

Notice of Meeting

Overview and Scrutiny Commission

Councillor Angell (Chair), Councillor Virgo (Vice-Chair),
Councillors Mrs Birch, Brossard, Gbadebo, MJ Gibson, Mrs Mattick,
Mrs McKenzie-Boyle, McLean, Mossom, Porter and Temperton

Thursday 7 April 2022, 6.30 - 8.00 pm

**Hybrid meeting via both Council Chamber - Time Square,
Market Street, Bracknell, RG12 1JD – and Microsoft Teams**



Agenda

Item	Description	Page
1.	Apologies for Absence	
	To receive apologies for absence and to note the attendance of any substitute Members.	
2.	Minutes of previous meeting	5 - 8
	To approve as a correct record the minutes of the meeting of the Overview and Scrutiny Commission held on 8 February 2022.	
3.	Declarations of Interest and Party Whip	
	<p>Members are asked to declare any disclosable pecuniary or affected interests and the nature of that interest, including the existence and nature of the party whip, in respect of any matter to be considered at this meeting.</p> <p>Any Member with a Disclosable Pecuniary Interest in a matter should withdraw from the meeting when the matter is under consideration and should notify the Democratic Services Officer in attendance that they are withdrawing as they have such an interest. If the Disclosable Pecuniary Interest is not entered on the register of Members interests the Monitoring Officer must be notified of the interest within 28 days.</p> <p>Any Member with an Affected Interest in a matter must disclose the interest to the meeting. There is no requirement to withdraw from the meeting when the interest is only an affected interest, but the Monitoring Officer should be notified of the interest, if not previously notified of it, within 28 days of the meeting.</p>	
4.	Urgent Items of Business	
	Any other items which, pursuant to Section 100B(4)(b) of the Local Government Act 1972, the Chairman decides are urgent.	
5.	Public Participation	
	To receive submissions from members of the public which have been submitted in advance in accordance with the Council's Public Participation Scheme for Overview and Scrutiny.	

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Sitting as Strategic Health Scrutiny Committee

6.	New Heatherwood Hospital	9 - 46
	<p>To receive a presentation on the opening of the new Heatherwood Hospital and the facilities and services to be provided there from the end of March 2022. The Commission would like to understand the Trust's approach and the impact on Bracknell Forest residents.</p> <p>The Commission has invited the following guests to address the meeting:</p> <ul style="list-style-type: none"> • Carol Deans, Director of Communications and Engagement, Frimley Health NHS Foundation Trust • Dan Bradbury, Chief Operations Officer, Frimley Health NHS Foundation Trust <p>Members of the Commission are asked to submit technical or detailed questions in advance of the meeting.</p> <p><u>Evidence pack:</u></p> <ul style="list-style-type: none"> • Briefing note on service provision including footfall figures for Bracknell Forest patients • Presentation slides • Frimley Health NHS Foundation Trust website for more information on the new approach, services, the story so far and latest news 	

Return to sitting as Overview and Scrutiny Commission

7.	Council Plan Overview Report	47 - 72
	<p>Council Plan Overview Report (CPOR) covering the third quarter of 2021/22 is attached.</p> <p>Members of the Commission are asked to submit technical or detailed questions in advance of the meeting.</p>	
8.	Health and Care Overview and Scrutiny Panel Report: mental health	73 - 96
	<p>To consider the draft mental health review report prepared by the Health and Care Overview and Scrutiny Panel for submission to the Executive on 26 April 2022.</p>	
9.	Overview and Scrutiny Annual Report	97 - 118
	<p>To consider the draft Overview and Scrutiny Annual review report prepared by the Chairs of the Commission and Overview and Scrutiny Panels for submission to Council on 20 April 2022.</p>	
10.	Work Programme Update	
	<p>Overview and Scrutiny Panel Chairs to provide verbal updates on the work programme and highlight any proposed changes such as scope, scheduling or duration.</p>	

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Date of next meeting

The next Overview and Scrutiny Commission meeting is scheduled for 12 May 2022.

Forward plan and decisions taken

Commission members are able to view upcoming decisions by looking at [Browse forward plans | Bracknell Forest Council \(bracknell-forest.gov.uk\)](#) and consider decisions taken since the last Commission meeting by using this link [What's newly published | Bracknell Forest Council \(bracknell-forest.gov.uk\)](#) and altering the date range.

Sound recording, photographing, filming and use of social media is permitted. Please contact Kirsty Hunt, 01344 353108, kirsty.hunt@bracknell-forest.gov.uk, so that any special arrangements can be made.

Published: 30 March 2022

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**OVERVIEW AND SCRUTINY COMMISSION –
ADVISORY MEETING
8 FEBRUARY 2022
6.30 - 7.31 PM**



Present:

Councillors Angell (Chair), Virgo (Vice-Chairman), Mrs Birch, Brossard, MJ Gibson, Mrs Mattick, Mrs McKenzie-Boyle, Mossom, Porter and Temperton
Mark Glanville, Parent Governor Representative

Apologies for absence were received from:

Councillors Gbadebo and McLean

In Attendance:

Councillor Brown

Also Present:

Stuart McKellar, Executive Director: Resources
Kevin Gibbs, Executive Director: Delivery
Grainne Siggins, Executive Director: People
Ann Moore, Assistant Director: Democratic and Registration Services

56. Minutes of previous meeting

RESOLVED that the minutes of the meetings of the Commission held on 13 January 2022 be approved as a correct record, and signed by the Chair.

57. Declarations of Interest and Party Whip

There were no declarations of interest made.

There were no indications that members would be participating while under the party whip.

58. Urgent Items of Business

There were no items of urgent business.

59. Public Participation

No submissions had been made by members of the public under the Council's Public Participation Scheme for Overview and Scrutiny.

60. Council Plan Overview Report

The Executive Director: Resources at Bracknell Forest Council, Stuart McKellar, introduced the Council Plan Overview Report (CPOR) covering the second quarter of 2021/22. The Executive Director: Resources highlighted that:

- There was a slight change to the format of the CPOR from previous versions as it included a more detailed update on the activity of the Chief Executive's office. This was due to separate quarterly reports being created for the Resources Directorate and the Place, Planning and Regeneration Team.

- The Council was on track to deliver the Corporate Plan except for transformation savings which was RAG rated red. The delay in transformation savings was largely due to the impact of the Covid-19 pandemic on the People Directorate. Members were assured the groundwork had been done in this area, but the transformation team were not as far ahead as they hoped they would be at this point.
- Changes to The Lookout Café meant there was a more exciting offer for residents which would help to generate more income and bring visitors back.
- The Council had allocated a number of business grants across the borough.
- The draft Health and Wellbeing Strategy for the borough was out for consultation and progressing well.
- There was a slight delay on some traffic works around the borough, but these were being addressed.
- There was a global issue obtaining IT equipment, which had been an issue, but good progress had been made this quarter by the team and new starters were receiving kit.
- Work was being carried out to ensure Time Square would be ready when it was reopened to the public. This included a new café area and soundproof, glass booths for staff to meet with residents.
- The Bracknell Forest Giants in the Town Centre had proved hugely popular and brought many people back into town. It was noted there had been good publicity reach for this initiative.
- The corporate peer challenge took place during this quarter and feedback was overwhelmingly positive about Bracknell Forest Council.
- The Council had taken steps to support vulnerable people. This included additional welfare support for children eligible for Free School Meals, such as meals over the holiday period, and that support was continuing currently.
- It was anticipated there would be a small underspend in the budget when previously there was a risk of an overspend. The anticipated underspend was due to the situation not deteriorating as quickly as predicted because car parks and leisure centres were being well used again.

The following questions were asked:

- In response to a query about the amber RAG rating and low number of apprenticeships available in the Council (Page 27) the Executive Director: Resources explained two teams who were currently in the middle of a restructure (Digital Services and Human Resources & Organisational Development) would be creating a total of five apprenticeships in the near future. The delay to creating more apprenticeships was partly due to the Covid-19 pandemic impacting on teams' ability to take on new starters requiring a lot of assistance, particularly in the People Directorate.
- In response to a query about leases at Everyone Active Leisure Centre (Page 29) the Executive Director: Delivery, Kevin Gibbs, stated one lease was currently being investigated, as it was the subject of a complaint, and more would be known once that was concluded.
- A query was raised about use of agency staff and what the Council were doing to employ more permanent staff. The Executive Director: Resources explained senior leaders would be discussing a report tomorrow which drew together all agency staff and should allow better visibility of use of agency staff across the Council. A strategy was also being proposed to gradually reduce agency staff and understand why we have them. It was noted the majority of agency staff were in the demand led sector, so would be hard to reduce, and part of the strategy would look at terms and conditions for permanent staff to promote Bracknell Forest Council as an attractive place to work. This piece of work was being overseen by the Employment Committee.

- In response to a question about the increase in the number of complaints the Council received in 2022, compared to 2021, the Executive Director: Resources explained 2021 was the blip year due to the Covid-19 pandemic and the number of complaints were in line with previous years.
- It was queried why an extra grant for the past two years to assist young people classed as NEET (Not in Education, Employment or Training) to find jobs had been withdrawn this year. Executive Director: People, Grainne Siggins, offered to provide a written response to this question.
- In response to a question about how many Bracknell Forest Libraries were now open as 'open plus sites' the Executive Director: Delivery offered to provide a written response following the meeting.
- Members asked if the SLA (Service Level Agreement) with South Hill Park had been signed and the Executive Director: Delivery explained a specification had been agreed, and was largely being worked to, but the SLA was yet to be signed. It was agreed an update would be provided at the next meeting.
- It was confirmed that it was intended for the Café at Time Square to provide more than tea/coffee in the future. The Council had explored providing accommodation to other organisations at Time Square, including the voluntary sector, although an agreement for Berkshire Healthcare Foundation Trust to use space for some staff had not been reached.
- In response to a question about the transfer of land assets, such as playgrounds, from Bracknell Forest Council to Parish/Town Councils in the borough the Executive Director: Delivery agreed to provide a written response.
- In response to a query about a parking bay scheme in Bracknell Town it was agreed the Executive Director: Resources would provide a written response.
- The issue of old street signs and parking bay signs was discussed and the Executive Director: Resources advised Commission members there was funding in the proposed budget 2022/23 for local greening initiatives and to make places tidier, which could be used to update these types of signs.
- It was queried why a target had been set of 5,000 for the number of customer visits to Time Square when it was not accessible to the public yet. It was explained this target was set last Summer and agreed it was now inappropriate.
- It was noted that due to technical issues Councillor Bidwell was unable to ask his question directly during the meeting and this would be followed up outside of the meeting.

61. **Work Programme Update**

Each Panel Chair provided a verbal update on work programme progress.

Education, Skills and Growth

The Special Educational Needs and Disabilities (SEND) review scope was agreed.

Health and Care

The Mental Health draft report and recommendations were finalised and would be brought for consideration to the April Commission meeting.

Ideas for the Panel's next review had been discussed but it was noted one suggestion regarding the recruitment marketplace in social care was being reviewed by the Employment Committee.

Environment and Communities

The inaugural meeting of the Integrated Enforcement Review would take place on Thursday 9 February. A number of dates were booked in for March.

CHAIRMAN



The New Heatherwood Hospital



Stakeholder Update March 2022

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Committed to excellence

Working together

Facing the future

About the new Heatherwood Hospital

We are pleased to announce that the new Heatherwood Hospital opened on 28 at March 2022. Our plans to replace the outdated 100-year-old Heatherwood Hospital began in 2014 and have incorporated considerable thought and input from patients, staff and clinicians.

The new state-of-the-art £100 million Heatherwood Hospital is one of the best planned care facilities in the NHS serving residents across Hampshire, Surrey, Berkshire and beyond. It will be a centre of excellence for elective care with its new diagnostic facilities, six operating theatres and wards, fantastic day surgery facilities, specialist outpatient areas, and operating procedure rooms that will enable us to perform minor operations and procedures without the need for patients to be admitted.

The new Heatherwood Hospital is a major asset to the region that reflects Frimley Health's vision to be a leader in health and wellbeing, delivering exceptional services to its local communities.

We are using the latest technology and innovation to provide the best treatments and experience. Innovative design focuses on patient and staff wellbeing, by maximising the views and access to the hospital's stunning natural setting.

What is elective/planned care?

Elective care (also known as planned care) means that surgery and procedures are planned and chosen by patients rather than carried out urgently such as in the case of an emergency. Our new Heatherwood Hospital will be a specialist elective care and surgery hub.

Reducing waiting times for elective surgery is one of our key priorities. We want to maximise the benefit of our new Heatherwood Hospital to cut waiting times for patients and enable us to recover from the significant impact of the Covid pandemic and the usual winter pressures.

Benefits of the new Heatherwood Hospital

Many exciting opportunities to improve patient care and experience

Our new hospital offers many exciting opportunities for us to meet increased demand, improve the patient experience and the quality and safety of our care, including:

- Completely elective facility which will continue operating all year round, supporting Frimley Health NHS Foundation Trust to meet increased demand
- More elective care, delivered more efficiently and in a much-improved patient environment, built for modern needs
- Care and support in state-of-the-art theatres, wards and clinics, and in a better clinical environment
- All services delivered under one roof
- Patients can see the right specialist, in the right place and get the best possible outcomes
- As a dedicated planned care facility, patients will be seen and treated more quickly for routine procedures, so reducing waiting times
- More minor operations and procedures (such as biopsies) carried out as day cases and outpatient procedures that would traditionally require an operating theatre
- One-stop services for many patients, using the latest digital technology and flexible outpatient spaces, will reduce the number of visits they need to make to the hospital, for example through our prostate cancer service
- Dedicated theatre lists for low complexity cases will allow more patients with relatively quick procedures to be seen faster. Theatres will run during evenings and weekends and pathways will meet the latest national best practice
- In the context of the current national backlog following the pandemic, this facility will enable local residents to receive treatment more quickly than would have been the case and ensure the Frimley system is one of the best placed nationally to meet demand for planned care.

Benefits and improvements

The new Heatherwood Hospital, working in partnership with our other facilities throughout the area, will bring the following benefits for our patients, visitors and staff:

- Reduced waiting times
- Reduced likelihood of cancellation of operations when we experience severe pressures due to higher numbers of emergency cases and admissions
- A better clinical environment with quality support services including a café and waiting areas
- Increased productivity and clinical effectiveness leading to improved patient outcomes and experience

Designed for greater efficiency

- Six state-of-the-art operating theatres
- 38 inpatient beds, of which 18 are en-suite
- 22 day case pods, lithotripsy and one procedure room
- 24 outpatient, procedure and treatment rooms
- Two endoscopy suites compared to the current one
- Radiology: MRI, CT, X Ray, Ultrasound (5), Mammography
- A primary care hub – a purpose-built GP hub housing two local practices opened on the site in June 2021
- Private patient facilities with consulting rooms, procedure room and 10 beds

Caring for the environment, staff and patients

- Sustainable building with:
 - living roof
 - balancing pond
 - woodland
 - solar panels on roof
- Sustainable travel plan including:
 - Public transport – buses coming onto new site
 - Disabled parking
 - Maximum parking within planning confines
 - Electric vehicle charging points

A brief background on what we do at Frimley Health

Frimley Health NHS Foundation Trust (FHFT) is one of the largest Trusts in the NHS with a record of achievement and success that places us as one of the best performing Trusts in the country. We provide NHS hospital services for around 900,000 people across the areas of Berkshire, Hampshire, Surrey and south Buckinghamshire.

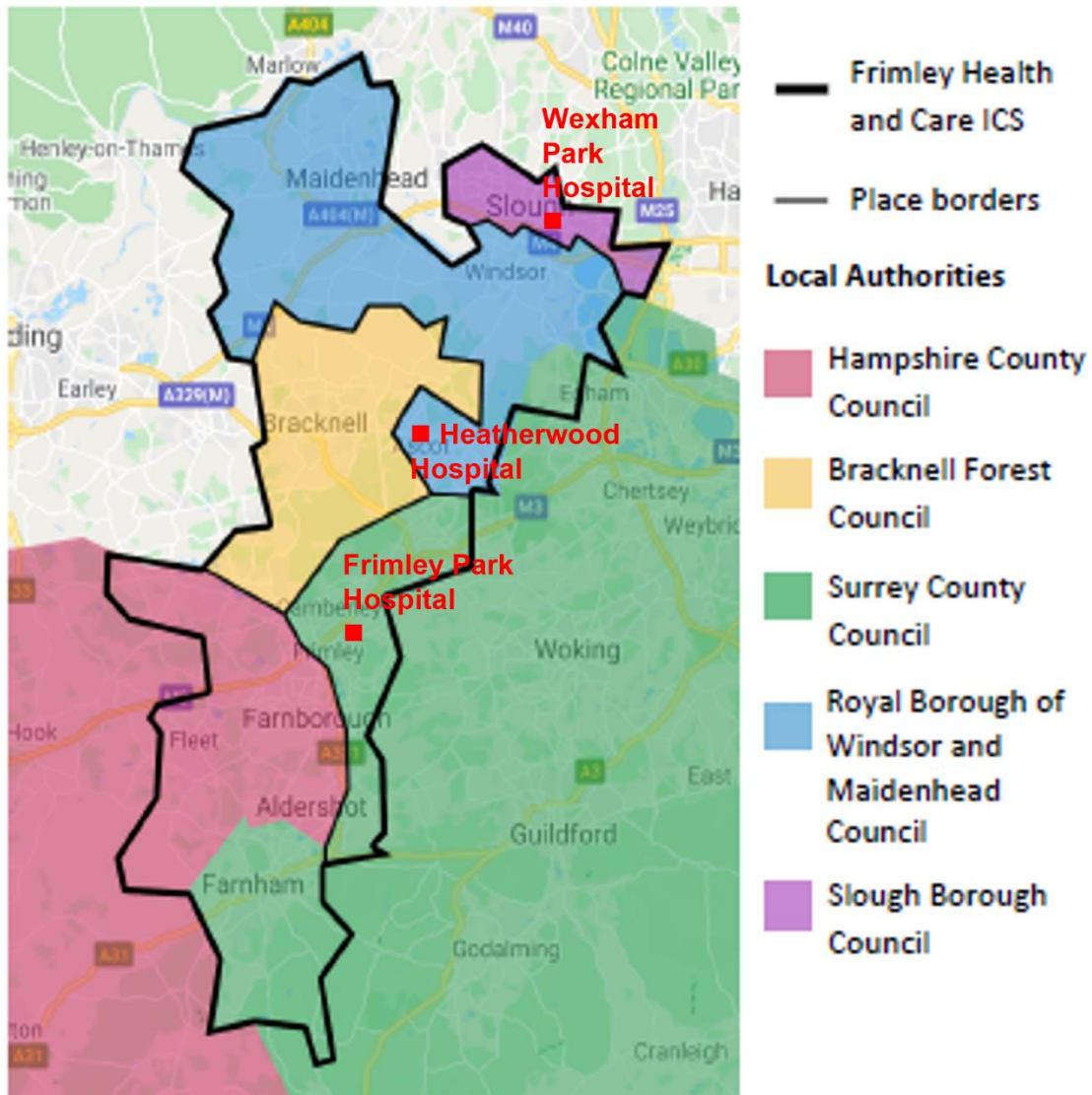
Our sites and services

As an acute and community provider we have two main acute hospital sites, an elective centre and services provided at community sites and in patient's homes across our patch:

- **Frimley Park Hospital** in Frimley, near Camberley, is an acute hospital and was the first hospital in the country to be rated 'Outstanding' by the Care Quality Commission. It has a regional heart attack centre offering emergency intervention to patients, and has specialist renal, cystic fibrosis, hyper-acute stroke, vascular and spinal services. The emergency department sees 120,000 people every year and admits 55,000. Almost half a million outpatient appointments are provided each year and 5,500 babies are born at its maternity department.
- **Wexham Park Hospital** near Slough is an acute hospital undergoing massive investment to make sure we have the best facilities possible to deliver the best possible care. We recently opened a £10m upgrade to the hospital's maternity unit and a £49m Emergency Assessment Centre that brings our emergency department, ambulatory care and assessment units and other urgent care services together under one roof.
- **Heatherwood Hospital** in Ascot is highly valued by the local community, and focuses more on diagnostics, day surgery and outpatients. The new £100m hospital on the site will provide some of the best elective care facilities in the country.
- A **range of integrated community services** to our patients in North East Hampshire, Farnham and Surrey Heath through Fleet and Farnham Community Hospitals. We run outpatient clinics and diagnostic services from Aldershot, Farnham, Fleet, Windsor, Maidenhead, Bracknell, Chalfont St Peter and Brants Bridge. We also provide community nursing and rehabilitation services in patient's homes.
- **Heathlands intermediate care unit** in Bracknell opened on 28 Mar 2022. This 20-bed intermediate care facility is a bed-based intermediate care

service that works collaboratively with local community providers and integrated community teams to help people receive well-coordinated and joined up care promoting independence for as long as possible. The therapy led unit offers a consultant and advance nurse practitioner supported step up and step-down pathway. It will also provide a base for the Trust's frailty virtual ward and frailty hospital admission avoidance.

