

Proposed Key Actions and Sub-actions 2014/15

(N.B. Key Indicators are shown as shaded
. Actions from Good to Great action plan are shown as shaded)

MTO 1: Re-generate Bracknell Town Centre

1.2 Regenerate Charles Square

Implement Compulsory Purchase Order	CXO
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1.3 Deliver the framework which enables regeneration of Bracknell Town Centre.

Produce and implement a strategy for Market Square and the existing market	CXO
Work with BRP and other proponents to secure the necessary regulatory approvals to deliver town centre regeneration	ECC
Work with BRP to monitor and implement demolition and construction programme for town centre regeneration.	CXO
Manage property transactions in accordance with the Development Agreement and in support of town centre regeneration.	CS

1.4 Attract new retailers and leisure operators to underpin the regeneration of the Broadway based northern retail quarter and the creation of an '18 hour' economy.

Co-ordinate the work of the Town Centre Partnership	CXO
Provide support to development partners and other occupiers where required to attract new retailers to the regenerated town centre	CXO
Work with BRP to agree a strategic brief for the Northern Retail Quarter East	CXO

1.5 Undertake highway improvement works including work at Twin Bridges to enhance accessibility to the town centre.

Implement modelling work to support the development of a transport network to accommodate planned growth	ECC
Design improvements to Bracknell Bus Station, and commence construction	ECC
Complete improvement works at Twin Bridges	ECC
Design and implement further town centre related junction improvements	ECC
Design and implement town centre public realm improvements	ECC

1.6 Maintain pressure on landowners to rebuild or refurbish unattractive buildings in the town centre

	CXO
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1.7 Promote residential development in the town centre, where viable, to take pressure off of our countryside to deliver housing.

Co-ordinate proposals for residential development in Bracknell town centre including at Stanley Walk/Jubilee Gardens	CXO
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1.8 Deliver high quality public realm and public spaces.

Implement repairs to Town Centre car parks	ECC
Develop a new masterplan for Bracknell Town Centre Southern gateway	ECC

Work with BRP to deliver the New Jubilee Park on land to the north of the Goose Public House	ECC
Co-ordinate future public realm and town centre management	CXO
Implement the pilot Residents' Parking Scheme	ECC

1.9 Implement an Accommodation Strategy to rationalise the number of buildings used by the Council.

Implement Office Accommodation Strategy to rationalise the number of buildings used by the Council.	CS
Implement ICT work plan to support new ways of working and Accommodation Strategy.	CS
Establish Time Square as the primary town centre reception service area by moving customer-facing staff (Customer Services, Revenue Services and Registrars) currently in Easthampstead House to the ground floor of Time Square north. Support the move of the initial contact for Housing & Benefits to the ground floor south of Time Square.	CS
Relocate ECC, CYPL, CS and ASCHH to final positions in Time Square.	CS/ ECC/ CYPL/ ASCHH
Surrender of the leases for Ocean House and Amber House.	CS
Implement flexible and mobile working principles across all town centre offices.	CS/ ECC/ CYPL/ ASCHH/ CXO
Rationalise space in Easthampstead House (and former print room) to provide accommodation for ICT and Construction & Maintenance and Minority Groups.	CS

Performance Indicators

No indicators identified	
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MTO 2: Protect communities by strong planning policies

2.1 Deliver the Local Development Scheme, including agreeing the Site Allocations Development Plan Document (SADPD) as soon as possible and completing a review of the Core Strategy (expected to run from 2016-2031).

Develop proposals to review the Core Strategy/Local Plan Review as part of a revised Local Development Scheme in line with National Planning Policy Framework (NPPF)	ECC
Secure the production of Masterplans for the five major sites identified in the SALP - South Warfield, Amen Corner North and South, TRL and Blue Mountain	ECC
Make progress on Gypsy and Traveller Local Plan	ECC
Make progress on Development Management Local Plan	ECC
Support neighbourhood planning and secure grant funding	ECC
Complete parking standards survey evidence base and review	ECC
Complete landscape assessment for settlements in green belt	ECC

2.2 Develop robust evidence to ensure new development delivers the funding for infrastructure priorities for the Borough.

Secure Planning Inspectorate approval for, and implement, the Borough wide community infrastructure levy	ECC	
Performance Indicators		
L008	Number of planning applications received to date	ECC
L009	Number of full search requests received	ECC
L046	Percentage of full searches answered in 10 working days	ECC
NI157a	Percentage of major applications determined in 13 weeks (or within such period as may be agreed by the applicant through extension of time or PPA)	ECC
NI157b	Percentage of minor applications determined in 8 weeks (or within such period as may be agreed by the applicant through extension of time or PPA)	ECC
NI 157c	Percentage of other applications determined in 8 weeks (or within such period as may be agreed by the applicant through extension of time or PPA)	ECC
L181	Percentage of appeals dismissed	ECC
NEW	Number of enforcement cases	ECC
NEW	Number of enforcement cases closed in the quarter	ECC
NEW	Number of pre-application enquiries dealt within set target or within a time period agreed with the applicant	ECC

2.3 Ensure infrastructure is delivered alongside new development to the benefit of the whole community, by introducing Infrastructure Delivery Plans, which residents contribute to, in support of any approved planning policy document.

