



**Council
Wednesday 26 June 2002, 7.30 pm**

AGENDA

	Page No
1. Apologies for Absence	
2. To approve as a correct record the minutes of the meeting of the Council held on 29 May 2002	3 - 6
3. Declarations of Interest To receive any declarations of interest in any matters on the agenda for the meeting.	
4. Mayor's Announcements	
5. Executive Report To receive the Leader's report on the work of the Executive since the Council meeting on 29 May 2002.	7 - 10
6. Budget and Policy Framework	
1) Adult Learning Plan	11 - 164
a) To receive the draft Adult Learning Plan 2002-2003	
b) The Executive Member for Education (Councillor Ward) will move adoption.	
2) Policy & Performance Plan 2002/2003	
a) To receive the draft Policy & Performance Plan 2002/2003	
b) The Leader of the Council (Councillor Bettison) will move adoption.	
7. Release of Section 106 Funding To consider the report of the Director of Corporate Services.	165 - 168

8. **Question Submitted Under Council Procedure Rule 10.2**

Notice has been received of the following question by Councillor Jones to the Executive Member for Planning & Transportation:-

“With reference to the distributed housing provision in policy H2 of the Structure Plan, is she able to give a categorical assurance that there are no plans to significantly change the figures for the relative allocation of housing between the Berkshire Authorities from those listed?”

9. **Appointments to External Organisations**

To appoint Councillor Bettison as the Council’s representative on the Local Government Association Rural Commission, to replace Councillor Mills.

10. **Date of Next Meeting**

To consider a proposal to change the date of the next Council meeting to Tuesday 30 July 2002.

**COUNCIL
29 MAY 2002
(7.30 pm to 10.20 pm)**

Present: Councillors Adams, Mrs Ballin, Barnard, Beadsley, Bettison, Blatchford, Ms Brown, Browne, Edger, Egan, Fawcett, Finnie, Flood, Glasson, Harrison, Miss Haydon, Mrs Hayes, Henfrey, Kendall, McCormack, McCracken, Mrs Mattick, Mills, North, Piasecki, Mrs Pile, Mrs Ryder, Sargeant, Simonds, Thompson, Turrell, Wade, Wallace, Ward and Worrall

Apologies for absence were received from:
Councillors Birch, Mrs Birch, Grayson, Jones and Mrs Shillcock

THE MAYOR, COUNCILLOR MRS HAYES, IN THE CHAIR

17. Minutes

RESOLVED that the minutes of the meeting of the Council held on 1 May 2002 be approved as a correct record and signed by the Mayor, subject to an amendment to record the apologies of Councillors Browne and Henfrey and, on page 7, to indicate that Councillor Kendall is Vice Chairman of the Select Committee on Corporate & Resources Issues.

18. Declarations of Interest

No member of the Council declared any personal or prejudicial interest in any item of business on the agenda for the meeting.

19. Mayor's Announcements

(i) Bracknell Team Ministry – Golden Jubilee Service

The Mayor was grateful to all Members and officers who would be supporting the joint Golden Jubilee Service with Bracknell Team Ministry on Sunday 2 June 2002 at Holy Trinity Church, Bracknell. This would commence at 10.30am and be followed by a reception at The Grange Hotel.

(ii) Organ Donor Registration

The Mayor was pleased to announce that the NHS Organ Donor Register had informed her that the number of new recruits gained from the Council's campaign last year had totalled 7,854.

(iii) Lexcel Accreditation

The Mayor advised the Council that the Legal Services Section had been successful in achieving Lexcel accreditation, certifying that the Section was

implementing the Law Society's Practice Management Standards. The Legal Services Section was the first among the Berkshire unitary authorities to have secured Lexcel accreditation. The Borough Solicitor was asked to pass the congratulations of the Council to his staff.

20. **Executive Report**

The Leader of the Council reported on the main activities of the Executive since the meeting on 1 May 2002 and attention was drawn to the following topics:

Executive Meeting 21 May 2002

The Executive had considered and made decisions on the following important matters:

Children's Services – Action Plan
Voluntary Sector Compact: Good Practice Guidelines on Volunteering and
Community Action
Food Law Enforcement
Lily Hill Park Lottery Grant
Community Safety Strategy

Negotiations were now underway between officers and DTLR officials on the Public Service Agreement for Bracknell Forest.

The Constitution Review Group was due to meet on 30 May 2002 to consider proposed amendments to the Constitution. These would be reported to the Council for decision in due course.

The consultation period on the draft Community Strategy had been extended following discussion at the Co-ordination Select Committee. The draft would be considered by the Executive and submitted to the Council for adoption in July 2002.

Comprehensive Performance Assessment

The Leader outlined the process and timetable for the forthcoming Comprehensive Performance Assessment. The framework for self-assessment had been received from the Audit Commission and was to be completed and submitted by 1 July 2002. An on-site inspection would commence on 15 July for two weeks and feedback would be given to the Council at the end of July.

The Leader of the Council and appropriate Executive Members responded to questions on the Executive Report.

Section 106 Funding - Lily Hill Park Lottery Grant

The Leader moved a recommendation from the Executive regarding the release of Section 106 funds as part of the project for the restoration and landscaping of part of Lily Hill Park. A provisional award had been made by the Heritage Lottery Fund and the second stage of the application required the release of Section 106 funding held for recreational purposes.

RESOLVED that the release of £141,000 of Section 106 funds be approved as a contribution to the cost of landscape restoration at Lily Hill Park.

21. **Budget & Policy Framework**

(i) Food Law Enforcement Plan 2002/2003

Following a presentation by the Director of Environment, the Executive Member submitted the Draft Food Law Enforcement Plan 2002/2003 for consideration.

RESOLVED on the proposition of Councillor Mills, seconded by Councillor North, that the Food Law Enforcement Plan 2002/2003 be adopted.

(ii) Community Safety Strategy 2002-2005

Following a presentation by the Director of Environment the Executive Member submitted the Draft Community Safety Strategy 2002-2005 for consideration.

RESOLVED on the proposition of Councillor Mills, seconded by Councillor North, that the Community Safety Strategy 2002-2005 be adopted.

22. **Annual Report of the Voluntary Sector Champion**

The Voluntary Sector Champion, Councillor Mrs Ryder, submitted her first annual report and responded to questions thereon.

RESOLVED that the annual report of the Voluntary Sector Champion be received and that Councillor Mrs Ryder be thanked for the work she is doing to strengthen the Council's links with the voluntary sector.

23. **Motion Submitted under Council Procedure Rule 11**

Motion 1/2002, as set out in the agenda for the meeting, was moved by Councillor Glasson and seconded by Councillor Beadsley.

Councillor Bettison, seconded by Councillor McCracken, then moved an amendment as set out below. The amendment was put to the vote and declared carried. The substantive motion was then put to the vote and it was

RESOLVED that having commissioned an expert report on housing needs in the Borough the Council recognises the housing needs of its community and will seek, through its emerging housing strategy, to deliver a sustainable broad-based programme of affordable housing that fulfils the aspirations of its residents.

MAYOR

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**COUNCIL
26 JUNE 2002**

EXECUTIVE REPORT

Since the report made to the Council meeting on 29 May, the Executive has met on 18 June to take Executive decisions and these are brought to the attention of the Council in this report.

1 POLICY AND PERFORMANCE PLAN

Under the Local Government Act 1999 all Local Authorities are required to publish a Best Value Performance Plan each year. The Executive has now considered a final draft of the Policy and Performance Plan which incorporates the Best Value Performance Plan for 2002/03. Although this is a final draft and is subject to further amendment when additional key information becomes available from the Audit Commission, the Executive nevertheless recommends adoption by the Council at this stage subject to further updating as necessary. This plan forms part of the Council's Policy Framework which must be adopted by the full Council and therefore appears as a separate item on the agenda for tonight's meeting.

2 ADULT LEARNING PLAN 2002/03

The Council's Adult Learning Plan is also part of the Council's Policy Framework and appears elsewhere on the agenda for tonight's meeting. It has been approved by the Executive and, subject to adoption by the Council, will be the basis for receiving grant funding from the Learnings and Skills Council Adult and Community Learning Fund.

3 TREASURY MANAGEMENT ANNUAL REPORT AND STRATEGY DOCUMENT

Treasury Management in Local Government is regulated by the CIPFA Code of Practice on Treasury Management in Local Authorities. This Code was substantially revised in 2001 in order to reflect developments since the previous update in 1996. The Code requires a report to be submitted to the Executive to approve the adoption of the new revised Code and for the Executive to receive the following reports on an annual basis:

Annual Strategy and Plan for the Forthcoming Year
Annual Year End Report.

The Executive has adopted the key recommendations in the Code of Practice described above and has adopted a Treasury Management Policy Statement stating the policy and objectives of Treasury Management activities as well as appropriate Treasury Management practices which describe how the organisation will seek to achieve the policy and objectives and manage and control the activities involved. Reports on Treasury Management policies, practices and activities will be brought to the Executive together with an annual strategy and plan and year end report and these documents will be published as part of the Executive agenda. Responsibility for the implementation and monitoring of Treasury Management policies and

practices will be undertaken by the Executive and the execution and administration of Treasury Management decisions will be delegated to the Borough Finance Officer acting in accordance with the policy statement and other relevant standards as described above.

4 PROVISIONAL OUTTURN REVENUE EXPENDITURE 2001/02 AND COMMITMENT BUDGET 2003/04 – 2005/06

The Executive has been notified of the latest projected outturn expenditure position for the financial year 2001/02 and the issues that are likely to impact on the Council's budget in future years. This represents a first step towards considering proposals for the budget strategy for 2003/04 and beyond.

The finally approved expenditure level for 2001/02 amounted to £88.43 million and the provisional outturn expenditure is £88.712 million. This represents a variation of £0.247 million after allowing for approved carry forwards and earmarked reserves. This represents an overall underspend of 0.3% against total planned expenditure and must be seen as a considerable achievement which fully justifies the corrective actions taken by the then Strategy and Policy Committee in the light of a predicted overspend last autumn of around £1.75 million.

The Council is further advised that some unspent budget provision will be carried forward into the current year in respect of the match funding for Standards Fund Grant Allocations within Education. It is currently estimated that £0.253 million will be carried forward subject to final completion of the grant claims for 2001/02.

Looking ahead the Council's base budget for 2002/03 is anticipated at £90.23 million rising in each of the three years to 2005/06 to £92.80 million excluding the impact of future inflation. Because the government will not be consulting on, its proposed significant changes to the SSA methodology until September, it is very difficult to predict the level of resources that will be available next year. This inevitably adds uncertainty to our financial planning. However, at present, the best estimates remain consistent with the Medium Term Financial Strategy that the Council has been following for the last three years and the Executive will continue with the actions necessary for the Council to achieve a "soft landing" when expenditure must match the level of annually generated resources in three years time. The next stage of this strategy will be considered at the July meeting.

5 CAPITAL PROGRAMME OUTTURN 2001/02

The Council has previously approved a Capital Programme for the period 2002/03 – 2004/05 and the Executive has now reviewed the latest projected Capital Outturn expenditure position for 2001/02. Inevitably there is a carry forward of approved expenditure which has not been incurred by 31 March in to the current year. In reviewing the outturn, approval has been given to:

- Carry forward of £6.935 million from the 2001/02 Capital Programme;
- The provisional financing of capital expenditure from usable capital receipts, provision for credit liabilities, government grants/contributions and available Section 106 Funds;
- The reallocation of town centre enhancements budget and CCTV budget to enable work to car park escalators to be carried out in the current year;

- The allocation of rolling programme areas in the current year's capital programme.

In addition the Executive has noted that the release of Section 106 Funding for individual schemes currently requires approval by the full Council. This has also been considered by the Constitution Review Group at a recent meeting who concur in the following recommendation:

RECOMMENDATION – THAT INDIVIDUAL EXECUTIVE MEMBERS BE AUTHORISED TO APPROVE CAPITAL EXPENDITURE OF UP TO £250,000 FOR INDIVIDUAL SCHEMES FINANCED BY SECTION 106 MONIES, SUBJECT TO AN OVERALL LIMIT SPECIFIED IN THE CAPITAL PROGRAMME EACH YEAR.

6 FINANCE BEST VALUE REVIEW

The Finance Best Value Review commenced in January 2001 with a scoping document endorsed by the Members' Panel on 18 June 2001. Following discussions with the Best Value Inspector a review of procurement was also undertaken by a Sub Group as part of the Finance Review. The review has now been completed and has been considered by the Executive which also received the advice from the Select Committee on Corporate and Resource Issues which considered the review on 13 March 2002. A number of significant issues have been identified as a result of the review and a comprehensive improvement plan has been drawn up to address those issues. In total the review has produced 37 recommendations and a wide range of actions which have been incorporated in the improvement plan. These actions will address the service and cost issues identified and, together with the implementation of the replacement financial system, will achieve annual revenue savings of £460,000 by 2005/06 – a reduction in the cost of providing financial services of 11% compared to the current year. As such the review must be seen as a major success, particularly as implementation of the proposals will maintain the robust financial controls that are a key feature of the Council's management arrangements whilst increasing the flexibility and responsiveness of financial services.

7 BRAKENHALE SCHOOL: RESOURCES FOR IMPROVEMENT

The Executive Member for Education and the Director have been working closely with the governing body of Brakenhale School to secure and sustain improvements in school performance. A paper was taken to the governing body at its meeting on 27 May with a number of collaborative proposals which have been accepted by the governing body. The approach used has also been endorsed by the DFES Standards and Effectiveness Unit. A number of the agreed actions can only proceed with additional resources provided by the Council. The Executive has carefully considered those elements of the proposed improvement programme and have agreed to the allocation of £97,000 from the contingency fund in the current year for these purposes. In addition in order to ensure continuity of funding as far as possible, the Executive have agreed that within the overall budget framework approved by the Council, a sum of up to £0.172 million will be included in the commitment budget for 2003/04, subject to the availability of government funding, reducing to £0.145 million and to £0.082 million in 2004/05 and 2005/06 respectively.

8 LOOKING AHEAD

The Executive's next Forward Plan for a four month period will be published on 1 July and will be available for inspection at Easthampstead House. Currently the Executive will be dealing with several important strategies and other topics at its July meeting and members should contact the appropriate Executive member or Director if they require further information at this stage.

In addition of course the negotiations on the Council's Public Service Agreement are now reaching a conclusion and I would remind members that the Inspection Team dealing with our Comprehensive Performance Assessment will be carrying out the onsite field work from 15 – 26 July.

Doc. Ref

committee/ctees/docs may 2002 – april 2003/council/26 june 2002/executive report to council.doc



**Adult
Learning
Plan
2002 - 2003**

ADULT LEARNING PLAN

August 2002 to July 2003

BRACKNELL FOREST BOROUGH COUNCIL



1.0 Summary statement

The Borough Council's vision for education is:

to make Bracknell Forest a Learning Community in which:

- **All learners will have appropriate opportunities;**
- **All learning will be in a suitable environment;**
- **All schools will be good schools;**

and all plans will contribute to the corporate social inclusion strategy.

Adult learning in Bracknell Forest is secured by the following means:

- A mainstream programme of some 800 courses is provided under an Adult Education Contract with Bracknell and Wokingham College.
- A developing programme of outreach and community learning is provided, as a component of the above Contract with the College, aimed at widening participation.
- Support grants are provided to organisations that are responsible for providing or promoting learning within particular sectors within the Borough.
- A range of development projects is planned in response to local needs identified by the Community Education Manager. These are delivered through partnership working between the local authority, the College and other partners from the Lifelong Learning Partnership.
- Through the development of Open Learning Centres, other community venues and schools that encourage learners to re-engage or return to learning, particularly where there is evidence of educational deprivation.
- Through the creation of significant capacity building projects that meet sectoral needs and are the subject of external grant funding from ESF, DfES, NOF, BSA etc.
- Through an on-going programme of Family Learning, initially focusing on Literacy and Numeracy skills, but more recently through the development of parenting and learning skills which are provided and supported on a multi-agency basis. Schools are vital partners in this area of activity.

A summary of the proposed areas of activity is given as Annex A.

This includes a provisional allocation of the budget in Annex B as a guide to future planning.

Plan format

The format of this plan follows the prescriptive headings determined by the national Learning and Skills Council as described in the guidance notes to LEAs for the submission of Adult Learning Plans.

2.0 Mission Statement

2.1 The vision for Bracknell Forest in the Draft Community Plan is:

'To make Bracknell Forest a place where people can thrive and take pride in living, learning and working in a clean, safe and healthy environment.'

The Adult Learning Plan contributes to the Community Plan's aim of making learning a vital part of community development. This is because learning is fundamental to personal, community and economic growth and development. For this reason the over-arching aim is to encourage learning for all and learning for life.

2.2 The Borough Council's Key Objectives for education are:

to make Bracknell Forest a Learning Community in which:

- **All learners will have appropriate opportunities;**
- **All learning will be in a suitable environment;**
- **All schools will be good schools;**

and all plans will contribute to the corporate social inclusion strategy.

This plan makes a significant contribution to meeting all aspects of these objectives. Whilst fulfilment of the first two are more obvious, the third recognises the mutual benefits of linking adult learning to the learning of pupils and students through family activity and the fourth emphasises that learning is for all.

2.3 **The Strategic Objectives for Adult and Community Learning to achieve this are:**

- To enhance individuals' personal development and quality of life by providing a range of accredited and non-accredited learning opportunities.
- To support the implementation of the Borough's cultural strategy by raising awareness of the value of learning and by providing access to recreational and leisure courses.
- To widen participation in learning through opportunities that motivate learners and offer a variety of progression routes.
- To foster social inclusion and economic competitiveness by developing and implementing an Adult basic Skills Strategy.
- To support the raising of standards in schools by influencing attitudes to learning and enhancing families' ability to support their children's education.
- To provide advice, guidance and learning support to enable more people to access learning at appropriate levels and progress to higher or complementary levels of qualification.

These strategic objectives are based on local consultation and research. The resulting pattern of provision reflects this and is shown in Annex A.

2.4 **In order to achieve these objectives the Adult and Community Learning Plan embodies the following principles:**

- Ensuring appropriate opportunities for all requires a clear understanding of local needs and the potential for community development.
- Effective provision is based on working strategically and collaboratively with a wide range of partners.
- Increased participation results from taking learning to where people are.
- Innovative use of ICT increases flexibility for learners.
- Efficient planning is based upon good management information systems.
- High standards of delivery are essential.

2.5 **Bracknell Forest Borough Council adds value to Adult and Community Learning because it:**

- Is best placed to gather information on local community needs and aspirations.
- Has a role in community leadership which enables it, through strategic partnerships and local networks, to reach consensus on priorities.
- Has a wide range of external contacts and is able to lever in significant additional funds to build and sustain capacity.
- Has a reputation for innovation and making a difference.
- Has expertise in managing learning programmes and quality assurance.

2.6 From the beginning of the new unitary authority in 1998 the Council has sought to achieve this objective by working in partnership with the community, with business and with other providers. From the formal establishment of the Lifelong Learning Partnership in July 1999, the Council's approach has been to work through it and with it as the designated lead body for the Partnership. Whilst the Council has retained statutory responsibilities, the Partnership has provided a valuable vehicle for co-ordinated action and collaborative activity. The Bracknell Forest Lifelong Learning Partnership (BFLLP) has set out its own complementary vision statement as:

'Bracknell Forest: a community learning together for a successful future'.

2.7 **Borough Council's priority areas for Adult Education**

This plan will provide a range of courses that help to meet the following priority areas for lifelong learning identified by the Council:

- leisure and personal development;
- special educational needs;
- information communications technology;
- literacy;
- numeracy;
- pre-vocational
- vocational.

3.0 Needs Analysis

- 3.1 Bracknell Forest is one of the fastest growing towns in the UK and is materially advantaged when compared to many parts of Great Britain. The material advantages of the area mask other characteristics that have a significant impact on the aspirations and attitudes to learning beyond statutory school age.
- In 9 out of the 19 wards within Bracknell Forest Borough, the proportion of adults with low or very low literacy and numeracy skills is well above the national average.
 - The Basic Skills Agency has calculated that there are 15,654 adults in the Borough with basic skills needs. This is 22.2% of the adult population.
 - There is high movement of families in and out of the area, particularly of families with children of school age.
 - A large proportion of families with school age children, either new to the area or second and third generation inhabitants, live some distance from other close family. There is a high proportion of lone parent families and families who live in overcrowded households.
 - There is significant evidence that there are 'reluctant learners' in the adult population as a direct result of previous educational experience. They do not put any value on education and this attitude has passed through the generations to influence the young people in schools.
 - Many people in the Borough are characterised by a "Cash rich, time poor" ethos.
 - Participation in the mainstream programme of adult courses is below national norms and despite increased publicity and promotional activity this figure is only climbing slowly.
 - Promotional activity and taster courses provided in community venues and primary schools have proved extremely successful in recruiting new learners. 'Reluctant learners' value non-threatening environments and informal settings. Three years of such activity is now impacting on mainstream recruitment. 'Learning to support your child/grandchild' has provided worthwhile motivation to adult learners.
- 3.2 Bracknell Forest has a very small ethnic minority population. In 1991, 2.7% of the Borough's population were from minority ethnic groups.
- 3.3 Bracknell Forest and surrounding areas have experienced rapid and successful economic growth. The local economy is strong. Large firms play an important part in that success. In 1993, whilst 21% of workers were employed in firms with less than 25 workers, firms with more than 500 workers provided nearly a third of jobs. Bracknell Forest has an established reputation as an important location for high technology industries. This reliance on relatively narrow employment sectors has reduced the range of job opportunities available to the local workforce.
- 3.4 Nearly a third of the resident workforce commute out of the Thames Valley each day to London. These tend to be the more highly skilled and well educated.
- 3.5 In January 2002, just 1% of the workforce was registered as unemployed. There has been a significant rise in the percentage of economically inactive adults in Bracknell between November 2000 (10% of the population) and August 2001 (21% of the population).
- 3.6 The 2000 TVE Household Survey indicated that Bracknell Forest is dominated by Service and Industrial sector employment with a higher standard occupational classification than the Thames Valley. Workplace training is taking place. The survey indicated that 51% would undertake training in the next 12 months, but 53% of these felt that any form of certification was unimportant. Training was significantly for professional development and during working hours.

- 3.7 Positive motivation to undertake training was proportionally higher at the higher levels of qualification with the clear understanding that 'learning pays!' However, 38% of the population indicated no interest in accessing future learning. Knowledge about learning through vocational courses (NVQs) was low; only 14% understood their potential. The 2000 Household Survey recognised the potential that ICT provided to aid flexible and vocational training opportunities.
- 3.8 A review of educational provision for adults with learning difficulties was undertaken at Bracknell and Wokingham College in October 2001 in conjunction with Bracknell Forest Borough and Wokingham District Councils. Whilst the consultants report made a number of recommendations which the college are addressing in future practice, the report confirmed that the College, as a provider, do work well with specialist partners to plan work appropriate to learners needs and do take account of the views of ALD students when planning future courses.
- 3.9 There was a major consultation with the community between March and July 2000. It was conducted on behalf of the Lifelong Learning Partnership and included the production of a range of documents, extensive coverage in the Council's newspaper, 'Town & Country' which is delivered to 44,000 households, and a major conference with providers and the voluntary sector in July. There was also a contribution to a conference for older people run by the Council in March 2000.

3.10 Conclusions

- The results of the consultation exercise in 2000 identified potential target audiences for learning within community groups, and the value of taking learning to where the people are is seen as a critical strategy to improve participation in learning over the next few years.
- The take up of mainstream course provision within the adult education contract was broadly static for three years but there was a significant rise in participation during the 2000/1 academic year and current levels for 2001/2 are positive.
- Planning the important first steps to undertaking learning are seen as essential if the longer-term levels of achievement are to be raised. There is no quick fix to overcome attitudes embedded in the local learning culture.
- The general move to develop more taster and access courses in local community venues is very significant in developing strategy. Considerable effort is used promote learning opportunities and offer adult pathways to accredited learning and training.
- It is recognised that there are groups of reluctant learners, groups who have a low regard for education and training and groups who are disadvantaged by social or economic circumstances for whom historical and traditional patterns of provision is inappropriate.
- The value of working in partnership with schools, particularly in the primary sector, has been confirmed by the success of Family learning pilot projects, and by the extensive programme of Adult ICT courses promoted on the basis of 'learn to help your child'. Parental motivation is high and schools value the opportunities to enhance their own school community outreach.
- ICT remains a significant growth area for all sectors. The development of the College's Learn Direct Centre and the successful application to establish three UKonline centres during 2002 offer the opportunity to build capacity in this area of

learning. ICT training remains a popular incentive to many adults and the Borough's commitment to providing community access to information systems in schools, libraries and community venues is paramount in the developing strategy.

Consultation

- 3.11 The Borough Council is the lead body on the Bracknell Forest Learning Partnership that shares the co-terminus boundary. This Adult Learning Plan is compatible with the strategy and vision of the Partnership and there is a real synergy in the planning of local action. The Plan takes account of the Partnership's most recent 'visioning exercise' during November 2001. The principles of the Plan were agreed by the Partnership at its meeting on 21st March 2002.
- 3.12 Bracknell Forest Borough Council has recently restructured its decision-making processes as it has moved to 'Cabinet style' local government. The first draft of the Adult Learning Plan has been accepted, as the basis for the application for funding from the Adult and Community Learning Fund, by the Lifelong Learning Select Committee of the Borough Council at its meeting on 12th March 2002. The final version of this plan will be tabled for approval, by the Borough Council Executive, at its meeting in June 2002.

4.0 Coherence with other provision

4.1 External partners:

Bracknell Forest Borough Council (LEA) is the designated lead body in the Bracknell Forest Lifelong Learning Partnership. The partners involved in the preparation and consultation on this Adult Learning Plan are:

- Bracknell Forest Borough Council
Leisure Services Department (Libraries)
Social Services Department
- Bracknell & Wokingham College
- CfBT – Thames Careers Guidance
- Bracknell Forest Schools
- Education Business Partnership
- Early Years Development and Childcare Partnership
- Bracknell Forest Chamber of Commerce
- Retail Organisations
- The Prince's Trust
- MIND in Bracknell
- University of the Third Age (U3A)
- Local Churches and Industrial Chaplaincy
- Learning Disability Forum
- Employment Service
- Bracknell Council for Voluntary Service
- Employers in the Bracknell Forest Community

4.2 Within the LEA/local authority:

Given the small size of the Council and the co-terminus boundaries of the LLP, the officers and partners are able to provide a coherent vision for Adult and Family learning. With the direct involvement of other council services and with the unified approach taken by schools to promote and support lifelong learning, the Council is able to integrate the planning of adult and family learning opportunities into wider educational strategies. In sharing mutual planning processes with the LLP, the Council is able to deploy resources effectively and avoid unnecessary duplication of provision. This supports a cohesive approach to learning from early years through to activities for the elderly.

The adult learning plan is seen as a subset of the Lifelong Learning Plan. There are also strategic links to the following local authority plans:

- The Education Development Plan
- The Early Years Development & Childcare Plan
- The Community Safety Strategy – section of Breaking the cycle of offending
- The Community Plan (still in development but inclusive of lifelong learning)
- The Best Value Performance Plan which includes Lifelong Learning Goals
- The Annual Library Plan & Medium Term Strategy

4.3 Supporting organisations and specialist provision

4.3.1 The Ark is a charitable trust which offers specialist provision through a combined arts education programme for people with severe or profound multiple learning disabilities, physical disabilities or who are recovering from mental illness. The Ark's services help to fulfil a number of the Borough's objectives and priorities for adult education. Responsibility for the overall management of The Ark lies with the Board of Trustees. The Ark will provide services to the Borough on the basis of a service level agreement covering a range of adult learning activities targeted to meet the needs of this sector.

4.3.2 Music Therapy is provided for people with severe or profound and multiple learning disabilities and physical disabilities at Brakenhale Open Learning Centre. This work is

led by a specialist music therapist funded by the Berkshire NHS Trust. Bracknell Forest provides, through Partnership, specialist accommodation within a supportive learning environment.

4.3.3 The Bracknell Council for Voluntary Service (BCVS) provides a programme of training to support leaders in voluntary organisations, in collaboration with the College. This work also recognises the important role that voluntary sector organisations play in identifying and supporting potential learners through networking and sign-posting activity.

4.3.4 In 2001, BCVS were responsible for the setting up a Bracknell Forest branch of the University for the Third Age (U3A). This is now a self-managed group that has in excess of 100 members and meets regularly at the Brakenhale Open Learning Centre as well as in members' homes. U3A is supported and encouraged in its linking with other learning provision.

4.4 Externally funded activity

4.4.1 The development work undertaken over the last three years has led to a series of successful applications for externally funded projects. These projects build capacity in sectors where needs have been identified, where appropriate research has been undertaken and where the opportunity to engage more learners cannot be met from existing resources. It is however within the core function and responsibility of the Council to lead and co-ordinate the planning and application process by bringing together sectoral partners, and research findings, with those that can manage and deliver the new opportunities.

4.4.2 In recent months, significant capacity building projects have received substantial grants for activity over the next three years. These projects are one demonstration of the added value achieved by the Borough Council, in working with local partners to meet identified learning needs. The projects include:

- Mental Health Project - a brokerage service providing new learning opportunities, sheltered employment and support for the employed. This is ESF funded to the sum of £347,579.
- Childcare Project - to establish and develop training facilities, the range of training schemes and increase the volume of training for childcare staff. This is ESF funded to the sum of £125,539.
- UKonline Centres - to provide capital funding to establish three centres (located at Brakenhale Open Learning Centre, Sandhurst Open Learning Centre and Great Hollands Talk Shop) and the revenue funding for a Community ICT worker to plan, develop and support community outreach activity and sign-posting to other learning opportunities. This is funded by the DfES Capital Modernisation Fund and by the New Opportunities Fund to the sum of £239,000.
- The Basic Skills Agency continue to provide funding support for the well established programme of Family Learning activities, particularly those based at the Brakenhale Open Learning Centre. These are often smaller grants but amount to £25,000 in the current financial year.
- Further grants have been made available through the Berkshire LSC's Local Initiative Fund.

An analysis of the additional learning capacity that these projects will provide is still being co-ordinated with the project teams and will be subject to the reporting

requirements of the external funding bodies. The learner information will be included in subsequent versions of this plan as an appendix.

5.0 Basic Skills

- 5.1 The Basic Skills Agency has calculated that there are 15,654 adults in the borough with basic skills needs. This is 22.2% of the adult population. The data set shows considerable variation between electoral wards with 9 of 19 wards having levels of adult basic skills needs significantly higher than the national average of 24%.
- 5.2 Working through the Learning Partnership, the Borough Council has fulfilled the requirement to develop a local Basic Skills Strategy, with an Action Plan that will meet the government targets to address the issues raised through the Moser Report. This Action Plan was considered by the Learning Partnership in March 2002 with the recommendation to seek external ESF funding to build the capacity necessary to make a significant impact on the scale of local need.
- 5.3 In the whole range of adult learning activity funded by ACL, there is an implicit focus on supporting all adults with basic skills needs who take part on current learning. Whether through the mainstream programme of adult courses, through the range of community-based taster courses or the family learning activities, there is provision to provide individual support that facilitates access to the activity. There are also opportunities to extend family learning courses by additional learning opportunities leading to certificated qualifications in word-power and number-power where adults have seen the importance of consolidating what are clearly basic skills deficits.
- 5.4 The Adult Education Contract with Bracknell and Wokingham College includes a range of specific provision for learners with Special and Basic skills needs. Those attending are often those who have joined another mainstream course and then realise that they have additional needs. This area of activity continues to be a source of support to those who are 'within the learning community'.
- 5.5 This plan includes funding provision for additional basic skills activity. There is a recognition that within a local culture where there is a reluctance to learn, the engagement and support of basic skills students is challenging. The intention is to fund pilot activities within community groups or sectoral groups during the coming year to further inform longer-term strategy, pending the external funding being available.

6.0 Widening Participation

- 6.1 The Council has the following plans to **widen participation in learning**:
- To establish a series of promotional event – a 'Festival of Learning' in 2002 to encompass Adult Learners' Week, Bitesize in collaboration with the LSC and recruitment activity organised by Bracknell and Wokingham College.
 - To continue to raise the profile and value of learning and to celebrate the success of individual learners with a view to them taking on the role of 'community champions'. This is delivered through publicity, press coverage and promotional activity throughout the community.
 - To produce more targeted information leaflets that demonstrate the value of learning to individuals in their lives, their workplace and their family.
 - To use the specific communities of local Primary Schools (parents and families), Community Groups and Voluntary Sector Groups to create new learning opportunities and pathways to other learning provision.

6.2 Learner recruitment

Learners	Expected 01/02	Planned 02/03
Number of learners	4639	4870
% learners who have disabilities and/or learning difficulties	Anticipated 13%	Estimated 15%
% learners who are male	Anticipated 29%	Estimated 30%
% learners who are from ethnic minorities	Data not collected	Estimated less than 1%
% learners aged 60 +	Anticipated 29%	Estimated 29%

MAKE-UP OF ADULT POPULATION			
Total Adult Population 19+	% with learning difficulties and/or disabilities	% from minority ethnic groups	% 60 +
81070	This data is not collected by BFBC	Estimated 2.7%	22.01%

7.0 Family Learning

7.1 The Council has the following plans to support family learning:

- Courses based in Primary Schools or Open Learning Centres, to develop the basic ICT skills of Parents and families.
- Working with schools to target families with low basic skills, promoting the value of learning on the basis of 'to help your child' learn more effectively, particularly targeting the parents of children in Key Stage One.
- To continue to support targeted learning for single mothers, supported by childcare and aimed at enabling them to return to learning.
- To further develop the Family Learning project piloted this year at Holly Spring Infants School which focused on a wider curriculum which included parenting skills, family health issues, learning skills and behavioural issues. This was very much a multi-agency approach and is seen as a real opportunity to impact on adult learning and pupil performance in schools.
- Working with Parents to provide better study support to young people when home circumstances prevent them from extending their learning skills, particularly focusing on pupils in Year 10 to Year 13.

Performance indicators for family learning 2002/3

Number of participating adults	72
Number of participating children	144
% of adults and children with disabilities/learning difficulties	20%
% of male adults	2%
% of adults and children from minority ethnic groups	1%
% adults 60+	1%
% primary school children 21	85%
% secondary school children	15%

8.0 Family Literacy and/or Numeracy

- 8.1 The Council has the following plans to **support family literacy and numeracy**:
- To continue to provide focused activities on developing Family Literacy skills, particularly targeting the parents of children of pre-school age and those in their formative years.
 - To continue to provide focused activities on developing Family Numeracy skills, particularly targeting the parents of children of pre-school age and those in their formative years.
 - To work in partnership with Infant and Primary Schools, with catchment areas that equate with identified wards where low levels of adult basic skills exist. Success is dependent upon use of the host school's local knowledge of family needs to target the most appropriate families. Planning for this process will take place late in the term prior to the project when the accommodation and resources of the partner school are more clearly evident.
 - To pilot such an activity in partnership with a Secondary School, focusing on a cohort of pupils and their parents, where support for learning at home is lacking and where the family unit will benefit from learning together.

9.0 Working in Partnership

- 9.1 The strong working relationships established within the Bracknell Forest LLP, and the small size of the population being served has provided an ideal opportunity to work in close partnership. In particular, the Council has a productive partnership with Bracknell & Wokingham College at all levels. As already stated, the main contract for adult education is provided by the College. There are weekly contacts at officer level and development projects are jointly managed. As the promotion of lifelong learning advances, the Council & LLP have formed useful partnerships with:

The Open University
The University of the Third Age
South Hill Park Arts Centre
The Princes Trust
The Berkshire IAG Consortium
The Bracknell Industrial Mission
MIND in Bracknell
Parents and Children Together (PACT)
The Early Years Development & Childcare Partnership
Primary Schools

- 9.2 Working with each individual partner has enabled the Council & LLP to target particular adult groups to promote, engage or progress in learning. As these partnerships develop, the Council & LLP will be able to use the sector expertise to provide more learning opportunities.

