



Adult Social Care & Health Service Plan 2010/11

Executive Member: Councillor Dale Birch

Final 30/04/10

Director: Glyn Jones

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Executive Summary

Key achievements over the past three years (2007/8 to 2009/10):

Overall in the period, Adult Social Care (ASC) has continued to evidence demonstrable improvement in performance which in 2007/08 saw it awarded three stars (top performance), in the final year of the star rating system. The new rating system for 2008/09 saw the Care Quality Commission (CQC) judge ASC as Performing Well. This bears strong comparison nationally.

The overall performance of the department has been underpinned by a range of improvement, innovation and an increasing person centred approach across the department.

The department's ability to assess its performance accurately and put in place action plans for improvement is recognised by the CQC as strong, thus enabling our regulators to have confidence in the Council's ability and commitment to continually improve services. Overall, services within the Adult Social Care and Health department are recognised nationally as "strong improving services" recognising the quality of provision that our staff make to local service provision. Our ability to communicate and evidence our achievements so clearly is, in no small part, due to the effectiveness of our resources and business support teams.

A number of achievements are worthy of mention, but this is by no means an exhaustive list:-

- The Learning Disability Team being recognised nationally by the Department of Health in the Annual Health and Social Care Awards. Their success was in the category of Dignity in Care as one of three finalists.
- Ensuring service user, their carers and relevant staff groups, are central to the commissioning process and the evaluation of services that are provided. The development of a range of commissioning strategies for all of the major care groups demonstrated this.
- Working with others is an important part of the work of Adult Social Care and both CSCI and CQC commented positively on this area which has resulted in significant improvement in performance.
- The In House Dementia Team were winners of the Skills for Care Accolades Award which further determined our approach to modernising In House Services.
- New approach to Commissioning Substance Misuse Service. As a consequence, a service user consultation was held in order to measure the success of the new services. All of the service users involved felt that services had improved. The Community Development has continued to work with service users and members of the family and friends group to support them in becoming more independent.

The Council's approach to safeguarding adults has been transformed during this time with considerable strengthening of the importance at all levels in the department. The approach to Care Governance, monitoring the quality of providers commissioned by the Council has drawn praise from regulators. This approach ensures that commissioned services are encouraged to perform well.

The department's own regulated services all continue to perform well and are rated as either 3 star or 2 star, a good achievement.

Throughout this period, considerable focus has been given to modernising services and the way in which support is provided. This is an important expectation of the regulators.

The national priority to transform Adult Social Care, together with the Social Care Reform Grant has been an important part of our approach. 2009/10 saw the piloting of Personalisation in Bracknell Forest. Early indications are very positive in terms of the outcome on people's lives. The next phase is evaluation of the pilot coupled with an analysis of the implications for the department.

The Human Resources team have been developing and establishing a safer workforce training programme and processes for safer recruitment checks. Some of the successful improvements around recruitment and retention in difficult to recruit areas such as social workers have continued to be successful.

Information and Computer Technology (ICT) in both schools and within the department has been working on the implementation of a new Community Care system for the department.

The Finance team continue to achieve strong financial performance against both revenue and capital budgets.

The Performance and Governance team has monitored outturns in the new Performance Indicators and put in place robust data collection methods, and supporting preparation for CAA Inspection, and other routine meetings.

Adult Social Care cannot be delivered by the department alone, so our collaborative approach with a number of stakeholders is key. The approach to partnership working is at the heart of this. The department is strongly represented in key groups with the PCT at a number of levels, links with other departments are important as well as those voluntary and private providers we procure services from.

The transfer of commissioning responsibility for adults with a learning disability supported by the NHS was concluded in 2009/10 with agreement on the appropriate transfer of funds.

The department of the joint approach to complete the Joint Strategic Needs Assessment is important in identifying the needs of the population and underpinning the relevant strategies and plans.

Key targets to be achieved over the next three years (2010/11 to 2013/14):

The aims are to:-

- Consolidate our approach to Joint Commissioning with NHS Berkshire East with agreed workplans and responding to the Transforming Agendas in both the NHS and ASC.
- Evaluate the results of the Personalisation pilot and analyse the implications for the department, presenting options for the future to the Executive.
- Continue the process of modernisation of the Council's own services. This includes a consultation on the future of Downside Resource Centre, the expansion of dementia-specific day support and the creation of a local care economy, along with plans to redesign Carers Support Services for adults with a learning disability.
- Embed the new IT system for ASC which will be implemented by the end of 2009/10.
- Be actively involved in the development of the Bracknell Healthspace with NHS Berkshire East to ensure that health needs of residents are met more effectively.
- Work with health partners as they reconfigure services in the light of the expected financial situation.
- Implement new commissioning arrangements for people with a learning disability to increase the number of people helped to live in non-residential settings.
- Ensure performance of the department remains at the high levels now expected.
- Prepare for the implementation of Free Personal Care due to be in place in October 2010.
- Effective response to Valuing People Now
- To develop a Berkshire East Clinical Governance Framework in association with service providers, the DAATs and NHS Berkshire East for ratification by the Berkshire East Joint Commissioning Group.
- To review the information in the current Bracknell Forest Substance Misuse Service Directory, revise as required and re-print for distribution.

Human Resources will lead the implementation of the vetting and barring scheme across the workforce whilst also ensuring the workforce implications for personalisation are reviewed and appropriate action taken.

A Resource Allocation System to calculate personalised budgets for adults requiring social care, will be developed and implemented together with associated guidance and monitoring requirements.

The project for the refurbishment of the accommodation at Waymead will go ahead to provide enhanced facilities for the short term respite care service. It is proposed that the CTPLD base will be relocated from Waymead to the town centre offices.

ICT will continue to play an integral role as we replace key systems for Document Management. We will implement further changes to the case management system to align with the Personalisation agenda in Adult Social Care.

Section One:

Services included in this plan

Adult Social Care

The department provides advice and information about the range of services that may be available to support individuals or families (over 18). In carrying out assessments for people we will determine any support that can be provided. If people are not eligible, we can give them information about other ways and organisations that they could get help. There is joint work with children's services on transition to adult life.

The focus of our support is to enable people to maximise their ability and retain their independence, which will mean people can stay in their own homes for as long as possible.

Support may be needed for a crisis or a longer period, and we generally provide this due to age or disability. Depending on assessed needs, a range of services could be provided in partnership with other organisations to meet the social care needs of adults and older people. Services include home support, day care opportunities, meals services, the provision of equipment for daily living and residential and nursing care.