Implement the Infrastructure Delivery Plan developed as part of SALP	ECC	
Negotiate s106 agreements on appropriate sites	ECC	
Performance Indicators		
L084	Number of section 106s completed	CS

2.4 Continue to protect our green belt and avoid coalescence of existing communities consistent with the NPPF.

Implement policies to protect the green belt and monitor their effectiveness	ECC
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2.5 Take strong enforcement action against those that do not comply with planning law.	
Prepare and adopt a Local Enforcement Plan which continues to prioritise enforcement action applying resources available to 'most serious' cases	ECC
Provide effective Legal support for planning enforcement including issuing of enforcement notices	CS

MTO 3: Keep Bracknell Forest clean and green

3.1 Maintain our open spaces to a high standard.		
Maintain our green flag status on the four existing sites.		ECC
Take action against those that do not comply with environmental legislation, eg fly tipping, scrap metal dealers		ECC
Maintain environmental amenity land across the whole of the borough according to contract specification.		ECC
Implement new Public Realm contract for highways		ECC
Implement approved management arrangements for landscape services		ECC
Implement new Public Realm contract for street cleansing		ECC
Performance Indicators		
NI196	Improved street and environmental cleanliness -- fly tipping	ECC
L146.1	Percentage of borough where environmental cleanliness falls below meets EPA standard – Litter	ECC
L146.2	Percentage of borough where environmental cleanliness falls below meets EPA standard – Detritus	ECC
L146.3	Percentage of borough where environmental cleanliness falls below meets EPA standard – Graffiti and flyposting	ECC
L147	Percentage of environmental services contract inspections where quality meets required standards	ECC
NEW	Percentage reduction in reports of Environmental anti-social behaviour	CXO

3.2 Implement Parks Quality Improvement Programme.		
Raise quality standards at five sites (Westmorland Park, Snaprails Park, Bracknell Footpath 5, Blackmoor Pond, Edmonds Green and Lane)		ECC
Deliver the Parks and Open Spaces Strategy		ECC
Implement improvement works to SANGS in accordance with the agreed work programme		ECC
Performance Indicators		
NI197	Improved local biodiversity – proportion of local sites where positive conservation management has been or is being implemented	ECC

3.3 Increase the amount of green space that is accessible to residents.		
Transfer land into public ownership including Jennet's Park, Wykery Copse and The Parks		ECC

3.4 Reduce energy consumption in the Borough.		
Replace Combined Heat and Power (CHP) units at Bracknell Leisure Centre and/or Coral Reef		ECC
Work with partner agencies to improve energy efficiency in existing homes		ECC
Install LED street lighting, where appropriate		ECC

~~3.5 Increase the use of energy from sustainable sources.~~

3.6 Help people improve the energy efficiency of their homes.		
Support the Green Deal and Energy Company Obligation		ECC

3.7 Help people to get their energy from sustainable sources.

Promote renewable and low carbon energy systems to local residents	ECC
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3.8 Monitor and respond to the impact of severe weather conditions.	ECC
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3.9 Reduce waste to landfill.

Promote and develop the recycling reward scheme.	ECC
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Seek to increase the local recycling rate and reduce landfill.	ECC
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Ensure all new buildings have space for segregated storage space to allow for separation of recyclable waste from landfill collection.	ECC
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Performance Indicators	
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NI191	Residual household waste per household	ECC
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NI192	Percentage of household waste sent for reuse, recycling and composting	ECC
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NI193	Percentage of municipal waste land filled	ECC
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L128	Number of reported missed collections of refuse bins	ECC
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NEW	Percentage of the recycling population participating in the recycling reward scheme	ECC
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NEW	Percentage of the Borough's population participating in recycling	ECC
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MTO 4: Support our younger residents to maximise their potential

4.1 Provide accessible, safe and practical early intervention and support services for vulnerable children and young people in the Borough.

Implement recommendations from Early Intervention Hub evaluation	CYPL	
Implement the Troubled Families Initiative and work with families who meet the criteria for Family Focus	CYPL	
Re-commission support services to young carers	CYPL	
Deliver a redesigned Youth website, with improved access to on-line information and advice for young people	CS/CYPL	
Performance Indicators		
NEW	Number of families turned around through Family Focus Project	CYPL
NEW	Number of Referrals to Early Intervention Hub	CYPL
NEW	Number of CAF / Family CAFs undertaken	CYPL

4.2 Increase the number and continue to support foster carers.

Performance Indicators		
L140	Percentage of children looked after in family placement or adoption	CYPL
NI061	Timeliness of placements of looked after children for adoption following an agency decision that the child should be placed for adoption	CYPL
NEW	Recruit at least 8 adoptive families in 2014/15 to meet the needs of children requiring adoption	CYPL
NEW	Recruit at least 10 foster carer households in 2014/15	CYPL

4.3 Increase opportunities for young people in our youth clubs and community based schemes.

Contribute to an increase in the number of youth club style sessions in the borough provided	CYPL	
Implement phase three of the modernisation of the Youth Service Programme.	CYPL/CS	
Work with Thames Valley Housing to develop proposals for the Coopers Hill site to facilitate the provision of a new youth hub	CYPL/CS/ ASCHH	
Performance Indicators		
L141	Number of youth centre attendances	CYPL

4.4 Provide targeted support for families in need through our network of Children's Centres to support early intervention and prevention.

Provide targeted Family Outreach support from Children's Centres	CYPL
Provide targeted early intervention parenting programmes from Children's Centres	CYPL

4.5 Encourage and facilitate enough high quality, affordable, inclusive childcare places for those working parents that require one.

Implement the Childcare Sufficiency Strategy	CYPL
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4.6 Support a wide range of flexible respite services for the carers of children and young people in need.

Undertake consultation with stakeholders on future model of the 'Aiming High' initiative	CYPL
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4.7 Prioritise the safety, health and well being of all young residents in all of our plans for them.	
Ensure the priorities are communicated across partnership via meetings, presentations and reports	CYPL
Ensure performance reporting highlights relevant issues of safety and health and wellbeing through monitoring, inspection and quarterly reporting mechanisms	CYPL

4.8 Ensure all children and young people feel safe, are protected from harm and abuse, have their views respected and gain confidence as a member of the local community.	
Use the views of children and young people to inform service development and delivery.	CYPL
Children receiving support through Children's Social Care to have an Independent Visitor or Advocate to enable them to have their views heard	CYPL

Performance Indicators		
L092	Number of children on protection plans	CYPL
NI 064	Child protection plans lasting 2 years or more	CYPL
NI 065	Children becoming the subject of a child protection plan for a second or subsequent time	CYPL
NI 067	Child protection cases which were reviewed within required timescales	CYPL
L161	Number of looked after children	CYPL
L188	Percentage of single assessment for children's social care carried out within 45 working days	CYPL
L189	Percentage of referrals to children's social care going on to single assessment	CYPL

