION**

To determine any changes to Adult Social Care Charging Policy.

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

6. **DECISION:**

That the responses that have been received during the consultation period be noted.

That the Executive agrees the following change to the financial assessment when calculating what people can afford to contribute towards their care:

That the Council when financially assessing someone in receipt of Adult Social Care fully takes account of the income received by people receiving the higher rate of benefit from Attendance Allowance, Disability Living Allowance and Personal Independence Payments.

That the Executive agrees a protection period for people negatively impacted on by the proposals.

7. **REASON FOR DECISION**

The Care Act 2014 imposes powers and duties on Local Authorities in relation to these matters from April 2015. The Executive decided to consult first before making any changes to current policies.

8. **ALTERNATIVE OPTIONS CONSIDERED**

There is no alternative to implementing the requirements of the Care Act 2014 however there are decisions to be made regarding details of local implementation. The Executive could choose not to make this change to the financial assessment policy.

9. **PRINCIPAL GROUPS CONSULTED:** Users of the service.
10. **DOCUMENT CONSIDERED:** Report of the Director of Adult Social Care, Health & Housing
11. **DECLARED CONFLICTS OF INTEREST:** None.

Date Decision Made	Final Day of Call-in Period
18 July 2017	25 July 2017

**Bracknell Forest Council
Record of Decision**

Work Programme Reference	I067613
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1. **TITLE:** Council Plan Overview Report
2. **SERVICE AREA:** Chief Executive's Office
3. **PURPOSE OF DECISION**

To note the Council's performance over the fourth quarter of 2016/17.

4. **IS KEY DECISION** No
5. **DECISION MADE BY:** Executive
6. **DECISION:**

To note the performance of the Council over the period from January - March 2017 and progress against the Council Plan highlighted in the Overview Report in Annex A of the Chief Executive's report.

7. **REASON FOR DECISION**

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

8. **ALTERNATIVE OPTIONS CONSIDERED**

None applicable.

9. **PRINCIPAL GROUPS CONSULTED:** Departmental Management Teams.
10. **DOCUMENT CONSIDERED:** Report of the Assistant Chief Executive
11. **DECLARED CONFLICTS OF INTEREST:** None.

Date Decision Made	Final Day of Call-in Period
18 July 2017	25 July 2017

**Bracknell Forest Council
Record of Decision**

Work Programme Reference	I068948
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1. **TITLE:** Results of the Article 4 Direction Area Consultation

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

3. **PURPOSE OF DECISION**

Seeking agreement of the Executive to consider the outcome of the consultation on the Article 4 Direction area and agree to confirm the direction, to come into effect on a date (to be agreed).

4. **IS KEY DECISION** Yes

5. **DECISION MADE BY:** Executive

6. **DECISION:**

That the Executive:

- (i) noted the results of the consultation on the draft Article 4(1) Direction set out at Para 5.15 of the Director of Environment, Culture & Communities report;
- (ii) acknowledged the compensation risks which are set out in the report; and
- (iii) agreed to confirm the Article 4 Direction on the 27 February 2018.

7. **REASON FOR DECISION**

Recent evidence gathered for the emerging Local Plan has shown that over the last ten years there has been a net loss of employment floorspace in the Borough. Economic Development Needs Assessment (EDNA) also recommends that Bracknell Forest Council should be planning for an increase of nearly 350,000 sqm of additional employment floorspace to support economic growth.

The Council is also aware of concerns raised by a number of local employers that the change of use of neighbouring office buildings within an established employment area to residential uses would undermine the quality of the environment as an attractive business location.

In order to preserve and control the character of the Borough's key business areas as attractive locations for occupiers of office space and help reduce the loss of needed office floorspace it is proposed to remove the permitted development right for such changes of use.

8. **ALTERNATIVE OPTIONS CONSIDERED**

The option of not making an Article 4 Direction has been considered. However, in light of the forecast future need for employment floorspace and the need to protect the attractiveness of the Borough's business areas for existing and potential occupiers, it is

considered appropriate to take action.

9. **PRINCIPAL GROUPS CONSULTED:** Secretary of State and DCLG
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
18 July 2017	25 July 2017

TO: EXECUTIVE
26 SEPTEMBER 2017
VIA DMT 22 AUGUST 2017
VIA CMT 30 AUGUST 2017

TREE STRATEGY **Director: Environment, Culture and Communities**

1 INTRODUCTION

- 1.1 The report presents a draft Tree Strategy, prior to public consultation, which forms the overarching framework by which the borough will directly and indirectly approach the management of trees, both on public and private land.

2 RECOMMENDATION

2.1 That the Executive:

- (a) considers the detail in this report and agrees that the draft Tree Strategy (Annex 1) be approved for public consultation, and that**
- (b) that following public consultation and subject to the outcome of that consultation the strategy be approved by the Executive Member for Culture, Corporate Services & Public Protection.**

3 REASONS FOR RECOMMENDATION

- 3.1 Bracknell Forest is the third most forested authority in the country, with an independent survey identifying 39.8% of the borough is covered by tree canopy (Bluesky, 2014). These trees define the character of Bracknell Forest and represent a significant natural infrastructure asset from which the borough's residents derive multiple benefits.
- 3.2 To continue benefiting from this resource the council will require a co-ordinated approach to maintain the forest of Bracknell while meeting our legal duties and management responsibilities, which fall to the authority as both a tree owner and a democratic body with specific responsibilities relating to trees..

4 ALTERNATIVE OPTIONS CONSIDERED

- 4.1 There is no legislative need for having a formal strategy. However, the Council has a central role in the community to lead on managing trees for the benefit of the public. The Council also previously identified the need for a tree strategy in 2006 (Report of Tree Policy Review Group).
- 4.2 Without a strategy, tree management across the borough will continue on a case-by-case basis without reference to a public document. While the 2006 tree policy provides guidance that directs day to day decision making, it is not a public document and it does not have a format or structure that supports a wider use in Council operations.

SUPPORTING INFORMATION

- 5.1 In 2006, the Executive approved a group of six statements referred to as the tree policy that were proposed by the Tree Policy Review Group. The review also identified the need to have a more comprehensive Tree Strategy to support the work of the Council across departments. In addition, the Biodiversity Action Plan 2012-2017 also identified the need for a Tree and Woodland Strategy to address current threats to these important features.
- 5.2 While the 2006 tree policy has provided some guidance, managing trees remains a challenging issue both for the council's limited resources and for residents. In addition, the management of tree cover within Bracknell Forest is the responsibility of every landowner not just the council. Therefore, setting out and consulting on a public tree strategy enables transparency and encourages buy-in from the local community and private landowners.
- 5.3 The draft tree strategy is designed to cover 20 years with 5 year plan in Appendix 1 that implements actions through three existing channels and one new: cyclical inspection programmes, Biodiversity Action Plan, planning policy and decisions, and a new woodland management plan.
- 5.4 The draft tree strategy is based around a set of three core values and six themed principles that incorporate the 2006 tree policy as follows over leaf:

Value 1 Significance	Value 2 Active management	Value 3 Stewardship
The Council recognises the significance of trees in creating the character of Bracknell Forest and works to ensure that its varied tree population is managed and enhanced for environmental, social and economic benefit.	The Council will ensure that our tree resource is actively managed and expanded with nature conservation and public benefit as the main objectives as part of green infrastructure . The Council will seek potential income from woodland through timber and other woodland products where this does not conflict with other principles.	The Council works to promote understanding and responsible stewardship of all trees on public and private land as part of green infrastructure .

Principle I Tree retention	Principle II New trees	Principle III Veteran trees	Principle IV Ancient woodlands	Principle V Growing environment	Principle VI Tree Preservation Orders
The Council will favour tree retention unless there are sound reasons for removal such as sustainable woodland management, arboricultural practice or public interest such as quality of life or safety.	The Council will support new tree planting within new and existing urban areas that are appropriate for their location. Special consideration will be given to large species, future veterans and street trees.	The Council will use best practice to promote the lifespan of veteran and potential veteran trees within the borough.	The Council will seek to protect, manage or restore ancient woodlands to maximise their biodiversity and historic value on public and private land.	The Council will endeavour to protect trees and their growing environment from threats such as encroachment, pruning pressure*, compaction, shading and excavation.	The Council will continue to protect significant trees by the use of Tree Preservation Orders using a best practice approach.

* the pressure to prune a tree as a result of perceived threats due to its proximity to a property

- 5.5 The Tree Strategy also supports the Council's aspiration to deliver sustainable woodland management that will reduce the cost of maintaining tree stocks by accessing woodland grants and harvesting saleable products.
- 5.6 The development of the tree strategy has involved consultation both internally and with external stakeholders to ensure the strategy is well advanced and should required minimal changes following the final public consultation. The draft will be published and promoted via the Council's website and consultation portal for 4 weeks. In the unlikely event that major changes are required to the strategy, it will be reported back to the Executive for consideration.

6 ADVICE RECEIVED FROM STATUTORY AND OTHER OFFICERS

Borough Solicitor

- 6.1 The strategy has been reviewed by the borough solicitor and there are no legal implications arising.

Borough Treasurer

- 6.2 The costs of the tree strategy are contained within existing revenue budgets. The report makes reference to reducing the costs of maintaining tree stocks in the future and this proposal is being considered as part of the Parks and Countryside transformation project.

Equalities Impact Assessment

- 6.3 A current EIA is in place for the parks and countryside service. There are no negative impacts resulting from the proposed project. An EIA scoping assessment is included in Appendix II.

Strategic Risk Management Issues

- 6.4 The creation of a clear Tree Strategy strengthens the efficient and effective management of trees in the borough as required in the discharge of legal obligations.

7 CONSULTATION

Principal Groups Consulted

- 7.1 Heads of Service have been consulted for Environmental Services, Education, Flood Authority, Highways Asset Management, Recreation, Property Services, Planning and Transport Development.
- 7.2 Consultation has also been made with stakeholders such as the Bracknell Forest Nature Partnership.

Method of Consultation

- 7.3 The Strategy will be made public via the Bracknell Forest Council website/consultation portal, and Parish Council's and stakeholder groups made aware of the consultation by letter.

Representations Received

- 7.4 Any representations will be considered in the finalisation of the Strategy.

Background Papers

Bracknell Forest Tree Strategy

Contacts for further information

Stephen Chown
Head of Parks & Countryside
01344 351226
stephen.chown@bracknell-forest.gov.uk

Andrew Hunter
Chief Officer: Planning, highways and countryside
01344 351907
andrew.hunter@bracknell-forest.gov.uk

APPENDIX II

Initial Equalities Screening Record Form

Date of screening: 15/08/2017	Directorate: Environment, Culture and Communities	Section: Parks and Countryside	
1. Activity to be assessed	<i>Please give full details of the activity</i> Adopting a Tree Strategy for managing trees on public and private land in the borough.		
2. What is the activity?	<input checked="" type="checkbox"/> Policy/strategy <input type="checkbox"/> Function/procedure <input type="checkbox"/> Project <input type="checkbox"/> Review <input type="checkbox"/> Service <input type="checkbox"/> Organisational change		
3. Is it a new or existing activity?	<input type="checkbox"/> New <input checked="" type="checkbox"/> Existing		
4. Officer responsible for the screening	Marlies Boydell		
5. Who are the members of the screening team?	Stephen Chown		
6. What is the purpose of the activity?	<i>Please describe briefly its aims, objectives and main activities as relevant.</i> Tree Strategy, a concise, long term strategy that distills how the council believes trees across the borough should be managed both on public and private land.		
7. Who is the activity designed to benefit/target?	All residents of the borough, landowners and visitors.		
Protected Characteristics	Please tick yes or no	Is there an impact? <i>What kind of equality impact may there be? Is the impact positive or adverse or is there a potential for both?</i> <i>If the impact is neutral please give a reason.</i>	What evidence do you have to support this? <i>E.g. equality monitoring data, consultation results, customer satisfaction information etc</i> <i>Please add a narrative to justify your claims around impacts and describe the analysis and interpretation of evidence to support your conclusion as this will inform members decision making, include consultation results/satisfaction information/equality monitoring data</i>
8. Disability Equality – this can include physical, mental health, learning or sensory disabilities including conditions such as dementia.	Y N ✓	Neutral. The management of trees is designed to benefit all residents equally.	Several studies referenced in the Tree Strategy demonstrate the benefits of trees to people for economic prosperity, physical and mental wellbeing.
9. Racial equality	Y N ✓	Neutral. The strategy will be worded in English and copies in other languages will be made available upon request.	
10. Gender equality	Y N ✓	Neutral.	
11. Sexual orientation equality	Y N ✓	Neutral.	
12. Gender re-assignment	Y N ✓	Neutral.	

13. Age equality	Y	N ✓	Neutral. The strategy can be provided in large print upon request and auto-reader is available on the council website.	
14. Religion and belief equality	Y	N ✓	Neutral.	
15. Pregnancy and maternity equality	Y	N ✓	Neutral.	
16. Marriage and civil partnership equality	Y	N ✓	Neutral.	
17. Please give details of any other potential impacts on any other group (e.g. those on lower incomes/carers/ex-offenders, armed forces communities) and on promoting good community relations.	<i>Please explain</i> The strategy will benefit all residents equally. The document will be free to download and paper copies will be made available on request. Access to greenspace is available free of charge, 365 days a year.			
18. If an adverse/negative impact has been identified can it be justified on grounds of promoting equality of opportunity for one group or for any other reason?	<i>Please explain</i> N/A			
19. If there is any difference in the impact of the activity when considered for each of the equality groups listed in 8 – 14 above; how significant is the difference in terms of its nature and the number of people likely to be affected?	<i>Please explain</i> No			
20. Could the impact constitute unlawful discrimination in relation to any of the Equality Duties?	Y	N ✓	<i>Please explain for each equality group</i>	
21. What further information or data is required to better understand the impact? Where and how can that information be obtained?	None			
22. On the basis of sections 7 – 17 above is a full impact assessment required?	Y	N ✓	<i>Please explain your decision. If you are not proceeding to a full equality impact assessment make sure you have the evidence to justify this decision should you be challenged.</i> <i>If you are proceeding to a full equality impact assessment please contact Abby Thomas.</i>	
23. If a full impact assessment is not required; what actions will you take to reduce or remove any potential differential/adverse impact, to further promote equality of opportunity through this activity or to obtain further information or data? <i>Please complete the action plan in full, adding more rows as needed.</i>				
Action	Time-scale	Person Responsible	Milestone/Success Criteria	
The strategy will be accessible to all in different languages, large print and other formats via the website and in paper form on request.	End of 2017	Marlies Boydell/Biodiversity Officer	Appropriate information is available to those who should wish to read it. The council receives no complaints regarding the accessibility of the strategy.	

<p>24. Which service, business or work plan will these actions be included in?</p>	<p>The Parks & Countryside Normal Operating Plan, Digital Services Accessibility Standards and Corporate Identity Standards.</p>
<p>25. Please list the current actions undertaken to advance equality or examples of good practice identified as part of the screening?</p>	<p><i>Please list</i></p> <p>When adopting new strategies and consulting on them, we:</p> <ol style="list-style-type: none"> 1. Adhere to BFC Corporate Identity Standards and accessibility guidelines. 2. Provide opportunity to comment at different stages in the development of the strategy
<p>26. Chief Officers signature.</p>	<p>Signature: Date:</p>

Bracknell Forest Tree Strategy



Our vision for trees, hedgerows, orchards and woodland in the borough that make up the forest of Bracknell.

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The value of trees

Trees, woodlands and hedgerows are valuable for our social, economic and environmental well being. The forest of Bracknell covers 39.8%¹ of our borough, the third highest in the UK, so it is important that we maintain this resource for people, business and nature. When we use the term 'tree' in this strategy we are referring to all forms of trees including saplings, mature trees, veterans, hedgerows, orchards and woodlands. Collectively, the areas of our borough with tree cover are referred to as the forest of Bracknell.

For people

Trees provide us with a wide range of benefits that support our quality of life. They enhance people's recreational experiences, creating appealing places for leisure and play. Trees, woodlands and hedgerows have a natural beauty which enhances both natural and man-made landscapes. They represent part of our natural and cultural heritage, changing through the seasons and years. Areas of trees and woodland can provide opportunities for communities to mix and get involved in practical work. They are home to a wide variety of wildlife, giving people an opportunity to experience nature close up. Trees also provide shade and are calming and relaxing, providing a welcome respite from the fast pace of the modern world.

In 2017, when residents were asked what they liked about the borough, 54% identified the parks and open spaces, the single biggest reason.. Trees, hedgerows and woodlands form the majority of green space in Bracknell Forest which improves people's physical and mental health.

Increased access to trees, hedgerows and woodland has a significant impact on the residents of Bracknell Forest, improving their health and reducing the burden on the health service. People who live furthest from green spaces are more likely to be overweight due to lower levels of physical activity². People who live in areas with more green space are less likely to suffer from anxiety or depression³.

Access to a forested landscape provides us with opportunities to build better communities through involvement and education. Participation has many benefits, including exercise and time spent outdoors, learning new skills, meeting new people and understanding more about wildlife and nature conservation.

Trees are important as living monuments and link us to the past in an intimate way, often revealing previous land-uses and traditions. They give locally distinctive character to our landscape and have provided inspiration to generations of people.

We need to treasure our trees so that they can provide for and inspire people in the future.

For business

The forests of Bracknell attract visitors from across the borough and the region. The wooded character of the borough also provides an attractive environment for investment and

¹ Identified by BlueSky in the national tree map survey in 2014

² E Coombes, AP Jones, M Hillsdon. 2010. The relationship of physical activity and overweight to objectively measured green space accessibility and use. *Social Science and Medicine*, 70 (6), 816-822

³ I Alcock, MP White, BW Wheeler, LE Fleming, MH Depledge. 2014. Longitudinal Effects on Mental Health of Moving to Greener and Less Green Urban Areas. *Environmental Science and Technology* 48, 1247 - 1255

increases property values⁴. As such they are a huge asset for local businesses in the borough which provide goods and services to residents and visitors.

The sustainable management of woodlands is a priority in Bracknell Forest to secure an important visitor attraction for the future. They are an appealing place for pursuing leisure activities, for example walking, dog walking, cycling, running and wildlife watching. Tourism needs to be balanced with the wildlife value of woodlands, as well as the other services that they provide, such as flood amelioration and climate change mitigation.

Trees, hedgerows and woodlands also provide a number of natural services to business and society which help to regulate our environment. They do this by providing cooling urban areas⁵, absorbing flood water⁶, stabilising soils and preventing erosion, trapping and absorbing pollution from the air, water and soils and by absorbing carbon⁷. These services will become increasingly important to mitigate the effects of climate change on our economy.

Trees, woodlands, orchards and hedgerows provide a range of natural goods that are valued by both business and consumers. These include fruit, nuts, timber, fuel, fibre and food.

In order to retain these vital goods and services, our trees need to be sustainably managed.

For nature

Trees, hedgerows, orchards and woodland are all important for nature, providing shelter, and food for a myriad of species. From fungi and invertebrates in the soil to birds and bats in the canopy, trees can support an entire ecosystem.

Bands of trees and hedgerows also act as wildlife corridors, linking habitats across urban and rural landscapes. Small woodland patches can provide stepping stones for wildlife moving through urban areas.

Bracknell Forest has a large number of important ancient woodland and veteran trees in the borough. Part of the internationally important Windsor Forest and Great Park Special Area for Conservation (SAC) falls within the boundary of Bracknell Forest.

Other areas of woodland are also protected by statutory or non-statutory designations due to the important wildlife they support, including Sites of Special Scientific Interest (SSSI), Local Nature Reserves (LNR) and Local Wildlife Sites (LWS), and ancient woodland.

At a national and local level, our wildlife continues to decline and nature conservation must focus on restoring areas across the landscape. Our natural environment is under threat and it is important that we ensure that trees, hedgerows, orchards and woodland can continue to support a wealth of wildlife.

⁴ Forestry Commission (2005) Bold Colliery Community Woodland: District valuer's report on property values. Benefits of Green Infrastructure Case Study.

⁵ Doick, K and Hutchings, T (2013) Air temperature regulation by urban trees and green infrastructure. Forestry Commission Research Note FCRN012.

⁶ Rumble, H. Rogers, K. Doick, K. Albertini, A. Hutchings T. (2015) Valuing urban trees in Glasgow. Technical Report, Forest Research.

⁷ London itree report, November 2015. www.forestry.gov.uk/london-itree

What this strategy does

This strategy describes how the council will approach the management of trees, hedgerows, orchards and woodland in Bracknell Forest on public and private land. The adoption of this strategy provides a coordinated approach to the management of Council owned and private trees, while maintaining their individual character.

We believe this document should provide a useful resource to anyone who is interested in maintaining the urban and rural forests of our borough. The strategy is designed to cover the next 20 years and includes a delivery plan in appendix 1 for the next 5 years.

On page 7, we describe three key values and six principles that the council will apply when working to maintain trees in the Bracknell Forest borough. We also provide links to guidance for anyone wanting to better manage their trees in Appendix 3.

Legal and policy context

Bracknell Forest Council has a range of existing legal powers and responsibilities that relate to the management of trees. These are explained briefly below with further references in Appendix 2. The Tree Strategy complements the existing legal, regulatory and policy framework, it does not have legal status and it does not replace any existing policy.

Legal

The Town and Country Planning Act, gives the council duties as the Local Planning Authority such as deciding planning applications. The Tree Strategy may assist people making planning applications by explaining the council's approach to managing trees. Relevant planning policies are listed in Appendix 2.

Trees and woodlands may be protected under the Town & Country Planning Act by a Tree Preservation Order (TPO). A TPO makes it an offence to wilfully damage or destroy a protected tree. The planning authority's written permission is required to prune any living part of the tree or to cut the tree down. A TPO can protect a single tree, a group of trees, woodland or a defined area. This strategy explains more about our approach to making TPOs.

The Hedgerow Regulations 1997 means that anyone wishing to remove a hedgerow (excluding garden hedges) must apply for permission from the council. This strategy will complement the existing legal protection by explaining the council's position on all hedgerows as covered by reference to trees.

The Occupiers Liability Act 1957 and the Highways Act 1980⁸ give the council legal responsibility to ensure that trees are managed to avoid harm to people and property. This strategy provides further information about how we may manage trees and when we may carry out work or remove them for reasons of public interest.

Under the NERC⁹ Act 2006, the council is also responsible for conserving biodiversity¹⁰ within its statutory functions. This strategy demonstrates how the council will manage trees to maintain and restore biodiversity in line with this duty. Under section 41, the government has listed Habitats and Species of Principal Importance for conservation which include hedgerows, orchards and several woodland types.

⁸ There are a number of laws relating to the safety of trees, these are the two most significant.

⁹ Natural Environment and Rural Communities Act 2006

¹⁰ Meaning biological diversity, the variety of life, all species.

Forestry Act 1967 controls tree felling and makes the Forestry Commission responsible for issuing felling licences. The council is often notified about tree felling in the borough and informs the Forestry Commission to ensure any unlicensed tree felling is addressed. Anyone felling without a tree licence can be fined and issued with a replanting order.

Policy

The National Planning Policy Framework (NPPF) provides planning policy at a national level that is used by the council in making planning decisions. Relevant paragraphs are provided in Appendix 2.

The Core Strategy Development Plan Document provides local policies that the planning authority uses within Bracknell Forest borough to decide planning applications. This includes policies that seek to protect trees as components of landscape and biodiversity. However, this will be replaced by a new Comprehensive Local Plan.

The Council Plan 2015-2019 includes themes that the Tree Strategy will contribute towards:

- A clean, green, growing and sustainable place
- Value for money
- People live active and healthy lifestyles
- Strong, safe, supportive and self-reliant communities
- A strong and resilient economy

These themes aim to provide a good borough to live, work and play. The Tree Strategy contributes to the council plan by providing trees for people, business and nature as described in The Value of Trees (page 3). For links to the council plan, see Appendix 2. Publishing this Tree Strategy ensures a consistent approach across different parts of the Council.

The Parks and Open Spaces Strategy priorities supported by this Tree Strategy are: Priority 6 - "Positively manage trees and woodlands, to include new planting to provide for future generations."

Priority 7 - "Identify opportunities to increase the positive role that parks and open spaces can contribute to climate change mitigation (e.g. tree planting as part of carbon capture)."

The Bracknell Forest Biodiversity Action Plan includes targets for trees, hedgerows, orchards and woodland that complement this strategy (see Appendix 2). There are also four priority species relevant to trees, woodlands and hedgerows; these are Bullfinch, Wild Service Tree, Noctule bat and Stag beetle.

Our **Climate Change Action Plan** for Bracknell Forest was published in 2013. The plan identifies actions that Bracknell Forest Council can take in which trees play a vital role (see Appendix 2).

Our strategy for trees

The Council works to ensure that the Forest of Bracknell is recognised and valued for its trees and the vital contribution these make towards improving the quality of life for residents, businesses and visitors. Sustainable management helps to protect and enhance this important resource so that it can deliver environmental, economic and social benefits for present and future generations.

To implement our strategy we have defined values and principles described in the following section.