10.0 Access to IT for Learners

- 10.1 Bracknell Forest Borough Council has an advanced corporate and community ICT infrastructure which makes a significant contribution to learning. All Libraries have public access terminals and all community centres have Internet capable PCs.
- 10.2 In developing adult learning within school communities, the Borough continues to exploit the use of the excellent computer resources, provided to schools as part of the NGfL. Computer networks with Internet access have been used effectively for adult and family learning activities out of school hours.

- 10.3 Working in partnership with Bracknell and Wokingham College, a wide range of ICT training courses are provided within the mainstream programme; these include courses starting with 'ICT for the terrified', generic ICT skills and range of applications. The College also manage the Bracknell Learn Direct Centre, offering the Ufl branded range of on-line learning activities.
- 10.4 Through a successful application for external funding under the UKonline programme, Bracknell Forest will soon have three UKonline Centres across the Borough. These will provide structured, supported and open access learning opportunities for local residents. Two are located within Open Learning Centres, a crucial part of the Borough's promotion of learning; a third is located within a 'Neighbourhood Centre' in partnership with a community association.
- 10.5 Following a very successful pilot project introducing ICT learning to 4th age learners, the Borough Council has recently provided £30,000 to place on-line ICT facilities in 4 Day Care and Residential Care Centres. This will become operative in June 2002.
- 10.6 The Brakenhale Open Learning Centre has a 6-station portable WAN computer system, which is deployed, in community venues as part of developing new and pilot ICT projects. This facilitates taster and access activity without the need to permanently install new facilities. The system becomes fully Internet capable with the temporary installation of ISDN connectivity at the venue for the duration of the activity.
- 10.7 The Borough continues to use laptop computers to provide basic ICT training at community venues and in voluntary sector groups. This still links to the DfEE Adult Laptops scheme and to the basic Skills Agency pilot projects.

11.0 Fees and Fee Policies

- 11.1 The LEA has the following policy on fees and fee concessions:
- Access to development and taster courses, including those which target adults with basic skills needs, is free of charge to all adults as part of the widening participation strategy.
 - The Adult Education Contract with Bracknell and Wokingham College funds a programme of courses at subsidised costs for residents of Bracknell Forest as opposed to non-residents joining the courses. This subsidy is for approximately one third of the cost, rounded to the nearest convenient sum.
 - The Adult Education Contract includes provision for concessions. The current rate of concession is 50%. Concessions are provided to students resident within the Borough who are:
 - over the age of 60 years and not in full time employment
 - in receipt of unemployment benefit, income support, family credit or disability allowances.

Provision in cases of specific hardship will be considered individually by the College within existing welfare guidelines.

12.0 Learner Support

- 12.1 Within the Adult Education Contract provision is made for concessions. The current rate of concession is 50%. Concessions are provided to students resident within the Borough who are over the age of 60 years and not in full time employment or are in receipt of unemployment benefit, income support, family credit or disability allowances.

Provision in cases of specific hardship will be considered individually by the College within the existing welfare guidelines.

- 12.2 Within the planned approach for Family Learning, including Literacy and Numeracy parents are supported through the provision of free childcare and free transport, where a local venue does not have the appropriate standard of facilities to the support learner.
- 12.3 The Borough Council, through the Learning Partnership, is part of the Berkshire Information, Advice and Guidance Consortium. Working with Bracknell & Wokingham College the partnership funds a peripatetic guidance worker who supports adult learners within the mainstream programme and is deployed off-site venues to support learners on all developmental, outreach and taster sessions. As the local IAG network expands, the Borough is aware that demand will soon outstrip supply, and there are plans to increase the staffing in this area and increase the training for community tutors as front-line IAG providers and sign-posters. This work will be jointly funded by the LLP, by ACL, by component of external grant funding and by the College.

13.0 Learning Support

- 13.1 Provision is made within the Adult Contract to support adult students to access the programme of mainstream courses. Tutors are trained to identify additional educational needs and the College has a referral system that allows for students to take further courses of supportive learning to facilitate their mainstream learning. This additional learning is generally at no extra cost to the learner and the funding of the learning support activity is included in the Contract.
- 13.2 A similar approach occurs on family and outreach projects, although in reality the tutors selected for these course have proved very able at providing a differentiated curriculum to each adult in the relatively small groups (maximum 12). In a number of cases, and by arrangement with the Community Education Manager, additional time or alternative sessions have been made available in response to identified need.
- 13.3 One of the efficiencies of smaller unit partnership working is the ability to respond quickly to the needs of the individual learner.

14.0 Risk Analysis

- 14.1 The Borough takes the view that the actions indicated and the working arrangements in place provide a secure basis for meeting the objectives set. Whilst the enrolment of individual learners remains entirely at their discretion, the established methods and forecasting suggest that the learner numbers are a reliable estimate. As the demand for learning through outreach activity continues to rise, then this is unlikely to fall below expectation.
- 14.2 Capacity is only limited by the available funding, particularly in specific activity areas like Family Literacy and Numeracy programmes where the real terms funding is reduced from last year. However, the Borough is always seeking further external funding as a means of building capacity in learning outside of that funded by ACL.

15.0 Data Collection and MIS Infrastructure

- 15.1 The Borough welcomes the opportunity to develop, with Bracknell and Wokingham College as its main contractor, a MIS system that brings each Individual Learning Record into an intelligent data set. The Borough has indicated its willingness to act as a

LEA pilot in this respect. The Borough has had discussions with the College to explore whether the additional MIS data from the outreach and pilot projects can be assimilated with the mainstream programme. A decision on this is pending the determination of national and regional LSC requirements.

- 15.2 Depending on these contextual decisions, the Borough intends to set up a task group and exploratory pilot project to collect sample ILRs and collate and interrogate the emerging data set.

16.0 Sub Contracting

- 16.1 The Borough plans to provide ACL funded learning through arrangements with the following bodies:

Provider	Terms	Value	Learner Numbers	Volume (in guided learning hours)
Bracknell & Wokingham College (FE)	Contract	£199,000	2970	50400
The Ark Charitable Trust	S.L.A	£30,000	60	1800
<i>All figures are provisional pending contractual discussions</i>				

- 16.2 Contracts and SLAs are negotiated annually on the basis of monitoring, out-turn and quality assurance review. The composition of areas of provision within a contract/SLA is determined by agreement with the provider, based upon recruitment data, targeted developments and cohesion with other learning capacity within the Borough, funded by alternative means.

17.0 Accommodation Strategy

- 17.1 No provision is being withdrawn in the next year. Any changes to venues results from rolling programmes of development or the location of new pilot activities.

- 17.2 The main part of the programme of Adult and Community Education, for residents of Bracknell Forest, is provided through an annual contract with the local FE College (Bracknell & Wokingham). The contract is managed and monitored by the LEA. The LEA and the College are key members of the Bracknell Forest Learning Partnership. The college owns, manages and maintains premises on nine sites across two local authorities.

- 17.3 The Borough Council's strategy is to establish two 'Open Learning Centres' on secondary school campuses, which are used for outreach activity in adult learning. Locations were selected in clear areas of educational deprivation and where opportunities for partnership working between the Council and College were readily available. The venues are used for a range of activities that underpin the Learning Partnership's strategies for widening participation and developing new ways of learning for identified target groups. e.g. Family Learning and ICT for the terrified. The College, as a partner, provides staff and curriculum resources to facilitate these activities; it also uses the venue for some mainstream programmes where additional capacity is required.

- 17.4 The Brakenhale Open Learning Centre has been operating for 18 months following the Council's capital investment for refurbishment of what was originally a primary school

building at a cost of approximately £120,000. This centre now supports a significant level of Adult & Community Learning. It will be a UKonline site.

- 17.5 The Sandhurst Open Learning Centre is the subject of a major capital building programme, beginning on 8th February, to be completed in July 2002 at an overall cost of £430,000. This will enhance the provision, for collaborative use by the College FE Centre, the School and the outreach activity of the Learning Partnership on one site. It will also be a UKonline site.
- 17.6 Both premises have been subject to the Council's regular inspection for assessment of condition and are covered by reactive maintenance programmes.
- 17.7 Bracknell Forest Borough Council is committed to community based locations for learning, particularly where this provides for new learners and the development of new approaches to learning. The use of LSC funding to support this development and enhance facilities by contributing to the cost of the minor works programme is valued.
- 17.8 Where existing accommodation is refurbished, for adult and community use, through the Council's capital programme and in the case of new-build, the requirements of DDA and SEND Act compliance are taken into account. This leaves some accommodation which has been 'refreshed' but where access issues remain and there is no further funding currently available to address.
- 17.9 **Locations where learning is offered**

A map setting out the distribution of the learning venues listed is in preparation and will be attached to the plan.

Adult and community learning is provided at both Bracknell and Wokingham College sites and community venues as part of the LLP strategy to promote learning to the residents of Bracknell Forest.

The College uses five sites within the Borough boundary and Bracknell Forest residents have equal access to a further four sites in neighbouring Wokingham. The Bracknell Forest Sites include:

College sites:

Church Road Centre, Bracknell
Wick Hill Centre, Bracknell
Adult Centre at Sandhurst School (this will become part of a collaborative Open Learning Centre during 2001)

Partnership sites

Open Learning Centre at Brakenhale School, Bracknell
Adult use of Edgbarrow School, Crowthorne

As part of the development of new learning opportunities for adults, the LEA and the College, working within the LLP, have and will be providing learning opportunities at a significant number of community venues. A table, setting out the range and variety of venues which have been used to provide adult learning activities is given below. This list continues to grow in response to need.

List of community-based Adult Learning Venues which have been used in Bracknell Forest. The activity range includes promotional taster activities for Adult Learner's Week and Bite Size, widening participation courses, community outreach programmes and family learning.

19 of 33 Primary or Infant Schools:

Binfield CE Primary
 College Town Junior
 Crown Wood Primary
 Crowthorne CE Primary
 Great Hollands Infants
 Great Hollands Junior
 Harmans Water Primary
 Holly Spring Infants
 Meadow Vale Primary
 Qwlsmoor Primary
 The Pines Junior
 Sandy Lane Infants
 St. Michael's Easthampstead CE Primary
 Uplands Primary
 Whitegrove Primary
 Wildridings Primary
 Winkfield St Mary's Primary
 Wooden Hill Primary

7 Libraries:

Ascot Heath
 Binfield
 Birch Hill
 Bracknell
 Crowthorne
 Harmans Water
 Sandhurst

5 Community Centres:

Bullbrook
 Easthampstead & Wildridings
 Forest Park
 Great Hollands
 Priestwood

4 Retail outlets:

Princess Square Shopping Centre
 Sainsbury's - Bagshot Road
 The Foresters Pub
 Tesco Superstore - Warfield

Other venues:

South Hill Park Arts Centre
 Sandhurst Day Care Centre
 Langley Hall Church of England Centre
 The Whitmarsh Centre (MIND)
 Learn Direct Centre – Charles Square
 Open Learning Centre – Brakenhale School

Further venues are being developed as new target groups are identified as appropriate sites for establishing learning activities.

17.10 Whilst the main College sites help to secure the main programme of the Adult Education Contract; the significant number of other venues identified reflects the priority to promote learning and provide taster activities for adults reluctant to enter more formal learning institutions. Primary Schools have been identified as ideal, non-threatening venues and will be exploited in the next year to link adult learning to support for school improvement. Libraries are providing access training to their local communities

18.0 Staffing

18.1 The following core staff support the development, management and quality assurance of adult learning within Bracknell Forest. These members of staff are funded through ACL but also take responsibility for the much wider range of learning funded by external grant to build capacity in particular sectors. They also take line management responsibility for the specialist staff funded as part of external projects.

Lifelong Learning Officer	1.0fte
Community Education Manager	1.0fte
Open Learning Centre Manager	1.0fte but ACL funded to 0.6fte

- 18.2 It is planned to appoint a further professional officer (1.0fte) from September 2002 to assist with the oversight of the significant increase in volume of activity as a result of successful applications for external funding.

19.0 Accountability and Governance

- 19.1 The Adult Learning Plan requires the agreement of:
- The Executive Member for Education
 - The Select (Scrutiny) Committee for Lifelong Learning
 - The Bracknell Forest Borough Council (Full Council)

20.0 Audit

- 20.1 All Adult and Community Learning Funds are subject to the full internal audit of the Borough Council and to the agreed schedule of external audit verification by and externally appointed contractor - currently Deloitte & Touche.
- 20.2 Income by monthly profile and expenditure by invoice or rechargeable service is detailed on monthly Quaestor financial reports. The monthly income is allocated to a series of cost centres that are managed and monitored by the Lifelong Learning Officer, operating with the Borough's Financial Regulations.
- 20.3 Paper copies of all transactions are kept on file with the internal voucher system used to verify individual payments. A full audit trail for all expenditure is available.

21.0 Quality Assurance

- 21.1 The following processes are in place to analyse need and promote quality development:
- All programmed, developmental and promotional learning activities include evaluative procedures that contain needs analysis and feedback to tutors.
 - Participation and learner satisfaction rates are recorded and statistic provided within the terms of the adult education contract.
 - The Adult Learners' Week programme, information and advice centre and promotional literature provide for needs analysis and feedback.
 - The Community Education Worker is able to meet individuals and groups to determine need and opportunity for development.
 - The council's newspaper 'Town & Country' provides articles, information and opportunities to highlight learning needs.
 - The College's Strategic Plan and Quality Assurance Procedures provide for continuous quality assessment in terms of need and delivery.
- 21.2 The Council and Bracknell and Wokingham College will, in partnership, work towards the achievement of the following standards over the three-year period 1999 - 2002. Quality and value for money judgements will be based on:
- 21.3 Ofsted and Audit Commission service indicators:
- a) expenditure per head of adult population;
 - b) unit costs of provision of a learning hour;
 - c) participation rates - proportion of adults using the provision
 - proportion of adults using provision in specified target groups;
 - d) attendance rates - actual learning hours as a proportion of potential learning hours;
 - e) achievement rates - percentage of students achieving learning outcomes;
 - f) completion rates - percentage of students completing courses;

- g) satisfaction rates - percentage of students satisfied with courses;
- h) other such indicators as may be required by Ofsted, ALI and the Audit Commission.

21.4 Performance measures and success criteria determined by Bracknell Forest Borough Council in partnership with Bracknell and Wokingham College:

- a) Session observations:
 - A sample of between 5 - 10% of sessions will be observed. A representative sample of sessions at each of the relevant College sites will be observed.
 - Sessions will be judged on the quality of teaching, the progress made by students, the students' response to their learning, the suitability and adequacy of resourcing and accommodation.
 - Bracknell Forest requires that at least 90% of the observed classes should be judged satisfactory or better.
- b) Course availability:
 - A wide range of courses will be offered to meet known student preferences and the Council's stated priorities.
 - The relative distribution of student places, across the identified categories, is contained in the terms of the adult education contract that is renewed annually to reflect changing priorities.
- c) Staffing details:
 - All tutors will be appropriately qualified and experienced to teach the course to which they are assigned.
- d) Enrolment:
 - Enrolment levels will achieve a minimum of 95% of the target wfte student numbers. If less than 95% of the target number is achieved the provider will refund the Council as specified in the adult education contract.
- e) Attendance:
 - Average attendance levels for all courses will equal 80% or better.
 - Retention rates expressed in hours attended of set course time
- f) Financial management:
 - The budget available for adult education provision is specified in the contract.
 - The contract provider will make financial data relating to the contract available to the Council, at specified times, for monitoring purposes.
 - Spending must remain within the annual budget approved by the Borough Council.
- g) Course evaluations:
 - Student evaluation sheets will contain the following questions required by the Audit Commission:
 - Do you feel you gained from the course?
 - i) Greatly ii) Moderately iii) Slightly iv) Not at all
 - Did the course meet your expectations?
 - i) Definitely ii) Mainly iii) Partly iv) Not at all
 - Course evaluations will also be judged against the following performance measures:
 - i) overall evaluation summary of all courses = 90% satisfactory or better;
 - ii) evaluation reports of all observed sessions = 90% satisfactory or better;
 - iii) evaluation reports of a sample of 10% of all other courses = 90% satisfactory or better.

21.5 Leadership and Management

The following procedures are established to lead and manage the development of Adult and Community provision:

- The Strategic Planning Group meets to consider the developments needed to sustain and improve provision. This group includes the Director of Education, the Lifelong Learning Officer, the Community Education Worker and the TEC consultant working with Bracknell Forest LLP.
- The LLP Providers' Advisory Group meets twice per term to oversee and drive the work of the Partnership. There are agreed protocols for approving new joint projects and developments. This group includes representatives and officers of the Council, the College, and the Careers/Connexions service. This provides synergy between Council and LLP priorities.
- Council officers meet with Business Development Team of the College on a frequent basis to monitor progress and lead on project implementation. This provides for joint management responsibility for developing activities.
- The Director of Education is required to provide routine reports on all educational matters to the Council. Adult and community learning issues are included in quarterly operations reports. The adult education contract requires Council approval to amend the categories, terms and cost of provision.
- The Lifelong Learning Partnership provides a forum for considering major shifts in policy and for the securing of match and associated funding streams.

21.6 External Quality Assurance

The Adult Education Contract now includes provision for the external inspection of programmed, developmental and taster courses, in a deliberate move to provide consistency and detachment in this assessment of quality issues. This consultancy will be used to supplement the work of LEA officers. An external consultant is appointed annually.

22.0 Quality Awards

- 22.1 Bracknell Forest Borough Council was awarded Beacon Council status in 2001-2002. Bracknell Forest Library Service (part of BFBC Leisure Services department) has just been awarded its Guidance Accreditation Board quality mark relating to the provision of Information, Advice and Guidance (IAG).

23.0 LSC Performance Review

Information to follow from Self-assessment and Review Report and the subsequent Development Plan for 2001/2.

24.0 Equality and Diversity

24.1 The Borough Council has a Policy on Fair Access for Service Delivery supported by departmental action plans

The LEA works within the Council's Policy which states that:

Bracknell Forest Borough Council recognises the diversity of the local community and acknowledges that it has a duty to ensure that its services are responsive to the different needs of all individuals and sections of the community. The Council undertakes to ensure that all its services and facilities are accessible and delivered in a way that is appropriate to meet the different needs of local people.

To this end, the Council:

- requires all parts of the organisation to develop and monitor a strategy for delivering services which are accessible and appropriate in meeting the diverse needs of the community;
- believes that the local community has an important role to play in helping to make this happen. The Council will consult with local people in the development of services that recognise their needs;
- believes that its ability to deliver effective and responsive services is enhanced by having a work force that generally reflects the local community.

24.2 The Council is committed to developing and training its employees to support them in meeting its objectives for fair access in service delivery. All those associated with, or working for the Council, have a responsibility to support the successful delivery of services which are accessible to all.

24.3 The LEA is opposed to discrimination in all its forms. It is committed, therefore, to:

- promoting and understanding the principles and practices of equality and justice throughout the education service;
- identifying and removing practices and procedures which may result in direct or indirect discrimination;
- providing equal access to key resources and opportunities throughout the education service;
- encouraging active participation and involvement in decisions about educational priorities for all members of the community;
- ensuring that recruitment, employment, promotion and training systems provide equality of access throughout the education service;
- securing compliance with all relevant legislation;
- monitoring and evaluating the implementation of Borough Council policies and making changes and corrections where necessary.

24.4 This policy is applied to all Adult Education activity, and the LEA expects all partner organisations to adhere to these principles. Whilst individual partners will have established their own Policy Statements, these will be compatible with that of the Council, in terms of the education services provided.

24.5 The LEA will support the Learning and Skills Council in providing information, regarding equal opportunities, to the DfEE.

25.0 Specific Learning Provision aimed at under-represented audiences

25.1 The LEA and the LLP have identified the following priorities that are supported by specific actions that bridge the Adult Learning Plan and the Lifelong Learning Plan:

- Adults, whose earlier experiences of education or training have resulted in their adoption of real or perceived barriers to learning for themselves and for their children. This group has a low regard for learning, often have basic skills needs, or will benefit from training to support their economic effectiveness.
- Single Parents, where the provision of economic childcare will enable them to re-engage with learning, gain confidence and self-esteem and progress to further learning opportunities.
- Reluctant learners, who for reasons of self-confidence or low motivation can see no value in learning; this is a critical group in actions aimed at widening participation.
- Individuals with severe or profound multiple learning disabilities, whose needs for sustained support programmes have been recognised and need to be further developed.
- Adults who are suffering or recovering from mental illness who need more flexible learning arrangements to enable them to be re-skilled or to be trained for future employment. Capacity building provision for this group is the subject of a current application to the European Social Fund.
- Carers, whether operating professionally, in a voluntary capacity or as a family member, whose role prevents them from accessing mainstream provision, and who need more flexible learning arrangements to enable them to study or train to support their current or future needs. This groups is being considered for a future application to the European

26.0 Disability Statement

The Borough Council is currently reviewing this issue within the context of the Policy for Fair Access outlined in paragraph 24.1 above.

27.0 Health & Safety

27.1 The Adult Education Contract includes the following condition, placed upon the contractor - Bracknell and Wokingham College:

- The Provider's arrangements to deliver the programme of Adult Education shall meet the Learning and Skills Council's objective to provide a safe, healthy and supportive environment. This requires the provider to:
 - a) recognise and assess risks posed by the provision; and
 - b) implement preventative and protective measures to control risks.
- The provider shall, on request and where they are required to be in writing, make a copy of their policy statement on health and safety, record of risk assessment and any records of health and safety arrangements to the Learning and Skills Council.
- The Provider shall comply with practices and procedures set out from time to time in guidance issued by the Learning and Skills Council relating to health and safety.

Further information on this issue will follow.

BRACKNELL FOREST BOROUGH COUNCIL

THE ADULT LEARNING PLAN

August 2002 to July 2003

The following areas of activity are proposed. Annex B provides a summary of the provisional costs of these areas of activity.

Adult Education

1. A mainstream programme of Adult Education Classes provided through a contract with Bracknell and Wokingham College. The programme covers a range of approximately 800 courses at over 9 centres throughout the Borough. The funding of this area provides subsidised access to learning for all Bracknell Forest residents who then pay a reduced course fee. Following three years of under-recruitment to this programme, the final report for 2000/1 indicates recruitment exceeding contractual capacity and a preliminary survey of the current contractual period to the end of July 2002 again indicates a higher level of participation. This programme is funded per student per guided learning hour, with some specialist or intensive provision 'weighted' to better meet the needs of the student.
2. Further funds provide concessions to support adult students to access the mainstream programme. These funds enable Bracknell and Wokingham College to reduce, by 50%, the hourly fees charged to students in certain sectors and who are resident within the Borough. These include those aged 60 or over and not in full time employment and those adult students in receipt of unemployment benefit, income support, family credit or disability allowances pursuing the course from the Programme during the academic year.

Widening Participation

3. A range of new Adult learning activities as outreach to the community provided through a contract with Bracknell and Wokingham College. This reactive programme of courses is established in partnership with the Bracknell Forest Community Education Manager in responding to new opportunities to take taster courses to where people are. The funding of this area provides free learning for adults as part of the widening participation strategy. This programme is funded per guided teaching hour, with the college tutors working off-site in a range of community venues.
4. Promotion of Lifelong Learning to adults within Bracknell Forest remains a priority and is central to engaging more adults in learning activity. This development work was originally funded by the DfES Standards Fund but is now part of the ACLF. Work in this sector falls into two areas - promotional activity and the development of pilot projects. Promotional activity includes such activities as Adult Learners' week, the Bite size campaign, and the publication of local literature. Pilot programmes include developing Adult Learning activity in Primary Schools, Skills Retail projects in the Town centre and working with single mothers in partnership with PACT.
5. Development Grants to other organisations promoting and developing learning opportunities are a critical aspect of partnership working, especially when focusing on particular target groups. Bracknell Forest has always supported the creative learning

activities provided by The Ark for adults with learning disabilities and will continue to do so through a service level agreement. In the current year further support has been given to establish and support a local branch of the University of the Third Age (U3A), to support BCVS in establishing training programmes for voluntary and community organisations and to support MIND in Bracknell to develop a successful ESF bid. These have all contributed to the capacity building of learning in Bracknell Forest. Future support will sustain these initiatives and develop further learning activities by responding to need and opportunity.

6. Open Learning Centres. Bracknell Forest has developed the use of Open Learning Centres as a valuable resource in promoting community based education programmes. Brakenhale OLC has been operating effectively for 18 months. Sandhurst OLC will open, in newly built accommodation adjacent to the Bracknell and Wokingham College Adult Centre on the Sandhurst School campus, in September 2002. Open Learning Centres provide economically efficient venues for adult and family funded programmes and for projects externally funded by successful application to external agencies. Brakenhale OLC is managed by the Bracknell Forest Community Education Manager and an administrator; Sandhurst OLC will be managed through a service level agreement with Bracknell and Wokingham College. Open Learning Centres are a critical part of the infrastructure that supports widening participation activity.
7. The investigation of new ways of learning is vital as the needs of learners are identified and new technologies emerge to meet these needs. This aspect of core activity enables the LEA to conduct research, develop new strategies and plan for new areas of activity. This area of work supports the medium and longer-term strategy to widen participation, as identified groups need more complex solutions to providing meaningful and accessible learning.

Adult Basic Skills

8. Increasing participation in basic skills programmes is a government priority. The Basic Skills Agency data indicates that 15,654 adults in Bracknell Forest have basic skills needs. The Learning Partnership is developing a Basic Skills Strategy for the Borough and will be seeking additional external grants to fund this volume of activity. There is an immediate need to develop and pilot basic skills programmes which can be used to encourage participation by potentially reluctant adults and to identify, within existing approaches to attracting new learners, ways of promoting the basic skills agenda.

Adult Guidance and Learning Support

9. Bracknell Forest is involved as part of the Berkshire Consortium providing a quality assured Information, Advice and Guidance (IAG) service for local learners. Additional LSC funding supports this service although the provision for adult guidance is limited. Given the relatively low participation rate in mainstream adult learning and yet the success of our strategies to engage more learners, it is important to increase the capacity of the guidance service to support more learners in their progression to further learning. The employment of a peripatetic guidance worker is jointly funded with Bracknell & Wokingham College and the IAG service grant.

Quality Assurance

10. The LEA has a statutory responsibility to ensure that the adult education, which is funded through ACLF, meets the quality requirements of the Common Inspection Framework. There is a need for the LEA to provide this information for the LSC and to

complete a Self-assessment and Review Report of each year's provision. Whilst some aspects of this work are done by officers, it has proved valuable to have external verification by consultants to ensure that quality standards are maintained. Further sectoral reviews take place each year, as required, and these are conducted for the LEA by external consultants.

Management and Infrastructure

11. The range of Lifelong Learning activity has developed in scope and volume significantly in the last two years. The range of funding sources and transitional funding arrangements have increased considerably this year as the LSC takes increasing responsibility for funding of adult learning. This complex scenario requires the development and implementation of strategic plans to provide adult learning appropriate to the needs of the local community. The Borough Council acts as the 'lead body' on the Lifelong Learning Partnership; this brings cohesion to planning and new opportunities to work collaboratively with partners to build learning capacity through applications for additional external funding.

This work is currently undertaken within the Education Department by the Director, the Assistant Director (CQA) and by the Lifelong Learning Officer. The significant increase in volume of activity requires additional staffing and it is proposed that a further officer post be costed into the new plan.

Additionally funded activity to be described within the Plan

Family Learning

12. Family Literacy and Numeracy programmes, which have been run successfully in Bracknell Forest since 1999 will be funded by additional grant from the LSC. This area of activity targets parents with pre-school children to work together on developing these particular skills. Further information on this work will follow, when the final allocation of this additional grant is known.
13. Family Learning is a new area of LSC funded activity in addition to the ACLF allocation. This focuses of learning within family units over three generations and offers greater opportunity to broaden learning opportunities to counter disadvantage and to develop the value of learning as a skill in itself. There is an opportunity to funding co-ordination, planning and venue costs to facilitate this activity. Further information on this work will follow, when the allocation of this additional grant is known.

Data collection and MIS infrastructure

14. This area of activity will be funded by an additional grant from the LSC. Bracknell Forest has indicated to the LSC that it is prepared to be a 'Pilot' for the development of and new system for recording and tracking adult learners. Further information on this work will follow, when the national specification for data collection is known.

Summary of proposed expenditure for each area of activity

para.	Adult Education		
3.2	A mainstream programme of Adult Education Classes		£168,000
	Provision of funding concessions		£14,000
	Widening Participation		
3.3	A range of new Adult learning activities as outreach		£17,000
3.4	Promotion of Lifelong Learning		£46,500
3.5	Development Grants to other organisations		£50,000
3.6	Open Learning Centres	Brakenhale	£25,000
		Sandhurst	£17,500
3.7	The investigation of new ways of learning		£20,000
3.8	Adult Basic Skills		£25,000
3.9	Adult Guidance and Support		£9,000
3.10	Quality Assurance		£10,000
3.11	Management and Infrastructure		£90,000
	new professional officer post		£28,000
	Total spend		£520,000



POLICY & PERFORMANCE PLAN

2002/ 2003

(Updated Draft – 20 June 02)

<p>provision</p> <ul style="list-style-type: none"> ▪ Support for the improvement of standards in Literacy ▪ Raising attainment in mathematics at Key Stages 1 and 2 ▪ Raising attainment in ICT at Key Stages 1 and 2 ▪ Promote effective strategies for the assessment of pupil's work ▪ To support practitioners and families with all aspects of SEN to ensure that all children are provided for appropriately ▪ Support for the recruitment and retention of EY workers and the management of sustainability of provision ▪ Improvement of parents' and carers' support for children's education 	
<p>Raising Attainment in Key Stage 3</p> <ul style="list-style-type: none"> ▪ Support the implementation of the KS3 National Strategy for English ▪ Raising attainment in mathematics at Key Stage 3 ▪ Raising attainment in science at Key Stage 3 ▪ Raising attainment in ICT at Key Stage 3 ▪ Raising attainment in the Foundation Subjects at Key Stage 3 	
<p>Raising Attainment at Key Stage 4 and Beyond</p> <ul style="list-style-type: none"> ▪ To support & evaluate alternative curriculum approaches at Key Stage 4 ▪ Post-16 education: Improving & rationalising provision post-16 ▪ To improve teaching and learning at Key Stage 4 	
<p>Tackling Underachievement</p> <ul style="list-style-type: none"> ▪ Improve the training available for teachers in handling pupils with behavioural difficulties ▪ Improve support for pupil behaviour ▪ Identifying and supporting under-achieving groups including boys ▪ Identifying and supporting able pupils ▪ Developing additional learning activities for families and for pupils beyond school hours. ▪ Improve support to ethnic minority groups 	
<p>Special or Additional Educational Needs</p> <ul style="list-style-type: none"> ▪ Increase provision for pupils with needs associated with BESD within the LEA, rather than relying so heavily on provision in other authorities ▪ Raise standards achieved by pupils with special or additional education needs ▪ Develop measures for achieving best value in the provision of special education services ▪ Increase access for pupils with disabilities to the facilities and curriculum of schools. 	
<ul style="list-style-type: none"> • Improve educational achievements for looked after children through recruitment of designated post – September 2002 	<p>Education working in conjunction with Social Services & Housing – contact Alex Walters on 01344 351529 or email</p>

alex.walters@bracknell-forest.gov.uk

Relevant strategies and plans

<p>EDUCATION DEVELOPMENT PLAN</p>	<p>Purpose and content: LEAs plans for raising standards in schools – primarily a statement of proposals for school improvement and a statement of performance targets. Takes into account other DfES plans. The plan sets targets, is inspected by Ofsted and is reviewed annually.</p> <p>Statutory requirement: Yes</p> <p>Legislation: School Standards and Framework Act 1998</p> <p>Timing: 5 year plan. Next renewal - April 2002</p> <p>Responsible Officer: Allison Fletcher on 01344 354185 or email alison.fletcher@bracknell-forest.gov.uk</p>
<p>POST INSPECTION ACTION PLAN</p>	<p>Purpose and content: LEAs plans for implementing the recommendations of the Ofsted inspection of the LEA in 2001. The plan will be reviewed annually.</p> <p>Statutory requirement: Yes</p> <p>Legislation: School Standards and Framework Act 1998</p> <p>Timing: 3 year plan. Next renewal – January 2005</p> <p>Responsible Officer: Allison Fletcher on 01344 354185 or email alison.fletcher@bracknell-forest.gov.uk</p>
<p>ADULT LEARNING PLAN</p>	<p>Purpose and content: Specifies the provision and support of Adult Education in Bracknell Forest, as a basis of grant funding (currently based upon Secretary of State's guarantee). Plan sets targets for participation, range and access; it includes details of future developments and quality assurance.</p> <p>Statutory requirement: Required by the DfES (LSC)</p> <p>Legislation: N/A</p> <p>Timing: Annual from August 2002</p> <p>Responsible Officer: David Jones on 01344 354036 or email david.jones@bracknell-forest.gov.uk</p>
<p>EARLY YEARS DEVELOPMENT AND CHILDCARE PLAN</p>	<p>Purpose and content: Describes fulfilment of statutory duty and develop a strategy for improvement. The plans do set targets and are externally reviewed</p> <p>Statutory requirement: Yes</p> <p>Legislation: Schools Standard & Framework Act 1998</p> <p>Timing: 3 year plan from 2001 Revised annually in February</p> <p>Responsible Officer: Karen Frost on 01344 354024 or email karen.frost@bracknell-forest.gov.uk</p>
<p>SCHOOL ORGANISATION PLAN</p>	<p>Purpose and content: Compares existing and future supply/demand. Details the LEAs policy for meeting demand and any action required</p> <p>Statutory requirement: Yes</p> <p>Legislation: School Standards & Framework Act 1998</p> <p>Timing: 5 years, reviewed annually, published annually.</p> <p>Responsible Officer: Alison Sanders on 01344 354185 or email alison.sanders@bracknell-forest.gov.uk</p>
<p>BEHAVIOUR SUPPORT PLAN</p>	<p>Purpose and content: Detailing arrangements for dealing with behaviour and discipline problems</p> <p>Statutory requirement: Yes</p> <p>Legislation: School Standards & Framework Act 1998</p> <p>Timing: 3 year plan revised annually.</p> <p>Responsible Officer: Martin Gocke on 01344 354009 or email martin.gocke@bracknell-forest.gov.uk</p>
<p>SCHEME FOR FINANCING SCHOOLS</p>	<p>Purpose and content: Sets out financial conditions and other material governing funding relationship between schools and their LEA</p> <p>Statutory requirement: Yes</p> <p>Legislation: School Standards & Framework Act 1998</p> <p>Timing: One – off revised as appropriate, usually annually</p> <p>Responsible Officer: Paul Clark on 01344 354054 or email paul.clark@bracknell-forest.gov.uk</p>

CHILDREN'S AND YOUNG PEOPLE'S STRATEGIC PLAN (not yet written)	Purpose and content: Outlines how the authority intends to provide co-ordinated services for vulnerable children. Statutory requirement: No Legislation: N/A Timing: Every XX years, reviewed annually Responsible Officer: Martin Gocke (jointly with other departments and agencies) on 01344 354009 or email martin.gocke@bracknell-forest.gov.uk
SPECIAL EDUCATION STRATEGY	Purpose and content: Outlines how the authority intends to provide for the inclusion of pupils with SEN within schools. Further details in future. Statutory requirement: No Legislation: N/A Timing: Every three years, reviewed annually Responsible Officer: Keith Stapylton on 01344 354047 or email keith.stapylton@bracknell-forest.gov.uk
YOUTH SERVICE PLAN (in preparation)	Purpose and content: To identify the key focus for work with young people in response to national and local initiatives Statutory requirement: No Legislation: N/A Timing: Annual Responsible Officer: Susie Roberts on 01344 354104 or email susie.roberts@bracknell-forest.gov.uk
LIBRARIES PLAN	Purpose and content: Reviews the service, sets targets and compares performance Statutory requirement: Yes Legislation: Section 2 of Public Libraries and Museums Act 1964 Timing: 2 parts – and annual and a 3 year plan Responsible Officer: Ruth Burgess on 01344 354103 or email ruth.burgess@bracknell-forest.gov.uk