4.9 Continue to improve outcomes for looked after children in education, health and employment.		
Continued focus on the development of support for Care Leavers to improve education/employment and training opportunities	CYPL	
Performance Indicators		
NI147	Care leavers in suitable accommodation	CYPL
NI148	Care leavers in suitable education, employment or training	CYPL
NI 061	Timeliness of placements of looked after children for adoption following an agency decision that the child should be placed for adoption	CYPL
NI062	Stability of placements of looked after children - number of placements	CYPL
NI063	Stability of placements of looked after children - length of placement	CYPL
NI066	Looked after children cases which were reviewed within required timescales	CYPL
NI 058	Emotional and behavioural health of children in care	CYPL

NEW 4.10 Children and Young People's Partnership provides the opportunity to develop and agree joint priorities for improvement.	
Publish <i>new</i> three year Children and Young People's Plan (2014-17)	CYPL
Monitor progress made against the priorities in the new Children and Young People's Plan	CYPL

MTO 5: Work with schools and partners to educate and develop our children, young people and adults as lifelong learners

5.1 Continue to work with early years providers to close the attainment gap.		
Implement the Every Child a Talker Programme to further improve and develop speech and language skills of children in early years		CYPL
Implement the plans for providing places for disadvantaged two year olds in 2014 and track their progress		CYPL
Performance Indicators		
NI 072	Achievement of at least 78 points across the Early Years Foundation Stage with at least 6 in each of the scales in Personal Social and Emotional Development and Communication, Language and Literacy	CYPL

5.2 Increase the number of schools in the Borough rated 'good' or 'outstanding' by Ofsted by raising levels of attainment and progress across all phases of learning for all pupils.		
Provide training and support for headteachers and governors in relation to the judgements made by Ofsted and seek to ensure teaching of the highest quality		CYPL
Undertake supported school reviews to ensure that school self-evaluation is accurate and that school's have identified the correct priorities for improvement		CYPL
Monitor the outcome of inspections of schools, and adult learning provision and provide support as appropriate		CYPL
Performance Indicators		
NI 093	Progression by 2 levels in reading between key stage 1 and key stage 2	CYPL
L191	Progression by 2 levels in writing between key stage 1 and key stage 2	CYPL
NI 094	Progression by 2 levels in writing between key stage 1 and key stage 2	CYPL
L139	Schools judged good or better by Ofsted	CYPL
NI 086	Secondary schools judged as having good or outstanding standards of behaviour	CYPL

5.3 Support school leaders and governors when considering alternative forms of governance, including forming federations or Academy trusts.		
Provide information and support to governors and interface with Government agencies and DfE when schools are considering a change of status		CYPL

5.4 Increase the number of young people achieving five or more good GCSE passes including English and mathematics and improve the performance of all underperforming groups of children and young people		
Performance Indicators		
NEW	Analysis of primary schools performance data and track pupil progress in order to plan and implement appropriate interventions	CYPL
NEW	Analysis of secondary schools performance data and track pupil progress in order to plan and implement appropriate interventions	CYPL
NI092	Narrowing the gap between the lowest achieving 20 percent in the early years foundation stage profile and the rest	CYPL
NI073	Achievement at level 4 or above in both English and maths at Key stage 2	CYPL
NI075	Achievement of 5 or more A(star) – C grades at GCSE or equivalent including English and maths	CYPL
L153	Percentage of looked after children reaching level 4 in English at key stage 2	CYPL
L154	Percentage of children looked after (as at 31st March) reaching level 4 in	CYPL

	Maths at Key Stage 2	
L155	Percentage of children looked after achieving 5 A*– C GCSEs (or equivalent) at Key Stage 4 (including English and maths)	CYPL
L190	Children in care reaching level 4 in writing at Key Stage 2	CYPL
L158	Reduction in number of schools where fewer than 60% of pupils achieve Level 4 in both English and maths at KS2	CYPL
NI087	Secondary school persistent absence rate	CYPL
NI102.1	Achievement gap between pupils eligible for free school meals and their peers – key stage 2	CYPL
NI102.2	Achievement gap between pupils eligible for free school meals and their peers – key stage 4	CYPL
NI103.1	Special Educational Needs – statements issued within 26 weeks – excluding exception cases	CYPL
NI103.2	Special Educational Needs – statements issued within 26 weeks – all cases	CYPL
NI107	Key stage 2 attainment for black and minority ethnic groups	CYPL
NI108	Key stage 4 attainment for black and minority ethnic groups	CYPL
NI114	Rate of permanent exclusions from school	CYPL
L192	Key stage 2 attainment for black and minority ethnic groups containing more than 30 pupils who achieve level 4 in writing	CYPL
L193	Key stage 2 attainment for black and minority ethnic groups containing more than 30 pupils who achieve level 4 in maths	CYPL
NI 104	The special educational needs (SEN/non-SEN gap) achieving key stage 2 English and maths threshold	CYPL
NI 105	The special educational needs (SEN-non SEN gap) achieving 5 A*-C GCSE including reading, writing and maths	CYPL

5.5 Increase the average point score of students taking 'A' level examinations

Analyse post 16 results and option choices and discuss progress with headteachers

CYPL

Performance Indicators

NI 079	Achievement of level 2 qualification by the age of 19	CYPL
NI 080	Achievement of level 3 qualification by the age of 19	CYPL
NI 081	Inequality gap in the achievement of a level 3 qualification by the age of 19	CYPL
NI 082	Inequality gap in the achievement of a level 2 qualification by the age of 19	CYPL

5.6 Support children and young people with special needs, where possible at appropriate provision within the Borough.

Progress plans to develop a new SEN resource to meet the increase in demographic changes

CYPL

Continue to support schools to meet the needs of children with Special Educational Needs

CYPL

Implement the changes required by the emerging draft legislation on Reform of provision for children and young people with Special Educational Needs and the DfE reform of school funding for SEN pupils