We have specific support for the following areas for individuals and/or their families:

For older people and people with physical disabilities (Long Term Conditions), the first point of access to the department is via the Community Response and Reablement team which provides support to enable people to remain in their own homes for longer and to facilitate timely discharge from hospital back to their usual places of residence. As part of this service there is a residential rehabilitation services that operates from the Bridgewell centre, located within Ladybank along with an integrated community support service.

Community Support and Development provides a range of services which support people longer term in their wish to continue living in the community or living within residential/nursing care settings.

The teams include the Older People and Long Term Conditions Team, two Community Support & Well-being Teams, Heathlands Residential Home, Heathlands Day Centre, Downside Resource Centre, the Business Support Team and the Look In. The Emergency Duty Team is overseen by the Chief Officer: Older People and LongTerm Conditions.

The teams work in partnership with other professional agencies, voluntary groups, the independent sector and carers to develop or purchase services, consult locally with the community to ensure services meet needs and regular monitor quality of service delivery.

People with a learning disability (including those on Autism spectrum): In response to the Government agenda of empowering people to have control

of their own lives, and to have the same range of opportunities as other people, we are taking the In Control approach to personal budgets and self directed support.

Working with people, their families, advocates and partner organisations, we are currently modernising services we provide so that they can offer arrange of community-based supports to enable people to follow their interests and pursue their ambitions.

People with mental health needs: The Community Mental Health Team (CMHT) is an integrated team made up of Health and Social Services staff. It provides services to people living in Bracknell Forest with severe and enduring mental illness. The services are provided through care co-ordination. There are a range of specialist services within CMHT. These are:

- Assertive Outreach Team
- Early Interventions Psychosis.
- Home Treatment Team
- Duty – the branch operates a single point of referral for all mental health services within Bracknell Forest for adults aged 16-75. Those under 18 in full-time school education would be referred to CAMHS. People over 75 and those presenting with symptoms of dementia would be referred to the Community Mental Health Team for Older People.
- Approved Social Worker.
- Mother and Baby
- STaR (Support, Time and Recovery) Workers. Support Time and Recovery workers provide support for clients to promote recovery and social inclusion based on individual needs.

People who misuse substances: DAAT is responsible for delivering the National Drug Strategy at a local level and ensure that the work of local agencies is brought together effectively and that cross agency projects are co-ordinated successfully.

Carers Support: We offer individual assessment of carers needs and ongoing support. There are local carers groups. We also provide support for asylum seekers and people affected by HIV/Aids.

Commissioning: The role of the team is to assist the department in the modernisation of adult social care to deliver the aims of the White Paper 'Our Health, Our Care, Our Say to enable people to be as independent as possible and to have choice and control over their own lives.

There are three functions within the Commissioning Team:

- Brokerage
- Contracts

- Policy and Commissioning

Performance and Resources

The Performance and Resources Branch provides the framework to support the work of the department which Adult Social Care and the Youth Service in terms of finance, human resources, ICT, property, admissions and performance management. It also provides a key quality assurance role, supporting operational staff. The branch provides a direct link with colleagues in Corporate Services. Key services provided within the Branch include:

Property Team:

- Provides information and advice to support local building managers on all aspects relating to their premises across all service areas
- Prepares and prioritises the Capital Programme
- Provides and maintains the Asset Management Plan
- Assists with the implementation of the capital programme including planning and commissioning of projects
- Monitors the reactive maintenance budget for ASC&H sites

Human Resources Team:

- Supports all departmental managers in effective people management including the implementation of HR strategies, recruitment and retention, employee relations issues, training and development.
- Provides policy guidance and assistance with the recruitment, selection and appointment of staff
- Supports the implementation of workforce remodelling through the personalisation agenda
- Leads on the implementation of the Workforce Development Strategies including Integrated Local Workforce Strategy (INLAWS)
- Addresses safeguarding workforce issues across the workforce – including the Private Voluntary and Independent sector (PVI)
- Provides policy advice and guidance on health and safety
- Supports all employee relation activities and leads on consultation with trade unions
- Undertakes workforce pre-employment checks and the production of contracts of employment

Financial Services Team:

- Leads, prepares and delivers the Department's revenue and capital budgets, makes allocations to establishments and services and monitors budgets
- Provides professional financial management and accountancy support to cost centre managers
- Leads the regulatory role to ensure the monitoring of performance and compliance to standards through independent audit reviews
- Ensures compliance (S151) for all financial matters within the department

- Through appointee-ship function, manages the financial affairs of vulnerable adults
- Provides exchequer functions of payments to providers and individuals and manages debt collection
- Undertakes financial assessments of people receiving social care to establish levels of contributions due
- Manages and develops the financial systems in place for the efficient and effective delivery of related services
- Supports modernisation of Adult Social Care, in particular through developing and maintaining a Resource Allocation System and procedures for individual budgets updating the Contributions Policy and procedures for individual budget

ICT Services Team:

- Determines the ICT requirements to meet the department responsibilities and objectives
- Provides comprehensive project management for the procurement and introduction of new specialist applications to support the department and the wider national agenda
- Manages and supports the case management information systems used within the department ensuring that security and data integrity is always maintained
- Provides a wide range of ICT support for schools under service level agreements.

Performance and Governance Team:

- Leads the development of the performance management framework across the Department, including performance monitoring of all national and local performance indicators, responding to requests for performance information and analysis to Departmental Management Team (DMT) and elected members
- Leads on the development of an integrated performance management framework across the department
- Co-ordinates department performance and policy returns, which include but are not restricted to service plans; corporate plans; performance monitoring reports and government returns
- Supports web and intranet (BORIS) publishing for the Department
- Coordinates Data Protection, Freedom of Information, Copyright and Licensing issues
- Designs and manages surveys and consultations
- Provides statistical analysis, and trend analysis to support operational workstreams
- The function also has a quality audit role which includes the Complaints Manager who manages the statutory complaints functions within Adults Social Care and Health.