Progress from last year 2001/02

PROMOTING LEARNING AND EDUCATIONAL ACHIEVEMENT	
Education Creating a learning community by working with partners and the local learning skills council to implement a Lifelong Learning Plan for Bracknell Forest.	
The Policy objectives for 2001/02 were to:	
• Widen participation further	In progress
• Improve provision for supporting the development of adult basic skills	Strategy completed
• Develop an Open Learning Centre in the south of the Borough	In progress
• Produce an area-wide strategy for post-16 provision	Completed for consultation
Supporting school improvement through implementation and review of the Education Development Plan.	
The Policy objectives for 2001/02 were to:	
• Support further improvements in the performance and promotion of secondary schools, with clear targeting of resources and effective sharing of good practice.	In progress (reported in the EDP)
• Introduce a strategy for improving literacy and numeracy at Key Stage 3.	Completed
• Produce an annual statement for each school that reviews progress and links it to school improvement projects and the Education Development Plan.	In progress – due by Autumn Term 2002
• Improve even further the accommodation and facilities at the	In progress

Borough's schools.	
• Develop a detailed strategy for recruitment and retention of school staff and measures to meet these objectives.	Completed
• Support the implementation of the national arrangements for improving teachers performance and pay arrangements.	In progress
• Develop support to enhance the effectiveness of governing bodies in the light of changes in their role	Annual programme completed
• Improve further the profile and services of the Education Centre	Annual programme completed
Providing access to learning opportunities. The policy objectives for 2001/02 were to:	
• Review the supply of school places through a sufficiency survey in accordance with new regulations and initiate the development of a new school at Peacock Farm.	Completed Ongoing
• Pilot the Connexions Card in all Borough secondary and special schools to improve Year 12 attendance and realise the benefits of the Smartcard programme.	Completed
• Complete the proposed remodelling of teaching accommodation at four of the Borough's primary schools and refurbish some science and technology laboratories.	Completed
• Implement a programme of improving access in schools	In progress
• Carry out a review of Children's Services in collaboration with other departments and agencies to ensure better co-ordination in future.	Initial review completed second phase in progress
Securing effective Special Education. The policy objectives for 2001/02 were to:	
• Implement changes arising from the Best Value Review of Special Education	In progress (5 year plan)
• Develop a strategy for providing full-time education for excluded pupils	Completed
Leisure Services The policy objectives for 2001/02 were to:	
• Develop libraries as community assets and focus points through refurbishment, increasing links with community groups and planning for a new Bracknell Library	Complete
• Improve the information service by agreeing and implementing a draft information Service Strategy for Libraries	Complete
• Develop the Library Service for children and young people by increasing borrowing entitlement to 10 items and liaising with the Youth & Community Service in extending access to reading opportunities to young people	Complete
• Improve the marketing of the Library & Information service to increase awareness of the services offered and their use	In progress
• Develop community access to Lifelong Learning through increasing use of information communication technology and reader development initiatives	Ongoing programme of ICT awareness sessions. IAG accreditation

	for Bracknell Library achieved
<ul style="list-style-type: none"> • Ensure the organisation and delivery of programmes of youth work activities for young people across the Borough 	Complete
<ul style="list-style-type: none"> • Encourage the delivery of local based programmes of Lifelong Learning for young people and adults 	Complete –via the Youth & Community IT Highway initiative
<ul style="list-style-type: none"> • Lead and co-ordinate the development of the Council's strategy for services to young people, in particular, in relation to the Connexions service 	Complete
<ul style="list-style-type: none"> • Provide a children's summer holiday activity programme 	Complete
Social Services & Housing	
The policy objectives for 2001/02 were to:	
<ul style="list-style-type: none"> • Develop a range of options of drop-in clubs across the whole Borough 	Work in progress
Enable tenants and leaseholders by encouraging the development of skills for tenants to contribute to the management of their homes at the level they choose	
<ul style="list-style-type: none"> • Continue to implement the initiatives contained in the Tenant Compact and assess how they have helped tenants to be involved 	Work in progress
<ul style="list-style-type: none"> • Introduce compacts for different living arrangements i.e.. sheltered housing, leaseholders 	Work in progress

Outcomes from Best Value fundamental reviews

□ Special educational needs review

Scope of review

- Identifying children with special educational needs (SEN), investigation of the statementing process, the administrative costs of arranging a statement, effectiveness of provision and alternative ways of meeting needs, provision of funding delegated to schools, provision of support services for children with SEN, monitoring and audit of the statement review process and the quality monitoring of provision, policies and reporting procedures

Findings of review

- The service focuses on meeting statutory duties, but beyond this it carries out functions that are a professional response to the more general, discretionary duties in legislation
- The processes for identifying and assessing children are efficient and effective
- Performance has improved and is in line with, or better than comparable authorities
- Objectives written into statements of SEN are not specific, measurable, achievable, realistic and time-orientated i.e.. not 'SMART'
- The need for self-evaluation and accountability within the services is recognised
- The possibility of placing pupils in local LEA special schools has diminished so more placements are being made in costly (non-LEA) special schools
- Cost of provision in non LEA schools has risen
- Parents rate the service highly
- Schools rate the quality and timeliness of services as good or very good

- There is a low rate of complaints and appeals

Outcome of review

- For the Borough Council to continue to provide the service as there are unlikely to be significant advantages in changing to a different form of provider
- To develop and implement a 'SMART' approach to writing SEN statements
- To extend local provision so as to avoid some non LEA special school placements
- To enhance benchmarking comparisons to enable continued monitoring of performance and value
- To identify options to be implemented for financial savings

□ **Services to schools review**

This review was only completed in May 2002 and therefore the final outcomes of the review will be published in next year's Plan.

Performance Indicator	How we performed in 2000/01	How we performed in 2001/02	Our target for 2002/03	Are we improving?	Further information	Reference
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PROMOTING LEARNING AND EDUCATIONAL ACHIEVEMENT

Strategic objective

36. Number of pupils visiting museums and galleries in organised school groups

Strategic objective	Not applicable	Not applicable	Deleted indicator	This authority does not own or support any museums and therefore this performance indicator is not applicable to this authority.	BVPI 113
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Cost/efficiency

37. Individual schools budget as a percentage of Local Schools budget.	82%	85.1%	86%		BVPI 31
38. Expenditure on adult education per head of adult population.	£4.98				BVPI 32
39. Youth Service expenditure per head of population in the Youth Service target age range.	£102.18				BVPI 33
40. Percentage of primary schools with 25% or more of their places unfilled.	18.2%	6.1%	6.1%		BVPI 34a
41. Percentage of secondary schools with 25% or more of their places unfilled.	16.7%	16.7%	16.7%		BVPI 34b
42. Expenditure per pupil in local education authority schools in respect of nursery and primary pupils aged under five.	3,239				BVPI 36a

	How we performed in 2000/01	How we performed in 2001/02	Our target for 2002/03	Are we improving?	Further information	Reference
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43. Expenditure per pupil in local education authority schools in respect of primary pupils aged five and over.	2,911					BVPI 36b
44. Expenditure per pupil in local education authority schools in respect of secondary pupils aged under 16.	3,737					BVPI 36c
45. Expenditure per pupil in local education authority schools in respect of secondary pupils aged 16 or over.	4,939					BVPI 36d
46. The cost per physical visit to public libraries.	£3.53	£3.15	£3.30			BVPI 115

Service delivery outcome

47. Percentage of 3 year olds receiving a good quality, free, early years education place in the voluntary, private or maintained sectors.	59%	81.4%	82.2%			BVPI 30
48. Average GCSE/GNVQ points score of 15 year olds pupils in schools maintained by the local education authority.	38	38	41			BVPI 37
49. Percentage of 15 year old pupils in schools maintained by the local education authority achieving five or more GCSEs at grades A* - C or equivalent.	47%	49.1%	52%			BVPI 38
50. Percentage of 15 year old pupils in schools maintained by the local education authority achieving one or more GCSEs at grades A* - G or equivalent.	95%	96.1%	98%			BVPI 39
51. Percentage of pupils in schools maintained by	76%	75.3%	80%			BVPI 40

Performance Indicator	How we performed in 2000/01	How we performed in 2001/02	Our target for 2002/03	Are we Improving?	Further information	Reference
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the local education authority achieving level 4 or above in Key Stage 2 mathematics test.

52. Percentage of pupils in schools maintained by the local education authority achieving Level 4 or above in the Key Stage 2 English test.

53. The number of physical visits per 1,000 population to public library premises.

54. The number of museums operated by the authority.

55. The number of visits made to museums operated or supported by the authority.

Quality

56. Enrolments on adult education courses per 1,000 adult population.

57. The percentage of adult education hours for which students attended.

BVPI 41

BVPI 117

BVPI 169 (AC13a&b)

BVPI 170 (AC14a&b)

This authority does not own or support any museums and therefore this performance indicator is not applicable to this authority.

This authority does not own or support any museums and therefore this performance indicator is not applicable to this authority.

	How we performed in 2000/01	How we performed in 2001/02	Our target for 2002/03	Are we improving?	Further information	Reference
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BVPI 43

58. Percentage of statements of special educational need issued by the authority in a financial year and prepared within 18 weeks
- a) excluding those affected by 'exceptions to the rule' under the SEN Code of Practice
 - b) including those affected by 'exceptions to the rule' under the SEN Code of Practice

100%	100%	100%	100%		
86%	77%	85%			

Local Performance Indicators

59. Percentage of services graded satisfactory or better on school survey
60. Percentage of schools judged satisfactory or better by Ofsted in their inspections of schools

96%	92%	?			
N/A	100%	100%			

Local

Local

Protecting and Enhancing the Environment

Introduction

The main service area responsible for supporting the Medium Term Objective of *Protecting and Enhancing the Environment* is the newly formed **Environment** department.

This department became fully operational from 1st April 2002 following the merger of the former Planning & Transportation and the Public & Environmental Services departments.

The department's objective is 'to secure and promote the maintenance of a safe and sustainable local environment that is economically viable and reflective of all social needs.' In order to deliver this objective the department is organised into three divisions: Sustainability, Streetcare and Resources.

Sustainability

The Sustainability Division has responsibility for planning control including developer negotiations and enforcement, development planning and transport policies, urban design, building control, dangerous structures, food safety, infectious disease control, health & safety, home safety, housing standards and renovation grants, community safety, emergency planning, local agenda 21, pest control, dog warden, animal welfare, Easthampstead Park Cemetery and Crematorium, public mortuary, pollution control, economic development, weights and measures, consumer safety, licensing and trading standards.

Streetcare

The Streetcare Division has responsibility for managing activities in the street, the traffic, environment, safety and maintenance. These include traffic management, traffic calming, speed management, traffic signals, pedestrian crossings, road safety, traffic orders, cycle training, promoting transport initiatives, socially necessary bus services, community transport, safe routes to schools, highway improvement, parking problems, highway and landscape advice to development control, highway improvements, maintenance of roads, footways, cycleways, street lights, bridges, subways, highway drainage, land drainage, street cleansing, refuse collection, recycling, landscape and open space maintenance, trees, litter bins, waste disposal, vehicle access crossings, monitoring activities of utility companies, urban traffic control and traffic monitoring.

Resources

The Resources Division has responsibility for design, construction and improvement and maintenance of all Council property (with the exception of day to day repairs to housing), land and property valuation services, town centre regeneration, management of the Council's commercial estate, leases, licences, easements and wayleave agreement, public car parks and the lorry park, facilities management of the civic offices and central depot complex, energy efficiency of public buildings, the Council's fleet of vehicles and plant including workshops, the Council's Operators licence, Council property records and Corporate Asset Management planning.

In order to support the work of the three divisions and to enhance service delivery the department operates a Customer Service Centre. The Centre aims to provide multi-channel accessibility to information and customer services staff are empowered to deal with and resolve multiple enquiries at the first point of contact.

The **Leisure Services** department also supports this Medium Term Objective via the Open Spaces, Countryside and Heritage section. This section has responsibility for parks, open spaces, play areas, nature reserves, countryside parks and public rights of way. Recreational routes include the Ramblers Route, The Cut Riverside Park, The Blackwater Valley path and several circular walks. Visitor Service encourage use of these areas through information, interpretation and events. Heritage activities include support for the Berkshire Record Office (archives), management of the iron age hill fort at Caesars Camp, restoration of a heritage landscape at Lily Hill Park, heritage leaflets, Wildlife Heritage Sites and development of a strategy for audit appraisal, collection and storage of heritage resources. Work on wildlife conservation includes protecting the 'Bracknell 24' biodiversity species. Partnership work takes place with other local authorities in promoting the Blackwater Valley Recreation and Countryside management Service, with Parish and Town Councils on open space provision and with local residents on voluntary conservation work.

What the public have told us

Joint consultation on the draft Berkshire Structure Plan has been undertaken with the other Berkshire Unitary Authorities. These have been in the form of workshops, articles in Town & Country, on the web-site. The comments received are being used to influence the final Structure Plan.

Objectives and Action for 2002/03

WHAT
<p>Policy objective</p> <ul style="list-style-type: none"> ◆ Integrate sustainable development concepts into land use, transport and other policies of the Council ◆ Maintain and improve the visual and living environment ◆ Aid movement of people and goods in the Borough ◆ Increase the awareness of young people and the community to environmental issues ◆ Encourage young people to actively participate in environmental improvements ◆ Reduce energy consumption, in Borough facilities where possible ◆ Preserve the Borough's countryside and natural heritage ◆ Share good practice on the development of environmental areas ◆ Promote environmentally friendly, energy efficient homes

HOW & WHEN	WHO
<p>Actions to be taken</p> <ul style="list-style-type: none"> • Maximise opportunities to realise section 106 funding to benefit the local economy, the environment and the local community – ongoing • Undertake an urban Potential Study for the Borough – October 2002 • Review the application of Planning Practice Guidance 3 (PPG3) – December 2002 • Produce and consult on planning and design briefs – ongoing • Develop the 'Development Futures' project – March 2003 	<p>Service/unit responsible</p> <p>Environment – contact Victor Nicholls on 01344 351902 or email victor.nicholls@bracknell-forest.gov.uk</p>

- Complete and promote a Council travel plan – March 2003

Environment – contact Pauline Nabarro on 01344 352503 or email pauline.nabarro@bracknell-forest.gov.uk

- Prepare and submit an Annual Progress Report on the Local Transport Plan – July 2002
- Respond to the Regional Transport Strategy – September 2002
- Work with the Bracknell Business Travel Forum to identify short and medium term solutions to congestion – Ongoing
- Participate in the Thames Valley Multi-modal Study – December 2002

Environment – contact Jon Freer on 01344 351907 or email jon.freer@bracknell-forest.gov.uk

- Monitor Local Transport Plan performance indicators – July 2002
- Report on traffic growth/ reduction in Bracknell Forest – July 2002
- Work in partnership with Blackwater Valley Authorities on a mass transit study – July 2002

Environment – contact Roger Cook on 01344 351903 or email roger.cook@bracknell-forest.gov.uk

- Develop a Council Policy on Travellers – June 2002

Environment – contact 'licensing officer' on 01344 351400

- Participate in the National Energy Promotion week – October 2002
- Acquire and implement a Contaminated Land Package – November 2002
- Support the National campaigns to benefit local air quality and reduce noise – Ongoing
- Undertake a Local House Condition Survey – March 2003

Environment – contact David Steeds on 01344 351400 or email david.steeds@bracknell-forest.gov.uk

- Implement the Code of Good Practice for Highway Maintenance - Ongoing
- Implement the Parks & Open Spaces Strategy – Ongoing

Environment – contact 'highway asset manager' on 01344 351400

- Implement parking solutions as agreed in the financial capital programme – Ongoing
- Establish resources required to create a land drainage service to deal with flooding and the requirements of PPG 5 – November 2002

Environment – contact 'principal engineer construction' on 01344 351400

- Increase proportion and range of materials for recycling – Ongoing
- Retender the Waste Disposal Contract

Environment – contact Raymond Whitehead on 01344 351400 or email raymond.whitehead@bracknell-forest.gov.uk

<p>August 2002</p> <ul style="list-style-type: none"> • Integrate waste and recycling initiatives in partnership with Reading and Wokingham - Ongoing • Establish a Traffic Management Team to deliver services in the Borough – July 2002 • Implement schemes identified in the Local Transport Plan programme – March 2003 • Implement Bracknell Forest Biodiversity Action Plan – Ongoing • Progress Lily Hill Park Restoration project – Ongoing • Prepare Heritage Strategy in order to promote a sense of place – March 2003 • Prepare Countryside Recreation Strategy – March 2003 • Comply with Countryside and Rights of Way Act by establishing a Local Access Forum – March 2003 • Keep the Definitive Map of Public Rights of Way up to date by processing diversion applications, claimed paths etc – Ongoing • Provide new open spaces to serve new developments in conjunction with Planning Section – Ongoing • Maintain current energy efficiency measures within Bracknell Sport & Leisure Centre and Coral Reef • Include energy efficiency measures in all suitability and sufficiency related projects in schools • In partnership with Registered Social Landlords review the priorities and set targets for the type and mix of housing development sites especially key worker housing, energy efficient/eco-homes etc - Ongoing • Through specific planning initiatives, ensure new build private sector housing incorporates energy efficient technology and integrated public transport for sustainable communities - Ongoing • Generate effective partnerships with Town & Parish Councils 	<p>-forest.gov.uk</p> <p>Environment – contact 'transport development manager' on 01344 351400</p> <p>Leisure Services – Open Spaces, Countryside & Heritage - contact Helen Tranter on 01344 354102 or email helen.tranter@bracknell-forest.gov.uk</p> <p>Leisure Services – Recreation & Amenities – contact Mark Devon on 01344 4101 or email mark.devon@bracknell-forest.gov.uk</p> <p>Education – contact Clare Medland on 01344 354062 or email: Clare.medland@bracknell-forest.gov.uk</p> <p>Social Services & Housing – contact Vincent Badu on 01344 351935 or email vincent.badu@bracknell-forest.gov.uk</p> <p>All departments</p>
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- Improve the visual appearance of facilities and land under the Council's management
- Reduce energy consumption in all of the Council's buildings

Relevant strategies and plans

AIR QUALITY STRATEGY	<p>Purpose and content: Outlines how the authority intends to comply with statutory air quality standards</p> <p>Statutory requirement: Yes</p> <p>Legislation: Environment Act 1995</p> <p>Timing: Variable</p> <p>Responsible Officer: Frank Goodall on 01344 352540 or email frank.goodall@bracknell-forest.gov.uk</p>
CONTAMINATED LAND INSPECTION STRATEGY	<p>Purpose and content: Outlines how the authority will approach dealing with issues around identifying and assessing contaminated land sites in the Borough.</p> <p>Statutory Requirement: Yes</p> <p>Legislation: Environmental Protection Act 1990</p> <p>Timing: July 2001</p> <p>Responsible Officer: Frank Goodall on 01344 352540 or email frank.goodall@bracknell-forest.gov.uk</p>
HOUSING ENERGY STRATEGY	<p>Purpose and content: Compliance with the law to reduce local CO₂ emissions from residential properties to comply with national targets for energy consumption</p> <p>Statutory requirement: Yes</p> <p>Legislation: Home Energy Conservation Act 1996</p> <p>Timing: Annual review linked to the Housing Strategy Statement</p> <p>Responsible Officer: Hazel Hill on 01344 354100 or email hazel.hill@bracknell-forest.gov.uk</p>
BIO-DIVERSITY ACTION PLAN	<p>Purpose and content: To establish a baseline, devise an action plan and targets and monitor progress on enhancing biodiversity, i.e.. the variety of life living things, plants, animals and their habitats and ecosystems</p> <p>Statutory requirement: No</p> <p>Legislation: N/A</p> <p>Timing: Every 3 years</p> <p>Responsible Officer: Helen Tranter on 01344 354102 or email helen.tranter@bracknell-forest.gov.uk</p>
LILY HILL PARK RESTORATION MANAGEMENT PLAN	<p>Purpose and content: To guide the restoration of this Victorian designed landscape park and to provide a basis for implementation of a Heritage Lottery Project</p> <p>Statutory requirement: No</p> <p>Legislation: N/A</p> <p>Timing: Ten years</p> <p>Responsible Officer: Helen Tranter on 01344 354102 or email helen.tranter@bracknell-forest.gov.uk</p>
BERKSHIRE STRUCTURE PLAN (adopted 1995 – being revised to 2016)	<p>Purpose and content: The Structure Plan sets out strategic planning policies for the Borough. It is prepared jointly by the Berkshire Unitary Authorities.</p> <p>Statutory requirement: Yes</p> <p>Legislation: Town & Country Planning Act 1990</p> <p>Timing: To 2016</p> <p>Responsible Officer: Victor Nicholls on 01344 351902 or email victor.nicholls@bracknell-forest.gov.uk</p>
BRACKNELL FOREST BOROUGH LOCAL PLAN (anticipate adoption 2002)	<p>Purpose and content: Sets out planning policies and proposals to guide development at the local level.</p> <p>Statutory requirement: Yes</p> <p>Legislation: Part II of the Town & Country Planning Act 1990 as amended</p> <p>Timing: To 2006</p> <p>Responsible Officer: Victor Nicholls on 01344 351902 or email victor.nicholls@bracknell-forest.gov.uk</p>
MINERALS LOCAL PLANS AND WASTE LOCAL PLANS	<p>Purpose and content: Balances the need to produce minerals with protecting the environment and people's quality of life. Prepared jointly</p>

	<p>with other Berkshire Unitary Authorities Statutory requirement: Yes Legislation: Town & Country Planning Act 1990 Timing: Responsible Officer: John Waterton on 01344 351179 or email john.waterton@bracknell-forest.gov.uk</p>
BLACKWATER VALLEY SUB-REGIONAL STRATEGY	<p>Purpose and content: To optimise future economic growth. Identify areas where labour supply is constraining growth and take positive measures to relieve this problem either by the provision of more housing or by improvements to public transport. Provisions of strategy to be reflected in structure and local plans, local transport plans and other relevant strategies. Will be the product of joint working with other Blackwater Valley authorities. Statutory requirement: No, but RPG9 requires mandatory joint working Legislation: N/A Timing: Responsible officer Bev Hindle on 01344 351185 or email bev.hindle@bracknell-forest.gov.uk</p>
REGIONAL PLANNING GUIDANCE FOR THE SOUTH EAST (approved by Government March 2001)	<p>Purpose and content: To provide a regional framework for the preparation of local authority development plans, and other strategies such as local transport plans, Regional Assemblies' strategies, and economic development plans. Review will be prepared by SEERA in conjunction with South East authorities Statutory requirement: No Legislation: N/A Timing: Review needed before 2006 Responsible officer: Victor Nicholls on 01344 351902 or email victor.nicholls@bracknell-forest.gov.uk</p>
LOCAL TRANSPORT PLAN	<p>Purpose and content: To pursue national transport objectives by strategic allocation of resources at the local level. It includes performance indicators and targets to be linked to the Road Traffic Reduction Act 1997 Statutory requirement: No, but forms the basis for funding bids Legislation: A New Deal for Transport White Paper Timing: 5 years assessed annually after 2001 Responsible Officer: Sue Cuthbert on 01344 351168 or email sue.cuthbert@bracknell-forest.gov.uk</p>
REGIONAL TRANSPORT STRATEGY	<p>Purpose and content: to provide a regional framework to develop transport in the region, recognising the Regional Economic Strategy and the output of multi-model studies. This strategy will set the framework for Local Transport Plans and the development of public transport networks and trunk road route management strategies Statutory requirement: Requirement of Regional Planning Guidance Legislation: N/A Timing: Draft now going for consultation, to be adopted in 2003 Responsible Officer: SEERA/ Jon Freer on 01344 351907 or email jon.freer@bracknell-forest.gov.uk</p>
ANNUAL PROGRESS REPORTS (of the Local Transport Plan)	<p>Purpose and content: To provide annual updates on progress to meeting LTP targets and objectives Statutory requirement: No, but required for funding Legislation: A New Deal for Transport White Paper Timing: Annually Responsible Officer: Bev Hindle on 01344 351185 or email bev.hindle@bracknell-forest.gov.uk</p>
INTEGRATED WASTE MANAGEMENT STRATEGY (WASTE & RECYCLING) (not yet written)	<p>Purpose and content: To plan and implement proposals for municipal waste management projects Statutory requirement: Yes Legislation: Environment Protection Act 1990 Timing: Ongoing Responsible Officer: Raymond Whitehead on 01344 352510 or email raymond.whitehead@bracknell-forest.gov.uk</p>
RIGHTS OF WAY STRATEGY	<p>Purpose and content: To direct the management and improvement of rights of way network Statutory requirement: No Legislation: Wildlife and Countryside Act 2000 Timing: Two year Responsible Officer: Helen Tranter on 01344 354102 or email helen.tranter@bracknell-forest.gov.uk</p>

Progress from last year 2001/02

PROTECTING AND ENHANCING THE ENVIRONMENT	
Environment	
The policy objectives for 2001/02 were to:	
<ul style="list-style-type: none"> • Continue the development of a flexible integrated long term waste management strategy in partnership with Reading Borough Council and Wokingham District Council and the private sector by: <ul style="list-style-type: none"> – Establishing a detailed workplan for the joint project team and working procedures and protocols for the Joint Waste Disposal Board – Assessing the implementation of DETR decisions in respect of PFI application – Appointing technical and legal consultants – Initiating the procurement process according to relevant procedures 	<p>Achieved.</p> <p>Ongoing. Decision awaited Progressing</p> <p>Ongoing</p>
<ul style="list-style-type: none"> • Implement new recycling initiatives aimed at ensuring the Council meets with Government's new stringent and legal constraints 	Ongoing
<ul style="list-style-type: none"> • In negotiating the new waste collection contract maximise the involvement of the contractor in meeting recycling targets 	New contract awarded in July 2001
<ul style="list-style-type: none"> • Promote waste minimisation initiatives in all sectors of the community 	Ongoing
<ul style="list-style-type: none"> • Implement a local environment network 	Progressing
<ul style="list-style-type: none"> • Monitor progress against the agreed set of sustainability indicators • Fully integrate sustainable development concepts into the policies of the Council 	Completed.
<ul style="list-style-type: none"> • Complete the development and implementation of local air quality management ensuring links with the Local Transport Plan 	Completed
<ul style="list-style-type: none"> • Continue to promote community wide schemes in respect of energy conservation as part of the Council's sustainable development policies and in accordance with the Home Energy Conservation Act 	Ongoing
<ul style="list-style-type: none"> • Complete the restoration of the Strong's Heath Landfill Site, including the development of a management plan for the site and an environmental monitoring programme that meets the requirements of the Environment Agency 	Complete
<ul style="list-style-type: none"> • Implement the requirements of the new Regulations in respect of contaminated land, in liaison with all appropriate external agencies e.g. the Environment Agency 	Completed
<ul style="list-style-type: none"> • Facilitate the continuation of the programme of local environmental schemes, including 'gateway' projects 	Ongoing
<ul style="list-style-type: none"> • Support the car parking focus group in the implementation of a Borough wide car parking strategy and local initiatives • Bringing forward proposals to reduce parking conflicts in residential areas 	Ongoing
<ul style="list-style-type: none"> • Adopting the Bracknell Forest Borough Local Plan at the earliest practical opportunity 	Adopted March 2002
<ul style="list-style-type: none"> • Paying full and proper regard to environmental policies in the determination of planning applications • Having regard to the need to make best use of land in allocating 	Established

sites for development	
<ul style="list-style-type: none"> • Influencing the use of motorised traffic to assist in the reduction of atmospheric pollution and greenhouse gases • Developing new transport initiatives, in the context of the Road Traffic Reduction Act • Discouraging inappropriate traffic volumes and speeds in countryside and residential areas 	Ongoing
<ul style="list-style-type: none"> • Improving the energy efficiency of, and minimising light pollution from, highway lighting installation 	Ongoing
<ul style="list-style-type: none"> • Supporting energy efficiency measures in the management of the highway network, Council owned buildings and other facilities 	Ongoing
<ul style="list-style-type: none"> • Using and promoting the use of recycled and low energy materials and techniques in construction and maintenance 	Promoted
<ul style="list-style-type: none"> • Beacon Council Status in Maintaining A Quality Environment 	Achieved
Education	
To protect and enhance the environment	
The Policy objectives for 2001/02 were to:	
<ul style="list-style-type: none"> • Provide of training for governors in environmental education 	Completed
<ul style="list-style-type: none"> • Ensure that all school improvements incorporate energy efficiency measures 	In progress
Leisure Services	
The policy objectives for 2001/02 were to:	
<ul style="list-style-type: none"> • Improve the visual appearance of land and facilities 	Ongoing
<ul style="list-style-type: none"> • Produce site management plans for parks and countryside areas 	2 Management Plans are complete
<ul style="list-style-type: none"> • Provide new open spaces to serve new developments through participation in the planning process 	Progressing
<ul style="list-style-type: none"> • Update Definitive Map of Rights of Way 	Complete
<ul style="list-style-type: none"> • Promote the image and identity of the Borough by conserving and raising awareness of cultural heritage 	Many actions undertaken and ongoing
<ul style="list-style-type: none"> • Implement the Biodiversity Action Plan 	Many actions undertaken and ongoing
<ul style="list-style-type: none"> • Produce strategies for parks and open spaces, countryside recreation and heritage 	Parks & Open Spaces Strategy complete. Progressing Heritage Strategy
Social Services & Housing	
Protect and enhance the environment by requiring energy efficient installations in the affordable Social Housing Stock	
The policy objectives for 2001/02 were to:	
<ul style="list-style-type: none"> • Ensure all new housing developments meet Standard Assessment Procedure (SAP) ratings 	Work in progress
<ul style="list-style-type: none"> • Explore feasibility and/ or opportunities to develop 'Eco housing' 	Work in progress

- | | |
|---|-------------------------|
| <ul style="list-style-type: none"> • Continue programme of modernising current housing stock | <p>Work in progress</p> |
|---|-------------------------|

Outcomes from Best Value reviews

□ Development control review

Scope of review

- The review covered the following services – Borough land sales, pre-planning application advice, processes for planning and other related applications, record keeping, administrative support, technology and new developments, reception services, services that are 'bought-in' i.e.. from other departments or from private companies, the decision-making processes, input from Councillors, enforcement and appeals
- The review did not include Building Control services, codes of practice or planning policies as these were due to be covered by other Best Value reviews

Findings of review

- The provision of Development Control Services is a statutory responsibility of the Council. However there is some discretion e.g.. pre-application advice
- 78% of applicants or agents were fairly or very satisfied with Development Control Services
- 95% of visitors to the Reception at Time Square were able to obtain the information they required within five minutes and were able to speak to the responsible officer in 89% of cases
- There is a good service provided by committed staff, but there is a lack of emphasis on performance i.e.. to reach the target of processing 80% of applications within 8 weeks.
- There is an ongoing national debate on the issue of speed versus quality in reaching decisions on planning applications. A local performance indicator has been developed to assess the value added to a proposed development as a result of negotiations with the applicant
- Planning applications can now be viewed on the Council's website which is in line with e-government targets and provided improved access to information. Although further development of IT facilities could streamline the processing and recording of applications

Outcomes of review

- Review information including correspondence from the service, guidance leaflets, and create a new information pack for pre-application discussions
- Develop and implement proposals for electronic storage/retrieval of planning application information
- Review the system of decision-making i.e.. decisions that are made by Committee/Councillors and those delegated to officers
- Achieve accreditation under ISO 9002
- Review services currently bought in to determine value for money
- Introduce electronic management system for monitoring progress on applications
- Review and monitor consultation arrangements
- Secure agreement for an objective for Development Control Service

□ Car park management review

Scope of review

- The management of Council owned and operated off-street car parks e.g.. management of town centre charging car parks, council owned service yards in the town centre, Crowthorne car parks, non-charging car parks at neighbourhood shopping centres, enforcement processes, support services, objectives for car parks, policies and staffing and the interface with the business sector
- The following areas were not included in the review – on-street car parking in residential and non-residential areas, dedicated car parks associated with residential accommodation, the Council's employee car parking and any commercial units associated with car parks

Findings of review

- Car parks have a major role to play in the delivery of the Council's Medium Term Objectives, in particular, 'Developing the Local Economy' and 'Protecting and Enhancing the Environment'
- Car parks are a major capital asset, the charging car parks provide an annual income of approximately £300,000
- Town centre car parks- these are operated by the private sector. There is a high level of satisfaction amongst users and the service falls just outside of the upper levels of performance in terms of efficiency. The current management contract should be improved prior to retendering with enforcement penalty charge notices in need of better processes and performance targets
- Out of town car parks – important in the development of local economy and viability of neighbourhood shopping parades. There are no inspection regimes in place and they are not actively managed
- Crowthorne car parks – currently the responsibility of the private management contractor, which is costly and yields no income to the Council
- Various cost savings identified

Outcomes of review

- Clarify responsibility for managing off-street car parking
- Develop a policy for each car park with performance indicators
- Establish a formal inspection regime for all car parks
- Review the scope of the car park management contract
- Make car park 7 a council staff only car park
- Review and update all parking orders
- Adopt a streamlined penalty enforcement process
- Establish a programme to refurbish lifts and stairwells in multi-storey car parks
- Review security in pay and display car parks

Performance Indicator	How we performed in 2000/01	How we performed in 2001/02	Our target for 2002/03	Are we improving?	Further information	Reference
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PROTECTING AND ENHANCING THE ENVIRONMENT

Strategic Objective

1. Energy efficiency – the average SAP rating of local authority owned dwellings (housing).	43	47	49			BVPI 63
2. Percentage of new homes built on previously developed land.	70%					BVPI 106

Cost/efficiency

3. The cost per square kilometre of keeping relevant land and relevant highways for which the authority is responsible, clear of litter and refuse.	48,100?					BVPI 85
4. Cost of waste collection per household.	17.09					BVPI 86
5. Cost of waste disposal per tonne of municipal waste.	45.95					BVPI 87
6. Cost of highway maintenance per 100km travelled by a vehicle on principal roads.	£0.31	£0.23(E)	£0.30		E=Estimate	BVPI 93
7. Cost per passenger journey of subsidised bus services.	Not known	?				BVPI 94
8. Average cost of a working streetlight.	£57.54	£53.44 (E)	£52		E=estimate. New contract out to tender at the present time, therefore actual costs may vary against target proposed.	BVPI 95

	How we performed in 2000/01	How we performed in 2001/02	Our target for 2002/03	Are we improving?	Further information	Reference
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9. Planning cost per head of population.	£20.68	£17.59	£17.24			BVPI 107
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Service Delivery Outcome

10. Number of collections missed per 100,000 collections of household waste.	331					BVPI 88
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11. Condition of principal roads	7.1%	7.5%	6%			BVPI 96
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12. Condition of non-principal roads	Not known	?	?			BVPI 97
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13. Road safety	10					BVPI 99
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14. Number of days of temporary traffic controls or road closure on traffic sensitive roads caused by local authority road works per km of traffic sensitive roads.	0.0	0	0			BVPI 100
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15. Local bus services (passenger journeys per year)	Not known	?				BVPI 102
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16. Damage to roads and pavements: the number of all reported incidents repaired or made safe within 24 hours, as a percentage of all such incidents.	85%	98%	95%			BVPI 105
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17. The number of advertised departures from the statutory plan approved by the authority as a percentage of total permissions granted.	0.99%	0.77%	-----			BVPI 108
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18. Percentage of applications determined within 8 weeks.	68%	69.6	70.9			BVPI 109
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Performance Indicator	How we performed in 2000/01	How we performed in 2001/02	Our target for 2002/03	Are we improving?	Further information	Reference
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19. Average time taken to determine all applications.	12	11w2d	11w0d			BVPI 110
20. The percentage of standard searches carried out in 10 working days.	New indicator	99.12%	99%			BVPI 179 (ACG1)

Quality

21. Percentage of the total tonnage of household waste which have been recycled.	11.5%	11.92%	18%			BVPI 82a
22. Percentage of the total tonnage of household waste which have been composted.	1.3%	3.74%	Included in BVPI 82a			BVPI 82b
23. Percentage of the total tonnage of household waste which has been used to recover heat, power and other energy sources.	0%	0%	?			BVPI 82c
24. Percentage of the total tonnage of household waste which has been landfilled.	87%	84.34%	82%			BVPI 82d
25. Number of kilogrammes of household waste collected per head.	495kg	493kg	?			BVPI 84
26. Score against a checklist of planning best practice.	70%	70%	70%			BVPI 112

Securing Best Value and Improving Service Standards

The Development of a Community Plan is directly linked to the delivery of the Council's duty of Best Value. Best Value is the tool by which the Council can turn the aspirations identified in the Community Plan into effective action. Our own Medium Term Objectives will reflect the part that we will play in meeting the overall ambitions and targets agreed in the Community Plan.