This map shows our main hospital sites and community catchment for services.



Car travel time between sites:

Frimley Park to Heatherwood
17 minutes

Wexham Park to Heatherwood
33 minutes

Why changes to services are needed

As we moved closer to moving into the new hospital, we reviewed our plans, taking into account:

- The continued impact of Covid on our hospitals
- The need to provide specialist elective activity in a Covid secure environment, at the new Heatherwood Hospital
- Our elective care recovery plan as a result of the Covid pandemic
- The availability of more operating procedure rooms to enable minor operations to be carried out in an outpatient setting instead of day case theatres
- Responding to a national focus on patients receiving orthopaedics and ophthalmology services
- Delivering the best patient care and experience possible by ensuring patients can have as much diagnostic and treatment services in one visit as possible to reduce unnecessary appointments and visits to hospital.

As a result of our review, we are making some changes to where some patient services will be provided. Some services currently provided at Frimley Park or Wexham Park will move to Heatherwood, some services currently provided at Heatherwood may see increases in service provision, and some services previously delivered from Heatherwood will now need to be provided in a more appropriate setting. This could be one of our other hospital sites, or within our local community.

For most services, Heatherwood is not and will not be the only hospital from which they are provided, patients will still have a wide range of choice.

Where we provide more 'one stop' services, such as the prostate cancer service, there will be considerable benefits in terms of patient experience and staff satisfaction such as the need for fewer separate visits to hospital and quicker diagnosis and treatment. Hospital appointments will be offered at the site which is the best for each patient's needs. This might not be their nearest site but we will offer a choice of location whenever possible, and primary care clinicians retain the ability to use the e-referral system in partnership with patients to select the right balance of geography and waiting times which is right for them.

A summary of the improvements and changes for patients from Bracknell Forest is provided on page 12.

The impact of Covid

We are still considering and responding to the impact of Covid pressures on our hospitals and services and, as a result, making a range of temporary changes and allowances. As an example, at the time of writing we have around 50 patients in our hospitals being treated for Covid; an additional 150 patients are in hospital for other reasons but, as they also have Covid, we need to make a host of other changes which impact on bed occupancy and staffing, for example infection control and isolation.

As with all hospitals across the country, we don't yet know the long-term impact of Covid on our services and capacity and we may need to implement Covid planning, similar to the current flu planning.

With all this in mind, we will continue to monitor things closely over the next 12 months and review any changes after a year, in 2023, by which time the longer-term impact of Covid will hopefully be clearer, as will the overall impact on the waiting list.

Impact on patients, visitors and staff

It's hard to be exact about the number of patients likely to be affected because:

- Two years of referrals have been impacted by the Covid pandemic and, in turn, the pandemic has seen significantly increased use of virtual appointments
- We have introduced and are expanding the use of patient initiated follow up and introduced additional short-term face to face appointments due to Covid delays
- One-stop shop pathways are already reducing the number of visits a patient makes
- Patients may choose to travel further to be seen quicker or choose to wait longer to be seen closer to home
- 'Get it right first time' (GIRFT) improvements are also reducing length of stay, by changing inpatients to day cases and day cases to outpatient procedures.

We have held meetings with patients showcasing the new hospital and engaging with them regarding layout and wayfinding, and this is ongoing.

We will seek feedback from patients and their carers and relatives throughout the next 12 months to enable us to monitor any impact and adjust as necessary wherever possible.

Travel and transport

We are aware that some patients who currently attend Frimley Park and will need to travel to Heatherwood may be concerned about transport links and car parking, including higher taxi costs for greater distances. Arrangements have already been made for buses to come directly to the new hospital and this will continue. We are keen to stress that our primary aim has been to improve services and that, even though Heatherwood may be further away for some patients, it has the specialist expertise and state-of-the-art equipment and facilities, which will improve the overall quality of the patient experience and reduce waiting times for patients.

A key focus of our ongoing engagement will be transport and travel. Alongside this work, we will be conducting a major transport and travel review, looking at patient journeys and all aspects of travel to and from all our sites. This review underlines our commitment to best support patients, visitors and staff and will enable us to understand the scale of impact (positive or negative) to inform any adjustments that we need to make. The travel review work will also dovetail into our green plan.

Electronic patient record system

We are soon implementing a new electronic patient record which will transform care, and empower our patients enabling them to view their own records, make and change appointments and interact with clinicians as they have not done before. This may reduce the need for patients to have hospital appointments to get advice and care they need. The introduction of the new system will not mark the end of paper correspondence; we will still be sending appointment and other letters through the post and for patients who are not 'electronically savvy' there will always be staff on hand to help with electronic check-in.

Communications and engagement

A key Trust value is ‘working together’ and our Trust communication and engagement commitment follows that theme. To that end, we will continually engage and involve our communities and partners in the services that we provide.

It is a continuing journey.

The new Heatherwood Hospital has been part of a long-phased programme of communications and engagement with a wide range of stakeholders. Currently, we are coming to the end of **phase 4** with the opening of the hospital on 28 March 2022.

Our communication and engagement plan and approach has been agreed with our local Healthwatch colleagues in Berkshire, Hampshire and Surrey. This includes updating multiple stakeholders and seeking views of recent and current patients, to understand any potential impact of the changes, how we could minimise any negative impact and maximise improvements to patient experience.

Phase 5 will then be a year-long focus on services that have moved or changed, and will allow us to gain a better understanding of the impact of the enduring Covid situation, together with the pressures on our acute sites. We will be seeking views of patients and their relatives or carers in particular, to enable us to monitor the impact and adjust as necessary wherever possible. The findings of this engagement work will be fed into a wider review that we will be carrying out into travel between all our sites, outlined in the following section.

Our communications and engagement aims are to:

- Ensure that the benefits of the new hospital and improved services are noted and celebrated.
- Ensure targeted engagement with recent and current patients of services, particularly where clinical pathways and/or locations need to change to best understand potential impact and opportunities.
- Ensure that key stakeholders are aware of the new clinical pathways and new models of care; what services are provided where.
- Ensure that our communities are aware of our ongoing engagement plans and how they can get involved.



Summary of changes for patients from Bracknell Forest

New and improved services

Ophthalmology

- New, additional service at Heatherwood focusing on cataracts.
- Dedicated day surgery rooms and theatre.
- Expect to be able to do 20 operations each working day.

Lithotripsy

- Hub/centre of excellence in outpatient setting.
- New dedicated operating procedure room.

Mammography

- New, additional service at Heatherwood providing a much better patient environment.

Endoscopy

- Additional suite, doubling from one to two suites.

Gynaecology (including screening)

- Providing a centralised service at Heatherwood with a review in 12 months.
- Many more patients will be treated and a one-stop approach brings all services under one roof.
- Since the move to Heatherwood, we have been able to see significantly more patients than before with fewer cancelled due to winter/Covid pressures and all provided in a better setting (for local anaesthetic, local procedure).

Urology

- Urology outpatients will remain an important part of the Heatherwood service, and will be improved, including a new one-stop prostate pathway, resulting in most patients making fewer visits and enabling much more speedy diagnosis and treatment for patients who would normally be anxiously waiting for their treatment.
- Overall more patients will be seen and the service will be more efficient.
- Patients can choose to visit other sites for multiple appointments or attend Heatherwood for a one-stop appointment.
- The improved service will enable diagnostic tests to be carried out in an outpatient setting, radically speeding up the cancer diagnostic pathway, as well as maintaining use of injections for bladder cancer in an outpatient setting. In addition, we will continue to provide urodynamics and the diagnosis of benign conditions.

- Plans are underway to consolidate urology services to create a second one-stop service at Frimley Park later this year.

Patient pathway changes

Orthopaedics

- A centre of excellence for planned orthopaedic surgery at Heatherwood Hospital.
- Most routine elective orthopaedic surgery currently carried out at Frimley Park will now be performed at Heatherwood. This means that more people can be treated, waiting lists will be shorter and surgery is more likely to take place.
- Trauma and complex surgery will remain at Frimley Park and Wexham Park.
- Orthopaedic outpatient appointments will continue to be provided in their current locations, so all patients will continue to have choice.
- Approximately 1,500 routine elective orthopaedic operations were carried out at Frimley Park over the first 10 months of 2021/22, with approximately 200 coming from Bracknell Forest. These numbers may vary in the future due to the changes and improvements listed on pages seven and nine.

Paediatric outpatients

- This service will move from Heatherwood to a new community site in Bracknell two miles away, within the Brants Bridge facility.
- The outpatient service will still be available at all other current sites so patients can choose which site to go to.
- There were approximately 500 appointments from Bracknell Forest at Heatherwood over the first 10 months of 2021/22. These numbers may vary in the future due to the changes and improvements listed on pages seven and nine.

General surgery (inpatient and day cases) (including breast, colorectal, upper and lower gastrointestinal)

- These operations will be consolidated at Wexham Park and Frimley Park to allow us to specialise and carry out more orthopaedics, ophthalmology, urology and gynaecology procedures at Heatherwood.
- Patients will have the choice of which alternative site they wish to visit for their operation.
- There were approximately 166 appointments from Bracknell Forest over the first 10 months of 2021/22. These numbers may vary in the future due to the changes and improvements listed on pages seven and nine.

General surgery outpatients

- Most general surgery outpatients will move out of Heatherwood and be incorporated into current alternative locations.

- Patients will be able to choose where they go and, in practice, may opt to travel to the location offering the earliest appointment as many do now.
- Appointments will be available across the full range of alternative sites: Wexham Park and Frimley Park plus King Edward VII in Windsor, St Mark's Hospital in Maidenhead, Aldershot Centre for Health, Fleet and Farnham.
- We estimate that more than a third of patients who currently travel to Heatherwood for appointments will have a shorter journey if they choose to visit Wexham Park.
- There were approximately 500 appointments from Bracknell Forest over the first 10 months of 2021/22. These numbers may vary in the future due to the changes and improvements listed on pages seven and nine.

Medicine outpatients

- Our medical specialties (neurology, rheumatology, haematology, cardiology and respiratory) will continue to provide outpatient appointments in Heatherwood although there will be a smaller number of clinics and so we will be focusing these appointments on local patients.
- Patients will have the choice of clinics in Wexham Park, King Edward VII, St Mark's and in the southern locations of Frimley, Fleet, Farnham and Aldershot. This means that, for many people who would previously attend Heatherwood, their appointment may be closer than currently.
- Approximately 30% of Bracknell Forest appointments will still be at Heatherwood.
- Approximately 1,150 appointments were from Bracknell Forest in the first 10 months of 2021/22 and so could now be seen elsewhere. These numbers may vary in the future due to the changes and improvements listed on pages seven and nine.

More information

For more information, or to share your views, please email: fhft.engage@nhs.net

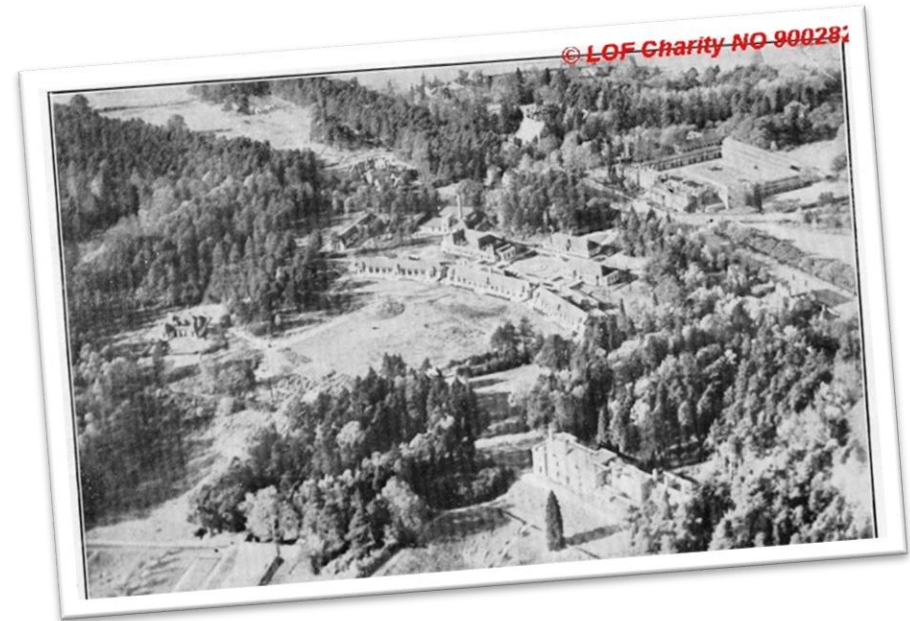
The New Heatherwood

23



The Heatherwood legacy

- A century of services -Heatherwood Hospital's first patients in 1922
- Originally used for war veterans' children who suffered from surgical tuberculosis
- Had 136 beds, its own school and vegetable garden. Length of stay > 1 year!



The current Heatherwood

- Outpatients, diagnostic, elective care for inpatients and day surgery patients
- Fantastic team – ‘Good ‘ rating
- Valued by patients and community



The need to modernise

- Real estate in very poor state
- Not economical to restore
- Not set up for efficient and modern care

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The New Heatherwood Hospital

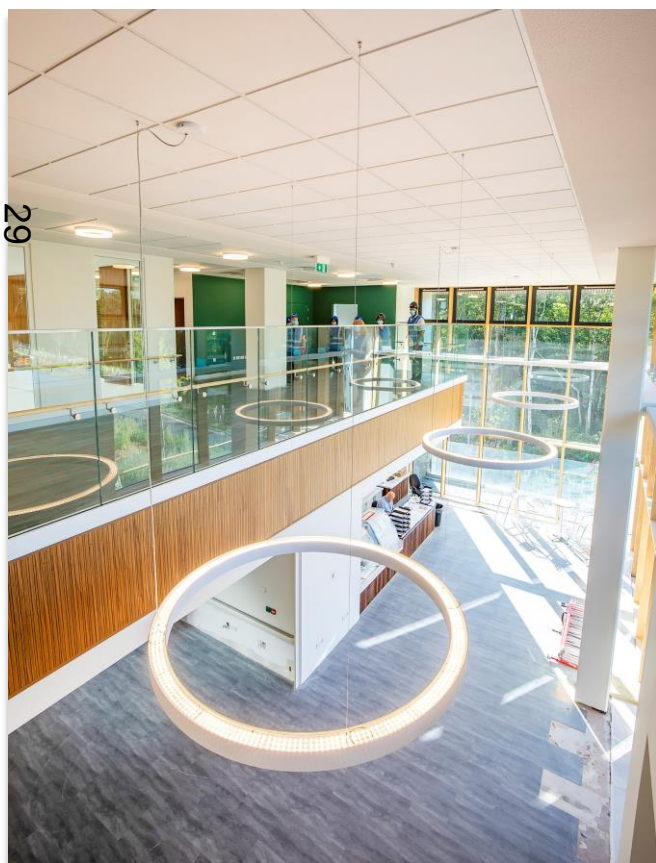
- **100 year legacy – The need to modernise**
- **Heatherwood – The future of planned care**
- **Designed for efficiency**
- **Services**
- **Benefits**
- **Caring for the environment, patients and staff**
- **Costs**
- **Opening**

The future of planned care

- One of the best planned care facilities in the NHS serving residents across Berkshire, Surrey and Hampshire
- Designed to deliver planned care more efficiently and in a much-improved patient environment, built for modern needs.
- A major asset to the region that reflects Frimley Health's vision to be a leader in health and wellbeing, delivering exceptional services to its local communities



Contemporary, modern design



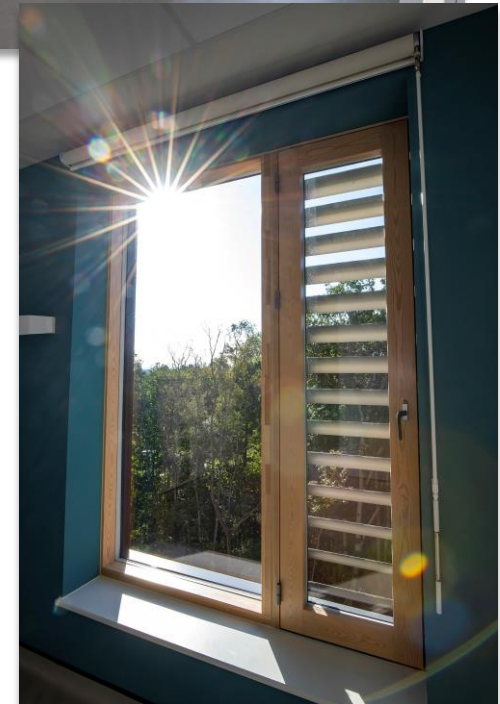
The future of planned care

- The latest technology and innovation to provide the best treatments and experience
- Innovative design focuses on patient and staff wellbeing, by maximising the views and access to the hospital's stunning natural setting