CYPL

5.8 Encourage and support residents to become school governors.

Continue with campaign to recruit schools governors through publicising the work of governing bodies and providing support and training

CYPL

5.9 Increase the participation of school leavers in employment, education or training.

Continue to work with schools to identify young people at risk of disengaging in education, employment or training and ensuring appropriate interventions are put in

CYPL

place		
Create a 16-24 IAG hub for young people in Bracknell Forest (City Deal)		CYPL
Performance Indicators		
NI117	16 to 18 year olds who are not in education, training or employment (NEET)	CYPL
NI091	Participation of 17 year-olds in education or training	CYPL
NEW	Participation of employers offering support to young people (City Deal)	CYPL

5.10 Encourage all residents to continue as learners, both in relation to future employment and recreation

Work with strategic partners to provide and promote Lifelong Learning activities available in Bracknell Forest.		CYPL
Source alternative funding to support the provision of Lifelong Learning.		CYPL
Coordinate a partnership approach to delivering opportunities a 'digital inclusion' programme, facilitating access to ICT and the internet for the digitally excluded, in particular older people.		CS

5.11 Ensure systems in place for effective pupil and school place planning.

Provide sufficient pupil places, through the Education Capital Programme to meet basic need.		CYPL
Support CYPL in finding suitable sites for school extensions and new schools and supporting procurement activity around these		CS
Provide advice & support in relation to the Blue Mountain site <i>for the provision of a 9 form entry secondary school, a 2 form entry primary school and a nursery provision.</i>		CYPL/CS/ ECC
Secure additional school places from 2014: Crown Wood, Meadow Vale, Holly Spring		CYPL
Secure additional school places in the future: Amen Corner, TRL, Warfield West and East		CYPL

5.12 Co-ordinate services to schools.

Prepare and promote a range of services for schools to buy for a three year period from 1 April 2014		CYPL
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Performance Indicators (not linked to key actions)

NI 052.1	Take up of school lunches – primary	CYPL
NI 052.2	Take up of school lunches - secondary	CYPL

MTO 6: Support Opportunities for Health and Wellbeing

6.2 Support the Health and Well Being Board to bring together all those involved in delivering health and social care in the Borough.

Develop clarity in the respective roles of partners within the Health and Well Being Board	ALL
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6.3 Continue to support the development of a local Healthwatch to provide local patients with a voice.

Monitor local Healthwatch and conduct regular reviews against the agreed contractual outcomes	ASCHH
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6.5 Integrate the new responsibilities for Public Health within the Council.

6.6 Support sports activities and facilities within the borough.

Replace artificial turf pitches at Bracknell Leisure Centre and Edgbarrow Sports Centre	ECC	
Assess feasibility of self service kiosks at Bracknell Leisure Centre	ECC	
Performance Indicators		
L003	Number of visits to leisure facilities	ECC
L035	Income from Leisure Facilities	ECC
L015	Number of attendances for junior courses in leisure	ECC
L016	Number of contacts through the Young People in Sport scheme	ECC

6.7 Recognise the value libraries play in our communities.

Develop and implement the Good to Great programme theme of Community Empowerment	ECC/CS	
Improve Great Hollands Library	ECC	
Carry out feasibility assessments for options for the community centre and library at Harmans Water.	CS	
Performance Indicators		
L151	Number of visits to libraries	ECC
L019	Cumulative number of items borrowed from library service	ECC

6.8 Support health & wellbeing through Public Health.

Conduct a comprehensive programme aimed at improving self care across the population, including the completion of a new set of web-based self care resources in collaboration with clinical leads and community groups.	ASCHH
Maximise the uptake of key health improvement programmes across the population. These will include health checks, smoking cessation and weight management.	ASCHH
Deliver a range of programmes aimed at improving mental health in the local population, including: <ul style="list-style-type: none"> i. at least one mental health first aid course delivered per quarter ii. A report that 'maps' assessed social isolation and loneliness across the borough that can be used as the basis for targeted outreach work 	ASCHH
Carry out specific and collaborative assessments of the services including a full consultation exercise and review of Public Health services for children.	ASCHH
Improve Public Health work on health intelligence and insight including: <ul style="list-style-type: none"> i. A quarterly review of the Joint Strategic Needs Assessment (JSNA) with the 	ASCHH

	addition of at least five new or updated chapters per quarter.	
	ii. Annual delivery of the annual Public Health Survey with a sample of 1,800 residents.	
	iii. Annual review and reissue of CCG and Ward Profiles.	
	iv. Quarterly bulletin on key Public Health Intelligence issue.	
	v. Annual review of report detailing key commissioning implications of local health data.	
	Produce an annual report mapping uptake and attitudes to MMR and Flu Immunisation uptake.	ASCHH
	Monitor and report air quality in the borough with particular reference to the implementation of the two current Air Quality Management Area action plans	ECC
	Reduce the opportunity for the purchase of age restricted products by undertaking a programme of test purchasing and educational visits	ECC
	Promote healthy living by implementing employee health checks	CS
	Pilot a public "health check" scheme at Bracknell Leisure Centre	ECC
	Deliver JSNA website, providing access for all service providers to needs identified in the borough.	CS
	Deliver website for Public Health Bracknell, providing access to information about public health services in the borough.	CS
Performance Indicators		
L183	Percentage of food establishments in the area holding four star or above food hygiene rating at the end of the quarter	ECC
L021.2	Percentage of regulatory service requests received which are outstanding at end of quarter	ECC
NEW	Number of regulatory service requests received per quarter	ECC
NEW	Number of regulatory service requests closed in the quarter	ECC
NI 112	Under 18 conception rate per 1,000 girls	CYPL
NEW	A delivery rate of at least 200 NHS Health Checks per quarter	ASCHH
NEW	A smoking cessation delivery rate of at least 120 successful 4 week quitters per quarter and a quit success rate of at least 60% which exceeds the national average of 50%.	ASCHH
NEW	A specialist weight management treatment programme completion rate of at least 20 people per quarter.	ASCHH
NEW	Purchase and dissemination of at least 250 flu vaccination vouchers to people in priority groups (Sept 2014).	ASCHH