Section Two

Where we are now

<p>Where are we now?</p>	<p>The following areas should be highlighted as areas of strategic importance within the Adult Social Care and Health Department and will shape forward direction:</p> <p>Transforming Adult Social Care – Personalisation Personalisation is well underway in Bracknell Forest. It represents a significant shift in the approach to providing support. 2010/11 will see the development of the blue print for Bracknell following on from the analysis of the pilot.</p> <p>Modernising Adult Services A continued focus on what we do and how this is done will be an important strategic position for us. We are consulting on the way we deliver day-time activities for older people and younger adults with long-term conditions with a view to supporting a broad range of options.</p> <p>Partnerships Our partnership with NHS partners will continue to be strategic importance in the department. NHS organisations are going through significant change as the financial situation changes. Recent changes to the Continuing Health Care Framework have been supported through additional staff training. A Section 75 Agreement will be in place in April 2010 which will drive through Community Response and Reablement Service within the Borough.</p> <p>Comprehensive Area Assessment (CAA) The CAA took effect from 1st April 2009. This involved a joint inspectorate assessment of the Council and of the area through the work of Bracknell Forest Partnership. Bracknell Forest Council was awarded an overall 3 out of 4 'Performing Well' i.e. consistently delivering above minimum requirements. Within the overall assessment specific ratings were given for Children services by Ofsted and adult care services by the Care Quality Commission (CQC).</p> <p>The Care Quality Commission has rated the Council's adult social care as performing well overall, with two outcomes, increased choice and control, and economic, well-being, graded as performing excellently. <i>(Glyn to review)</i>.</p>
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Demographics

The local context is one of rising numbers of older people and increasing diversity. This together with increasing numbers of disabled people reaching adulthood, placing additional demands on adult services.

Workforce

Our staff remain a key focus with highlights around the development and implementation of a safer workforce training programme. This includes the safer workforce employment checks.

The department continues to focus on recruitment and retention in difficult staffing areas. Moving forward, we will continue to focus on workforce development/remodelling following Personalisation and working through the introduction of the Vetting and Barring Scheme.

Adult Social Care Rating

The department received in November the formal publication of the Performance Rating on Bracknell Forest Adult Social Care by the Care Quality Commission (CQC).

The rating system has changed from the star based system in 2008, when Bracknell Forest Council was 3 stars. The new system is a four band system with departments performing: Poorly; Adequately; Well or Excellently.

Bracknell Forest was judged to be Performing Well.

The judgement is based on ratings for seven outcomes which CQC assess. The table below sets out the component ratings.

Delivering Outcomes	Grade Awarded
Improved health and emotional well-being	Performing Well
Improved quality of life	Performing Well
Making a positive contribution	Performing Well
Increased choice and control	Performing Excellently
Freedom from discrimination or harassment	Performing Well
Economic well-being	Performing Excellently
Maintaining personal dignity and respect	Performing Well
Overall Grade Awarded for Delivery of Outcomes	Grade 3: (Performing Well)

	<p>The full rating is on the Council's website at:</p> <p>http://www.bracknell-forest.gov.uk/living/liv-community-care.htm.</p> <p>All of the actions in last year's service plan were achieved.</p>
<p>How does the service meet with user expectations?</p>	<p>The Complaints Policy and Procedure provides a framework for managing complaints and comments from users of our services and has been updated to accommodate a change in legislation. There are two new documents which have been approved by DMT and the Executive Member:</p> <ul style="list-style-type: none"> • Complaints Policy and Procedure • Unreasonably Persistent Complainants Policy <p>A flowchart for the use of staff has also been provided and new leaflets are being published. The website is also being updated and the public will be able to gain access to the relevant documents. Training for the statutory complaints procedure is also being provided to staff members.</p> <p>An annual report completed by the Complaints Manager provides an opportunity to consider the views of service users and identify areas for development.</p> <p>Routine inspections of regulated services always include service user comments. This is an important area. The department continues to look at ways in which people who use services are supported to become involved.</p>

Section Three

Looking forward: what we want to achieve in the next 12 months

Priority Three: Promoting health and achievement		Medium Term Objective 5: To improve health and well being within the Borough by:		
Key Actions/Objectives for 2008/09-2010/11:				
5.1 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				
5.2 Working with health partners to secure more outpatient, diagnostic and secondary health services in the borough				
5.7 Enabling more people to remain in their own homes through the use of 'Telecare'				
5.8 Producing an annual Joint Strategic Needs Analysis to influence LAA and outcomes for Borough residents				
Planning – how will we achieve this?				
Detailed delivery plan 2010/11		By when	By whom	Links to related strategies, policies and plans
5.1.1	Refresh the Health and Well Being Strategy	September 2010	Director of Adult Social Care & Health	Health and Well Being Strategy
5.1.2	Work to ensure that vulnerable people can use the same facilities and services in the community as everyone else can, to help them to have a good quality of life.	January 2011 and ongoing	Personalisation Programme Manager	All Care Group Commissioning Strategies
5.1.3	Support the work of the voluntary sector; looking at new ways for voluntary sector to improve people's lives	September 2010	Chief Officer: Older People & Long Term Conditions	All Care Group Commissioning Strategies

5.1.4	There will be a range of leisure, educational and social opportunities accessible to all people who are supported by Adult Social Care and Health	March 2011	Personalisation Programme Manager	Commissioning Strategy for People who experience sight of hearing loss or who are Deafblind
5.1.5	Work with the NHS to make psychological therapies more available	December 2010	Locality Manager Mental Health	Commissioning Strategy for adult mental health
5.2.1	Review options with the NHS Berkshire East to improve access to and increase provision of health facilities in the Borough, and improved Accident and Emergency	Ongoing as part of Healthspace	Director of Adult Social Care & Health	Health & Well being Strategy
5.2.2	Development of an End of Life Strategy with NHS Berkshire East	December 2010	Chief Officer: Older People & Long Term Conditions	Health & Well being Strategy
5.7.1	Maximise people's independence by promoting the use of assistive technology and equipment	July 2010	Service Manager Community Support & Development	Commissioning Strategy for People who experience sight of hearing loss or who are Deafblind
5.8.1	Ensure JSNA is refreshed annually	December 2010	Director of Adult Social Care & Health	Health & Well being Strategy
5.8.2	Undertake a programme of consultation with Older People which will feed into the delivery of an Older People accommodation strategy	September 2010	Chief Officer: Older People & Long Term Conditions	Housing Strategy
5.8.3	Implement the outcomes of transforming Community services with specific emphasis on Urgent Care, End of Life Care and Stroke Rehabilitation	March 2011	Chief Officer: Older People & Long Term Conditions	

Performance monitoring and target setting - How will we know we have achieved our objectives?