Designed for efficiency

- Care for NHS and private patients
- Six state of the art operating theatres
 - Two procedure rooms one of which dedicated to lithotripsy
- 31 38 in patient beds of which 18 are en suite
- 22 day case pods
- 24 Outpatient, procedure and treatment rooms
- Two endoscopy rooms
- Radiology: MRI, CT, X Ray, Ultrasound (5), Mammography
- A new primary care hub / GP clinic (Greenwood)
- Private patient facilities with consulting rooms, procedure room and 10 beds



Services

Procedures

- Lithotripsy
- Plastics
- Ophthalmology
- Orthopaedics
- Hysteroscopy and cystoscopy

Diagnostics

- Endoscopy
- Cardiology
- Radiology facilities - CT, mammography, MRI, X Ray and ultrasound

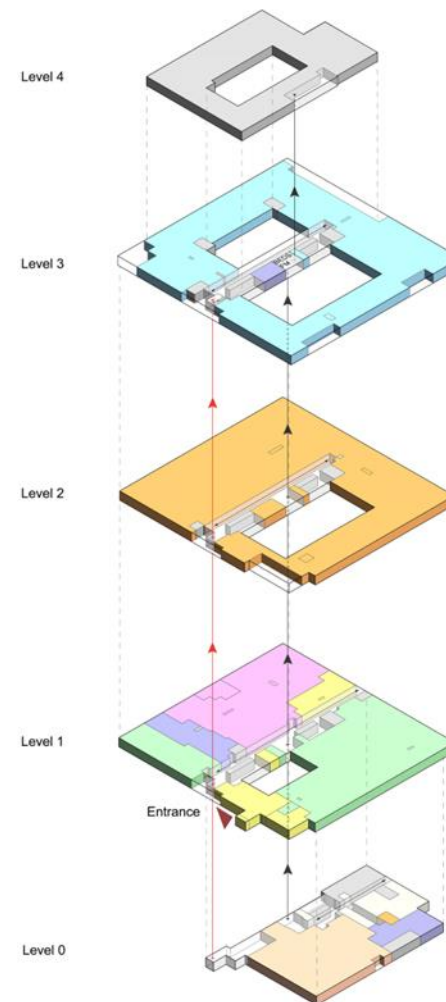
Outpatient appointments

- Gynaecology
- Medicine (including cardiology)
- Ophthalmology
- Oral Surgery / ENT
- Orthodontics
- Orthopaedics
- Physiotherapy
- Phlebotomy
- Private patients
- Urology

Layout

Level	Department
Level 4	Plant room - roof
Level 3	Inpatient Unit: NHS and Private inpatients Therapies support : Physio and Occupational
Level 2	Theatre floor: 6 Laminar flow Operating theatres plus 2 procedure rooms 10 1 st stage recovery spaces 22 Day Surgery spaces Pre-op/Pre-Assessment
Level 1	Main entrance incorporating Café, security office and porters lodge Outpatients: Consultation/examination rooms for both NHS and Private Patients including minor operations facilities (2 procedure rooms for NHS and 1 for Private Patients) Maxfac/Orthodontics & ENT Radiology including MRI, CT, Ultrasound, Mammography and plain film Phlebotomy and Specimen reception
Level 0	Endoscopy, Catering, Goods Receipt, Housekeeping, CSSD, Estates, Facilities Management Yard

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Benefits

- Completely elective facility will continue operating all year round
- Care and support in state-of-the-art theatres, wards and clinics
- Patients can see the right specialist, in the right place and get the best possible outcomes
- Dedicated planned care facility – Reduced waiting times
- More procedures carried out as day cases
- Patients seen and treated more quickly for routine procedures

Caring for the environment, staff and patients

Sustainable building with living
roof, pond and woodland, solar
panels on the roof

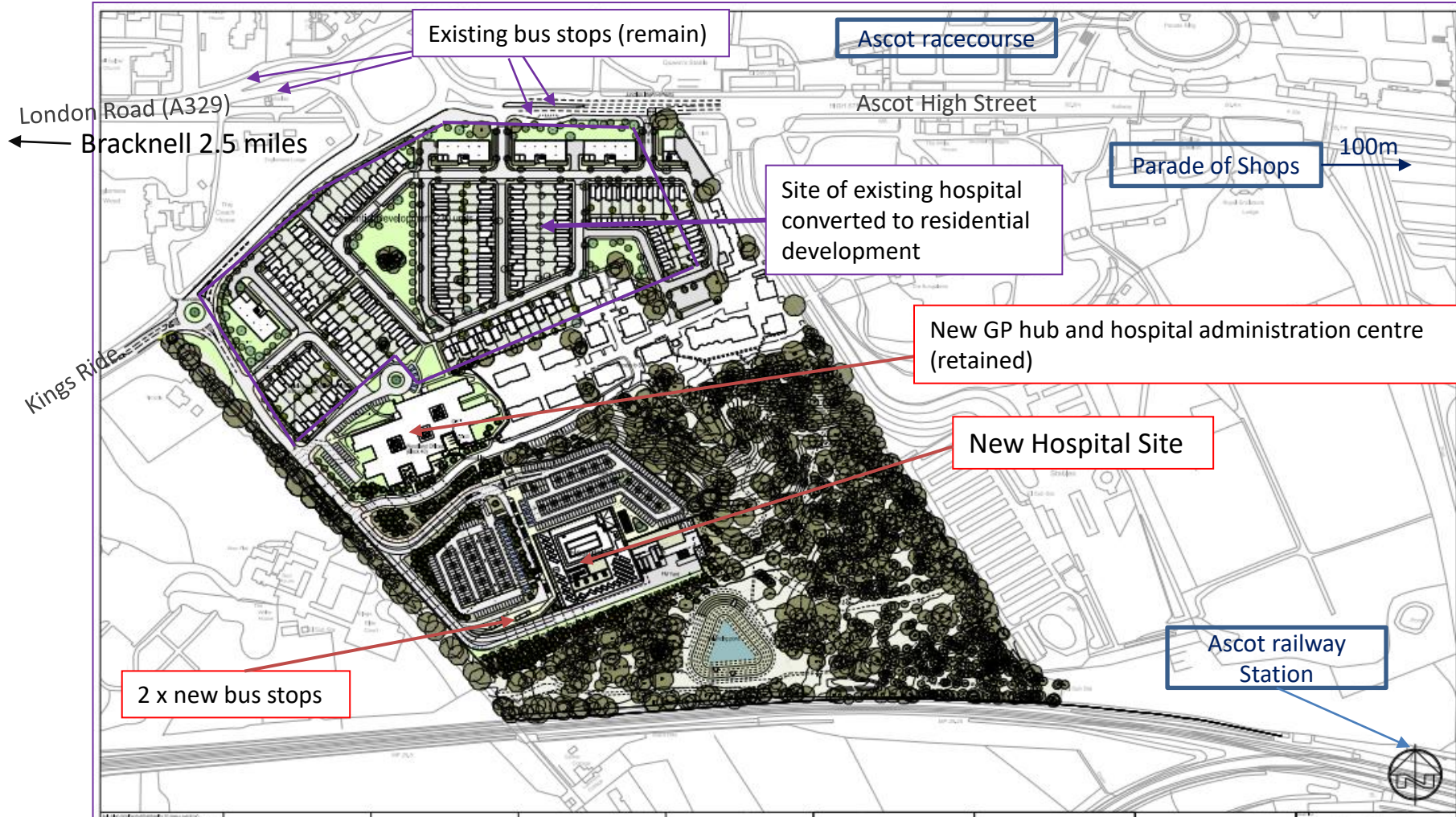
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Sustainable travel plan including:

- Public transport – buses coming onto new site
- Disabled parking
- Maximum parking within planning confines
- Electric vehicle charging points

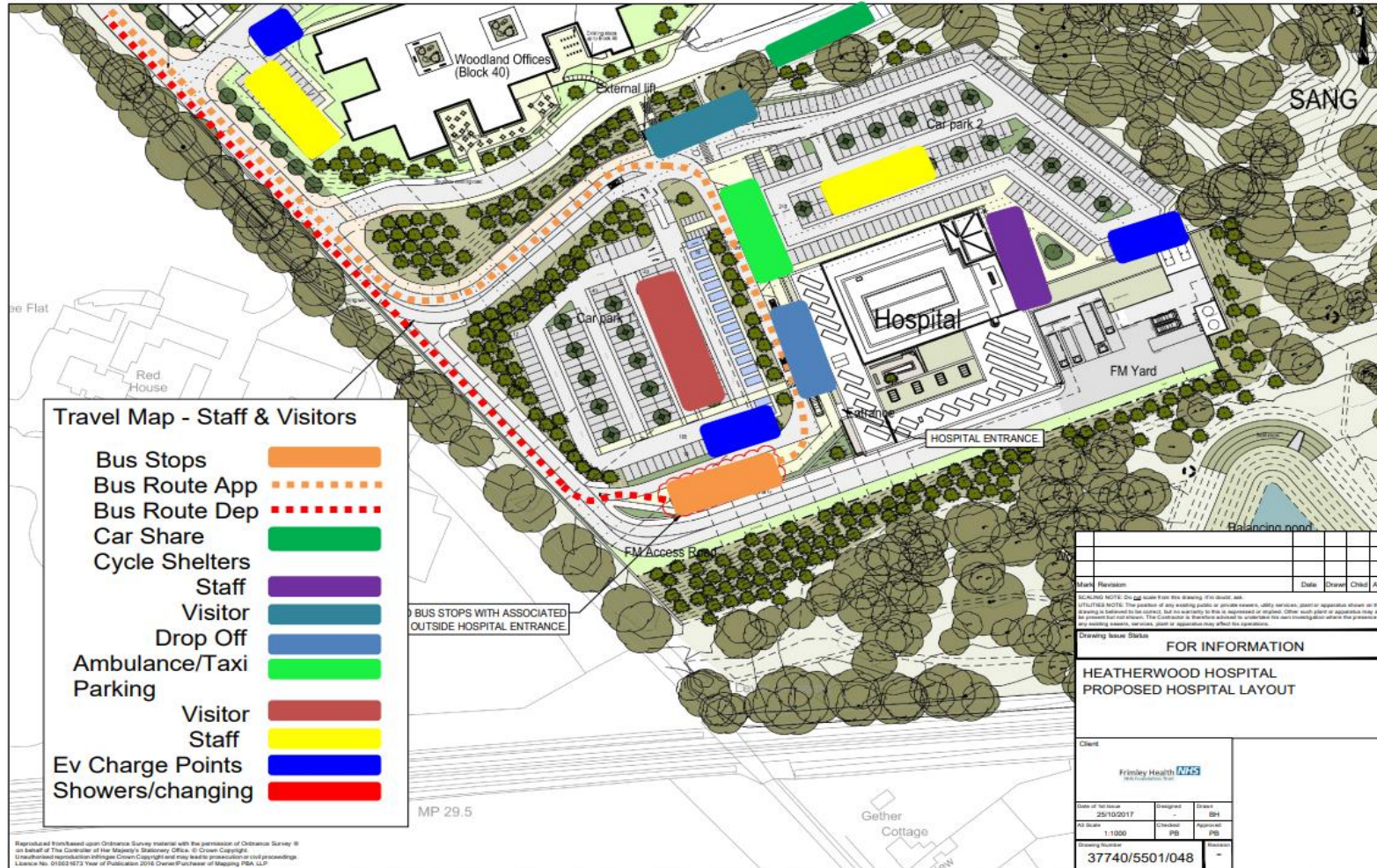


The Geography



Travel facilities and access

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New GP Hub



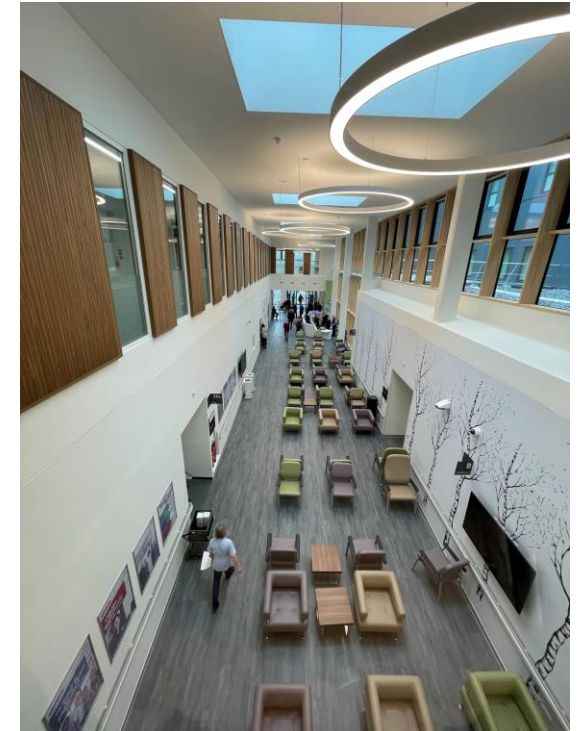
- A purpose-built GP hub housing two local practices opened on the site June 2021
- Opportunity to collaborate with our partners in primary care



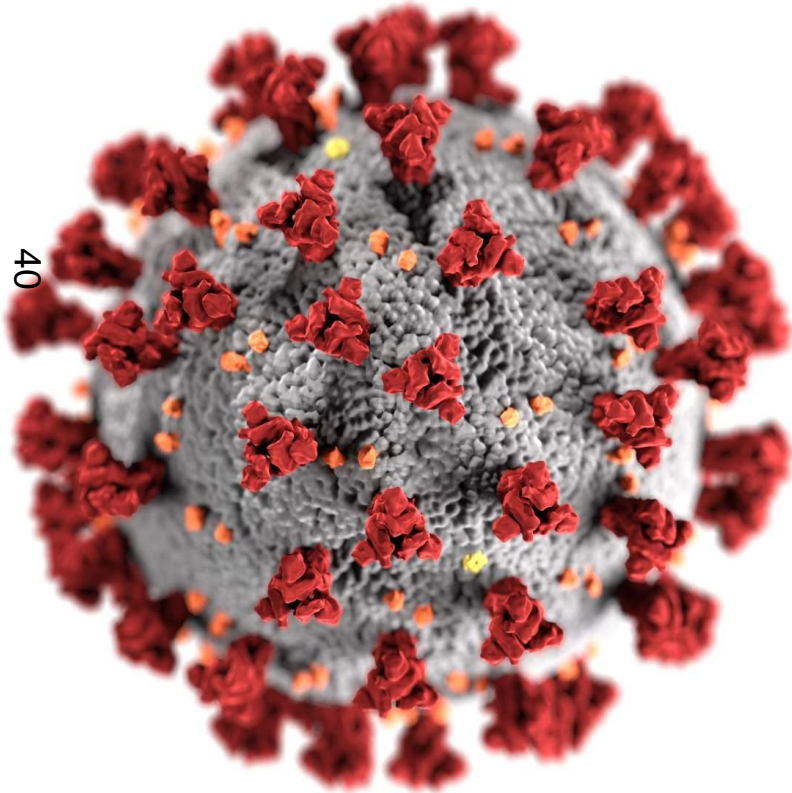
The doors opened to patients on 28 March 2022

- The building was officially handed over in December 2021
- New equipment and furnishings with some equipment transferred over
- New electronic patient record system, Epic, will be implemented in June
- Tremendous achievement to deliver on such a major project in the midst of a global pandemic

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Heatherwood review



- Impact of covid on waiting lists
- Need for elective activity in a Covid-secure environment
- Waiting lists and elective recovery plan
- Opportunity to consolidate some services
- Traditional 'winter pressures'
- National focus on orthopaedics and ophthalmology
- Opportunity to maximise benefits of Heatherwood

Heatherwood plans for the next 12 months

- Increase ophthalmology, specifically cataracts
- Create one-stop pathways for prostate cancer
- ⁴¹Create a hub / centre of excellence for lithotripsy
- Create gynaecology ambulatory pathways
- Continue to provide gynaecological screening
- Move planned orthopaedic surgery from Frimley Park Hospital (outpatients to stay at Frimley)
- Move some services from Heatherwood Hospital to enable the above improvements

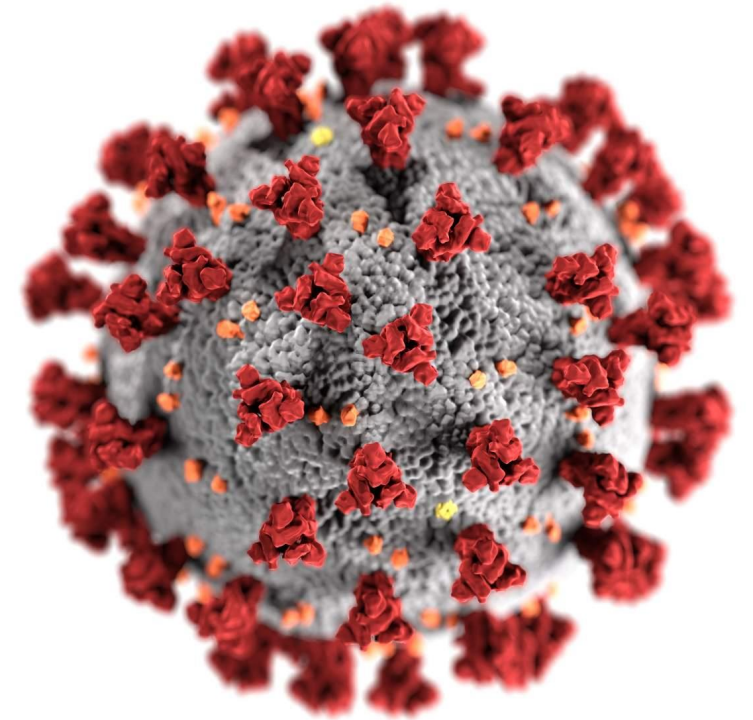


With ongoing review through patient engagement

Impact

Hard to be exact about the number of patients likely to be affected because:

- Two years of referrals impacted by covid
- ⁴² Significantly increased use of virtual appointments
- Introduction of patient initiated follow up
- Additional short-term face to face appointments
- One-stop shop pathways reducing the number of visits a patient has to make
- Get it Right First Time (GIRFT) improvements



For Bracknell Forest residents – new and improved services

Ophthalmology

- New, additional service at Heatherwood focusing on cataracts

⁴³Lithotripsy

- Hub/centre of excellence in outpatient setting

Mammography

- New additional service

Endoscopy

- Additional suite

Gynae (including screening)

- Centralised in Heatherwood with review in 12 months
- Better setting with one-off, single visit appointments ('one stop shop')

Urology

- Still at Heatherwood but with new one-stop prostate pathway (and plans for a second one-stop service at Frimley)

For Bracknell Forest residents – patient pathway changes

Orthopaedics

- Most routine elective surgery currently carried out at Frimley Park will now be at Heatherwood
- Outpatient appointments continue in their current locations and
- Trauma and complex surgery will remain at Frimley Park and Wexham Park

General surgery

- Consolidated at Wexham Park and Frimley Park to enable specialism of orthopaedics, ophthalmology, urology and gynaecology at Heatherwood

General surgery outpatients

- Most will be incorporated into current alternative locations

Medical outpatients

- Fewer appointments at Heatherwood
- Will be focused on local patients
- Approx 30% of BF appointments will still be at Heatherwood
- Patient choice of alternative locations

Paediatric outpatients

- Moving to Bracknell (subject to planning permission application at Brants Bridge)

Engagement plans

- Building on existing engagement
- Engaging with recent and current patients to understand:
 - 45 • potential impact of the changes
 - how to minimise any negative impact
 - how to maximise improvements to patient experience
- Ongoing engagement with patients over the next 12 months to monitor impact and adjust as necessary wherever possible
- Updating stakeholders
- All local Healthwatch supportive of engagement plans and have agreed to help
- Arrangements already made for buses to come directly to the new hospital

How you can help

- Raise awareness of the new facilities
- Support the need for the changes
- Feedback about impact and opportunities
- Help us to find solutions to any difficulties





COUNCIL PLAN OVERVIEW REPORT

Q3 2021 - 22






October – December 2021

Chief Executive:
Timothy Wheadon

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Key

	Performance is very good
	Performance is causing concern
	Performance is weak
n/a	RAG rating not applicable
	Missing data
	Missing target

Section 1: Chief Executive's Commentary

1 Introduction

1.1 This report sets out an overview of the council's performance for the third quarter of 2021/22 (October - December 2021). The purpose is to formally provide the Executive with a high-level summary of key achievements, and to highlight areas where performance has not matched targets or expectations, along with any remedial action that is being taken. It complements the detailed Quarterly Service Reports (QSRs) and is based upon the performance data that is available to all Members online.