6.9 Support people who misuse drugs and/or alcohol to recover by providing appropriate interventions.		
	Evaluate the effectiveness of the Payment by Results project by monitoring successful delivery of outcomes, and using findings to inform future commissioning plans	ASCHH
	Train social care staff to be in a position to identify problematic drinking and deliver brief alcohol interventions to people using social care services and refer people into specialist services as required.	ASCHH
	Monitor the number of adults and young people entering treatment who misuse mephedrone and go on to successfully complete treatment	ASCHH

6.10 Support the Bracknell & Ascot Clinical Commissioning Group to focus on improving local health services for our residents.		
	Work with the CCG, Public Health and other Council Departments to improve health outcomes for residents through relevant strategies and plans	ASCHH
	Work with the CCG to help shape current and future service provision through Better Care Fund plans.	ASCHH

Work in partnership with the Bracknell and Ascot Clinical Commissioning Group and Bracknell Healthcare Foundation Trust to build on an integrated service for adults with long term conditions to improve health and reduce unplanned acute admissions.	ASCHH
Work with the Acute Trust in order to deliver 7 day working so that delays for people in hospital awaiting social care are minimised	ASCHH
Review out of hours intermediate care cover and develop a process whereby this cover will assist in 7 day working.	ASCHH
Ensure the development of the Better Care Fund Plans are undertaken to meet key timescales and local needs	ASCHH

NEW 6.11 Ensure that IT systems continue to be developed to improve the quality of people's lives and support and assist in business decisions

Investigate the feasibility of developing and implementing self-service performance reports to support managers so that they can make more informed decisions	ASCHH
Implement the changes to the Electronic Social Care Record identified as required to make the system fit for purpose as the alternative to re-tendering	ASCHH
Development of a reporting and monitoring methodology to report on the actions within the Integrated Transformation Fund.	ASCHH
Extend the use of Electronic Monitoring for support provided to individuals outside their home	ASCHH

MTO 7: Support our older and vulnerable residents

7.1 Secure preventative and early intervention measures to ensure residents have the maximum choices to allow them to live longer in their own homes.

Develop a plan for implementation of the Care Bill	ASCHH
Review the range and nature of support services provided by Forestcare for vulnerable people by redesigning the service	ASCHH
Develop a specification and tender for the extra care required for 65 households at Clement House	ASCHH
Work with the Acute Sector, voluntary sector and provider colleagues for appropriate and timely discharge from hospital which includes early supported discharge.	ASCHH
Refresh the "Helping you to stay independent" Guide maintaining a focus on people who fund their own support and giving people information within a form to enable them to stay independent for as long as possible	ASCHH
Refresh the Carers' Strategy to ensure that services and support for carers reflects their needs.	ASCHH
Implement the revised Quality Assurance Framework with all providers to ensure robust monitoring of commissioned services to improve the quality of support for people	ASCHH
Evaluate and review local mental health services including Common Point of Entry, looking at strengths and risks and areas for development in order to ensure that the Mental Health needs of the local population are being met	ASCHH
Promote dementia friendly communities that understand how to help people living with dementia, to improve the support and understanding for individuals in the local community	ASCHH
Review of Governance processes to ensure that intermediate care services are safe and correspond to best practice	ASCHH

Performance Indicators

OF1e	Adults with learning disabilities in employment	ASCHH
OF1g	Adults with learning disabilities in settled accommodation	ASCHH
OF1f	Adults receiving secondary mental health services in employment	ASCHH
OF1h	Adults receiving secondary mental health services in settled accommodation	ASCHH
OF2b	Achieving independence for older people through rehabilitation or intermediate care	ASCHH
OF1b	Proportion of people who use services who have control over their daily life	ASCHH
L030	Number of lifelines installed	ASCHH
NI 132	Waiting times for assessments	ASCHH
NI 133	Waiting times for services	ASCHH
NI 135	Carers receiving needs assessment or review and a specific carer's service, or advice and information	ASCHH
OF3a	Overall satisfaction of people who use services with their care and support	ASCHH
OF3b	Overall satisfaction of carers with social services	ASCHH
L135.1	Average contact time for Enhanced Intermediate Care	ASCHH
L135.2	Waiting time for OT support	ASCHH
OF3c	Proportion of carers who report that they have been included or consulted in discussion about the person they care for	ASCHH
OF3d	Proportion of people who use services or carers who find it easy to find information about services	ASCHH
OF1a	Social Care Related Quality of Life	ASCHH
OF1d	Carer – reported quality of life	ASCHH

7.2 Work with all agencies to ensure people feel safe and know where to go for help.

7.4 Continue to modernise support and include new ways of enabling the delivery

of that support.		
Work in partnership with health & the voluntary sector to further develop and expand support for carers in need who are not known to ASCH&H		ASCHH
Provide support and training through a range of partners to enable carers to return to paid or voluntary work.		ASCHH
Re-tender the current 'Rethink' contract to modernise support service provision		ASCHH
Develop solutions within the Controcc finance system that allow people to use their support hours in a more flexible way		ASCHH
Implement new Learning Disability strategy, and develop an action plan		ASCHH
The new Learning Disability Joint Communications Strategy will be implemented which will include: <ul style="list-style-type: none"> meeting the Winterbourne requirements further developing housing options for people with LD reviewing the Rapid Response pilot. 		ASCHH
Develop a new Joint Autism Communications Strategy in response to new national requirements.		ASCHH
Performance Indicators		
L136.1	Number in receipt of direct payments	ASCHH
L136.2	Number in receipt of community support excluding direct payments	ASCHH
OF1c.1	% of social care clients receiving self-directed support	ASCHH
OF1c.2	Percentage of social care clients receiving Direct payments	ASCHH
L159	People receiving Self-Directed Support as a percentage of eligible people receiving services	ASCHH
L172	Timeliness of Financial Assessments	ASCHH