Our values and principles for trees

This Tree Strategy explains how the council will work to manage trees, hedgerows, orchards and woodland through our values and principles. Our values are broad statements that cover all areas of our work with trees. Our principles are themed statements that cover more specific areas of interest and apply in certain situations. The values and principles are shown below and explained further in the following pages.

Value 1 Significance	Value 2 Active management	Value 3 Stewardship
The Council recognises the significance of trees* in creating the character of Bracknell Forest and works to ensure that its varied tree population is managed and enhanced for environmental, social and economic benefit.	The Council will ensure that our tree resource is actively managed* and expanded with nature conservation and public benefit* as the main objectives as part of green infrastructure . The Council will seek potential income from woodland through timber and other woodland products where this does not conflict with other principles.	The Council works to promote understanding and responsible stewardship of all trees on public and private land as part of green infrastructure .

Principle I Tree retention	Principle II New trees	Principle III Veteran trees	Principle IV Ancient woodlands	Principle V Growing environment	Principle VI Tree Preservation Orders
The Council will favour tree retention unless there are sound reasons for removal such as sustainable woodland management, arboricultural practice or public interest such as quality of life or safety.	The Council will support new tree planting within new and existing urban areas that are appropriate ⁴ for their location. Special consideration will be given to large species, future veterans and street trees.	The Council will use best practice to promote the lifespan of veteran and potential veteran trees within the borough.	The Council will seek to protect, manage or restore ancient woodlands to maximise their biodiversity and historic value on public and private land.	The Council will endeavour to protect trees and their growing environment* from threats such as encroachment, pruning pressure*, compaction, shading and excavation.	The Council will continue to protect significant trees by the use of Tree Preservation Orders using a best practice approach.

*See Glossary for explanations of the terms in this table.

Value 1 - Significance

The Council recognises the significance of trees in creating the character of Bracknell Forest and works to ensure that its varied tree population is managed and enhanced for environmental, social and economic benefit.

Explanation

The forest of Bracknell is recognised as significant and valued by the borough's residents, visitors and the council alike. The council works to ensure continuous tree cover is maintained by managing this resource to create a varied tree population including a range of ages and species.

Bracknell Forest is fortunate in having a large amount of woodland within the urban landscape, much of which is accessible to the public. The woodland and surrounding forestry gives Bracknell Forest its character. In many places trees provide an important component of residential, business and leisure development.

The council will use this value alongside a range of legal and policy tools to support the varied tree population in the borough (see Appendix 2). For example, planning policies support the retention of woodland and tree cover that can be applied to planning applications in new and existing developments. The Biodiversity Action Plan (BAP) also includes actions for the maintenance and enhancement of trees, hedgerows, orchards and woodlands. The management of trees should be carried out in line with the Bracknell Forest Borough Landscape Character Assessment (LUC, 2015).

As set out in this value, we will manage the trees in the borough for a range of benefits based on three themes:

- **Environmental**, providing habitats for wildlife and shaping our landscape and alleviating the effects of climate change.
- **Social**, supporting our mental and physical wellbeing, providing contact with nature and bringing together communities.
- **Economic**, increasing property values, providing an attractive environment for investment and creating revenue.

Value 2 – Active management

The Council will ensure that our tree resource is actively managed and expanded where there is nature conservation and public benefit as the main objectives. The Council will seek potential income from woodland through timber and other woodland products where this does not conflict with other principles.

Explanation

The council manages trees on council land with the main objectives of nature conservation and public benefit. This may involve balancing conflicting interests by considering how these can be accommodated within a specific site. The type of management regime will vary depending on the location of the trees.

Managing for nature conservation will provide a diverse habitat for a wide range of species by creating a variety of ages, structures and species within trees, hedgerows, orchards and woodlands. To achieve this, management work includes thinning, selective felling and coppicing. The management of trees and woodland includes the use of natural processes such as regeneration, which allows seedlings to continue the succession of woodland as well as providing replacements where this is not an option. Retaining deadwood is also important for a range of wildlife and to capture carbon. Where appropriate the Council will ensure standing and fallen deadwood is left on site unless there are sound conservation and/or safety reasons for its removal. In some areas, we may use non-intervention where no management action is necessary to maintain the woodland habitat. In line with the Bracknell Forest Biodiversity Action Plan, where appropriate the council also intends to expand woodland area within the borough.

Managing for public benefit is achieved by maintaining access to areas with trees and making sure they are safe through routine inspections. In some cases, the council has to assess the effect of council-owned or private trees on the safety or quality of life for residents. The Council will endeavour to fulfil our obligation to ensure the safety of people and property. The Council is also responsible for ensuring that trees outside the highway boundary, but within falling distance, are safe. We do this through a cyclical inspection programme within greenspaces and along highways to ensure that trees are inspected on a routine basis. The Council has published a Highway Management and Maintenance Plan. This outlines the approach to the managing trees adjacent to public highways on council-owned and private land (see Appendix x).

Large areas of woodland in the borough are sustainably managed for wood products such as timber. Bracknell Forest Council holds a significant asset in the form of woodlands that could provide wood products such as wood fuel, but this is not currently being realised. The Council will seek the potential income of woodland through the marketing of timber and other woodland products where this does not conflict with other values or principles.

Wood fuel is a sustainable, low carbon, source of energy that is produced from managed woods. It can be burned to generate heat or electricity using locally grown fuel in efficient, modern boilers as a clean way to provide energy for business and community buildings, saving money and reducing CO² emissions.

The production of wood products has biodiversity benefits, by bringing woodlands back into positive management. Traditional management methods such as coppicing benefit a number of different woodland species and management in general creates a number of different habitats for woodland species.

Engaging our communities with local trees, hedgerows, orchards and woodlands is a central part of delivering the benefits of this strategy. The Woodland Trust supports local groups to establish Community Woodlands where local people take on the management of the site. Where appropriate the council will look at partnering with any organisation that seeks to deliver sound woodland management within the borough.

Value 3 – Stewardship

The Council works to promote understanding and responsible stewardship of all trees on public and private land as part of green infrastructure.

Explanation

The Council is committed to protecting the borough's current tree cover, improving its management and increasing tree cover where appropriate. Understanding the value of trees and the benefits they provide will help to foster responsible stewardship.

At a landscape scale, managing public and privately owned trees, hedgerows, orchards and woodland will provide an important part of Green Infrastructure (GI) also known as an ecological network. GI is a network of green areas that provide the full range of benefits to people, business and nature (described in '*The value of trees*'). It is important to maintain links between parts of GI so that they continue to function.

Bracknell Forest Council plays a central role within the community and is in a good position to encourage public and private landowners to adopt best practice in the care of their trees, hedgerows, orchards and woodlands. Through statutory functions such as the planning process we will provide advice and direct landowners to current guidance.

As land managers, we are able to promote understanding around our greenspaces, highways and properties. In addition, the Council is linked to education providers and the local health authority that are well placed to communicate the value of woodlands to meet shared goals. For example, teachers could use the woodland areas as a classroom. Local Clinical Commissioning Groups (CCG) could also promote access to and enjoyment of greenspace for the benefit of residents' health and well-being.

By communicating with the public through our website, social media and holding events we can also raise awareness of responsible stewardship. For example, answers to common enquiries about managing trees close to houses are provided alongside links for reporting issues.

We will also work in partnership with major landowners such as the Crown Estate and Forestry Commission to demonstrate sustainable management of woodlands.

To support this value, the Council may also use links to bigger initiatives and organisations such as the Berkshire Local Nature Partnership, Urban Forestry and Woodlands Advisory Committee, and Woodland Trust. Appendix 3 of this strategy provides further reading on best practice management.

Responsible stewardship also applies to issues such as wildfires, pests and diseases that require a coordinated approach between landowners.

Wildfires - The Council will manage its trees to reduce the risk of wildfires by following guidance created by South East England Regional Wildfire Group that includes:

- Establishing species that are less susceptible to wildfire
- Managing effective fire breaks between high risk habitats and residential property
- Prohibiting the use of fires and barbeques on high risk sites
- Working with partners to raise awareness of the dangers of wild fire and arson through education and publicity

- Include wild fire mitigation provision in new development in high risk areas

Pests and diseases – these are a natural part of our trees, hedgerows, orchards and woodlands. Some pests and diseases that affect the long term health of trees may require management action. Pests such as invasive non-native plants are a particular problem in woodlands across the borough and many landowners are working to remove these species from their land. With climate change, an increasing number of diseases are also beginning to colonise our trees which need to be managed.

Good management practices significantly help in the reduction and management of pests and diseases. The Forestry Commission also provides guidance and support on how to manage pests and diseases. The council will also help landowners to identify and carry out effective management to reduce the impact of these species on natural habitats, people and the economy.

Principle I – Tree retention

The Council will favour tree retention unless there are sound reasons for removal such as sustainable woodland management, arboricultural practice or public interest such as quality of life or safety.

Explanation

To maintain our existing tree cover for the benefit of our community, we need to ensure that removal of trees is only done when there is a sound reason. The reasons in Principle I are explained below:

- **Sustainable woodland management** – where tree removal is in line with woodland management guidance or an existing management plan in that location. For example, coppicing requires the cutting of trees on rotation to create a woodland product while regenerating the habitat.
- **Nature conservation** – there are many areas in the borough where we may need to remove trees to maintain habitats of importance for nature conservation. For example, heathlands in the borough can be lost if self sown pines and scrub are allowed to grow too large.
- **Arboricultural practice** – where a tree has been assessed by a suitably qualified person and has a defect that is likely to result in failure of the tree or creates a hazard.
- **Overriding public interest** – where a tree seriously affects public safety due to a defect or where it may significantly reduce the quality of life for nearby residents. Overriding public interest will be considered by the council on a case-by-case basis.

Wherever possible, the council will seek options that allow trees to be retained, for example by pruning or creating a monolith¹¹ or replacement. In the planning process, the council will also use policies to protect existing tree cover (see Appendix 2). See Principle VI for TPOs (page 20).

Under the Hedgerow Regulations 1997, hedgerows cannot be removed without our permission. If those hedgerows meet the criteria as an important hedgerow, the council has the power to protect these.

¹¹ In tree terms, this means removing the branches and leaving the trunk standing as a deadwood habitat feature.

Principle II – New trees

The Council will support **new tree planting** within new and existing urban areas that are appropriate for their location. Special consideration will be given to large species, future veterans and street trees.

Explanation

To maintain our existing tree cover for the benefit of the community, we need to ensure that new trees are continuously planted by exploring a range of opportunities across the borough. These opportunities may include new developments, developer contributions, community projects, sponsorship and donations.

New trees need to be appropriate to their location, so the council will use the principles of right tree in the right place¹².

- **For trees** in general, this means choosing those that are the right size and species for their location. Where possible native trees will be sourced from stock of local provenance.
- **For woodlands**, this means that the council will encourage natural regeneration or plant species in keeping with local woodlands.
- **For hedgerows**, this means that the Council will support planting native species to maximise habitats for wildlife, ensuring the layout and selection of species reflects the local landscape character.

The Council will promote the planting of hedgerows and trees to link existing woodlands and to provide green corridors for wildlife and people.

The Council will place a priority on the replacement of ageing street tree populations, particularly where these adjoin major traffic routes, planting large tree species in highly visible locations where appropriate.

Within new urban areas, we work with developers to provide new trees, hedgerows, orchards and woodlands that provide benefits for people and wildlife. It is important that new developments provide adequate space for these trees to avoid any future pressure to remove them or conflicts with adjacent landuse.

¹² Alex Shigo (1991) Modern Arboriculture: as systems approach to the care of trees and their associates.

Principle III – Veteran trees

The Council will use best practice to promote the lifespan of **veteran** and potential veteran trees within the borough.

Explanation

Natural England and the Forestry Commission have jointly defined¹³ veteran trees as:

“trees which, because of their age, size or condition are of cultural, historical, landscape and nature conservation value. They can be found as individuals or groups within ancient wood pastures, historic parkland, hedgerows, orchards, parks or other areas.”

Veteran trees are also described as irreplaceable habitat alongside ancient woodland in paragraph 118 of the National Planning Policy Framework (see Appendix 2).

Bracknell Forest has a large number of important ancient and veteran trees in the landscape. Part of the internationally important Windsor Forest and Great Park Special Area for Conservation (SAC) falls partly within the borough. This SAC has been designated for the large number of ancient and veteran trees which are home to some of Britain’s rarest saproxylic (deadwood) invertebrates.

There are also a number of historic estates, such as Warfield Park estate, Wellington College, South Hill Park and Lily Hill Park in the borough. Due to a history of plant collecting, veteran trees from around the world can be found in the areas covered by these former estates.

Veteran trees are important in a number of different ways. Veteran trees are of great value for biodiversity due to the wide range of conditions they provide. They support a huge variety of species from the roots to the canopy including specialist deadwood invertebrates such as Stag Beetles and Violet Click Beetles, many of which are very rare in the UK. Veteran trees provide us with a link to the past as living heritage and often form significant features of a wooded landscape. Veteran trees are also important gene pool for disease resistant species.

Veteran trees are currently being recorded by the Bracknell Forest Veteran Tree Survey and stored by Thames Valley Environmental Records Centre. The Council will use this information to promote the protection and sensitive management of these trees.

The Council will use best practice to assess and maintain the lifespan of veteran and potential veteran trees within the borough, whilst meeting our legal obligations for public safety. We will aim to establish and maintain successive generations of veteran trees within the borough. Bracknell Forest Council will also encourage the best practice management of veteran trees on private land by advising landowners and developers.

The management of veteran trees is different to other trees due to their higher value. Most veteran trees benefit from a “halo” treatment which seeks to improve growing conditions within the root zone of the trees. Any clearance or mulching in this area will need to take into account the biodiversity value of the vegetation to be removed.

Any hazards posed by veteran trees will be addressed where ever possible in a way which minimises harm to the tree. The Council will use best practice to undertake initial risk assessments of veteran trees to identify risks, both to and from the tree. Where opportunities exist, features that may cause harm to veteran trees will be removed (such as furniture or

¹³ Standing advice on ancient woodlands and veteran trees dated 2015. www.gov.uk

paths). Equally, where there may be a potential hazard to the public from the tree, furniture and paths will be relocated away from trees.

Links to best practice for veteran trees is provided in Appendix 3.

Principle IV – Ancient woodlands

The Council will seek to protect, manage or restore **ancient woodlands** to maximise their biodiversity and historic value on public and private land.

Explanation

Natural England and the Forestry Commission have jointly defined¹⁴ ancient woodland as:

“an area that has been wooded continuously since at least 1600 AD.”

Continuously wooded does not require continuous physical cover of trees, as open areas are an important component of woodlands. In most ancient woods, the trees and shrubs have been cut down periodically as part of the management cycle, for instance during coppicing. Therefore, ancient woodland does not necessarily contain very old trees.

Ancient woodland also includes plantations on ancient woodland sites (PAWS, also known as ancient replanted woodland) where the former native tree cover has been replaced by planted trees, predominantly of non-native species. These sites often retain some ancient woodland features such as soils, ground flora, fungi, and woodland archaeology and they can respond well to restoration.

Ancient woodland is of prime ecological, historical and landscape importance, it is exceptionally rich in wildlife supporting many rare and threatened species and acts as a reservoir from which wildlife can spread into new woodlands. Ancient woodland is an integral part of England’s historic landscape and contains a wealth of features of historical and archaeological importance. It also contributes to people’s sense of place, seasons and provides inspiration.

The importance of ancient woodlands and veteran trees as an irreplaceable habitat is set out in paragraph 118 of The National Planning Policy Framework (see Appendix 2).

Bracknell Forest Council is committed to protecting existing ancient woodland and to improving its management so that it can be enjoyed for generations to come. We will ensure that ancient woodland on land that it owns is managed sensitively for the benefit of biodiversity and people, through woodland management plans. We will also work with other landowners to ensure that ancient woodland on private land is managed or restored. In particular we will encourage the restoration PAWS woodland to native semi-natural woodland, in line with Forestry Commission and Woodland Trust guidance (see Appendix 3).

The Council will use planning policy to avoid development resulting in the loss or deterioration of ancient woodland, unless the need for, and benefits of, the development in that location clearly outweigh the loss (see Appendix 2).

¹⁴ Standing advice on ancient woodlands and veteran trees dated 2015. www.gov.uk

Principle V – Growing environment

The Council will endeavour to protect **trees and their growing environment** from threats such as encroachment, pruning pressure, compaction, shading and excavation.

Explanation

The growing environment is the immediate surroundings of a tree including its root zone and canopy. The long term health and sustainability of a tree depends on having a favourable growing environment. In many cases, the immediate surroundings of a tree will change over the lifespan of a tree which could be anything from 50 to 1000 years.

Because trees provide us with so many benefits, it is important that we ensure their protection by considering changes to their growing environment. Threats can be short term in the form of temporary excavation by statutory undertakers (utilities companies) or they can be long term where new housing could physically encroach on trees and result in pressure to prune or remove them. Where a tree precedes a change in the built form, the interests of the tree should be given protection provided this does not conflict with other values or principles.

We will work as far as is reasonable to ensure the growing environment is favourable for the protection of trees. This will involve using our statutory functions as a planning authority, flood authority and highway authority, and by working with residents, landowners and statutory undertakers. We will also use relevant policy documents to support this principle such as the Council Plan, Parks & Open Spaces Strategy, Biodiversity Action Plan (see page 6 and Appendix 2).

Principle VI – Tree Preservation Orders

The Council will continue to protect significant trees by the use of **Tree Preservation Orders** using a best practice approach.

Explanation

Trees may be protected under the Town & Country Planning Act 1990 by a Tree Preservation Order (TPO). To be eligible for a TPO, a tree should be of amenity value and under threat (it is expedient for the council to take action). A tree of amenity value contributes to the local landscape and provides public benefit. It could be a tree that is in a prominent place or is visible from a public highway.

A TPO makes it an offence to wilfully damage or destroy a protected tree, group of trees, woodland or defined area. The planning authority's written permission is required to prune any living part of the tree including roots or to cut the tree down.

All trees within Conservation Areas are also protected above a certain size. It is a legal requirement to give written notice of any intention to prune or remove any trees for property within a Conservation Area.

The Council operates an application process to assess and decide on any works proposed to protected trees. We will assess TPO applications and grant or refuse consent where appropriate, in line with good arboricultural practice and the values and principles of this strategy.

The location of TPOs is provided by an online map on our website www.bracknellforest.gov.uk/treepreservationorders.

Glossary

Below is a list of terms used in this strategy with descriptions of what those words mean. Where possible, published standards have been used to define these terms (shown in brackets).

Ancient woodland - any wooded area that has been wooded continuously since at least 1600 AD. It includes:

- 'ancient semi-natural woodland' mainly made up of trees and shrubs native to the site, usually arising from natural regeneration
- 'plantations on ancient woodland sites' - areas of ancient woodland where the former native tree cover has been felled and replaced by planted trees, usually of species not native to the site.

(Forestry Commission and Natural England Standing Advice on Ancient Woodlands, 2015)

Active management – To actively manage, we mean maintaining continuous cover of a range of species and ages.

Canopy or crown - The branches and associated foliage of a tree.

Canopy cover - the percentage (%) of an area covered by trees.

Coppicing - The cutting down of a tree within 300mm (12in) of the ground at regular intervals, traditionally applied to certain species such as Hazel and Sweet Chestnut.

Continuous cover – managing an area to maintain tree cover while allowing occasional clearance to create a varied age structure and encouraging regeneration.

Deadwood - Non-living branches or stems due to natural development / ageing or external influences.

Growing environment – the immediate surroundings of a tree that influences its long term health and management.

Hedgerow - any boundary line of trees or shrubs over 20m long and less than 5m wide at the base, provided that at one time the trees or shrubs were more or less continuous. (Hedgerow Survey Handbook, 2007)

Monolith – A tree reduced to its main stem without branches that is left standing as a dead or dying tree.

Native – species that are generally agreed to naturally occur within or have colonised the British Isles without human intervention.

Non-native invasive species - species that have invasive characteristics that threaten native species and that have been introduced deliberately or accidentally by humans.

Orchard – a group of five or more trees that have been planted for fruit or nuts.

Pollard - A tree where canopy branches have been cut back to the main stem, generally at a height of 2-3m, and new ones have been allowed to sprout. (Hedgerow Survey Handbook, 2007)

Pruning pressure – the pressure to prune a tree as a result of perceived threats due to its proximity to a property. This may include reasons such as overhanging branches, shading, falling leaves and seeds, television reception, risk to structures (without compelling evidence), or general concerns over perceived safety due to tree size.

Public benefit – this term covers any action that is deemed to be in the interests of the general public such as health and safety, recreation, access, well-being and other benefits.

Tree – A plant species that generally forms a single woody stem of substantial height with lateral branches. In this strategy we use the term tree to mean to cover any form of tree from saplings to veterans. This term is also used to cover areas of trees such as hedgerows, coppice, orchards, woodlands, plantations and forest.

Regeneration – the natural process by which trees seed in an area and develop into woodland.

Root zone – the area around a tree that contains its roots.

Veteran tree - trees which, because of their age, size or condition are of cultural, historical, landscape and nature conservation value. They can be found as individuals or groups within ancient wood pastures, historic parkland, hedgerows, orchards, parks or other areas. (Forestry Commission and Natural England Standing Advice on Ancient Woodlands, 2015)

Woodland – an area of trees and shrubs which has a canopy $\geq 20\%$ cover. This can also be termed forest.

Appendix 1 – delivering the strategy

In this delivery plan we explain how the council will implement this strategy through the council's statutory roles and a range of other mechanisms shown below. However, we welcome action and involvement from anyone in Bracknell Forest who owns or is interested in trees as the Tree Strategy is intended to be relevant to everyone.

Figure 1 below shows how four areas of council work will be used to deliver the Tree Strategy. A brief description is given for each area to broadly describe how these achieve action for trees. Table x overleaf explains this in more detail.

Figure 1. How the Tree Strategy will be delivered

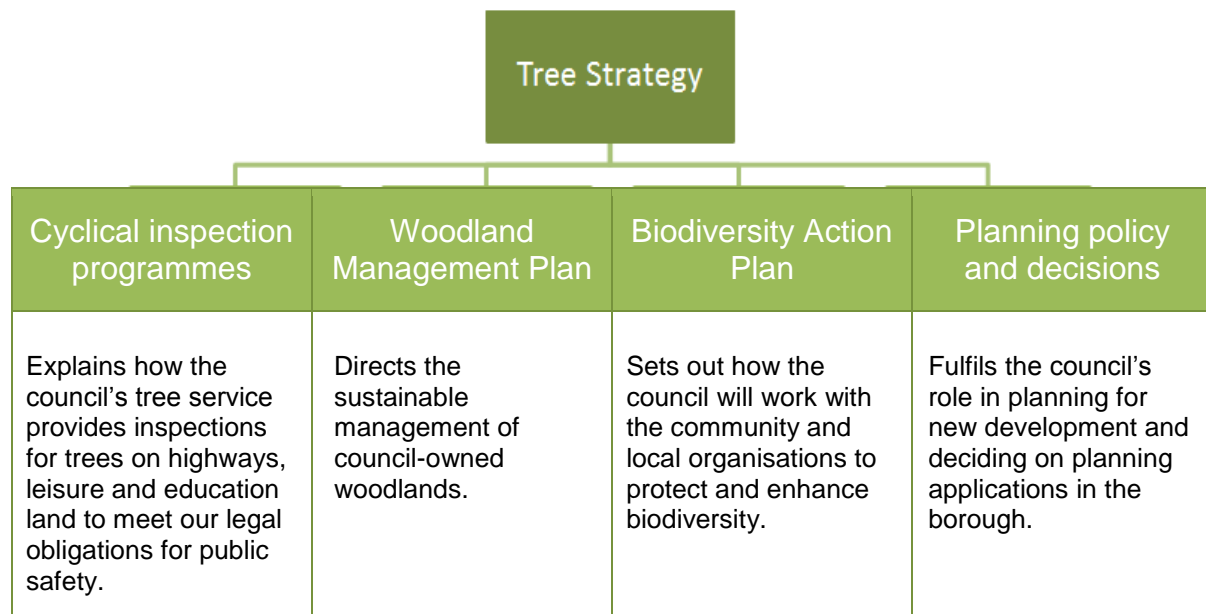


Table A.1 actions for delivering the Tree Strategy

Table A.1 below explains in more detail how each of four areas of council work will deliver on the values and principles of the tree strategy. Each box contains an action that will be delivered by one or more of these work areas. These actions will be implemented within the next five years while the Tree Strategy is designed to cover the next 20 years.

Value	Cyclical Tree Management	Woodland Management Plan	Biodiversity Action Plan	Planning Policy and decisions
<p>Significance The Council recognises the significance of trees in creating the character of Bracknell Forest and works to ensure that its varied tree population is managed and enhanced for environmental, social and economic benefit.</p>	Implement the cyclical strategy to maintain a varied tree population.	All Council owned woodland to have a management plan by 2020.	Compile a database of hedgerows in Bracknell Forest.	Develop a green infrastructure policy in the Comprehensive Local Plan.
<p>Active management The Council will ensure that our tree resource is actively managed and expanded with nature conservation and public benefit as the main objectives. The Council will seek potential income from woodland through timber and other woodland products where this does not conflict with other principles.</p>	As above.	Woodland management plans are reviewed on a 5 year rolling basis. Apply for woodland grants to manage the Council's woodlands. Explore options for council owned woodland to: <ul style="list-style-type: none"> i. produce woodland products ii. plant new, or enhancing existing woodlands 	Identify sites and funding for new hedgerow planting.	Produce a guide to appropriate species for trees and hedgerows species for different landscape character areas for the Borough by 2017.
<p>Stewardship The Council works to promote understanding and responsible</p>	Maintain an inventory of trees on council land	Provide information about Council owned trees and woodland, both on site and	<ul style="list-style-type: none"> i. Encourage the recording of wildlife associated with trees ii. Provide education 	As above for green infrastructure policy.