Best Value is all about continuously improving all of our services. To assist in this process, we are required to undertake fundamental reviews of our services.

As part of these reviews the Council needs to:

- ❑ **Challenge** why services are provided in the way they are
- ❑ **Compare** our performance against other similar providers
- ❑ **Consult** with users in the local community to ascertain their views of the service
- ❑ Decide whether there are different ways of providing the service more **competitively**.

This Plan includes the outcomes of the reviews that have been completed in the last year.

Best Value Review Programme

Our programme of reviews for next year 2002/03 is:

Personnel	Lifelong Learning
Services to Older People (to include sheltered housing and Forestcare)	Services to People with a Learning Disability
Housing Strategy and Enabling (covering housing development, applicant services, commissioning social housing. Will consider results of homelessness review, include environmental services, travellers sites)	Street Scene (covering landscape maintenance, street cleansing, maintenance of roads, footways, street lights, bridges, drainage systems and land drainage)
Cemetery and Crematorium	Services to Vulnerable Children and Young People (cross cutting, Council wide and health, to include children with Mental Health Needs and Education TASS and Education psychology service)
Building Asset Management (covering valuation and commercial estate management, property asset management, property records, facilities management of depot, facilities)	

The review programme for following years will be dependent upon the outcome of the Council's Comprehensive Performance Assessment. *See Section Six for further information.* This assessment will grade the Council into one of four categories: high performing, striving, coasting or poor performing. If the Council is graded as high performing or striving the Council will have more discretion to approve its own review programme. Alternatively if the Council is graded in one of the lower two categories, the Audit Commission and Best Value Inspection service will work to develop the review programme with the Council.

Local Public Service Agreement (Local PSA)

A Local PSA is a partnership agreement between an individual local authority and the Government, which is intended to improve key outcomes more quickly and/or to a higher level than would otherwise be the case. The Government has published some national targets that can be included in Local PSAs. They are looking for councils to identify about 12 key targets for performance, some national and some local targets.

There are two major benefits to the Council in putting in place a Local PSA, these are additional finance and additional freedoms and flexibilities.

Additional Finance – the Government has identified three direct sources of additional funding, which are:

- £50,000 to meet the additional administrative costs of developing a PSA
- 'pump priming' up to a total of £1m to establish the schemes and actions to achieve the targets identified
- A 'performance reward grant' equivalent to 2.5% of the authority's net budget which will be made available if the authority meets or exceeds the targets set in the Local PSA.

Additional Flexibilities and Freedoms – these will be open to negotiation between the authority and the relevant Government office, but must be linked directly to the areas that the authority consider to be hampering them in delivering an effective service.

The negotiation period for this Council's PSA is not due to be completed until end of June 2002 and therefore it is not possible to include all of the agreed targets and freedoms and flexibilities within this Plan. Included in Annex B however is the most current list of targets that are being negotiated at the time of going to print.

Objectives and Action for 2002/03

WHAT
Policy objective
<ul style="list-style-type: none">◆ Explore innovative methods of working, involving, where beneficial, other service providers in the delivery of services◆ Identify appropriate opportunities to reduce core costs and overheads◆ Seek additional/alternative resources made available through bidding processes e.g.. Government PFIs or partnership agreements◆ Develop opportunities for using the "well-being" power conferred by the Local Government Act 2000◆ Interpret national and regional local government policies for Bracknell Forest, to ensure that improving the quality of life and well-being for people in the area remains the priority◆ Co-ordinate and monitor the programme of Best Value reviews◆ Complete the pilot projects testing the Council's 'Edge' initiative (Smartcards)◆ Ensure the Council is open and accountable about the information it records and keeps about individual people and how this information is used and managed◆ Maximise the benefit to service users from the resources available, to demonstrate the effectiveness and value for money of the care and support provided and allow for choice and different responses for different needs and circumstances, to operate a charging regime which is transparent, consistent and equitable, and which maximises revenue while not providing distortions or

- dis-incentives which would effect the outcome of care for individuals
- ◆ Ensure that the Benefit System is protected against fraud and error and to minimise the incidence of delay in processing benefit applications
 - ◆ Information about individuals is shared safely and securely within and between organisations on a need to know basis.

HOW & WHEN	WHO
Actions to be taken	Service/unit responsible
<ul style="list-style-type: none"> • Implement Best Value review programme for Year 3. • Improve Performance Management to enable a streamlined system of reporting in the new political arrangements for 2002 • Implement outcomes from Best Value reviews • Actively participate and support the Comprehensive Performance Assessment – July 2002 	<p>All relevant service areas in conjunction with Chief Executive Policy & Communications Unit – contact Belinda Clack on 01344 352173 or email: belinda.clack@bracknell-forest.gov.uk</p>
<ul style="list-style-type: none"> • Undertake a strategic review of options for subsequent phases of the 'Smartcard' 	<p>Chief Executive Policy & Communications Unit – contact Jayne Ward on 01344 352147 Or email: Jayne.ward@bracknell-forest.gov.uk</p>
<ul style="list-style-type: none"> • Negotiate a Public Service Agreement with the Government – July 2002 • Develop working arrangements and personnel policies to accommodate increased partnership working with other agencies 	<p>Corporate Services, Finance – contact Tim Wheadon on 01344 355621 or email tim.wheadon@bracknell-forest.gov.uk</p>
<ul style="list-style-type: none"> • Enter into a partnership facility with a private sector provider for legal services (from Best Value review) – Ongoing 	<p>Corporate Services, Legal – contact Alex Jack on 01344 355679 or email alex.jack@bracknell-forest.gov.uk</p>
<ul style="list-style-type: none"> • Review internal audit and payroll contracts and consider options for future delivery of services prior to re-tendering – March 2003 • Introduce an approach to risk management that reflects current best practice – September 2002 	<p>Corporate Services – Finance – contact Chris Herbert on 01344 355694 or email Chris.Herbert@bracknell-forest.gov.uk</p>
<ul style="list-style-type: none"> • Implement Cultural Strategy Action Plan – dates as specified in Plan 	<p>Leisure Services– Director - contact Vincent Paliczka on 01344 354181 or email vincent.paliczka@bracknell-forest.gov.uk</p>
<ul style="list-style-type: none"> • Strive to meet DCMS standards as defined in the Annual Library Plan – September 2002 	<p>Leisure Services – Libraries, Arts & Information – contact Ruth Burgess on 01344</p>

- Investigate development of digitised resources within the Library Service and co-ordinate training of staff information communication technology with Wokingham Council - April 2003
- Monitor the contract at Horseshoe Lake – Ongoing
- Monitor the contract for Harmanwater Leisure Complex – Ongoing
- Monitor the performance of Bracknell Sports & Leisure Centre, Coral Reef and Downshire Golf Complex against a performance specification – Ongoing
- Implement the revised recording policy for information on individuals – from August 2002
- Develop a robust commissioning strategy and process – March 2003
- Consider joint commissioning with neighbouring authorities – March 2003
- Develop a performance management framework that includes a coherent auditing framework and quality assurance programme – September 2002
- Implement fairer charging guidance for non-residential social care services – Oct 2002 and March 2003

In relation to the Housing Benefits System

- Undertake a fundamental review of business processes with the aim of developing a fully comprehensive procedural guidance manual available to employees of the Council – March 2003
- Participate actively in Department of Work and Pensions sponsored programmes aimed at improving administration or reducing fraud and error – March 2003
- Regularly and openly report on performance through publication of results in public areas – Ongoing
- Actively work with other sections and directorates to meet service standards and customer expectations, through attendance at team meetings or joint working with clients – Ongoing
- Work actively with stakeholders aimed at meeting their expectations by reconstituting the Landlords Forum and implementing regular

354103 or email ruth.burgess@bracknell-forest.gov.uk

Leisure Services – Recreation & Amenities – contact Mark Devon on 01344 354101 or email mark.devon@bracknell-forest.gov.uk

Social Services & Housing – contact Alex Walters on 01344 351529 or email alex.walters@bracknell-forest.gov.uk

Social Services & Housing – contact Vincent Badu on 01344 351935 or email vincent.badu@bracknell-forest.gov.uk

Social Services & Housing – contact Genevieve Macklin on 01344 351688 or email genevieve.macklin@bracknell-forest.gov.uk

<p>contact meetings with CAB and REAP – from March 2003</p> <ul style="list-style-type: none"> • Complete a systems audit of data confidentiality and data security and develop an agreed action plan – July 2002 	<p>Social Services & Housing – contact Simon Pearce on 01344 351458 or email simon.pearce@bracknell-forest.gov.uk</p>
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Relevant strategies and plans

<p>BEST VALUE PERFORMANCE PLAN (renamed in 2002 to Policy & Performance Plan)</p>	<p>Purpose and content: To provide information to the public on the performance of the local authority, future action plans and targets for performance Statutory requirement: Yes Legislation: Local Government Act 1999 Timing: Annually Responsible Officer: Belinda Clack 01344 352173, email: belinda.clack@bracknell-forest.gov.uk</p>
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Progress from last year 2001/02

<p>Environment The policy objectives for 2001/02 were to:</p>	
<ul style="list-style-type: none"> • Implement Best Value concepts and maximise financial and service delivery benefits in the renegotiations of the household refuse collection and recycling service 	Completed
<ul style="list-style-type: none"> • Continue to implement changes in work practices in respect of New Ways of Working Initiative and quality service enhancements with a view to realising savings in office space and operational costs 	Completed
<ul style="list-style-type: none"> • Identify opportunities for securing further quality assurance standards 	Submitted entry to green fleet awards
<ul style="list-style-type: none"> • Put in place arrangements for cost-effective and responsive delivery of services where new contracts are required 	Ongoing
<ul style="list-style-type: none"> • Work to an agreed annual programme of service reviews within the framework of Best Value 	Completed building maintenance, car parking and development control reviews
<ul style="list-style-type: none"> • Continue to develop effective arrangements for consultation with the community on proposals for which the Environment department is responsible 	Ongoing
<ul style="list-style-type: none"> • Seek to improve performance in development control without compromising quality 	Prepared action plan in response to Best Value review
<ul style="list-style-type: none"> • Manage the fabric of the Borough under the Council's care in a responsible and effective manner 	Ongoing
<ul style="list-style-type: none"> • Ensure that maintenance standards are set at a level that will 	Ongoing

reduce the need for reactive maintenance	
<ul style="list-style-type: none"> Review procedures on access to services to ensure compliance with statutory requirements and best practice 	Fair Access to services plan agreed.
Education	
The Policy objectives for 2001/02 were to:	
<ul style="list-style-type: none"> Monitor schools' satisfaction with borough services and carry out a Best Value review of service provision in conjunction with other providers 	Completed and ongoing
<ul style="list-style-type: none"> Develop proposals in conjunction with schools for rationalising and clarifying the school funding formula 	Completed
<ul style="list-style-type: none"> Provide manuals for schools to bring together policies and guidance on personnel and other delegated management functions 	In progress
<ul style="list-style-type: none"> Agree with schools an information management strategy 	In progress
<ul style="list-style-type: none"> Implement first year of Improvement Plan for Legal Services 	In progress, Lexcel accreditation achieved.
Leisure Services	
The policy objectives for 2001/02 were to:	
<ul style="list-style-type: none"> Implement Smartcards where appropriate 	Progressing – pilot completed at Bracknell Library
<ul style="list-style-type: none"> Investigate the development of digitised resources within the Library Service and co-ordinate training of staff information communication technology with Wokingham Council 	Complete
<ul style="list-style-type: none"> Implement the recommendations and actions from the Improvement Plan of the Best Value review of the Youth Service 	Progressing well
<ul style="list-style-type: none"> Monitor the contract at Horseshoe Lake 	Complete
<ul style="list-style-type: none"> Monitor the contract for Harmanswater Leisure Complex 	Complete
<ul style="list-style-type: none"> Complete regular market research and respond to findings 	Complete
Social Services & Housing	
The policy objectives for 2001/02 were to:	
<ul style="list-style-type: none"> Continue programme of modernising current housing stock 	Work in progress
Introduce quality systems where appropriate	Work in progress
<ul style="list-style-type: none"> Develop an internal Performance Management Strategy in consultation with stakeholders 	Work in progress
<ul style="list-style-type: none"> Apply separately for Charter Mark award for the Tenant Participation service, Housing voids and Homelessness Service 	Not applied for. To be reviewed
<ul style="list-style-type: none"> Apply for ISO 9000 award for the Housing Repairs Service 	Not applied for. To be reviewed
Implementing the Council's Action Plan in response to the Social Services Inspectorate/ Audit Commission Joint Review Report	
<ul style="list-style-type: none"> Consult widely with stakeholders on the published Draft Action Plan 	Complete
<ul style="list-style-type: none"> Actively involve stakeholders by way of inclusion onto project groups to complete pieces of work within the Joint Review Action 	Work in progress

Plan	
<ul style="list-style-type: none"> Keep Bracknell Forest residents informed of progress via the Town & Country publications 	Work in progress

Procurement

The Council is has prepared a procurement strategy as part of the Best Value review of Financial Services. This strategy is supported by a strong drive from central government to support Best Value and the Modernising Government Agenda. As part of the development of the strategy a 'Statement of Procurement Policy' has been produced.

The main thrust of the strategy is to set up a 'corporate' procurement unit to take a corporate overview of procurement, driving improvement and consistency across the authority, integral to ensuring training of staff, standardisation of information and guidance, e-procurement, collation and dissemination of procurement activity. As the services provided by the Council are so diverse, it would be difficult and impractical for a small corporate procurement unit to build up specific expertise in all areas of the Council's procurement activity. Departmental staff with service-specific expertise will support the work of the corporate procurement unit.

Protecting Assets and making optimum use of Facilities

Introduction

Although all the departments throughout the Council have responsibility for the assets within their control. The specific areas with contact details are shown below.

What the public have told us

As part of the Building Maintenance Best Value review, consultation was undertaken with council housing tenants, building users, building managers and private companies. With respect to housing repairs, customer satisfaction was generally high with 57% rating the service as good to excellent and 35% as satisfactory.

Objectives and Action for 2002/03

WHAT
Policy objectives
<ul style="list-style-type: none"> ◆ Ensure the effective management of the Council's assets to the benefit of the local community ◆ Maximise the Council's prospects for securing improved settlements in relation to Standard Spending Assessment, Credit Approvals and Grants ◆ Reduce office accommodation requirements of the Council ◆ Focus on the needs of young people and to develop facilities and services relative to their needs

HOW & WHEN	WHO
Actions to be taken	Service/unit responsible
<ul style="list-style-type: none"> • Maintain a robust three year planning process which forecasts and monitors service needs and potential resources 	Corporate Services – contact Alan Nash on 01344 352180 or email alan.nash@bracknell-forest.gov.uk
<ul style="list-style-type: none"> • Implement Office Accommodation Strategy - Ongoing 	Corporate Services – contact Tim Wheadon on 01344 355621 or email tim.wheadon@bracknell-forest.gov.uk
<ul style="list-style-type: none"> • Reduce accommodation costs linked to the New Ways of Working Initiative - Ongoing 	All departments – main contact Chris Herbert on 01344 355694 or email chris.herbert@bracknell-forest.gov.uk
<ul style="list-style-type: none"> • Produce Asset Management Plans on a rolling programme for all premises • Maintain and implement all Asset Management Plans 	Environment – contact Steve Booth on 01344 351214 or email steve.booth@bracknell-forest.gov.uk
<ul style="list-style-type: none"> • Promote and encourage Community Use of schools 	Leisure Services in conjunction with Education and schools –

<ul style="list-style-type: none"> • Carry out refurbishment/ maintenance of existing facilities to maintain their aesthetic appearance – Ongoing • Progress existing and new refurbishment capital projects – Ongoing • Complete condition surveys and carry out a prioritised planned maintenance programme - Ongoing • Complete the strategic review of Easthampstead Park – December 2002 • Consolidate new joint arrangements for home and mobile library service – October 2002 • Develop partnership arrangement for window replacement contract – October 2002 • Ensure that replacement windows are fitted in accordance with new requirements –Ongoing • Develop effective service charge arrangements for commercial property – March 2003 • Review the options for the provision of taxi testing – February 2003 • Develop property disposal strategy – July 2002 • Review vehicle fleet functions • Review rating of operational property – Ongoing 	<p>contact Susie Roberts on 01344 354104 or email susie.roberts@bracknell-forest.gov.uk</p> <p>Leisure Services – Recreation & Amenities – contact Mark Devon on – 01344 354101 or email mark.devon@bracknell-forest.gov.uk</p> <p>Leisure Services – Director – contact Vincent Paliczka on 01344 4181 or email vincent.paliczka@bracknell-forest.gov.uk</p> <p>Leisure Services – Libraries, Arts & Information – contact Ruth Burgess on 01344 354103 or email ruth.burgess@bracknell-forest.gov.uk</p> <p>Environment – contact Robin Hanbidge on 01344 351202 or email robin.hanbidge@bracknell-forest.gov.uk</p> <p>Environment – contact 'building control' on 01344 351400</p> <p>Environment – contact Steve Booth on 01344 351400 or email steve.booth@bracknell-forest.gov.uk</p> <p>Environment – contact 'licensing officer' on 01344 351400</p> <p>Environment – contact Chaz Davison on 01344 351906 or email chaz.davison@bracknell-forest.gov.uk</p> <p>Environment – contact 'principal development surveyor' on 01344 351400</p> <p>Environment – contact David</p>
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<ul style="list-style-type: none"> Update corporate property condition surveys – September 2002 Update housing property condition surveys – March 2003 Implement new civic facilities management arrangements – May 2003 Rescope and retender car park management contract – November 2002 Develop policies for each car park – Ongoing Implement new penalty charge processing system – target 80% recovery rate – March 2003 Ensure adequate investment into existing facilities, including information technology – ongoing Complete a review of service support functions – October 2002 	<p>Budd on 01344 351228 or email david.budd@bracknell-forest.gov.uk</p> <p>Environment – contact Robin Hambidge on 01344 351400 or email robin.hambidge@bracknell-forest.gov.uk</p> <p>Environment – contact 'facilities manager' on 01344 351400</p> <p>Social Services & Housing – contact Vincent Badu on 01344 351935 or email vincent.badu@bracknell-forest.gov.uk</p>
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Relevant strategies and plans

<p>CORPORATE CAPITAL STRATEGY AND ASSET MANAGEMENT PLAN (not yet written)</p>	<p>Purpose and content: To establish a clear and transparent process which rewards strategic planning and good performance and strikes a balance between local decision making and the need to meet national priorities</p> <p>Statutory requirement: No</p> <p>Legislation: N/A</p> <p>Timing: Annual</p> <p>Responsible Officer: Chaz Davison on 01344 351906 or Alan Nash on 01344 352189 or email chaz.davison@bracknell-forest.gov.uk or alan.nash@bracknell-forest.gov.uk</p>
<p>ASSET MANAGEMENT PLAN – LOCAL POLICY STATEMENT</p>	<p>Purpose and content: Intended to help LEAs with the decision making process on spending on school sites and accommodation.</p> <p>Statutory requirement: Yes</p> <p>Legislation: Required by the DfES</p> <p>Timing: Reviewed annually</p> <p>Responsible Officer: Clare Medland on 01344 354062 or email clare.medland@bracknell-forest.gov.uk</p>

Progress from last year 2001/02

<p>Environment The policy objectives for 2001/02 were to:</p>	
<ul style="list-style-type: none"> Review the assets that fall within the management responsibility of this department and ensure they are used to the maximum benefit of the community 	<p>Ongoing</p>
<p>Education The policy objectives for 2001/02 were to:</p>	
<ul style="list-style-type: none"> Plan for the move of the Education Department as part of the process of rationalising the Council's use of its property assets 	<p>In progress</p>
<ul style="list-style-type: none"> Undertake a survey of schools accommodation in terms of sufficiency in order to complete the initial education asset 	<p>Completed</p>

management planning process	
Leisure Services The policy objectives for 2001/02 were to:	
<ul style="list-style-type: none"> • Maintain and develop links with South Hill Park particularly and with other organisations to improve the range and quality of the arts within the Borough 	Major refurbishment at South Hill Park completed
<ul style="list-style-type: none"> • Progress existing and new capital projects 	Major refurbishment of Health Suite, other actions progressing
<ul style="list-style-type: none"> • Carry out strategic review of Easthampstead Park 	Progressing

Outcomes from Best Value reviews

□ Building Maintenance and capital improvements BV review

Scope of review

- All aspects of building maintenance and capital improvements throughout the Council

Findings of review

- 92.3% overall satisfaction of tenants with maintenance service
- Maintenance function is very fragmented throughout the Council
- There is a history of underspending in the capital programme for the Council
- There are different IT systems in use
- From the consultation element of the review the suggestion for an appointments system and extending the availability of the helpdesk for logging problems were raised

Outcomes of review

- Create a free standing 'Commercial Service Unit' which will focus on building works and maintenance. At a later stage other functions such as vehicle maintenance and grounds maintenance could be added
- Client arrangements to be rationalised with the creation of a core client, based in the Environment Department, having overall responsibilities for building issues
- The main specification for building maintenance will be updated to cover issues identified by building users and tenants in the consultation exercise, including the introduction of an appointment system and extending the availability of the helpdesk.

Performance Indicator	How we performed in 2000/01	How we performed in 2001/02	Our target for 2002/03	Further Information	Reference
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PROTECTING ASSETS AND MAKING OPTIMUM USE OF FACILITIES

1. Percentage of gross internal floor space in condition categories A-D (A=good, B=satisfactory, C=poor, D=bad)					Local PI 1A
2. Backlog of maintenance by cost expressed as <ul style="list-style-type: none"> i) total value ii) percentage in priority levels 1-4 					1B
3. Overall average internal rate of return (IRR) for each of the following portfolios <ul style="list-style-type: none"> a) industrial b) retail c) agricultural investment 					Local PI 2
4. Total annual management costs per square metre of gross internal area (GIA) <ul style="list-style-type: none"> a) for operational property b) for non-operational property 					Local PI 3
5. Repair and maintenance costs per square metre GIA					Local PI 4A 4B
6. Energy costs per square metre GIA (gas, electricity, oil, solid fuel)					

	How we performed in 2000/01	How we performed in 2001/02	Our target for 2002/03	Further information	Reference
7. Water costs per square metre GIA					4C
8. CO2 emissions in tonnes of carbon dioxide per square metre					4D
9. Percentage of projects where outturn falls within +/- 5% of the estimated outturn, expressed as a percentage of the total number of projects completed in the financial year					Local PI 5A
10. Percentage falling within +/- 5% of the estimated timescale, expressed as a percentage of the total number of projects completed in that financial year					5B

Modernising the Way We Do Things (seeking continuous improvement)

Use of Information Technology

More and more services are now available for residents to access via the Internet, as well as a range of information, which is available for anyone.

Putting Council activities onto the Internet helps to offer a faster, more efficient service. It also gives users the opportunity to get secure access to personal information, like Council Tax payments, as well as conducting direct online transactions with Council staff.

The Corporate Services Department contains five separate sections, one of which is Information and Communication Technology (ICT). Responsible for all aspects of ICT service delivery, this section provides support to all of the Council's service departments and works within a corporate framework set by the Council's Information and Communication Technology Strategy and three year plan. The section has specific teams responsible for providing a service desk, mainframe, server, desktop and communications operational support, development services, which include e-government and Internet services alongwith strategic and project support. There are also a number of services provided externally through third party contracts.

What the public have told us

In a survey of the Council's Residents' Panel, 73.1% of respondents indicated that they had access to email and a large proportion of these respondents would be willing to use it for future consultation. This figure was highest among 17-34 year olds (92.3%) and decreased with age, falling to 47.5% among those aged 60+.

Objectives and Action for 2002/03

WHAT
Policy objectives
<ul style="list-style-type: none"> ◆ Increase the number of services that are available to the public via electronic means ◆ Increase and promote the use of ICT technologies ◆ Positively utilise the opportunities created by the Edge Smartcard initiative ◆ Improve internal IT service delivery and support ◆ Manage and use information efficiently, using modern technology and in a way that puts the needs of citizens and people who use services at the centre of service planning and delivery

HOW & WHEN	WHO
Actions to be taken	Service/unit responsible
<ul style="list-style-type: none"> • Review and update the Council's ICT strategy for 2002/03 to 2004/05 – by October 2003 • Develop a comprehensive electronic service delivery strategy and work programme to address the Government's Local Government On-Line Strategy and electronic transaction target for 2005 – October 2003 • Support the implementation of the replacement mainframe systems to include financial, social 	Corporate Services – IT section – contact Nick Harding on 01344 352126 or email nick.harding@bracknell-forest.gov.uk

<p>services, housing and revenue applications – Ongoing until 2004</p> <ul style="list-style-type: none"> • Review and update the Council's Office Automation Strategy, including a review of management and support for the Web site and Intranet systems – April 2003 • Develop and implement a comprehensive disaster recovery policy for the Council's mid-range server environment – Ongoing work programme until 2004 • Implement new systems to support the Office Accommodation and Flexible Working strategies, including a major upgrade to the Council's telecommunications networks – Ongoing work programme until 2004 • Improve service delivery and support by implementing a replacement help desk system, reviewing managed service arrangements for voice and mid-ranged server support and introducing a statement of service provision document for our customers – Ongoing work programme 2004 • Identify replacement systems for Members on-line – June 2003 • Complete the pilot projects testing for the 'Smartcard' initiative and undertake a strategic review of options for subsequent phases – June 2002 <ul style="list-style-type: none"> • Examine the potential for replacing the Council's personnel management information systems – October 2002 <ul style="list-style-type: none"> • Introduce National Connexions Card, extend use of Intranet to schools, develop on-line applications and payment system for Home to School transport – by December 2002 <ul style="list-style-type: none"> • Develop the ICT skills of employees in order to enhance their ability to identify and deliver the Council's business strategy – October 2003 • Modernise information systems for social care – October 2003 	<p>Corporate Services – personnel – contact Tony Madden on 01344 352049 or email tony.madden@bracknell-forest.gov.uk</p> <p>Education – contact Tony Eccleston on 01344 354182 or email tony.eccleston@bracknell-forest.gov.uk</p> <p>Social Services & Housing – contact Vincent Badu on 01344 351935 or email vincent.badu@bracknell-forest.gov.uk</p>
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Relevant strategies and plans

<p>ICT DEVELOPMENT PLAN (EDUCATION)</p>	<p>Purpose and content: Underpins development of the 'National Grid for Learning' by providing a focus for use of new technology in schools</p> <p>Statutory requirement: Yes</p>
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Legislation: School Standards & Framework Act 1998
Timing: One off, revised as appropriate
Responsible Officer: Bob Welch

Progress from last year 2001/02

<ul style="list-style-type: none"> • Extend the use of the Smartcard for school meals 	Completed
<ul style="list-style-type: none"> • Further develop electronic communication with schools and promote the use of the Borough's intranet 	In progress
<ul style="list-style-type: none"> • Implement the trial phase of the Council's 'Smartcard' initiative and to agree proposals for subsequent phases 	Pilot projects completed.
<ul style="list-style-type: none"> • Develop and agree an ICT plan for 2001/02 to 2003/04 	Completed
<ul style="list-style-type: none"> • Support the development of a comprehensive electronic service strategy to address the Government's Modernisation Agenda and electronic transaction targets by 2002/05 	Implementing Electronic Government Statement completed and major work programme of development established.
<ul style="list-style-type: none"> • Update the Council's office automation strategy 	Completed
<ul style="list-style-type: none"> • Improve service delivery and support by implementing a replacement IT services help desk system 	Deferred. To recommence in June 2002
<ul style="list-style-type: none"> • Implement the first stage of the Council's Document Imaging Processing (DIP) strategy 	Review of strategic requirements completed. Implementation on a business case basis.
<ul style="list-style-type: none"> • Develop and implement a comprehensive disaster recovery policy for the Council's mid-range server environment 	Ongoing
<ul style="list-style-type: none"> • Complete the implementation of the out-tasked Communications service contract 	Completed
<ul style="list-style-type: none"> • Replace the Council's Geographical Information System (GIS) and migrate the legacy land charges data 	Completed

New Political Structures

In 2000/01 consultation was undertaken with the public to help the Council choose its new political arrangements. As a result of this the traditional committee system was abolished in November 2001 and replaced by a 'Leader and Executive' arrangement. These changes are aimed at making the Council's decision-making more open, efficient and accountable and to clarify who makes key decisions

The Executive comprises the Leader plus eight Councillors, all of whom are drawn from the political party with overall control. With the exception of the Deputy Leader, and one other councillor, each Executive councillor has responsibility for a 'portfolio' which largely mirrors the Council's departments.

The remaining 31 Councillors sit on 'Select Committees', scrutinising decisions, analysing issues and contributing to policy development. The four Select Committees are Social Care, Lifelong Learning, Corporate and Resource Issues, and Economic & Sustainable Development.

For further information contact Malcolm Biggs on 01344 352006 or email malcolm.biggs@bracknell-forest.gov.uk

Objectives and Action for 2002/03

WHAT
Policy objective
<ul style="list-style-type: none"> ◆ Improve the Council's decision making processes following the transition to the Executive/Scrutiny model ◆ Implement the revised electoral arrangements resulting from the Periodic Electoral Review for the May 2003 local elections

HOW & WHEN	WHO
Actions to be taken	Service/unit responsible
<ul style="list-style-type: none"> • Monitor the operation of the New Constitution, make necessary adjustments - Ongoing • Develop a robust Overview and Scrutiny process with an aligned work programme – May 2002 • Review dedicated officer support arrangements for the Executive and Overview and Scrutiny functions and ancillary activities – November 2002 • Modernise Electoral Registration processes in line with the Representation of the People Act 2000 – Ongoing • Revise all Polling Districts and Ward Boundaries to reflect the scheme approved by the Electoral Commission – May 2003 • Consider the introduction of local protocols to supplement the Code of Conduct for Members • Respond to and appraise Councillors and officers of all relevant new legislation 	<p>Corporate Services – Committee Section – Malcolm Biggs on 01344 352006 or email malcolm.biggs@bracknell-forest.gov.uk</p> <p>Corporate Services – legal – Alex Jack on 01344 355679 or email alex.jack@bracknell-forest.gov.uk</p>

Progress from last year 2001/02

<ul style="list-style-type: none"> • Implement the Government's modernisation proposals by adopting a new Constitution to meet statutory requirements following consultation processes 	Completed
<ul style="list-style-type: none"> • Implement the new system of electoral registration proposed in the Representation of the People Act 2000 and Representation of the People Regulation 2001 	Completed
<ul style="list-style-type: none"> • Finalise the Council's submission to the Local Government Commission in respect of the periodic electoral review scheduled for 2001/02 	Completed

Customer Contact Initiative

Both research within the Council and that carried out by external consultants over a number of years confirms that a consistently high percentage of users rate the provision, quality and accessibility of the Council's services as highly effective. In developing the Customer Contact Initiative the Council, far from being complacent, is committed to building on this success.

Objectives and Action for 2002/03

WHAT
Policy objective
♦ Make services more accessible to the public through an integrated Customer Service Centre and the use of e-technologies

HOW & WHEN	WHO
Actions to be taken	Service/unit responsible
<ul style="list-style-type: none"> Consolidate the business case justification for extending the Environment Customer Service Centre across all Council departments – Ongoing Invest in Customer Relationship Management technology as appropriate – Ongoing Integrate the highway management helpdesk into the Environment Customer Service Centre – July 2002 Obtain Quality Award in respect of quality of consumer advice – March 2003 Develop Consumer Support Network for consumer advice in line with the Department of Trade and Industry – March 2003 Develop a Customer Contact Implementation Strategy (IT) – October 2002 	<p>Environment – Director – contact John Osborne on 01344 351400 or email john.osborne@bracknell-forest.gov.uk</p> <p>Environment – contact 'new ways of working manager' on 01344 351400</p> <p>Environment – contact Rob Sexton on 01344 352580 or email robert.sexton@bracknell-forest.gov.uk</p> <p>Corporate Services, ICT – contact Nick Harding on 01344 352126 or email nick.harding@bracknell-forest.gov.uk</p>

Organisational Development

The Corporate Services department is responsible for the Personnel section. The Council's human resources policies can help service delivery in the most cost-effective way. This entails a strong emphasis on high levels of personal and professional performance through forward-looking policies, employee appraisal, appropriate financial rewards and development opportunities. The key activities of the section include, advising on organisational development issues, human resource policy development, industrial relations, contractual and employment law advice,

occupational health and welfare, management development, in-house and external training provision and skills development.

Objectives and Action for 2002/03

WHAT
<p>Policy objective</p> <ul style="list-style-type: none"> ◆ Promote the New Ways of Working Initiative ◆ Protect and enhance the Council position in relation to local and regional employment market ◆ Ensure that all employees can contribute fully to the achievement of corporate objectives ◆ Keep all officers and Councillors regularly informed and updated of developments within the Borough Council ◆ Enhance the ability of Councillors to carry out their role ◆ Ensure that staff, including social care staff, are appropriately skilled, trained and qualified and to promote the uptake of training at all levels

HOW & WHEN	WHO
<p>Actions to be taken</p> <ul style="list-style-type: none"> • Undertake staff survey and action results – annual • Make preparations for the Freedom of Information Act – 2003 • Develop working arrangements and personnel policies to accommodate increased partnership working with other agencies - Ongoing • Ensure all the Council's policies and procedures on access to services comply with statutory requirements and best practice - Ongoing • Undertake a review of the Council's employment policies and procedures - Ongoing • Review the Council's recruitment and retention policies – Ongoing • Develop a flexible benefits package – Ongoing • Develop the Council's management development programme as an aid to recruitment and retention - Ongoing • Implement and maintain team briefing and 'cascade' on monthly basis - Ongoing • Review the operation of the Council's staff appraisal scheme – October 2002 • Development and implement training plans to support the Council's 'New Ways of Working' 	<p>Service/unit responsible</p> <p>Chief Executive's Policy & Communications – contact Richard Wilding on 01344 352175 or email richard.wilding@bracknell-forest.gov.uk</p> <p>Corporate Services – Legal Section – Edwina Withe 01344 353071 or email edwina.with@bracknell-forest.gov.uk</p> <p>Corporate Services – Personnel – contact Tony Madden on 01344 352049 or email tony.madden@bracknell-forest.gov.uk</p>

<p>programme</p> <ul style="list-style-type: none"> Identify Councillor's training needs from personal development plans and support them in their changing roles – March 2003 Rollout New Ways of Working to all staff working in the Environment Department, based in Time Square – Ongoing Implement core competency model throughout social care disciplines – May 2002 Develop and implement workforce planning profile – July 2002 Develop learning and skills strategy – September 2002 Progress collaborative Human Resources arrangements with partner organisations – from April 2003 	<p>Corporate Services – Personnel – contact Leah Thompson on 01344 352222 or email leah.thompson@bracknell-forest.gov.uk</p> <p>Environment – contact 'office modernisation manager' on 01344 35??</p> <p>Social Services & Housing – contact Vincent Badu on 01344 351935 or email vincent.badu@bracknell-forest.gov.uk</p>
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Progress from last year 2001/02

Corporate Services	
The policy objectives from 2001/02 were to:	
<ul style="list-style-type: none"> Formulate detailed proposals for the development of new civic accommodation, to introduce new innovative ways of working and to allow the Council to vacate Edward Elgar House in July 2002. 	Completed
<ul style="list-style-type: none"> Develop and implement training plans to support the Council's 'New Ways of Working' programme 	Completed
<ul style="list-style-type: none"> Extend the Council's appraisal scheme to all staff to ensure the each employee has a Personal Development Plan 	Completed
Social Services & Housing	
The policy objectives from 2001/02 were to:	
Recruit, retain and train staff to ensure core competency levels are met and that planned services can be delivered effectively	
<ul style="list-style-type: none"> Develop a Human Resource Strategy 	Complete
<ul style="list-style-type: none"> Develop workforce planning and development with other unitary authorities and Health 	Work in progress

Outcomes from Best Value reviews

- Finance BV review**
 This review was only completed in May 2002 and therefore the final outcomes of the review will be published in next year's Plan.
- Design and Print BV review**
Scope of review
 - The review included all of the operational aspects, staffing levels and costings of the Design and Print Unit of the Council, and looked at the customer interface, market and future opportunities for design and print services

- The review excluded low volume desktop printing, the courier service and the high volume print operation associated with the mainframe, as this latter aspect was considered as part of the mainframe replacement in the Finance Best Value review.

