

Appendix 1

Suggested responses to the Overview and Scrutiny Commission Working Group

	Comment:	Response	Recommendation:
1	<p>General consistency:</p> <p>The consistency of the objectives could usefully be improved. For example:</p> <p>Many Council activities which need to be maintained are not mentioned, presumably due to brevity, yet Medium Term Objective (MTO) 4 refers to maintaining landscape maintenance.</p> <p>Some objectives are very high level (e.g. 'implementing the Local Transport Plan') yet others are very detailed (e.g. MTO 7 contains five objectives around equality issues, written in some detail).</p> <p>All MTO's and key objectives should be succinct, and not go into detail. The more detailed information should be available in the departmental service plans and the Council's strategies and policies.</p>	<p>There is a variety of phrasing regarding the objectives. This reflects the variety of the council's activities and would require significant reworking of the draft work plans before the start of the next financial year. Nevertheless, this issue should be taken into consideration by managers during detailed work planning for 2010/11 and as part of the review of the MTOs for 2011/12</p>	No change
2	<p>MTO1 Bracknell town centre:</p> <p>We understand and accept that the economic downturn requires major change to this MTO, but we are concerned at the dramatic reduction from 8 to 3 key objectives, and the extent of the 'dilution'</p>	<p>Previous years' objectives were focused on the start of the development programme, constructing the new civic hub and other initial phases. These objectives are not now realistic and instead, the focus is in establishing a</p>	Accept in part

	<p>of the key objectives to the point they appear anaemic.</p> <p>The objectives need to reflect residents' strong wish to see more tangible progress and less emphasis on plans, approvals and documents. Specifically, we suggest replacing the third objective with: 'Actively encouraging and agreeing new proposals to start the regeneration of the town centre and making tangible progress'.</p>	<p>viable way forward for the scheme. This is set against the toughest conditions for the construction industry for many years. Nevertheless, the objective could be worded more positively</p>	
3	<p>MTO3 Housing and infrastructure:</p> <p>Given its importance, we suggest that the third objective should be amended to: 'Updating and implementing the Local Transport Plan, including cycle ways and other improvements to sustainable transport'.</p>	<p>This would be difficult to do in the light of the budget savings proposed for the coming year. The reduction in resources means that the council will have to focus on projects which will improve highway safety and necessary junction improvements, rather than extensions to the cycleway network or other measures.</p>	No change
4	<p>MTO4 Clean and green</p> <p>The third objective fails to recognise the increasing significance of 'reduce, re-use, recycle'. We suggest expanding the objective to read: 'Work in partnership to improve waste minimisation, re-use, also an increase in recycling rates to at least 50% through the Re³ initiative'.</p>	<p>The objectives have been drafted to be achievable as far as possible. Whilst a target beyond 50% recycling rates would undoubtedly be aspirational, it would be unrealistic.</p>	No change
5	<p>MTO4 clean and green</p> <p>The fourth objective looks too narrow. We suggest it is expanded to read: 'Improving energy management in Council and school facilities, and encouraging better energy management throughout</p>		Accept change

	the borough'.		
6	MTO5 Health and wellbeing The second objective is incomplete. It should read: 'Working with health partners to secure more outpatient and diagnostic services, acute and secondary health services in the borough'.	NHS Berkshire East do not plan to increase acute health care provision in the borough; the remainder of the suggestion would improve the key objective	Accept in part
7	MTO5 health and wellbeing The third objective would benefit from a small expansion on a significant function: 'Focusing on prevention, for example by supporting smoking cessation and by increasing the number of adults.....'	This issue is led by NHS Berkshire East rather than the council.	No change
8	MTO6 outcomes for children and families The second objective could usefully be expanded to read: 'Make sure there are enough good school buildings.....Garth Hill College and a new sixth form for Edgbarrow School.'		Accept change
9	MTO6 outcomes for children and families The ninth objective should be strengthened, to read: 'Taking all appropriate measures to ensure the safety and wellbeing of children and young people.'		Accept change

10	MTO7 inclusion and access The second objective should fittingly refer to Bracknell Forest rather than Bracknell.	The council's Customer Contact Centre is in Bracknell and will continue to be developed there.	No change
11	MTO7 inclusion and access We suggest deleting the words 'and through the LAA' from the sixth objective, as they appear superfluous, as are some other words. It could more fittingly read: 'Implementing the Community Cohesion Strategy to give people a sense of belonging and identity as members of their community.'		Accept change
12	MTO7 inclusion and access In the final objective, the term 'Think Family' is not widely familiar and needs explanation.		Accept change
13	MTO8 crime: The fifth objective should make it clear that it is a national strategy (against violent extremism).	Local partners have produced a strategy against violent extremism which is consistent with the national Prevent framework	No change
14	MTO8 crime: The wording of the penultimate objective on safeguarding is very unclear.		Accept change