7.5 Improve the range of specialist accommodation for older people which will enable more people to be supported outside residential and nursing care.		
Support development of Clement house extra care scheme and develop proposals for additional extra care housing provision for older people		ASCHH
Undertake a procurement process for provision of medical support at the Bridgewell Centre		ASCHH
Completion of the sale of Binfield Nursery site for residential use including Older Persons Accommodation.		CS
Performance Indicators		
OF2a.1	Permanent admissions to residential or nursing care per 100,000 population (18--64)	ASCHH
OF 2a.2	Permanent admissions to residential or nursing care per 100,000 population (65 or over)	ASCHH
L137	Number of people in residential care on the last day of the reporting period	ASCHH
L138	Number of people in nursing care on the last day of the reporting period	ASCHH
OF2c.1	Delayed transfers of care – total delayed transfers per 100,000 population	ASCHH
OF2c.2	Delayed transfers of care – delayed transfers attributable to social care per 100,000 population	ASCHH

7.6 With partners develop a culture that does not tolerate abuse, and in which older and more vulnerable residents are safeguarded against abuse.		
Work with statutory partners to identify which model of Multi-Agency Safeguarding Hub (MASH) would best meet local needs so that local residents are further safeguarded against abuse.		ASCHH
Undertake a review of the Bracknell Forest Safeguarding Adults Board in light of the changes proposed in the Care Bill so that the Councils meets it's statutory requirements		ASCHH
Performance Indicators		
OF4a	Proportion of people who use services who feel safe	ASCHH
OF4b	Proportion of people who use services who say that those services have made them feel safe and secure	ASCHH

7.7 Target financial support to vulnerable households.		
	Review the Council's support to households in the light of the claimant commitment	ASCHH
	Establish the homes that should be exempt from the housing element provision of Universal credit	ASCHH
Performance Indicators		
L032	Number of benefits prosecutions and sanctions in the year	ASCHH
L033	Percentage of customers receiving the correct amount of benefit (Sample basis)	ASCHH
L177	Average time in days from when customer first seen to the receipt of their benefit payment	ASCHH
NI181	Days taken to process Housing Benefit claims and change events	ASCHH

NEW 7.8 Support vulnerable people through continued provision of out of hours services		
	Monitor the number of out of hours Adult Safeguarding, Child Protection and Mental Health Act assessments to identify any trends and to make sure that there are sufficient resources	ASCHH
Performance Indicators		
NEW	Emergency duty Service will answer 90% of calls within 2 minutes	ASCHH
NEW	Emergency Duty Service will achieve 90% satisfaction rates for calls in the annual survey	ASCHH

MTO 8: Work with the police and other partners to ensure Bracknell Forest remains a safe place

8.1 Continue to seek to reduce overall crime levels, focusing particularly on burglary, domestic abuse, Internet related crime, non-rape sexual offences, personal robbery, vehicle crime, violent crime and anti-social behaviour.		
Implement the Community Safety Plan priorities, to tackle burglary, domestic abuse, Internet related crime, non-rape sexual offences, personal robbery, vehicle crime, violent crime and anti-social behaviour.		CXO
Continue to seek to reduce overall crime levels through targeted action with prolific offenders		CXO
Work with partners to ensure crime and disorder is considered as part of the town centre regeneration plans		CXO
Performance Indicators		
CSP3.01	Reduce the number of incidents reports of burglary dwelling	CXO
NEW	Percentage reduction in reports of violent crimes without injury	CXO
NEW	Percentage reduction in reports of vehicle offences	CXO
NEW	Percentage reduction in number of non-rape sex offences	CXO
NEW	Percentage reduction in reports of personal robbery	CXO
CSP1.01	Reduce the number of repeat incidences of domestic abuse by those on the treatment group of the DASC project	CXO
L185	Reduce all crime	CXO
NI019	Rate of proven re-offending by young offenders	CYPL
CSP 6.01	Reduce the reoffending rate of the Bracknell Forest local cohort of all young offenders	CYPL
NI043	Young people within the Youth Justice System receiving a conviction in court who are sentenced to custody	CYPL
NI 111	First time entrants to the Youth Justice system aged 10-17	CYPL
CSP 9.03	Prevent a rise in first-time entrants into the Youth Justice System	CYPL
8.2 Reduce the incidence of anti-social behaviour.		
Implement a co-ordinated programme of action to address anti-social behaviour		CXO
Performance Indicators		
CSP8.01	Reduce all nuisance anti-social behaviour as recorded by CADIS	CXO
NEW	Percentage reduction in reports of Personal anti-social behaviour	CXO
8.3 Press for more visible policing.		
Work through the Joint Tasking process with the Police to ensure visible policing in the borough		CXO
8.4 Work with the police and crime commissioner to maximise the benefits to residents of the borough.		
Work with the Police and Crime Commissioner to maximise the benefits to residents of the borough, in particular by ensuring timely communication with the commissioner		CXO
8.5 Improve the safety of our roads by improvements to the infrastructure and, where appropriate, by thorough speed enforcement.		
Continue to work in partnership with neighbouring authorities through groups like Safer Roads Berkshire to maximise the impact of road safety programmes and initiatives.		ECC

Work with Thames Valley Police to manage effective speed enforcement		ECC
Install traffic light violation cameras on Bagshot Road / Hilton Roundabout		ECC
Performance Indicators		
L175	People killed or seriously injured in road traffic accidents	ECC
L014	Number of people slightly injured in road traffic accidents	ECC
NI167	Congestion - average journey time per mile during the morning peak	ECC
NI168	Principal roads where maintenance should be considered	ECC
NI169	Non-principal classified roads where maintenance should be considered	ECC
NEW	Number of pot hole reports	ECC
NEW	Number of highways service requests per quarter	ECC
NEW	Number of highways service requests closed in the quarter	ECC

MTO 9: Sustain the economic prosperity of the Borough

9.1 Contribute to the work of the Thames Valley Berkshire Local Enterprise Partnership, including the promotion of inward investment and support for existing firms

Promote superfast broadband through the implementation of the Berkshire Broadband Plan	CXO
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9.2 support the work of the Economic and Skills Partnership to sustain the local economy, in particular by co-ordinating the implementation of the Bracknell Forest Local Economic Development Strategy.