<p>stewardship of all trees on public and private land as part of green infrastructure.</p>		<p>online.</p>	<p>related to trees, woodland and hedgerows, eg. Forest schools</p> <ul style="list-style-type: none"> iii. Support community involvement in woodland and hedgerow management, through community groups, conservation volunteering and other means. iv. Promote tree-related groups, talks and walks to Bracknell Forest residents v. Commission a study to identify the monetary value of the natural environment to Bracknell Forest. 	
<p>Tree retention The Council will favour tree retention unless there are sound reasons for removal such as sustainable woodland management, arboricultural practice or public interest such as quality of life or safety.</p>	<p>Implement the cyclical strategy with systems in place to minimise tree removal.</p>	<p>Deliver the management plan to sustainably manage woodlands for public interest and nature conservation.</p>	<p>Identify important trees, hedgerows, orchards and woodlands as an evidence base for developing a green infrastructure policy in the Comprehensive Local Plan.</p>	<p>As above for green infrastructure policy. Explore options for designating important hedgerows.</p>
<p>New trees The Council will support new tree planting within new and existing urban areas that are appropriate⁴ for their location. Special consideration will be given to large species, future veterans and street trees.</p>	<p>Seek to replace trees whenever budget allows.</p>	<p>Identify opportunities to plant new trees including large species and future veterans.</p>	<p>Identify locations and funding for the planting of trees that will become the veterans of the future. Explore the potential for a tree warden scheme for Bracknell Forest and recruit</p>	<p>Apply appropriate conditions on planning permissions and ensure discharge. Identify and apply section106 contributions and Community Infrastructure Levy funds to enhance landscape, biodiversity and</p>

Principle	Cyclical Inspection Programme	Woodland Management Plan	Biodiversity Action Plan	Planning Policy and decisions
<p>Veteran trees The Council will use best practice to promote the lifespan of veteran and potential veteran trees within the borough.</p>	Adopt sensitive work methods for veteran trees to promote their lifespan.	Develop a management plan for veteran trees in parks, open spaces and adjacent to highways.	Compile a database of veteran trees in the borough in partnership with the Woodland Trust and the Bracknell forest Veteran Tree Survey.	Use NPPF to protect veteran trees as irreplaceable habitat.
<p>Ancient woodlands The Council will seek to protect, manage or restore ancient woodlands to maximise their biodiversity and historic value on public and private land.</p>	Ensure that inspections within ancient woodland prioritise biodiversity and historic value.	Develop a management plan for ancient woodlands to maximise biodiversity and historic value on council land.	Provide advice to landowners on management of ancient woodlands.	Use NPPF to protect ancient woodland as irreplaceable habitat.
<p>Growing environment The Council will endeavour to protect trees and their growing environment⁴ from threats such as encroachment, pruning pressure, compaction, shading and excavation.</p>	Identify issues during inspections and make recommendations for protection or improvements.	Develop management techniques to reduce threats in the woodland growing environment.	Publish online resources to raise awareness of good tree management for residents.	Develop a policy in the Comprehensive Local Plan that seeks to protect trees and their growing environments.
<p>Tree Preservation Orders The Council will continue to protect significant trees by the use of Tree Preservation Orders using a best practice approach.</p>	As above.	Identify TPOs as part of the management plan.	As above.	Continue to make TPOs for public amenity where they are expedient in line with regulations

Appendix 2 - relevant legislation and policy

Legislation

<p>The Occupiers' Liability Act 1957</p>	<p>Places a duty on the occupier of the land to:</p> <p>“take such care as is reasonable” to ensure that visitors to their land shall be reasonably safe from harm, in using the premises for the purposes for which they are invited or permitted by the occupier to be there.”</p>
<p>The Occupiers' Liability Act 1984</p>	<p>Places a duty on the occupier of the land to:</p> <p>“take such care as is reasonable” to ensure that people other than visitors, <u>in particular trespassers</u>, in circumstances where the occupier knows of the potential presence of such people on their land and the risk posed to them by features of the land such as trees, to take reasonable action to ensure they are reasonably safe from harm.”</p>
<p>The Health and Safety at Work Act 1974</p>	<p>Section 3 (1) places general duties upon employers and the self-employed to those other than employees (i.e. members of the public) and states:</p> <p>“It shall be the duty of every employer to conduct his undertaking in such a way as to ensure, so far as is reasonably practicable, that persons not in his employment (who may be affected thereby) are not exposed to risks to their health and safety.”</p>
<p>Highways Act 1959</p>	<p>The Council has a duty under this act to maintain a safe highway, which may include pruning, or removing trees for the following reasons:</p> <ul style="list-style-type: none"> (i) Obstruction by trees, i.e. low hanging branches (ii) Irreparable damage to highway trees by passing vehicles (iii) Dangerous trees near roads and footpaths. (iv) To recommend specific management objectives and regimes
<p>The Highways Act 1980</p>	<p>Section 154(2) - A highway authority also has the power under this Act to require trees growing on land adjacent to the highway that are dead, diseased, damaged or insecurely rooted, to be removed by those responsible for the trees and, in default of removal, to take action itself to have the trees removed.</p>
<p>Abatement of nuisance</p>	<p>Tree owners have an obligation under common law to abate nuisance. Whilst the law has struggled with a simple definition of nuisance typically the definitions of nuisance would include:-</p> <ul style="list-style-type: none"> (i) Dangerous trees or parts of trees. (ii) Actual damage to property, such as direct damage by branches or roots
<p>Conservation of Habitats and Species Regulations 2010</p>	<p>These regulations implement the Habitats Directive (92/43/EEC) and impose duties in relation to European protected species.</p> <p>Schedule 2 of the Regulations lists European protected species. These include bats and great crested newts. It is illegal to disturb,</p>

	injure or kill individuals or to disturb or destroy the resting place or breeding site of such a species whether it is occupied or not.
Natural Environmental and Rural Communities Act 2006	<p>Section 40(1): “Every public authority must, in exercising its functions, have regard, so far as is consistent with the proper exercise of those functions, to the purpose of conserving biodiversity.”</p> <p>Section 41 requires the Secretary of State to publish a list of Habitats and Species of Principal Importance for special consideration when implementing this duty.</p>
Wildlife & Countryside Act 1981 (as amended)	<p>Schedule 1 birds: rare species afforded additional protection, which cannot be intentionally or recklessly disturbed when nesting.</p> <p>Schedule 5 animals protected against killing and injury.</p> <p>Schedule 8 protected rare plants.</p> <p>Part 1: All birds, their nests and eggs are protected by law and it is an offence, with certain exceptions, to:</p> <ul style="list-style-type: none"> a) intentionally kill, injure or take any wild bird b) intentionally take, damage or destroy the nest of any wild bird while it is in use or being built c) intentionally take or destroy the egg of any wild bird
Countryside and Rights of Way Act 2000	
Forestry Act 1967	<p>This act defines the role of the Forestry Commission.</p> <p>Part II of the act makes it illegal to fell a growing tree without a licence issued by the Forestry Commission and lists various exceptions such as trees on public open space.</p>
Hedgerow Regulations 1997	<p>Section 5 requires anyone who wishes to remove a hedgerow to notify the local planning authority.</p> <p>Schedule 1 sets out criteria for identifying ‘important hedgerows’ for which the local planning authority can issue a retention notice.</p>
The Town and Country Planning (Tree Preservation)(England) Regulations 2012	<p>This act sets out the process for making a Tree Preservation Order and for applying to carry out works to a protected tree. It is additional to Part VIII of the Town and Country Planning Act 1990.</p>
Town & Country Planning Act 1990	<p>Part I identifies which councils are local planning authorities responsible for deciding planning applications and what their powers are.</p> <p>Part II of the act requires planning authorities to develop development plans also known as local plans.</p> <p>Part III explains what works require planning permission and the process for planning applications.</p> <p>Part VIII includes Tree Preservation Orders.</p> <p>Section 211 covers conservation areas in which trees are protected.</p>

National Policy

Circular 06/05: Biodiversity and Geological Conservation - Statutory Obligations and Their Impact Within The Planning System

This document covers a wide range of biodiversity issues including protected sites and protected species. Of particular relevance are:

84. The potential effects of a development, on habitats or species listed as priorities in the UK Biodiversity Action Plan (BAP), and by Local Biodiversity Partnerships, together with policies in the England Biodiversity Strategy, are capable of being a material consideration in the preparation of regional spatial strategies and local development documents and the making of planning decisions.

90. When granting planning permission for any development, local planning authorities are under a duty, where appropriate, to impose planning conditions to ensure adequate provision is made for the protection or planting of trees, and to make Tree Preservation Orders (TPOs) as appear necessary in the circumstances.

91. Veteran and other substantial trees and many types of woodland, especially ancient semi-natural woodland, can be of importance for biodiversity conservation. When considering whether particular trees or woodlands merit a TPO in the interests of amenity, local planning authorities should, where appropriate, include consideration of their nature conservation value.

Available at: www.gov.uk/government/publications/biodiversity-and-geological-conservation-circular-06-2005

National Planning Policy Framework (NPPF)

The NPPF provides a strong national basis for planning policy. The most relevant paragraphs are:

17. Planning should...contribute to conserving and enhancing the natural environment and reducing pollution.

99. Local Plans should take account of climate change over the longer term, including factors such as flood risk, coastal change, water supply and changes to biodiversity and landscape. New development should be planned to avoid increased vulnerability to the range of impacts arising from climate change. When new development is brought forward in areas which are vulnerable, care should be taken to ensure that risks can be managed through suitable adaptation measures, including through the planning of green infrastructure.

109. The planning system should contribute to and enhance the natural and local environment by:

- protecting and enhancing valued landscapes, geological conservation interests and soils;
- recognising the wider benefits of ecosystem services;
- minimising impacts on biodiversity and providing net gains in biodiversity where possible, contributing to the Government's commitment to halt the overall decline in

biodiversity, including by establishing coherent ecological networks that are more resilient to current and future pressures;

118. When determining planning applications, local planning authorities should aim to conserve and enhance biodiversity by applying the following principles:...

- if significant harm resulting from a development cannot be avoided (through locating on an alternative site with less harmful impacts), adequately mitigated, or, as a last resort, compensated for, then planning permission should be refused;
- opportunities to incorporate biodiversity in and around developments should be encouraged;
- planning permission should be refused for development resulting in the loss or deterioration of irreplaceable habitats, including ancient woodland and the loss of aged or veteran trees found outside ancient woodland, unless the need for, and benefits of, the development in that location clearly outweigh the loss;

Available at: www.gov.uk/guidance/national-planning-policy-framework

Standing Advice for Ancient Woodland and Veteran Trees

This document is jointly published by Natural England and the Forestry Commission. It provides advice on how ancient woodlands and veteran trees should be protected through the planning process. In particular, it identifies the use of buffer zones to protect ancient woodlands and suggests that 15 metres or more would be appropriate.

Available at: www.gov.uk/guidance/ancient-woodland-and-veteran-trees-protection-surveys-licences

Local Policy¹⁵

Bracknell Forest Local Plan 2002

Saved policies relating to trees include:

EN1: Protecting tree and hedgerow cover

Planning permission will not be granted for development which would result in the destruction of trees and hedgerows which are important to the retention, where applicable, of:

- (i) a clear distinction between built up areas and the countryside; or
- (ii) the character and appearance of the landscape or townscape; or
- (iii) green links between open spaces and wildlife heritage sites; or
- (iv) internationally, nationally or locally rare or threatened species; or
- (v) habitats for local wildlife; or
- (vi) areas of historic significance.

EN2: Supplementing tree and hedgerow cover

In imposing landscaping conditions to secure additional tree and/or hedge planting, the Borough Council will require developers to include in their schemes the planting of indigenous trees appropriate to the setting and character of the area and a variety of other indigenous plants. According to circumstances, these may include grasses, heathland or wetland species.

¹⁵ Bracknell Forest Council is in the process of developing a new Comprehensive Local Plan that will supercede current policies. This appendix will be amended once the CLP has been approved.

Bracknell Forest Council Core Strategy

CS1: Sustainable Development Principles

Development will be permitted which;...Protects and enhances:...

- vii. the quality of natural resources including water, air, land and biodiversity;
- viii. the character and quality of local landscapes and the wider countryside; and
- ix. the historic and cultural features of acknowledged importance.

CS7: Design

95 Development proposals will be permitted, which;...

- iii. enhance the landscape and promote biodiversity;

Bracknell Forest Council Plan

The council plan sets out 6 strategic themes:

- value for money
- a strong and resilient economy
- people have the life skills and education opportunities they need to thrive
- people live active and healthy lives
- a clean, green, growing and sustainable place
- strong, safe, supportive and self-reliant communities

Each strategic theme is linked to key measures of success and performance indicators. The narrative, strategic themes and key measures provide the framework for us to deliver our new approach and be a council that can adapt and innovate to keep Bracknell Forest a good place to live.

Available at: <https://www.bracknell-forest.gov.uk/council-plan/council-plan>

Bracknell Forest Climate Change Action Plan

Available at: www.bracknell-forest.gov.uk/council-and-democracy/strategies-plans-and-policies/strategy-and-policy-documents/business-strategies-and-policies

Bracknell Forest Open Spaces Strategy

Available at: www.bracknell-forest.gov.uk/council-and-democracy/strategies-plans-and-policies/strategy-and-policy-documents/parks-and-countryside-strategies-and-policies

Bracknell Forest Biodiversity Action Plan

Available at: www.bracknell-forest.gov.uk/wildlife/biodiversity-action-plan

Appendix 3 – useful references

Tree management

BRITISH STANDARDS

BS3998 2010 Tree Work Recommendations

BS5837 2012 Trees in relation to design, demolition and construction – Recommendations.

NJUG 10 Trees and Utilities

Common Sense Risk Management Of Trees. National Tree Safety Group, 2011.

Management of the risk from falling trees or branches, Health and Safety Executive 2013. http://www.hse.gov.uk/foi/internalops/sims/ag_food/010705.htm

Veteran Trees: A guide to good management (IN13) Natural England

Veteran Trees: A guide to risk and responsibility (IN131)

Visual Tree Assessment VTA (Mattheck and Breloer 1994) - VTA is a non-invasive method of examining the health and structural condition of individual trees. It has become the standard approach for surveying trees.

Woodlands

Managing ancient and native woodland in England, Forestry Commission (2010)
<https://www.forestry.gov.uk/anwpracticeguide>

So, you own a woodland? Forestry Commission, 2009.
[www.forestry.gov.uk/pdf/so-you-own-a-woodland.pdf/\\$FILE/so-you-own-a-woodland.pdf](http://www.forestry.gov.uk/pdf/so-you-own-a-woodland.pdf/$FILE/so-you-own-a-woodland.pdf)

Urban Forest

No Trees, No Future: Trees in the Urban Realm. Trees and Design Action Group, 2008.
<https://www.forestry.gov.uk/tdag>

Our vision for a resilient urban forest

Our Vision for a Resilient Urban Forest sets out a clear vision for what could be achieved by a resilient urban forest; identifies the key components and pulls together evidence, data and case studies to illustrate the variety of benefits afforded by the urban forest. This document was produced by the Urban Forestry and Woodland Advisory Committee Network.

Trees in Towns II: New Survey of Urban Trees in England and Their Condition and Management. Department for Communities and Local Government, 2008.

Urban woodland guides (Woodland Trust)

Guide 1 – damage and misuse

Guide 2 – litter and fly tipping

Guide 3 – complaints and queries

Guide 5 – thinning and felling

Available at: <https://www.woodlandtrust.org.uk/publications/>

Pests and diseases

The Forestry Commission website provides guidance on a wide range of pests and diseases, available at: <https://www.forestry.gov.uk/forestry/BEEH-9TDJCJ>

Nature Conservation

Managing your woodland for wildlife. David Blakesley and Peter Buckley, 2010.
<http://www.woodlands.co.uk/owning-a-wood/managing-your-woodland-for-wildlife>

Environmental studies

Air temperature regulation by urban trees and green infrastructure. Forestry Commission Research Note FCRN012.
www.forestry.gov.uk/website/publications.nsf/DocsByUnique/3F4651051A46CBB680257EBB0046FA81

The role of productive forests in water management. Confor, 2015
www.confor.org.uk/media/79557/1208-confor-productive-woodlands-plus-water-12pp-aw-sml.pdf

Social and Economic studies

Health benefits of Street Trees. Forestry Commission Research, 2011.
<https://www.forestry.gov.uk/fr/inf-d-8jcejh>

The Case for Trees in Development and the Urban Environment. Forestry Commission England, 2010.
<https://www.forestry.gov.uk/forestry/inf-d-88nfn2>

Leisure Landscapes: Exploring the role of forestry in tourism. Forestry Commission, 2007.
[https://www.forestry.gov.uk/pdf/fcrp011.pdf/\\$file/fcrp011.pdf](https://www.forestry.gov.uk/pdf/fcrp011.pdf/$file/fcrp011.pdf)

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**TO: EXECUTIVE
26 SEPTEMBER 2017**

**BRACKNELL FOREST SAFEGUARDING ADULTS PARTNERSHIP BOARD ANNUAL
REPORT
Director of Adult Social Care, Health and Housing**

1 PURPOSE OF REPORT

- 1.1 To inform the Executive of the work of the Bracknell Forest Safeguarding Adults Partnership Board during 2016-2017.

2 RECOMMENDATION

- 2.1 **That the executive notes the report.**

3 REASONS FOR RECOMMENDATION

- 3.1 The Care Act 2014 states that each local authority Safeguarding Adults Partnership Board (SAPB) must publish an annual report detailing what the SAPB has done during the year to achieve its main objectives, and what each member organisation has done to implement the strategy as well as detailing the findings of any Safeguarding Adults Reviews (previously known as Serious Case Reviews) and subsequent action.
- 3.2 This report details the breadth of activity undertaken by Board members and identifies the achievements against the Boards development plan for the year.
- 3.3 During 2016/17 the Bracknell Forest and the Windsor and Maidenhead Safeguarding Adult Boards endorsed the proposal to merge and to create a new single Bracknell Forest and Windsor and Maidenhead SAB. The new board arrangements commenced on 1 July 2017.
- 3.4 The progress against the aims and objectives of the Board's strategic plan are contained within the report. In line with the requirements set out in the Care Act the new joint Board will continually develop the strategic objectives and consult/ take into account feedback from the public during the year.
- 3.5 Ensuring there is a local Safeguarding Adults Board and that the Board is effective is a statutory duty for the Council; as such it is important that the executive are sighted on the work of the Board.

4 ALTERNATIVE OPTIONS CONSIDERED

- 4.1 Not applicable

5 SUPPORTING INFORMATION

- 5.1 The report highlights the achievements against development plans and the challenges identified during 2016/2017 along with the work developing for 2017/2018 and beyond. During 2016/2017 the board implemented all actions in line with timescales contained within the strategic plan.
- 5.2 As an outcome of the Board development day priorities for inclusion in a new Bracknell Forest and Windsor & Maidenhead Safeguarding Board strategic plan were identified and are highlighted within the report.

Contact for further information

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**Bracknell Forest Safeguarding
Adults Partnership Board**

Bracknell Forest Safeguarding Adults Partnership Board Annual Report

April 2016 – March 2017

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FOREWORD

I am pleased to introduce the 2016/17 Safeguarding Adults Annual Report on behalf of the Bracknell Forest Safeguarding Adults Board. The report presents an overview of significant progress and development over this 12 month period.

The report reflects a partnership that is embracing responsibilities set out in the Care and Support Statutory Guidance including the core principles for adult safeguarding which are at the heart of developments in Bracknell Forest. Case studies as well as some of the development plans of partner organisations demonstrate that *Making Safeguarding Personal*, which is a central objective for adult safeguarding (set out in the statutory guidance) is core to safeguarding practice in Bracknell Forest. This means that people who may be in need of safeguarding support are themselves engaged in a conversation about how best to respond to safeguarding issues in their lives and that safeguarding support 'enhances involvement, choice and control as well as improving quality of life, wellbeing and safety' (Care and Support Statutory Guidance, DH, 2016). Safeguarding support in Bracknell Forest aims to acknowledge and take account of what is important to people. The Safeguarding Adults Development Team in Bracknell Forest Council works hard to ensure this is a reality in practice across organisations.

This Annual Report demonstrates the strengthened commitment to working together on shared objectives that the Board identified as a goal last year. There is evidence of greater collective understanding of where the challenges are and of where there is a need for further development. There is a willingness across partners to take action together on those areas. This understanding has been facilitated in part through the development of a robust quality assurance framework which was identified as necessary early in 2015. The required actions indicated through the outputs of that framework (including data, case audits, Safeguarding Adult Reviews (SARs)) are supported with enthusiasm across partner organisations because those actions represent an opportunity to make a real difference in the lives of people who may be in need of safeguarding support.

These developments have come about through a great deal of hard work and sustained effort and because of a growing shared understanding and commitment to safeguarding adults as core business across all partner organisations. It has been striking that at a time when resources are stretched to the limit, partners have willingly engaged in developing new ways of working and in developing effective safeguarding through support to Board subgroups. Organisations have positively embraced the Board's self-audit tool and on the basis of this have engaged in discussion around shared challenges that form the basis for forward planning. The hard work of the Board Manager appointed during this year has played a significant role in engendering and sustaining this enthusiasm.

Partner organisations have demonstrated commitment to transparency in sharing where things have gone wrong, so that the whole partnership can act on necessary learning. The Safeguarding Adults Review (SAR) re 'J' is an example of this (see section 10), where one partner organisation shared its own learning so that all partners could learn from this. For the first time this year two SARs have been

undertaken by the Board. These show where development is needed with real lives at the centre of that learning. This has inspired and motivated Board members to support undertaking such reviews and to carrying out the necessary actions indicated by them. SARs remind us that although there has been much progress in adult safeguarding there is still much that requires development. These reviews support the Board's understanding of where the focus of further development needs to be.

There are numerous positive examples of development across all partner organisations set out in section 8 (organisations' development plans). Alongside developing specific areas of safeguarding such as practice in modern slavery; self-neglect and domestic abuse, and Making Safeguarding Personal, there is a theme across development plans of ensuring that issues raised and developed at Board level do not stay at Board level, but are disseminated widely by each partner organisation at grass roots level. For example, Involve and West London Mental Health Trust, communicating key safeguarding issues and messages across a broad sector / staff group; Berkshire Care Association (BCA) similarly proactive in disseminating best practice in adult safeguarding across the sector, including improving understanding of practice within the Mental Capacity Act. Bracknell and Ascot CCG is supporting and developing GPs in adult safeguarding, including disseminating learning from SARs. A Board bulletin instigated by the Board Manager will support consistent messages at all levels across all organisations.

I am standing down as Independent Chair of the Bracknell Forest Safeguarding Adults Board. A decision has been taken that the Board will form a joint Board with that of the Royal Borough of Windsor and Maidenhead. Ahead of standing down I have worked with the Board to identify key areas of focus in adult safeguarding that are significant for Bracknell Forest and where it will be important to sustain actions and development. These are outlined in this annual report. Board partners have indicated a commitment to work within the new Board to ensure that progress on those objectives is sustained.

Jane Lawson
Independent Chair of the Bracknell Forest Safeguarding Adults Board

INTRODUCTION

- 1.1 This is Bracknell Forest's Safeguarding Adult Board's (SAPB) second annual report since the introduction of the Care Act 2014. It represents an ongoing transition and it describes the implementation of the Board's 2016 / 17 strategic plan.
- 1.2 This report details the breadth of activity undertaken by the Board's members and identifies the achievements against the individual partners plans for 2016/17, as well as future challenges.
- 1.3 The aims and objectives of the Board's 2016-2019 strategic plan is contained within the report as well as the planned developments by partner agencies for the coming 12 months. In line with the requirements set out in the Care Act the Board has continued to develop its strategic plan during the year.