Findings of review

- Customers have a positive attitude to the service, with 94% being very satisfied or satisfied with the service
- The Council has a significant Design and Print workload, which is likely to increase
- There is a greater need for colour printing, as customers seek greater presentation impact from printed matter
- The in-house Design and Print service offers a high quality competitive service, being 9% cheaper than the nearest comparative Council and other external providers except one. Rates charged for design and typesetting are 28% and 40% below average external rates
- Turnaround times for Committee work cannot be met by external suppliers
- There is approximately £100,000 of work not being processed by the Unit, being sent directly by departments to external providers
- There is spare production capacity within the Design and Print Unit
- There are significant differences in working practices for traditional and digital production machinery
- The management software for the Unit requires upgrading
- The Unit is capable of improvement

Outcomes of review

- Retain the in-house service and continue to enhance the contract/workload management role
- Route all of the Council's design and print requirements through the Design and Print Unit to achieve greater discounts with external providers through economies of scale
- Consider the exploration of new markets to fill spare capacity
- Upgrade management software and provide additional administrative resource to support project management of workload
- Consider the acquisition of a digital press to improve efficiency on full colour production
- Improve data transmission reliability between customers and the Unit
- Continue and develop the use of customer surveys and open days to promote the Unit and resolve any problems
- Continue to develop contacts with other Councils who have outsourced their printing operations and assess their experiences

Performance Indicator	How we performed in 2000/01	How we performed in 2001/02	Our target for 2002/03	Further information	Reference
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CORPORATE HEALTH

Customers and the Community

1. The percentage of interactions with the public, by type, which are capable of electronic service delivery and which are being delivered using internet protocols or other paperless methods.

BVPI 157

49%

65%

New indicator

The Council has successfully exceeded the target of 25% set for 2002.

Management of Resources

2. The percentage of invoices for commercial goods and services which were paid by the authority within 30 days of such invoices being received by the authority.
3. Percentage of Council Tax collected
4. The percentage of non-domestic rates due for the financial year which were received by the authority.

BVPI 8

BVPI 9

BVPI 10

87%

97.4%

99.6%

Staff development

5. The percentage of senior management posts filled by women.
6. The number of working days/shifts lost due to sickness absence.
7. Voluntary leavers as a percentage of staff in post
8. The percentage of employees retiring early (excluding ill-health retirements) as a percentage of the total work force
9. The percentage of employees retiring on grounds of ill health as a percentage of the total workforce

BVPI 11

BVPI 12

BVPI 13

BVPI 14

BVPI 15

31%

7.3

14.4%

0.56%

0.19%

Section Five

Responding to External Challenge

Comprehensive Performance Assessment

The publication of the White Paper 'Strong Local Leadership – Quality Public Services' introduced a revised performance management framework for local authorities. This framework is the Comprehensive Performance Assessment (CPA).

The Government's intention is that the CPA will build on existing audit, inspections and assessments, drawing on a range of evidence e.g.. Best Value Performance Plans, Best Value Inspections, Ofsted, Joint Review, etc.

As a result of the Assessment each authority will be classified into four categories: 'high performing', 'striving', 'coasting' or 'poor performing.' High performing and striving councils will have more flexibility to determine their own review programmes, while coasting and poor performing councils will be required to negotiate a programme of reviews and improvement in performance with the relevant inspectorate or government department.

The CPA is due to be carried out in this Council during July. We will be reporting on the results and outcomes from our CPA in next year's Policy & Performance Plan.

Local Government Improvement Programme

The Local Government Improvement Programme (LGIP) is a process of carrying out peer reviews in local authority councils, and is arranged by the Improvement and Development Agency (IDEA). The purpose of these reviews is to help the council assess its current achievements and its capacity to change. The basis for the assessment is a specially constructed benchmark of the ideal, fully effective local council. This focuses on three key organisational themes; Leadership, Democratic and Community Engagement and Performance Management.

This Council underwent this LGIP peer review in 1999, and volunteered itself again for another review during February 2002. We were the first council in the country to volunteer for a second LGIP peer review and it has been of tremendous value to us. The final report from the review team has not been finalised in time to include it in this Plan. However as the process of the LGIP peer review has similarities with the Comprehensive Performance Assessment, we are intending to report on the outcomes of both of these in next year's Policy & Performance Plan.

External Audit of last year's Best Value Performance Plan

Following the publication of last year's Best Value Performance Plan in March 2001, a statutory external audit has now been carried out by our external auditors (KPMG). The external auditors report was 'unqualified' which confirms that the Council has prepared and published its Best Value Performance Plan in accordance with the relevant legislation and statutory guidance from the Department of Transport and the Regions (DETR).

The auditors made a number of recommendations about areas for improvement to which the Council has responded, these were:

Recommendation 1: The Council should refine its arrangements for the production of performance information at a departmental level to ensure that systems are in place to validate each indicator prior to publication

Recommendation 2: The Council should review which of its objectives are not underpinned by appropriate performance information and develop local performance indicators to enable effective monitoring of progress to be undertaken

Recommendation 3: The Council should introduce a hierarchical system for the reporting and monitoring of its service performance, which is aligned with the current financial reporting system

Recommendation 4: The Council should revise its service planning procedures to incorporate core requirements which should be addressed in all plans, and corporate mechanisms for evaluating plans and monitoring their contribution towards delivering Bracknell Forest's corporate priorities.

Recommendation 5: Lead officers should be encouraged to bring forward the data collection element of the project plans to reduce the likelihood of delay in completing the review

Recommendation 6: The Council should ensure that all action plans arising from Best Value reviews are designed to drive performance improvement

Recommendation 7: The Council should develop a procedure for the formal approval of requests to change actions and targets in approved service improvement plans

Recommendation 8: The Council should ensure that appropriate officer and Councillor resources are devoted to the delivery of Best Value service reviews to enable reviews to be completed to a high standard within the timescales set out in the service review programme.

For further information on the Council's action plan in response to the recommendations made please contact Belinda Clack on 01344 352173 or email belinda.clack@bracknell-forest.gov.uk

Management Letter

The Council is subject to an annual audit of both its financial and management arrangements by the Council's external auditors KPMG. This report is known as the Management Letter and is reported publicly to the Councillors. The most recent report highlighted areas of good performance as:

- Continuing to respond well to the challenges of Best Value
- Good planning on the new political management framework
- Focusing on audit services through the agreement of a protocol between internal and external audit

Areas for future improvement were:

- Financial position in the medium term is not sustainable due to reliance on reserves
- 'Bedding in' the new political arrangements and aligning work programmes of the Executive and the Select Committees to the Council's Strategy and Medium Term Objectives.

Best Value Inspections

Some of the Council's completed Best Value reviews have been subject to external inspection by the Best Value Inspectorate (part of the Audit Commission). The outcomes of these inspections are:

Legal Services – this review was completed in 2000/01 and was subject to inspection in 2001. The Inspectors graded the service as 'good' (2**) which was 'likely to improve'. The main recommendations made by the Inspectors were

- An annual service plan should be developed for the service, with statements of what the service is doing to meet corporate objectives
- Extend and improve links with client departments so that they are involved in identifying more challenging and relevant indicators of performance and are regularly consulted
- Show client departments clearly what it costs them to use Legal Services
- Continuously benchmark with other public and private sector partners
- Provide additional support to training needs of services

Development Control – this review was completed in 2001/02 and was subject to inspection in November 2001. The Inspectors graded the service as 'Fair' (1*) with 'promising' prospects for improvement. The main recommendations were:

- To improve service effectiveness by agreeing the long term direction for the Council and the Development Control Service, reviewing the Committee structure and size, and speeding up the processing of applications
- To improve performance management by aligning corporate, service and individual staff objectives, ensuring better monitoring of performance by using national and local performance indicators
- To improve external communication by ensuring customers have better quality information and guidance, developing a 'customer charter' and council-wide enforcement guidance and allowing better public access at Committee meetings
- To improve internal communications in line with the corporate communication strategy, ensuring the service is 'joined up' with other services, speeding up internal communications and ensuring staff training and communication is relevant and timely and procedures and manuals are kept up to date

Leisure Services – this review was completed in 2001 and was subject to inspection in March 2002. The Inspectors graded the service as 'good' (2**) with 'promising' prospects for improvement. The service is considered good because,

- There is a corporate and service vision expressed through the leisure objectives;
- There is an extensive range of high quality leisure facilities and services delivered that are well used;
- Local people are generally very satisfied with the range and quality of services;

- Staff are knowledgeable, friendly and helpful;
- There are numerous examples of the Service putting policies into practice, resulting in initiatives focused on the needs of local people;
- The Service works in partnership to deliver more than it could working alone; and
- The Service compares well with other councils across a range of indicators

The main recommendations were that the service should:

- Improve its knowledge of customers and non-users, so ensuring that services are developed to meet the needs of existing and potential customers, by:
 - ◆ Taking a comprehensive and consistent approach to marketing;
 - ◆ Identifying customers' needs and views through service user groups;
 - ◆ Developing a range of mechanisms for staff and partner consultation and involvement, particularly on service development and performance issues;
- Increase the use of leisure services and encourage take-up by all sections of the community, by:
 - ◆ Identifying the reasons for declining and changing use;
 - ◆ Evaluating the impact of partnership working and community initiatives in order to influence future service development;
 - ◆ Prioritising resources and taking action to meet the community needs and address the decline in use;

Ofsted inspection of the Local Education Authority

In May 2001 the Education Department were inspected by Ofsted, the National Inspectorate for Education Standards. The results were excellent with the report stating that 'the new LEA has made a good start (since Unitary status). Elected Members have quickly and confidently assumed responsibility for education, and have established a clear vision and strategy. They are well advised by the Director of Education, who with his senior colleagues provides excellent professional leadership for the service. A productively challenging and mutually confident relationship with schools has been established which is characterised by very effective consultation. The Local Education Authority is strongly customer focused and has excellent mechanisms for canvassing schools' views. Its capacity to achieve continuous improvement through self-review is admirable. In many areas of its work, the Local Education Authority provides a model for others to follow.'

As well as identifying areas of strength, the inspectors also identified a few areas of weakness. These were:

- Support for gifted and talented pupils
- Provision for pupils who have no school place
- Support for behaviour
- The effectiveness of measures taken to combat racism
- The effectiveness of measures taken to combat social exclusion

A detailed action plan to address all of these areas has been developed and incorporated into the overall Education Development Plan for the Council. For further details of this plan please contact Allison Fletcher on 01344 354185 or email allison.fletcher@bracknell-forest.gov.uk.

The inspectors concluded that 'this is a very good Local Education Authority and with very capable senior officers, there is no doubt that it has good capacity to address its few weaknesses.'

Ofsted Inspection of the Youth Service

During March 2001 the Youth Service of the Council also received an inspection from Ofsted. This found that the Council's Youth Service 'is an improving service which has made good progress in building partnerships with other agencies and developing focused project work with young people at risk of social exclusion. Young people achieved satisfactory standards in the majority of sessions, although youth work in some sessions did not provide sufficient challenge to raise the performance of the more able young people. There are, however, significant weaknesses in the management and delivery of youth work which limit the positive impact of recent developments. Through the Best Value review, the Youth Service has recognised some of these weaknesses and has put in place measures to tackle these. However, given the resources available to it, the service is in contact with a relatively small number of young people within its target age range and does not respond adequately to the needs of particular groups of young people. The service has high unit costs and lacks a clear strategic plan for the development of youth work. Currently therefore, the service provides unsatisfactory value for money.'

However the Inspectors recognised that considerable progress had been made in the Youth Service to improve the quality of youth work and to further raise the standards of young people's achievement and recommended the following:

- Define and make explicit the strategy for the development of youth work in a way which reflects the educational principles of the work and sets out the services priorities
- Provide stronger curriculum leadership
- Establish a framework of needs assessment and planning
- Ensure that youth work adds value to and extends young people's experience and learning
- Improve the quality of record keeping and data analysis
- Build on the capacity of full-time and part-time youth work staff to provide effective youth work.

For further information on the Ofsted Inspection of the Youth Service contact Susie Roberts on 01344 354104 or email susie.roberts@bracknell-forest.gov.uk.

SSI Inspection of Children's Services

During the year 2001/02, the Social Services Inspectorate inspected Children's services. The inspectors rated the service as 'poor' with 'poor' prospects for improvement, although they recognised that considerable improvements had been made since the inspection was carried out on site in October 2001.

Key strengths and areas for development are as follows:

'Children and their families receive responsive services which avoid family breakdown wherever possible, prevent harm and promote children's life changes'

Strengths	Areas for Development
<ul style="list-style-type: none"> Some families were well satisfied with the service they received There was some effective and responsive local service provision Evidence of competent and professional child protection work The use of the pink form for recording child protection visits was a helpful innovation Child protection procedures had been updated and republished in collaboration with the other ex-Berkshire Unitary authorities 	<ul style="list-style-type: none"> Parents of children with disabilities were mostly unsatisfied Many young people – who appreciated being listened to – would like consultation to be a stronger part of the service There was need to re-shape and/or improve some services A more consistent approach was needed to early judgements about whether the Council was carrying out an enquiry under section 47 of the Children Act 1989 (the duty to investigate concerning the protection of children) Personal education plans had yet to be put in place for all eligible children

'Children and their families benefit from appropriate referral and assessment processes, care planning and review arrangements which focus on the needs of the child'

Strengths	Areas for Development
<ul style="list-style-type: none"> There was some attractive publicity and information about services The duty system had improved greatly and now worked Able and committed social workers Enthusiastic response to Framework for the Assessment of Children in Need and their Families sustained and improved professional practice with new referrals The use of a yellow form for recording visits to looked after children was a helpful innovation The forms created for children, young people, parents and care staff to express their views before a review of a looked after child were imaginative and commendable 	<ul style="list-style-type: none"> There was no overall strategy for the production and distribution of publicity Time Square could be made more welcoming for personal callers Assessment and planning for children with disabilities could be improved Social Services and some other organisations were sometimes not sufficiently working to a common agenda Social Services needed to do better in ensuring young people really knew what their care plan was and there was scope for some improvement in planning for adulthood Reviewing officers might be better located separately from operational fieldwork
	<p>88 Councillors were not given all the required detail about adoption activity</p>

'Social Services provides a fair, consistent and inclusive service'

Strengths	Areas for Development
<ul style="list-style-type: none"> • The new children's services eligibility criteria were an important improvement • There was a social services Fair Access Action Plan 	<ul style="list-style-type: none"> • The approach to responding to complaints was not always good enough • The charging system for parents of disabled children was not transparent • There was no clear statement about how social services responded to gender, sexual orientation, ethnicity, religion, culture and disability

'Social services commissions and delivers services to clear standards covering both quality and costs by the most effective, economic and efficient means available (Best Value)'

Strengths	Areas for Development
<ul style="list-style-type: none"> • Social Services had greatly improved financial monitoring and control – it knew what money was available and what staffing and in-house services cost • The group accountant for Social Services was undertaking very useful networking with finance colleagues in the Primary Care Group (PCG) 	<ul style="list-style-type: none"> • Social services aspired to act as a commissioning organisation for social services to children and families – and there were able staff involved in making progress, but it was still relatively early days • There was a range of quality assurance and performance measurement systems that were functioning – these were not co-ordinated in a way which helped Social Services strategically to be more in overall charge of its performance and direction (for children and families) • Social Services did not know the unit costs of services provided through grants – nor did it have a systematic way of monitoring service outcomes of grant-aided organisations

'Social Services has management accountability structures that provide safe effective services'

Strengths	Areas for Development
<ul style="list-style-type: none"> • The Management Action Plan (MAP) for Quality Protects continued to be an important and effective way of improving local services • The Council Leader and Chair of Social Services had given strong political leadership to a programme of recovery following the summer 2000 visit of the Joint Review Team • A new management stability was assisting with progress: the children's 	<ul style="list-style-type: none"> • Improvements needed to be nurtured and carried forward by more strategic engagement – within social services and with partners • A good start had been made to listening to the views of young people and parents – but more work needed to be done • There was no business plan for the Area Child Protection Committee • Some of the required visits had not



<p>services management team had made an important contribution to developing the way forward and staff supervision was good</p>	<p>been made to council run homes</p> <ul style="list-style-type: none">• There was room for improvement in developing a training strategy – and addressing recruitment and retention problems• The Council did not ensure social services managers had an analysis of how well the workforce reflected the composition of the local community
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Section Six

The Borough's Finances

The Council is required by legislation to account for expenditure in three distinct categories:

General Fund Revenue Account – This includes day to day spending on all services except those directly relating to Council housing. Expenditure is financed mainly from Government grant (Revenue Support Grant), Business Rate income and Council Tax.

Housing Revenue Account – Included within this account is all expenditure on the day to day management of the Council's housing stock. Expenditure is principally funded from Council house rents.

Capital – All improvements and enhancements to the Council's assets are included in this category. This expenditure is financed partly from the sale of capital assets, government grant support and contributions from developers.

An analysis of planned expenditure for 2002/03 is set out below. More detailed information is available in the Council's Budget Book.

1. General Fund Revenue Account

Each year the Council sets out its spending plans for the year ahead and these are approved by the full Council in late February. In 2001/02 the Council budgeted to spend £88.3m. It is currently estimated that expenditure during the year will match the approved level. The Borough Council plans to spend £90.2m in 2002/03 on its general fund services, a 6% increase on last year (after adjusting for changes in Government funding).

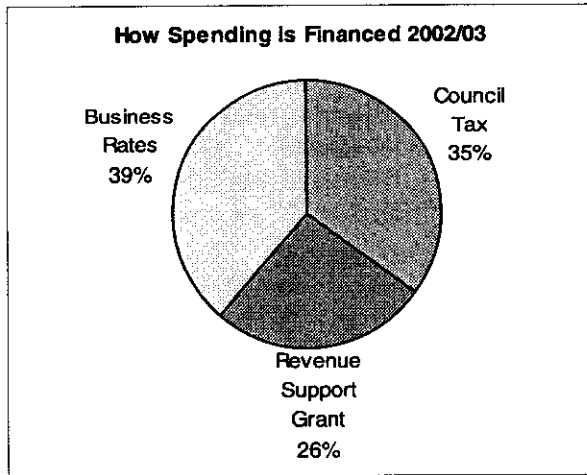
The main thrust of the budget package is to protect and develop services, whilst maintaining the medium term financial strategy to bring spending to a level that can be sustained by annually generated revenue over a three to five year period.

As part of the overall budget strategy, service departments were asked to identify service developments, budget pressures and service economies. In total, £3.4m worth of service developments and pressures have been included within the budget, mainly for Social Services and Education. To help balance the budget, economies totalling £2.2m have also been identified and these are incorporated in the budget plans. These economies equate to 2.5% of the 2002/03 budget, exceeding the Government's target of a 2% efficiency saving each year.

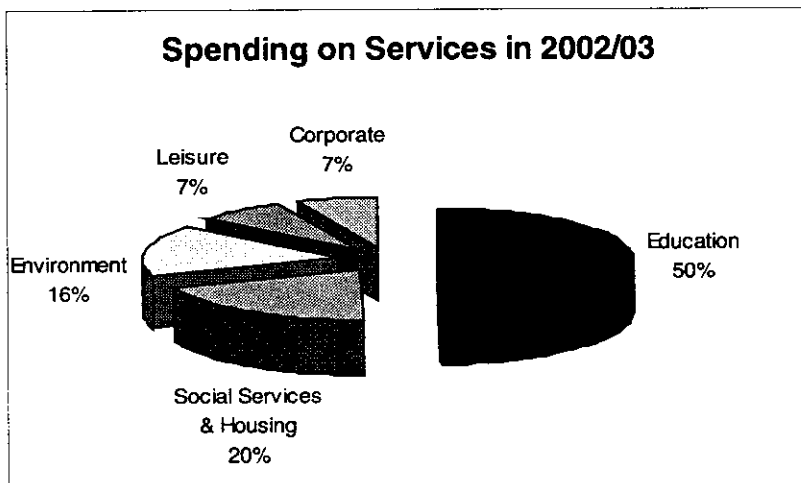
The Council's expenditure together with a deficit of £0.3m on the Collection Fund will be financed by £2.7m of general revenue balances and by income from the following sources:

	£m
Council Tax	30.9
Revenue Support Grant	22.7
Business Rates	34.2
Total	87.8

This income is shown in percentage terms in the following chart:



Expenditure will be divided across the Council's services as follows:



Council Tax for 2002/03

Residents who live in a Band D property will be paying £750.69 for the Borough Council's services in 2002/03, an increase of 8.5% (£1.13 per week) over 2001/02. Council Tax bills also include the precepts made by the parish in which residents live and the Thames Valley Police Authority. Individual tax bills will depend on the property valuation, parish location and any available relief.

General Fund Revenue Budget

Summary 2002/03

	Gross Expenditure	Income	2002/03 Budget
	£'000	£'000	£'000
Services			
Corporate Services	13,945	6,131	7,814
Education	68,227	10,898	57,329
Environment	25,148	6,434	18,714
Leisure Services	15,390	6,952	8,438
Social Services & Housing	43,047	19,821	23,226
Cost of Services	165,757	50,236	115,521
Less: Capital Financing Charges			(25,805)
Add: Levies			
Berkshire Combined Fire Authority			3,193
Environment Agency (Flood Defence)			616
Magistrates Court			133
Sub Total			93,658
Housing Revenue Account			(4,225)
Reading Borough Council – Debt			2,610
Interest			(1,510)
Contingency			400
Contribution from Capital Resources			(700)
Total Expenditure			90,233
Use of General Fund Balances			(2,659)
Bracknell Forest's Budget Requirement			87,574
Deficit on Collection Fund			326
Amount to be met by Council Tax and Government Grants			87,900

2. Housing Revenue Account

The Housing Revenue Account (HRA) is a ring fenced statutory account that must include all expenditure and income related to the provision, management and maintenance of housing provided by the Council. The purpose of the "ring fencing" is to ensure that no costs relating to such housing are met by the Council Tax or that rents do not subsidise the Council Tax.

The two main activities undertaken within the HRA can be identified as follows:

- Housing Management
- Property and Client Services

The Housing Management Section manages the Council's mixed tenure estates dealing with a wide range of issues. It is responsible for collecting rents in excess of £19m annually and for rent arrears management. The property and client services section manages the repairs and maintenance function of the Council's housing stock. It assesses the condition of the stock and develops programmes to maintain the quality and function of the Borough's housing accommodation.

In 2001/02 the Council budgeted to draw £0.168m from reserves to balance the Housing Revenue Account budget. It is currently estimated that a small overspend will occur at the year end of £0.075m, which represents 0.2% of gross expenditure.

In line with the Council's commitment to involve tenants in major decisions affecting their housing, a consultation exercise was carried out during January 2002. Three options for rent increases were put forward for consultation, being 5.2%, 6.2% and 7.2%. The majority of respondents voted for a rent increase of 5.2%.

In light of the demands on the budget, the result of the tenant consultation exercise and the need to maintain a prudent level of reserves, the Council agreed an increase in rents of 5.2% from 1st April 2002.

Tenants will also benefit from a £1.6m capital improvement package which is being funded from the Council's capital receipts. This package will continue the rolling programme of uPVC window replacements, central heating upgrades, welfare aids & adaptations and other improvements.

HOUSING REVENUE ACCOUNT 2002/03

	2001/02 Original Budget £'000	2001/02 Current Approved Budget £'000	2002/03 Original Budget £'000
INCOME			
Dwelling Rents (gross)	-18,323	-18,323	-19,146
Non-dwelling rents (gross)	-1,130	-1,141	-1,218
Heating Charges	-223	-217	-206
Leaseholder's Charges for services & facilities	-212	-213	-216
Other Charges for services and facilities	-276	-311	-320
Shared Items	-171	-174	-180
Total Income	-20,335	-20,379	-21,286
EXPENDITURE			
Repairs and Maintenance	4,361	4,449	4,447
General Management	2,693	2,755	3,028
Special Services	2,221	2,416	2,596
Rents, Rates, Taxes and other charges	279	272	272
Rent Rebates	8,163	8,163	8,024
Inflation	294	0	0
Negative Subsidy Transfer to the General Fund	3,806	3,806	4,225
Capital Charges	26,678	26,678	26,760
Total Expenditure	48,495	48,539	49,352
Net Cost of Services	28,160	28,160	28,066
Capital Charges	-23,000	-23,000	-23,000
Interest Receivable	-1,814	-1,814	-1,459
Net Operating Expenditure	3,346	3,346	3,607
Appropriations			
Reserves	-168	-168	63
Transfer from Major Repairs Reserve	-3,178	-3,178	-3,670
Total Net Cost-HRA	0	0	0

3. Capital Expenditure

Each year, the Council agrees a programme of capital schemes for the next three years. These schemes are funded from three main sources:

- The Council's accumulated capital receipts and/or revenue balances
- Government grants
- Other external contributions

The capital programme for 2001/02 consisted of £20.158m on projects and programmes determined by Service Departments plus £3.297m as the Council's contribution to Social Housing Schemes which is fully reimbursed by the Housing Corporation. The projected outturn is £13.168m (65% of approved expenditure) which is in line with performance in 2000/01 when 66% of the budget (excluding LASHG) was spent.

The Council's estimated total usable capital receipts, which are potentially available to fund new capital schemes, as at 31 March 2002 is £36m. During 2002/03 it is anticipated that £7.3m of capital receipts will be generated as a result of Council house and other asset sales. The accumulated receipts do, however, generate significant income in interest receipts, which are included in the revenue budget.

In accordance with its Corporate Capital Strategy the Council has developed a three year capital programme covering the period 2002/03-2004/05. In setting the three-year programme the Council has agreed to fund £12m of new schemes for 2002/03 from its own capital receipts and £7m from external grants and contributions. Details of the approved three-year capital programme for 2002/03 to 2004/5 are shown below:

	2002/03	2003/04	2004/05
Service	£'000	£'000	£'000
Corporate Services	4,397	3,302	2,267
Education	4,254	3,980	1,529
Environment	2,146	1,985	2,263
Leisure	1,369	1,443	1,319
Social Services & Housing	5,511	5,607	5,477
Housing Improvement Programme	1,600	1,600	1,220
TOTAL	19,277	17,917	14,075
Funded By:			
Capital Receipts	12,035	10,696	8,932
External Grant & Contributions	7,242	7,221	5,143
	19,277	17,917	14,075

The proposals for 2003/04 and 2004/05 are likely to exceed the resources available and will be reviewed together with any potential new schemes when considering next year's capital programme.

Some examples of the major capital schemes planned are:

Education

School Improvement Projects	£1,468,000
Sandy Lane School's Amalgamation	£409,000
Extension of College Hall Pupil Referral Unit	£412,000

Devolved Capital to Schools £608,000

Environment

Local Transport Plan £1,506,000

Leisure

Sport & Leisure Centre Improvements £400,000

Social Services & Housing

Local Authority Social Housing Grant £5,000,000

Housing Improvement Programme £1,600,000

Corporate

Replacement of the Council's core financial systems £1,422,000

Development & Extension of the Smartcard £1,015,000

4. Trading Accounts

The Council is required to publish planned and actual expenditure for all significant internal trading operations. This is set out below:

Leisure Management

2001/2002 Forecast	2001/2002 Actual		2002/2003 Forecast
£000's	£000's		£000's
5,055	5,102	Turnover	5,182
0	(55)	Surplus/(Loss)	0

The Council operates a trading operation for Leisure Management, which was originally set up under the Compulsory Competitive Tendering (CCT) process. This operation covers the Bracknell Sports & Leisure Centre, Coral Reef (which is an indoor water centre) and an 18 hole Golf Course. The catering function within these sites is also included. The operation's financial target for 2001/02 was to break even. The £55,000 loss was due to special maintenance costs of £21,000, which is to be charged to a reserve set up for this purpose, and a reduction in sun bed income which resulted from a substantial reduction in usage.

Building Maintenance

2001/2002 Forecast	2001/2002 Actual		2002/2003 Forecast
£000's	£000's		£000's
4,300	3,980	Turnover	4,300
0	(110)	Surplus/(Loss)	50

The Council operates a trading operation for Building Maintenance, which was originally set up under the Compulsory Competitive Tendering (CCT) process. It provides comprehensive jobbing maintenance covering all the main trades to most of the Council's properties, although the largest volume of work is in relation to Council houses. The operation's financial target for 2001/02 was to break-even. The £110,000 loss was as a result of redundancy and capitalised pension costs due to a reduction in staffing levels. This resulted from the Best Value Review of the service

which led to an amalgamation of roles previously segregated between the client and contractor.

Landscape Contract

2001/2002 Forecast	2001/2002 Actual		2002/2003 Forecast
£000's	£000's		£000's
1,668	1,831	Turnover	1,668
(16)	(238)	Surplus/(Loss)	(13)

The current contract was awarded on 1 October 1999 to the Landscape Services section of Bracknell Forest Borough Council. The contract covers work on amenity land, parks and open spaces, housing land and the majority of the authority's schools. Programmed works on grass cutting, maintaining beds and borders, strimming and weedkilling account for most of the expenditure but in addition there are tree works, additional works and materials. The operation's financial target is to break even each year excluding capital charges on the Nursery. The contract is running at a deficit due mainly to the number of productive hours used in the calculation of the charges not being achieved as well as the times set for some of the tasks proving unachievable. The Director of Environment is currently reviewing the operation of the contract in the light of these factors.

Housing Management

2001/2002 Forecast	2001/2002 Actual		2002/2003 Forecast
£000's	£000's		£000's
1,338	1,423	Turnover	1,650
0	0	Surplus/(Loss)	0

The Authority operates an internal contract for Housing Management services that was tendered under Compulsory Competitive Tendering. The contract covers the management of dwellings and garages including void, lettings, transfers, repairs requests and administration of sales under the Right to Buy scheme. In addition the contractor inspects estate areas, including blocks of flats and other grouped dwellings and is actively involved in tenants and leaseholders' participation and welfare issues. The target for the contract is to break even each year.

Car Parks

2001/2002 Forecast	2001/2002 Actual		2002/2003 Forecast
£000's	£000's		£000's
1,326	1,350	Turnover	1,380
(646)	(699)	Surplus/(Loss)	(586)

The off-street car parks comprise both multi-storey and surface. The car parks are administered and patrolled on behalf of the council by Central Parking System UK. Income arises from the sale of season tickets to local businesses and other organisations for their staff, daily charges from shoppers and other casual users and the letting of commercial units under one of the multi-storey car parks. The car park account includes notional depreciation and interest costs (capital charges) of

£1.187m. Excluding this element, the cash surplus in each of the two years will be around £0.5m.

More detailed financial information is contained in the Council's Annual Budget Book. For copies of this or more detailed information please contact:

Alan Nash, Assistant Borough Finance Officer on 01344 352180 or email alan.nash@bracknell-forest.gov.uk

The Corporate Services department is responsible for finance within the Council. The finance section provides financial advice, financial monitoring, accounting, budgeting, banking, auditing, insurance and the payment and collection of all monies due (including local taxation). The section has five main specialist areas: corporate and advisory service, treasury management, revenue services, risk management and insurance services and internal audit service.

Objectives and Action for 2002/03

WHAT
Policy objective
<ul style="list-style-type: none"> ◆ Maximise the Council's prospects for increasing available funding ◆ Review the Council's spending plans in the light of available resources

HOW & WHEN	WHO
Actions to be taken <ul style="list-style-type: none"> • Undertake a budget review process – January 2003 • Maintain a robust three year planning process which forecasts and monitors service needs and potential resources - Ongoing • Update the commitment budget to cover the period 2003/04 to 2005/06 – January 2003 • Formulate the revenue budget for 2003/04 – February 2003 • Review and update the capital programme to cover the period 2003/04 to 2005/06 – January 2003 • Identify the strategic financial issues and choices arising from any new legislation or policy initiatives - Ongoing • Identify and attract additional sources of external funding to help meet the Council's objectives - Ongoing • To streamline the Council's financial management processes by implementing a replacement Financial Information System – April 2003 	Service/unit responsible Corporate Services, Finance – contact Chris Herbert on 01344 355694 or email chris.herbert@bracknell-forest.gov.uk

Progress from last year

<ul style="list-style-type: none"> • Update the commitment budget for 2002/03 to 2004/05 and formulate revenue budget for 2002/03 	Completed
<ul style="list-style-type: none"> • Review and update capital programme for 2002/03 to 2004/05 	Completed
<ul style="list-style-type: none"> • Identify strategic financial issues and choices arising from any new legislation or policy initiatives 	Ongoing

<ul style="list-style-type: none">• Identify and attract additional sources of external funding to help meet the Council's objectives	Ongoing
<ul style="list-style-type: none">• Begin the procurement process for replacing the Council's mainframe computer system and associated financial information systems	Procurement process and contract negotiations completed.

Conclusion

We hope that you have enjoyed reading this Plan and that you now have a better idea of the work we do and our plans and aspirations for the forthcoming year.

We will be publishing a similar document to this each year, which will enable you to see how well we have performed and if we have been able to meet the priorities and targets that we have set out here.

Please let us have any comments or feedback on anything that you have seen or read or anything that you think that we have missed out and that you would like to see in future editions of this Plan.

It is easy to contact us and there are a number of ways in which you can get in touch with us.

www.bracknell-forest.gov.uk

Contact your local Councillor

(for details of your local Councillor, please phone 01344 352006 or see the information available on the Council's website)

Or contact the Policy & Communications Unit

Belinda Clack, Policy Development Adviser, on 01344 352173 or email belinda.clack@bracknell-forest.gov.uk

Or write to Bracknell Forest Borough Council, Easthampstead House, Town Square, Bracknell, RG12 1AQ.



Annexes

- **A: Key to Performance Indicator information**
- **B: Local Public Service Agreement – current list of targets and freedoms and flexibilities being negotiated.**



Annex A: Key to Performance Indicator information

[to be completed when all performance indicator information is inserted]

Annex B: Local Public Service Agreement – current list of targets and freedoms and flexibilities being negotiated.