Sustain the borough's economic prosperity through co-ordination of the Bracknell Forest Economic and Skills Development Partnership	CXO
Promote economic prosperity through the establishment of a dedicated resource to support business and enterprise	CXO
Promote inward investment through the implementation of an inward investment strategy	CXO
Review the Local Economic Strategy	CXO
Support small and medium sized enterprises through the provision of advice and guidance	CXO
Develop a programme of engaging with local businesses and eliminating barriers to success	CXO
Promote commercial links to China, and other emerging economies, in particular through the implementation of a programme of engagement and events	CXO
Promote Bracknell Forest as a premier business location through the development of a new brand identity	CXO
Continue to promote and support the Primary Authority Partnership and by working with local businesses, enable their compliance with legislative requirements	ECC
Deliver the Highways Capital Programme to support the local economy	ECC
Identify external funding opportunities (Government-led funding streams) to deliver major transport infrastructure	ECC
Develop and implement strategies that identify schemes which significantly contribute to the transport system, eg 329/322 initiative	ECC
Co-ordinate the Bracknell Forest Careers Event	CXO
Implement the 'hub and spoke' proposals in the City Deal project plan working with other Berkshire authorities and the Local Enterprise Partnership	CXO
Work with the Thames Valley Berkshire Local Enterprise Partnership, in particular to deliver the Strategic Economic Plan implementation plan	CXO

Performance Indicators

	No indicators identified	
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MTO 10: Encourage the provision of a range of appropriate housing

10.1 Ensure a supply of affordable homes.		
Review the provision of the Disabled Facilities Grants		ECC/ ASCHH
Promote and develop flexible Home Improvement Loan Schemes		ECC/ ASCHH
Ensure appropriate standards of accommodation in the private rented sector through appropriate enforcement and support to landlords.		ECC
Undertake housing needs survey to ensure provision of a range of appropriate housing (including gypsy sites)		ECC
Establish the housing market area and sub-areas and the methodology for a Strategic Housing Market Assessment in liaison with other Berkshire authorities		ECC
Complete work with Thames Valley Housing Authority on development of affordable homes on the Adastron / Byways site.		CS/ ASCHH
Arrange the disposal of Downside for affordable housing.		CS/ ASCHH
Review the opportunities to invest the remainder of the Council's stock transfer receipt to maximise return and affordable housing		ASCHH
Work with partners to identify a suitable location to enable the relocation of the Bridgewell Centre		ASCHH/ CS/ ECC
Performance Indicators		
NI155	Number of affordable homes delivered (gross)	ASCHH
L178	Number of household nights in B&B across the quarter	ASCHH
L179	Percentage of homeless of potentially homeless customers who the Council helped to keep their home or find another one	ASCHH
NI 154	Net additional homes provided	ECC
L160	Supply of ready to develop housing sites	ECC
NEW	Number of grants given	ASCHH
10.2 Support people who wish to buy their own home.		
Purchase properties for let to Housing Clients.		CS
Review the financial support that is provided to households to help them buy a home, including the homebuy scheme		ASCHH
10.3 Continue to find ways to enable people to secure a suitable home.		

MTO 11: Work with our communities and partners to be efficient, open, transparent and easy to access and to deliver value for money

11.1 ensure services use resources efficiently and ICT and other technologies to drive down costs.		
Expand the electronic distribution of agendas and meeting papers.		CS
Complete a programme of property reviews to ensure Council buildings are fully utilised, dealing with vacant accommodation as appropriate, taking into account market conditions and other possible Council uses, to secure disposals.		CS
Work in partnership with West Berks Council for the procurement of a shared contract for heating and ventilation.		CS
Further develop Frontline Property Management System to enable other Council services to access and update their property data.		CS
Implement regional Public Service Network through the Unicorn contract in conjunction with other local authorities in Berkshire and Surrey.		CS
Ensure IT systems are ready for any statutory and legislative changes due during 2014/15 and for the start of 2015/16		ASCHH
Implement efficient business processes in tandem with a replacement Payroll and HR system.		CS
Performance Indicators		
L075	Number of commercial property voids	CS

11.2 ensure staff and elected members have the opportunities to acquire the skills and knowledge they need.		
Review the Member Development Strategy and deliver a comprehensive Member Development Programme.		CS
Achieve reaccreditation for the Charter + award for Member development.		CS
Ensure the new Learning & Management System is in place and functioning efficiently, deliver the agreed corporate training plan with priority given to key areas such as management development information security and safeguarding.		CS
Implement the Pay and Workforce Strategy Action Plan, relating to: <ul style="list-style-type: none"> • Organisational development. • Leadership development. • Skill development. • Recruitment and retention. • Pay and rewards. • CYPL workforce strategy • ASCHH workforce strategy 		CS / CYPL / ASCHH
Develop and implement the Good to Great programme theme of Managing Performance		CS
Develop and implement the Good to Great programme theme of Developing and Releasing Talent		CS
Develop and implement the Good to Great programme theme of Communications and Cross-Department Working		CXO
Ensure that the local workforce is appropriately trained to identify substance misuse issues in order to offer information and advice.		ASCHH

11.3 publish information about the Council to promote openness and cost-effectiveness and accountability.		
Implement the Data Transparency Best Value Guidance by continuing the development and expanding the open data website to improve the accessibility of		CS

information to the public.		
Performance Indicators		
L086.1	Percentage of Freedom of Information requests refused because information is publically available	CS
L086.2	Percentage of Freedom of Information requests refused because the time limit would be exceeded	CS
L086.3	Number of Freedom of Information requests received	CS
L116	Percentage of high level complaints dealt with in accordance with corporate standards	CXO
L132	Number of local government ombudsman complaints requiring a local settlement	CXO
L057	Percentage of agendas published 5 clear days prior to meeting	CS
L058	Percentage of minutes published within 5 clear days of a meeting	CS
L167	Percentage of media enquiries responded to within the customer's deadline	CXO
L168	Number of news releases issued in the quarter	CXO
L169	Increase in number of Facebook and Twitter followers	CXO
L171	Percentage of respondents who give an overall rating of good or excellent to Town & Country	CXO