15	MTO8 crime The final objective is too narrow. We suggest: 'Work with and support all partners to resolve the issues of greatest concern to residents, from the 2009 neighbourhood survey'.		Accept change
16	MTO10 accountability and value for money This MTO might be the appropriate place to mention the Sustainable Community Strategy, which certainly needs to be referred to given its importance.		Accept change
17	MTO13 impact of the recession We suggest replacing the second key objective with the more positive key objective from 2009-10: 'Promote the take-up of benefits, allowances and concessions provided by the Council.'		Accept change
18	MTO13 impact of the recession We consider that the final objective concerning NEET young people should appear under MTO 12 (to promote workforce skills).		Accept change

Appendix 2

Bracknell Forest Council Medium Term Objectives 2010/2011

Note: suggested amendments shown as track changes

Priority One: a town centre fit for the 21st century

MTO 1: to build a vibrant Bracknell town centre that residents are proud of by:

- o ensuring local people gain the skills for employment in the town centre
- o improving perceptions and vibrancy of Bracknell town centre in the run-up to the redevelopment
- o Actively encouraging and agreeing with town centre landowners, new proposals to deliver regeneration as soon as possible

Deleted: <#>agreeing new proposals with town centre landowners to deliver regeneration¶

Priority Two: protecting and enhancing our environment

MTO 2: To keep our parks, open spaces and leisure facilities accessible and attractive by:

- o Restoring South Hill Park grounds
- o Increase the amount of countryside and open space available for residents
- o Implement the cultural strategy, to maintain and improve the quality of life in the Borough
- o Review and update the Parks and Open Spaces strategy

MTO 3: To promote sustainable housing and infrastructure development by:

- o Producing a Local Development Framework that protects the character of the borough and balances the demand for new housing with the need to protect the wider environment
- o Implementing a strategy to mitigate the impact of development on the Thames Basin Heath Special Protection Area
- o Updating and implementing the Local Transport Plan
- o Providing more choice for social housing applicants through the introduction of Choice Based Lettings
- o Implement the Housing Strategy to provide the right homes for the diverse housing needs of the community in Bracknell Forest
- o Enable the development of 200 *[subject to agreement with GOSE]* new homes

MTO 4: Keep Bracknell Forest clean and green by:

- o Maintaining standards of landscape maintenance

- Keeping satisfaction in the streetscene above 75%
- Increasing recycling rates to 50% through the RE3 initiative
- Improving energy management in Council and school facilities and encouraging better energy management throughout the borough.
- Implement the local climate change action plan, in line with the Nottingham Declaration

Priority Three: promoting health and achievement

MTO 5: To improve health and well being within the Borough by:

- Developing and implementing a comprehensive health strategy for the Borough with partners, which identifies clear priorities and actions to address local health inequalities, and to improve health and well-being
- Working with health partners to secure more outpatient, diagnostic, and secondary health facilities in the borough
- Focusing on prevention, for example by increasing the number of adults participating in at least 30 minutes of moderate exercise per week
- Working with health partners to improve mental health services for children and young people
- Enabling more people to remain in their own homes through the use of Telecare
- Producing an annual Joint Strategic Needs Analysis to influence LAA and outcomes for Borough residents

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MTO 6: To improve the outcomes for children and families through the Children and Young Peoples Plan by:

- Ensuring all schools are good schools and continuing to raise standards
- Making sure there are enough good school buildings for an expanding borough, including building a replacement for Garth Hill College and Edgbarrow School sixth form
- Continue to support a wide range of 'extended services', including opportunities in music and sport
- Establishing six new children's centres to give families access to integrated multi-agency services for young children
- Investing in new Youth facilities, and targeted youth support
- Helping schools manage behaviour and supporting young people at risk of exclusion from education, training or employment opportunities
- Setting up effective integrated services for children and young people with special educational needs and disabilities
- Improving the lives of children in care through better corporate parenting and effective commissioning of placements
- Taking all appropriate measures to ensure the safety and wellbeing of children and young people
- Implementing the Primary Capital Strategy and developing facilities in secondary and special schools
- Increasing the range of support available for parents by implementing the actions set out in the Parenting Strategy, 'Strong Foundations'

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MTO 7: Seek to ensure that every resident feels included and able to access the services they need by