Description of Performance Indicator	How we performed in 2009/10	How we will perform in 2010/11	Our targets for		Further information, comments including what factors will impact on the achievement of the targets for 2010/11
			2011/12	2012/13	

NI 134	Number of emergency bed days per head of weighted population					Mira Haynes
NI 136	People supported to live independently through social services (adults)					Mira Haynes
NI 125	Achieving independence for older people through rehabilitation/intermediate care					Mira Haynes
NI	Delayed transfers of care					Mira Haynes

Risk assessment for planned outcomes				
Risk Factors	Risk Score	Actions to mitigate risks	Target Date	Responsible officer for action
Unable to agree priorities with partners		<ul style="list-style-type: none"> Ensure relevant council staff are represented on key groups 	September 2010	Chief Officers
Transforming community health services and changing provider for Community Health Services		<ul style="list-style-type: none"> Engaging with PCT process, using position and service delivery to help influence 	March 2010	Director
Further comments				
These risk factors are in the corporate risk register linking to partnerships as being below the threshold. Monitoring throughout the year will enable us to inform the corporate risk register				

Priority Three: Promoting health and achievement		Medium Term Objective 7: Seek to ensure that every resident feels included and able to access the services they need by:		
Key Actions/Objectives for 2008/09-2010/11:				
7.5 Implementing a Disability Equality Scheme, Gender Equality Scheme and Race Equality Scheme				
7.6 Increasing access to services by electronic means				
7.7 Implementing the Community Cohesion strategy to give people a sense of belonging and identity as members of their community.				
7.8 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.				
7.10 Implementing the Bracknell Forest Partnership Community Engagement Strategy to engage with residents to shape service provision and develop communities				
Planning – how will we achieve this?				
Detailed delivery plan 2010/11		By when	By whom	Links to related strategies, policies and plans
7.5.1	Contribute to the implementation of the Disability, Race and Gender Equality Schemes actions due for completion in 2010/11 and progress those actions due for completion in later years	March 2011	Head of Joint Commissioning	Disability Equality Scheme Gender Equality Scheme Race Equality Scheme
7.5.2	Meet the cultural needs and expectations of older people, particularly those from Black and Minority Ethnic Groups	March 2011	Chief Officer: Older People & Long Term Conditions	Commissioning Strategy for Older People's Services

7.6.1	Enhance the Council's website to create links for vulnerable people which would also help publicise events and could facilitate research into what people want to do who are supported by Adult Social Care & Health	December 2010	Personalisation Programme Manager	Older Person's Strategy National TASC Milestones
7.7.1	Implement actions in 'All of us' Community cohesion Strategy	March 2011	Head of Joint Commissioning	All of Us – Community Cohesion Strategy
7.8.1	Conduct Equality Impact Assessments (EIAs) for new services, strategies and policies and review existing EIAs as part of a rolling three year programme, ensuring all actions resulting from these are built into team/business workplans	March 2011	Head of Joint Commissioning	
7.8.2	Ensure all EIA actions for 2010/11 are implemented and actions for future years progressed	March 2011	Head of Joint Commissioning	
7.8.3	Collate departmental evidence to enable the attainment of the 'Achieving' level of the Equality Framework	September 2010	Head of Joint Commissioning	
7.8.4	Improve equality monitoring to provide better information on access to and take up of services by different parts of the community	March 2011	Head of Joint Commissioning	
7.10.1	Implement the actions in the Bracknell Forest Partnership Community Engagement Strategy due for completion in 2010/11 and ensure actions for future years are progressed	March 2011	Head of Joint Commissioning	
7.10.3	Review the structure role and purpose of the main forums for older people	July 2010	Director of Adult Social Care & Health	Older Persons Strategy

7.10.4	To make information available to the public including all individuals currently supported and all local stakeholders about the transformation agenda and its benefits for them	April 2010	Personalisation Programme Manager	National TASC Milestones
7.10.5	To ensure that local people understand the changes and about personal budgets, and that many are contributing to the development of local practice	October 2010	Personalisation Programme Manager	National TASC Milestones
7.10.6	Develop a User Led Organisation which is directly contributing to the transformation to personal budgets	December 2010	Personalisation Programme Manager	National TASC Milestones
7.10.7	Arrangements for access to universal information and advice services are in place	October 2010	Personalisation Programme Manager	National TASC Milestones

Performance monitoring and target setting - How will we know we have achieved our objectives?

Description of Performance Indicator	How we performed in 2009/10	How we will perform in 2010/11	Our targets for		Further information, comments including what factors will impact on the achievement of the targets for 2010/11
			2011/12	2012/13	

7.15 - Asset Management Plan signed off by DMT	n/a	AMP signed off by DMT by the end of Jul-10	Update AMP	Update AMP	
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Risk assessment for planned outcomes

Risk Factors	Risk Score	Actions to mitigate risks	Target Date	Responsible officer for action
Non achievement of actions in 7.5.1 will restrict access to hard to reach groups		<ul style="list-style-type: none"> process of EIA will underpin this 		Heads of Service

Further comments

The personalisation programme board has its own risk register, the risks are not repeated here

Priority Four: Create a borough where people are, and feel, safe		Medium Term Objective 8: To reduce crime and increase people's sense of safety in the Borough by:		
Key Actions/Objectives for 2008/09- 2010/11:				
8.5 Reducing the number of people, particularly young people, abusing drugs and alcohol 8.9 Increase awareness of "safeguarding adults" issues for vulnerable people and the wider public				
Planning – how will we achieve this?				
Detailed delivery plan 2010/11		By when	By whom	Links to related strategies, policies and plans
8.5.1	Promote smoking awareness and cessation initiatives delivered by the PCT	March 2011	Head of Joint Commissioning	Health & Well being Strategy
8.5.2	Work with the Berkshire East PCT to promote prevention and support initiatives including educational awareness of the harmful effects of substance and alcohol misuse.	March 2011	DAAT Manager	Health & Well being Strategy
8.5.3	Increase the number of drug misusing clients retained in treatment for 12 weeks or more	March 2011	DAAT Manager	Substance Misuse Adult Treatment Plan
8.5.4	Reduce the number of clients leaving treatment in an unplanned way	March 2011	DAAT Manager	Substance Misuse Adult Treatment Plan
8.5.5	Ensure that local services have sufficient capacity to meet local needs in terms of drug and alcohol treatment	March 2011	DAAT Manager	Substance Misuse Adult Treatment Plan