2 EXECUTIVE SUMMARY AND KEY MESSAGES

- 2.1 The report highlights the achievements against development plans and the challenges identified during 2016/17 along with the work developing for 2017/18 and beyond. A new strategic plan was implemented in 2016/7. All actions within the existing 2016/19 strategic plan are on target to be achieved within timescales.
- 2.2 Personalisation remains a focus for safeguarding within Bracknell Forest. The annual report highlights feedback from residents and views of practitioners that, along with the data provided, confirms that the approach to making safeguarding personal is ensuring that people are feeling safer as a result of enquiries they have been involved in.
- 2.3 Analysis of data for 2016/17 reveals that 100% of people who were subject to a safeguarding enquiry felt safer as a result of the enquiry. It is pleasing to report that the number of substantiated or partially substantiated concerns remains low (51) and for a second year is lower than the previous year. As in 2015/16, the majority of cases where abuse was substantiated or partially substantiated during 2016/17 occurred in the home. Further analysis has revealed that whilst this is in line with national statistics, this is due in part to the high percentage of supported accommodation in Bracknell Forest and that in 2016/17a small number of incidents involved a large number of individuals.
- 2.4 Also, as in 2015/16, in the majority of occasions the type of abuse experienced during 2016/17 was neglect. Analysis has revealed that approximately 30% of such cases involve acts of omission. Preventative work has included highlighting to practitioners the findings of analysis, and taking follow up action with perpetrators as a result of the safeguarding enquiry and care governance board monitoring and action plans.
- 2.5 The number of concerns received has fallen significantly during 2016/17. Analysis reveals that the amount of safeguarding referrals still being received is approximately similar to previous years but those referrals that do not meet

the criteria for a safeguarding concern are being filtered out at an earlier stage. Case file audits have provided assurance that concerns are being recorded more accurately and that those referrals that do not meet the concern criteria are being dealt with appropriately through care management, signposting or advice and guidance.

- 2.6 Although the data reveals that the percentage of safeguarding enquiries in which a person is asked the outcomes required is not at 100% as would be expected, case file audits have revealed that all persons who were subject of a safeguarding review were in fact asked their outcomes and they were taken on board. As a result work is now on going to improve data quality and to highlight the importance of accurate recording of cases.
- 2.7 Trends in Bracknell Forest are similar to those recorded nationally and reported in the NHS Digital Safeguarding Adults Annual Report – England 2015 – 16 Experimental Statistics. However the main difference is a much higher percentage of safeguarding enquiries involving those with a learning disability in Bracknell Forest as compared to other areas. Nationally people with physical support needs form the majority of safeguarding enquiry cases.
- 2.8 Bracknell Forest has seen a slight increase in the number of Deprivation of Liberty Safeguards during 2016/17 compared to 2015/16. However there remains an overall increase of over 3000% compared to 2013/14, this is due to the landmark Supreme Court ruling regarding what constitutes a Deprivation of Liberty.
- 2.10 During 2016/17 a decision was taken to merge the Bracknell Forest Safeguarding Adult Board with Windsor & Maidenhead Safeguarding Adult Board, effective from July 2017. As part of the decision to merge it was recognised local issues identified by the Board as part of its strategic plan needed to be maintained. This is particularly important where aspects of the strategic plan link to priorities highlighted by SARs. The report therefore contains the aims, objectives and actions confirmed at the Bracknell Forest Safeguarding Adult Board development day as a result of considering lessons learned from local SARS, analysis of local data and discussions with partners.

3 THE BRACKNELL FOREST SAFEGUARDING ADULT BOARD

- 3.1 All partner organisations in Bracknell Forest prioritise safeguarding with an approach based on promoting dignity, rights, respect, helping all people to feel safe and making sure safeguarding is everyone's business. The Board leads adult safeguarding arrangements across its locality.
- 3.2 The main objective of the Board is to assure itself that local safeguarding arrangements, and partners, act to help and protect adults in the area (para 14.133 statutory guidance) who meet the criteria set out in the Act¹. That is, they:
- Have needs for care and support and

¹ Care and Support Statutory Guidance, March 2016

- Are experiencing, or at risk of, abuse or neglect and;
- As a result of those care and support needs are unable to protect themselves from risk of, or experience of, abuse

3.3 The SAB has a role in overseeing and leading adult safeguarding across the locality. It has a role too as a source of advice and assistance. (Para 14.134-135). This includes a focus on:

- Assuring itself that safeguarding practice is person-centred and outcome-focused
- Working collaboratively to prevent abuse and neglect where possible
- Seeking assurance that agencies and individuals give timely and proportionate responses when abuse or neglect have occurred
- Assuring itself that safeguarding practice is continuously improving and enhancing the quality of life of adults in its area.

3.4 The Board develops and actively promotes a culture with its members, partners and the local community that recognises the values and principles contained in 'Making Safeguarding Personal'. The Board has an independent chair and meets on a quarterly basis. The attendance record for the Board is set out in Annex B. The Board's member organisations are currently:-

- Bracknell Forest Council
- Thames Valley Police
- Bracknell and Ascot Clinical Commissioning Group
- Berkshire Healthcare NHS Foundation Trust
- West London Mental Health Trust (Broadmoor Hospital)
- National Probation Service
- Berkshire Care Association
- Bracknell Forest Local Safeguarding Children's Board
- Frimley Health NHS Foundation Trust
- Royal Berkshire Fire and Rescue Service
- Involve (formally Bracknell Forest Voluntary Action)
- Bracknell Forest Healthwatch
- Care Quality Commission
- Local Safeguarding Children's Board

4 NATIONAL AND LOCAL CONTEXT

NATIONAL

The Care Act 2014

4.1 The Care Act legislation and guidance continue to have a significant impact on safeguarding adults practice and the role of the Safeguarding Adults Board. Key changes that the Care Act 2014 introduced for Boards are:

- 1 Safeguarding Adults Boards are now on a statutory footing
- 2 The objective of the Board as set out in 3.2-3.4
- 3 The Board has three core duties to

- Publish a strategic plan
 - Publish an annual report
 - Conduct Safeguarding Adult Reviews
- 4 Safeguarding Adults Boards must arrange a Safeguarding Adults Review (formerly serious case reviews) when someone with care and support needs dies as a result of neglect or abuse and there is a concern that the local authority or its partners could have worked more effectively to protect them.
 - 5 The SAB must also arrange a Safeguarding Adults Review if they know or suspect an adult in its area has experienced serious abuse or neglect.
 - 6 Duties to co-operate over the supply of information on relevant agencies
 - 7 Local authorities must arrange for an independent advocate to represent and support a person who is the subject of a safeguarding enquiry or review if the individual would experience substantial difficulty in participating.

Mental Capacity Act and the Deprivation of Liberty Safeguards

4.2 The Deprivation of Liberty Safeguards (DoLS) 2009 provide additional protection for the most vulnerable people living in residential homes, nursing homes, hospital environments and supported housing through the use of a rigorous, standardised assessment and authorisation process. They aim to protect those who lack capacity to consent to arrangements made in relation to their care and/or treatment, but who need to be deprived of their liberty in their own best interest to protect them from harm. They also offer the person concerned the right:

- To challenge the decision to deprive them of their liberty;
- To have a representative to act on their behalf and protect their interests; and
- To have their status reviewed and monitored on a regular basis.

4.3 DoLS help to ensure that an institution only restricts liberty safely and correctly and only when all other less restrictive options have been explored. The Local Authority manages this process and reports to the local Safeguarding Adults Board.

4.4 In 2014 the Supreme Court judgment in *P v Cheshire West and Chester Council and P v Surrey County Council*² (known as “Cheshire West”) gave a significantly wider definition of deprivation of liberty than that which had been previously understood. The Court held that a person who lacks capacity to consent to their confinement will be deprived of liberty where they are under continuous supervision and control and are not free to leave, irrespective of whether or not they appear to object to that state of affairs (subject to the deprivation of liberty being the responsibility of the state). Since the judgment the DoLS regime has struggled to cope with the increased number of cases and the impact on the public sector has been significant both from a practical and a financial position.

- 4.5 The Law Commission carried out a public consultation from 7 July until 2 November 2015 and their final report on Mental Capacity and Deprivation of Liberty was published on 13 March 2017. The report recommends that the DoLS should be repealed and a new scheme introduced as a matter of pressing urgency. The draft Bill attached to the report contains their recommended replacement scheme renamed the Liberty Protection Safeguards. The draft Bill would also amend other parts of the Mental Capacity Act to provide increased protection for people whose rights to respect for their private and family life and their home under Article 8 of the European Court of Human Rights are at risk, whether or not they risk being deprived of their liberty. The Law Commission have also undertaken a Mental Capacity and Deprivation of Liberty Impact Assessment (2017).

Making Safeguarding Personal (MSP)

- 4.6 Making Safeguarding Personal (MSP) is a sector led initiative which aims to develop an outcomes focus to safeguarding work, and a range of responses to support people to improve or resolve their circumstances.
- 4.7 MSP seeks to achieve:
- A personalised approach that enables safeguarding to be done with, not to, people
 - Practice that focuses on achieving meaningful improvement to people's circumstances rather than just on 'investigation' and 'conclusion'
 - An approach that utilises social work skills rather than just 'putting people through a process'
 - An approach that enables practitioners, families, teams and Safeguarding Adults Boards to know what difference has been made
- 4.8 ADASS commissioned a '[temperature check](#)' to assess the progress of MSP in local areas, as well as to help and encourage people to embed it within their authorities and with their Boards and partners. When compared to previous MSP evaluations, the results revealed a positive picture of dedication and innovation. The vast majority of those interviewed had built MSP into their mainstream services and were achieving better outcomes for people needing care and support who had experienced abuse or neglect.
- 4.9 Councils that engaged better with their neighbours and were outward facing and collaborative appeared to be further on with MSP than those who were fairly isolated regardless of resources. An emerging trend was that an MSP approach appears to take up no more time than a traditional approach to safeguarding but from experience to date seems to lead to better outcomes for service users and can save time and resources in the long run as people are able to manage their own safety a lot better.
- 4.10 The Care Act 2014 and enthusiasm of social workers were said to be the main drivers of change but to really get things going also required commitment and

support of senior management and changes to infrastructure such as: training, supervision, systems and partnership working.

A Suggested Road Map to MSP Implementation

4.11 The 'Temperature Check' suggests that, based on these findings, it is possible to construct a road map of the route to full implementation of MSP. It consists of ten steps which normally will follow in that sequence, but is not given as an iron rule as some areas will have unique local characteristics. It is offered as a method to aid leaders in judging where their organisation currently stands and then to check that the next steps are within their plans.

1. Not yet started.
2. MSP agreed as a strategic priority and planning is in progress.
3. Considering, piloting and testing ideas, innovations and recommended models.
4. MSP implementation plan agreed and implementation started.
5. Current systems and procedures revised and modified to incorporate MSP principles. Workers being trained in an MSP approach.
6. Period of embedding change of practice into the social care culture in the Local Authority.
7. MSP extended into multi-agency call centres and prioritisation arrangements.
8. MSP extended to partners who undertake safeguarding enquiries (Section 42 of the Care Act) on behalf of the local authority e.g. Mental Health Trusts, Care Providers.
9. Shift to user-focussed approach in core partner organisations.
10. Shift to user-focussed approach in all partner organisations

4.12 In Bracknell Forest MSP is a priority and work currently underway and led by the Bracknell Forest Safeguarding Adults Development Team is firmly extending MSP into the work of all partner organisations.

The Care Act Progress - National Stocktake

4.13 The following organisations: Association of Directors of Adult Social Services (ADASS); the Local Government Association (LGA) and the Department of Health (DH) have been monitoring the progress of the Care Act reforms within local authorities. Their final stocktake was taken during 2016/17. A summary of the findings includes:

- 75% of councils report an increase in the level of safeguarding activity post-implementation including 34% reporting that levels increased greatly; 17% of councils report activity remaining at about pre Care Act levels.
- Methods in use to monitor safeguarding outcomes include case file audits, feedback from people subject to safeguarding, safeguarding quality standards,

outcomes monitoring, questionnaires, rating scales, internal and external audit and peer review.

- Almost half of councils (44%) made specific reference to their use of Making Safeguarding Personal (MSP) to embed the necessary culture change to ensure the best possible outcomes for those being safeguarded.
- Some however, report IT systems unable to support electronic recording of safeguarding outcomes.

Impact on DoLS

4.13 The increase in Deprivation of Liberty Safeguards cases (DoLS) as a result of the Supreme Court judgement in March 2014, continues to create a heavy demand on the Independent Mental Capacity Advocacy service; this has impacted on the ability of local authorities to provide Care Act advocacy.

LOCAL CONTEXT

Demographics

4.14 Demographic changes provide a focus for the board; nationally between 500,000 and 800,000 older people are subject to abuse and/or neglect in the UK each year and this number is set to rise by 1.6 million by 2050. By 2021, the number of people aged 65 and over in Bracknell Forest is projected to rise to 19,673 people from a current population of 14,267 (ONS Mid-Year 2011 estimates). This, together with increasing numbers of people with disabilities reaching adulthood, places additional demands on adult services.

Local Challenges

4.15 Key challenges identified by the Board at a Board development Day which reflected on the period 2016/17 are summarised as follows:

- Ensuring safeguarding practice across the partnership focuses on improving the safety *and wellbeing* of people and the fulfilment of the outcomes they want
- Improving the understanding of the Mental Capacity Act 2005 and ensuring its principles are appropriately applied within a Making Safeguarding Personal approach
- Ensuring that risk is effectively identified, assessed and managed across the partnership
- A focus on prevention and early intervention, including ensuring support and intervention before the need for a section 42 safeguarding enquiry
- Community Engagement
- Workforce recruitment and retention and including workforce development that supports effective safeguarding and Making Safeguarding Personal

4.16 It is recognised that the Board needs to work effectively with other partnership Boards within Bracknell Forest (including the LSCB) and with other adult

safeguarding boards in East Berkshire. In developing an effective partnership Board and establishing sub groups, it has been recognised that there are additional demands on partners who are represented on other Adult Safeguarding Partnership Boards. A decision was taken to merge the Bracknell Forest and Windsor and Maidenhead Safeguarding Adult Boards from July 2017. The Board is committed to establishing an effective new joint board and to meet the challenge of ensuring that a local Bracknell Forest focus is also maintained. This includes ensuring that there is a meaningful process for people who may be in need of safeguarding services to engage with the board, and ensuring that links to other local partnerships boards are maintained. The Board recognises that this will be a priority over coming years.

- 4.17 **Local Best Practice seminars have identified** the importance of data quality and the need for further support and information in relation to accurate recording of safeguarding concerns and enquiries. The seminars have improved understanding of how data is used and reported to the board in order to continually improve safeguarding practice. Seminars have also confirmed the awareness of making safeguarding personal principles and the continual need for good partnership working.

Local Challenges highlighted by Partners

- 4.18 Main Challenges highlighted by partners which reflected on the period 2016/17 are summarised as follows:

- Information sharing Prevention and early intervention before gets to safeguarding
- Communication amongst partners and understanding of roles and priorities
- Capacity
- Austerity
- Identifying adults at risk
- Meeting the needs of those who don't meet thresholds
- Dealing effectively with high demand individuals – revolving door
- Co-ordinating referrals and support for victims of domestic abuse and modern slavery
- Working with perpetrators and recognising some perpetrators are victims themselves
- Evaluation of impact of training
- Understanding of the Mental Capacity Act
- Workforce development
- Community engagement

5 COMMUNITY INVOLVEMENT

Safeguarding Adults Forum

- 5.1 The Safeguarding Forum is an information sharing and consultation forum, which supports local stakeholders to remain engaged in the safeguarding agenda. Although it has met on a quarterly basis in the past, this will be changing to twice yearly with longer sessions as this appears to better meet the needs of the organisations/groups who regularly attend.
- 5.2 Topics this year have included: Loan Sharks, Victim Support, Scams, updates on the pan Berkshire multi-agency policy and procedures and a regular update on the work of the Board. Presentations have been provided by representatives of Trading Standards, Look Ahead, the Illegal Money Lending Team and the LADO (Local Authority Designated Officer – Children’s services) As a result of a request from community members a special session by organisations who keep people safe was organised. As requested presentations were provided by Royal Berkshire Fire and Rescue Service, Thames Valley Police and the Local Authority.
- 5.3 The Safeguarding Forum has provided evidence that safeguarding practitioners in partner organisations are implementing making safeguarding personal approaches. The forum has also provided evidence that the Board’s communication is effective with practitioners demonstrating awareness of recommendations of a Coroner’s Prevention of Future Death report, circulated by the board, highlighting the risks associated with E45 cream.

Domiciliary Care Provider Forum

- 5.4 This forum meets on a quarterly basis and provides an opportunity for Domiciliary Care Providers (and relevant representatives from the Council) to share information, discuss developments, issues or concerns and any actions that need to be taken. The Safeguarding Team has a designated slot for each of these sessions and feedback to the group on local and national safeguarding issues.

Community Engagement

- 5.5 The safeguarding development workers regularly engage with different community groups and organisations to raise awareness of safeguarding/Mental Capacity Act related information and the support that is available in Bracknell Forest. Examples include:
- Engagement with Be Heard (self advocacy group for people with learning disabilities), Healthwatch, Breakthrough (supported employment service offering a personalised approach to support people with a learning disability or autism to look for, access and retain employment) and day centres.

- ‘Safeguarding Awareness’ presentations to:
 - The Bracknell Macular Society
 - Police Training College.
 - Lookahead - Younger Adults Supported Living.
 - Clement House – Older Adults Supported Living.
 - Bracknell Licensed Vehicles – Taxi Drivers/Community Transport
 - The Wayz – Younger Adults Activities Centre.
 - Waymead Short Term Care
 - Sandhurst Day Centre
 - Bracknell Open Learning Centre
 - Woodmancoats Older persons Day Centre
 - Park House Dentist Surgery.

6 PARTNERSHIP WORKING

6.1 The Bracknell Forest Safeguarding Adults Development Team supports the Board to gain assurance that adult safeguarding links to other parts of the system. During 2016/17 the team contributed to co-operation and collaboration between agencies, which in turn contributed to the aim of the prevention of abuse and neglect, through strong links with the following groups:

- MAPPA (Multi Agency Public Protection Arrangements) – monthly meetings attended where arrangements to manage the risk posed by the most serious sexual and violent offenders have been discussed. We received a special mention during a MAPPA audit process that took place at their head office in Oxford for being a core member of the Bracknell group. This is not something that is replicated nationally.
- Partnership Problem Solving Group. This is a multi agency police tasking group - monthly meetings attended enabling the resolution of crime and anti social behaviour matters in Bracknell Forest.
- SEMRAC (Sexual Exploitation & Missing Risk Assessment Conference) – multi agency meetings attended reviewing referred young people and considering their current level of risk. A member of the Safeguarding Team attends this monthly meeting and also provides feedback on MAPPA related issues.
- LSCB Child Sexual Exploitation (CSE) Strategy Sub Group – meetings attended gaining awareness of those at risk of CSE in order to prevent children from becoming victims.
- MARAC (Multi Agency Risk Assessment Conference) – monthly risk management meetings attended where information on high risk cases of domestic violence and abuse has been shared and risk management plans implemented.

- DASC (Domestic Abuse Service Coordination) - monthly risk management meetings attended where information on medium risk cases of domestic violence and abuse has been shared, and risk management plans and actions implemented to prevent situations from escalating further.
- Domestic Abuse Forum – meetings attended to increase awareness of services to those affected by domestic abuse and identifying and promoting good practice.
- Domestic Abuse Executive Group – multi agency quarterly meetings attended developing strategy and overseeing the Domestic Abuse Form.
- Frimley Park Hospital Adult and Paediatric Safeguarding Meeting – monthly multi-agency meeting attended that looks at safeguarding and mental capacity related issues relevant to the hospital, identifying and promoting good practice.
- The Mount Lane Tasking Group – this multi agency group looks specifically at issues relating to properties in the Mount Lane location of Bracknell. Members of this group work closely alongside residents to offer practical support and guidance.
- PREVENT – a representative from the Safeguarding Team is a core group member of this group that looks at safeguarding people and communities from the threat of terrorism and radicalisation.

6.2 A review of forums and practice that have a focus on risk is taking place as part of the Board's strategic plan to maximise effectiveness.

7 KEY ACHIEVEMENTS and LEARNING

Progress against Board Objectives from 2016/17 Development Plan

7.1 The key objectives of the Boards' development plan were achieved during 2016/7. The Board's strategic plan for 2016/19 was implemented, and a structure of sub groups and task and finish groups was established to address the individual actions within the strategic plan.

Progress against the 2016/19 Strategic Plan

7.2 The strategic plan has been scrutinised and progress monitored at each Board meeting during the year. At the end of 2016/7 all strategic plan items were on track to being completed within timescales. A more detailed overview of the progress of actions within the strategic plan is provided in Annex A.

Work of Sub Groups and Task and Finish Groups

Quality Assurance Sub Group

7.3. The Quality Assurance Sub Group has met on a quarterly basis and has developed and implemented a quality assurance framework to drive its work. This work has included:

- Monitoring performance data - bringing together quantitative multi-agency data on: trends in the nature and reporting of abuse; multi-agency responses; and outcomes for adults at risk.
- Monitoring qualitative information - collating views/ feedback from customers, carers, families, and staff to establish that safeguarding arrangements are working, delivering the outcomes people want and making a difference.
- Carrying out a desk top review of the Board's work - looking at how well the Board fulfils its statutory duties to understand if partners are working effectively together to keep people safe.
- Implementing a partners self assessment audit - evaluating the quality of individual agency safeguarding arrangements and developing action plans to improve how agencies keep people safe.
- Monitoring case file audits.

7.4 This Sub Group identifies areas for further analysis and improvement and makes recommendations as to how these improvements can be achieved. The Quality Assurance Sub Group has reported it work to the board on a quarterly basis.

The Learning and Development Sub Group

7.5 The Learning and Development Sub Group has been redeveloped during 2016/7 with a new terms of reference agreed. The group has been focussing on organising an event to disseminate the learning resulting from the most recent safeguarding adult reviews carried out across East Berkshire. The event will take place in the Autumn of 2017/8.

The Policy and Procedures Sub Group

7.6 The group of has formally agreed its terms of reference and has a stated purpose of:

- Ensuring that policy commissioned by the Boards across Berkshire is developed and reviewed on a regular basis (twice yearly);
- Ensuring that procedures are developed to ensure that safeguarding adults activity in Berkshire is robustly and effectively co-ordinated between and within each agency;
- Ensuring that all policy and procedures promote confidentiality, dignity and effective access to safeguarding for all communities across Berkshire and promote Making Safeguarding Personal in line with legal requirements.

7.7 A new Berkshire Multi Agency Adult Safeguarding Policy & Procedures document has been produced, based on the pan London ADASS equivalent. The procedures continue to be kept under review and a 2nd version

was published in October 2016 following a period of consultation. The group has supported the lead local authority in the termination of the maintenance contract with Tri X and identified options for hosting the policies and procedures in an online format in the future. Following consultation with providers and practitioners, the Safeguarding Adult Boards in Berkshire have agreed to commission a provider to develop an interactive website.

The Safeguarding Adult Review (SAR) Sub Group

- 7.8 The SAR Sub Group has co-ordinated the completion of two Safeguarding Adult Reviews during 2016/7. The Board has a duty under the Care Act to report on completed Safeguarding Adult Reviews within its Annual Report and the summary of these two completed reviews are contained within Section 10.
- 7.9 The SAR Sub Group has initiated a further Safeguarding Adult Review during 2016/7. The outcomes of this review will be reported in a future annual report.

The Risk Framework Task and Finish Group

- 7.10 The task and finish group has produced an overarching risk framework to improve multi – agency working with adults at risk and to further improve outcomes for people. The risk framework will be piloted in Bracknell Forest during 2017/8. The task and finish group has also recommended the development of a system to improve awareness of all types of abuse and neglect as well as the corresponding referral routes and partnership forums to address specific cases of abuse and neglect. This will also be taken forward locally during 2017/8.

The Communications Task and Finish Group

- 7.10 The communication task and finish group has produced a Communication Strategy which involved identifying stakeholders, confirming the safeguarding messages for each stakeholder group and clarifying the call for action as a result of communications with each stakeholder group, The task and finish group also developed a new Board Bulletin highlighting local and national information for dissemination throughout the partnership. This will support consistent messages reaching front line staff across organisations. A Board induction pack was also produced by the group.

Approach to Keeping People Safe and Making Safeguarding Personal - Case Studies

- 7.11 The overall approach to safeguarding within Bracknell Forest aims to promote independence, wellbeing, social inclusion and maximise choice in service provision and safeguarding support. The following case studies demonstrate Bracknell Forest approaches to keeping people safe and the commitment to “making safeguarding personal”, and they include feedback from residents who confirm that their interests were the focus of the enquiries.

“R”

R is an elderly gentleman who lives in his own home with a live-in carer. He has a diagnosis of dementia, is incontinent and has mobility issues. His family (son and daughter) live nearby and visit him regularly; they have always expressed satisfaction with the live-in carer and her organisation and provided favourable feedback at the annual review held a few months ago. However, the family reported several concerns including: incorrect medication records, suspicions that incontinence pads were not being used on a daily basis and that R appeared to be wearing the same clothes more than 2 days in a row. The family decided to install a CCTV camera in their father's room secretly as they were also concerned about the amount of time the carer was spending with R, and then they provided the recordings to the local authority. They felt these demonstrated evidence of: R being left in bed all day, that on one of the days it showed R had not been given any food or drink and that the carer had spent less than an hour with him during one 24 hour period despite the fact that daily records indicated otherwise.