1. Reduce school truancies by a further 10% from the level achieved in 2002 (National target 5)
2. Improve public examination results at the Brakenhale School at the end of Key Stage 4 to 35% A*-C grades in 2005 (Local target)
3. Reduce preventable hospitalisation and ensure year on year reduction in delays in moving people over 75 on from hospital (National target 7)
4. Improve the educational attainment of children and young people in care aged 16 and over with 5 GCSEs at grade A*-C to 20% in 2004 (National target 9)
5. Increase the participation of problem drug users in drug treatment programmes by 60% from current levels by 2004 and 75% by 2005 (National target 16)
6. Reduce the rate of re-convictions of all young offenders by 6% by 2004 compared to the predicted rate (National target 21)
7. Reduce vehicle crime to 30% by 2004 (National target 17)
8. Increase the percentage of household waste to be recycled or composted to 19% for 2003/04 and 24% for 2004/05 (National target 22)
9. Reduce the number of people killed or seriously injured in Bracknell Forest Borough in road accidents by 6% in 2004/05 (National target 26)
10. Increase affordable housing and key worker housing by 29% by 2005 (Local target)
11. Increase library usage (Local target)
12. Cost effectiveness (National target 30)

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Message from the Executive

Thank you for taking the time to read this, Bracknell Forest Borough Council's Policy & Performance Plan. The Plan aims to let local people know what the Council is striving to achieve, how we have set our objectives, how we are doing, how we performed last year against our targets and how we plan to improve each year.

We will produce a Plan like this each year so that you can keep track of our progress and whether we are meeting the standards and targets we have set. We have exceeded what is required by legislation by also including our policies and our ambitions for the future in this Plan.

The document highlights the vast range of services that we provide as a Unitary Council. It provides a comprehensive picture of all that we do and the way that we do it. The information in the Plan is audited independently, so that you can be sure that you are getting a true picture.

In the Plan you will find information on the Council's strategic objectives and its priorities for the year ahead, together with details of how we intend to achieve them. As you will see, there is much that the Council aims to do, and much that we have already achieved in areas such as e-government and Councillor development. We are also a Beacon Council and aim to build on those standards of excellence in managing the environment in the coming year.

We intend to build on our past successes and continue to look at ways of improving our performance in the future to make a real difference for people living and working in the Borough of Bracknell Forest. We have streamlined the way we make decisions by successfully introducing an Executive and Leader model for our Councillors.

We are always interested to hear your views and you will find details on how to contact us overleaf. Please let us know what you think.

*Councillor Paul Bettison
Leader of the Council and
Chairman of the Executive*

*Councillor Alan Ward
Executive Member for Education*

*Councillor Gareth Barnard
Executive Member for Social and Health
Care Services & Housing*

*Councillor Bob Wade
Executive Member for Policy
Implementation*

*Councillor Peter North
Executive Member*

*Councillor Dale Birch
Deputy Leader of the Council*

*Councillor Terry Mills
Executive Member for Public &
Environmental Services and Parish
Liaison*

*Councillor Mary Ballin
Executive Member for Planning &
Transportation*

*Councillor Iain McCracken
Executive Member for Leisure Services*

Introduction

About this Plan

This Plan describes the policies of the Council, and the specific objectives that the Council is striving towards to achieve these policies. As a Unitary Authority the Council is responsible for a wide range of services to the public, some of these services are diverse. The development of the key priority areas for the Council reflects these themes and the requirements of the whole community. The key priorities are also derived from the overall direction that has been established by the Councillors and senior managers at Bracknell Forest.

However linked directly to the strategies and plans for the authority is the need for performance measurement and management. This Council believes in the premise that *'what gets measured is what gets done'*.

The Plan covers the Council's performance from April 2000 to March 2001, as this is the most recent year for which we have audited and accurate performance figures. We have also included our actual performance for the year April 2001 to March 2002 (or estimated performance in some cases) and set targets, where possible, for the following year (April 2002 to March 2003). Some of the targets set are specified by the Government and we have indicated where this is the case.

Comparative data is also included, to show our performance against that of other councils throughout England.

At the heart of local government is the need to focus on the services delivered to the public. To help us do this we need to consult with a variety of different groups and individuals. This Plan explains to you what we hope to achieve by consultation and the various ways in which this consultation has been carried out. *See Section Three: Involving Communities*

Our external auditor has audited our last Plan, which was produced March 2001. The auditor's verdict on this Plan and how we will address issues raised in the auditor's report are also included. In the future the external auditor's report will be included in the final report from the Comprehensive Performance Assessment. *See Section Five: Responding to External Challenge.*

Further Information

Inevitably, even in a Plan such as this, it has not been possible to include details of everything that we do. Therefore we have included contact names and numbers as far as possible, to direct you to the key people within the Council, or to other documents that may be of interest to you.



Your Views

We would like to hear your views and comments on both the content and the format of the Plan. We need to be sure that it is giving you the information that you want, in the way that you want it.

If you have any comments, views or suggestions for improvements, please contact

Belinda Clack at the address below, or on 01344 352173 or email
belinda.clack@bracknell-forest.gov.uk

Policy Development Unit
Chief Executive's Department
Bracknell Forest Borough Council
Easthampstead House
Town Square
Bracknell
Berkshire RG12 1AQ

Section One

Bracknell Forest Borough Council's Vision

The Council's vision for the Borough is

“To make Bracknell Forest a place where people can thrive; living, learning and working in a clean, safe and healthy environment.”

This is the vision of the Council, which had been developed as part of the draft Community Plan. This is a wide-reaching strategic Plan for Bracknell Forest Borough. It will go beyond the organisational boundaries of the Council to promote and improve the economic, social and environmental well being of the Bracknell Forest communities and so contribute to the achievement of sustainable development in the United Kingdom.

Developing a Community Plan

Our aim for the Community Plan is to enhance the quality of life of the community. We recognise that we cannot achieve this vision and the actions that underpin it on our own. We are working with a range of organisations and individuals, who share a common interest in the Borough. Working in such a partnership, to produce the Plan, will mean that it will address the needs, and co-ordinate the actions of the Council and other local public, voluntary, community and private sector organisations. The Plan will focus and shape the future activity of these organisations so that they can meet the needs of the local community.

The Community Plan will contain:

- ◆ A long term vision, focusing on outcomes, particularly in terms of community engagement
- ◆ Shorter term priorities and activities, in the form of actions
- ◆ A shared commitment to implementing actions
- ◆ Monitoring of the action plan and ongoing review of the Plan
- ◆ Ward level analysis of trends as supporting evidence
- ◆ Analysis of economic, social and environmental trends

Work has been ongoing across the Council, in conjunction with other partners for some time, and our aim is to consult on the draft Community Plan during the summer of 2002, with a view to publishing a final version for the start of the financial year 2003/04. This will involve a period of extensive consultation with all parties, including the public.

Objectives and Action for 2002/03

WHAT
Policy objective
<ul style="list-style-type: none"> ◆ Promote quality of life throughout all sectors of the community ◆ Engage partner agencies and the public in the development of the Community Planning Strategy for Bracknell Borough ◆ Publish a Community Plan for 2002/03 – 2004/05

HOW & WHEN	WHO
Actions to be taken	Service/unit responsible
<ul style="list-style-type: none"> • Develop a comprehensive planning process involving key partners • Develop Local Strategic Partnership • Undertake extensive consultation, in a variety of ways, with all relevant agencies, organisations, community and user groups and individuals – Between April and September 2002 • Publish final strategy – by March 2003 • Establish the Council's relationship with the voluntary sector to develop a Voluntary Sector Compact • Work with the LA 21 Impact Group to ensure sustainable development concepts are fully integrated into the policies of the Council – ongoing • Review the LA 21 Strategy to reflect local action including progress against the agreed menu of quality of life indicators – December 2002 	<p>Chief Executives Policy & Communications Unit – Contact Richard Wilding on 01344 352175 or email at richard.wilding@bracknell-forest.gov.uk</p> <p>Contact Vincent Palizcka on 01344 354181 or email at vincent.palizcka@bracknell-forest.gov.uk</p> <p>Environment – contact Pauline Nabarro on 01344 352503 or email pauline.nabarro@bracknell-forest.gov.uk</p>

Relevant Strategies and Plans

COMMUNITY PLAN (in draft)	<p>Purpose and content: To promote and improve the economic, social and environmental well-being of the community and so contribute to the achievement of sustainable development in the UK</p> <p>Statutory requirement: Yes</p> <p>Legislation: Local Government Act 2000</p> <p>Timing: None specified</p> <p>Responsible Officer: Helen Style 01344 355604, email: helen.style@bracknell-forest.gov.uk</p>
LOCAL AGENDA 21 STRATEGY	<p>Purpose and content: A strategy for achieving sustainable development.</p> <p>Statutory requirement: No</p> <p>Legislation: N/A</p> <p>Timing: By December 2000</p> <p>Responsible Officer: Pauline Nabarro 01344 352503 or email: pauline.nabarro@bracknell-forest.gov.uk</p>

	How we performed in 2000/01	How we performed in 2001/02	Our target for 2002/03	Further information	Reference
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CORPORATE HEALTH

Planning and measuring performance

1. Has the authority established a timetable for preparing a community strategy that works towards a long-term sustainable vision for the area?

Yes

Yes

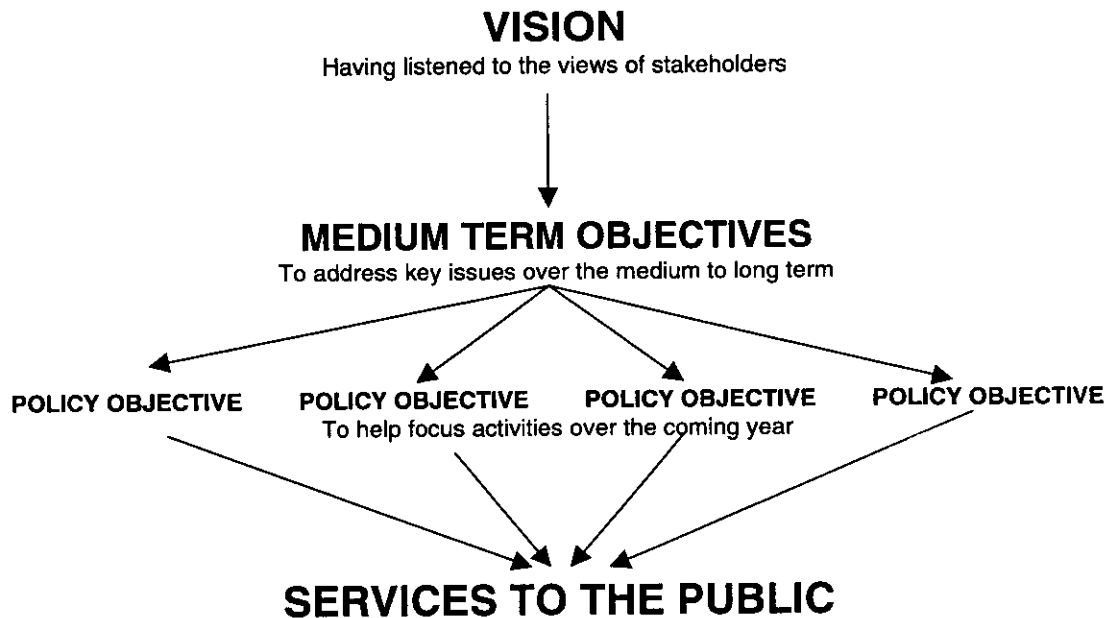
N/A

BVPI 1

Section Two

What do we want to achieve? – Strategic objectives and policies

Having established the vision for the Borough we then need to develop our strategic objectives and policies. We call these strategic objectives our **Medium Term Objectives**. These are important to ensure that we achieve our vision in the long term. Every year all areas of the Council prepare more detailed **Policy Objectives** for each of the Medium Term Objectives. This can be represented as:



Our Medium Term Objectives are *WHAT* we are aiming to achieve:

- ◆ **Improving health and well-being**
 - ◆ **Enhancing community safety**
 - ◆ **Developing the local economy**
 - ◆ **Promoting learning and educational achievement**
 - ◆ **Protecting and enhancing the environment**
- (See section four for more detailed information on each of these)*

These Medium Term Objectives cut across departmental boundaries and impact upon the lives of many Borough residents. They have been developed over several years from listening to the views of residents and service users. A recent focus group of residents taken from our Residents Panel (See Section Three) confirmed that these Medium Term Objectives are still relevant today. Although they could give no priority to any one of the Objectives, the focus group concluded that the Objectives covered all aspects and stages of residents' lives, for which services from the local Council might or would be needed.

To enable us to deliver on our Medium Term Objectives to the public and users of services, we have also identified some Medium Term Objectives for ourselves and these are *HOW* we are going to achieve our aims:

- ◆ ***Securing Best Value and improving service standards***
- ◆ ***Protecting assets and making optimum use of facilities***
- ◆ ***Modernising the way we do things***

(See section four for more detailed information on each of these)

We have used these Medium Term Objectives as the basis for presenting our detailed Policy Objectives, with details of the action the Council is taking and performance, in each of the sections as indicated above.

Not all of the parts of the Council contribute directly to each of these Medium Term Objectives and so we have also identified the main departments, which significantly contribute to each of the Medium Term Objectives.

Council Strategies and Plans

To complement our Medium Term Objectives and Policy Objectives, the Council also produces a number of different plans and strategies. Some of these plans and strategies are legal requirements, relating to national priorities, others relate to more local needs and requirements. At the heart of all of these plans lies the Community Plan, from which stems all the other plans within the Council, and those linked to other agencies.

For ease of reference the links between all of the plans, under the Medium Term Objectives of the Council, are shown in the following diagram. More details of each of these strategies or plans are included at relevant points throughout this whole document, complete with details of contact officers, if you require further information.

**An Overview of Bracknell Forest Borough Council's
Strategies and Plans**
(showing each strategy and plan in relation to the five main themes)

[The diagram showing all plans will be inserted into the printed version of the Plan]

Section Three

Why do we need to achieve these objectives? – Involving Communities

The Borough

Bracknell Forest is located at the very centre of the Thames Valley, 25 miles west of London, close to Windsor, Ascot and Reading. Minutes from the M3 and the M4 motorway network, it provides immediate access via the M25 to the south east region. There are also good rail connections to London and the west.

The Borough is an extraordinary hi-tech success story, home to a plethora of household name multi-nationals such as, 3M, BMW and Panasonic. It also boasts a number of internationally renowned institutions such as The Met Office, Broadmoor Hospital and the Royal Military Academy at Sandhurst.

There is a wealth of attractive and accessible countryside in Bracknell Forest. One fifth of the Borough is forest and another fifth is protected for its high wildlife value. There are six parishes and towns within the Borough, each with different characteristics and an interesting history. Bracknell Town consists of eleven residential neighbourhoods, three industrial areas and the town centre.

Bracknell Forest Borough Council is the Borough's largest employer, with a workforce of approximately 3,500. Serving a population of around 111,000, working within a budget of £82m per annum.

As a unitary authority the organisation deals with a vast range of issues which touch the lives of local residents including education, social services, housing, libraries, leisure facilities, planning and the environment.

Consultation

As a local authority, the Council exists to provide services, which meet the needs of our customers, no matter whether we define these as citizens, residents, consumers, clients or users. It is critical that we have clear strategies for meeting customer needs and, in turn, have performance measures that will help to assess customer, and stakeholder, expectations, perceptions and levels of satisfaction.

To assist us in this, we are committed to listening to what residents, users and other interested parties have to say. Last year we adopted a 'consultation policy', setting out the general principles relating to the involvement of local people in decision-making and the improvement of services.

For example, our Community Development Officer's role is focused entirely on implementing practical methods of enhancing the capability and capacity of members of the community to take an active role in defining and meeting local needs.

Our on-going consultation audit monitors the range of consultation and community engagement taking place across the Council.

Consultation tends to take place at both corporate and individual service levels. Consultation is carried out with relevant groups of residents, users and non-users for services, dependent upon the consultation sought. We also maintain a Borough-wide Residents Panel of approximately 800 local people. This Residents Panel has been

consulted as a whole and also a number of representative focus groups of approximately 10-12 people have been drawn from it. Details of corporate and individual service level consultation that has taken place is included at relevant places throughout this Plan.

Objectives and Action for 2002/03

WHAT
<p>Policy objective</p> <ul style="list-style-type: none"> ◆ Ensure that efforts are made in all communications to convey the key messages of the Council ◆ Ensure the Borough's interests and priorities are protected and promoted at local, regional and national level ◆ Ensure the residents are consulted and kept informed of the Council's achievements ◆ Project the Council's corporate identity clearly and consistently ◆ Develop and extend opportunities for all members of local communities to participate actively within their immediate area and beyond ◆ Maximise the effectiveness of internal and external communications ◆ Support a wide range of community issues to increase social cohesion ◆ Actively involve users and carers in planning services and in tailoring individual packages of care, and to ensure effective mechanisms are in place to handle complaints

HOW & WHEN	WHO
<p>Actions to be taken</p> <ul style="list-style-type: none"> • Develop and implement an internal and external Communications Strategy – July 2002 • Develop arrangements to consult with residents on major strategic and service issues – ongoing throughout the year • Prepare, publish and deliver appropriate editions of Town & Country – at several points throughout 2002/03 • Prepare and publish a Policy & Performance Plan with a summary each year • Carry out and publish results of consultation on the Council's Policy & Performance Plan • Undertake market research to evaluate and inform the Council's current and future communication activity • Undertake a programme of media training for officers and Councillors • Continue to develop communications partnerships with statutory and voluntary organisations • Complete regular market research and respond to findings – ongoing • Develop customer consultation arrangements 	<p>Service/unit responsible</p> <p>Chief Executives Policy & Communications Unit – contact Ashley Perry, on 01344 352166 or email ashley.perry@bracknell-forest.gov.uk</p> <p>Leisure Services – all sections - contact Mark Devon on 01344 354101 or email on mark.devon@bracknell-forest.gov.uk</p>

<ul style="list-style-type: none"> • Progress community Woodland project - Ongoing • Encourage community development by working with volunteers, clubs and societies – ongoing • Continue to support development of Community Associations and the use of community centres to meet the needs of their communities – ongoing • Develop positive relationships between young people and their communities – ongoing • Extend opportunities for young people's direct involvement in the decision making processes that impact upon their lives • Implement the Cultural Strategy for Bracknell Forest • Develop a user involvement strategy – September 2002 • Complete a systems audit of the customer response service for Social Services & Housing – November 2002 • Implement Viewpoint user survey of all looked after children – May 2002 • Develop user involvement in commissioning services through the Learning Disability Partnership Board, Mental Health Steering Group and Best Value review of Services for Older People – December 2002 • Further develop consultation with and involvement of the residents (tenants and leaseholders) in setting priorities for the capital programme and developing effective housing investment strategy – by March 2003 	<p>Leisure Services – Open Spaces Countryside & Heritage – contact Helen Tranter on 01344 354102 or mail helen.tranter@bracknell-forest.gov.uk</p> <p>Leisure Services – Youth & Community – contact – Susie Roberts on 01344 354104 or email susie.roberts@bracknell-forest.gov.uk</p> <p>Leisure Services – Director – contact Vincent Paliczka on 01344 354181 or email vincent.paliczka@bracknell-forest.gov.uk</p> <p>Social Services & Housing – contact Vincent Badu on 01344 351935 or email vincent.badu@bracknell-forest.gov.uk</p> <p>Social Services & Housing – contact Alex Walters on 01344 351529 or email alex.walters@bracknell-forest.gov.uk</p> <p>Social Services & Housing – contact Simon Pearce on 01344 351458 or email simon.pearce@bracknell-forest.gov.uk</p> <p>Social Services & Housing – contact Genevieve Macklin on 01344 351688 or email genevieve.macklin@bracknell-forest.gov.uk</p>
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Progress from last year 2001/02

Social Services & Housing Improving Internal communications The policy objectives for 2001/02 were to:	
<ul style="list-style-type: none"> Develop and implement an internal communications strategy 	Work in progress
Improving customer focus	Work in progress
<ul style="list-style-type: none"> Continue the programme of reviewing and renewing customer information 	Work in progress
<ul style="list-style-type: none"> Learn systematically from complaints 	Work in progress
<ul style="list-style-type: none"> Review the department's complaints procedure with a view to incorporating customer feedback into future planning 	Work in progress
<ul style="list-style-type: none"> Assess gaps in customer services and give staff training 	Work in progress
<ul style="list-style-type: none"> Establish user and carer networks to give feedback on services and contribute to service planning and monitoring 	Work in progress
<ul style="list-style-type: none"> Provide input into staff training 	Ongoing
<ul style="list-style-type: none"> Develop the charter 'Better Care, Higher Standards' which lets people know what they can expect 	Work in progress
<ul style="list-style-type: none"> Support and develop Tenant and Leaseholder organisations 	Work in progress
<ul style="list-style-type: none"> Re-define performance targets in terms of improving outcomes for service users and carers 	Completed
Developing effective arrangements to consult with tenants, service users and carers	Work in progress
<ul style="list-style-type: none"> Develop a Consultation and Communications Strategy with stakeholders 	
<ul style="list-style-type: none"> Develop a Strategic Planning Model which includes a formal process to allow stakeholders to inform decision making 	Work in progress
<ul style="list-style-type: none"> Make independent advocacy support available to all users and carers 	Completed for all looked after children
<ul style="list-style-type: none"> Involve users and carers in the training of staff 	To be reviewed

Fair Access to Services for All

The Council recognises the diversity of the local community and acknowledges that it has a duty to ensure that its services are responsive to the different needs of all individuals and sections of that community. Consequently we have developed a Fair Access Policy. To support this Policy all parts of the organisation are required to develop and monitor a strategy for delivering services, which are accessible and appropriate to meet these needs.

This Council fully supports the principles behind the Race Relations Amendment Act and our Fair Access Policy has been designed and updated in light of the requirements of the Commission for Racial Equality. We work hard to monitor the implementation of the Fair Access Policy through our service planning process and it is a specific part of our quarterly operations reporting. We also believe that our ability to deliver effective and responsive services is enhanced by having a workforce that generally reflects the local community. Indeed all those associated with or working for

the Council have a responsibility to support the successful delivery of services which are accessible to all.

Objectives and Action for 2002/03

WHAT
Policy objective
<ul style="list-style-type: none"> ◆ Ensure that all services and facilities are accessible and delivered in a way that is appropriate to meet the different needs of all local people ◆ Consolidate and develop the Council's policies relating to managing diversity in employment and fair access to service delivery ◆ To support the development of strong, secure, self-reliant, self-confident communities free from unlawful racial, sexual and disability discrimination ◆ Ensure fair access to information and services

HOW & WHEN	WHO
Actions to be taken	Service/unit responsible
<ul style="list-style-type: none"> • Co-ordinate and monitor the Council's action plan to promote equal opportunities in employment and fair access to service delivery – ongoing • Develop and train employees to support them in meeting the Council's objectives for fair access in service delivery - Ongoing • Develop a public communications strategy to provide an integrated range of information for the public – September 2002 • Develop a policy statement for children's services in relation to needs associated with gender, sexual orientation, ethnicity, religion, culture and disability – summer 2002 • Introduce mandatory customer care training for all staff within the Social Services & Housing department – 3 year programme • Review the operation of the reception area in Time Square – October 2002 • Implement the Race Relations Amendment Act – July 2002 	<p>All departments – main contact Corporate Services, Personnel – contact Tony Madden on 01344 352049, or email tony.madden@bracknell-forest.gov.uk</p> <p>Corporate Services, Personnel – contact Leah Thompson on 01344 352222, or email Leah.thompson@bracknell-forest.gov.uk</p> <p>Social Services & Housing – contact Vincent Badu on 01344 351935 or email vincent.badu@bracknell-forest.gov.uk</p> <p>Environment – contact John Osborne on 01344 352500 or email john.osborne@bracknell-forest.gov.uk</p> <p>Chief Executive's, Policy & Communications Unit – contact Helen Style on 01344 355604 or email helen.style@bracknell-forest.gov.uk</p>

<ul style="list-style-type: none"> To implement the activities of the first year of the new Education Development Plan with a strategy for social inclusion to develop cross-departmental working with social services, provision for pupils with no school place, improve support for attendance, improve measures to combat racism and improve support for children in public care 	<p>Education – contact Allison Fletcher on 013444185, or email allison.fletcher@bracknell-forest.gov.uk</p>
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Relevant Strategies or Plans

TENANTS' COMPACT	<p>Purpose and content: A document setting out how local authorities and their tenants will work together, defining how tenants can influence and shape the decisions on housing issues</p> <p>Statutory requirement: Yes</p> <p>Legislation: N/A</p> <p>Timing: Ongoing</p> <p>Responsible Officer: Vincent Badu on 01344 351935 or email vincent.badu@bracknell-forest.gov.uk</p>
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Progress from last year 2001/02

Education	
<ul style="list-style-type: none"> Co-ordinate and monitor the Council's action plan to promote equal opportunities in employment and fair access to service delivery 	Ongoing, all service departments now have an agreed Fair Access action plan
Leisure Services	
The policy objectives for 2001/02 were to:	
<ul style="list-style-type: none"> Encourage community development by working with volunteers, clubs and societies 	Complete with continued work of Community Development officer and the new appointment of a Woodland Project Officer
<ul style="list-style-type: none"> Co-operate in the development of a cultural strategy for Bracknell Forest 	Strategy complete
<ul style="list-style-type: none"> Continue to support the development of Community Associations and the use of Community Centres to meet the needs of their communities 	Ongoing
<ul style="list-style-type: none"> Support a wide range of community issues to increase social cohesion by developing positive relationships between young people and their communities 	Progressing – but the extent of the challenge in some instances prevents long

	term resolution
<ul style="list-style-type: none"> • Extend opportunities for young people's direct involvement in the decision making process that impacts upon their lives 	Progressing well – 2 nd year of Youth Parliament elections run by the Bracknell Youth Forum
<p>Social Services & Housing Introducing programmes that value diversity and promote fair access to all services The policy objective for 2001/02 was to:</p>	
<ul style="list-style-type: none"> • Develop the departmental action plan which relates the Council's Fair Access Policy into practice and procedures 	Plan in place. Work in progress

Performance Indicator	How we performed in 2000/01	How we performed in 2001/02	Our target for 2002/03	Are we improving?	Further Information	Reference
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CORPORATE HEALTH

Customers and the community

1. The level of the Commission for Racial Equality's standard for local government to which the authority conforms	0	Level 1				BVPI 2
2. The number of complaints to an Ombudsman classified as 'maladministration'	1	0				BVPI 5
3. The percentage turnout for local elections	31%					BVPI 6
4. The percentage of authority buildings open to the public in which all public areas are suitable for and accessible to disabled people	New indicator	10%	10%			BVPI 156 (ACA1b as % of A1a)
5. The number of racial incidents reported by the authority per 100,000 population.	New indicator					BVPI 174 (ACA2&b)
6. The percentage of racial incidents that resulted in further action.	New indicator					BVPI 175 (ACA2a&b)
7. Is the authority part of a Community Legal Service Partnership?	New indicator	Yes	N/A			BVPI 177

	How we performed in 2000/01	How we performed in 2001/02	Our target for 2002/03	Are we improving?	Further information	Reference
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Staff development

8. The percentage of local authority employees from minority ethnic communities compared with the percentage of the economically active minority ethnic community population in the authority area.	1.8%					BVPI 17
9. The percentage of local authority employees declaring that they meet the Disability Act 1995 disability definition compared with the percentage of economically active disabled people in the authority area.	0.44%					BVPI 16

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2
3

EDUCATION

10. Number of pupils permanently excluded during the year from all schools maintained by the local education authority per 1,000 pupils at all maintained schools.	1.7	2.5	2.0			BVPI 44
11. Percentage of half days missed due to unauthorised absence in secondary schools maintained by the local education authority.	0.9%	1.2%	1.2%			BVPI 45
12. Percentage of half days missed due to unauthorised absence in primary schools maintained by the local education authority.	0.2%	0.2%	0.2%			BVPI 46
13. Percentage of schools maintained by the local authority subject to special measures	0.0%	0%	0%			BVPI 48

Performance Indicator	How we performed in 2000/01	How we performed in 2001/02	Our target for 2002/03	Are we improving?	Further information	Reference
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14. The percentage of permanently excluded pupils attending alternative tuition of:	New indicator					BVPI 159 (AC-B1)
a. under 10 hours	35%	66%	12%			
b. 10 -24 hours	65%	34%	29%			
c. 25 hours or more	0%	0%	59%			
15. The percentage of primary school classes with more than 30 pupils in years three to six.	?	22.8%	20%			BVPI 160

SOCIAL SERVICES

16. Assessments per 1,000 population aged 65 or over.	0.12%	118	120			BVPI 59 (PAF E49)
17. Users/carers who said that matters relating to race, culture or religion were noted.	43%	45%	61%			BVPI 60
18. Relative spend on family support by reference to the gross expenditure on children in need but not looked after by the authority, as a percentage of gross expenditure on all children's services.	31%	31%	31%			BVPI 61 (PAF E44)

	How we performed in 2000/01	How we performed in 2001/02	Our target for 2002/03	Are we improving?	Further information	Reference
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HOUSING and HOUSING BENEFITS

19. Satisfaction of tenants of council housing with opportunities for participation in management and decision making in relation to housing services provided by their landlord.	61%	Not required	?		Not required until 2003/04	BVPI 75
20. Does the authority follow the Commission for Racial Equality's code of practice in rented housing?	New indicator	No	To be adopted			BVPI 164 (ACD1)
21. User satisfaction survey covering issues of accessibility, staffing issues such as helpfulness and communications and information including issues such as clarity or adequacy and timeliness of the information.						BVPI 80

ENVIRONMENT

22. Percentage of population resident in the authority's area which are served by the kerbside collection of recyclables or within 1 kilometre radius of a recycling centre.	96%	96%	98%			BVPI 91
23. The percentage of pedestrian crossings with facilities for disabled people	?					BVPI 165
24. The percentage of total length of footpaths and other rights of way which were easy to use by members of the public.	New indicator	97%	100%			BVPI 178 (ACAF2a&b)

Section Four

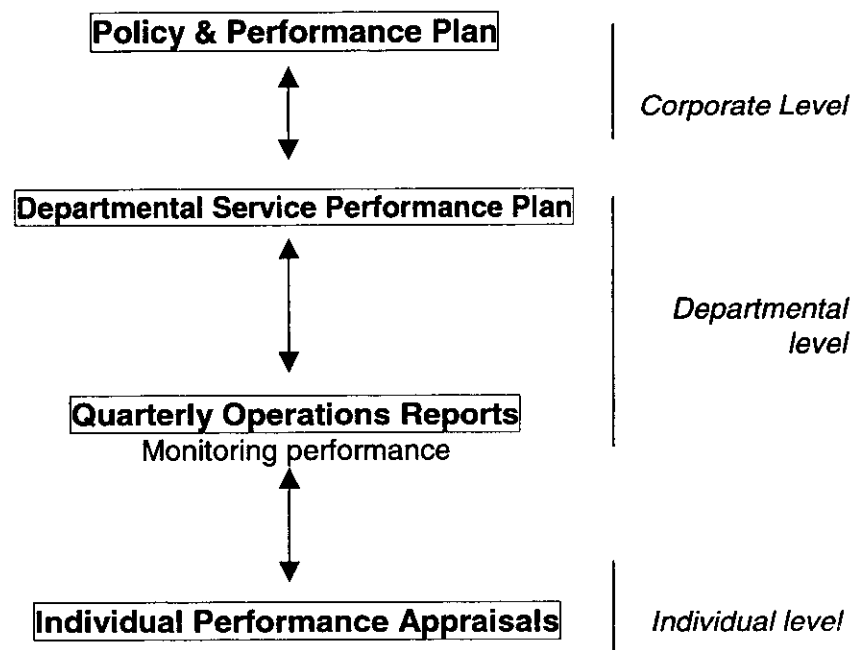
How well are we performing against our objectives?

Performance Management Framework

But how do we make sure that we meet our Medium Term Objectives, plan for the future and focus on the ways in which we deliver services each year to ensure we are continually improving?

To help the Council do this we have a robust Performance Management process, which is being continuously developed and enhanced to meet the requirements of Best Value. A major aspect of this process is that the policy and financial planning systems are closely linked and focus on delivering the Policy Objectives.

We plan our work in the following way to translate community priorities into action.



Objectives for next year

The work of the Council is currently divided into five main service areas.

- Social Services & Housing
- Education
- Leisure Services
- Environment
- Corporate Services & Chief Executive

Each of these service areas has now agreed their Policy Objectives with actions and performance targets for next year. This Section Four contains all of the information on what the Council intends to achieve next year, and an update on progress against last year's objectives and actions.

Although most of the service areas support each of the Medium Term Objectives in one way or another, there are some service areas that have a greater role than others within each Objective. The service areas with specific responsibility for supporting each Objective are indicated under each section. Where other departments are responsible for specified actions these are also detailed.

Improving Health and Well-being

Introduction

The Council adopts a holistic approach through several departments to deliver the Medium Term Objective of *Improving Health and Well-being*. **Social Services & Housing** delivers the most obvious health improving services. This department works to create and maintain, in partnership with other statutory, private sector and voluntary service providers, a range of flexible and high quality services to residents of Bracknell Forest.

The **Environment department** creates and protects the environment so that it contributes to maintaining good health. The **Leisure Services department** also encourages activities that maintain and improve health as well as supporting those that currently suffer from ill health.

Overall the key outcomes for people who use social care services and housing services are to:

- Promote social inclusion
- Promote the independence of children, adults and older people
- Promote the safe care of children and young people within their own and extended families
- Enable affordable and decent housing to meet needs in both the private and public sector

To achieve these outcomes the Council needs to continue to modernise the way in which it does things.

The vision for Social Care and housing involves:

- Enabling quality services within a robust performance management system and quality framework
- Integrating services to put service users at the heart of the enterprise
- Empowering service users to become involved in the planning of their care, the management of their homes and supported to live the lives they want
- Working in constructive partnerships with the National Health Service, Education, the voluntary sector and other stakeholders to ensure greater integration of services and the provision of seamless care
- Citizens have fair access to information and services, and eligibility criteria for services is well understood and transparent
- Driving forward a culture of care that engages with the hearts and minds, as well as the budgets of those involved
- Retaining and developing staff through good supervision, professional development and appraisal which all contribute to helping staff feel confident and supported

Social Services & Housing provide services to meet a wide range of needs. In broad terms there are three core service areas:

- Adults and older people
- Children, young people and their families
- Housing services

Social Care for Adults and Older People

Adults and older people may be a priority for services if they:

- Are frail
- Have a learning disability

- Have a mental health need
- Have a physical or sensory disability
- Have HIV or AIDS
- Are asylum seekers

Depending upon 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 care, day care opportunities, meals services, the provision of equipment for daily living and residential and nursing care.

Social Care for Children, Young People and their Families

Children, young people and their families may be a priority for services if:

- A family is caring for a child with a disability or serious illness
- There are concerns about a child's development
- A child or young person is running the risk of getting into trouble by committing offences or is involved in 'risk taking' behaviour
- A family is under considerable stress, for example where the care arrangements of a young person at home may break down
- A child or young person is looked after by the authority
- A family wishes to adopt or foster a child

Services could include family support, short-breaks for children with disabilities, the provision of equipment for daily living for children with disabilities and looking after children and young people.

Housing Services

The department is also responsible for developing a strategic approach to enabling decent housing accommodation in both the public and private sectors and for enabling provision of new social housing. The Council maintains a register of households who have applied for re-housing and prioritises on the basis of need. The Council is landlord of its own housing stock and provides a range of housing applicant and tenant services.

The Benefits Service provides an integrated Housing & Council Tax Benefits service for the residents of Bracknell Forest. In a financial year expenditure on these benefits will be approximately £15m, providing benefit claimants with financial help to meet their obligations to pay rent and council tax. The service also has responsibility for ensuring that the benefits system is protected, as far as is practical, from fraud and error.