1.2 The council continued to work closely with partners to lead our community response to the Covid-19 pandemic, specifically the significant and rapid rise in the Omicron variant in quarter three, nevertheless the council's strategic objectives continue to progress well overall. This is the third quarterly report of the 2021/22 financial year and at the end of the third quarter progress in implementing our service plans showed:

- 102 actions (90%) are green (8 complete, 94 in progress)
- 9 actions (9%) are amber (in progress)
- 1 action (1%) is red (in progress).

1.3 Section 3 of this report contains information on the performance indicators across the council for each of the Council Plan's strategic themes. Again, the picture was positive particularly in the face of pressures on services due to the Covid-19 pandemic. The status for the key indicators in the Council Plan in the first quarter is:

- 18 (86%) green
- 1 (5%) amber
- 2 (9%) red.

32 further indicators have no set target or data is currently unavailable.

2. Overview of Q3 and what went especially well

2.1 Aside from the council plan actions and indicators, teams delivered services to a high standard during the period, especially in response to Covid-19. I have highlighted here a small selection of examples from across the organisation.

2.2 During Q3 our focus has remained on providing effective outbreak management support to high-risk settings such as care homes, supported living providers, schools and retail providers. A December surge in Delta cases, combined with the emergence of the Omicron variant saw a huge increase in positivity rates both within the borough and nationally and a shift in Government policy to Plan B.

2.3 There has been significant pressure and increased work for on the council's adult social care and commissioning teams to ensure effective, safe, and timely hospital discharges to manage capacity in the acute hospital trusts serving the borough.

2.4 The policy shift to Plan B resulted in a return to working from home for all staff that could work from home following greater use of Time Square office in Q2 and the

early autumn. But it also meant having to realign the support and guidance provided to schools and other settings. As restrictions ease, the focus will be on how we transition Covid-19 response services into business as usual whilst still providing the required level of support to settings currently experiencing unprecedented case numbers.

- 2.5 Another primary focus remains on encouraging vaccine uptake to help reduce the severity of Covid-19 on the general population and drive down transmission rates. The council has been actively supporting the CCG in encouraging vaccine uptake including boosters via its own media channels. We are also currently supporting the CCG with the provision of a mobile vaccine van, ensuring residents have access to medically trained staff, whilst providing an opportunity to discuss any concerns they may have resulting in vaccine hesitancy.
- 2.6 Q3 saw a significant focus on and engagement with elected members to develop a balanced and sustainable budget for 2022/23. The budget consultation period ran from 15 December to 25 January 2022, following which the final budget proposals will be considered by the Executive and Full Council in February.

A summary of the budget proposals:

- £4.4m is included to cover costs of pay and price inflation, which includes two years of pay awards. (No budget provision was made in the current year as the Chancellor of the Exchequer had announced a public sector pay freeze, though an offer of 1.75% has been made by employers which has not been accepted by unions.)
 - Spending pressures of £5.3m have been identified by service areas. The most significant are in the People Directorate and reflect rising costs of social care services that are being seen across the country. In Bracknell Forest the numbers receiving care have been fairly stable over the past two years, but a combination of increasing complexity of care needs and a shortage of specialist provision is driving cost increases, which look set to rise further in the weeks and months ahead.
 - Savings of just under £3m have been identified to help mitigate the increases in costs, across many service areas. As in previous years, protecting essential front line service delivery has been a priority. Unlike in some authorities where significant redundancies have been announced, we have again managed to keep the impact on staff to a minimum, with the number of staff *potentially* affected by the draft proposals being in small single figures.
- 2.7 The Council welcomed a Local Government Association peer review team during November to assess our strengths and areas for further improvement focussed on five themes: local priorities and outcomes; organisational and place leadership; governance and culture; financial planning and management and capacity for improvement.
- 2.8 The feedback from the peer review was extremely positive, it highlighted many examples of excellent performance, tangible achievements, and high levels of resident satisfaction. The team were impressed by our 'can do' approach and felt that "staff showed genuine pride in working for a very good employer who treats them with respect and relies on them to deliver". The peer review report has just been finalised and an action plan to address the report's recommendations is being developed to be for consideration by the Executive in March.

- 2.9 During late November Ofsted visited the council to inspect of our Special Educational Needs and Disabilities Service (SEND). Ofsted's inspection report highlighted several areas for improvement including a need to focus on greater co-production of the team's strategies and plans with families and partners. A SEND improvement plan is being produced to ensure that we are more effective in identifying children and young people with special educational needs and disabilities, assessing, and meeting their needs and improving outcomes for them and their families/carers. This will be a major priority over the coming months.
- 2.10 The Local Plan was submitted to the Secretary of State for examination on 20 December. This marks a significant milestone for this critically important document. Two Inspectors have now been appointed and we expect to be informed of the date of the Examination in Public in the near future. Meanwhile, Planning application numbers remain high, though action is being undertaken on recruitment and IT issues to help reduce the backlog.
- 2.11 The A322 Sports Centre Roundabout improvement scheme is complete and early indications are that it is working well. In addition, the refurbishment of the A322 Birch Hill junction traffic signals has commenced with a target completion date of early March.
- 2.12 Entries for the 2022 Lexicon Bracknell Half Marathon were launched in November. The race is scheduled to return to its traditional calendar slot and is scheduled for 15 May 2022. Organisers are planning to introduce a mini marathon for primary school aged participants within the footprint of the Lexicon town centre.
- 2.13 The capital scheme to form the new collaboration space at our Time Square offices completed within quarter 3 to budget, furniture is now in place and the space has been well received by staff. The Depot development project was awarded to the best placed contractor on cost and quality and will commence in quarter 4, planning permission was also granted which has enabled this scheme to stay on programme.

What are we doing about things not going so well?

- 3.1 Works to spend the £274k government funded Green Home Grant project 2 were delayed again this quarter owing to national infrastructure / administration issues outside of the council's control. The deadline for completion of all works is currently 31 March 2022, but a further date extension is anticipated.

Forward Look

Going forward, the council's strategic objectives will continue to progress in the coming weeks alongside the council's community response to Covid-19 which has also been integrated into department service plans and reporting.

Timothy Wheadon
Chief Executive

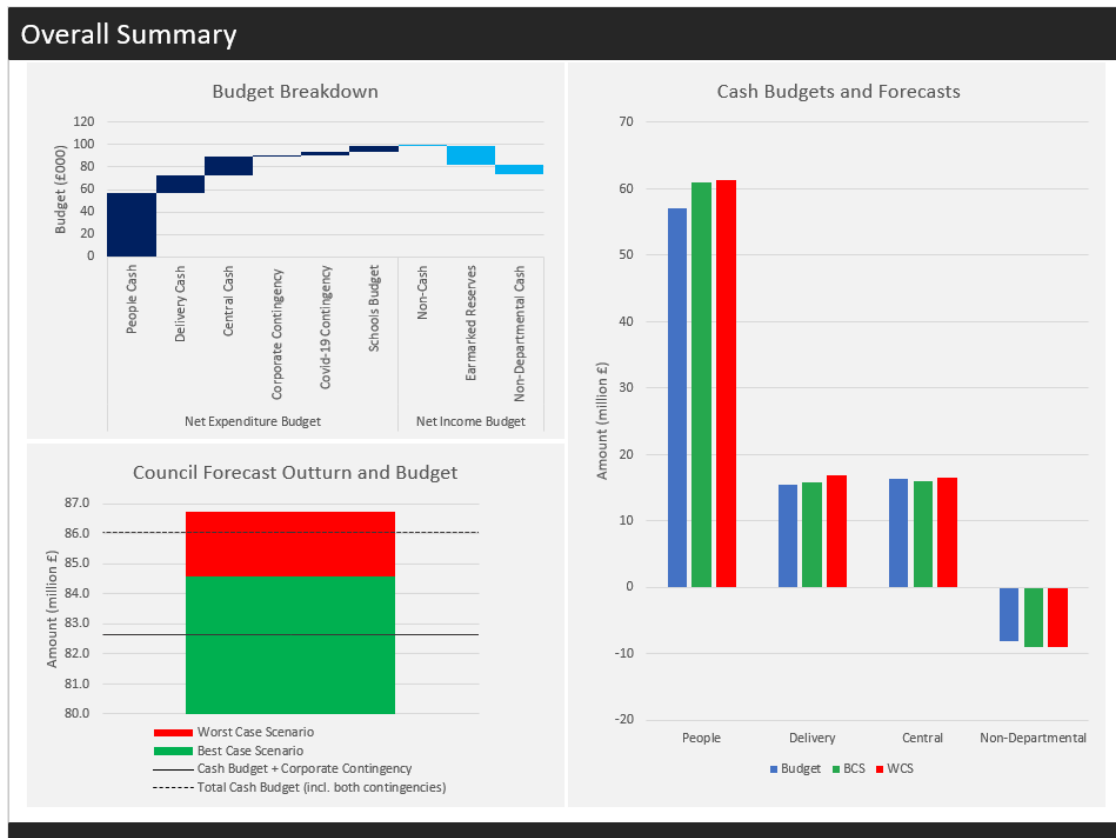
Section 2: Budget Position

REVENUE BUDGET MONITORING

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

Due to the impact of the pandemic on the current years' budget and the resulting uncertainty, a range of potential outcomes have been considered. The returns now include estimated best and worst case scenarios which reflect actual expenditure to date plus a range of financial predictions from Assistant Directors covering the remainder of the year. Across the council, variances have been identified indicating expenditure is above the approved budget (£1.895m Best Case and £4.042m Worst Case) after taking into account the Corporate Contingency (£0.849m) and income compensation for the first quarter. This figure excludes use of the £3.417m balance on the Covid-19 Contingency which would produce an overall variance of -£1.522m Best Case and +£0.625m Worst Case.

Key information around directorate variances being reported follows.



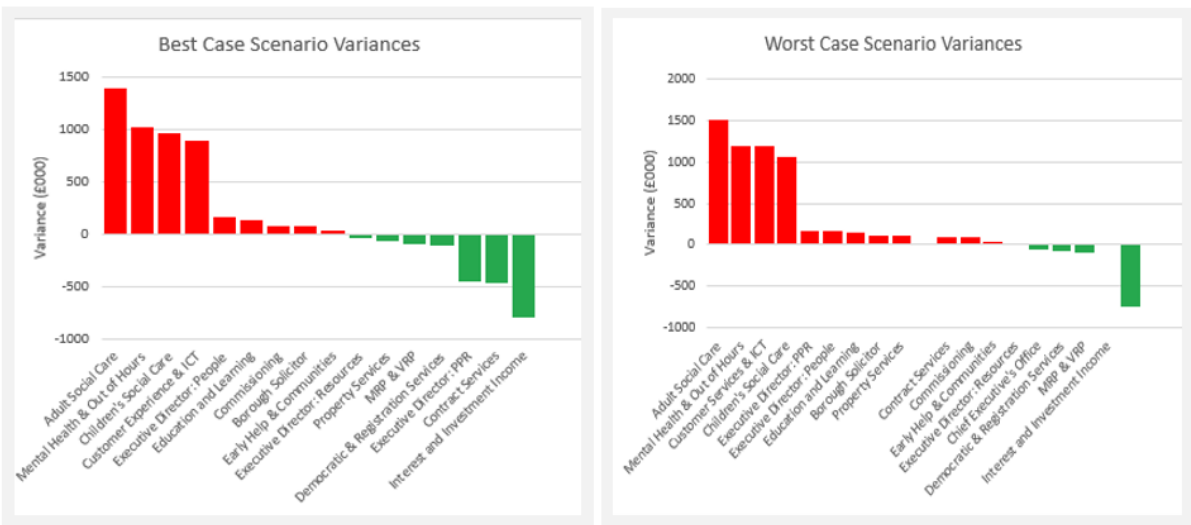
Summary – Assistant Director Level

	Original Cash Budget (£'000)	Virements & Budget C/Fwds (£'000)	Current Approved Cash Budget (£'000)	Variance – BCS (£'000)		Variance – WCS (£'000)	
				Last Month	This Month	Last Month	This Month
Director: Place, Planning & Regeneration	7,612	1,125	8,737	-213	-451	385	157
Director: Resources	5,384	430	5,814	-16	-41	9	5
Chief Executive's Office	1,857	-2	1,855	12	0	-52	-52
CENTRAL	14,853	1,553	16,406	-217	-492	342	110
Executive Director of Delivery	225	-3	222	0	0	0	0
Assistant Director: Customer Services & ICT	9,301	64	9,365	794	894	1,089	1,189
Assistant Director: Property Services	-5,915	-46	-5,961	-63	-63	107	107
Borough Solicitor	567	6	573	25	76	54	115
Head of Democratic & Registration Services	1,669	5	1,674	-15	-112	53	-72
Assistant Director: Contract Services	9,654	-32	9,622	-267	-462	501	86
DELIVERY	15,501	-6	15,495	474	333	1,804	1,425
Executive Director of People	1,329	-247	1,082	120	157	120	157
Education and Learning	2,075	608	2,683	113	135	138	153
Children's Social Care	17,467	165	17,632	947	967	1,069	1,071
Contribution to Costs from Schools Budget	-489	0	-489	-15	-15	-15	-15
Commissioning	2,658	223	2,881	64	83	64	83
Adult Social Care	19,355	43	19,398	1,157	1,401	1,237	1,508
Mental Health & Out of Hours	9,240	72	9,312	1,031	1,028	1,031	1,201
Early Help & Communities	4,558	42	4,600	9	41	12	43
Public Health	-85	85	0	0	0	0	0
PEOPLE	56,108	991	57,099	3,427	3,798	3,657	4,201

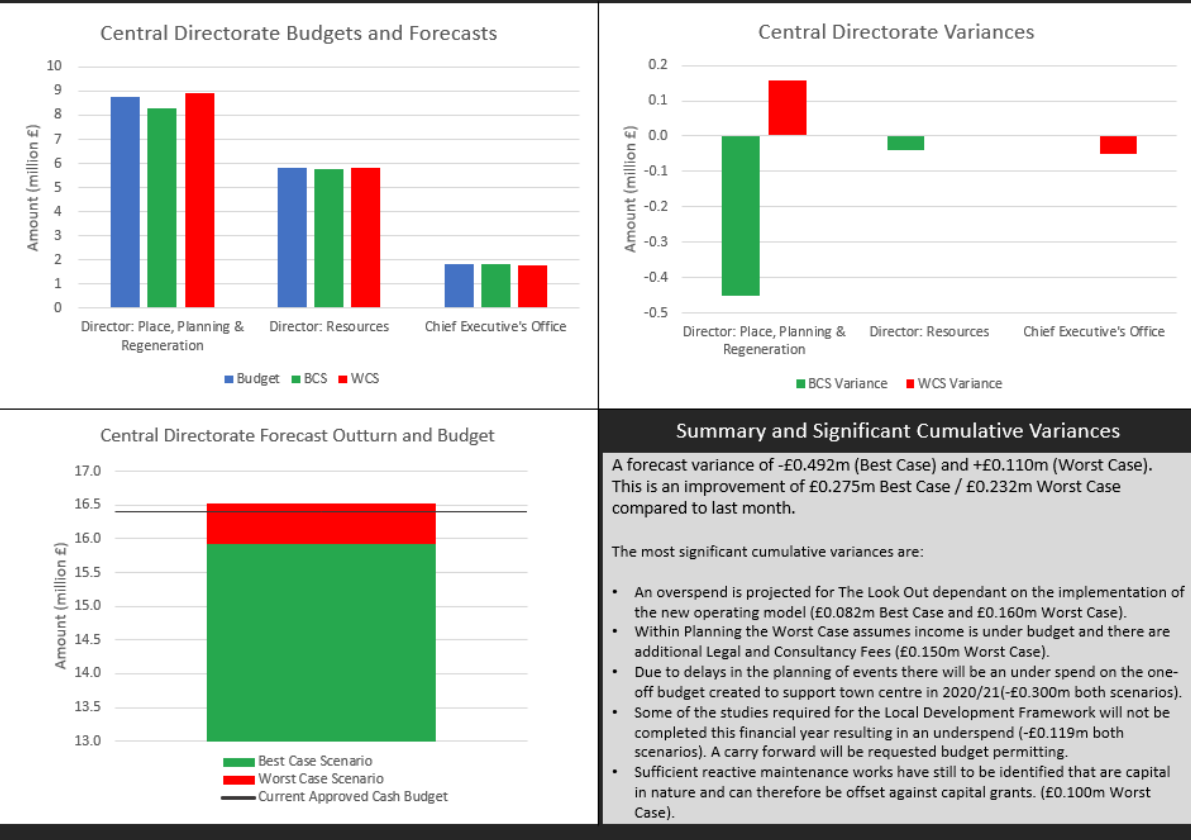
Summary – Assistant Director Level

	Original Cash Budget (£'000)	Virements & Budget C/Fwds (£'000)	Current Approved Cash Budget (£'000)	Variance – BCS (£'000)		Variance – WCS (£'000)	
				Last Month	This Month	Last Month	This Month
Interest and Investment Income	2,010	0	2,010	-800	-800	-750	-750
Minimum & Voluntary Revenue Provisions	2,064	0	2,064	-95	-95	-95	-95
Council Wide Items	1,363	-595	768	0	0	0	0
New Homes Bonus Grant	-2,877	0	-2,877	0	0	0	0
Covid-19 LA Support Grant	-2,654	0	-2,654	0	0	0	0
Local Council Tax Support Grant	-827	0	-827	0	0	0	0
Business Rates Income Growth & Grants	-6,523	0	-6,523	0	0	0	0
Other	-55	0	-55	0	0	0	0
NON-DEPARTMENTAL	-7,499	-595	-8,094	-895	-895	-845	-845
TOTAL	78,963	1,943	80,906	2,789	2,744	4,958	4,891
CORPORATE CONTINGENCY	2,250	-526	1,724	-849	-849	-849	-849
COVID-19 CONTINGENCY	3,417	0	3,417	0	0	0	0
TOTAL	84,630	1,417	86,047	1,940	1,895	4,109	4,042
EARMARKED RESERVES	-15,168	-1,417	-16,585	0	0	0	0
OVERALL TOTAL	69,462	0	69,462	1,940	1,895	4,109	4,042
NON-CASH BUDGETS	-546	0	-546	0	0	0	0
SCHOOL BUDGET	5,170	0	5,170				
OVERALL TOTAL	74,086	0	74,086				