The safeguarding concerns led to a formal section 42 safeguarding enquiry, the care organisation was informed of the allegations and the police were contacted. The care organisation suspended the member of staff and provided a new live-in carer to replace them; they carried out a thorough investigation and also provided all relevant information to the police. This included CCTV footage as well as records relating to support and monitoring provided by the live-in carer which could then be compared with R's care & support plan. When questioned, R said he was unhappy about how he was being looked after but he was unable to provide details about what he was unhappy about and showed little insight into the level of support he needed. During the safeguarding meeting the care organisation stated that prior to this incident no concerns had been reported to them and their last impression had been positive at the review. However, they acknowledged that their monitoring systems had not picked up issues highlighted in some of the records and that several key records e.g. risk assessments were not fully completed due to a supervisor's long term illness. The care organisation agreed a plan to resolve all issues that had been raised. The family and local authority were happy with this plan as it significantly reduced the level of risk to R and was in keeping with his wishes. The family were made aware of the need to follow the Mental Capacity Act and Best interests process in relation to the use of CCTV cameras and decided therefore to remove the camera. The police who attended the meeting stated that the footage was of poor quality and could not be used to substantiate any of the allegations; also that there was not enough evidence to meet the threshold for wilful neglect.

Following the care organisations completed investigation they terminated the live-in carer's contract and made a referral to the Disclosure and Barring Service. Whilst the care organisation's response was appropriate for this particular safeguarding incident, it occurred at the same time as several other concerns about this provider and they were referred to the Care Governance Board (CGB). An amber flag was put in place and the organisation were monitored; welfare checks were carried out on all the BFC people using this service and new placements with this organisation could only occur if a detailed risk assessment was in place. The organisation was monitored for a period of three months after which it was felt that the concerns had been resolved and the restrictions placed on them could be removed.

This case highlighted that there was some particular learning in relation to the appropriate lines of communication, who to pass information on to, and awareness of the different responsibilities involved in the situation for R. As a result of these circumstances the CGB will be developing guidance that will address such situations for the future.

Mr and Mrs C

A safeguarding concern was raised to Bracknell Forest Council (BFC) by a District Nurse and involving a Mr and Mrs C who were an older couple. Mrs C was full time carer for Mr C and the District nurse had concerns about how she was managing medication for Mr C and the standard of hygiene within the home which may have contributed to a Grade 3 pressure sore on his hip. Mr C had been admitted to hospital and was there at the time the safeguarding concern was being looked into by BFC. The safeguarding concern met statutory safeguarding duties because Mr C had:

- needs for care and support (whether or not the local authority is meeting any of those needs)
- he was experiencing, or at risk of, abuse or neglect
- as a result of his care and support needs he was unable to protect himself from either the risk of, or the experience of abuse or neglect





The Safeguarding Assessor found that Mr. C was experiencing unintentional abuse from Mrs. C and judged that a formal section 42 safeguarding enquiry was appropriate; this was categorized, for recording purposes, as 'neglect and acts of omission'. The Safeguarding Assessor ensured the full involvement of the couple, some of their family members and health professionals before arranging a safeguarding meeting. This helped to establish that whilst domiciliary care were providing support to Mr. C, the couples chosen lifestyle and their somewhat alternative sleeping routines sometimes hindered the care arrangements and affected the benefits and protections to Mr. C's health and wellbeing. It appeared that the couple needed extra support but they viewed this as intrusive and did not accept there was a need for it to ensure safe care for Mr C and for the prevention of further neglect or acts of omission. There were also issues of mental capacity affecting Mr C who had an existing diagnosis of Dementia and it was evident that he may lack the capacity to make decisions about accepting long term support at home. It was suggested that a short respite stay in a care home after hospital discharge would be a protective measure allowing more time to plan for a safer home situation and for a long term support plan to be devised. Mr C agreed to this arrangement and made clear that his wish was to return home as soon as possible.



A mental capacity assessment was undertaken with Mr C for the decision about his long term support at home; he was found to lack capacity for this leading to the need for a best interest decision to be made. A best interest meeting was held which offered an opportunity for all options to be discussed with: his wife and family members, his advocate and Social Care staff and Health Professionals, and to develop some ideas about supporting the couple when Mr C. returned home. These included:

- A family rota to help Mrs C with housekeeping
- A home fire safety check with the Berkshire Fire and Rescue Service.
- A structured medication administration process to be carried out








Ongoing monitoring and clear communication between all concerned meant it was possible for Mr C to return home and to live in a safer situation in due course. When asked about his experience of the safeguarding process he stated that he had really disliked being in a care home and he was thankful to everybody for supporting him with his return home. He said that being at home was, "like having my freedom back".






8 PROGRESS AGAINST THE 2016 / 17 DEVELOPMENT PLANS





Status Legend	
Where there may be delay in achieving the action.	
Where the action has started, is not yet completed, but is on schedule	
Where the action has been completed (regardless of whether this was on time or not)	
Where the action is no longer applicable for whatever reason	



Developments	Year End Update	Status
Bracknell and Ascot Clinical Commissioning Group (CCG)		
<ul style="list-style-type: none"> ➤ New Named Professional to work 30 hours per week to support Deputy Director of Nursing (Safeguarding) 	Achieved	
<ul style="list-style-type: none"> ➤ Increase support to lead GPs for adult safeguarding by: implementing 6 monthly lead GP meetings, implementing annual newsletters, improving communications to GPs where there is concern about a relevant provider and increasing access to supervision from CCG safeguarding team where there are concerns. In line with safeguarding team annual plan. 	All Achieved and on-going	




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Developments	Year End Update	Status
<ul style="list-style-type: none"> ➤ CCG to continue to be actively represented at the SAPB and SAR subcommittee by the Deputy Director of Nursing (safeguarding) and the named professional safeguarding, with input from Director of Nursing. 	Achieved, CCG are active members of the SAB and relevant sub groups	
<ul style="list-style-type: none"> ➤ Annual primary care training to incorporate lessons learnt from local SARs and update in DoLS and MCA. 	Achieved; focus on adult safeguarding at GP training December 2016.	
<ul style="list-style-type: none"> ➤ Named Professional safeguarding to chair task and finish group to map safeguarding adult training with new intercollegiate guidance (2016) across the health economy and produce a safeguarding adult strategy in line with the guidance for primary care. 	Not achieved; national guidance was not published, but local safeguarding training strategies have been developed for health organisations for adult safeguarding as part of contracting.	
<ul style="list-style-type: none"> ➤ Named Professional safeguarding to review guidance for modern day slavery and disseminate professional guidance across the health economy. 	Achieved and the CCG are represented on appropriate Berkshire groups.	
<ul style="list-style-type: none"> ➤ CCG to request audit of quality of MCA assessments to be conducted by FPH and BHFT 2016/17. 	Achieved and on-going, rolling action	
<ul style="list-style-type: none"> ➤ Primary care safeguarding self-assessment to be undertaken and reported to the SAPB Autumn 2016. 	Achieved and presented to the SAB Autumn 2016.	
<ul style="list-style-type: none"> ➤ Safeguarding self-assessment to be undertaken by BHFT and FPH and reported to the SAPB during 2016/17. 	BHFT undertake self-assessment and FPH have agreed to undertake the assessment in 2017/18: rolled over.	





Developments	Year End Update	Status
<ul style="list-style-type: none"> ➤ Deputy Director of Nursing (safeguarding) to report to SAPB on SAR and DHR conducted in Slough and lessons learnt 2016/17. 	Achieved: CCG and Slough LA presented lessons to SAB Autumn 2016.	
Berkshire Care Association (BCA)		
<ul style="list-style-type: none"> ➤ Appointment of development officer for one year post working directly with care providers to promote best practice in all areas including Safeguarding, with particular emphasis on hard to reach services 	Berkshire Care Association has appointed a development officer to work closely with care providers with an emphasis on compliance. The development officer has run MCA/DOLS event with individual providers to improve understanding of the five principles of the Mental Capacity Act.	
<ul style="list-style-type: none"> ➤ Conference in Oct 2016 – Safeguarding one of the themes for presentation and workshop 	BCA has run networking events throughout the year including presentations from BFC Safeguarding Lead. Specific event in June 2017 on MCA and DOLS.	
<ul style="list-style-type: none"> ➤ Care providers safeguarding event planned for June 2016 with BFC 	The BCA conference in Oct 2016 featured a presentation on Consent, Capacity and Safeguarding from Alex Bayliss. This one of the best rated part of the conference	
Bracknell Forest Community Safety Partnership		
<ul style="list-style-type: none"> ➤ Maintain a programme of training around relevant community safety issues, such as Domestic Abuse, E-Safety and Prevent. 	Regular DA training has been delivered to staff and partners by the BFC DA Co-ordinator. More training organised for 2017 Prevent awareness training (WRAP) has been delivered in schools and to staff within BFC. More training planned for 2017. E Safety training no longer sits within community safety but is delivered by departments within their own areas.	





Developments	Year End Update	Status
<ul style="list-style-type: none"> ➤ Expand the remit of the DASC project to include victims of familial abuse, with a particular focus on vulnerable adults. 	DASC now includes familial abuse and takes account of adult vulnerabilities.	
<ul style="list-style-type: none"> ➤ Renew the Strategic Assessment process to consider emerging threats and trends, including issues such as modern slavery and trafficking. 	Modern slavery and trafficking now reflected in the CSP Plan 2017 – 19 which reflects the priorities in the PCCs strategic plan	
<ul style="list-style-type: none"> ➤ Develop a new protocol for Closure Orders involving vulnerable drug users ensuring that appropriate support and safeguards against trafficking are in place 	A new protocol for closure orders which takes account of vulnerabilities is now in an advanced state of development	
Bracknell Forest Council Adults Social Care, Health and Housing		
<ul style="list-style-type: none"> ➤ To create an up-to-date current training programme linked to the necessary competencies. Once reviewed and developed, training will include the following stages: <ul style="list-style-type: none"> • Induction • Level 1 • Level 2 & 3 (with separate courses for practitioners and external partners) Training will be delivered in a variety of mediums ranging from short e-learning courses to more intensive workshops. 	<p>The safeguarding team have developed and delivered a training plan which includes training goals, learning objectives, learning methods, activities and evaluation for the following areas:</p> <p>Safeguarding Level 1 Safeguarding Level 2 and 3 MCA and DoLS</p> <p>In addition a number of bespoke sessions have been delivered both internally and externally where a clear need has been demonstrated to provide support in particular on MCA and DoLS issues. These programmes are reviewed on a regular basis with reference to contemporary cases, case law and new information that is relevant to the subject area. Best practice seminars on</p>	




Developments	Year End Update	Status
	specific subjects relevant to safeguarding are delivered quarterly throughout the year to social care practitioners. The electronic social care recording (ESCR) system for adult safeguarding training has been enhanced by the introduction of a practical input to support practitioners in their local authority recording requirements for safeguarding activity.	
<ul style="list-style-type: none"> ➤ To review and update our current audit process to ensure each person going through the process receives a consistent service that is a. Care Act compliant b. Follows best practice guidance c. Ensures the person is at the centre of the process (Making Safeguarding Personal) 	<p>The safeguarding audit process has been reviewed and updated to ensure that it is:</p> <ul style="list-style-type: none"> a. Care Act compliant b. Follows best practice guidance c. Ensures the person is at the centre of the process (Making Safeguarding Personal) 	
<ul style="list-style-type: none"> ➤ To develop a strategy to support individuals who are going through the financial abuse process in order to ensure a more robust and consistent response. This will include raising awareness of the process internally as well as with partner agencies; involving financial institutions in the creation of a more responsive and accessible pathway and developing better links with support services 	<p>Coercion and control and financial abuse continue to present issues for many people in the community who have care and support needs and engagement with financial institutions and businesses on how to safeguard people from abuse remains a challenge. Work with colleagues from the trading standards department has taken place in specific cases where their ability to support and to challenge wrongdoing by organisations and businesses has been helpful to the individuals concerned. The complexities and sensitivities involved in many cases of financial</p>	






Developments	Year End Update	Status
	abuse indicate that there is an ongoing need for continued focus on this area.	
Bracknell Forest Council Learning and Development		
<ul style="list-style-type: none"> ➤ Fully implement the electronic impact assessment process to identify how people have improved their practice as a result of undertaking learning opportunities. 	The measuring of impact of learning and development on practice. This continues to prove difficult to achieve as it is reliant on managers and employees to complete an electronic survey form within 3 months of attendance on a workshop. With the transformations taking place within the Council there will be fewer face to face sessions and more reliance on employees recording their own learning in the new self service Learning Management system. A wider range of opportunities will also exist as well as face to face sessions e.g. action learning sets, e-learning, discussion groups, coaching and mentoring, etc.	
<ul style="list-style-type: none"> ➤ Ensure that any Best Interest Assessor standard and refresher training meets the needs of the Council and that an East Berkshire BIA Forum is developed to enable the sharing of best practice 	Achieved	
<ul style="list-style-type: none"> ➤ Regularly update the contents of the Introduction to Safeguarding and the Mental Capacity Act training programmes 	Achieved	
Bracknell Forest Safeguarding Adults Board		




Developments	Year End Update	Status
➤ Implement Strategic Plan	Achieved	
Berkshire Healthcare Foundation NHS Trust		
➤ Greater awareness of self neglect and safeguarding	Safeguarding adult training has been strengthened to increase awareness of self-neglect using learning from local safeguarding adult reviews and circulation of the clutter scale.	
➤ Maintaining compliance with training targets	Safeguarding adult training compliance at Level one has increased to 93.8% and at level two has increased by 30% to over 60% compliance with an ongoing rolling programme to continue to increase compliance further. Compliance to MCA and DOLS training is above target at over 80%.	
➤ Closer working with the trust domestic abuse practitioner	the safeguarding children and adults teams have amalgamated and the specialist practitioner domestic abuse now works across both areas, providing training and advice to staff and updating staff on any new developments/legislation	
Frimley Park NHS Foundation Trust		
➤ There is an on-going work-stream around safer discharge from hospital which is resulting in a number of safeguarding alerts made back in to the hospital for a variety of reasons.	On-going but processes are being strengthened	
➤ There is on-going work to strengthen the identification of domestic abuse and use of the DASH risk assessments	On-Going but processes are being strengthened	


Developments	Year End Update	Status
<p>within the Emergency departments, EDOU's and the ward areas. There is also a piece of work linked to confidentiality and breaching this when the patient has asked specifically for their information not to be shared</p>		
National Probation Service		
<ul style="list-style-type: none"> ➤ For the NPS to be aware of the complexities and sliding scale of the condition of Autism and other learning disabilities/difficulties; 	Completed and On -Going	
<ul style="list-style-type: none"> ➤ To work with other organisations involved in adult safeguarding to risk manage and support offenders with learning disabilities/difficulties. To understand the offender's needs and the links to their offending behaviour; 	Completed and On-Going	
<ul style="list-style-type: none"> ➤ To work with other organisations involved in adult safeguarding to support victims of serious sexual and violent offending, ensuring offenders do not commit further offences against the victim of the original serious offences. 	Completed and On-Going	
Royal Berkshire Fire and Rescue Service (RBFRS)		
<ul style="list-style-type: none"> ➤ Continue to develop stronger links with the Adult Safeguarding Partnership with the aim of further improving awareness of services provided by RBFRS which can support the Boards objectives 	Royal Berkshire Fire & Rescue Service (RBFRS) continue to support the Adult Safeguard Partnership and sub groups as comprehensively as possible. Our internal re-structure process is due to be completed by the end of August 2017, inclusive of the	

Developments	Year End Update	Status
	dedicated Designated Safeguarding Officer which will provide a significant capacity and service delivery improvement.	
<ul style="list-style-type: none"> ➤ Continue to reduce the number of fire deaths and injury from fire and to work closely in partnership to learn where incidents do occur 	Our service performance has continued to drive down fire deaths and casualties in our communities. Our Integrated Risk Management Process (IRMP) has just completed the public consultation cycle with proposals to further develop and improve our service. This will focus our attention on those groups evidenced at being vulnerable to fire death and those whose lifestyle choice places them at elevated risk of having an accidental fire and receiving associated injury	
<ul style="list-style-type: none"> ➤ Develop “making every contact count” and “safe and well” toolkits enhancing the home fire safety check programme further supporting the vulnerable in the community 	RBFRS is working in partnership to provide falls, age related and winter warmth services, delivered as part of our Home Fire Safety Check process, signposting those assessed at risk to partner agencies	
Thames Valley Police		
<ul style="list-style-type: none"> ➤ Domestic Abuse will continue to be a focus, with the learning from the local DASC project used to inform and improve local safeguarding outcomes. 	The actions are complete – although both remain areas of priority. Domestic Abuse remains a key focus, with the DASC continuing to identify further cohorts and the wider domestic abuse strategy addressing hand in hand with key local partners.	
<ul style="list-style-type: none"> ➤ Crime reduction and safeguarding messages around fraud, both online and in person, will be developed. The 	There has been extensive messaging and awareness raising in relation to fraud, both through local messages (Thames Alert)	

Developments	Year End Update	Status
particular risk to vulnerable adults from this sort of offending will be integral to those messages	and as part of a wider force wide campaign: "Protectyourworld" which supports the wider Stay Safe Online initiative. This has included local Police Cadets providing safety and security advice to local older people, including in care homes	
West London Mental Health Trust (Broadmoor Hospital)		
<ul style="list-style-type: none"> ➤ At Broadmoor Hospital, we will strive for all staff within the hospital to have completed the mandatory PREVENT training and engage in the Mental Capacity Act Training as a mandatory course, either face to face or via the new E-Learning package 	Quick guides on the Mental Capacity Act and PREVENT have been produced and are further included within the Safeguarding Adult User Guide	
<ul style="list-style-type: none"> ➤ Patient leaflets will continue to be distributed and a revised MCA brief information card will be distributed across the hospital. An existing MCA "pocket guide" has already been distributed across the Hospital and the revised guide will be distributed shortly. 	The hospital has clear procedures in relation to undertaking Capacity Assessments and the mandatory training has assisted in ensuring staff follow the agreed procedures and act in the best interest of those who may lack capacity for making certain decisions.	
<ul style="list-style-type: none"> ➤ There will be planned briefing and discussion sessions on Safeguarding and the MCA with Carers as part of the Carers Forum, a quarterly event for relatives and friends of Broadmoor Hospital patients, held on a Saturday. 	Staff within the hospital are developing their knowledge of the Care Act and how this applies to the work with patients, their Carers and families. Work has been on-going in emphasising patients' views and wishes under the terms of the Making Safeguarding Personal agenda. The hospital has developed the principles of full patient	

Developments	Year End Update	Status
	involvement within their safeguarding plans and has held review meetings where patients have attended and contributed in full	
<ul style="list-style-type: none"> ➤ There will be an evaluation and analysis of closure forms and exit questionnaires to measure effective outcome data 	We have introduced closure forms and patient exit questionnaires where patients can feedback how well the process worked for them. The hospital has continued to make use of the advocacy service within the hospital to represent patient's wishes for those who have "significant difficulty" in being part of, or understanding the safeguarding provisions	
<ul style="list-style-type: none"> ➤ The Hospital will remain committed to ensuring Care Act compliance with its safeguarding procedures. 	The developments during 2016-2017 have resulted in a much more focused service provision in respect of Safeguarding Adults	
<ul style="list-style-type: none"> ➤ The Hospital will ensure that PREVENT referrals are made accordingly throughout this next year. 	Quick guides on the Mental Capacity Act and PREVENT have been produced and are further included within the Safeguarding Adult User Guide.	
<ul style="list-style-type: none"> ➤ A revised Tri-Partite agreement will be completed to reflect the changes required within The Care Act 2014 and the vision and strategy of the SAPB. 	There remains a fully transparent approach within the hospital in terms of safeguarding adults. There is a close working relationship with Bracknell Forest Council. The strategic Tri-partite agreement between the London Borough of Ealing, Bracknell Forest Council and the Trust has been revised and the post Saville risk assessment has been finalised.	
Involve		
<ul style="list-style-type: none"> ➤ Proactive membership and involvement with the ASB 	This has been our first year as a member of the board. It has been very useful to attend and give the perspective of the	

Developments	Year End Update	Status
	Voluntary and Community Sector and network with local partners/ providers regarding Safeguarding Adults. All staff and volunteers at involve have been safeguarding trained as well as receiving training re: PREVENT and Making Safeguarding Personal.	
<ul style="list-style-type: none"> ➤ Disseminate important information regarding safeguarding adults to the Voluntary and Community Sector 	<p>Via involves e-bulletin we have pushed key messages and training opportunities regarding Safeguarding Adults to the local Voluntary and Community Sector. These have included information regarding; health & wellbeing, domestic abuse, loan sharks, hate crime and more.</p> <p>We have also been a member of the Communications sub group supporting the development of the communication strategy for the board.</p> <p>Working with the Board and Healthwatch a safeguarding 'healthcheck' tool has been developed which will be rolled out to further support organisations with their safeguarding needs and establish what further training/ information may be required by the sector.</p>	
<ul style="list-style-type: none"> ➤ Deliver level 1 adult safeguarding training for volunteers and the voluntary and community sector 	<p>involve is a key local provider of Adult Safeguarding training in Bracknell Forest for the local Voluntary and Community Sector. In 16/17 involve has delivered 19 courses With 130 people attending.</p>	
<ul style="list-style-type: none"> ➤ Support charities and community groups within Bracknell Forest regarding their safeguarding policies and 	<p>Involve has supported a number of groups locally regarding safeguarding adults giving advice, information, signposting to</p>	

Developments	Year End Update	Status
procedures (as required)	resources and training in the year.	
SCAS		
<ul style="list-style-type: none"> ➤ Support the development plan of the Board 	<p>Where possible South Central Ambulance NHS Foundation Trust (SCAS) complies with Bracknell Forrest Safeguarding Adults Boards development plan. As an organisation that covers 7 counties we have to include where possible all of the Boards development plans with in our own safeguarding development SCAS works closely with all our partner agencies and Safeguarding Boards across our area to ensure that all developments benefit the people who use our many services</p>	

9 PERFORMANCE SUMMARY

Performance Summary 2016/17

How many safeguarding concerns were recorded?

9.1 The table shows that there was a decrease in the number of concerns recorded during 2016/17 compared to the previous year. However there was an increase in the percentage of concerns that led to enquiries during 2016/17 compared to the previous year. Analysis reveals that the amount of safeguarding referrals being received is approximately similar to previous years but those referrals that do not meet the criteria for a safeguarding concern are being filtered out at an earlier stage. Case file audits have provided assurance that those referrals not recorded as concerns are being dealt with appropriately through care management, signposting or advice and guidance.

	2013/14	2014/15	2015/16	2016/17
No of Concerns	452	738	632	253
No of Enquiries	181	118	173	93
% concerns leading to enquiry	40%	16%	27.4%	36.8%

What was the source of the safeguarding concerns?

9.2 The table below shows the source of concerns which demonstrates the engagement within the partnership during 2016/17.

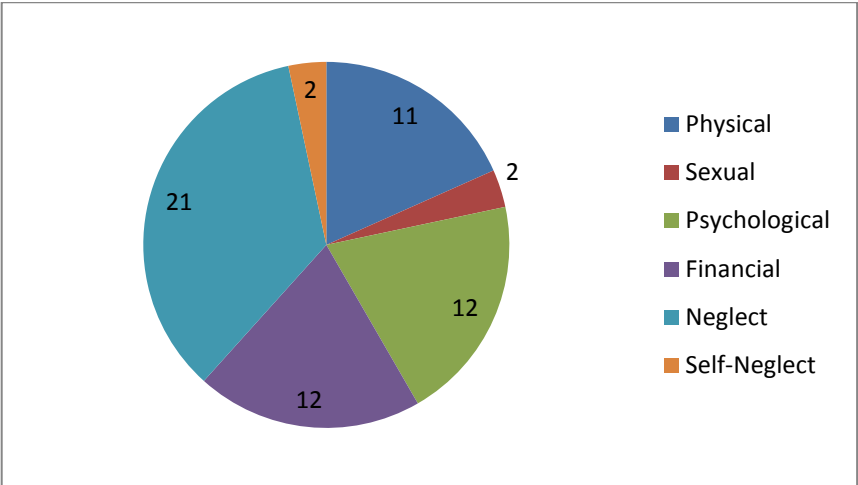
Organisation / Sector	Concerns	Enquiries	Percentage Progressed
Adult Social Care Staff and service provider	99	43	43
Health Staff	41	6	14
Self	28	17	60
Family / Friend/ Neighbour	30	6	20
Other Service Users	0	0	0
CQC	2	1	50
Housing	3	1	33
other	25	13	52
Police	14	3	21.4
Other local authority	11	3	27

Who was referred for a Safeguarding Enquiry?

9.2 Data from the enquiries carried out and that were closed shows that most enquiries in 2016/17 were for the over 18-64 age groups (52%), During 2016/7 more men (58%) were referred than women (42%) and the majority of referrals have continued to relate to adults at risk who are of white ethnic origin.