- Using innovative methods of engaging local residents in decisions that affect them, particularly targeting 'hard to reach' groups to listen to their views
- Continue to develop the customer contact centre in Bracknell that allows people to access all services
- Improving support in schools for minority ethnic communities with English as an additional language
- Implementing a Disability Equality Scheme, Gender Equality Scheme and Race Equality Scheme
- Increasing access to services by electronic means
- Implementing the Community Cohesion strategy to give people a sense of belonging and identity as members of their community
- Working within the Bracknell Forest Partnership to show continuous improvement in equalities and diversity in the Council and its services, and work towards attaining the 'Achieving' level of the Equality Framework
- supporting the voluntary and community sector to increase levels of volunteering
- implementing the Bracknell Forest Partnership Community Engagement Strategy, to engage with residents to shape service provision and develop communities
- Develop a single Equality Scheme
- Develop joined up support to vulnerable families where children and young people are at risk of poor outcomes (in line with the "Think Family" initiative).

Deleted: and through the LAA to give people a chance to shape their sense of belonging and identity as members of their communities

Deleted: <#>Improve equality monitoring to provide better information on access to and take up of services by different parts of the community¶

Deleted: <#>¶ Develop Think Family approach, in particular to benefit at risk, vulnerable and disadvantaged families.

Priority Four: create a borough where people are, and feel, safe:

MTO 8: To reduce crime and increase people's sense of safety in the Borough by:

- Working with the Crime and Disorder Reduction Partnership to reduce crime by 3% each year by 2011
- Reducing the number of people who fear crime by 10% by 2011
- Reconfiguring the CCTV network coverage in the Borough
- Reducing the number of people, particularly young people, abusing drugs and alcohol
- Implement the strategy against violent extremism
- Publish an e-safety strategy and action plan to protect vulnerable people from the dangers imposed by the Internet
- Implement Automatic Number Plate recognition
- Increase awareness of "safeguarding adults" issues for vulnerable people and the wider public
- Work with and support all partners to resolve the issues of greatest concern to residents, from the 2009 neighbourhood survey

Deleted: Increasing public awareness of safeguarding adults issues and empowering people to safeguard themselves through information and skill development opportunities

MTO 9: To promote independence and choice for vulnerable adults and older people by:

- Modernising services for vulnerable adults and older people by reducing reliance on residential care and improving access to community based services

Deleted: Support police to reduce the incidence of speeding

- Providing advice and support to vulnerable people to help maintain them in their own homes
- Providing support for carers through working with statutory and voluntary partners
- Reducing fuel poverty by increasing the energy efficiency of homes
- Implementing the Borough-wide Strategy for Older People
- Implementing the Council's approach to personalisation by supporting all people who are eligible for support from the Council, to have and use, an individual budget, and to support the development of community based opportunities

Priority Five: value for money:

MTO 10: To be accountable and provide excellent value for money by:

- Maintaining Council Tax levels in the lowest quarter of all unitary authorities
- Implementing a four year 'efficiency' programme to reduce spending to sustainable levels
- Working effectively with partners to improve the quality of life in the Borough
- Implementing the priority areas of the Service Efficiency Strategy to deliver savings and improve service operation
- Ensuring all council services provide value for money and make effective use of resources
- Ensure staff are in place with the right skills and capacity to deliver service outcomes and maximise service efficiency
- Ensuring all Members have the appropriate skills and knowledge to carry out their role through implementing the Member Development Strategy
- Maintain clear accountable governance structures for working in partnership with other organisations in the Borough
- Supporting Members in providing effective Overview & Scrutiny
- Develop and implement an Accommodation Strategy which incorporates flexible working to reduce accommodation requirements and improve customer access, service delivery and efficiency
- Develop a mobile and flexible working strategy to improve service delivery and efficiency across the Council
- Adopt transformational business processes to support new ways of working
- Work with partners to review the Sustainable Community Strategy

Priority Six: sustain economic prosperity:

MTO 11: To promote the Borough's economic activity and potential by

- Working with partners to publish an economic assessment for Bracknell Forest
- Contributing to the objectives of the Berkshire Economic Strategy Board
- Working closely with partners to implement a programme of local action to support the local economy

MTO 12: To promote workforce skills

- Contribute to the development of an appropriately skilled workforce through Adult and Community Learning
- Work with partners under the Future Jobs Fund to support young people into employment
- Work with partners to reduce the number of young people not in education employment or training

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MTO 13: To limit the impact of the recession

- Maintain invoice payment performance
- Promote the take-up of benefits, allowances and concessions provided by the Council

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Deleted: <#>Work with partners to reduce the number of young people not in education employment or training¶

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