8.5.6	Work with NHS Berkshire East to identify funding for inpatient detoxification services for residents who are dependent on alcohol	March 2010	DAAT Manager	Substance Misuse Adult Treatment Plan
8.9.1	Review contracting arrangements to ensure that they appropriately reflect safeguarding requirements and are in line with SUI guidance	Subject to National SUI guidance, expected in 2010	Head of Adult Safeguarding	Safeguarding Adults Annual Report and Workplan
8.9.2	Work with CDRP colleagues to ensure that ASBO policy reflects Safeguarding issues	June 2010	Head of Adult Safeguarding	Safeguarding Adults Annual Report and Workplan
8.9.3	Review the ToR and membership of Safeguarding Adults Partnership Board, giving consideration to the option of engaging an independent chair.	Subject to publication of new No Secrets Guidance/legislation	Head of Adult Safeguarding	Safeguarding Adults Annual Report and Workplan
8.9.4	Review Care Governance Protocols	July 2010	Head of Adult Safeguarding	Safeguarding Adults Annual Report and Workplan
8.9.5	Manage/lead "Safe Place" project	December 2010	Head of Adult Safeguarding	Safeguarding Adults Annual Report and Workplan
8.9.6	Implement the departmental audit plan to ensure that the Deprivation of Liberty Safeguards are being fully implemented in Bracknell.	July 2010	Head of Adult Safeguarding	Safeguarding Adults Annual Report and Workplan
8.9.7	Hold Managing Authority conference	Autumn 2010	Head of Adult Safeguarding	Safeguarding Adults Annual Report and Workplan
8.9.8	Lead on the implementation of the Vetting and Barring Scheme	November 2010	Head of Human Resources	Workforce Strategy

Performance monitoring and target setting - How will we know we have achieved our objectives?

Description of Performance Indicator	How we performed in 2009/10	How we will perform in 2010/11	Our targets for		Further information, comments including what factors will impact on the achievement of the targets for 2010/11
			2011/12	2012/13	
NI 38					

NI 39					
NI 40					
NI 115					

Risk assessment for planned outcomes

Risk Factors	Risk Score	Actions to mitigate risks	Target Date	Responsible officer for action
8.9.8 Further delay in the implementation of the Vetting and Barring Scheme -	D4	<ul style="list-style-type: none"> The national timetable will dictate the introduction to the scheme 		Head of HR
8.9.8 Internal recruitment processes not sufficiently in place for the scheme to operate.	D2	<ul style="list-style-type: none"> Working group established to ensure processes are ready Guidance to be shared across workforce partners 	July 2010	Head of HR
8.9.8 lack of awareness of the scheme	D2	<ul style="list-style-type: none"> Communications with internal workforce managers and through Safeguarding Adults Strategy Group Presentations to voluntary sectors 	November 2010	Head of HR
Failure to implement safeguarding and DOLS policy could put people at risk	D2	<ul style="list-style-type: none"> Use of care governance board and Safeguarding Adults Forum to promote activities Deliver DoLS Audit 	December 2010	Head of Safeguarding Adults
Failure of provider to deliver substance misuse services	D2	<ul style="list-style-type: none"> Regular performance and financial monitoring Encouraging User feedback on treatment services 	March 2011	DAAT Manager

Further comments

Safeguarding risks are covered in the corporate risk register. Actions identified above will help to mitigate that risk .

Priority Four: Create a borough where people are, and feel, safe		Medium Term Objective 9: To promote independence and choice for vulnerable adults and older people by:		
Key Actions/Objectives for 2008/09- 2010/11:				
9.1 Modernising services for vulnerable adults and older people by reducing reliance on residential care and improving access to community based services				
9.4 Providing advice and support to vulnerable people to help maintain them in their own homes				
9.5 Providing support for carers through working with statutory and voluntary partners				
9.7 Implementing the Borough-wide Strategy for Older People				
9.8 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				
Planning – how will we achieve this?				
Detailed delivery plan 2010/11		By when	By whom	Links to related strategies, policies and plans
9.1.1	Create more activities for frail older people, with transport linked to the activities	May 2010	Chief Officer: Older People & Long Term Conditions	Older Persons Strategy
9.1.2	Co-ordinate more effectively the schemes for providing assistance to older residents with daily chores, house and garden maintenance	June 2010	Head of Community Response & Reablement	Older Persons Strategy
9.1.3	Make sure suitable housing is available for older people and that a range of different accommodation and support options are available.	March 2011	Chief Officer: Older People & Long Term Conditions	Housing Strategy

9.1.4	Review the provision of day opportunities and work in partnership with other agencies in the voluntary and independent sector	October 2010	Chief Officer: Older People & Long Term Conditions	Commissioning Strategy for Long Term Conditions
9.4.1	Co-ordinate a full review of EDT contract with regard to safeguarding, outcomes from Baby P enquiry and recommendations following Serious Case Reviews	March 2011	Chief Officer: Older People & Long Term Conditions	
9.5.1	Continue to increase the rate at which carers receive assessments or reviews	March 2011	Chief Officer: Older People & Long Term Conditions	Adult Social Care Action Plan
9.5.2	Implement the Dementia Care Adviser role, following DH funding	March 2011	Locality Manager - Mental Health	Commissioning Strategy for People with dementia
9.7.1	Promote use of supported self-directed assessments	Ongoing	Service Manager Community Support & Development	Commissioning Strategy for People who experience sight of hearing loss or who are Deafblind
9.8.1	Evaluate the personalisation pilot and develop recommendation for the roll out of personalised support across ASC	May 2010	Chief Officer: Adults & Commissioning	
9.8.2	That all new individuals and existing people supported by Adult Social Care are offered a personal budget	October 2010	Personalisation Programme Manager	National TASC milestones
9.8.3	That processes are in place to monitor across the whole system the impact in investment towards preventative and enabling services.	October 2010	Personalisation Programme Manager	National TASC milestones
9.8.4	Implement a project in partnership with the Princess Royal Trust to support people to join the Local Exchange and Trading (LETS) Scheme	April 2010	Chief Officer: Adults & Commissioning	

9.8.5	Host a provider workshop in partnership with BFVA to ensure that providers and third sector organisations are clear on how they can respond to the needs of people using personal budgets	October 2010 (conference in June 2010)	Personalisation Programme Manager	National TASC milestones
9.8.6	A Fairer Contributions Policy is approved by the Council's Executive which supports Personalisation	June 2010	Director of Adult Social Care & Health	

Performance monitoring and target setting - How will we know we have achieved our objectives?