Cash Budget Summary

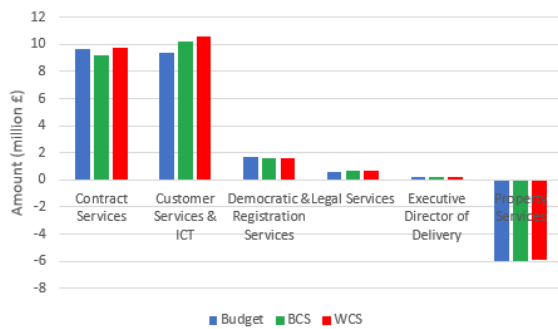


Central Directorate Summary

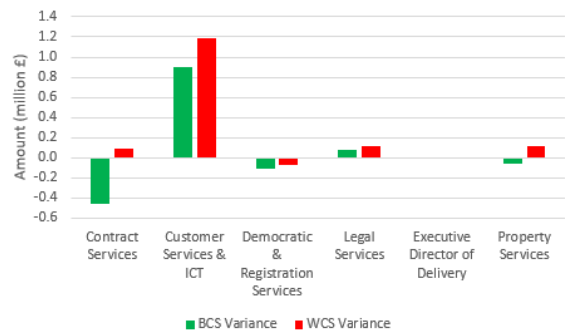


Delivery Directorate Summary

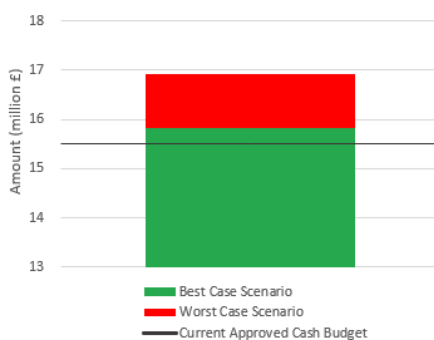
Delivery Directorate Budgets and Forecasts



Delivery Directorate Variances



Delivery Directorate Forecast Outturn and Budget



Summary and Significant Cumulative Variances

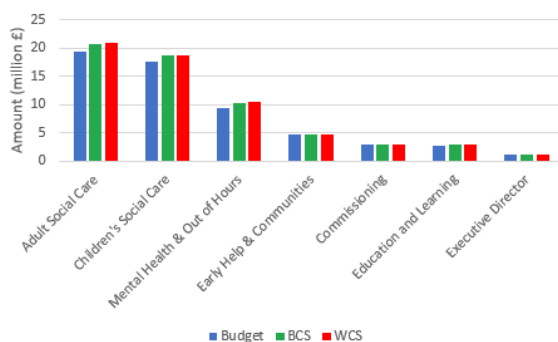
A forecast overspend of £0.333m (Best Case) and £1.425m (Worst Case). This is an improvement of £0.141m Best Case / £0.379m Worst Case compared to last month.

The most significant cumulative variances are:

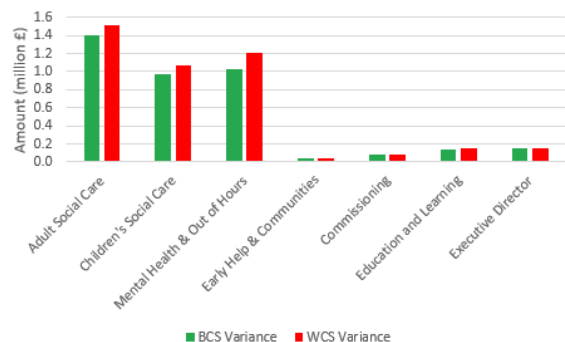
- An under-recovery of Leisure income (£0.400m Best Case and £0.640m Worst Case)
- Additional Car Parking income and reduced expenditure due to a Business Rates refund (-£0.500m Best Case and -£0.390m Worst Case).
- IT Services – additional Licences, Software and Maintenance costs cannot all be absorbed (£0.200m Best Case and £0.300m Worst Case).
- An overspend on Home to School Transport (£0.635m Best Case and £0.785m Worst Case).
- Reduction in Waste PFI tonnages (-£0.448m Best Case and -£0.300m Worst Case).
- An under-recovery of Cemetery and Crematorium income (£0.050m Best Case and £0.100m Worst Case).
- Pressure on the DSB due to insufficient vacancies to cover the managed vacancy factor and additional costs arising from agency staff (£0.183m Best Case and £0.193m Worst Case).
- Income shortfall from Industrial and Commercial Properties (£0.150m Worst Case).

People Directorate Summary

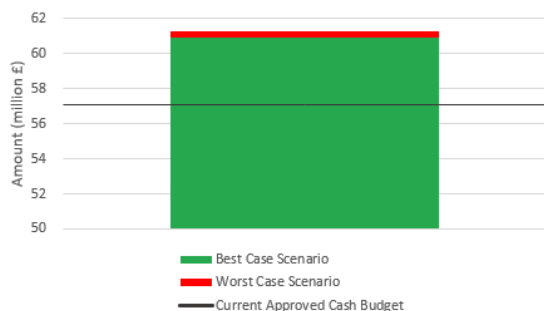
People Directorate Budgets and Forecasts



People Directorate Variances



People Directorate Forecast Outturn and Budget



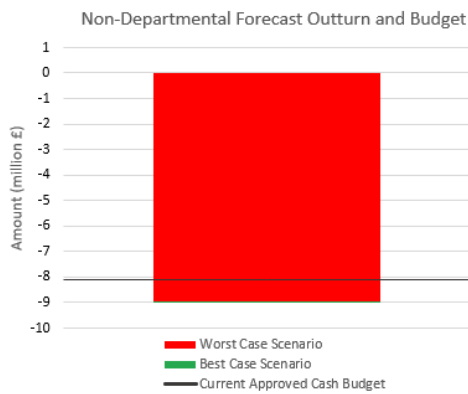
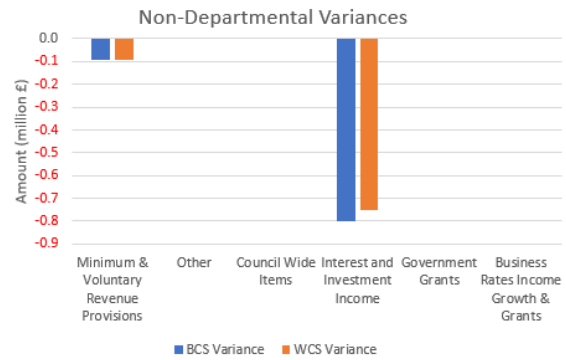
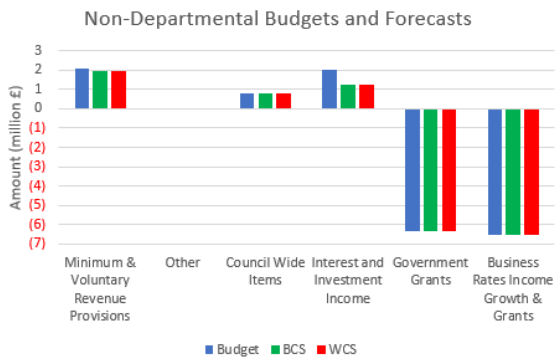
Summary and Significant Cumulative Variances

A forecast overspend of between £3.798 (Best Case) and £4.201m (Worst Case). This is a deterioration of £0.371m Best Case / £0.544m Worst Case compared to last month.

The most significant cumulative variances are:

- Education and Learning – Additional staffing costs and loss of income, in particular at the Open Learning Centre (£0.135 Best Case and £0.153m Worst Case).
- Within Children's Social Care the Transformation Project on CLA placements remains in a developmental stage with no savings currently forecast. The Worst Case scenario also assumes additional CLA placements and a knock-on effect on associated costs (£0.967m Best Case and £1.071m Worst Case).
- Overspend on care packages (£1.627m) and equipment (£0.186m) within Adult Social Care partly offset by underspends on staff costs and additional grants. The combined impact is between £1.401m (Best Case) and £1.508m (Worst Case).
- Mental Health & Out of Hours – An overspend of £1.028m Best Case/ £1.201m Worst Case, primarily relating to care packages (£0.709m), agency costs (£0.109m) and Forestcare (£0.269m).

Non-Departmental Summary



Summary and Significant Cumulative Variances

The Collection Fund shows the transactions of the Council in relation to Business Rates and Council Tax.

- Any Collection Fund variances will impact on the 2022/23 budget.
- It has been assumed that Vodafone will continue to pay rates to the Council for the rest of the current financial year, an earmarked reserve exists to cover the risk should this prove not to be the case. Due to the additional reliefs granted by the Government relating to the pandemic, a significant deficit is expected on the Collection Fund. Additional Section 31 grant will be received to compensate councils for the additional reliefs which will be transferred into an earmarked reserve to offset the deficit.
- Current projections suggest that the Local Council Tax Benefit Support Scheme could overspend by £0.375m. This primarily relates to additional relief provided to Council Taxpayers within the area due to the pandemic (£0.500m). This will be transferred to the General Fund at year end where a budget £0.500m is available to meet the additional costs.

On General Fund budgets there are underspends projected on the Minimum Revenue Provision (-£0.095m both scenarios) and Interest (-£0.800m Best Case and -£0.750m Worst Case).

Section 3: Strategic Themes

Value for money

Action	31/12/2021				
	Stage	Due Date	Percentage Complete	Status	Comment
<input checked="" type="checkbox"/> 1.01.01 Maintain Council Tax	Completed	31/03/2022	100%	★	Council Tax was approved as part of the 2021/22 budget by Council in February 2021 and remains within the bottom 10% of comparable authorities
<input checked="" type="checkbox"/> 1.01.02 Spending is within the approved budget for this year	In Progress	31/03/2022	66%	●	Variances reported by directorates to CMT in September indicate expenditure above the approved budget (£2.217m Best Case and £4.448m Worst Case) after taking into account the Corporate Contingency (£1.155m) and income compensation for the first quarter. This figures exclude use of the £3.417m balance on the COVID-19 Contingency which would produce an overall variance of -£1.200m Best Case and +£1.031m Worst Case representing a deterioration of £0.274m Best Case / £0.323m Worst Case since last month.
<input checked="" type="checkbox"/> 1.01.05 Delivery of the transformation programme	In Progress	31/03/2022	25%	★	The delivery of a number of business change projects recommenced this quarter and regular programme reporting to CMT restarted.
<input checked="" type="checkbox"/> 1.01.07 Delivery of Transformation Savings	In Progress	31/03/2022	10%	▲	Both the Children Social Care and Adults Social Care transformation programmes have been delayed due to the prioritisation of the pandemic within the service and in project management support.
<input checked="" type="checkbox"/> 1.01.08 Council Tax Financial Support	Completed	31/03/2022	100%	★	Council Tax bills were reduced by £150 for council tax support claimants for a further year.
<input checked="" type="checkbox"/> 1.02.03 Workforce and Organisational Development Strategy	In Progress	31/03/2022	0%	★	HR and OD Strategy developed together with action plan. Activities commenced include a project to improve recruitment and retention in the People Department and to reduce agency spend across the Council, a council wide skill survey and the drafting of a Bracknell Forest Manager framework.
<input checked="" type="checkbox"/> 1.02.04 Integration of service and workforce planning	In Progress	31/03/2022	0%	★	Programme of updates for department management teams established to provide data to support working planning arrangements. Solutions are being considered which may support managers in this work by providing accurate establishment control across their workforce - including temporary and agency workers.
<input checked="" type="checkbox"/> 1.02.06 Develop Recruitment and Retention Strategy	In Progress	31/03/2022	20%	★	This work is being combined with the work to reduce agency spend. A review of the reward package is underway and a programme for attendance at recruitment fairs are planned to targets areas where recruitment and retention is most challenging.
<input checked="" type="checkbox"/> 1.02.10 Move services online and via self-service	In Progress	31/03/2022	40%	★	Work is underway to train Digital Services staff on the new platform to create new online services. A project is in the scoping phase to identify requirements.
<input checked="" type="checkbox"/> 1.02.15 Review our digital offer to residents	In Progress	31/03/2022	30%	★	New system procured. Once the system is in place and running, the digital offer and website contents will be updated in partnership with Communications and Marketing
<input checked="" type="checkbox"/> 1.02.16 Deliver year one customer experience strategy	In Progress	31/03/2022	70%	★	Work is progressing well with the planned activities for year one. A plan for year two is in development.
<input checked="" type="checkbox"/> 1.02.17 Deliver year one of the Digital and ICT Strategy	In Progress	31/03/2022	80%	★	Good progress has been made to deliver the planned work programme for year one. The year two work programme is currently being developed.
<input checked="" type="checkbox"/> 1.02.18 Forestcare New System	Completed	31/03/2022	100%	★	New system is now live, continually monitoring and embedding of the new system is in place.
<input checked="" type="checkbox"/> 1.03.01 Appraisal of Asset Management Plan	In Progress	31/03/2022	75%	★	This piece of work is currently being reviewed. Meetings have been set up with service leads to get a clearer understanding of accommodation requirements across the council.
<input checked="" type="checkbox"/> 1.03.03 Review of Council's Commercial Property Assets	In Progress	31/12/2023	60%	★	The remodeling works to create a community hub facility and setting at Time Square is now complete and the new furniture has been set up in the building. The new cafe space is now open and used by staff.
<input checked="" type="checkbox"/> 1.03.04 Implement Corporate Landlord Model	In Progress	31/03/2022	80%	★	Work ongoing
<input checked="" type="checkbox"/> 1.03.05 Redevelop Commercial Centre	In Progress	31/03/2022	80%	★	5 organisations submitted a complaint tender submission,. Tenders evaluated and the works contract awarded to the successful bidder. Contractor to commence technical design development during Jan 2022 and scheduled to be completed end March 2022. Construction works scheduled to commence early April 2022.
<input checked="" type="checkbox"/> 1.04.02 Legal advice for Joint Property Venture Project	In Progress	31/03/2022	85%	●	Close to completion
<input checked="" type="checkbox"/> 1.04.04 One Public Estate	In Progress	31/03/2023	85%	★	Regular meetings and updates are provided to the OPE on how projects are progressing and potential saving
<input checked="" type="checkbox"/> 1.04.05 Asset Management Plan	In Progress	31/03/2022	80%	★	Property continues to provide to the BF Cambium Partnership in all property related matter.

Quarterly Indicators	31/12/2021			
	Last Quarter	This Quarter	Current Target	RAG
> L051 % of council tax collected	54.5%		84.0%	?
> L053 % of Business Rates collected in year	48.6%		87.5%	?
L220 Number of ICT Helpdesk Calls	6,558		4,100	?
> L221 Satisfaction with Customer Services	74.7%	84.6%	85.0%	★
L257 Number of complaints received	41	40	55	★
L391 % of posts filed by agency staff	23%	20%	34%	★
L392 % of agency workers council wide	4%	6%	6%	★
L395 Number of self-service transactions processed via customer account			20,000	?
L397 % of IT estate delivered from cloud	44%		50%	?
L444 Number of Facebook followers for Public Health	14	11		!
L445 Number of users accessing Thrive!	252	304		!
> L261 Level of staff sickness absence	1.30	2.10		n/a
> L262 Level of voluntary staff turnover	5.52%	3.83%		n/a

Economic resilience

Action	31/12/2021				
	Stage	Due Date	Percentage Complete	Status	Comment
<input checked="" type="checkbox"/> 2.02.02 The Deck	In Progress	31/03/2022	20%	●	The demolition of the former department store has been completed. The next phase of the development is progressing, subject to BRP continued to commitment. Leveling Up Funding application not successful.
<input checked="" type="checkbox"/> 2.04.01 Business Brochure	Completed	31/03/2022	100%	★	Final design completed. Due to be issued end Sept 2021
<input checked="" type="checkbox"/> 2.04.02 Economic Skills and Development Partnership	In Progress	31/03/2022	90%	★	Good progress with partnership engagement and meetings. Business groups meeting throughout Oct/Nov to progress work programmes.
<input checked="" type="checkbox"/> 2.04.03 Support for Local Economy	In Progress	31/03/2022	80%	★	Refresh of business data base underway. Now engaging with the key businesses and organisations.
<input checked="" type="checkbox"/> 2.05.02 Implementation of changes to property assets	In Progress	31/03/2022	66%	★	Work ongoing
<input checked="" type="checkbox"/> 2.06.01 Business Liaison Programme	In Progress	31/03/2022	75%	★	Ongoing
<input checked="" type="checkbox"/> 2.07.02 A3095 Improvement Project	Completed	31/03/2022	100%	✔	Scheme complete, subject to refinement of traffic signal operation.
<input checked="" type="checkbox"/> 2.07.03 Funding for infrastructure improvements	In Progress	31/03/2022	75%	★	The Department for Transport has confirmed our allocation of £132k towards Active Travel measures including promotional events, media platforms and the expansion of our Local Cycling and Walking Infrastructure Plan which will support the existing and emerging Local Plans. We have also been successful in securing £98k of OZEV funding from the On-Street Residential Chargepoint scheme, with 25% match funding either being provided by the Council or a selected charging provider - details are being finalised. The provider should be secured by Jan 2022 with installation complete by March 2023.
<input checked="" type="checkbox"/> 2.07.04 Sports Centre Roundabout Highway Improvement	Completed	31/03/2022	100%	★	Works onsite are currently ongoing, resurfacing planned for October.
<input checked="" type="checkbox"/> 2.08.02 Infrastructure Funding Statement	In Progress	31/12/2021	50%	★	must be published by 31st December 2021.
<input checked="" type="checkbox"/> 2.08.03 S106 agreements	In Progress	31/03/2022	75%	★	There have been 10 S106 agreements completed within this quarter.