11.4 ensure residents have fair access to the services they need.		
Undertake a number of activities throughout the year to raise public awareness of the democratic process.		CS
Undertake a review of polling districts and polling places.		CS
Organise the European Election for Bracknell Forest borough.		CS
Implement the Cabinet Office programme for the transition to Individual Electoral Registration.		CS
Deliver the Equality Scheme 2012-16 action plan and monitor its implementation.		CS
Deliver the Equality Framework peer review action plan.		CS
Performance Indicators		
BV156	Percentage of buildings open to the public which are suitable for and accessible to disabled people	CS
L060	Percentage response to the annual canvass	CS
NI001	Percentage of people who believe people from different backgrounds get on well together in their local area	CS
NI023	Perceptions that people in the area don't treat one another with respect and consideration	CS

11.5 develop appropriate and cost effective ways of accessing council services		
Redevelop public website using open source technology.		CS
Implement new CRM system to enable customers to have a single online account.		CS
Continue redesign of the housing and benefit service to maximise household income and independence		ASCHH
Redesign the Forestcare service		ASCHH
Performance Indicators		
L055	Satisfaction level expressed in survey of contact with Customer Services, across all channels	CS
L194	Percentage of calls answered within 20 seconds	CS
L020	Number of people enrolled in the Leisure Saver Scheme	ECC
L031	Percentage of lifeline calls handled in 60 seconds	ASCHH
L180	Time taken in working days for Forestcare customers to receive the service from enquiry to installation	ASCHH
L182	Percentage of citizens using the Tell Us Once Service offered by Registrars	CS
L017	Number of web enabled transactions in libraries	ECC
L018	Number of web enabled transactions in leisure	ECC
L002	Number of sessions by customers on computers in libraries	ECC
NEW	Number of users accessing WiFi in libraries	ECC

11.7 work with partners and engage with local communities in shaping services.		
Work with Wokingham Borough Council to deliver a successful shared bulk print service which provides for both councils' needs.		CS
Implement the partnership Community Engagement Strategy 2013-16.		CS
Improve the transparency and quality of consultation and engagement activity through training and implementation of consultation software.		CS
Continue to support the voluntary sector through the provision of core grants, to develop its capacity		ALL
Lead the review and work with partners to update the Sustainable Community Strategy		CXO
Contribute to the development of the outcomes set by the three Urgent Care Boards and support the delivery of services to achieve them.		ASCHH
Work with BHFT to establish a nursing service within the Duty Team in order to ensure that people receive a more comprehensive health and social care assessment.		ASCHH
Ensure the development and implementation of new reporting from IAS responds to the Zero Based Review changes and other management needs brought about by the changes		ASCHH
Performance Indicators		
NI004	Percentage of people who feel they can influence decisions in their locality	CS
NI006	Participation in regular volunteering	CS
NEW	Volunteer hours contributed to parks and open spaces	ECC
NEW	Annual volunteer hours for the library service	ECC
NEW	Number of clients with learning difficulties using the R-Bus	CS

11.8 implement a programme of economies to reduce expenditure		
Redesign services using a 'digital first' approach to encourage channel shift to more cost effective channels, where appropriate		CS
Update the Medium Term Financial Strategy to include changes to the local government finance regime, strategic policy changes and lead on the development of the Council's annual budget.		CS
Develop departmental proposals to help the Council produce balanced budget in 2015/16.		CS/ECC/ CXO/ ASCHH/ CYPL
Procure Public Realm contracts		ECC
Expand the use of incentives for residents using the e+ scheme		ECC
Enhance and extend document scanning		ECC/ CYPL
Implement Facilities Category Management Strategy		CS/ECC/ CXO/ ASCHH/ CYPL

Internal Performance Indicators

BV8	Percentage of invoices paid within 30 days	CS
L064	Debt outstanding as a percentage of gross debt	CS
L065	Return on investments exceeds 7-day LA cash benchmark rate	CS
L051	Percentage of Council tax collected in year	CS
L052	Cumulative percentage of Council Tax collected for the previous year at 31 March	CS
L053	Percentage of business rates collected in year	CS
L054	Cumulative percentage of business rates collected for the previous year at 31 March	CS
L085	Amount of money recovered in debt collection	CS
L087	Percentage of time recorded as chargeable time (legal services)	CS
L088	Number of leases completed (legal services)	CS
L174	Average number of working days lost to sickness per employee	CS
L066	Top five percent earners – women, council wide	CS
L067	Top five percent earners – minority ethnic communities, council wide	CS
L068	Top five percent earners – with disability, council wide	CS
L070	Percentage of employees with a disability	CS
L071	Percentage of black and ethnic minority employees	CS
L072	Gender pay gap	CS
L073	Average number of off the job training days per employee	CS
L074	Average amount spent on training per employee, council wide	CS
L130	Percentage staff voluntary turnover	CS
L131	Percentage of staff leaving within one year of starting	CS
L078	ICT User satisfaction – service user survey	CS
L079	Resolution of reported ICT incidents	CS
L080	ICT Project management – 5 metrics	CS
L082	ICT service availability – percentage of time service is available	CS
L059	Percentage of post sent second class	CS
L076	Planned maintenance spend	CS
L077	Annual staff satisfaction survey for town centre buildings (facilities support and service)	CS
L170	Percentage of staff who feel generally the Council keeps them well informed	CXO
L165	Biennial Member Survey: Percentage of O&S members satisfied with O&S officer support	CXO
L115	Performance Reports produced to corporate timetable	CXO
L036	Percentage of e+cards issued within 5 working days of application	ECC
L187	Percentage of the daily planning, building control and enforcement applications and regulatory services documents scanned and indexed by the end of the next working day	ECC