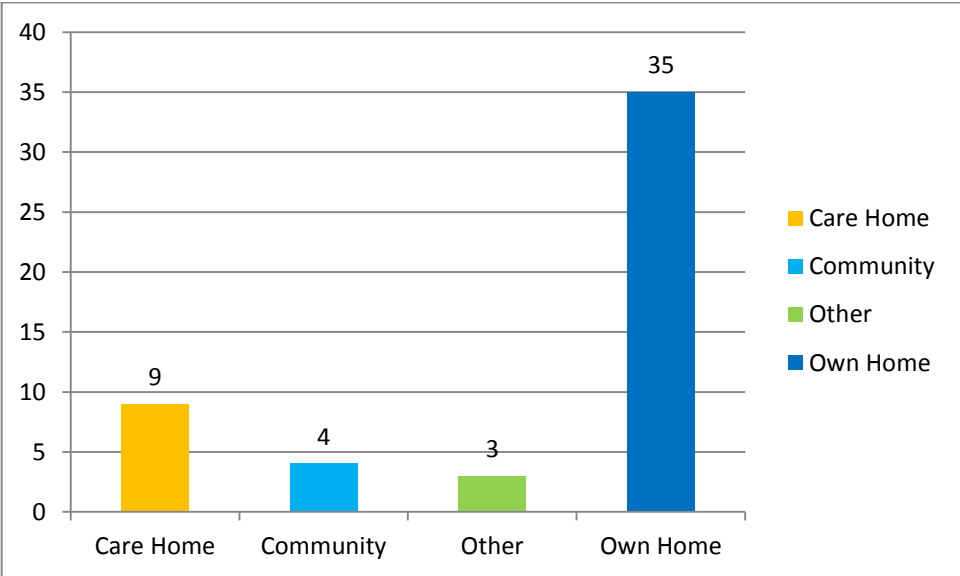
What type of abuse was alleged?

9.3 The diagram shows that, from the information for enquiries closed where the outcome was substantiated or partially substantiated, the most commonly alleged type of abuse in Bracknell Forest during 2016/17 was neglect. The other most common types of abuse were financial and psychological. This is similar to 2015/16 where the main categories of abuse were neglect followed by physical and psychological.



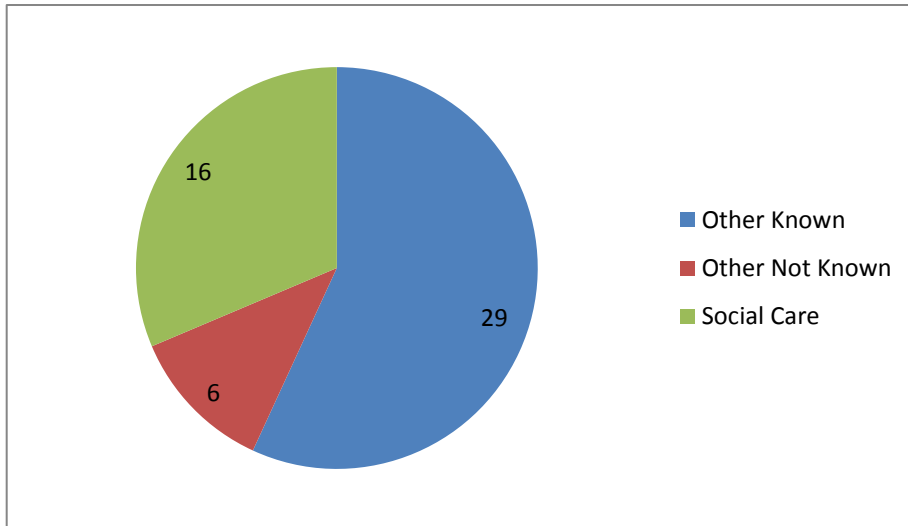
Where did the alleged abuse take place and what was the source of risk?

9.4 The chart shows that, for enquiries closed, where abuse was wholly or partially substantiated, as in previous years adults, at risk are most likely to experience abuse in their own home (35 cases or 69 % of cases in 2016/17 compared with 36 or 70% of cases in 2015/16).



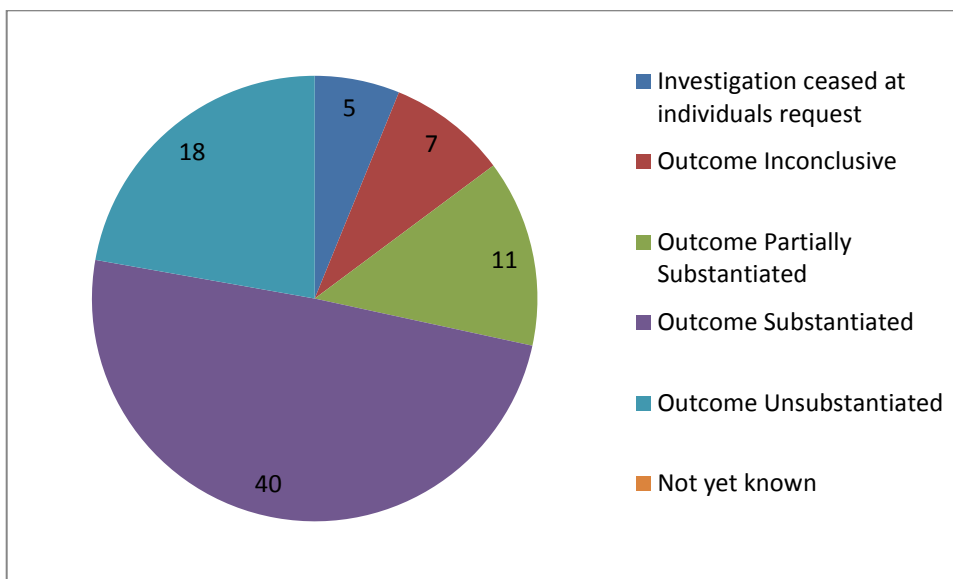
9.5 The diagram shows that, in term of the source of risk, on the majority of the enquiries that were closed where abuse was substantiated or partially

substantiated, the alleged perpetrator was known to the person. On 29 (57%) occasions the person who caused harm (where this was substantiated or partially substantiated) was a health provider or anyone who was not a social care provider. This is roughly similar to the number recorded during 2015/16. On 16 (31%) of occasions the person who caused harm was a member of the social care workforce, this is a reduction from the 31 occasions in 2015/16. For the remaining 6 occasions where harm was substantiated or partially substantiated, the harm was caused by someone not known to the individual. This compares to 1 occasion during 2015/16 where harm was caused by someone not known.



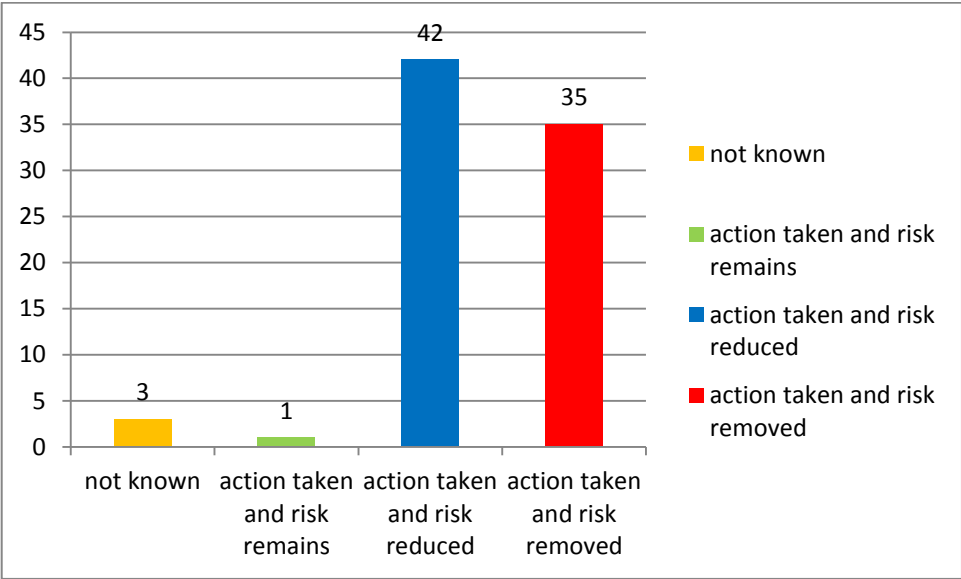
What was the outcome of our investigations?

9.6 The diagram shows that, for enquiries closed, the proportion of cases where abuse has been wholly or partially substantiated was 63% (51 cases). This compares to 46% (51 cases) of safeguarding assessments that concluded that abuse was wholly or partially substantiated in 2015/16. During 2016/17 5 investigations ceased at the individuals request, compared to 13 in 2015/6



What action has been taken to manage the risks people face?

9.7 The chart shows that, for enquiries closed during 2016/17, risk reduced and risk removed are the most common types of action taken to manage the risk that people face (95%). This compares closely to 2015/16 when 87% of enquiries closed resulted in the risk being reduced or removed. The small number where safeguarding action has been taken and the risk remains involves people who have capacity. These people receive ongoing support through care management processes which supports managing the risks.



How safe do our service users feel now?

9.8 Local authorities conduct an annual survey for social care service users, including people who have been through the safeguarding process. The survey includes questions that aim to find out what proportion of people feel as safe as they want to be, and whether care and support services help people feel safe.

9.9 Information collected for enquiry closed during 2016/17 reveal that 100% of people who were subject of a safeguarding enquiry felt safer as a result of the enquiry. This compares to 2015/16 where 69% of people who were subject of a safeguarding enquiry felt safer as a result of the enquiry with 11 persons not able to communicate their views, and 2 persons reporting that they did not feel safer.

Deprivation of Liberty Safeguards (DoLS)

Applications received

9.10 The chart shows that a total of 356 applications for authorisation of deprivation of liberty were received in 2016/17, which is a 1.4% increase on the number received during 2015/6 (351).

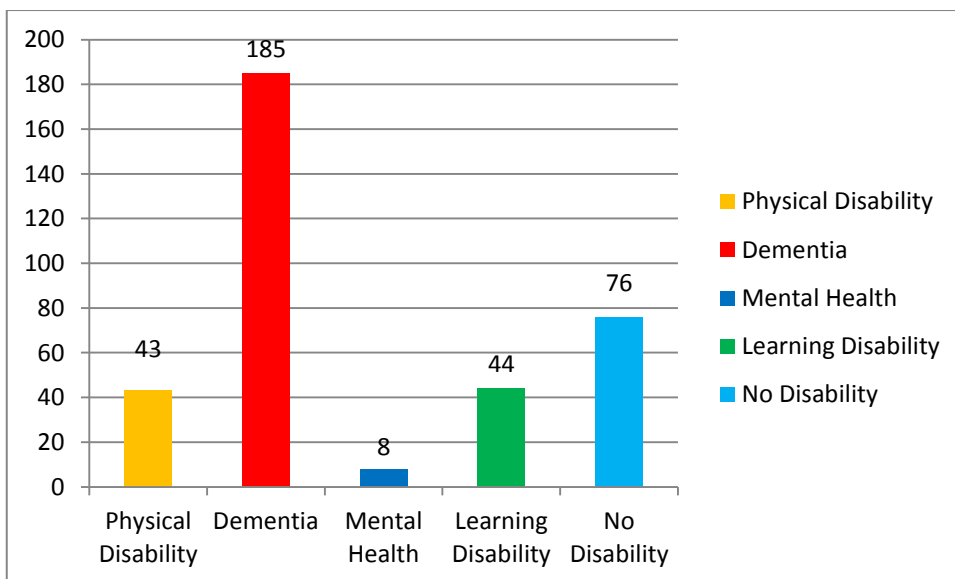


Applications Granted

9.11 During 2016/17, 155 of the applications (44%) were granted and 83 (23%) were not granted, with 117 application awaiting decision and 1 withdrawn. This compares to 261 applications (74%) being granted during 2015/16, with 51 (15%) not granted and 5 (1.5%) withdrawn, and 34 (10%) not yet being signed off.

Primary Reason for Support

9.12 The chart identifies that of the applications received, 185 (52%) related to people whose primary reason for support were related to dementia. 43 (12%) applications related to people whose primary support reason was physical disability, 44 (12%) related to learning disability, 8 (2%) related to mental health issues and 76 (21%) related to no disability.



10 SAFEGUARDING ADULT REVIEWS (SARS)

- 10.1 Safeguarding Adults Boards must arrange a Safeguarding Adults Review (SAR) when someone with care and support needs dies as a result of neglect or abuse and there is a concern that the local authority or its partners could have worked more effectively to protect them. A SAR is also intended to ensure that lessons are learned, and the Board is required to publish the outcomes in its Annual Report.
- 10.2 The Bracknell Forest Safeguarding Adult Board completed two Safeguarding Adult Reviews during 2016 – 17.

AB Nursing Home - The circumstances that led to a Safeguarding Adults Review being undertaken in this case

- 10.3 The AB Nursing Home (ABNH) had been a cause for concern for a number of years, with its quality of care often verging on inadequate, and its CQC ratings in recent years had been poor. Bracknell Forest Council (BFC) had put a great deal of effort into supporting the home to improve but this had proved to be very difficult for the home to sustain. The specific incident that triggered the SAR was that a resident suffered severe scalding from being hoisted into a bath that was too hot. There was a delay in calling the ambulance and reporting of this safeguarding incident by ABNH had also not been in line with requirements. The resident died on 8th February 2015. The case was referred to the coroner who did not consider it necessary to hold an inquest.
- 10.4 The death of the resident was subject to an ongoing police investigation so the SAR could not address the detailed operational issues relating to the provider's actions. However, the Bracknell Safeguarding Adult Board agreed that it was necessary and appropriate to review all the surrounding activities relevant to managing this kind of provider so that as much learning can be gained and implemented as possible at this stage. The situation was felt to meet the criteria that confer on the SAB the power to commission:

“A review of a case involving an adult in its area with needs for care and support (whether or not the local authority has been meeting any of those needs) if –

- a) There is reasonable cause for concern about how the SAPB, members of it or other persons with relevant functions worked together to safeguard the adult,
- b) The adult had died, and the SAPB knows or suspects that the adult has experienced serious abuse or neglect, or
- c) The adult is still alive, and the SAPB knows or suspects that the adult has experienced serious abuse or neglect”²

- 10.5 The circumstances of the review indicated that it should be based on themes to be researched rather than the details of the specific event. The specific areas of enquiry identified for the review were:

² Care Act 2014

- How all professional organisations can “bridge” the related issues of quality and safety in their relationships (commissioning, monitoring, contracts) with providers of care; how providers are commissioned and how this can be a process that promotes safe care.
- What the rights, risks, roles and responsibilities are in this work and to whom they belong, including:
 - those with professional roles associated to the care commissioning and provision
 - the service user and their relatives
 - other individuals or organisations that may have contact with the care provider
- Information sharing and communication
- How people and their families can be well-informed about the quality of care they should expect and supported to raise their concerns/ assert their requirements.

10.6 All of these themes included consideration of how well current policies and processes support good practice and what changes may be needed. In order to be able to see the pattern of activity over a significant timescale, the period reviewed was set at 1st December 2012 to 31st December 2015. The review completed within six months and made recommendations including in relation to -

- Training and Development
- Care Governance and Decision-Making
- Service User and Family Involvement and Information Provision
- Policy and process issues

10.7 There is a robust action plan which is being monitored by the Safeguarding Adults Board. The Bracknell Forest SAB has recommended that the new joint Board formally monitor progress at its meeting at the end of 2017. The SAR report will be posted on the Safeguarding Adults Website.

SAR re “J” - The Circumstances that led to a review in this case:

10.8 J lived alone in a flat and died in a fire in her home in 2015. She had been accessing a number of services in the period leading up to her death. Because the involvement was chiefly with a single organisation which had undertaken a very detailed review, the SAR was based very much upon the findings of the single agency review, but focused on the wider learning which might support other organisations' learning and development and enhance the effectiveness of safeguarding across the partnership. .

10.9 The completed review made recommendations in relation to:

- Working with risk
- Mental Capacity Act and the interface with working with risk; balancing choice and safety

- Engaging positively with families / carers
- Managing organisational changes / pressures to minimise risk
- Clarity for professionals and the public in respect of mental health pathways
- Prevention / identification of those at high risk of harm; particular focus on fire risk / safety
- Accountability (where there is a multi agency response to circumstances, a clear understanding of how each agency is supporting the patient)
- Co-ordination of Care

Further Safeguarding Adult Reviews Taking Place during 2017/18

- 10.6 During 2016/17 the Bracknell Forest Safeguarding Adult Board took a decision to commission a further Safeguarding Adult Review. This will commence during 2017/8 and will be reported in the 2017/18 annual report.

11 QUALITY ASSURANCE

Care Governance

- 11.1 It is the responsibility of the local authorities to work with providers of adult social care to ensure continuous improvement. This is particularly important where services are not judged to meet appropriate standards. The approach to Care Governance is one of working in partnership with care and support providers to ensure the safety and quality of services within the borough, and to residents who have been placed in care settings outside the borough where the Council retains a duty of care for those individuals. The main decision making body in relation to this is the Care Governance Board which has ultimate responsibility for ensuring the quality and safety of the support provided. The Board makes decisions on the 'flag status' of providers which has an impact on whether support will be commissioned from them. The Board also decides actions that need to be taken to improve the quality of support and may decide that people receiving support need to be visited and welfare checks undertaken to ensure they are not being placed at risk. The purpose of Care Governance is to ensure there is effective monitoring and, where necessary, action to ensure that people are in receipt of good quality care and support to achieve their required outcomes. This action includes managing risk and providing assurance that the right things are being done in the right way and at the right time.

- 11.2 The Care Governance Board meets monthly to share, discuss and agree actions in relation to information received from internal and external sources regarding providers of services. The Board receives information from a range of sources including:

- CQC reports and regulatory letters/information
- Other local authorities and NHS partners
- Safeguarding concerns and / or referrals
- Requests and authorisations for deprivation of liberty

- Quality assurance visits completed by Adult Social Care Contracts Team
- Reviews undertaken by health and social care practitioners
- Complaints, MP enquiries and Member enquiries
- Financial checks and Insurance checks
- Feedback from people receiving support and their families and informal carers

11.3 The Board considers each 'referral' on its own merits and what action, if any, is required. Where appropriate, the provider is supported to develop an action plan which identifies the actions required and timescales for completion. Where concerns have been identified regarding a provider, their commissioning status will be reviewed by the Care Governance Board on a monthly basis. The status is assessed as being red, (high risk – do not use), amber, (medium risk – use with caution) or green (low risk) from the information provided to the Board. A subgroup of the Care Governance Board meets once a month prior to Board meetings to share findings and update on actions requested at the last meeting.

Quality Assurance -Safeguarding Adults

11.4 In order to ensure that the safeguarding process is carried out consistently and to a high standard across the department, audits of the process are carried out at a number of levels:

- Safeguarding questionnaires are completed for all safeguarding cases where the individual (or family member) agrees to this. Support with completing this is provided by either an adult safeguarding development worker or an advocate if the person was unable to attend the meeting. A Family member may be asked to complete the questionnaire if this is more appropriate.
- An internal audit is carried out within the recording system through completion of the safeguarding case on the database and approval must be gained at agreed points within the process.
- Regular audits are held between the safeguarding team and the 4 individual adult social care teams. These audits have been devised so that the following areas of practice can be monitored:
 - Compliance with the safeguarding procedures
 - Person centred practice
 - Quality of record keeping
 - Multi agency working

11.5 Learning gathered from any of the above processes can then be shared with other teams and through other forums as appropriate. Use of adult safeguarding development workers as safeguarding chairs also ensures a level of consistency across teams, enabling good practice to be shared, trends to be identified and monitoring to occur in a more informal and person-centred way. A range of other meetings and forums e.g. team meetings, departmental administrator meetings,

designated safeguarding manager forum, safeguarding forum and best practice seminars also feed into the quality assurance process by providing opportunities to share information, raise awareness, identify trends and ensure consistency.

12 TRAINING PROVIDED BY BRACKNELL FOREST COUNCIL

Workshops/e-learning provided via Bracknell Forest Council	Total attendance (numbers attending from Private, Independent and Voluntary organisations)
Adult Safeguarding Best Practice Seminar 1	12 (0)
Adult Safeguarding Best Practice Seminar 2	19 (0)
Adult Safeguarding Best Practice Seminar 3	28 (0)
Adult Safeguarding Best Practice Seminar 4	26 (0)
Introduction to the Mental Capacity Act	40 (10)
Safeguarding Adults Level 1- introduction to safeguarding	104 (56)
Safeguarding Adults Level2 & 3	19 (0)
Safeguarding Adults Level 1- introduction to safeguarding e-learning	201 (0)
MCA & DOLs e-learning	16 (0)

- 12.1 The table above sets out the breadth of training opportunities made available to local stakeholders during 2016/2017. The Bracknell Adult Safeguarding team has also provided a number of safeguarding awareness sessions to prevent and neglect and there are a range of e-learning packages provided.

13 DEVELOPMENT PLANS FOR 2017 -2018

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Agency	Actions
Berkshire Healthcare NHS Foundation Trust	<ul style="list-style-type: none"> ➤ Develop staff in the practical application of the mental capacity act. Six MCA champions have been appointed to move forward this work on the community wards across Berkshire with the support of the safeguarding team ➤ Introduce MCA form as part of admission pack on community wards ➤ Continue to achieve high staff compliance to safeguarding adults and MCA and DOLS training ➤ Introduce safeguarding adults/children combined training at level two (think family approach). Already achieved and well received at level one. ➤ Increase recognition of domestic abuse and staff confidence in use of DASH form ➤ Increase permanent staff and reduce use of agency staff at Prospect Park Hospital
Berkshire Care Association.	<ul style="list-style-type: none"> ➤ Safeguarding will be an ongoing theme at networking events and the BCA conference in Oct 2017. ➤ Specific event in May 2017 on Duty of Candour

Agency	Actions
Bracknell and Ascot Clinical Commissioning Group	<ul style="list-style-type: none"> ➤ . Continue the high level of CCG commitment as an active partner of the SAB. ➤ Continue to support the SAR and partnership review process. ➤ Monitor and resolve any issues raised with DoLs applications and support primary care to continue to work collaboratively with the local authority. ➤ Increase the named professional role from 30hours per week to 37.5 hours per week to support the Associate Director in her safeguarding portfolio. ➤ Continue GP lead safeguarding meetings 6 monthly to disseminate safeguarding local and national updates. ➤ Implement specialist safeguarding group supervision for GPs who work with care homes. ➤ Ensure learning events are held across East Berkshire to share learning about forced marriage and exploitation

Agency	Actions
Bracknell Forest Adult Social Care	<ul style="list-style-type: none"> ➤ To ensure that adult safeguarding in Bracknell Forest continues to develop and respond to local needs and priorities and that the successful and robust BFC operational and strategic safeguarding collaboration that has been established continues under the joint Bracknell Forest and Windsor & Maidenhead Board. ➤ To continue to promote better understanding of how mental capacity plays a role in many adult safeguarding concerns and section 42 enquiries with the people we support, the wider community, providers and with other services involved with the people we support. A particular focus will be on the issue of mental capacity and coercive control affecting adults with care and support needs. ➤ To develop understanding with the police on the category of abuse entitled 'Modern Slavery' in the Care Act 2014 and to establish a collective understanding of the scope of this issue in Bracknell Forest and to agree on methods of how to support adults to deal with this particular form of abuse. ➤ To explore an effective Multi-agency Safeguarding Hub (MASH) model for adults in the borough of Bracknell Forest through a task and finish exercise consulting with safeguarding professionals from all adult social care departments and to form a proposal for this service. ➤ To pilot with BFC Adult Social Care departments – ACT and CTPLD, the risk framework and the risk recording tool developed by the SAB Risk framework task and finish group. This framework is intended to focus on those people who fall between Adult Social Care thresholds but who remain at risk for some reason. The tool is intended to be used as a multi-agency narrative for balancing risk, and for recording the reasons and benefits for taking actions, or, for not taking actions.

Agency	Actions
Bracknell Forest Community Safety Partnership	<ul style="list-style-type: none"> ➤ Maintain a programme of training around relevant community safety issues, such as Domestic Abuse, E-Safety and Prevent. ➤ Expand the remit of the DASC project to include victims of familial abuse, with a particular focus on vulnerable adults. ➤ Renew the Strategic Assessment process to consider emerging threats and trends, including issues such as modern slavery and trafficking. ➤ Develop a new protocol for Closure Orders involving vulnerable drug users ensuring that appropriate support and safeguards against trafficking are in place. ➤
Bracknell Forest Council Learning and Development Team	<ul style="list-style-type: none"> ➤ As part of the wider transformation of services within the Council, the whole learning and development offer is being reviewed to enable people to learn in a wider range of ways and at varying times, to take account of increased flexibility of working arrangements. A new Organisational Development strategy has recently been approved by the Corporate Management Team and a detailed action plan is currently being produced. This will include a range of development opportunities aimed at managers initially but extended at a later stage to all other employees. ➤ Specific emphasis this year will be on enabling Best Interest Assessors to maintain their knowledge and skills and looking at how best to enable employees to undertake Approved Mental Health Practitioner training. The Adult Social care Learning and Development Forum is currently looking at how best to extend the range of e-learning opportunities which are available to employees and the private, independent and voluntary sector, as one means of enabling greater access to refresher learning.