Quarterly Indicators	31/12/2021			
	Last Quarter	This Quarter	Current Target	RAG
L268 % of working age people who are unemployed	3.8%	2.7%		n/a
L269 % of working age population in employment	79.0%	81.6%		n/a
L271 % of borough covered by superfast broadband	97.0%	98.0%	98.0%	★
L442 Vacancies on school governing boards	21%	16%	18%	★

Education and skills

Action	31/12/2021				Status	Comment
	Stage	Due Date	Percentage Complete			
<input checked="" type="checkbox"/> 3.01.01 New education facilities	In Progress	31/03/2022	85%		★	Draft Local Plan submitted to government for examination December 2021 - included proposed new school at Jealotts Hill garden village.
<input checked="" type="checkbox"/> 3.01.02 Property support to ensure capacity is in line with School Places Plan	In Progress	31/03/2022	75%		★	Property services continues to support education service with changes to school premises.
<input checked="" type="checkbox"/> 3.02.01 School attendance legal advice	In Progress	31/03/2022	75%		★	Continued ad hoc advice given to Education Welfare Service as to matters pertaining to School Non Attendance Policy and procedures during the Covid-19 crisis, particularly since the full time return of schools as from 08/03/21.
<input checked="" type="checkbox"/> 3.02.02 Support for schools with standards and effectiveness partners	In Progress	31/03/2022	75%		★	Standards and Effectiveness Partners continued to work with their allocated schools across the autumn term, and on-site visits have been able to proceed in the vast majority of schools, particularly where the focus of visits has been to evaluate the quality of education. The focus for the autumn term visits has been to explore the extent to which schools have developed and implemented a coherently planned and carefully sequenced curriculum, often by carrying out subject specific 'deep dives'. Discussions this term have also included a focus on the current attainment of pupils and schools' expectations for them by the end of the year, as well as an in-depth validation of an aspect of their self-evaluation, with close reference to the Ofsted Education Inspection Framework. End of term reports shared with schools and governors include clear sets of actions emerging from discussions about the school curriculum and their wider self-evaluation.
<input checked="" type="checkbox"/> 3.02.03 Promote best practice in schools	In Progress	31/03/2022	75%		★	The Standards and Effectiveness Team continued to conduct on-site visits in the autumn term to evaluate the quality of education in Bracknell Forest Schools and to collect, share and promote best practice in relation to curriculum development and implementation. The full programme of training and network meetings focused on SEND, English, mathematics, RE, assessment, the EYFS and Pupil Premium was delivered, drawing on both national and local best practice. The subject leader network meetings delivered in partnership with the Forest Learning Alliance, covering computing, history and music were well attended and received positive evaluations, although the science network had to be postponed due to staff absence. Five Bracknell Forest Schools took part in the optional writing moderation programme, during which they shared examples of pupils' work and effective approaches to teaching writing.
<input checked="" type="checkbox"/> 3.02.04 School Ofsted ratings	In Progress	31/03/2022	75%		★	Routine Ofsted inspections re-commenced at the start of the autumn term 2021. Across this period, Ofsted visited four Bracknell Forest Schools carrying out 2-day Section 5 inspections in all of them. A Section 5 inspection enables the overall effectiveness judgement of the school to be changed. The outcomes of the inspections are as follows: Easthampstead Park Community School retained a good judgement. Jennett's Park CE Primary School received a good judgement. This was the first inspection of the school following academy conversion, having been previously judged inadequate. Crownwood Primary School received a good judgement. This was the first inspection of the school following academy conversion, having been previously judged as requires improvement. Great Hollands School has been inspected but the report is yet to be published. Currently the % of good or better schools across Bracknell Forest is 92% which is well above the national benchmark (85%) and just above the South East average (91%).
<input checked="" type="checkbox"/> 3.03.01 Economic Skills and Development Partnership: Education Sub-group	In Progress	31/03/2022	90%		★	Active engagement with key stakeholders and organisations working on a revised programme of initiatives.
<input checked="" type="checkbox"/> 3.05.01 Entry level apprenticeships	In Progress	31/03/2022	25%		★	Numbers remain relatively low with managers resorting almost entirely to usual recruitment routes to fill vacancies for low level roles. Under the HR / OD restructure the AD has now established a resourcing function. This function will seek to raise awareness of the apprenticeship scheme and take proactive steps to encourage and support managers to provide apprenticeship opportunities in place of some of our entry level roles. At the moment the main users of the levy are schools, with only 3 internal apprenticeships making up the 20+ placements that the levy is currently funding.
<input checked="" type="checkbox"/> 3.05.02 Apprenticeship levy	In Progress	31/03/2022	25%		★	Linked to the recruitment strategy, opportunities to utilise the levy to prioritise areas where we are most challenged in our recruitment is underway. This covers areas in social care including social workers, occupational therapy and mental health practitioners. The levy is also being utilised to support management development.

<input checked="" type="checkbox"/> 3.06.01 Support the efficacy of early years professionals	In Progress	31/03/2022	75%	★	<p>The EYFS settings in the local authority continue to thrive for several reasons:</p> <ul style="list-style-type: none"> • Strong and improving support on offer through joint partner working, including with the EYFS language consultant and the EYFS strategic partners, who have expertise on Ofsted inspections, SEND, transitions and the new EYFS framework. • 26/28 of the schools, including academies, attend or show interest in the training, meetings and workshops offered. • Skills, data and knowledge is shared across the settings through meetings, regular communication and visits. • Strong understanding of the climate and the needs of parents and pupils is utilised to improve classroom practice. <p>Despite the challenges that the youngest children face, EYFS settings have focused on better understanding the expectations of the new framework, including the attention to early reading, social interactions and extending and embedding vocabulary. Consequently, children in the EYFS settings are largely thriving. Schools have further developed their communication strategies with their parents, and this approach is impacting positively. With more than a third of the primary schools with new teachers in their EYFS settings, support and training has been offered, accepted and is impacting positively. With a predicted 25/26 EYFS settings working with the local authority likely to be judged by Ofsted as good or better. The next steps are to share and explore early data outcomes, recent Ofsted inspection trends and successes of research based methodologies.</p>
<input checked="" type="checkbox"/> 3.07.01 Support care leavers to access education, training or employment	In Progress	31/03/2022	50%	●	<p>At the end of December 2021, 23 out of all 70 care leavers were NEET (32.85%). 43 of the 70 care leavers are aged 19, 20 and 21 - 13 of these care leavers in this age bracket are NEET (30.23%). Support to EET is provided through the Virtual School and Elevate in partnership with the Leaving Care Service. PEP meetings are held for CLA and care leavers in Years 12 and 13 with advice and guidance offered in terms of available training/employability courses such as that offered through The Prince's Trust - these have a specific focus on transition to post 18 pathways. Referrals to Elevate can be made for any NEET care leaver up to the age of 21 (25 if they have an EHCP). The main barriers faced by the current cohort of NEET care leavers include the context of the employment market and available apprenticeships/traineeships which have been impacted by COVID culminating in a lack of jobs and work-based training opportunities. Care Leavers have been further impacted by the change to work patterns (working from home) and their lack of transferrable skills. 6 of the care leavers (aged 19-21) are either parents or expecting and 4 have a disability or illness which is impacting on them becoming EET. The lead for the Virtual School regularly meets with and collaborates with the Leaving Care Service leads to continue to maintain the focus on supporting each care leaver to be in a stable position of either education or employment.</p>
<input checked="" type="checkbox"/> 3.08.01 Establish a culture of high expectations for all children	In Progress	31/03/2022	75%	★	<p>Inclusion has been identified as a focus on the work that is undertaken by the Standards and Effectiveness team this year. Standard and Effectiveness Partners continue to collaborate both locally and nationally to ensure that schools develop inclusive SEND cultures, as well as have high expectations. The Standards and Effectiveness Partner with strategic leadership for SEND has provided training for SENDCOs and Governors this term including:</p> <ul style="list-style-type: none"> • An oversubscribed Engagement Model session for SENDCOs to attend, to support schools in understanding the assessment tool and how it can be used to support pupils who are working below the level of the national curriculum and who are not engaged in subject-specific study. • A new CPD opportunity focusing on the development of an effective and strategic relationship between the SEN Governor and SENDCO. 44 delegates and associated Governors booked to attend the session of which 36 attended from across 20 schools. <p>Standards and Effectiveness Partners in their termly visits in the autumn term have continued to work with school leaders to ensure that schools hold high expectations for all pupils, especially those with SEND and that this is reflected in their ambitious and inclusive curriculum offer. This has included class visits, book looks, discussions relating to the curriculum and assessment, target setting, as well as tracking and monitoring structures used, to ensure that schools have a clear understanding of pupils starting points, as well as the steps of progress that pupils are making.</p>

<input checked="" type="checkbox"/> 3.08.02 Support transition to next stage of learning	In Progress	31/03/2022	75%	★	<p>The Standards and Effectiveness Team continue to work with colleagues from Children's Support Services to provide support for the transition of children and young people with SEND. This has including collaborating with individual schools to identify support needed and work with schools to ensure children transition and continue to engage effectively in their destinations.</p> <p>Standards and Effectiveness Partners continue to work directly with individual schools to support them in ensuring that the curriculum is well matched to the needs of pupils with SEND. 31 delegates attended the SENDCO forum in the autumn term. The focus of the Inclusion presentation was on ensuring a detailed understanding of the skills, needs and barriers to learning for young people, ensuring that effective transition of information is in place 'in year' as well as across phases, and ensuring a progressive and sequenced approach to the curriculum, that considers the starting points of pupils with SEND at the heart of its development, so that the curriculum is an enabler not a barrier to learning.</p>
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Quarterly Indicators	31/12/2021			
	Last Quarter	This Quarter	Current Target	RAG
L394 % of staff that have undertaken apprenticeship training : Education and skills	2.7%	2.9%	2.2%	★
L402 % of care leavers aged 19-21 years who are NEET : Education and skills	39%	30%	25%	●
L403 % of care leavers aged 19-21 years who are in touch with LA : Education and skills			89%	?
> L139 % of schools rated good or better : Schools	86%	92%	85%	★
> L139 % of schools rated good or better : Maintained Primary Schools	92%	92%	83%	★
> L139 % of schools rated good or better : Maintained Secondary Schools	100%	100%	100%	★
> L139 % of schools rated good or better : Academy Primary Schools	40%	80%	100%	▲
> L139 % of schools rated good or better : Academy Secondary Schools	100%	100%	100%	★

Caring for you and your family

Action	31/12/2021				Comment
	Stage	Due Date	Percentage Complete	Status	
<input checked="" type="checkbox"/> 4.01.01 Participation in sports, leisure and cultural activities	In Progress	31/03/2023	25%	★	Leisure and culture participation has returned to near normal numbers. Covid is still impacting on income figures but q2 always has some impact from the holiday period but indications are that everything is back to normal
<input checked="" type="checkbox"/> 4.01.02 Tailored support for healthy lifestyles	In Progress	31/03/2022	0%	★	As an ongoing consequence of the COVID-19 intervention to socially distance, many of the lifestyle services continue to make progress in moving online. We are continuing to strengthen the generic Public Health online support with the website pages being constantly reviewed and updated to provide more information to the public during this time. The new smoking cessation service contract continues to be working to ensure provision is in line with national guidance and meets our population's needs during this time, we are now awaiting confirmation of the first quarter's performance data in terms of quitters, which will be reported in the next quarterly update.
<input checked="" type="checkbox"/> 4.01.03 Covid Recovery Financial Stimulus Package	In Progress	31/03/2022	0%	★	
<input checked="" type="checkbox"/> 4.02.03 Strengthened Working with Health	In Progress	31/03/2022	50%	★	The council and the NHS have continued to work together collaboratively on a range of projects in quarter 2. This has included our work on Heathlands, and the Better Care Fund as well as work on improving governance arrangements that will support further integration of health and social care in the future.
<input checked="" type="checkbox"/> 4.02.04 Establish Mental Health Support Team	Completed	31/03/2022	100%	★	The MHST is now fully operational and covers circa 20 BF schools.
<input checked="" type="checkbox"/> 4.04.02 Implement Housing Assistance Policy	In Progress	31/03/2023	90%	★	The Housing Assistance Policy has been approved by the Executive and will be implemented from 1st April. A Panel of Housing managers and OTs will oversee the new discretionary expenditure.
<input checked="" type="checkbox"/> 4.05.01 Blue Mountain community and health facility	In Progress	31/03/2022	60%	●	Legal agreements between the CCG and Bracknell Forest Council are completed and work to complete the agreement for the Lease with the GP's is nearing completion. Work with Binfield Parish Council is progressing to run and manage the community element of the project. Construction on site is anticipated to begin later this month
<input checked="" type="checkbox"/> 4.06.01 Libraries engaged in the development of new community facilities	In Progress	31/03/2022	75%	★	Sandhurst Library's Open+ was reinstated from 1st September and usage was carefully monitored to ensure that customers were behaving appropriately and not putting themselves or others at any risk. In Quarter 3, Harmans Water and Birch Hill Libraries also went live with Open+. During Christmas, New Year and the bank holidays, access to these Libraries by means of Open+ was available. Open+ at Ascot Heath, Binfield, Whitegrove and Great Hollands Libraries is currently being tested with the aim to go live by the end of March. The hiring out of Library facilities for community events resumed in July 2021 and there is an increasing demand for bookings.
<input checked="" type="checkbox"/> 4.06.03 New Community Hubs	In Progress	31/03/2022	50%	★	On 03.08.21 CPC formally resolved not to take on the ownership or management of Buckler's Park CH, although they may be open for further discussions in 3-5 years time. A paper went to CMT in September regarding alternative options.
<input checked="" type="checkbox"/> 4.07.01 Family hub services expansion and development of multi-disciplinary teams	In Progress	31/03/2023	70%	★	Family hubs have gradually re-introduced face to face parenting programmes, domestic abuse programmes and family play sessions in line with Covid compliance. Several hubs are supporting Children's Social Care with contact arrangements and have throughout the pandemic assigned one hub full time to the Midwifery service and this may be further extended to support Frimley CCG. The service is actively engaged in regional conversations linked to further progression of the family hub agenda, in line with the national strategy to ensure family hubs meet the needs of the communities they are located in. Homestart, a commissioned provider has co-delivered a parenting programme and extending the involvements of volunteers in supporting family hubs will be a focus for 2022.
<input checked="" type="checkbox"/> 4.08.03 Multi-Disciplinary Team for Adolescents	In Progress	31/03/2022	0%	★	
<input checked="" type="checkbox"/> 4.08.04 Fostering Capacity	In Progress	31/03/2022	0%	★	
<input checked="" type="checkbox"/> 4.09.04 New Health and Care Service at Heathlands	In Progress	31/03/2022	50%	★	The council awarded a contract to a provider to deliver dementia nursing care and hotel services to the new Heathlands centre. We are now working together with our colleagues in the NHS to deliver a comprehensive implementation plan that will ensure that the service will be ready to open in the winter once construction is finalised.
<input checked="" type="checkbox"/> 4.10.01 Promotion of volunteering for grounds maintenance at the Cemetery & Crematorium	In Progress	31/03/2022	0%	★	Whilst no further volunteers have been added during quarter 3 the cem and crem have applied for public health funding to support the recruitment of 'green/outdoor' volunteers in the future. Notification of the bid outcome is expected in Q4.
<input checked="" type="checkbox"/> 4.10.02 Leisure, libraries and arts services used for social prescribing	In Progress	31/03/2022	50%	★	Libraries staff continue to work with the social prescribers to develop the offer available through libraries. The project to provide loan tablets to people with dementia and their carers is underway, with positive feedback to date.


<input checked="" type="checkbox"/> 4.10.03 Social prescribing and primary prevention programmes	In Progress	31/03/2022	0%	★	The social prescribing service continues to support individuals during the pandemic through remote contact. It is being publicised in covid communications to the general public. The service is currently reviewing need against current provision and the evidence base and best practice to develop a plan to grow the service reach.
<input checked="" type="checkbox"/> 4.11.01 Arts and culture activities available through libraries	In Progress	31/03/2022	75%	★	214 events took place during Quarter 3 and demand for Library events continues to be high. Many of these were related to arts and culture. Activities included flower arranging, craft demonstrations, cookery demonstrations, storytelling events, author talks, shadowing book awards, how to research family history, music streaming, film clubs, book groups, and Chatterbooks for children.
<input checked="" type="checkbox"/> 4.11.02 Schools service level agreement for PE	In Progress	30/09/2022	0%	★	We have had very high levels of commitment from Bracknell Forest Primary Schools this year with all schools purchasing one of two levels of service level agreement. 15 schools upgraded to the premium level service. Every possible element of the agreement has been delivered to a very high standard. Feedback from the Headteacher reference group is positive and importantly the feedback from the young people has been extremely impressive. This year has shown an increase in schools attendance – every school in the borough has attended 8 or more events, activities or CPD over the year which is an increase on prior years.
<input checked="" type="checkbox"/> 4.12.01 Suitable Natural Green Space (SANG)	In Progress	31/03/2022	80%	★	SANG creation and management in place through pump priming and is ahead of anticipated demand.
<input checked="" type="checkbox"/> 4.12.02 Improvements for open spaces	In Progress	31/03/2022	10%	★	Planning stages in progress. Implementation likely to be COVID affected.
<input checked="" type="checkbox"/> 4.13.01 Civilian Military Partnership	In Progress	31/03/2022	25%	★	The partnership continue to liaise regarding the Civilian Military Partnership action plan and any issues arising from the plan. The CMP met virtually in May 2021 and have a further meeting planned for October 2021
<input checked="" type="checkbox"/> 4.13.03 Development of a Berkshire Civilian Military Partnership	In Progress	31/03/2022	25%	★	A preliminary meeting of Berkshire Armed Forces Champions and officers was held in June to discuss terms of reference, work programme and launch meeting of Royal County of Berkshire Civilian Military Partnership.