Services provided by Housing Services include:

- Housing advice and assistance to homeless households
- Maintaining a housing register and assessing housing need
- Maintaining housing stock and enabling tenant and leaseholder involvement in the process
- Providing landlord services including rent collection and adaptations to properties for people with a disability
- Enabling the provision of new affordable housing in partnership with other organisations
- Administer Housing and Council Tax Benefits

- Monitor Disabled Facilities Grants, Energy Efficiency Improvements and other private sector initiatives provided by the Environment Department

The **Leisure Services** department also has a strong part to play in Improving Health and Well-being, with the wide range of sports, recreation, countryside and arts facilities and activities that this department delivers.

The **Environment** department includes an environmental health section, which has the prime responsibility of protecting public health and environmental monitoring. Their work includes inspecting premises for adequate food safety conditions and compliance with Health & Safety, pest and dog control, adequate housing standards in the private sector, air quality monitoring, dealing with pollution issues and environmental monitoring of watercourses and swimming pools.

What the public have told us

Part of the vision for Social Care and Housing is empowering service users to become involved in the planning of their care, the management of their homes and supported to live the lives they want. Details of some of the key consultations undertaken in the last year are:

- Carers and parents of children with disabilities have asked for a greater range and quality of short-breaks services for their children. Action is planned to review this service provision during 2002/03
- 4 out of 5 social care users, their carers and organisations that represent them felt charging for non-residential social care services should not be increased to the full cost of providing or arranging those services. A 'low' increase in charges was agreed by Full Council for the year 2002/03 for those non-residential social care services where there is an existing charge
- Following a consultation exercise with local authority tenants and involving the Tenants and Leaseholders Panel, dwelling rents were increased by 5.2% from 1 April 2002
- Consultation on a partnership structure (Modernising Health and Social Care in Bracknell Forest) to support the local modernisation agenda took place during summer 2001. This is now being implemented.

In preparing a Cultural Strategy for the Borough, the consultation that was undertaken indicated that 39% of respondents thought that health and well-being was their first priority for improving their quality of life. Factors that were detrimental to the quality of life were stated to include transport and congestion issues and the high cost of housing locally.

Planned consultation for the forthcoming year includes:

- Services for older people
- Services for children and young people
- Services for people with a learning disability
- Housing strategy and enabling best value review
- Development of day care services for people with a learning disability
- Fair charging for home care and other non-residential social care services
- Changes to rent levels for tenants of council homes

Objectives and Action for 2002/03

WHAT

Policy objective

- ◆ Create a sustainable and healthy Bracknell Forest
- ◆ Ensure that children are securely attached to carers capable of providing safe and effective care for the duration of childhood
- ◆ Ensure that children are protected from emotional, physical and sexual abuse and neglect (significant harm)
- ◆ Ensure that children in need gain maximum life chance benefits from educational opportunities, health care and social care
- ◆ Ensure that young people leaving care, as they enter adulthood, are not isolated and participate socially and economically as citizens
- ◆ Ensure that children with specific social needs arising out of disability or a health condition are living in families or other appropriate settings in the community where their assessed needs are adequately met and reviewed
- ◆ Ensure that referral and assessment processes discriminate effectively between different types and levels of need and produce a timely service response
- ◆ Ensure through regulatory powers and duties that children in regulated services are protected from harm and poor care standards
- ◆ Promote the independence of adults assessed as needing social care support arranged by the Council, respecting their dignity and furthering their social and economic participation
- ◆ Enable adults assessed as needing social care support to live as safe, full and as normal a life as possible, in their own home wherever feasible
- ◆ Ensure that people of working age who have been assessed as requiring community care services, are provided with these services in ways which take account of and, as far as possible, maximise their and their carers capacity to take up, remain in or return to employment
- ◆ Work with the National Health Service, users, carers and agencies to avoid unnecessary admission to hospital and appropriate placement on leaving hospital to maximise the health status and thus independence of those they support
- ◆ Enable formal carers to care, or to continue to care, for as long as they and the service user wish
- ◆ Plan, commission, purchase and monitor an adequate supply of appropriate, cost-effective and safe social care provision for those eligible for local authority support
- ◆ Identify individuals with social care needs who are eligible for public support, to assess those needs accurately and consistently and to review care packages as necessary to ensure that they continue to be appropriate and effective
- ◆ Ensure through regulatory powers and duties that adults in regulated services are protected from harm and poor care standards
- ◆ Provide better housing advice and support to those with housing difficulties
- ◆ Enable a greater supply of affordable housing for general and special needs, ensure provision meets need and reduce homelessness
- ◆ Improve housing investment opportunities and bring homes up to modern day standards
- ◆ Promote healthy living and encourage recreational use of parks and countryside areas
- ◆ Contribute towards developing arts objectives
- ◆ Increase young people's awareness of health and related issues

- ◆ Enhance the health and well-being of young people
- ◆ Improve Health & Safety management in youth buildings
- ◆ Contribute to health improvement and community safety through purposeful diversion and local economic development
- ◆ Maintain the high quality of sports development provision
- ◆ Promote healthy schools
- ◆ Develop programmes of drugs, alcohol and tobacco education
- ◆ Encourage and promote high standards in retail premises
- ◆ Promote healthy and safe workplaces

HOW & WHEN	WHO
Actions to be taken	Service/unit responsible
<ul style="list-style-type: none"> • Implement out of hours support service for carers – September 2002 • Implement new policies promoting placement of looked after children in family placements – July 2002 • Develop new preventative services for adolescents to avoid entry into the care system – September 2002 • Develop and implement systems to track and audit all child protection referrals – September 2002 • Consider the merger of the Area Child Protection Committee functions to improve inter-agency monitoring - September 2002 • Implement 3 year action plan to reduce unwanted teenage pregnancies – ongoing • Implement one year pilot of resource centre for vulnerable 16-21 year olds at risk of developing mental health problems – from April 2002 • Implement plan to improve access for looked after children to Information Technology – ongoing • Work closely with appointed health worker to improve the health of looked after children – September 2002 • Develop high support housing for care leavers – March 2003 • Review the provision of short breaks for children with disabilities – July 2002 • Develop procedures between agencies to enable young people with disabilities to move into adulthood – January 2003 • Implement revised eligibility criteria – May 2002 • Develop the use of the Family Group Conferencing to strengthen Family Support Strategy – September 2002 • Undertake regulation 22 visits at required frequency – ongoing 	<p>Social Services & Housing – contact Alex Walters on 01344 351529 or email alex.walters@bracknell-forest.gov.uk</p>
<ul style="list-style-type: none"> • Implement the Older Peoples' National Service 	Social Services & Housing



- Framework including, implement falls prevention/stroke strategy, single integrated assessment framework and integrated services for older people with mental illness – May 2003
- Implement Mental Health National Service Framework including the introduction of improved out of hours services and improve crisis intervention – October 2002
 - Develop integrated Older Peoples services accessible through a single route – from May 2002
 - Through the social fund, implement a welfare to work programme run by 'MIND' – from April 2002
 - Develop partnership work with the Primary Care organisation to target provision – May 2002
 - Work in partnership with the Primary Care Organisation and other external agencies to ensure progress is made in meeting the Government's targets for health – from May 2002
 - Implement carer commissioned respite care funded by carers grant – from April 2002
 - Review access to and the provision of assessments for carers – September 2002
 - Reconfigure local residential and day services for people with Learning Disabilities – October 2002
 - Create integrated services with Local Primary Health Care – from April 2002
 - Develop a local market for social care services in partnership with other local authorities – from October 2002
 - Implement and monitor revised eligibility criteria for social care services – from April 2002
 - Introduce a quality assurance system for reviews of packages of care – July 2002
 - Assess/review the sharing of care plans with service users and their carers – September 2002
 - Implement national care standards – from April 2002
 - Implement vulnerable adults procedure – from April 2002

 - Promote and develop Corporate Parenting Group – Ongoing
 - Continue to progress the implementation of Supporting People and enhanced supported housing options – from April 2003
 - Review the housing strategy and its objectives in light of the results of the Strategic Housing Review - June 2002

contact Simon Pearce on 01344 351458 or email simon.pearce@bracknell-forest.gov.uk

Social Services & Housing contact Vincent Badu on 01344 351935 or email vincent.badu@bracknell-forest.gov.uk

- In partnership with Registered Social Landlords review the priorities and set targets for the type and mix of housing development sites especially key worker housing, energy efficient/eco-homes - Ongoing
- Review the housing allocations policy – March 2003
- Target investment in local authority homes to ensure Council homes meet modern day standards – from April 2002
- Organise events and activities to encourage recreational use of parks and countryside areas – Ongoing
- Action planned and targeted work to increase young people's awareness of health – Ongoing
- Provide a wide range of community-based opportunities – Ongoing
- Investigate financial support from Southern and South East Arts towards establishing the post of Arts Development Officer for the Council – October 2002
- Carry out Health & Safety training, risk assessment and safety auditing – ongoing
- Continue to operate a large portfolio of Leisure facilities through various means of delivery, maintaining use where possible
- Maintain occupational Health & Safety Assessment Service (OHSAS) Health & Safety Accreditation Award 18001 at Coral Reef, Bracknell Sport & Leisure Centre, Edgbarrow and Sandhurst Sports Centres, The Look Out Discovery Centre and Downshire Golf Complex
- Maintain the GP Referral Scheme
- Complete a Sports Development Strategy
- Work with community groups to promote self-derived health living
- Develop local health improvement initiatives through Community Development Worker (Health)

Social Services & Housing – contact Genevieve Macklin on 01344 351688 or email genevieve.macklin@bracknell-forest.gov.uk

Leisure Services – Open Spaces, Countryside & Heritage – contact Helen Tranter on 01344 354102 or email helen.tranter@bracknell-forest.gov.uk

Leisure Services – Youth & Community – contact Susie Roberts on 01344 354104 or email susie.roberts@bracknell-forest.gov.uk

Leisure Services – Libraries, Arts and Information – contact Ruth Burgess on 01344 354103 or email ruth.burgess@bracknell-forest.gov.uk

Leisure Services – contact Mark Devon on 01344 354101 or email mark.devon@bracknell-forest.gov.uk

Leisure Services – contact Trisha Bennett on 01344 354126 or email trisha.bennett@bracknell-forest.gov.uk

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- Work with the Health Authority to develop

- Smoking Focus Groups within local businesses – December 2002
- Undertake the annual programme to inspect all premises according to risk and statutory guidance – April 2003
- Continue to develop and promote the Council's Food Hygiene Award Scheme – Ongoing
- Introduce a House in Multiple Occupation Registration Scheme and Landlord Forum – November 2002
- Produce a Health & Safety Enforcement Plan to help ensure safe work conditions are maintained in local businesses – October 2002
- Hold seminar for local businesses on Health & Safety – October 2002

- Finalise the transport work with the Primary Care Trust – December 2002

- Develop effective service charge arrangements for commercial property – March 2003

- Update the Council's Safety Policy and make available via the Intranet – October 2002
- Investigate ways of reducing the risk of white finger disease to Council workers – October 2002
- Trial, evaluate and if successful introduce a corporate system to monitor lone workers – October 2002
- Introduce a safe driver policy for Council vehicle fleet users – October 2002

- Support the National Consumer Week – November 2002

- Review Health & Safety in relation to driver competency – Ongoing

- Undertake Corporate Property Asbestos Surveys – March 2003
- Update the Legionella Survey – March 2003

- Support the National Food Safety Week – June

Environment department – contact David Steeds on 01344 352530 or email david.steeds@bracknell-forest.gov.uk

Environment – contact Roger Cook on 01344 351903 or email roger.cook@bracknell-forest.gov.uk

Environment – contact Steve Booth on 01344 351214 or email steve.booth@bracknell-forest.gov.uk

Environment – contact 'Senior Safety Adviser on 01344 35?

Environment – contact Rob Sexton on 01344 352580 or email robert.sexton@bracknell-forest.gov.uk

Environment – contact Barry Parker- Smith on 01344 355234 or email barry.parker-smith@bracknell-forest.gov.uk

Environment – contact David Budd on 01344 351228 or email david.budd@bracknell-forest.gov.uk

<p>2002</p> <ul style="list-style-type: none"> • Support the European Health & Safety Week – October 2002 • Promote activities in walk to school week – June 2002 • Promote cycle training schemes with young people – September 2002 • Support schools in updating their programmes of drugs, alcohol and tobacco education and develop drugs awareness programmes for parents and governors – by March 2003 • Contribute to the development of healthy menus in schools – Ongoing 	<p>Environment – contact 'food safety officer' on 01344 352531</p> <p>Environment – contact Andy Anderson on 01344 351400 or email andy.anderson@bracknell-forest.gov.uk</p> <p>Environment – contact Neil Matthews on 01344 351163</p> <p>Education – contact Nasir Sabir on 01344 35 4030 or email: nasir.sabir@bracknell-forest.gov.uk</p> <p>Education – contact Dan Archer on 01344 354034 or email dan.archer@bracknell-forest.gov.uk</p>
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Relevant Strategies and Plans

<p>HEALTH IMPROVEMENT PLAN</p>	<p>Purpose and content: Improving health: delivering better integrated health and social care – setting out commitments to measurable targets and milestones. Led by the Health Authority but working in partnership with local authorities on both social care and wider health issues. Local joint strategic overview of health and social care needs, identifies priorities Tackling inequalities through tackling the root causes of ill-health Should reflect the health needs of the local community Lead by HA/PCG(T) in partnership with local authorities and community and voluntary sector Sets the 'duty of partnership' on Health and LAs Links to Community Plan and the 'well being' component of this Due to become Health Improvement Modernisation Programme and will include Information Strategy, Consultation Strategy, Workforce (joint with social care) Planning in addition to tackling inequalities, health promotion and public health Statutory requirement: Yes Legislation: Government circular Timing: 3 year rolling programme set within a longer term strategic direction. Responsible Officer: Simon Pearce on 01344 351458 or email simon.pearce@bracknell-forest.gov.uk</p>
<p>HOUSING REVENUE ACCOUNT PLAN BUSINESS PLAN</p>	<p>Purpose and content: Contains details of planned programmes, expenditure and outputs Statutory requirement: Yes Legislation: Housing Act 1996 Timing: Annual Responsible Officer: Genevieve Macklin on 01344 351688 Or email genevieve.macklin@bracknell-forest.gov.uk</p>
<p>HOUSING STRATEGY STATEMENT</p>	<p>Purpose and content: Includes needs assessment, objective setting, resource identification, deciding priorities and appraising options. A broad description of policies, programmes and intended outcomes Statutory requirement: Yes Legislation: Housing Act 1996</p>

	<p>Timing: Every 3 years. Responsible Officer: Vincent Badu on 01344 351935 or email vicent.badu@bracknell-forest.gov.uk</p>
SUPPORTING PEOPLE	<p>Purpose and content: Splits support costs from housing related costs and pools them in a different budget. New standards and monitoring systems will be introduced and replace those of the Housing Corporation in this area. To be implemented in 2003. Statutory requirement: Yes Legislation: Supporting People 1998/9 Timing: October 2001 – complete package of guidance issued. April 2002 – first allocations to authorities based on distribution formula December 2002 – Readiness Review Implementation 2003 Supporting People Strategic Plan – 3 years Responsible Officer: Vincent Badu on 01344 351935 or email vicent.badu@bracknell-forest.gov.uk</p>
FOOD SAFETY ENFORCEMENT SERVICE PLAN	<p>Purpose and content: Outlines how the authority will deal with relevant aspects of food safety / hygiene Statutory Requirement: No Legislation: N/A Timing: Annual Responsible Officer: Robert Sexton on 01344 352530 or email robert.sexton@bracknell-forest.gov.uk</p>
HOUSES IN MULTIPLE OCCUPATION STRATEGY	<p>Purpose and content: To detail the authority's approach to identifying and addressing issues at houses in multiple occupation, ensuring that a holistic approach is adopted. Statutory Requirement: No Legislation: N/A Timing: 5 yearly, with annual review Responsible Officer: David Steeds on 01344 352530 or email david.steeds@bracknell-forest.gov.uk</p>
COMMUNITY DEVELOPMENT PLANS (not yet written)	<p>Purpose and content: To optimise use of community facilities and provide a focus for increased voluntary activity in this area Statutory requirement: No Legislation: N/A Timing: Every 3 years Responsible Officer: Tricia Bennett on 01344 354126 or email tricia.bennett@bracknell-forest.gov.uk</p>
PARKS AND OPEN SPACES STRATEGY	<p>Purpose and content: To provide strategic direction and set out the context for the management and development of parks and open spaces of recreational value Statutory requirement: No Legislation: N/A Timing: Covers at least 3 years Responsible Officer: Helen Tranter on 01344 354102 or email helen.tranter@bracknell-forest.gov.uk</p>
CULTURAL STRATEGY	<p>Purpose and content: An integrated strategy for all cultural issues within the Borough Statutory requirement: No Legislation: N/A Timing: Five years Responsible Officer: Vincent Paliczka on 01344 354181 or email vincent.paliczka@bracknell-forest.gov.uk</p>
SPORTS DEVELOPMENT STRATEGY	<p>Purpose and content: to guide the development of sport in schools and the community Statutory requirement: No Legislation: N/A Timing: 5 years Responsible Officer: Chris Vaal on 01344 354108 or email chris.vaal@bracknell-forest.gov.uk</p>
COMMUNITY CARE PLAN (1998 – 2001 plan)	<p>Purpose and content: Focus on objectives to be achieved, assessment of needs, resources available and the progress made in previously stated plans. Seen as being a dynamic planning tool intended for both the authority's business planning and public information. Provision of a Community Care Plan can be met through the Joint</p>

	<p>Investment Plans as long as this is made clear in the JIPs. The social services inspectorate and the Government offices are involved in monitoring and inspecting the plans</p> <p>Statutory requirement: Yes</p> <p>Legislation: NHS & Community Care Act 1990</p> <p>Timing: 3 years, updated annually</p> <p>Responsible Officer: Vincent Badu on 01344 351935 or email vicent.badu@bracknell-forest.gov.uk</p>
<p>JOINT INVESTMENT PLAN</p> <p>Joint Investment Plans</p> <ul style="list-style-type: none"> Older People Mental Health Intermediate Care People with Learning Disabilities Welfare to Work 	<p>Purpose and content: To address the causes of ill health and reduce health inequalities. Joint Investment Plans to be produced for all user groups, starting with older people in 1999/2000 and including people with disabilities and mental health problems from 2000 onwards. Business plans for NSFs, NHS Plan and HIMP. Improve and better co-ordinate the delivery of services, pooled budgets (using Health Act Flexibilities)</p> <p>Statutory requirement: Required by the Department of Health</p> <p>Legislation: Performance management requirement which relates back to NHS and Community Care Act 1990.</p> <p>Timing: To be updated as part of the Health Improvement Programme</p> <p>Responsible Officer: Vincent Badu on 01344 351935 or email vicent.badu@bracknell-forest.gov.uk</p>
<p>CHILDREN SERVICES PLAN</p>	<p>Purpose and content: Providing information about need, current resources and proposals for change.</p> <p>Statutory requirement: Yes</p> <p>Legislation: The Children Act 1989</p> <p>Timing: 3 years updated annually</p> <p>Responsible Officer: Vincent Badu on 01344 351935 or email vicent.badu@bracknell-forest.gov.uk</p>
<p>NHS IMPLEMENTATION PLAN</p>	<p>Purpose and content: Sets the direction of travel for the NHS in partnership with other stakeholders locally.</p> <p>Statutory requirement: Yes</p> <p>Legislation: Requirement of the DOH (NHS Plan)</p> <p>Timing:</p> <p>Responsible Officer: Simon Pearce on 01344 351458 or email simon.pearce@bracknell-forest.gov.uk</p>
<p>NATIONAL FRAMEWORK (NSF) FOR MENTAL HEALTH & OLDER PEOPLE</p> <ul style="list-style-type: none"> Older People Mental health Cancer Coronary Heart Disease 	<p>Purpose and content: A joint strategy developed with health services to underpin and steer new developments. Starting with mental health but will be extended to cover all services in time.</p> <p>Statutory requirement: Yes</p> <p>Legislation: Social Services White Paper</p> <p>Timing: On-going</p> <p>Responsible Officer: Simon Pearce on 01344 351458 or email simon.pearce@bracknell-forest.gov.uk</p>
<p>BETTER CARE, HIGHER STANDARDS</p>	<p>Purpose and content: A joint local charter with Health, setting out local standards across Housing, Health and Social Services and any action to be taken if standards are not met</p> <p>Statutory requirement: No</p> <p>Legislation: N/A</p> <p>Timing: Ongoing</p> <p>Responsible Officer: Simon Pearce on 01344 351458 or email simon.pearce@bracknell-forest.gov.uk</p>
<p>CHILD AND ADOLESCENT MENTAL HEALTH STRATEGY</p>	<p>Purpose and content: Developed jointly with Social Services and Health to provide mental health services for children and young people. The strategy is developed jointly with Health and attracts specific grant resources in order to do this.</p> <p>Statutory requirement: Yes</p> <p>Legislation: National Priorities guidance for Health and Social Services</p> <p>Timing:</p> <p>Responsible Officer: Vincent Badu on 01344 351935 or email vicent.badu@bracknell-forest.gov.uk</p>
<p>QUALITY PROTECTS</p>	<p>Purpose and content: Management action plans required to address national objectives for children's services. The QP Management Action Plan (QP MAP) is developed with Health, Education and Social Services & Housing and a range of other stakeholders.</p> <p>Statutory requirement: Required by the Department of Health</p> <p>Legislation: Performance management requirement which relates back to the Children Act 1989</p>

	<p>Timing: Periodic review required Responsible Officers: Alex Walters on 01344 351529 or email alex.walters@bracknell-forest.gov.uk</p>
<p>MODERNISING SOCIAL SERVICES SPECIAL GRANTS: 1. CARERS GRANT</p>	<p>Purpose and content: To enable carers to take a break from caring Statutory requirement: Yes Legislation: Part of Govt Strategy 'Caring about Carers' & Section 93 LGA Act 2000 Timing: New 3yr. Cycle as of 2001. Plans reviewed yearly. Responsible Officer: Simon Pearce on 01344 351458 or email simon.pearce@bracknell-forest.gov.uk</p>
<p>2. PROMOTING INDEPENDENCE GRANT</p>	<p>Purpose and content: To improve co-operation between local authorities and NHS bodies so that the local authority may, by the provision of additional services, promote the independence of people eligible to receive community care services & meet their need for services more effectively Statutory requirement: Yes Legislation: Section 46 NHS & Community Care Act 1990 & Section 93 LGA Act 2000. Timing: Yearly plans building on each other Responsible Officer: Simon Pearce on 01344 351458 or email simon.pearce@bracknell-forest.gov.uk</p>

Progress from last year 2001/02

IMPROVING HEALTH AND WELL-BEING	
<p>Social Services & Housing The policy objectives for 2001/02 were to: Work with Health partners to improve the delivery of social/health care through developing and implementing Joint Investment Plans (JIPs) for a range of client groups</p>	
<ul style="list-style-type: none"> Extend preventive services, develop rehabilitation services and make available residential and domiciliary services 	Work in progress
<ul style="list-style-type: none"> Implement the National Service Framework for Mental Health 	Work in progress
<ul style="list-style-type: none"> Help adults with learning disabilities achieve and sustain maximum independence and life opportunities 	Ongoing
<ul style="list-style-type: none"> Provide disabled service users with the opportunity to discuss with education and employment services what support they might receive 	Ongoing
<ul style="list-style-type: none"> Do more assessments with Health 	Ongoing
<p>Working with Health partners to improve the delivery of social/health care through contributing to the development of a Health Improvement Plan</p> <ul style="list-style-type: none"> Work in partnership with stakeholders to achieve the local targets for health improvement 	Work in progress
<p>Working closely with the Health Service in the transition from a Primary Care Group to a Primary Care Trust</p> <ul style="list-style-type: none"> Provide integrated health and social care services 	Work in progress
<ul style="list-style-type: none"> Share information to avoid duplication of effort 	Work in progress
<ul style="list-style-type: none"> Make sure that services are provided to a consistently high level across all service providers 	Ongoing
<ul style="list-style-type: none"> Develop joint commissioning with Health across a number of user groups 	Work in progress
<p>Developing services to vulnerable children through implementing the Quality Protects Action Plan</p> <ul style="list-style-type: none"> Implement the Quality Protects Management Action Plan 	Work in progress

<ul style="list-style-type: none"> • Make independent advocacy support available to all users and carers 	Completed for all looked after children
<p>Developing services to vulnerable children by developing a Borough-wide Children's Services Plan</p> <ul style="list-style-type: none"> • Develop a commissioning strategy and relate this to team/unit business plans 	Work in progress
<ul style="list-style-type: none"> • Expand the range of child care service options 	Work in progress
<ul style="list-style-type: none"> • Improve the co-ordination with Education and Health across a range of child care services 	Work in progress
<p>Continue with the Modernisation Programme for the planning and development of services and their delivery through implementing National Service Frameworks</p> <ul style="list-style-type: none"> • Plan an active role in the development of these frameworks with the Health Authority 	Work in progress with PCT
<ul style="list-style-type: none"> • Develop partnership working with the Health Authority 	Work in progress with PCT
<p>Developing services to support carers and increasing prevention</p> <ul style="list-style-type: none"> • Implement the findings from the carers conference 	Work in progress
<ul style="list-style-type: none"> • Make independent advocacy support available 	Work in progress
<ul style="list-style-type: none"> • Make further bids to continue a range of initiatives to support carers and increase prevention 	Work in progress
<p>Affordable Housing</p> <p>Developing a long term policy to secure the provision of affordable housing by undertaking a Strategic Housing Review as a basis for developing annual housing plans</p> <ul style="list-style-type: none"> • Complete a Strategic Housing Review 	Completed
<p>Work with Registered Social Landlords partners to secure a range of affordable housing types</p> <ul style="list-style-type: none"> • Agree the development programme funded by the Local Authority Social Housing Grant 	Completed
<p>Develop a long term policy to secure provision of affordable housing by making the best use of the Borough's own housing stock</p> <ul style="list-style-type: none"> • Redevelop under-used Council owned garage sites where possible 	Work in progress
<ul style="list-style-type: none"> • Review and if appropriate extend the pilot Transfer Incentive Scheme 	Work in progress
<ul style="list-style-type: none"> • Identify areas for 'Housing Gain' 	Ongoing
<p>Respond to the future changing housing needs of vulnerable groups</p> <ul style="list-style-type: none"> • Use the findings of the Strategic Housing Review to inform our future housing strategies 	Work in progress
<ul style="list-style-type: none"> • Prepare for Supporting People and consult with stakeholders 	Work in progress
<ul style="list-style-type: none"> • Identify future needs for various types of supported housing 	Work in progress
<ul style="list-style-type: none"> • Identify opportunities to meet the needs of an increasing older population 	Work in progress
<p>Maintain high quality standards in the Council's housing stock by pursuing a sustainable investment strategy and a customer focused maintenance service</p> <ul style="list-style-type: none"> • Continue maintenance programmes to improve the Council's 	Ongoing

housing stock	
<ul style="list-style-type: none"> • Use a planned investment approach to replacing structural elements 	Ongoing
<ul style="list-style-type: none"> • Extend the appointments system for repairs and improving customer access for reporting repairs 	Completed. Repairs can now be reported using the website.
Education To contribute to the health and well-being of the people of Bracknell Forest by developing the Healthy Schools Initiative The Policy objectives for 2001/02 were to:	
<ul style="list-style-type: none"> • Continue to develop the Healthy Schools initiative and explore new approaches to embedding it in schools 	Substantial progress
<ul style="list-style-type: none"> • Ensure that community use can be accommodated in any major new school developments 	In progress
<ul style="list-style-type: none"> • Applying Smartcard technology to encouraging healthy lifestyles 	In progress
Leisure Services The policy objectives for 2001/02 were to:	
<ul style="list-style-type: none"> • Organise events and activities to promote healthy living and encourage recreational use of parks and countryside areas 	Ongoing developments & initiatives e.g.. Action Grasshopper
<ul style="list-style-type: none"> • Contribute towards developing arts objectives through further investigation of financial support from Southern Arts towards establishing a post of Arts Development Officer for the Council 	No external funding secured at this time
<ul style="list-style-type: none"> • Increase young people's awareness of health and related issues through planned and targeted work 	Many activities undertaken and on-going
<ul style="list-style-type: none"> • Continue to operate a large portfolio of Leisure facilities through various means of delivery, maintaining or improving their financial performance and usage where possible, thus contributing to health improvement, community safety through purposeful diversion and local economic development 	Complete – top quartile performance in national indicators for cost and usage indicators
<ul style="list-style-type: none"> • Maintain the high quality of sports development provision 	Complete – Young People in Sport initiative delivered in partnership with Education department
<ul style="list-style-type: none"> • Obtain and maintain occupational Health & Safety Assessment Service (OHSAS) Health & Safety Accreditation Award 18001 at Coral Reef, Bracknell Sport & Leisure Centre, Edgbarrow and Sandhurst Sports Centres, The Look Out Discovery Centre and Downshire Golf Complex 	Complete – only the second council to have achieved this standard
<ul style="list-style-type: none"> • Benchmark Health & Safety performance where suitable 	No reliable

comparisons are available	comparative data has yet been obtained
Environment The policy objectives for 2001/02 were to:	
<ul style="list-style-type: none"> • Ensure the work practices, inspection programmes and local policies in relation to food safety fully accord with the requirements of the National Food Standards Agency 	Completed.
<ul style="list-style-type: none"> • Ensure good standards of housing provision in the private sector and implement a revised private sector housing strategy 	Completed. Revised strategy including new policy on house renovation grants implemented
<ul style="list-style-type: none"> • Working with the Health Authority to ensure progress is made in meeting the Government's targets for health by: <ul style="list-style-type: none"> – Continue the partnership with the private sector in promoting 'healthier businesses' 	Introduction of 'Good Food Safety Practices' and 'Health & Hygiene Awards' schemes
<ul style="list-style-type: none"> – Continue work aimed at reducing the uptake of smoking in young people 	Active partner in Berkshire 'Tobacco and Health' strategy. Actively reduced opportunities for unauthorised sales. Development of proof of age card
<ul style="list-style-type: none"> – Update the Council's policy on Health & Safety and associated regulations and guidelines; further develop the programme of audits of performance and maintain the Health & Safety training programme targeted at managers 	Achieved. Guidance manual for schools published Programme of audit inspection established. Training programme for managers in place.
<ul style="list-style-type: none"> – Support the work of the Health Panel 	Ongoing. Initiatives

	completed have included the installation of defibrillators in public accessible buildings.
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Outcome of Best Value Reviews

Two Best Value fundamental reviews were carried out last year and the outcomes from these are as follows:

□ Home Support Services

Scope of review

- The principal focus for this review was whether the existing Home Support Service provision met the needs of existing and potential clients and to identify whether the services could be improved and provide the level and type of service required in the future.

Findings of the review

- That Bracknell Forest are above average when compared to others for providing intensive home care services as a proportion of its overall service
- Higher unit costs for externally purchased services when compared to other authorities
- There is comparable activity between the volume of service provided between Bracknell Forest (51%) and external suppliers (49%)
- There is evidence that some elements of care such as low level support could be purchased externally at a lower cost
- Current limits of the external market provision

Outcomes from the review

- Re-focus the service to make best use of external markets and possible further externalisation
- Externalise low level maintenance services and practical support
- Integrate the in-house Assessment and Re-enablement Team with the in-house Home Support Service, restructuring the management of the sections to delete one co-ordinator post
- Re-focus home support services towards maximising independence
- Assist in the development of the external market

□ Leisure Services

The Best Value Inspectors have concluded that Leisure Services is a good service with promising prospects for improvement in the future.

Scope of review

- All services covered by the previous Leisure Services Committee e.g.. libraries, arts, open spaces, countryside and heritage, sports and leisure facilities, Sports Development and events, community centres and community development.
- The development of the Cultural Strategy for Bracknell Forest which was concurrent with the review was also considered

Findings from review

- The public value the services that are provided and significant numbers of the public choose to use the services
- Staff are committed to and enjoy providing a public service, but some discontent was evident concerning terms and conditions of employment

- In general the spending on Leisure Services was felt to be about right, with a majority view that Council Tax should not increase to provide additional services
- Access issues were consistently identified with transport and support for the disadvantaged being highlighted
- Inadequate opening hours for libraries was a significant point of concern
- The financial and qualitative performances of the services compared well with national indicators

Outcomes from review

- Investigate the feasibility of establishing a charitable trust to deliver the range of services currently provided through the Leisure Services department
 - Improve non-car access to Leisure sites
 - Improve access for disabled people to sites
 - Develop and agree a medium term capital investment package focusing on improving the quality of existing facilities
 - Improve community involvement in shaping services
 - Improve access opportunities for those at risk of social exclusion
- **Adults with physical and sensory disabilities and Homelessness** – these reviews were started but were found to be too small and specific in terms of their scope. It was therefore decided to include these areas in more cross-cutting reviews in future years.

Performance Indicator	How we performed in 2000/01	How we performed in 2001/02	Our target for 2002/03	Are we improving?	Further Information	Reference
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IMPROVING HEALTH AND WELL-BEING

Strategic Objective

1. The adoption by the authority of a local culture strategy.	No	De-veloping	Yes			BVPI 114
2. Stability of placements of children looked after by the authority by reference to the percentage of children looked after on 31 st March in any year with three or more placements during the year.	6%	9.2%	10%			BVPI 49 (PAF A1)
3. Educational qualifications of children looked after (interface indicator with education services) by reference to the percentage of young people leaving care aged 16 or over with at least 1 GCSE at grades A - G or GNVQ.	29%	41.4%	55%		Linked to Local PSA targets	BVPI 50 (PAF A2)
4. Employment, education and training for care leavers.	New indicator	50%	60%			BVPI 161 (PAF A4)
5. The proportion of unfit private sector dwellings made fit or demolished as a direct result of action by the local authority.	0.2%	0%	0%			BVPI 62

	How we performed in 2000/01	How we performed in 2001/02	Our target for 2002/03	Are we improving?	Further information	Reference
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BVPI 64

6. The proportion of private sector dwellings that have been vacant for more than 6 months at 1 April 2001 that are returned into occupation or demolished during 2001/02 as a direct result of action by the local authority.

0.0%

0%

0%

BVPI 76

7. Security: whether the authority has a written and pro-active strategy for combating fraud and error which embraces specific initiatives including those sponsored by the Department of Social Security, which is communicated regularly to all staff?

Yes

Yes

Yes

Cost/efficiency

BVPI 116

8. Spending per head of population on cultural and recreational facilities and activities.

53.26

£51.30

N/A

BVPI 51

9. Costs of services for children looked after by the authority by reference to the gross weekly expenditure per looked after child in foster care or in a children's home.

£1291

£948

£901

BVPI 52

10. Cost of intensive social care for adults and older people with reference to the average gross weekly cost of providing care for adults and elderly people.