Description of Performance Indicator		How we performed in 2009/10	How we will perform in 2010/11	Our targets for		Further information, comments including what factors will impact on the achievement of the targets for 2010/11
				2011/12	2012/13	
NI 124	People with a long term condition supported to be independent and in control of their condition					Chief Officer: Older People & Long Term Conditions
NI 125	Achieving independence for older people through rehabilitation/intermediate care					Chief Officer: Older People & Long Term Conditions
NI 127	Self-reported experience of social care users					Director of Adult Social Care & Health
NI 128	User reported measure of respect and dignity in their treatment					Director of Adult Social Care & Health
NI 129	End of life care – access to appropriate care enabling people to be able to choose to die at home					Chief Officer: Older People & Long Term Conditions

NI 130	Social Care Clients receiving Self Directed Support per 100,000 population					Chief Officer: Adults & Commissioning
NI 131	Delayed transfers of care					Chief Officer: Older People & Long Term Conditions
NI 132	Timeliness of social care assessment (all adults)					Chief Officer: Older People & Long Term Conditions
NI 133	Timeliness of social care packages following assessment					Chief Officer: Older People & Long Term Conditions
NI 135	Carers receiving needs assessment or review and a specific carers service, or advice and information					Chief Officer: Older People & Long Term Conditions
NI 136	People supported to live independently through social services (all adults)					Chief Officer: Adults & Commissioning
NI 137	Healthy life expectancy at age 65					Chief Officer: Older People & Long Term Conditions
NI 139	The extent to which older people receive the support they need to live independently at home					Chief Officer: Older People & Long Term Conditions
NI 145	Adults with learning disabilities in settled accommodation		The number of people in settled accommodation will increase as the LD service take forward the service housing plan and partnership working enabling greater access to affordable and adapted accommodation.			Head of Service
NI 146	Adults with learning disabilities in employment		An employment plan is in place to reach the target identified for 10/11.			Head of Service

NI 149	Adults receiving secondary mental health services in settled accommodation					Chief Officer: Adults & Commissioning
NI 150	Adults receiving secondary mental health services in employment					Head of Service
Risk assessment for planned outcomes						
Risk Factors	Risk Score	Actions to mitigate risks		Target Date	Responsible officer for action	
Personalisation targets not met	D2	<ul style="list-style-type: none"> Regular monitoring through Project Implementation 			Chief Officer Adults and Commissioning	
Staff skills to deliver changes are present	D2	<ul style="list-style-type: none"> Workforce plan identifies range and type of skills needed 			Head of Human Resources	
Failure to engage key stakeholders	D2	<ul style="list-style-type: none"> Workshop for all providers 			Personalisation Programme Manager	
Further Comments						
Personalisation programme has its own board and associated risk log, which is not repeated here						

Priority Five: Value for money	Medium Term Objective 10: To be accountable and provide excellent value for money
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Key Actions/Objectives for 2008/09-2010/11:

10.4 Working effectively with partners to improve the quality of life in the Borough
10.5 Implementing the priority areas of the Service Efficiency Strategy to deliver savings and improve service operation
10.7 Ensuring all council services provide value for money and make effective use of resources
10.8 Ensure all staff are in place with the right skills and capacity to deliver service outcomes and maximise service efficiency

Planning – how will we achieve this?

Detailed delivery plan 2010/11		By when	By whom	Links to related strategies, policies and plans
10.4.8	Work with NHS Berkshire East to maximise the Council's influence in shaping services, such as the Healthspace	Ongoing (2012)	Director of Adult Social Care & Health	Health & Well Being Strategy
10.4.9	Implement a joint complaints procedure with the NHS	July 2010	Head of Performance & Governance	
10.5.1	Introduce new commissioning arrangements for Domiciliary Care (older people)	May 2010	Chief Officer: Older People & Long Term Conditions	
10.5.2	Conclude consultation on modernisation of day care for older people and prepare options for future	July 2010	Chief Officer: Older People & Long Term Conditions	Commissioning Strategy for Long Term Conditions
10.7.11	Record evidence that the carer's grant is used to effectively ensure equity for all of Bracknell Forest's population	May 2010	Chief Officer: Older People & Long Term Conditions	Adult Social Care Action Plan

10.8.2	Review the recruitment and retention practices to ensure staff are in place with the relevant skills to deliver service outcomes	Ongoing	Head of Human Resources	Adult Workforce Strategy/ Personalisation
10.8.3	Review the workforce implications of personalisation to ensure the workforce are appropriately developed and trained to deliver services effectively	Ongoing	Workforce Workstream/Head of Human Resources	Adults Workforce Strategy and Personalisation
10.8.4	Develop a specialist worker role for people who are deafblind in accordance with the guidance in LAC(2001)8 Social Care for Deafblind Children and Adults	March 2011	Chief Officer: Older People & Long Term Conditions	Commissioning Strategy for People who experience sight of hearing loss or who are Deafblind

Performance monitoring and target setting - How will we know we have achieved our objectives?

Description of Performance Indicator	How we performed in 2009/10	How we will perform in 2010/11	Our targets for		Further information, comments including what factors will impact on the achievement of the targets for 2010/11
			2011/12	2012/13	

Local indicators

10.8.2	Regular review of recruitment and turnover that will enable early action in case of problems	Recruitment problems have eased for social workers. Some difficulty experienced in recruiting to certain heads of service roles	<ul style="list-style-type: none"> Continue to monitor turnover and work with managers to provide effective recruitment campaigns. Aim to provide early identification of challenging recruitment areas Workforce Planning to be implemented across the department Presence at recruitment fairs for key work areas – e.g. teaching, social workers 			
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10.8.3	The workforce implications for personalisation are reviewed to ensure the workforce is able to be responsive to what could be differing future roles and responsibilities		<ul style="list-style-type: none"> We will continue to monitor and shape workforce requirements to meet the need of the Personalisation agenda. 			
Risk assessment for planned outcomes						
Risk Factors		Risk Score	Actions to mitigate risks	Target Date	Responsible officer for action	
10.8.2 Knowledge of where staff recruitment/retention will become problematic		E2	<ul style="list-style-type: none"> Early identification of challenging recruitment areas Workforce Planning to be implement across the department Engage colleagues with the LA/Workforce as appropriate Presence at recruitment fairs for key work areas – e.g. teaching, social workers 	Ongoing	Head of Human Resources	
10.8.2 Non recruitment or delays to key posts could impact on service efficiency. Could also potentially increase costs where external recruitment agencies are engaged		E2	<ul style="list-style-type: none"> Early identification of challenging recruitment areas Work with managers to ensure recruitment campaigns are effective and targeted 	Ongoing		
10.8.3 The Personalisation pilot does not provide enough informed data to begin to shape future workforce requirements		E4	<ul style="list-style-type: none"> Continuous review of how service delivery is impacted through Personalisation. Review arrangements in other Local Authorities 		Head of Human Resources	