Monthly Indicators	31/12/2021			
	Last Month	This Month	Current Target	RAG
> L346 Average caseload for Family Safeguarding Model	21	21	16	▲
> L385 Rate per 10k of children on Child Protection Plans	63.5	64.2	60.0	n/a
> L386 Rate per 10k of Children Looked After	47.2	48.2	50.0	n/a
L411 Number per 10,000 of care proceedings				?!

Quarterly Indicators	31/12/2021			
	Last Quarter	This Quarter	Current Target	RAG
L003 Number of visits to leisure facilities	286,614		187,500	?
L404 Number of children and young people visits to leisure facilities managed by Everyone Active	120,195		50,000	?
L405 Number of older people visits to leisure facilities managed by Everyone Active	33,774		22,500	?
L412 Number per 100,000 of first-time entrants to criminal justice system			20.0	?
L413 Time taken in weeks to process Disabled Facilities Grant applications				?!
L414 % of children who achieve a BMI Z-score reduction	0%	0%		★
L415 % of smokers who have quit at 4 weeks in the quarter (co-verified)	0%	0%		!
L416 % of smokers who have quit at 4 weeks in the year to date (co-verified)	0%	0%		!
L436 Number of visits by customers with a disability to leisure facilities managed Everyone Active			9,375	?

Protecting and enhancing our environment

Action	31/12/2021				Status	Comment
	Stage	Due Date	Percentage Complete			
<input checked="" type="checkbox"/> 5.01.01 Local Plan	In Progress	31/03/2022	85%	★	Draft Local Plan submitted to government for examination December 2021 - included proposed new school at Jealotts Hill garden village.	
<input checked="" type="checkbox"/> 5.01.02 Local Plan Government Inspection	In Progress	31/03/2022	0%	●	Draft Local Plan submitted to government for examination December 2021 - included proposed new school at Jealotts Hill garden village.	
<input checked="" type="checkbox"/> 5.01.03 Local Plan Implementation	In Progress	31/03/2022	0%	★	Local Plan implementation will commence on adoption of the Local Plan - adoption expected Autumn 2022	
<input checked="" type="checkbox"/> 5.01.05 Management of land assets	In Progress	31/03/2022	75%	★	Work continues with parish councils on transfer of land ownership.	
<input checked="" type="checkbox"/> 5.02.01 Green development of our waste collection services	In Progress	31/03/2022	90%	★	<p>The food waste collection service has been running for 10 months and participation from households continues to be high - over 5000 tonnes of food had been collected by the end of December, and the average household was presenting 2.75 kg of food for recycling each week.</p> <p>The amount of waste collected from the refuse bins has dropped by 25% when compared to pre-covid 2019/20 figures.</p> <p>Bracknell Forest Council are on track to exceed the targets we set for year 1 of the new service; at least 50% recycling and 10% or less of waste going to landfill. Currently recycling is 57% and landfill 8%.</p> <p>Flats assessments begun in Quarter 3 to decide which blocks of flats in the borough are eligible to join the food waste recycling service, the service will be phased in gradually for up to 1800 flats from spring 2022.</p>	
<input checked="" type="checkbox"/> 5.02.02 Educate, enable and encourage residents to maximise their recycling	In Progress	31/03/2022	90%	★	<p>Quarter 3 includes the festive season and much of the communication and education focuses on managing waste through the festive season and recycling tips.</p> <p>The annual collection schedule was put on all refuse bins in October, this included information on the waste collection services we provide as well as what items to recycle in the blue bin and which food is accepted in the caddy.</p> <p>Preparation and design work is also underway for food waste collection information from some of the flats across the borough, it is hoped the first ones will be able to recycling their food in the Spring of 2022.</p>	
<input checked="" type="checkbox"/> 5.02.03 Landfill site at Strong's Heath	Completed	31/12/2022	100%	★	No further updates and the schedule work has been completed and decision made not to go ahead with the original proposal	
<input checked="" type="checkbox"/> 5.03.01 Parking bay schemes	In Progress	31/03/2022	80%	★	The 2021/22 parking bay schemes are substantially complete.	
<input checked="" type="checkbox"/> 5.05.01 Horseshoe Lake play and parking improvements	In Progress	31/03/2022	15%	★	Essential preparatory work on drafting the new lease for watersports provider complete. Pre-application completed. Full application submitted. Car park enhancements planned and costed.	
<input checked="" type="checkbox"/> 5.06.01 Climate Change Action Plan and Strategy	In Progress	31/03/2022	50%	★	Strategy implementation on track. Second quarter project reviews have been completed and schedule to be reported to the Executive and Councillor Climate Change Advisory Panel. The CCAP also held their first meeting and received the Q4 report	
<input checked="" type="checkbox"/> 5.06.02 Increase the range of digital services, reducing the number of customers visiting council	In Progress	31/03/2022	40%	★	Time Square remains closed, with alternative arrangements in place for managing customers who would normally visit in person. The Ways of Working programme is researching technologies to provide a long-term means of redirecting, and managing, face to face contact.	
<input checked="" type="checkbox"/> 5.06.05 Technology Solutions for Ways of Working	In Progress	31/03/2022	50%	★	Hybrid meeting technology has been trialled and permanent arrangements specified for the Council Chamber and Boardroom. A project is underway to provide hybrid technology for other meeting rooms. A further project is being scoped to review the kit provided to staff and members for remote and home working.	
<input checked="" type="checkbox"/> 5.06.06 Climate Change Funding	In Progress	31/03/2022	0%	★	Ongoing review of where funding can be allocated.	
<input checked="" type="checkbox"/> 5.07.03 Promote bus travel	In Progress	31/03/2022	75%	★	The Borough has submitted its Bus Service Improvement Plan to the Department for Transport and is currently finalising an Enhanced Partnership with local operators which is required as part of the Government's new Bus Strategy. This will allow us to secure funds in the future towards promoting, and improving, bus travel and patronage as we emerge from the Covid 19 pandemic	
<input checked="" type="checkbox"/> 5.07.04 Electric Vehicle Charging Strategy	In Progress	31/03/2022	70%	★	The document "Electric Vehicle Charging - A Summary and Guide" has been published and placed on the Council's dedicated EV webpage. This document provides details of the Council's current position on catering for EV charging - whilst awaiting publication of the Government's EV Charging Strategy which will inform the role of the public and private sectors (expected 2022).	

 5.07.05 Pedestrian Cycle Improvements	In Progress	31/03/2022	75%	★	Promotional work has begun after successfully securing funds from the Governments Active Travel Fund. To date we have produced promotional videos and are in the process of expanding our Local Cycling and Walking Infrastructure Plan to cover the whole of the borough, securing promotional journey planning platforms, consulting with the public on wider walking and cycling issues, carrying out promotional walking and cycling led rides and updating current maps.
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Quarterly Indicators	31/12/2021			
	Last Quarter	This Quarter	Target	RAG
L241 Income from CIL receipts	£448,250	£2,436,367		!
L284 Number of homes given planning permission	241	411		!
> L286 % of successful planning appeals	75%	71%		!
> L356 % of major planning applications determined within timescales	83%	83%	85%	★
> L357 % of minor planning applications determined within timescales	88%	86%	85%	★
> L358 % of other planning applications determined within timescales	77%	82%	85%	★
L418 Customer visits to Time Square	0	0	5,000	★
L434 Planning permissions granted for net additional dwellings not yet implemented	241			?!
L446 Change in positive wellbeing score for social prescribing	64%		30%	?
L447 Change in loneliness and social isolation score for social prescribing	69			?!

Communities

Action	31/12/2021				Status	Comment
	Stage	Due Date	Percentage Complete			
<input checked="" type="checkbox"/> 6.01.01 Health check and action plan for retail centres	In Progress	31/03/2022	75%	★	Continuing delivery of projects supporting the retail centres post pandemic	
<input checked="" type="checkbox"/> 6.02.01 Support for Community Associations	In Progress	31/03/2022	50%	★	Supported community associations with COVID-19 and opening up their centres as restrictions were lifted. S106 contribution agreed for Birch Hill CC. Advice given to CC's regarding ad hoc inquiries.	
<input checked="" type="checkbox"/> 6.02.02 Cultural offer available through libraries	In Progress	31/03/2022	75%	★	Children and adults can immerse themselves in every form of art, film, music and dance through performances and attending classes in the Libraries as the full programme of Library events have resumed. They can also learn about art and culture, local and family history through reading. The cultural offer includes arts and crafts' demonstrations, author talks, shadowing book awards and prizes, and music streaming.	
<input checked="" type="checkbox"/> 6.02.03 Develop the offer in Libraries to support the Adults and Children's agendas	In Progress	31/03/2022	75%	★	The Library Service delivers books to the housebound and clinically vulnerable through the Home Library Service in order to combat social isolation. 25 tablets have been loaned to people with dementia and their carers, working closely with the BFC Dementia Services Coordinator. The Library Service works closely with the Public Health Team and, in particular, with the Social Prescribing Team, who signpost their clients to Library events, and promoting the Libraries' collections of "Reading Well" self-help books. We are working with Children's Services to form a Library offer as part of the Dolly Parton Imagination Library, to support looked after children and children from low income families and to improve literacy and encourage a love of reading. All Library staff have undertaken the "Making Every Contact Count" e-learning courses. We provide job support, careers' advice and courses on how to write CVs in order to support the unemployed and we also provide one to one training and support to people who are applying for Universal Credit.	
<input checked="" type="checkbox"/> 6.02.04 Collaboration and Community Hub at Time Square	In Progress	31/03/2022	80%	★	Works to the building are now complete and ready for use. A Community Hub manager and Time Square receptionist have been appointed and work on the rental agreements are progressing and dialogue continues with community groups. Work is currently held up by the "work from home guidance" and the building remains closed to the public.	
<input checked="" type="checkbox"/> 6.03.02 Addressing Hate Crime	In Progress	31/03/2022	0%	●	A BF hate crime action plan has been developed and is in place. It is overseen by the Community Cohesion and Engagement Partnership and reports progress to the Community Safety Partnership. A Bracknell and Wokingham hate crime working group has been initiated to work cohesively across the Local Police Area. This working group is linked into Thames Valley Police's Independent Advisory Group and its Ethnic Community Advisory Group. BF continues monitoring and review of weekly reported crime that has a hate crime flag. BFC Community Engagement continue their extensive work to strength community networks.	
<input checked="" type="checkbox"/> 6.03.03 Safe Accommodation Duty	In Progress	31/03/2022	90%	★	The Safe Accommodation Strategy has been approved by the Executive and the commissioning plan being implemented with new services being procured or posts recruited to offer new services to support those fleeing domestic abuse, including coverage for those with protected characteristics.	
<input checked="" type="checkbox"/> 6.03.04 Tackling Serious Violence	In Progress	31/03/2022	0%	●	Work continues on this area of work. Compliance against the Serious Violence Duty which is due to be launched by the summer of 2022 has been assessed and will be reviewed once the Police, Crime, Sentencing and Courts Bill becomes an Act. The Police Serious Violence Dashboard cohorts are now being accessed and reviewed to ensure that our operational delivery groups are appropriate and relevant. The CSP will be reviewing its priorities in January 2022 and serious violence will remain as a key focus for the CSP.	
<input checked="" type="checkbox"/> 6.03.05 Child Friendly Partnership Group	In Progress	31/03/2022	0%	★		
<input checked="" type="checkbox"/> 6.04.01 South Hill Park Development	In Progress	31/03/2022	50%	★	Good relations with South Hill Park continue, and the council is supporting the trust in developing its future business plans.	
<input checked="" type="checkbox"/> 6.07.01 Owned and leased properties for Homelessness	In Progress	31/03/2022	80%	★	Works to create a new one bedroom DDA compliant unit in the rear garden of Tenderdon Lodge site are scheduled to be completed at the end February 2022,	
<input checked="" type="checkbox"/> 6.07.02 Homelessness strategy	Completed	31/03/2022	100%	★	The Homelessness Strategy has been approved by the Executive and officers are well advanced in developing the supporting action plan with partners.	
<input checked="" type="checkbox"/> 6.08.01 Affordable housing planning policy	In Progress	31/03/2022	85%	★	Submission Draft Local Plan includes updated affordable housing policies which will be subject to independent assessment as part of the Local Plan Examination.	
<input checked="" type="checkbox"/> 6.08.03 Housing Strategy	In Progress	31/03/2022	25%	★	A report proposing a plan and timetable for delivering the new housing strategy has been submitted to DMT and CMT. The project plan will be firmed up in the New Year aiming for a completion date of July 2022. Work has already commenced with the Commissioning Service to pull together evidence needed for the care and accommodation element of the housing strategy.	

<input checked="" type="checkbox"/> 6.09.01 Housing allocations policy	In Progress	31/03/2022	70%	★	The Allocations Policy is in draft. This will come forward to the Executive in due course - deferred to Spring due to the volume of housing related strategies/policies brought forward in the third quarter.
<input checked="" type="checkbox"/> 6.09.02 Implement new allocations policy for all live cases	In Progress	31/03/2023	0%	★	This work will commence once the Allocations Policy draft has been approved for consultation. Impacts of the policy will need to be extensively tested which will require officer capacity to complete. Consultation is a statutory requirement. Once finalised, IT changes will be required to enable implementation.
<input checked="" type="checkbox"/> 6.10.02 Cultural Festival	Completed	31/03/2022	100%	★	A virtual cultural event was organised and held via teams with Berkshire Against Racism Saturday, 14 August with many community groups coming together to celebrate their culture. Planning is underway to hold next years event live subject to restriction at the time
<input checked="" type="checkbox"/> 6.10.04 Community groups supporting the half marathon	Completed	31/03/2022	100%	★	The half marathon event went ahead successfully on the 5th of September with support from a wide range of community groups. Planning has now started for the 2022 event in May.

Quarterly Indicators	31/12/2021			
	Last Quarter	This Quarter	Current Target	RAG
L185 Overall crime	1,654	1,404		n/a
L406 Number of visits to libraries	53,032	51,453	13,750	★
L421 Number of community events held in libraries	145	214	80	★
L422 Number of educational events held in libraries	15	45	25	★
L424 Number of cases resolved by the partnership problem-solving groups	10	14		n/a
L425 % of homelessness preventions	53%		55%	?

Covid-19

Action	31/12/2021				
	Stage	Due Date	Percentage Complete	Status	Comment
<input checked="" type="checkbox"/> 8.002 Health and Wellbeing Strategy	In Progress	31/03/2022	70%	★	The Consultation on the draft Health and Wellbeing Strategy will take place in January, with formal approval by the Health and Wellbeing Board expected in February/March.
<input checked="" type="checkbox"/> 8.003 Look Out Discovery Centre	In Progress	31/03/2022	50%	●	Phase one of the works are now complete with simple changes to the site, the rebranding of the café and a new menu all completed. Some impacts are being felt from the pandemic affecting how the site is able to operate. Staffing remains under review. The second phase of transformation will begin in January seeking to consider further improvements to the site and its operation.
<input checked="" type="checkbox"/> 8.004 Community response for clinically extremely vulnerable residents	In Progress	31/03/2022	80%	★	Community response continues to be delivered as required in partnership with the Ark Trust to support vulnerable people
<input checked="" type="checkbox"/> 8.005 Impact of COVID on the community	In Progress	31/03/2022	25%	★	The Covid Community Impact Assessment (CIA) has been fully updated this quarter with data and insight from the second and third lockdowns plus the results of the April Covid resident's survey. The CIA informs the Council's recovery strategy and will be considered by the Executive in September.
<input checked="" type="checkbox"/> 8.006 COVID Recovery Package	In Progress	31/03/2022	50%	★	Progress being made / plans in place for responsible directorates and lead members to spend allocated funds on recovery measures
<input checked="" type="checkbox"/> 8.007 Implement ways of working programme	In Progress	31/03/2022	40%	★	Work is nearing completion on the first tranche of hybrid meeting rooms. The Low Code platform has been used to create a new case management system for the Emergency Duty Service. The plan for its wider roll-out is in development.
<input checked="" type="checkbox"/> 8.008 Shared Service Resilience	In Progress	31/03/2022	0%	★	Resilience in place and working well.
<input checked="" type="checkbox"/> 8.009 Impact of COVID on children's education	In Progress	31/03/2022	75%	★	Professional dialogue with school leaders across the autumn term has confirmed that key priorities for the LA and schools continue to be: the development of communication and language, physical development, and the social and emotional development of children in the early Years Foundation Stage (EYFS); early reading and phonics; and the teaching of writing. Target setting conversations with school leaders suggest that disadvantaged pupils and pupils receiving SEND support have been disproportionately impacted by the pandemic. These target setting conversations have aimed to ensure that appropriately ambitious targets are being set and that the correct pupils are being targeted for additional support and interventions.
<input checked="" type="checkbox"/> 8.010 Impact of COVID on pupils with SEND	In Progress	31/03/2022	0%	★	
<input checked="" type="checkbox"/> 8.011 Youth Employment Partnership	In Progress	31/03/2022	0%	★	The Open Learning Centre has subsequently been identified as a potential site between the council and Dept. of Work and Pensions (DWP) to accommodate the 18-24 age cohort that would not be appropriate for the Braccan Youth Hub which supports young people up to 18 years of age. The operational pathway is still to be formally agreed between BFC, through the Open Learning Centre and DWP. The Youth Offer introduced by the Government in response to Covid was extended to 16-24 year olds, however DWP is still waiting clarification on what that means at a local level or if the 16/17 year olds would be serviced by the Dept. for Education or other channels.
<input checked="" type="checkbox"/> 8.012 Preventing Hardship	In Progress	31/03/2022	70%	★	A corporate financial hardship officer group is in place. Utilising the Covid recovery budget welfare fund allocated for 2021/22 the Council has appointed a financial hardship officer to support work against this objective.
<input checked="" type="checkbox"/> 8.013 Equalities Impact Assessment for Covid Recovery	In Progress	31/03/2022	0%	★	

Section 4: Corporate Health

a) Summary of People

Staff Voluntary Turnover

Department	Previous Figure*	For the last 4 quarters	Notes
People	17.95%	15.82%	
Delivery	11.11%	11.54%	
Resources	8.6%	6.59%	
PPR	13.29%	15.09%	
Chief Executive's Office	13.51%	10.26%	
Total Voluntary Turnover	15.26%	14.08%	

* This figure relates to the previous 4 quarters and is taken from the preceding CPOR.