£764

£721

£739

BVPI 65a

11. The average weekly cost per local authority dwelling of management.

£15.52

£16.10(E)

£17.98

(E=estimate)

BVPI 65b

12. The average weekly cost per local authority dwelling of repairs.

£14.84

£14.00(E)

£14.24

(E=estimate)

Performance Indicator

Performance Indicator	How we performed in 2000/01	How we performed in 2001/02	Our target for 2002/03	Are we improving?	Further Information	Reference
13. Local authority rent collection and arrears: proportion of rent collected.	96.6%	96.4%	96.5%			BVPI 66a
14. Local authority rent collection and arrears: rent arrears of current tenants as a proportion of the authority's rent roll.	2.8%	3.09%	3%			BVPI 66b
15. Local authority rent collection and arrears: rent written off as not collectable as a proportion of the authority's rent roll.	0.13%	0.12%	0.15%			BVPI 66c
16. Proportion of homelessness applications on which the authority makes a decision and issues written notification to the applicant within 33 working days.	73%	84.4%	87%			BVPI 67
17. Average relet times for local authority dwellings let in the financial year.	29 days	29 days	28 days			BVPI 68
18. Percentage of rent lost through local authority dwellings becoming vacant.	2.2%	1.8%	1.8%			BVPI 69
19. The average cost of handling a Housing benefit or Council Tax benefit claim, taking into account differences in the types of claims received.	£79.73	£67.78 (E)	?		(E=estimate)	BVPI 77

Service delivery outcome

20. Intensive home care per 1,000 population aged 65 or over.	7.8	7.6	10			BVPI 53
21. Older people (aged 65 or over) helped to live at home per 1,000 population aged 65 or over.	74	90	92			BVPI 54

	How we performed in 2000/01	How we performed in 2001/02	Our target for 2002/03	Are we improving?	Further information	Reference
22. Reviews of child protection cases.	83%	100%	100%			BVPI 162 (ACC5b)
23. Adoptions of children looked after.	8.3	8.6	5			BVPI 163
24. The number of local authority dwellings receiving renovation work during 2001/02 as a proportion of the number needing renovation work at 1 April 2001.	26%	8%	8%			BVPI 71
25. The percentage of urgent repairs completed within Government time limits.	96%	95.32%	98%			BVPI 72
26. The average time taken to complete non-urgent responsive repairs.	Not known	Not known	Not set		No system in place to collect the data. New system to be in place from April 2002	BVPI 73
27. Speed of processing housing benefit and council tax benefits:						
a) average time for processing new claims	47 days	64 days	?			BVPI 78a
b) average time for processing notifications of changes of circumstances	8 days	15 days	?			BVPI 78b
c) percentage of renewal claims processed on time	54%	67%	?			BVPI 78c

Performance Indicator	How we performed in 2000/01	How we performed in 2001/02	Our target for 2002/03	Are we improving?	Further information	Reference
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BVPI 79a

Accuracy of processing:

- 28. a) Percentage of cases for which the calculation of the amount of benefit due was correct on the basis of the information available for the determination for a sample of cases checked post-determination.
- 29. b) The percentage of recoverable overpayments (excluding Council Tax benefit) that were recovered in the year.

BVPI 79b

Quality

30. Clients receiving a review as a percentage of adult and older clients receiving a service.	73%	74%	80%			BVPI 55
31. Percentage of items of equipment costing less than £1,000 delivered within three weeks.	87%	92%	95%			BVPI 56
32. Users/carers who said they got help quickly.	80%	80%	90%			BVPI 57
33. Percentage of people receiving a statement of their needs and how they will be met.	82%	84%	100%			BVPI 58
34. Satisfaction of tenants of local council housing with the overall service provided by their landlord.	79%	?	80%			BVPI 74
35. Score against a checklist of enforcement best practice for environmental health/ trading standards.	New indicator					BVPI 166

Enhancing Community Safety

Introduction

As part of its Sustainability unit, the Environmental Standards and Safety Section of the **Environment department** has overall responsibility for the preparation, updating, monitoring and co-ordination of the Council's Community Safety Strategy. This Strategy is prepared in conjunction with a range of agencies and organisations external to the Council, e.g.. the Police.

Indeed increased community safety can only be achieved through joint effort and the Bracknell Forest Community Safety Partnership has been established to bring together a variety of different organisations to work together to combat nuisance, anxiety, crime and disorder in the Borough.

"By involving the whole community, we will continue to make Bracknell Forest a safe and pleasant place in which to live and work."

Within the Council the actions under the Community Safety Strategy are supported and implemented by all service areas right across the Council

What the public have told us

A leaflet entitled 'Your ideas for tackling crime and disorder in Bracknell Forest' was distributed to all households in the Borough. Responses indicated that the main priorities in terms of enhancing community safety should be:

- Tackling crime, specifically car crime, violent crime and residential burglaries
- Addressing the threat of drugs and alcohol misuse
- Addressing the relationship between crime and young people
- Creating a safer environment
- Strengthening and building on existing partnerships to tackle crime, disorder and fear
- Addressing perceptions of safety and fear of crime

Objectives and Action for 2002/03

WHAT
Policy objective
<ul style="list-style-type: none">◆ Play an active role in implementing the Borough's Community Safety Strategy as part of the partnership between the Council, The Thames Forest Police Area and other external partners◆ Aim to reduce crime and the fear of crime and improve perceptions of safety◆ Ensure that the Council is able to respond in the event of a civil emergency◆ Provide purposeful leisure opportunities as diversionary activities◆ Improve community safety and promote good standards of behaviour in parks and open spaces◆ Improve security at all youth and community facilities where feasible◆ Bring about a reduction in the number and severity of injuries sustained through accidents on the public highway network◆ Reduce truancy, bullying and racial harassment in schools◆ Ensure the efficient administration of information for the Youth Offending Team◆ Confront young offenders with the consequences of their offending◆ Intervene to tackle risk factors for young offenders◆ Ensure punishment is proportionate to the seriousness of the offence for young offenders

- ◆ Encourage reparation to victims of young offenders
- ◆ Reduce the fear of crime from young offenders

HOW & WHEN	WHO
Actions to be taken	Service/unit responsible
<ul style="list-style-type: none"> • Meet the objectives and targets under each of the present themes in the Community Safety Strategy • Attend Police Liaison meetings to engage local communities - Ongoing 	<p>All departments – contact Tony Rounthwaite on 01344 352506 or email tony.rounthwaite@bracknell-forest.gov.uk</p>
<ul style="list-style-type: none"> • Contribute to the activities of the Youth Offending Team in association with other partnership agencies – Ongoing • Support, educate and counsel young people at risk – ongoing • Support a wide range of initiatives to increase social cohesion – Ongoing • Support local and regional crime prevention and crime reduction initiatives – Ongoing 	<p>Leisure Services – Youth & Community – contact Susie Roberts on 01344 354104 or email susie.roberts@bracknell-forest.gov.uk</p>
<ul style="list-style-type: none"> • Maintain security of leisure facilities, making improvements where possible within funding priorities – Ongoing • Maintain current free use of Sandhurst Sports Centre by the Youth Service – Ongoing • Develop a consistent and enforceable set of behaviour standards across all leisure facilities • Apply for Anti- Social Behaviour Orders whenever this becomes appropriate 	<p>Leisure Services – Recreation & Amenities – contact Mark Devon on 01344 354101 or email mark.devon@bracknell-forest.gov.uk</p>
<ul style="list-style-type: none"> • Prepare and publish the Road Safety Plan – July 2002 • Implement traffic safety programme - Ongoing 	<p>Environment – contact Neil Matthews on 01344 351163 or email neil.matthews@bracknell-forest.gov.uk</p>
<ul style="list-style-type: none"> • Implement the safe routes to school programme – March 2003 	<p>Environment – contact Roger Cook on 01344 351903 or email roger.cook@bracknell-forest.gov.uk</p>
<ul style="list-style-type: none"> • Develop the policy for school safety and 20mph zones – July 2002 • Review provision of Road Safety Services – July 2002 	<p>Environment – contact 'transport development manager' on 01344 351400</p>
<ul style="list-style-type: none"> • Finalise new targets for reduced traffic accidents as part of Public Service Agreement – July 2002 • Review targets for reducing car crime with 	<p>Environment – contact Jon Freer on 01344 351907 or email jon.freer@bracknell-forest.gov.uk</p>

<p>Thames Valley Police – July 2002</p> <ul style="list-style-type: none"> • Finalise Service Level Agreement for speed camera operations/enforcement • Train 10 new emergency contact officers – October 2002 • Undertake a joint exercise with other agencies to test the Borough's Emergency Plan – April 2002 • Review all emergency plans to ensure they are current • Review the highway winter maintenance service • Support schools in the development of emergency procedures and provide appropriate training – July 2002 • Enhance security on school sites and support staff engaged in lone working – March 2003 • Develop and promote strategies to reduce involvement of pupils in truancy, bullying and to monitor and report on incidences of racial harassment in schools – December 2002 • Continue to complete 100% of pre-sentence reports in the required timescale – ongoing • Continue to implement quality assurance systems to monitor quality of reports (i.e.. Viewpoint) – Ongoing • Further develop range of restorative options available to victims of offending – September 2002 • Continue to provide and increase anger management programmes – Ongoing • Recruitment of specialist posts to improve provision of mental health services for adolescents experiencing poor mental health– September 2002 • Implement strategy to reduce involvement of looked after children in offending behaviour – September 2002 • Improve equality in sentencing and procedures – Ongoing • Monitor congruence level between report proposals and sentence – Ongoing • Provide restorative justice training for practitioners – August 2002 	<p>Environment – contact Louise Shepherd on 01344 352505 or email louise.shepherd@bracknell-forest.gov.uk</p> <p>Environment – contact Simon Mitchell on 01344 351139 or email simon.mitchell@bracknell-forest.gov.uk</p> <p>Education – contact Clare Medland on 01344 354062 or email clare.medland@bracknell-forest.gov.uk</p> <p>Education – contact Karen Frost on 01344 354024 or email karen.frost@bracknell-forest.gov.uk</p> <p>Social Services & Housing – contact Alex Walters on 01344 351529 or email alex.walters@bracknell-forest.gov.uk</p>
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<ul style="list-style-type: none"> • Reinforce the responsibilities of parents/ carers – Ongoing • Agree protocol with Thames Valley Police on appropriate adult provision – June 2002 • Promote parental involvement in reviews of Community Orders and young people subject to DTO – Ongoing • Continue to publicise the work of the Youth Offending Team to increase public understanding - Ongoing 	
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Relevant strategies and plans

COMMUNITY SAFETY STRATEGY	<p>Purpose and content: Aims to reduce fear of crime and to create a safer environment for local people</p> <p>Statutory requirement: Yes</p> <p>Legislation: Crime and Disorder Act 1998</p> <p>Timing: Every 3 years, reviewed annually</p> <p>Responsible Officer: Tony Rounthwaite on 01344 352506 or email tony.rounthwaite@bracknell-forest.gov.uk</p>
EMERGENCY PLAN	<p>Purpose and content: Establishment of civil protection arrangements for the maintenance of services during any emergency</p> <p>Statutory requirement: Yes</p> <p>Legislation: Civil Defence Regulations 1993</p> <p>Timing: Every two years</p> <p>Responsible Officer: Louise Shepherd on 01344 352505 or email louise.shepherd@bracknell-forest.gov.uk</p>
YOUTH JUSTICE PLAN	<p>Purpose and content: To ensure a coherent resourced plan for the provision of inter-agency youth offending teams and youth justice services to deal with young offenders in the community.</p> <p>Statutory requirement: Yes</p> <p>Legislation: Crime and Disorder Act 1998</p> <p>Timing: Annual</p> <p>Responsible Officer: Alex Walters on 01344 351529 or email alex.walters@bracknell-forest.gov.uk</p>
MAJOR INCIDENT PLAN	<p>Purpose and content: Sets standards for services e.g.. crisis centres for people with mental health problems living in the community.</p> <p>Statutory requirement: No</p> <p>Legislation: N/A</p> <p>Timing: Periodic review required</p> <p>Responsible Officer: Simon Pearce on 01344 351458 or email simon.pearce@bracknell-forest.gov.uk</p>
RABIES	<p>Purpose and content: Sets out proposals to work with MAFF and other agencies in the control of infectious diseases</p> <p>Statutory requirement: No</p> <p>Legislation: Animal Health Act 1981</p> <p>Timing: Periodic review required</p> <p>Responsible Officer: Robert Sexton on 01344 352580 or email robert.sexton@bracknell-forest.gov.uk</p>
ANTHRAX	<p>Purpose and content: Sets out proposals to work with MAFF and other agencies in the control of infectious diseases</p> <p>Statutory requirement: No</p> <p>Legislation: Animal Health Act 1981</p> <p>Timing: Periodic review required</p> <p>Responsible Officer: Robert Sexton on 01344 352580 or email robert.sexton@bracknell-forest.gov.uk</p>
FOOT & MOUTH	<p>Purpose and content: Sets out proposals to work with MAFF and other agencies in the control of infectious diseases</p> <p>Statutory requirement: No</p> <p>Legislation: Animal Health Act 1981</p> <p>Timing: Periodic review required</p> <p>Responsible Officer: Robert Sexton on 01344 352580 or email robert.sexton@bracknell-forest.gov.uk</p>
INFECTIOUS DISEASE	<p>Purpose and content: Sets out proposals to work with MAFF and other</p>

OUTBREAK	agencies in the control of infectious diseases Statutory requirement: No Legislation: Animal Health Act 1981 Timing: Periodic review required Responsible Officer: David Steeds on 01344 352530 or email david.steeds@bracknell-forest.gov.uk
RIGHTS OF WAY STRATEGY	Purpose and content: To direct the management and improvement of the rights of way network Statutory requirement: No Legislation: Wildlife and Countryside Act 2000 Timing: Two year Responsible Officer: Helen Tranter on 01344 354102 or email helen.tranter@bracknell-forest.gov.uk
ROAD SAFETY PLAN	Purpose and content: Sets out the Council's plans to secure reduction in traffic related accidents Statutory requirement: No, but forms the basis for funding bids Legislation: A New Deal for Transport White Paper Timing: 5 years assessed annually after 2001 Responsible Officer: Roger Cook on 01344 351903 or email roger.cook@bracknell-forest.gov.uk

Progress from last year 2001/02

ENHANCING COMMUNITY SAFETY	
Environment The policy objectives for 2001/02 were to:	
<ul style="list-style-type: none"> Develop a Community Safety Database incorporating GIS (Geographical Information System) programmes as part of the three-year Crime Audit process 	Established.
<ul style="list-style-type: none"> Preparing a Drug Action Team Template/ Action Plan and meeting those targets as the newly established Bracknell Forest Drug Action Team 	Completed
<ul style="list-style-type: none"> Pioneering a pilot Restorative Justice Community Conferencing Scheme involving facilitators from the community and key agencies 	Limited progress. Now an underpinning principle in the new Year 3 community safety strategy.
<ul style="list-style-type: none"> Undertaking the wide-ranging Crime Audit, related public consultation a subsequent preparation of the 2002-2005 Bracknell Forest Community Safety Strategy 	Completed
<ul style="list-style-type: none"> Identifying a rolling programme of safety measures for the Borough's road and footway network 	Programme completed
<ul style="list-style-type: none"> Taking measures to help bring about a reduction in the number of severity of injuries sustained through accidents on the public highway network 	Programme completed
<ul style="list-style-type: none"> Supporting training initiatives aimed at assisting school children to become competent road users 	Ongoing, 2001/02 programme completed
<ul style="list-style-type: none"> Making crime prevention a material consideration when assessing development proposals 	Relevant applications are now

	referred to the Police Architectural Liaison Officer
<ul style="list-style-type: none"> Running an effective town centre CCTV system 	Ongoing
<ul style="list-style-type: none"> Improving road safety knowledge and ability, especially in vulnerable and high risk road users 	Ongoing work through the Road Safety Education training and publicity programme
Education	
The policy objectives for 2001/02 were to:	
<ul style="list-style-type: none"> Develop further joint working arrangements with the corporate emergency planning team 	In progress
<ul style="list-style-type: none"> Provide emergency planning training for staff in the Education department 	Initial session completed
Leisure Services	
The policy objectives for 2001/02 were to:	
<ul style="list-style-type: none"> Improve community safety and promote good standards of behaviour in parks and open spaces 	Some projects completed and ongoing
<ul style="list-style-type: none"> Implement the Community Sports and Greenway Project 	Complete
<ul style="list-style-type: none"> Participate in the Community Safety Strategy, in particular to complete the objectives in relation to young people 	Full participation and majority of actions complete.
<ul style="list-style-type: none"> Contribute to the activities of the Youth Offending Team in association with other partnership agencies 	Complete
<ul style="list-style-type: none"> Improve security of leisure facilities where appropriate 	Significant improvements made
Social Services & Housing	
The policy objectives for 2001/02 were to:	
Develop the work of the Youth Offending Team	
<ul style="list-style-type: none"> Update the Youth Justice Plan 2002/03 	Complete
<ul style="list-style-type: none"> Work closely with Education and Leisure Services to develop preventative working 	Complete
Participate in the work of the Drug Action Team (DAT)	
<ul style="list-style-type: none"> Monitor the implementation of the DAT Action Plan 	Work in progress
Play a leading role in the Community Safety Partnership	
<ul style="list-style-type: none"> Continue the work of the Hidden Crime Steering Group 	Work in progress
Extending initiatives on Housing Estates to reduce nuisance, anti-social behaviour and fear of crime	
<ul style="list-style-type: none"> Continue to develop the Crime and Disorder Reduction Strategy with the local Police 	Work in progress
Develop measures to ensure freedom from fear, crime and discrimination against minority groups	
<ul style="list-style-type: none"> Consider the recommendations of the Stephen Lawrence inquiry 	Ongoing

	How we performed in 2000/01	How performed in 2001/02	Our target for 2002/03	Are we improving?	Further information	Reference
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ENHANCING COMMUNITY SAFETY

Strategic Objective

1. Domestic burglaries per 1000 households and percentage detected.	7.9	6.2	5			BVPI 126
2. Robberies per 1000 population and percentage detected.	?	0.5	?			BVPI 127
3. Vehicle crimes per 1,000 population and percentage detected.	15.5	15.2	14.29			BVPI 128
4. Has the local authority established a corporate strategy to reduce crime and disorder in their area? If not has the authority established a timetable for doing so?	New indicator	Yes	N/A		1999-2002 strategy completed. 2002-2005 strategy being prepared and actions to be implemented	BVPI 173
5. The number of domestic violence refuge places per 10,000 population which are provided or supported by the authority.	New indicator	0.36	0.36			BVPI 176 (ACA3)

Developing the Local Economy

Introduction

The main service area with responsibility for supporting the Medium Term Objective of *Developing the Local Economy* is the **Environment** department, as part of its Planning and Transport Policy Section.

Although this section has overall responsibility for preparing and co-ordinating the Council's Economic Strategies, this is supported by most service areas across the Council, as well as working with external agencies.

What the public told us

A workshop at the Community Planning Conference 'Thinking for Tomorrow' was devoted to looking at how best to support a 21st century economy for Bracknell Forest. The key issues identified were the need to:

- Develop the skills of local people and workers
- Develop a more flexible approach to work (e.g.. flexible working hours, hot desking and working from home)
- Support to 'key workers' who provide essential services in the area, but who often struggle to find appropriate accommodation
- Promote a diverse local economy with a wide range of job opportunities

In relation to the Town Centre Redevelopment a range of consultation methods were used, which started with a stakeholder event in the Grange Hotel in January 2002. The main period of consultation was from early March, focused on the draft Masterplan for the town centre. Many comments have been received and will be used to inform the plans.

Objectives and Action for 2002/03

WHAT
Policy objective
<ul style="list-style-type: none">◆ Raise awareness of the opportunities of Bracknell Town Centre as a retail, cultural and learning centre in the region◆ Promote the facilities and opportunities within the Borough◆ Promote the image and identity of the Borough◆ Promote an equitable and mixed trading environment◆ Increase investment in the area◆ Work in partnership with the business community in developing services to meet their needs◆ Ensure provision of a wide range of good quality learning facilities and activities◆ Improve the range and quality of the arts within the Borough◆ Ensure wide use of community-based information technology to promote the Borough◆ Promote the regeneration of Bracknell Town Centre◆ Maximise the supply of affordable housing◆ Enhance recruitment and retention of staff◆ Develop and implement a basic skills strategy◆ Enable the provision of affordable housing for key workers and local people unable to access the private market◆ Maximise income from benefits to the residents of Bracknell Forest◆ Provide a new Town Centre Children's Nursery◆ Engage a wide range of partners in the Lifelong Learning Partnership to develop a basic skills strategy

HOW & WHEN	WHO
Actions to be taken	Service/unit responsible
<ul style="list-style-type: none"> Develop a comprehensive programme of activities and events under the 'Be There' initiative to attract more visitors to the Town Centre 	Policy & Communications – contact Graham Mountford on 01344 353080 or email graham.mountford@bracknell-forest.gov.uk
<ul style="list-style-type: none"> Provide places for local employees in a new Town Centre Nursery – December 2002 	Education department – contact Karen Frost on 01344 354024 or email karen.frost@bracknell-forest.gov.uk
<ul style="list-style-type: none"> Engage a wide range of partners in addressing local skills shortages through the Lifelong Learning Plan to develop and implement a basic skills strategy 	Education – contact Tony Eccleston on 01344 354182 or email tony.eccleston@bracknell-forest.gov.uk
<ul style="list-style-type: none"> Maintain wide ranging and quality Leisure Services which make the Borough and attractive place to live and work – ongoing Continue to provide a Tourist Information Centre 	Leisure Services – Recreation & Amenities - contact Mark Devon on 01344 354101 or email mark.devon@bracknell-forest.gov.uk
<ul style="list-style-type: none"> Develop 'Creative Partnerships' to help increase cultural activities in the Borough 	Leisure Services – Director – contact Vincent Paliczka on 01344 354181 or email vincent.paliczka@bracknell-forest.gov.uk
<ul style="list-style-type: none"> Maintain and develop links with South Hill Park and a range of other organisations to develop the arts. 	Leisure Services – Libraries, Arts & Information – contact Ruth Burgess on 01344 354103 or email ruth.burgess@bracknell-forest.gov.uk
<ul style="list-style-type: none"> Finalise the Town Centre Masterplan – August 2002 Agree the Masterplan – June/July 2002 Develop planning application for town centre – December 2002 Develop strategy for town centre – December 2002 	Environment Department – contact Stephen Gaimster on 01344 351232 or email stephen.gaimster@bracknell-forest.gov.uk
<ul style="list-style-type: none"> Produce supplementary planning guidance – December 2002 	Environment – contact Victor Nicholls on 01344 351902 or email

<ul style="list-style-type: none"> • Develop a property strategy – March 2003 • Introduce a Healthy Eating Award in partnership with the Health Authority – November 2002 • Develop the Local Transport Plan objectives – Ongoing • Work with local businesses to develop an Approved Garage Scheme to benefit the consumer – November 2002 • Hold regular meetings with the Bracknell Business Travel Forum – Ongoing • Establish a key worker planning group working in partnership with local businesses and Registered Social Landlords to explore opportunities to develop affordable housing for key workers – March 2003 • Undertake a benefits take-up campaign within the Borough to ensure that anyone with a valid right to benefit makes an application and receives the benefit to which they are entitled – March 2003 	<p>victor.nicholls@bracknell-forest.gov.uk</p> <p>Environment – contact David Steeds on 01344 351400 or email david.steeds@bracknell-forest.gov.uk</p> <p>Environment – contact Roger Cook on 01344 351903 or email roger.cook@bracknell-forest.gov.uk</p> <p>Environment – contact Rob Sexton on 01344 352580 or email robert.sexton@bracknell-forest.gov.uk</p> <p>Environment – contact Jon Freer on 01344 351907 or email jon.freer@bracknell-forest.gov.uk</p> <p>Social Services & Housing – contact Genevieve Macklin on 01344 351688 or email genevieve.macklin@bracknell-forest.gov.uk</p>
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Relevant strategies and plans

ECONOMIC DEVELOPMENT PLANS	<p>Purpose and content: All local authorities undertaking economic development activity are required to prepare an annual strategy. Typically these will detail past achievements and forward objectives.</p> <p>Statutory requirement: No</p> <p>Legislation: N/A</p> <p>Timing: Annual</p> <p>Responsible Officer: Bev Hindle on 01344 351185 or email bev.hindle@bracknell-forest.gov.uk</p>
REGIONAL ECONOMIC STRATEGY	<p>Purpose and content: To provide details on the economic development of the Region</p> <p>Statutory requirement: No</p> <p>Legislation: N/A</p> <p>Timing: Every 5 years</p> <p>Responsible Officer: SEEDA</p>
EMPTY HOMES STRATEGY	<p>Purpose and content: To detail the Council's approach to addressing the issue of empty homes within the Borough</p> <p>Statutory Requirement: No</p> <p>Legislation: N/A</p> <p>Timing: 5 yearly, with annual review</p>

	Responsible Officer: David Steeds on 01344 352530 or email david.steeds@bracknell-forest.gov.uk
TOWN CENTRE STRATEGY	Purpose and content: Primarily dealing with management issues. Separate although complementary to the planning strategy embodied in the Local Plan Statutory requirement: No Legislation: N/A Timing: Responsible Officer: Stephen Gaimster on 01344 351232 or email stephen.gaimster@bracknell-forest.gov.uk

Progress from last year 2001/02

DEVELOPING THE LOCAL ECONOMY	
Environment	
The policy objectives for 2001/02 were to:	
• Maintain a programme of environmental enhancements to the Town Centre and also other local shopping centres	Ongoing
• Support 'Be There' events aimed at maintaining an environmentally sustainable Bracknell town centre	Ongoing
• Managing and developing the Council's stock of business property in such a way as to assist the local economy	20 rent reviews: 16 lease renewals and 10 new lettings undertaken in the year
• Managing the local highway network with regard to local business needs	Ongoing
• Establishing an attractive travelling environment for local journeys	Ongoing
• Promoting a sustainable system of freight transport with reliable means of access	Ongoing
• Continuing to promote the economic regeneration of Bracknell Town Centre	Development of Masterplan underway
• Promoting integrated, comprehensive and convenient surface public transport systems to serve local airports	Ongoing
• Identifying and reducing barriers to employment and supporting the growth of enterprise and skills training	Crowthorne Enterprise Centre opened June 2001.
Education	
The Policy objectives for 2001/02 were to:	
• Establish effective working relationships with and contribute to the planning activities of the local LSC	Established and continuing
Leisure Services	
The policy objectives for 2001/02 were to:	
• Support economic development through employment, providing infrastructure and encouraging tourism	Complete – Cultural Strategy produced
Social Services & Housing	
The policy objectives for 2001/02 were to:	
Seek opportunities to facilitate the development of market housing for rent	
• Consider opportunities to work with Registered Social Landlords to provide market housing for rent	Work in progress
Enable provision of social housing for key workers and local people	



unable to access the private market	
<ul style="list-style-type: none">• Assess the need for affordable 'social housing' for key workers in the Borough	Complete
<ul style="list-style-type: none">• Progress pilot development of affordable housing schemes for key workers	Ongoing

Promoting Learning and Educational Achievement

Introduction

The main service area responsible for supporting the Medium Term Objective of *Promoting Learning and Educational Achievement* is the **Education** department. This department covers education in its widest sense, from provision for children of pre-school age to education opportunities of any age. However also closely involved with this area of work is **Leisure Services** and **Social Services**. Indeed all three service areas work together where appropriate.

The Education department has strategic responsibility for securing sufficient places for children in schools and other provision, for raising standards and for ensuring that the individual needs of children and young people are met. The department manages a substantial capital programme to provide places and improve accommodation and facilities.

Most children under five years old receive early years education from either attendance at a nursery class attached to one of the Borough's schools or from a provider in the independent, private or voluntary sectors. The Education department services the Early Years Development and Childcare Partnership which co-ordinates this provision within the Borough. Education for children of school age is provided in infant, junior, all age primary and secondary schools. Pupils who have special educational needs are either educated in one of the Borough's schools in Kennel Lane Special School, in a special school outside of the Borough or in an alternative setting as required. Children who have been excluded from school may be educated in the Borough's Pupil Referral Units for both primary and secondary pupils, or through other alternative provision.

On leaving school the Council provides support for some pupils attending local colleges and also arranges student support for those attending higher education institutions.

The department has a leading role in the Lifelong Learning Partnership to secure adult education opportunities and further the development of lifelong learning throughout the Borough.

Support to schools includes both challenge and support. It is concerned with delegated management, the delivery of teaching and learning, personnel management, information and communications technology and financial management, property and contract management and school government.

Support for schools is provided through advice, training, targeted resources and intervention where necessary, as well as through school governor support and training.

What the public have told us

Communities are principally involved through their schools. Head-teachers and governing bodies keep parents informed of developments in education, as well as about matters affecting their own schools.

There have been three major consultation exercises during 2001-02.

- Consultation with the public and with schools between July and December contributed to the choice of priorities for inclusion in the Education Development Plan (see table below)
- Consultation with schools during the Autumn confirmed the options for changing the age of first admission to primary schools
- A survey of schools was part of the annual process of monitoring the quality of services
- Schools were also consulted on which budgets should be subject to further delegation in 2002-03

Planned consultation for the forthcoming year 2002/03 includes:

- Partner organisations on post-16 strategy
- Schools on the quality of services (annual)
- Various consultees on the School Organisational Plan

Objectives and Action for 2002/03

WHAT
Policy Objective: to make Bracknell Forest a Learning Community in which:
<ul style="list-style-type: none"> • All learners will have appropriate opportunities. • All learning will be in a suitable environment. • All schools will be good schools • All children looked after gain maximum life chance benefits from educational opportunities, health care and social care

HOW AND WHEN	WHO *names to be sourced
<p>All learners will have appropriate opportunities. To do this we will:</p> <ul style="list-style-type: none"> • Implement a change in the age of first admission to primary schools • Develop an area strategy for post-16 provision • Review the resources schools have for meeting special educational needs • Maximise the impact of the Connexions service 	<p>Assistant Director (PSF)*</p> <p>Lifelong Learning Officer* SEN Manager*</p> <p>Leisure Services - Youth and Community – contact Susie Roberts on 01344 354104 or email susie.roberts@bracknell-forest.gov.uk</p>
<ul style="list-style-type: none"> • Extend further the opportunities for extra-curricular activities, adult and community learning, and produce a basic skills strategy • Increase the range and number of high quality early years places • Revise the School Organisation Plan to continue to manage the supply of school places by September 2002 • Support the development of extra-curricular activities which encourage additional learning • Improve education and training resources in Libraries 	<p>Lifelong Learning Officer* Community Education Manager*</p> <p>Assistant Director (PSF)*</p> <p>Assistant Director (SPR)*</p> <p>Leisure Services – Libraries, Arts & Information – contact Ruth Burgess on 01344</p>

<ul style="list-style-type: none"> • Increase the number of self-development courses available • Promote and facilitate an appreciation of the arts 	354103 or email ruth.burgess@bracknell-forest.gov.uk
<p>All learning will be in a suitable environment. We will:</p> <ul style="list-style-type: none"> • Improve facilities at Brakenhale, Edgbarrow, and the Pines Junior School. We will continue to improve schools in line with the priorities in the AMP • Establish new facilities for children and adults at Sandhurst School • Establish a Neighbourhood Nursery in the Town Centre • Improve disabled access to more establishments • Optimise the use of ICT for learning through an extended NGfL scheme, and by establishing UK OnLine centres • Provide advice and support to schools on effective network use through a support service for primary schools and a technical forum for secondary schools • Increase access to information through ICT and other additional outlets • Improve facilities in Youth Centres and Libraries <ul style="list-style-type: none"> • Develop collaboration for learning between agencies and facilities in Bracknell Forest and elsewhere, e.g.. in sport and the arts 	Assistant Director (SPR)* Lifelong Learning Officer* Early Years Manager* Assistant Director (SPR)* Principal Adviser and Lifelong Learning Officer* Assistant Director (SPR)* Leisure Services – Libraries, Arts & Information – contact Ruth Burgess on 01344 354103 or email ruth.burgess@bracknell-forest.gov.uk All branches of Education and Leisure Services
<p>All schools will be good schools; To achieve this we will implement the activities in the first year of the new Education Development Plan for 2002/07, under the following priorities: Promoting Quality Schools</p> <ul style="list-style-type: none"> • School leadership and management • High quality teaching and learning • Effective management of diversity and promotion of equality of opportunity • Recruitment and retention • Effective use of ICT to support teaching and learning • Effective use of ICT to support school management and administration • Capacity building in schools • High quality partnerships • Enhancing the learning environment by capital adaptation and improvement work 	The implementation of the EDP will be supervised by the Assistant Director (CQA)*, though other branches will be involved as set out in the detailed activity plans Education – contact Allison Fletcher on 01344 354185 or email allison.fletcher@bracknell-forest.gov.uk
<p>Schools Causing Concern</p> <ul style="list-style-type: none"> • Implement the school improvement policy 	
<p>Raising Attainment in Early Years and Primary</p> <ul style="list-style-type: none"> ▪ Promote and share effective strategies and resources to raise attainment and ensure quality 	

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**COUNCIL
26 JUNE 2002**

**RELEASE OF SECTION 106 FUNDING
(Director of Corporate Services/Director of Leisure Services)**

1 PURPOSE OF DECISION

This report seeks approval to the release of Section 106 funding for the following projects.

- (i) Westmorland Park – Installation of basketball net – kick about area and new paths
- (ii) A grant to Bracknell Town Council to improve the open space in Calfridus Way.

2 RECOMMENDATIONS

That:

- (i) Approval be given to the release of a total of £25,000 of money held under Section 106 for the provision of an open access unit facility at Westmorland Park, North Bracknell.
- (ii) Approval be given to the release of an amount of £40,000 of money held under Section 106 to Bracknell Town Council as a grant for improving drainage at Calfridus Way playing fields.

3 REASONS FOR RECOMMENDATIONS

Authorisation from the full Council is necessary for the release of Section 106 funding in respect of two schemes.

- (i) To improve provision for young people at Westmorland Park.
- (ii) To improve standard of pitches at Calfridus Way playing fields.

4 ALTERNATIVE OPTIONS CONSIDERED

None – both projects are considered to be appropriate uses of the available Section 106 funding.

5 SUPPORTING INFORMATION

Westmorland Park, North Bracknell

Subject to the release of Section 106 funding, a tarmacadam area with basketball net and nearby seating will be installed. The proposed location is on land north of the existing play area. Because this land is sloping a “cut and fill” operation is needed to create a flat area suitable for ball games. In addition a new section of footpath connecting the youth area to the entrance will be provided.

The site has existing provision for sport, walking and children’s play so this will extend the range of users of the site. This provision has been included in the management plan for the site.

Appropriate Section 106 funds are available from developments at Gough’s Lane (£22,350), Shoreland Oaks (£494) and Warfield YNOA7 (£22,156).

Calfridus Way Recreation Ground

A new housing development is to be completed at Broad Lane which will increase demand on the Calfridus Way recreation ground. Section 106 funding has been secured to improve recreation facilities within 1.5k of the site. Some of this money has already been allocated for Lily Hill Park but the remaining funding is available for use as a grant to Bracknell Town Council for improvement works at Calfridus Way recreation ground. Bracknell Town Council have requested that funds be made available to improve drainage at the site, the total cost of the scheme is estimated at £40,000. A study of recreation pitch provision in the Borough in 1999 concluded that there was a need to improve the standard of pitches in this borough so as to make better use of the existing resources.

6 ADVICE RECEIVED FROM STATUTORY AND OTHER OFFICERS

Borough Solicitor

There are no specific legal implications arising in the case of Westmorland Park. In the case of Calfridus Way, the proposed grant is authorised by Section 19 of the Local Government (Miscellaneous Provisions) Act 1976.

Borough Finance Officer

Section 106 funding is available in respect of both schemes as described.

Access Implications

The provision of a new tarmacadam footpath at Westmorland Park would facilitate easy access. There are no relevant access issues in relation to the project at Calfridus Way recreation ground.

7. PRINCIPAL GROUPS CONSULTED

Westmorland Park User Forum

Youth & Community Service

8. REPRESENTATIONS RECEIVED

The Youth & Community services actively support the proposed provision at Westmorland Park. At the user forum there were mixed views with the sports clubs expressing some reservations and the parish council being in favour. No consultation was carried in relation to the scheme at Calfridus Way.

Background Papers

Reports by Director of Leisure Services

Contact for further information

Malcolm Biggs– 01344 352006

Malcolm.biggs@bracknell-forest.gov.uk

Helen Tranter, Leisure Services – 01344 354102

Helen.tranter@bracknell-forest.gov.uk

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