Agency	Actions
Royal Berkshire Fire and Rescue service	<ul style="list-style-type: none"> ➤ Reduce the number of vulnerable people dying in fires. ➤ Reduce the volume of fires occurring in homes and the injuries that result from them. ➤ Work with partners to reduce road deaths by 20% over the next 5 years. ➤ Align our work to the UK drowning prevention strategy with stated aim 50% death reduction by 2026. ➤ Expand our HFSC scope to look for other vulnerabilities to the resident. ➤ Expand schemes to deliver a range of services to support health and wellbeing. ➤ Develop relationships with county wide organisations to progress pathways to employment and apprenticeships for young people. ➤ Introduce counselling to reduce fire setting activity amongst adults
Thames Valley Police	<ul style="list-style-type: none"> ➤ Domestic Abuse will continue to be a focus, with the learning from the local DASC project used to inform and improve local safeguarding outcomes. ➤ Crime reduction and safeguarding messages around fraud, both online and in person, will be developed. The particular risk to vulnerable adults from this sort of offending will be integral to those messages. ➤ Identification and effective response to human trafficking – manifested locally through the exploitation of vulnerable adult drug users by organised crime groups seeking to deal drugs within the local market.

Agency	Actions
West London Mental Health Trust	<ul style="list-style-type: none"> ➤ Ensuring all staff at Broadmoor Hospital have received the mandatory Mental Capacity Act and Prevent training. ➤ To develop the understanding and application of Making Safeguarding Personal. ➤ To secure an agreed protocol for IMCA support to the hospital. ➤ To evaluate safeguarding adults outcomes and experience. ➤ To provide Carers and families with relevant information on safeguarding, the Mental Capacity Act and the Care Act. ➤ To record and monitor behaviours with a safeguarding element that do not require a full safeguarding referral.
Involve	<ul style="list-style-type: none"> ➤ Launch the Safeguarding Healthcheck Tool and manage responses ➤ Continue delivery of adult safeguarding training to local charities, volunteers and others ➤ Support to the local VCS re: safeguarding needs including policies, procedures ➤ Additional awareness raising events, activities or promotions re: key safeguarding areas.
Healthwatch	<ul style="list-style-type: none"> ➤ Run a range of courses as and when required to groups to highlight safeguarding. ➤ Disseminate relevant information via a variety of mediums with regards safeguarding ➤ Be involved where necessary in making sure CVS organisations comply with basic safeguarding best practice

Agency	Actions
SCAS	<ul style="list-style-type: none">➤ To forge closer links with safeguarding hubs across our area.➤ To move to a paperless referral process.➤ Regularly undertake multi agency audits and reviews of safeguarding referrals.➤ Encourage regular feedback from partner agencies with regard to safeguarding cases

14 STRATEGIC PLAN 2016/19 UPDATED PRIORITIES AND ACTIONS

Background

- 14.1 The strategic plan 2016 – 2019 was developed during 2016/17 to deliver the Board's vision. This strategic plan containing comments to report progress is contained within Annex 1. The 2017 Board development day noted the progress in achieving the actions in the strategic plan, and having considered challenges faced by the Board and partner organisations, the Board confirmed the elements which would be recommended as needing to be taken forward into the new arrangements for a joint Bracknell Forest / Windsor and Maidenhead Safeguarding Adult Board, The Board recommended that the aims, objectives and actions listed below were to be taken forward either within a new Bracknell Forest / Windsor and Maidenhead Joint Safeguarding Adult Board strategic plan or implemented locally in Bracknell Forest and overseen by a local safeguarding operational group.

Recommended Aims, Objectives and Actions for 2017/18 and Beyond.

AIM 1: Establish a robust and committed partnership

Objective 1 To ensure that the specific measures required of the Board by the Care Act are in place

- *Put in place the Board's Terms of Reference, Strategy & Strategic Plan; establish subgroups to reflect the Care Act requirements and to support realising strategic objectives.*
- *Put in place a revised guidance on SARs*
- *Ensure a commitment to follow up on lessons from*
- *Collectively establish an adequate resource base for the Board to carry out its responsibilities in line with the Care Act (2014)*

Objective 2 To ensure partner organisations and board members are aware of their duties and responsibilities

- *Support the voluntary sector in the establishment of a baseline of what needs to be in place in respect of safeguarding – implement CVS self assessment audit*
- *Ensure that the Board / partners shares and disseminates consistent advice/support/best practice as it becomes available. – implement communication strategy*

Objective 3 To implement an effective quality assurance framework

- *Establish a Quality Assurance framework so that the Board is assured of effective practice across the partnership, and an understanding of practice within each partner organisation.*

AIM 2: Making Safeguarding Personal is embraced across organisations

Objective 1 To ensure individuals are at the centre of the safeguarding process

- *Ensure that the Board receives evidence that people in need of safeguarding support are asked what outcomes they want.*
- *Make information available to people so that they know what to expect from safeguarding support/enquiries, they can engage meaningfully in the process and it is easier for people to report safeguarding issues*
- *Establish an effective and meaningful process for people who may be in need of safeguarding services to engage with the board – to include an open forum in a community setting to find out what the key issues are for them; develop a repository to hold records of feedback from people who engage with partners*

Objective 2 To ensure the board engages with people who may be in need of safeguarding services

- *Promote engagement of the whole partnership in MSP through a focus on and improvement in working within the MCA principles and through establishing confidence in taking person centred approaches to working with risk.*
- *Seek evidence of the development of independent advocacy in response to the Care Act focussing on the range of advocacy; commissioning of advocacy; and appropriate referral for and provision of advocacy*

Objective 3 To ensure support for the person centred approach

- *Seek assurance that that the five principles of the MCA are a feature of case file audit and a feature of practice*
- *Seek assurance that information is made available to people who may be in need of safeguarding support on the Mental Capacity Act; its implications in their lives and what they can expect from professionals*

AIM 3 Mental Capacity Act and DoLS

Objective 1 To ensure that the partnership promotes, and partner organisations demonstrate, a clear working understanding and competence in applying the core principles of the MCA

- *Seek assurance that that the five principles of the MCA are a feature of case file audit and a feature of practice.*
- *Seek assurance that information is made available to people who may be in need of safeguarding support on the Mental Capacity Act; its implications in their lives and what they can expect from professionals.*
- *Ensure a focus on best interests decision making through; Facilitating an audit of sample of cases against legal requirements to ascertain any development needs and Seeking assurance that any emerging development needs are addressed*

Aim 4 To work alongside people to offer effective support in addressing risk

Objective 1 To ensure a partnership framework of principles is in place (and supported by L&D opportunities) that embraces the core safeguarding principles and supports service users in decision making

- *Refine and implement local risk framework to guide consistent practice across organisations in working with risk alongside service users*

Objective 2 Multiagency forums for managing risk support effective management of key areas of risk that are in the scope of safeguarding adults

- *promote a good understanding of the forums available to address specific needs of adults at risk and promote awareness of the need to implement bespoke multi agency meetings for those cases for which there is not a relevant forum;*

Objective 3 To seek assurance of partnership and public awareness of areas of risk

- *Support enhancing of awareness of indicators of risk and ensure safe responses through awareness of referral routes and sources of support.*
- *Determine the extent to which safeguarding cases equate to familial DA and identify actions to make joint working more effective. Ensure the range of professionals understand the range of social work and legal interventions/options when working with DA.*

- *Monitor emerging significant areas of risk in Bracknell (for example Internet Crime; SCAMS, risks associated with people purchasing their own care through personalised budgets) and ensure communication with other partnership boards.*
- *Support engagement across the partnership with the issue of fire risk*

Aim 5 Prevention and Early Intervention

Objective 1 Assurance of effective transition

- *Ensure there is a focus on joint working with the LSCB to ensure that risks identified, monitored and managed for children are picked up in transition to adult services/support. CSE is one example of this*

Objective 2 Assurance of effective use of data and intelligence

- *promote and support identification, from the data and other intelligence, areas where safeguarding issues are commonly occurring.; the Board will target these areas, seeking assurance that preventive measures are put in place*
- *Work closely with the voluntary sector in recognition of its growing role in safeguarding, early intervention and prevention, community resilience and transformation*

Objective 3 Assurance of quality and safeguarding in provider services

- *Ensure a robust system in place to join up intelligence to identify quality concerns in provider services early on and put in place support to address concerns before they become safeguarding issues*
- *The board is assured of safety in service provision and of appropriate improvement plans having been put in place.*

Objective 4 Ensure support for adults at risk who do not meet safeguarding thresholds

- *Produce guidance to ensure that cases of abuse and neglect that do not meet the section 42 criteria are reported and recorded in adult safeguarding; this is particularly important for new abuse types of domestic abuse, modern slavery, exploitation and self neglect*
- *Monitor data and carry out case file audits of safeguarding reports that do not meet the section 42 enquiry criteria*

Aim 6 Workforce development

Objective 1 To ensure workforce development and to support Making Safeguarding Personal






- *Seek assurance that that staff are developed in the skills to get alongside people and understand their perspective.*
- *Evaluate the impact of training*
- *Implement training on the mental capacity act*
- *support the voluntary sector to develop good safeguarding practice in response to the findings of the CVS self assessment audit*
- *Develop/adopt common workforce standards to support safeguarding across the partnership. This to include workforce recruitment and retention resources such as those available from skills for Care and including best practice in recruitment, supervision and staff development.*

Strategic Plan Progress





Annex A

AIM 1: Establish a robust and committed partnership demonstrating clarity as to how the SAPB will hold partners to account and gain assurance of effectiveness of arrangements. This to include establishing a Quality Assurance framework and making effective links with other partnerships



Objective 1 To ensure that the specific measures required of the Board by the Care Act are in place

Action	When	Success Criteria	Comment	Progress
Put in place the Board's Terms of Reference, Strategy & Strategic Plan; establish subgroups to reflect the Care Act requirements and to support realising strategic objectives.	Sept 16	TOR's, strategy, strategic plan and Sub Groups in place	TOR, Strategy, Strategic Plan in place Sub groups established	
Put in place a revised guidance on SARs and a revised approach to the Annual Report	Sept 16	Guidance on SAR'S and revised approach to annual report in place	Guidance on SAR'S and revised approach to annual report in place	
Ensure a commitment to follow up on lessons from SARs (both local and national SARs where relevant)	Sept 16 and ongoing	Evidence in minutes; TOR's and SAR framework in place Annual Report reports on SAR's; L&D framework supports necessary learning; these are made publicly available QA subgroup monitors key issues from SARs	SAR Sub group is leading on learning from SARs. Development Day in April to focus on learning from SARs; Commitment for SAR learning 3 rd quarter of 2017	
Establish effective cross-partnership links	Sept 16	Cross-cutting issues involving LSCB and CSP identified and addressed jointly via "virtual" sub-group. Examples highlighted in annual report.	Partnership links highlighted in annual report. Joint Protocol document agreed Meetings established with CSP, LSCB and HWBB representatives	
Collectively establish an adequate resource base for the Board to carry out its responsibilities in line with the Care Act (2014):	June / Oct 2016	Methodology in place going forward. Resources contributed across key statutory agencies	Methodology established in May and October budget meeting of statutory partners.	

Objective 2 To ensure partner organisations and board members are aware of their duties and responsibilities




Action	When	Success Criteria	Comment	
<p>Support board members to participate in the board through</p> <ul style="list-style-type: none"> - Creation of an induction for board members - Holding at least biennial meetings of Chair with each member organisation to discuss how they have contributed to the board's work and how the board has supported them and their organisation. - Creation of a Board bulletin to facilitate dissemination of consistent key messages by Board members to their sector/organisation. 	April 17	<p>Board members feel supported to participate</p> <p>New Members receive an induction</p> <p>Annual meetings of the chair and each member takes place</p> <p>Key messages are disseminated to each partner organisation</p> <p>Board bulletin in place</p>	<p>Induction pack developed</p> <p>Meeting of chair and each member has taken place in Autumn 2015 – further meetings to be scheduled for 2017</p> <p>Bulletin developed</p> <p>Communication Sub Group has developed a communication strategy and plan</p>	
<p>Utilise a checklist to ensure that policies and procedures are in place in all organisations to address the implications of the Care Act</p>	April 2017	Implications of Care Act recognised in practice across partnership	Checklist circulated to board members – extended to June 2017	
<p>Support the voluntary sector in the establishment of a baseline of what needs to be in place in respect of safeguarding</p>	March 2017	Baseline advice established and disseminated	Baseline questionnaire agreed; recommended to transfer implementation to new strategic plan	
<p>Ensure that the Board shares and disseminates consistent advice/support/best practice as it becomes available. (for example through the Court of Protection, guidance and SAR's) and that Board members disseminate this within their own sectors/organisations</p>	March 2017	<p>Evidence that information is disseminated effectively</p> <p>Board bulletin in place</p>	<p>Communication task and finish group has produced a draft communication strategy and plan. Board bulletin has been developed. Evidence of information is being shared e.g. prevention of future deaths report</p>	

Objective 3 To implement an effective quality assurance framework



Action	When	Success Criteria	Comment	
Establish a Quality Assurance framework so that the Board is assured of effective practice across the partnership. This includes <ul style="list-style-type: none"> - Partners participate in an annual self-audit and challenge event - Quality audit tools (case file audit) within the council reflect statutory guidance priorities/principles - Performance information includes an outcomes focus on both safety and wellbeing - The Safeguarding adult data report is a bi-annual agenda item and informs priorities and improvement as well as L&D plan 	March 2018 and ongoing	Improved engagement by the whole partnership in quality assurance initiatives	Quality Assurance sub group established and a quality assurance framework developed	
Ensure that the Board learns lessons from local/national case reviews to enhance quality of services and supports putting these into practice as appropriate	On going	Evidence that learning from local and national case reviews takes place QA mechanisms test out that learning is put into practice when the need for it is highlighted in local SARs	SAR sub group meets to co-ordinate SAR's & process in place to ensure learning takes place from the existing SARs QA group has developed a quality framework to include providing assurance that lessons are put into practice	

AIM 2: Making Safeguarding Personal is embraced across organisations: the way in which people experience safeguarding support is personal and supports them in achieving the outcomes they want. People who may be in need of safeguarding support influence the development of safeguarding in Bracknell.



Objective 1 To ensure individuals are at the centre of the safeguarding process


Action	When	Success Criteria		
Ensure that the Board receives evidence that people in need of safeguarding support are asked what outcomes they want.	March 2018	Information on outcomes is provided reflecting a focus on both safety and wellbeing of individuals and this information informs development in safeguarding in Bracknell and Board activity through safeguarding development reports	Assurance received by QA Sub group as part of the quality assurance framework Board agreed at its March meeting to maintain this action to march 2018 to gain assurance over a longer period of time	
114 Make information available to people so that <ul style="list-style-type: none"> - they know what to expect from safeguarding support/enquiries - they can engage meaningfully in the process and - it is easier for people to report safeguarding issues. 	March 2018	Positive feedback from those receiving safeguarding support	QA sub group has received reports on case file audits providing assurance. Questionnaire used at safeguarding enquiries being adapted to improve quality of information gathered to provide assurance. Board agreed at its March meeting to maintain this action to march 2018 to gain assurance over a longer period of time	
Ensure that the SAB is grounded in the lives of real people.	March 2019	Experiences and stories are a foundation for discussion and learning across the partnership. These are a feature of the annual report; Board meetings; training; outcomes information. Safeguarding Adult Reviews across East Berkshire are a key focus in this respect	Process for learning as a result of lessons from SARs is being established across east berkshire and within BFSAPB meetings. BFSAPB annual report contains case studies.	

Objective 2 To ensure the board engages with people who may be in need of safeguarding services

Action	Timescale	Success Criteria	Comment	
Establish an effective and meaningful process for people who may be in need of safeguarding services to engage with the board – to include an open forum in a community setting to find out what the key issues are for them	March 2019	Those who engage are supported in their understanding of safeguarding and build resilience and confidence; they inform the Board so that the Board learns and it develops safeguarding in response to this engagement	The draft communications strategy and plan includes methods of establishing effective and meaningful ways for engagement with the board	
Good news stories about safeguarding support and MSP are generated and used publicly to support positive public perception of safeguarding and to encourage seeking of safeguarding support. This to reflect too positive stories from provider sector.	ongoing	Good news stories identified and promoted by Board partners Enhanced referral rate from public	Communications strategy and plan contains actions to support positive public perception of safeguarding Annual report contains case studies which have received good feedback Referral rate being monitored	




Objective 3 To ensure support for the person centred approach

Action	Timescale	Success Criteria		
Promote engagement of the whole partnership in MSP through a focus on and improvement in working within the MCA principles and through establishing confidence in taking person centred approaches to working with risk.	March 2018	Evidence of effective partnership approach to MSP through multiagency case file audit evidence of improved working within MCA principles through multiagency case file audit	Safeguarding development team is supporting the development of MSP / MCA in partner organisations. Visits to partners has commenced in November 2016. Good feedback continues to be received	
Seek assurance that that staff are developed in the skills to get alongside people and understand their perspective.	March 2018	L&D plan reflects this and Board receives assurance that it makes a difference to practice	Esat berkshire l/d group has been re-established and Bracknell forest training process in place.	

Seek evidence of the development of independent advocacy in response to the Care Act focussing on the range of advocacy; commissioning of advocacy; and appropriate referral for and provision of advocacy	Sept 2017	Individuals are supported effectively through advocacy in line with the requirements of the Care Act	Quality assurance sub group is monitoring provision of advocacy as part of performance monitoring; case file audits to take place in 2 nd quarter of 2017/18	
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AIM 3 MCA and DoLS: To understand what the priority issues are that can support more confident and person-centred practice in safeguarding. The principles of the MCA are integrated into safeguarding support/practice so as to transform the experience of safeguarding support.

Objective 1 To ensure that the partnership promotes, and partner organisations demonstrate, a clear working understanding and competence in applying the core principles of the Mental Capacity Act. This promotes a Human Rights based approach and a personalised approach to safeguarding support. It promotes a focus on wellbeing as well as safety.


Action	When	Success Criteria	Comment	
Seek assurance that that the five principles of the MCA are a feature of case file audit and a feature of practice.	March 2018	Evidence of the principle of supported decision making - particularly significant in the context of MSP Audit/ case studies/ service user feedback demonstrate this	Audit programme developed and the quality assurance sub group has received assurance from case file audits and feedback. Board agreed at its March meeting to maintain this action to march 2018 to gain assurance over a longer period of time	
Seek assurance that information is made available to people who may be in need of safeguarding support on the Mental Capacity Act; its implications in their lives and what they can expect from professionals.	March 2017	Evidence that information is made available	Quality assurance group has been established and received assurance that information on the MCA is made available as part of an agreed quality assurance framework. Recommended that this action is carried forward in new plan	
Ensure a focus on best interests decision making through; Facilitating an audit of sample of cases against legal requirements to ascertain any development needs & seeking assurance that emerging development needs are addressed	March 2018	Repeated case file audit demonstrates development.	Case file audits have been reported to the QA sub group. The L/D east berkshire sub group has been re-established to ensure learning	

Aim 4 To work alongside people to offer effective support in addressing risk in their lives: risk is effectively identified, assessed and managed and resilience is enhanced





Objective 1 To ensure a partnership framework of principles is in place (and supported by L&D opportunities) that embraces the core safeguarding principles and supports service users in decision making. This to support all organisations/ staff/ professionals in effectively balancing choice, wellbeing and safety, alongside service users, with reference to the MCA. Integrate approach to self-neglect within this framework

Action	When	Success Criteria	Comment	
Framework to guide consistent practice across organisations in working with risk alongside service users is in place L&D agenda supports this	March 2018	Case audit demonstrates effective practice: robust person centred risk assessment and protection planning	Draft risk enablement policy developed and pilot taking place locally. Esat Berkshire L/D group is being re-established	

Objective 2 Multiagency forums for managing risk support effective management of key areas of risk that are in the scope of safeguarding adults

Action	When	Success Criteria	Comment	
Review the current frameworks/processes in place for working with risk to include - What do they cover? - Where are the gaps? - A review of forums and practice that have a focus on risk and maximise their effectiveness (e.g. role of housing panel). - A review of models elsewhere (e.g. Camden; West Berkshire) for high risk panels and develop a local response from best practice	March 2018	Review completed and recommendations provided	Initial review of current frameworks / processes carried out and recommendations provided. Further work to finalise future model taking place as part of piloting risk framework	


Objective 3 To seek assurance of partnership and public awareness of areas of risk including (those highlighted in Chapter 14 of the Care and Support Statutory guidance as requiring a focus within safeguarding support services): domestic abuse; human trafficking; radicalisation; FGM; forced marriage

Action	When	Success Criteria	comment	
Support enhancing of awareness of indicators of risk and ensure safe responses through awareness of referral routes and sources of support.	March 2018	Data reflects level of engagement with these issues.	Communications strategy in place. Enhancing of awareness of risk to be developed as part of pilot implementation of risk framework Quality Assurance sub group is monitoring number of concerns. Board agreed at its March meeting to maintain this action to march 2018 to gain assurance over a longer period of time	
Determine the extent to which safeguarding cases equate to familial DA and identify actions to make joint working more effective. Ensure the range of professionals understand the range of social work and legal interventions/options when working with DA.	March 2018	Action plan in place Evidence of understanding of the range social work and legal interventions in place amongst partners	A focus on DA is included as part of its work to ensure that all board partners know what to look for and where to refer into Quality assurance sub is monitoring performance measures relating to concerns and enquiries relating to DA.	
Monitor emerging significant areas of risk in Bracknell (for example Internet Crime; SCAMS) and ensure communication with other partnership boards. These might come to light through local organisations' experience and/ or SARs.	March 2018	Emerging risks integrated into Board work plans/ strategic plan	Draft Risk framework developed to support partners to be aware of what to look for and where to refer for emerging areas of risk. QA sub is monitoring performance to identify emerging areas of risk.	
Support engagement across the partnership with the issue of fire risk. - Fire Service presents six monthly reports to the Board on source and levels of referrals as well as fire service activity to raise awareness.	March 2017	Regular reporting by fire and rescue service Evidence of quality referrals of those at greatest risk of fire	Regular reporting is taking place. QA group recommends that FRS reports are absorbed into new partnership scorecard. Recommended that this action continues in new strategic plan	


- The Board and partners act on the information so that there is greater referral of those at greatest risk from fire to the Fire Service across all partner organisations				
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Aim 5 Prevention:



Objective 1 Assurance of effective transition

Action	When	Success Criteria		
Ensure there is a focus on joint working with the LSCB to ensure that risks identified, monitored and managed for children are picked up in transition to adult services/support. CSE is one example of this	March 2018	Evidence of effective joint working Risks are identified, monitored and managed for children are picked up in transition to adult services/support	The draft risk framework includes a focus on exploitation. Discussions continuing with LSCB to ensure risks are picked up in transition from children to adults	

Objective 2 Assurance of effective use of data and intelligence

The Board will promote and support identification, from the data and other intelligence, areas where safeguarding issues are commonly occurring.; the Board will target these areas, seeking assurance that preventive measures are put in place (e.g. pressure ulcers, scams/doorstep traders and a focus on loneliness/isolation to reduce abuse)	March 2018	Evidence that safeguarding issues identified are being targeted for action by relevant Board members. Data begins to show the effect of this over time.	QA sub group is monitoring performance and identifying where safeguarding issues are occurring. The board has received lessons from SARs The risk framework is being piloted to ensure safeguarding issues are identified and preventative action takes place.	
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Objective 3 Assurance of quality and safeguarding in provider services

Action	When	Success Criteria	comment	
Ensure a robust system in place to join up intelligence to identify quality concerns in provider services early on and put in place support to address concerns before they become safeguarding issues	March 2018	Evidence of effective intelligence sharing mechanisms in place	Learning from SARS taking place. Reports on quality assurance and care governance discussed at board meetings. QA sub group recommends extending deadline to March 2018 to ensure learning from SARS and monitoring is embedded	
The board is assured of safety in service provision and of appropriate improvement plans having been put in place. 120	March 2018	Individual cases are escalated to the Board appropriately. The Board is made aware of patterns and themes of concerns in provider services across health and social care including: CQC reports from Health providers; reports from Council care governance group; reports from CCG on patterns in respect of Serious Incidents	Learning from SARS taking place with action plan developed	

BRACKNELL FOREST SAFEGUARDING ADULTS BOARD ATTENDANCE 2016 - 2017

Organisation	2013/14	2014/2015	2015/16	2016/17
LSCB	40%	80%	25%	100%
South Central Ambulance Service	0%	0%	0%	25%
Bracknell Forest Council – Learning and Development	80%	20%	75%	50%
BFC - Housing Strategy & Needs	100%	100%	50%	75%
W. London Mental Health Trust (Broadmoor Hospital)	40%	40%	75%	50%
National Probation Trust (formally Thames Valley Probation Trust)	40%	60%	75%	50%
Berkshire Care Association	60%	80%	75%	100%
Berkshire Healthcare NHS Foundation Trust	60%	80%	100%	75%
Director of Adult Social Care, Health and Housing - BFC	100%	80%	75%	100%
Bracknell Forest Council - Community Safety Team	100%	80%	100%	75%
Thames Valley Police	80%	40%	100%	75%
Bracknell Forest Council – Legal Services	60%	40%	25%	25%
Bracknell Forest Council – Adult Social Care	100%	100%	100%	100%
Frimley Park Hospital	80%	60%	50%	50%
Bracknell and Ascot CCG	80%	100%	100%	100%
Royal Berkshire Fire & Rescue Service	-	-	50%	75%
Involve	-	-	-	75%

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**TO: THE EXECUTIVE
26 SEPTEMBER 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 first quarter of the 2017/18 financial year (April – June 2017).