Further comments
None

Priority Six: sustain economic prosperity		Medium Term Objective 12: To promote workforce skills		
Key Actions/Objectives for 2008/09-2010/11:				
12.1 Contribute to the development of an appropriately skilled workforce through Adult and Community Learning				
Planning – how will we achieve this?				
Detailed delivery plan 2010/11		By when	By whom	Links to related strategies, policies and plans
12.1.1	Increase the number of lowest skilled adults, non-employed and under-employed adults to access learning, training and employability skills focussing on 50+ age group, carers, long parents, adults with mental health problems, disabilities and learning difficulties	March 2011	CE Advisor	Health & Well Being Strategy PSA16
12.1.2	Maximise income for vulnerable people through access to employment or benefit maximisation	March 2011	Chief Officer: Adults and Commissioning	
12.1.3	Continue to help people with learning disability to secure employment	Ongoing – LAA indicator and targets continue to be met.	Head of Service	Commissioning Strategy for People with Learning Disabilities
12.1.4	Establish Steering Group for PSA16 Innovation Fund Project and implementation plan	April 2010	Chief Officer: Adults and Commissioning	

12.1.5	Develop Implementation Plan for IPSA16 Innovation Fund project	April 2010	Chief Officer: Adults and Commissioning		
Performance monitoring and target setting - How will we know we have achieved our objectives?					
Description of Performance Indicator	How we performed in 2009/10	How we will perform in 2010/11	Our targets for		Further information, comments including what factors will impact on the achievement of the targets for 2010/11
			2011/12	2012/13	
NI 146					
Risk assessment for planned outcomes					
Risk Factors	Risk Score	Actions to mitigate risks	Target Date	Responsible officer for action	
Economic downturn restricts employment opportunities	D3	<ul style="list-style-type: none"> Continue to work with Breakthrough Use PSA 16 work to create more opportunities 		Chief Officer: Adults & Commissioning Head of Learning Disabilities	
Further comments					

Annex A

Related strategies, policies and plans

Plan	Purpose	Date first published or to be published (where drafts exist)	Review date	Legislation	Monitoring or Inspection Agency	Lead officer or informed contact	Links to other plans, strategies
MTO 5 To improve health and well being within the Borough							
Health & Well Being in Bracknell Forest	An overarching signposting document to all relevant aims ,outcomes and action plans from existing council and partnership plans and strategies	Draft to be published summer 2010	2013	N/A	N/A	Director ASC&H	
Joint Strategic Needs Assessment	A comprehensive analysis of the health and social care needs of the Bracknell population	September 2009	Reviewed annually in line with planning cycles	N/A	N/A	Director ASC&H	
MTO 9: To promote independence and choice for vulnerable adults and older people							
Older People's Commissioning Strategy 2007-2012	A commissioning strategy for social care services for older people based on qualitative and quantitative needs analysis	2007	To be reviewed in 2010 in line with Personalisation programme	N/A	N/A	Director ASC&H	
Purchasing Plan (Older People's Services) 2008-2013	A purchasing plan detailing projected need of services for older people	2008	2010 in line with personalisation programme	N/A	N/A	Director ASC&H	

Plan	Purpose	Date first published or to be published (where drafts exist)	Review date	Legislation	Monitoring or Inspection Agency	Lead officer or informed contact	Links to other plans, strategies
Commissioning Strategy for people with mental health problems 2008-2013	A commissioning strategy for social care services for people with mental health problems based on qualitative and quantitative needs analysis	2008	To be reviewed in 2010/11 in line with Personalisation Programme	N/A	N/A	Director ASC&H	
Commissioning Strategy for people with a learning disability	A commissioning strategy for social care services for people with a learning disability based on qualitative and quantitative needs analysis	2008	To be reviewed in 2010/11 in line with Personalisation programme	N/A	N/A	Director ASC&H	
Commissioning Strategy for people with long term conditions	A commissioning strategy for social care services for people with a long term condition based on qualitative and quantitative needs analysis	2008	To be reviewed in 2010/11 in line with Personalisation Programme	N/A	N/A	Director ASC&H	
Commissioning Strategy for people with dementia	A commissioning strategy to meet the needs of people with dementia in line with the national dementia strategy	2009	To be reviewed 2014	N/A	N/A	Director ASC&H	
Commissioning Strategy for people with sensory impairment	A commissioning strategy for social care needs for people with a sensory impairment	2009	To be reviewed 2014	N/A	N/A	Director ASC&H	
Older People's Strategy	A single overarching plan for all services affecting older people	2009	2014	N/A	N/A	Director of ASC&H	

Plan	Purpose	Date first published or to be published (where drafts exist)	Review date	Legislation	Monitoring or Inspection Agency	Lead officer or informed contact	Links to other plans, strategies
CQC Action Plan	Plan to meet areas of improvement as identified in the CQC annual assessment of Adult social care	2009	Completed for annual assessment 2009/10	N/A	N/A	Director ASC&H	
Personalisation Agenda	The transformation of adult social care by promoting personalised support through the ability to exercise choice and control against a back drop of strong and supportive local communities	2007	Pilot programme complete April 2010	N/A	N/A	Director ASC&H	
Stroke Strategy	Plan to improve services for people who have had a stroke in Bracknell in line with the national stroke strategy	Draft 2010	To be published 2010	N/A	N/A	Director ASC&H	
Safeguarding	A multi agency policy effective across Berkshire to protect vulnerable adults from abuse or neglect	2008	To be reviewed when Government response to "No secrets" is published	N/A	N/A	Director ASC&H	
Integrated Local Area Workforce Strategy (INLAWS)	A strategic, overarching plan for all workforce activities affecting adults. It supports more integrated workforce operations and processes to secure better outcomes for children.	April 2010	Annually	N/A	N/A	Head of HR	Personalisation Agenda

GLOSSARY			
CAA	Comprehensive Area Assessment	IT	Information Technology
CMHT	Community Mental Health Team	LA	Local Authority
CMT	Corporate Management Team	LAA	Local Area Agreement
CSCI	Commission for Social Care Inspection	NGA	National Government Association
DAAT	Drug and Alcohol Action Team	PCT	Primary Care Trust
DMT	Departmental Management Team	PVI	Private, Voluntary and Independent sector
EIA	Equality Impact Assessment	STaR	Support Time and Recovery workers
EIP	Early Interventions Psychosis	TASC	Transforming Adult Social Care
HTT	Home Treatment team		
ICT	Information and Communication Technology		

Annex B

Strategic Risk Action Plan

RISK SHORT NAME	LINK TO MTOS	TRIGGER	CONSEQUENCES	RISK SCORE	ACTION ALREADY IN PLACE	FURTHER ACTION TO ADDRESS RISK	TARGET DATE
Demographic and socio economic change	Medium Term Objective 6, 7 , 9, 11, 12 and 13	Unplanned demographic or socio-economic changes and increasing level of inward migration and housing development have significant detrimental impact on the delivery of services	<ul style="list-style-type: none"> Community does not receive services they require Sudden surges in community and police issues Impact on recruitment Adverse publicity Reputation damaged 	B2	<u>Care Groups</u> <ul style="list-style-type: none"> Commissioning strategies identify needs to inform budget setting process Monitor take up of services through performance management Plan with CYP&L for children with disabilities approaching adulthood 	<ul style="list-style-type: none"> Preparation for potential Free Personal Care 	
Demand led services	Medium Term Objective 5, 6, 7 and 9.	Finances and/or resources required to support demand are significantly higher than planned. Economic downturn may lead to increased demand for some services e.g. provision of accommodation for homeless	<ul style="list-style-type: none"> More and more resource is needed to run the services Significant budget overspends Money drawn from other services Cost spiral Reductions in service level the council can offer Damage to reputation if services 	B2	<u>Older People</u> Purchasing Plan for Older People's Health and Social Care sets out the assumptions and approach to delivery of services. This includes estimates of population ages through to 2025 based on ages of current population to determine demand for services. This includes projections of numbers of people requiring residential care places. extra –care housing, support at home, etc. Transition arrangements for young people approaching adulthood	<u>Older People</u> Projections in Purchasing Plan for Older People to be updated annually <u>Mental Health</u> Economic downturn could impact on numbers of residents with mental health issues and increase level of domestic abuse. Demand levels are being monitored.	

RISK SHORT NAME	LINK TO MTOS	TRIGGER	CONSEQUENCES	RISK SCORE	ACTION ALREADY IN PLACE	FURTHER ACTION TO ADDRESS RISK	TARGET DATE
			<ul style="list-style-type: none"> • reduced • Revenue problems not resolved by capital investments • Adverse effect on staff morale affected • Adverse effect on assessments • Members need to make unpopular decisions. • Councils finances compromised • Cost increases • Timescales change 				
Programme management capacity	Medium Term Objectives 1, 6 and 10	<p>Successful action brought against the Council resulting in financial damages and legal costs.</p> <p>Failure to control implementation of a major projects</p>	<ul style="list-style-type: none"> • Project objectives not achieved • Cost overruns • Delays • Council reputation damaged 	C2	Programme Boards set up for major projects, i.e. IT Implementation Personalisation with own risk logs.		
Litigation	Medium Term Objective 10	Satisfaction with Council and services decline	<ul style="list-style-type: none"> • Financial impact • Financial targets not achieved • Need to identify savings to cover unanticipated costs • Detrimental 	B2	Using Prince 2 light methodology.		

RISK SHORT NAME	LINK TO MTOS	TRIGGER	CONSEQUENCES	RISK SCORE	ACTION ALREADY IN PLACE	FURTHER ACTION TO ADDRESS RISK	TARGET DATE
			<ul style="list-style-type: none"> impact on Council reputation • Censure by audit and inspection • Adverse publicity 				
Potential failure of key contractor(s)	Medium Term Objective 10.	Failure of key contractor to deliver	<ul style="list-style-type: none"> • Service fails / adversely affected • Public expectations of service need to be met • Alternative arrangements need to be made • Service brought back in house • Increased costs • Effect on Council Tax/reserves • Contract examined • Legal implications • Censure by audit/inspection • Adverse publicity 	D2	Close monitoring of services both via contract monitoring and reviews.		
Safeguarding	Medium Term Objective 6, 7, 9, 11, 12 and 13.	Council not made aware of suspected cases of potential harm and hence is not aware of the need to instigate	<ul style="list-style-type: none"> • Public dissatisfaction • Detrimental impact on Council 	D2	<u>Adult Social Care</u> Care Governance Board monitors safeguarding concerns.		

RISK SHORT NAME	LINK TO MTOS	TRIGGER	CONSEQUENCES	RISK SCORE	ACTION ALREADY IN PLACE	FURTHER ACTION TO ADDRESS RISK	TARGET DATE
		<p>investigation procedures.</p> <p>If the Council were to fail to implement proper procedures for investigating a referral.</p>	<p>reputation</p> <ul style="list-style-type: none"> • Censure by audit and inspection • Adverse publicity • Impact on funding bids • Relationship with partners impaired 				

Annex C

Anticipated Procurement Projects

All procurements where work is necessary during 2010/11 should be included, even if the Target Start Date is in a later year, and Estimated Total Contract Value is greater than £100,000

Supplies, Services or Works?	Contract Title	Target Start Date (mmm-yy)	Proposed Contract Term with Extensions in Years (A)	Estimated Initial Cost (B)	Estimated Annual Costs (C)	Estimated Total Contract Value = (B)+(AxC)	Comments	Key Target for 31-Mar-11
Services	Domestic Support Service	Jan 11	3		45k	£135k	Framework mini-tender	Contract operational
Services	Local Involvement Networks (LINKs) Services	1 April 11				£190k	Unsure about future funding. Initial government funding for 3 years, runs out in March 2011.	Preparation for new contract if funding permits.
Services	Community Meals	Jan 10	4		65k	£260k	Establishing Preferred Provider List	
Services	Block Bed Contract – Bracknell Care Home (OP)	April 11			305k		Decision required on whether to take up option in contract to extend for a further year	
Services	Emergency Duty Team – Inter authority agreement – BFC host	April 11					Agreement due to end 31/3/10. Agreement to be extended by one year to allow for a review of the service	
Services	Joint Stores – Inter Authority agreement	April 11					To determine next steps and development of model	New joint commissioning arrangements in place