2 RECOMMENDATION

- 2.1 **To note the performance of the Council over the period from April - June 2017 highlighted in the Overview Report in Annex A.**
- 2.2 **Executive agree to recommend to Council the provision of up to £7m of capital funding as Bracknell Forest's contribution to the Heathlands EMI scheme, noting that £3m of this will be met by the CCG in some way so will not fall as a cost to the Council.**
- 2.3 **Note the intention to submit a joint bid with the other five Berkshire Unitary Authorities to be a pilot area for localisation of National Non-Domestic Rates (NDR).**

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 first quarter QSRs for their areas of responsibility. 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 The QSRs have been combined into the Council Plan Overview Report (CPOR), which brings together the progress and performance of the Council as a 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 first quarter (April - June 2017) 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 1 2017/18

QSR – Chief Executive's Office – Quarter 1 2017/18

QSR – Environment, Culture and Communities – Quarter 1 2017/18

QSR – Adult Social Care and Health – Quarter 1 2017/18

QSR – Children, Young People and Learning – Quarter 1 2017/18

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Document Ref

G:\CXO\Performance and Partnerships\Performance Management\2017-18\1 - Quarter 1\6 - CPOR



COUNCIL PLAN OVERVIEW REPORT

Q1 2017 - 18
April - June 2017

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 first quarter of 2017/18 (April – June 2017). 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 that have been available for many weeks.
- 1.2 Overall, good progress was made against the actions in the departmental service plans. At the end of the first quarter progress showed:
- 129 actions (83%) are on target to be completed within the timescales set
 - 16 actions (10%) are at risk of falling behind schedule
 - 2 actions (1%) have fallen behind schedule
 - 4 actions (3%) 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 was positive, showing that the status for the key indicators in the Council Plan in the second quarter is:
- 33 (80.5%) green – i.e. on, above or within 5% of target
 - 0 (0%) amber – i.e. between 5% and 10% of target
 - 8 (19.5%) red – i.e. more than 10% from target.

21 further indicators have no set target.

2 Overview of Q1 and what went especially well

- 2.1 The first quarter of the new financial year saw the arrival of Ofsted within Children, Young People and Learning. A team of seven inspectors were with the council for four weeks inspecting services for children in need of help and protection, children looked after and care leavers. Interviews and observations were held with staff and partners; numerous cases were explored through written case evidence and one to ones with front line staff. Staff rose to the challenge and a team effort meant we were able to respond to the demands of a comprehensive inspection. The outcome was subsequently published in July and graded services as 'Good' with services for Looked After Children, care leavers and adoption 'Outstanding'. This was an exceptionally good outcome.
- 2.2 The Ofsted inspection did mean, however, that the Children's Transformation programme was put on hold for a month as key staff were redeployed to work on the inspection. However, a programme manager was recruited at the end of March and work progressed at pace during June. There are three main work streams focussing on Education & Resources, Social Care & Early Help and Organisation Structure and Capability. Detailed analysis work is taking place on all of these work streams.
- 2.3 The wider Transformation Programme is progressing in all areas of the council. The Parks and Countryside and Planning and Building Control reviews are progressing through the Analyse phase. An early version of the Business Intelligence review

recommendations has been considered by the Corporate Management Team (CMT). The recommendations include consolidation of the function. However there is considerable work required to achieve the ambition for this function, which is to bring data and intelligence to the heart of decision making. The recruitment process for the new support services structure for ICT, HR and Finance was completed in the quarter, and despite the large scale changes, there were only six compulsory redundancies. With a 10% reduction in staff delivering support services, the focus is now on reviewing processes to ensure the new structures are sustainable. The locating of ICT, Finance and HR support service teams in Time Square is planned for September/October. In order to help reinforce that there is more to the new support services arrangements than simply moving staff within the Council, the Corporate Services Directorate will be renamed "Resources" from the beginning of September. This reflects the One Council ethos and underpins an enabling approach to working alongside other service areas.

- 2.4 In the leisure review, tender documents were issued to successful shortlisted companies in April. Site visits have been organised for potential suppliers and a bidders days has also been undertaken. Engaging our communities in volunteering is another key aspect of the council's Transformation programme, in line with the Council Plan theme to have 'Strong, Safe, Supportive and Self-reliant communities'. In the last quarter, the library service appointed a Volunteer Coordinator and implementation of the volunteer recruitment programme is underway. Invitation to tender for the implementation of self-service technology and technology-enabled opening has been advertised. Volunteers support services across the council and just over 1,000 hours were contributed by volunteers towards Parks and Countryside work in the last quarter.
- 2.5 Finally, the Adult Social Care Transformation programme is also progressing. The integrated care team now have the green light to go ahead and provide Enhanced Intermediate Care. This will provide 8am to 8pm response during the week and also weekend working. It will include enhanced nursing input to the service and there will be a more intense program of interventions and therapy to not only enhance recovery but also reduce length of stay in the service and thereby increase capacity. Implementation is expected to be by December 2017/January 2018.
- 2.6 The Council continues to look for new ways to partner with our neighbouring authorities. Bracknell Forest and Windsor and Maidenhead Safeguarding Adult Boards have agreed to create a joint board. Membership of the new board has been established and an independent chair appointed. A Business Case for a Legal shared service with West Berkshire is also being developed, and will be finished by the end of the year for consideration by both Councils, before developing a plan for implementation.
- 2.7 The Assistant Chief Executive leaves in August 2017, the post of Assistant Chief Executive is being deleted and the CXO is being transformed as a consequence. The Community Safety team will move to Adult Social Care, Health and Housing, reporting to the Chief Officer: Housing. The Regeneration and Economy Team will move to Environment, Culture and Communities, reporting to the Chief Officer: Planning, Transport and Countryside (although he will report directly to the Chief Executive on Regeneration). The Overview & Scrutiny Team will move to Corporate Services, reporting to the Head of Democratic and Registration Services. The Performance and Partnerships, Transformation and Engagement and Communications and Marketing teams will remain reporting to the Chief Executive.
- 2.8 The scale of change across the organisation is testing all our staff who continue to rise to the challenge and deliver the very best services they can. In the coming quarter Bracknell town centre will reach its two most significant milestones with the

opening of the Marks and Spencer store and test opening of the Avenue Car Park on 27 July and the grand opening of the Lexicon scheme on 7 September. This completes this phase of the regeneration process which commenced with the development of the town centre masterplan adopted by the council in 2002. Teams across the council are working to ensure its successful opening. This includes Community Safety working with the police to plan any necessary security and police presence for the launch. Town centre opening will see a big change in the use of the highway network in and around the town, with new junctions and traffic controls which will be heavily used. Careful planning for the management of the network is well developed with risks identified and plans to manage these risks being developed.

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

- 3.1 Of the indicators that are red, the main area of concern is the increase in referral rates into children's social care. The Children's Transformation Programme is currently in the middle of its Analyse Phase and one of the areas they are focussing on is referrals and the Council's response to them, in order that we can understand what might be behind this increase. This analysis is due to be complete by 6 September, at which point it will be shared with CMT in preparation for the programme's Gateway Review.

4. Forward Look

Heathlands

- 4.1 At its meeting of the 14th February the Executive approved plans for the joint commissioning of Elderly Mentally Infirm (EMI) care home beds in Bracknell Forest. Specifically, the Executive agreed to:
- Enter into a funding agreement with NHS and Local Authority partners to finance the development of a Full Business Case in respect of developing a new care home on part of the Heathlands site.
 - Subject to entering into agreement seek proposals to redevelop part of the Heathlands site to provide a new care home
 - Subject to entering into agreement seek proposals on other specialist housing on the remaining part of the Heathlands site.

The partners – Bracknell Forest Council, Royal Borough of Windsor and Maidenhead, and the CCG – have entered into a Memorandum of Understanding for the development of a 64 bed Nursing Home to be built on the former Heathlands site, to commission through a tendering exercise the construction of the home, to commission through a tendering exercise a provider to operate the home, and separately for Bracknell Forest to construct 14-20 units of specialist accommodation for people with social care needs. A procurement plan for the construction works has now been approved by the Director and Executive Member for Adult Social Care, Health and Housing.

The total projected capital cost of the nursing home is £10m (including contingencies). Of this total, contributions of £3.123m are required from each of the CCG and Royal Borough of Windsor & Maidenhead, representing their contribution to the construction of the home. However at this stage it is unclear whether the CCG's contribution will be paid as a one off, or on an on going basis on the bed price. The

CCG have made a bid for a capital grant within the STP from the NHS of £3m for this project, and when the outcome of this bid is known, this will determine how the CCG will make its contribution.

Members are therefore asked to agree to provide up to £7m of capital funding as Bracknell Forest's contribution to the scheme, noting that £3m of this will be met by the CCG in some way so will not fall as a cost to the Council.

After allowing for the cost of capital (both principal repayment and interest costs) the Council will save approximately £200k per year in reduced costs of care. It is also expected that the facility will help keep other care prices in the area in check and thereby realise additional savings, although these cannot be accurately quantified at this time.

The plans for the care home are based on the most efficient size of care home, and as such leaves some of the site available for other developments to address social care needs. A review of the different options for the other part of the site is being undertaken and options will be presented to the Executive for consideration later in the Autumn.

Business Rates Pilot for Berkshire

- 4.2 The Berkshire Leaders have agreed to put forward to Government a proposal to establish a business rate pilot pool covering the whole of Berkshire. A financial assessment undertaken on behalf of Berkshire Treasurers has indicated that being included as a pilot area, to help Government design the detail of a new 100% business rates system for local government, would potentially realise a significant one-off financial advantage for the authorities.

The proposal would be based on collaborative arrangements, including working with the LEP, to address some of the potential barriers to continued economic growth in the area, particularly transport infrastructure, affordable housing and specific skills shortages. Part of any financial gain would be pooled to invest in these areas, with the remainder to be distributed to the individual authorities.

While this proposal was developed in the absence of any definitive updates from Government on the future business rates system, a formal invitation was subsequently issued by Government on 1 September for areas to bid for pilot status, with a deadline of 27 October for submissions. The outline proposal for Berkshire will be developed in detail in accordance with this timetable and submitted following further discussion with Leaders.

Timothy Wheadon
Chief Executive

Section 2: Budget Position

REVENUE BUDGET MONITORING

The monthly monitoring returns are set out in detail in each department's Quarterly Service Report (QSR).

Across the Council, variances have been identified that indicate a net over spend of £3.7m, with £1.7m remaining unallocated in the Corporate Contingency. These figures do not take into account grant funding for Social Care announced in the Chancellor's Budget in March as part of the Improved Better Care Fund, pending confirmation of how the allocation of £0.9m for Bracknell Forest can be set against the additional costs being incurred by the service. The flexibility of spend on this will depend on a positive outcome from our CQC Area Review.

The major variances being reported are as follows:

Children, Young People and Learning

- Within Children's Social Care, placement costs are forecast to over spend by £1.7m. Plans are in place to make future changes that could save £0.25m on current costs, however these are excluded from the forecast as they have yet to be achieved.
- There is always a prospect of further placements needing to be made which would further increase costs. While it is impossible to predict this with any certainty, at this stage it appears that a significant peak in activity was experienced in May and the position in June and July has stabilised, albeit with placements still higher than in previous years.
- A reduction in staff costs is forecast within Strategy, Resources and Early Intervention from holding posts vacant in Office Services and Education, Capital and Property plus reduced agency staff usage in Performance and Governance (-£0.055m).

Adult Social Care, Health and Housing

- Older People and Long Term Conditions is forecast to overspend by £1.1m. This primarily relates to care packages (£1.0m), where the level of demand is continuing to increase and expected savings have not yet materialised, and the use of agency staff (£0.1m).
- The over spend on the Community Team for People with Learning Disabilities (£0.7m) primarily relates to higher care package costs (£0.55m). Other factors are an increase in supported living costs of £0.16m resulting from an HMRC ruling that the national minimum wage should apply to carers providing sleep-in cover and additional staffing costs (£0.15m), partially offset by CHC funding received of £0.18m.
- The Community Mental Health Teams are forecast to over spend by £0.27m, with the most significant pressures being additional care package costs for Older Adults (£0.3m) and higher staff costs resulting from the use of agency staff to cover vacant posts (£0.15m). Against these, a refund of £0.2m has been received related to a care package funded by the CCG.

- Underspends against Housing services totalling £0.4m are forecast, while pressures on staff costs in Forestcare of £0.1m are being experienced due to overtime payments and the use of agency staff.
- The introduction of the new Resource Allocation System (RAS) called FACE is felt to be key to achieving savings on care packages. Data to the end of July indicates it has not yet resulted in lower cost care packages and further work is being undertaken to review the parameters that underpin it.

In addition to the headline variances being reported, a range of Emerging Issues have been highlighted that could result in additional or reduced costs when they are confirmed. Overall, those identified to date could potentially increase the predicted overspend by a further £0.6m. The most significant items are as follows;

	£000
Coral Reef – no income is being generated while the facility is closed. Based on historic usage patterns the impact will be a shortfall against the underlying budget of up to £0.45m, although it is expected that the new facility will attract more users and the normal closure over the Christmas period for annual maintenance will not need to happen.	450
Parks, Open Spaces and Countryside - Based on a projection of house building within the borough of Surrey Heath, particularly Camberley, it is unlikely that the income received from Surrey Heath for SANGS capacity at Shepherds Meadow will meet the budget target (£0.0200m).	200
Easthampstead Park Cemetery and Crematorium – income is being affected by reduced demand for the facility due to concerns about noise disturbance from the on-going capital project. A shortfall of £0.175m is currently predicted, however this is likely to change dependent on the time taken to complete the works.	175
Waterside Park – a shortfall in rental income is expected for this property, which was purchased prior to the robust Commercial Property Investment Strategy being adopted.	150
Waste PFI - The latest re3 PFI projected outturn for 2017/8 is an under spend of -£0.191m, this is based on provisional tonnage information from April and also takes into account the planned shutdown of Lakeside in September 2017.	-191
Bracknell Leisure Centre - Due in the main to changes in the marketing and sales functions, implementing initiatives which have seen an increase in memberships, early profiled projections are an under spend of -£0.100m.	-100

The scale of the potential overspend is concerning and the attention of CMT is firmly focused on addressing it. Directors are ensuring that their Transformation Programme activities are prioritising the delivery of short-term savings as well as delivering the expected wider benefits. In addition, all service areas have started to work on budget options for 2018/19, in order that some of the proposals can be implemented early to help the 2017/18 position, subject to the necessary consultation and decision making processes.

The in-year financial position will continue to be monitored closely over the next few months, most particularly the impact of demand pressures in Children's and Adult Services, which are the most volatile areas. This will enable additional mitigating actions to be introduced if necessary in the Autumn to help ensure that expenditure is contained within the approved budget by the year end.

Section 3: Strategic Themes


Value for money



1. Value for money					
Ind Ref	Short Description	Previous Figure Q4 2016/17	Current Figure Q1 2017/18	Current Target	Current Status
L051	Percentage of current year's Council tax collected in year (Quarterly)	98.28%	29.43%	29.30%	
L053	Percentage of current year's Business Rates collected in year (Quarterly)	98.62%	35.07%	33.10%	
L221	Satisfaction level expressed in survey of contact with Customer Services, across all channels (Quarterly)	96.50%	90.50%	85.00%	
L255	Subsidy on leisure services (Quarterly)	942,655	112,723	-334,983	
L256	Percentage of transactions carried out online and the use of the customer portal (Quarterly)	49.0%	39.9%	53.9%	
L257	Cumulative number of complaints received at stages 2 and 3, statutory social services complaints, and complaints referred by the Local Government Ombudsman (Quarterly)	82	34	N/a	N/a
L261	Level of staff sickness absence (Quarterly)	1.93	1.57	N/a	N/a
L262	Level of voluntary staff turnover (Quarterly)	2.5%	2.7%	N/a	N/a

A strong and resilient economy



2. A strong and resilient economy					
Ind Ref	Short Description	Previous Figure Q4 2016/17	Current Figure Q1 2017/18	Current Target	Current Status
L265	Number of newly incorporated businesses (Quarterly)	196	190	N/a	N/a ^a
L268	Percentage of working age people who are unemployed (Quarterly)	2.3%	2.2%	N/a	N/a ^a
L269	Percentage of working age population in employment (Quarterly)	83.4%	83.5%	N/a	N/a ^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



3. People have the life skills and education opportunities they need to thrive					
Ind Ref	Short Description	Previous Figure Q4 2017/18	Current Figure Q1 2017/18	Current Target	Current Status
NI114	Number of permanent exclusions from secondary schools (Quarterly)	1	4	Stay below national average	☐
NI117	Number of 16 - 18 year olds who are not in education, employment or training (NEET) (Quarterly)	3.9%	4.1%	5 each quarter	
L139p	Percentage of Primary schools rated good or better (Quarterly)	74.2%	74.2%	83.3%	
L139s	Percentage of Secondary schools rated good or better (Quarterly)	80.0%	83.0%	75.0%	
L237	Number of apprenticeships starts for 16-24 year olds through City Deal interventions (Quarterly)	3	8	5	
L325	Number of permanent exclusions from primary schools (Quarterly)	-	0	Stay below national average	
L326	Number of fixed period exclusions from secondary schools (Quarterly)	-	141	Stay below national average	☐
L327	Number of fixed period exclusions from primary schools (Quarterly)	-	47	Stay below national average	☐

People will live active and healthy lifestyles



4. People live active and healthy lifestyles					
Ind Ref	Short Description	Previous Figure Q4 2017/18	Current Figure Q1 2017/18	Current Target	Current Status
OF1c.2a	Percentage of people using social care who receive direct payments (Quarterly)	24.2%	27.3%	25.0%	
L003	Number of visits to leisure facilities (Quarterly)	1,738,864	430,473	352,000	
L015	Number of attendances for junior courses in leisure (Quarterly)	118,536	27,942	24,700	
L277	Number of people who received Falls Risks Assessments in the quarter (Quarterly)	35	23	36	
L278	Percentage of adult social care records in the Adult Social Care IT System that contain the person's NHS number (Quarterly)	98.3%	98.6%	98.0%	
L279	The number of young people who are newly engaging with KOOTH (the online counselling service for young people) (cumulative - new plus existing registrations by end of year) (Quarterly)	603	1,755	500	
L280	The % of young people who receive a response from KOOTH (the online counselling service for young people) within 2 hours (Quarterly)	100.0%	100.0%	95.0%	
L309	Number of community groups worked with by Public Health to develop their support to local residents (Quarterly)	N/a	59	62	
L310	Number of people accessing online Public Health services via the Public Health portal (Quarterly)	N/a	1,251	800	
L311	Number of people actively engaged with Public Health social media channels (Quarterly)	N/a	1,870	1,800	



5. A clean, green, growing and sustainable place					
Ind Ref	Short Description	Previous Figure Q4 2017/18	Current Figure Q1 2017/18	Current Target	Current Status
NI157a	Percentage of major applications determined in 13 weeks (Quarterly)	75%	92%	85%	
NI157b	Percentage of minor applications determined in 8 weeks (Quarterly)	92%	96%	85%	
NI157c	Percentage of other applications determined in 8 weeks or within an agreed extension of time period (Quarterly)	97%	99%	85%	
NI181	Time taken in number of days to process Housing Benefit or Council Tax Benefit new claims and change events (Quarterly)	3.2	5.4	8.0	
NI192	Percentage of household waste sent for reuse, recycling and composting (Cumulative figure for 16/17 reported quarterly in arrears)	40.1%	N/a	N/a	N/a
NI193	Percentage of municipal waste land filled (Cumulative figure for 16/17 reported quarterly in arrears)	19.78%	N/a	N/a	N/a
L178	Number of household nights in non self contained accommodation (Quarterly)	183	303	274	
L179	The percentage of homeless or potentially homeless customers who the council helped to keep their home or find another one (Quarterly)	82.00%	84.00%	80.00%	
L241	Income from CIL (Quarterly)	405,367	1,002,000	1,237,500	
L284	Number of homes given planning permission (Quarterly)	1,021	33	162	
L286	Percentage of successful planning appeals (Quarterly)	85.0%	67.0%	68.0%	
L312	Number of families that have been in non self contained accommodation for over 6 weeks at quarter end (Bed & Breakfast) (Quarterly)	N/a	0	0	
L313	Number of families that have been in non self contained accommodation for over 6 weeks at quarter end (Non Bed & Breakfast) (Quarterly)	N/a	12	15	

Strong, safe, supportive and self-reliant communities



6. Strong, safe, supportive and self-reliant communities					
Ind Ref	Short Description	Previous Figure Q4 2017/18	Current Figure Q1 2017/18	Current Target	Current Status
NI062	Stability of placements of looked after children in terms of the number of placements (Quarterly)	9.6%	3.7%	11.0%	
NI063	Stability of placements of looked after children - length of placement (Quarterly)	45.5%	51.7%	60.0%	
L092	Number of children on protection plans (Quarterly)	171	166	N/a	N/a
L161	Number of looked after children (Quarterly)	115	136	N/a	N/a
L185	Overall crime (Quarterly)	5,174	1,271	N/a	N/a
L202	Number of families turned around through Family Focus Project (Quarterly)	15	0	400 families over a 5 year period	N/a
L203	Number of Referrals to Early Intervention Hub (Quarterly)	55	83	N/a	N/a
L204	Total number of CAFs and Family CAFs undertaken (Quarterly)	43	29	N/a	N/a
L242	Number of cases that step up to Children's Social Care (Quarterly)	0	7	N/a	N/a
L243	Number of cases that step down from Children's Social to Early Intervention Hub (Quarterly)	19	42	N/a	N/a
L287	Number of children in need supported under Section 17 of the Children Act (Quarterly)	645	801	N/a	N/a
L288	Number of foster carers recruited to meet need (Quarterly)	10	3	3	
L289	Average caseload per children's social worker (Quarterly)	18.0	19.3	16.0	
L290	Rate of referral to children's social care (Quarterly)	151.1	197.5	Maintain	
L030	Number of lifelines installed in the quarter (Quarterly)	231	231	200	
L031	Percentage of lifeline calls handled in 60 seconds in the quarter (Quarterly)	95.80%	96.70%	97.50%	
L316	Forestcare - % of Lifeline demos within 7 days of customer request (Quarterly)		96%	90%	

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 1	For the last 4 quarters	Notes
Adult Social Care, Health & Housing	3.74%	9.89%	
Corporate Services	2.04%	9.55%	
Chief Executive's Office	2.7%	14.3%	
Children, Young People & Learning	2.45%	11.03%	
Environment, Culture & Communities	1.72%	9.41%	

Comparator data	%
Total voluntary turnover for BFC, 2016/17:	13.8%
Average voluntary turnover rate UK public sector 2015:	15.4%
Average Local Government England voluntary turnover 2015:	13.5%

(Source: XPerTHR Staff Turnover Rates and Cost Survey 2014 and LGA Workforce Survey 2013/14)

Staff Sickness

Department	Quarter 1 (days per employee)	2017/18 Projected Annual Average (days per employee)	Notes
Adult Social Care, Health & Housing	2.90	11.61	
Corporate Services	2.05	8.2	
Chief Executive's Office	2.66	10.63	
Children, Young People & Learning	1.10	4.40	
Environment, Culture & Communities	1.46	5.83	

Comparator data	All employees, average days sickness absence per employee
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Bracknell Forest Council 16/17	6.0 days
All local government employers 2015	10.5 days

(Source: Chartered Institute of Personnel and Development Absence Management Survey 2014)

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	3	2 – not upheld 1 – partially upheld
Stage 3	1	1	1 – not upheld
Local Government Ombudsman	1	1	1 – not investigated further
TOTAL	5	5	

Statutory Complaints

Department	Stage	New complaints activity	Complaints activity year to date	Outcome of total complaints activity year to date
Adult Social Care, Health & Housing	Statutory	4	4	3 – upheld 1 - ongoing
	Ombudsman	-	-	-
Children, Young People & Learning	Stage 1	16	16	5 – concluded/declined 2 – partially upheld 9 – currently investigated
	Stage 2	4	4	4 – in progress
	Stage 3	0	0	
	Ombudsman	1	1	1 – determined premature
TOTAL		25	25	

c) Strategic Risks and Audits

The new format for the Strategic Risk Register was agreed by CMT and the Governance and Audit Committee in quarter 1 and now includes additional information on risk appetite. The risks in the Register were reviewed by the Strategic Risk Management Group on 1 June, by CMT on 7 June and by the Governance and Audit Committee on 28 June. The key changes agreed were to increase the risk scores for the transformation, Coral Reef project and demands for services risks and reduce the risk scores for the IT infrastructure, cyber resilience, Binfield Learning Village and school backlog maintenance risks.

One limited assurance report was issued in quarter one relating to a Council wide review of officers expenses.

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
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