Comparator data	%
Total voluntary turnover for BFC, 2020/21:	11.2%
Average voluntary turnover rate UK public sector 2016:	10.0%
Average Local Government England voluntary turnover 2016:	14.0%

(Source: XPerTHR Staff Turnover Rates and Cost Survey 2016 and LGA Workforce Survey 2016)

Staff Sickness

Department	Quarter 3 21/22 (days per employee)	Previous Financial Year (Actual Average days per employee)	2021/22 Estimated Annual Average (days per employee)	Notes
People	2.17	5.93	7.35	
Delivery	1.79	7.67	6.34	
PPR	1.17	2.47	3.79	
Resources	1.99	4.65	7.2	
Chief Executive's Office	1.23	2.3	5.37	
Total staff sickness excluding maintained schools	1.89	5.67		6.48

Comparator data	All employees, average days sickness absence per employee
Bracknell Forest Council (Non-Schools) 20/21	5.67 days
English Local Authorities 2017/18	8.6 days

(Source: Local Government Workforce Survey 2017/18)

People

Sickness absence has risen in quarter 3 compared to quarter 2, particularly in Early Help & Communities and Mental Health and Out of Hours. 50% of the absence is attributable to long term sickness which is comparable to last quarter. Covid-19 represents 12% of the absence this quarter, significantly higher than last quarter.

Delivery

Sickness levels have increased slightly on last quarter particularly in Customer Experience, ICT & Digital Services. Long Term Sickness has increased to cover 50% of the full sickness within the department. Covid-19 related absences have reduced and now represents 9.2% of the absences this quarter.

Resources

Sickness levels in quarter 3 are similar to those from quarter 2. Long Term Sickness represents just over 50% of all sickness this quarter which is slightly lower than last quarter. Covid-19 represents 15.3% of the absence this quarter which is a significant reduction on quarter 2.

Place, Planning & Regeneration

Sickness absence levels for quarter 3 are very similar to those for quarter 2. Long Term Sickness represents 18.7% of the sickness this quarter which is a significant reduction on quarter 2. Covid-19 represents 17.2% of the total sickness this quarter which is significantly up on last quarter.

Chief Executive's Office

As this is the first QSR for Chief Executives there are no comparison figures. Long Term Sickness represents 38% of the sickness for the quarter. Covid-19 represents 29% of the sickness for the quarter.

b) Summary of Complaints

Department	Type of complaint	Q1	Q2	Q3	Q4	Total cumulative complaints	Outcome of all complaints received year to date
People: Adults	Statutory	12	14	11		37	5 – upheld/fully substantiated 16 – partially upheld/partially substantiated 10 – not upheld/not substantiated 2 – no finding 3 – in progress 1 – external investigation
	Local Government Ombudsman	0	0	0		0	
People: Childrens	Statutory stage 1	24	17	23		64	5 – upheld/fully substantiated 22 – partially upheld/partially substantiated 18 – not upheld/not substantiated 6 - no finding made 7 – in progress 5 – proceeded to stage 2
	Statutory stage 2	2	1	2		5	3 – in progress 2 – partially upheld
	Statutory stage 3	0	0	3		3	3 – in progress
	Stage 2	1	1	0		2	2 – not upheld
	Stage 3	0	2	0		2	2 – not upheld
	Local Government Ombudsman	0	0	0		0	
People: Housing	Stage 2	2	2	1		5	5 – partially upheld
	Stage 3	0	0	0		0	
	Local Government Ombudsman	0	0	0		0	
CXO	Stage 2	0	0	0		0	
	Stage 3	0	0	0		0	
	Local Government Ombudsman	0	0	0		0	
Resources	Stage 2	0	1	0		1	1 – Not upheld
	Stage 3	0	0	0		0	
	Local Government Ombudsman	0	0	0		0	
PPR	Stage 2	5	3	4		12	4 – in progress 4 – not upheld 4 – proceeded to stage 3
	Stage 3	1	3	0		4	1 – upheld 1 – not upheld 2 – in progress

	Local Government Ombudsman	0	0	0			
Delivery	Stage 2	3	0	2		5	1 – in progress 3 – not upheld 1 – proceeded to stage 3
	Stage 3	0	0	1		0	1 – in progress
	Local Government Ombudsman	0	0	0		0	

People: Adults

There were 11 complaints in quarter 3. Compared to this time last year, the figure is exactly that same.

People: Childrens

There were 23 complaints in quarter 3. Compared to this time last year, the figure is down from 26. This is 3 less.

Delivery

There was 1 complaint in quarter 3. Compared to this time last year, the figure is down from 3. This is 2 less.

Resources

There were no complaints in quarter 3. (QSR established this year).

Place, Planning & Regeneration

There were 4 complaints in quarter 3. (QSR established this year).

Chief Executive's Office

There were no complaints in quarter 3. (QSR established this year).

c) Strategic Risks and Audits

During quarter 3 the Register was reviewed by the Strategic Risk Management Group on 4th November 2021. The risk scores were increased for the following risk:

- Staffing pressures;
- IT;
- Data protection; and
- Covid.

To: **Overview and Scrutiny Commission**
7 April 2022

Overview and Scrutiny Review of Mental Health Report Statutory Scrutiny Officer

1 Purpose of Report

- 1.1 To present the Health and Care Overview and Scrutiny Panel's report to the Commission following the Panel's review into primary care and voluntary sector mental health services.
- 1.2 To provide the advice of the Statutory Scrutiny Officer (SSO) to inform the Commission's decision whether to endorse the Panel's recommendations to the Executive, Frimley Clinical Commissioning Group (CCG) and the Health and Wellbeing Board.

2 Recommendation

- 2.1 **That the Overview and Scrutiny Commission considers whether to endorse the Health and Care Overview and Scrutiny Panel's recommendations to the Executive, Frimley CCG and the Health and Wellbeing Board as set out in the Panel report (attached as Appendix A) and paragraphs 5.5 – 5.7 of this report, taking into account the comments of the Statutory Scrutiny Officer.**

3 Reasons for Recommendation

- 3.1 It is the role of the SSO to advise the Council on any issues or concerns that may arise about the operation of the scrutiny function and the SSO may on occasion be required to make a determination about what the law says and how this should be applied to any particular situation. In carrying out this statutory role, there is a need to have a nuanced and meaningful understanding of the scrutiny function in order to accurately make judgments about its operation when disagreements or other issues arise.
- 3.2 The SSO is responsible for ensuring that the scrutiny function is adequately resourced and that service departments and partners are contributing sufficiently to reviews to ensure that they are effective.
- 3.3 The SSO is also responsible for providing advice to the Commission on whether the recommendations within review reports are robust, taking account of resource, legal, climate change, equalities, health and wellbeing and strategic risk implications.

4 Alternative Options

- 4.1 The Commission could decide:
 - to endorse the recommendations to the Executive (and others) as set out in the Panel's report
 - to endorse the recommendations in part

- to ask for further work to be undertaken before the report is submitted to the Executive recognising that this would delay the Panel's next piece of work
- to note the Panel report and not make any recommendations to the Executive (or others)

5 Supporting Information from the Statutory Scrutiny Officer

- 5.1 The Overview and Scrutiny Commission commissioned the Health and Care Overview and Scrutiny Panel to carry out a review into mental health services as part of the overview and scrutiny four-year work programme, which has been developed to track themes within the new Council Plan.
- 5.2 In support of this review a broad range of witnesses gave evidence putting the Panel in a good position to use this intelligence to frame the review and produce insightful recommendations.
- 5.3 The Panel was supported by Jen Lawson, Governance and Scrutiny Officer who supported the Panel to draw up the scope of the review and prepare an evidence pack of relevant information; to facilitate a number of Panel sessions to interview a range of contributors; to draw out findings from the Panel's investigation, and to prepare a review report. This involved in the region of 300 hours of scrutiny officer time and 16 hours of Panel meetings.
- 5.4 In summary it is the Statutory Scrutiny Officer's view that this review activity had adequate resources and that mental health partners contributed effectively to the review. The bulk of review activity took place between October 2021 and January 2022 and the review was completed within the timescales agreed by the Commission when the review work was commissioned. The comments from the relevant officers and partners set out below do not indicate any concerns with the proposed recommendations.
- 5.5 The draft Health and Wellbeing Strategy includes priorities on mental health and on creating opportunities for individual and community connections. Four of the Panel's recommendations support these priorities and are made to the Health and Wellbeing Board for inclusion in the strategy action plans. The reasons for making the recommendations are set out in the Panel report. The recommendations are:
- **That the Health and Wellbeing Board consider the following points under the action to explore the development of a public facing marketing and communication campaign to raise awareness of services available and how to access them:**
 - Help people to understand each service to remove the fear of the unknown
 - Create personal connections which encourage engagement, such as using photos and first person accounts in communications
 - Include people with experience of the service as ambassadors to increase personal connections
 - Use outreach work to bring the service to the community
 - Emphasise the ability to self-refer and that there is no right or wrong 'front door'
 - Demonstrate how people can direct their own care and recovery, making choices about their mental health
 - Use accessible language so people understand the approach and feel included

- Include campaign information in councillor induction so councillors can signpost
- **That the Health and Wellbeing Board ensures users are involved in the action to create and relaunch an improved version of the community map.**
- **That the Health and Wellbeing Board ensures the community map training for providers supports collaboration between services, in particular between GPs/practice staff and the voluntary sector, to help them understand each other's work and improve signposting and referrals.**
- **That the Health and Wellbeing Board includes an event as part of the relaunch of the community map, to provide an opportunity to engage with the public to explain services and make connections.**

Timescales to align with the Health and Wellbeing Strategy action plan.

5.6 Two recommendations are made to the Executive and the reasons are set out in the Panel report. The recommendations are:

- **That the Executive Member for Adult Services, Health and Housing invites the Chair of the Health and Care O&S Panel to present the mental health review report to the Health and Wellbeing Board on 7 June 2022.**
- **That the Executive Member for Adult Services, Health and Housing works with primary care and voluntary sector providers to increase the opportunity for mental health services to be present in community spaces. By December 2022, subject to the prevailing COVID approach**

5.7 Two recommendations are made to Frimley Clinical Commissioning Group (CCG):

- **That Frimley Clinical Commissioning Group (CCG) seeks agreement with primary care to clearly signpost mental health support on all GP websites. Target date for Bracknell to be confirmed by Frimley CCG.**
- **That Frimley CCG shares the findings of Talking Therapies' work on low access rates from culturally and ethnically diverse communities and older adults with relevant health partners and voluntary and community groups. Target date to be confirmed by Frimley CCG.**

6 Commentary from Health and Care Overview and Scrutiny Panel Chair, Councillor Mike Gibson

6.1 The Bracknell Forest COVID Community Impact Assessment of July 2021 highlighted that many residents felt their mental health was worsening. Partners also shared concerns about the increasing prevalence and complexity of mental health needs in the borough, and a survey by Healthwatch Bracknell Forest identified mental health services as a particular priority for local health leaders.

6.2 In response, the Health and Care Panel carried out this review into mental health services to understand the impacts of the pandemic, and to find out what healthcare partners were experiencing and how they were responding. The review focused on primary care and the voluntary and community sector, recognising that self-help and

prevention are the best ways to support the largest number of people in the shortest period of time. As well as services, the Panel heard from residents with a range of experiences to ensure that the voice of local people regarding their needs was heard.

- 6.3 The review found a large variety of services in the borough with different ways of accessing them, including self-referral. The recommendations focus on increasing engagement and removing barriers to self-referral. We listened to the experience of residents to identify practical actions that the council and our partners can take to help people access support.

7 Response from Director for Mental Health: Frimley Clinical Commissioning Group

- 7.1 The findings chime with the CCG's experience, and we will look to build on them and work with partners to increase access and self-referral. These have been discussed with Fiona Slevin-Brown as the Managing Director of Bracknell Forest and we are supportive of the recommendations which align with many of our approaches. Frimley CCG will work with our system partners in primary care on which information is included on their websites and with Talking Therapies on the most appropriate way to disseminate their findings. At this stage we believe this can be achieved within the existing mental health budgets.

8 Response from Interim Consultant in Public Health

- 8.1 Public Health notes that the review findings align with their work and recognises the cross-activity support for the Health & Wellbeing Strategy. This independent review is further evidence that the proposals will directly improve population mental health and wellbeing in Bracknell Forest.
- 8.2 The public health recommendations will be delivered within the Public Health Grant allocation to Bracknell Forest Council.

9 Response from Assistant Director: Mental Health and Out of Hours

- 9.1 Bracknell Forest council works with the local NHS and other partners to meet the needs of people who need support with their mental health. The council does not provide primary care, which was the focus of this review, but we have been involved in the process and are comfortable with the approach taken. The review findings align with our experience of providing secondary care support for more complex needs. Improved access to self-care and early intervention will prevent some people escalating to secondary care support, and we support the review recommendations for their positive effect on local residents.

10 Consultation and Other Considerations

Legal Advice

- 10.1 There are no specific legal implications arising from the recommendations in this report.

Financial Advice

- 10.2 Any actions arising from the recommendations are expected to be delivered within existing budgets.

Equalities Impact Assessment

- 10.3 The review scope, activities and recommendations were all considered in the initial equalities screening attached at Appendix B.

Strategic Risk Management Issues

- 10.4 The draft Bracknell Forest Health and Wellbeing Strategy 2022 - 2026 is being finalised. It includes strategic priorities on mental health and on strengthening communities. These objectives are supported by the findings of this independent scrutiny review, which confirms the relevance and direction of the local mental health strategy over the next four years.

Climate Change Implications

- 10.5 The recommendations in the Panel report are expected to have a small positive impact on emissions of CO₂. The recommendation to make use of shared community spaces on occasion should slightly reduce the need for heating and lighting of separate spaces. Any events are expected to be organised in line with the council's climate change approach and delivered in a sustainable way.

Health & Wellbeing Considerations

- 10.6 The recommendations in the Panel report are designed to improve health and wellbeing by increasing access to primary care mental health services.

Background Papers

None

Contact for further information

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Overview and Scrutiny Panel Recommendations Report

REVIEW TITLE	O&S PANEL	DATE
Mental health	Health and Care	January 2022

“As a result of the pandemic, demand for mental health services is increasing. Without early help, vulnerable people can progress to more serious mental illness, impacting them and their families and increasing the pressure on local health services. This review looked at primary care – the first point of contact in the healthcare system – and the voluntary and community sectors to understand the availability and accessibility of early support for adults.

The Panel found a large variety of services in the borough with different ways of accessing them, including self-referral. We heard that lack of awareness, low confidence or confusion about services can prevent people from seeking the help they need. Our recommendations focus on understanding and removing barriers to self-referral.



We have listened to the experience of residents to identify practical actions that the council and our partners can take to help people access support more easily.”

Councillor Mike Gibson, Chair: Health and Care Overview and Scrutiny Panel

Recommendations

Recommendations one to four support actions already identified in Bracknell Forest’s draft Health and Wellbeing Strategy. Target dates will align with the Health and Wellbeing Strategy action plan.

- 1. That the Health and Wellbeing Board consider the following points under the action to explore the development of a public facing marketing and communication campaign to raise awareness of services available and how to access them:**
 - Help people to understand each service to remove the fear of the unknown
 - Create personal connections which encourage engagement, such as using photos and first person accounts in communications
 - Include people with experience of the service as ambassadors to increase personal connections
 - Use outreach work to bring the service to the community
 - Emphasise the ability to self-refer and that there is no right or wrong ‘front door’
 - Demonstrate how people can direct their own care and recovery, making choices about their mental health
 - Use accessible language so people understand the approach and feel included
 - Include campaign information in councillor induction so councillors can signpost
- 2. That the Health and Wellbeing Board ensures users are involved in the action to create and relaunch an improved version of the community map.**
- 3. That the Health and Wellbeing Board ensures the community map training for providers supports collaboration between services, in particular between GPs/practice staff and the voluntary sector, to help them understand each other’s work and improve signposting and referrals.**

4. **That the Health and Wellbeing Board includes an event as part of the relaunch of the community map, to provide an opportunity to engage with the public to explain services and make connections.**

Recommendations five and six are made to the Executive. Recommendation five supports the Health and Wellbeing Strategy actions, and six is for future work:

5. **That the Executive Member for Adult Services, Health and Housing invites the Chair of the Health and Care O&S Panel to present the mental health review report to the Health and Wellbeing Board on 7 June 2022.**
6. **That the Executive Member for Adult Services, Health and Housing works with primary care and voluntary sector providers to increase the opportunity for mental health services to be present in community spaces. By December 2022, subject to the prevailing COVID approach.**

Two recommendations are made to Frimley Clinical Commissioning Group (CCG):

7. **That Frimley Clinical Commissioning Group (CCG) seeks agreement with primary care to clearly signpost mental health support on all GP websites. Target date for Bracknell to be confirmed by Frimley CCG.**
8. **That Frimley CCG shares the findings of Talking Therapies' work on low access rates from culturally and ethnically diverse communities and older adults with relevant health partners and voluntary and community groups. Target date to be confirmed by Frimley CCG.**

Key findings

The Panel found that:

- there is a large variety of services available with different ways to access them,
- a wide range of professionals can signpost and refer, for example, GPs, social prescribers, link workers, community nurses,
- most early intervention services accept self-referrals,
- services are making good use of resources and have the capacity to accept more clients.

There is increased pressure on GPs for mental health services, which can be eased by greater use of self-care, self-referral and the voluntary and community sector.

During the pandemic, people with low level anxiety and depression did not access early support, meaning many developed more severe and complex needs.

The self-referral process is straightforward, but barriers to accessing help include:

- not knowing the service exists
- uncertainty about the service and what it does
- confusion that there might be a 'right or wrong way' to access help
- low confidence and low motivation.

People are more likely to approach a service if there is a personal connection, and are more likely to engage with support if they are involved in directing their care.

Many services offer a blend of online and in-person activities. Online options offer additional capacity, more flexibility and can remove some geographical or mobility barriers. Physical options must remain for people who are unable to access the technology and to enhance the sense of community.

Young adults are increasingly in need of mental health support, and people from ethnically and culturally diverse backgrounds have low engagement with services. Services are working to better target the needs of these groups.

The longer-term impact of the pandemic on the voluntary and community sector is still unknown, and the council's Voluntary Sector Champion will include the sector's pandemic recovery in their areas of focus.

The Panel found good working relationships across the organisations that deliver mental health services. This collaboration provides a strong base to support continuous improvement of mental health services.

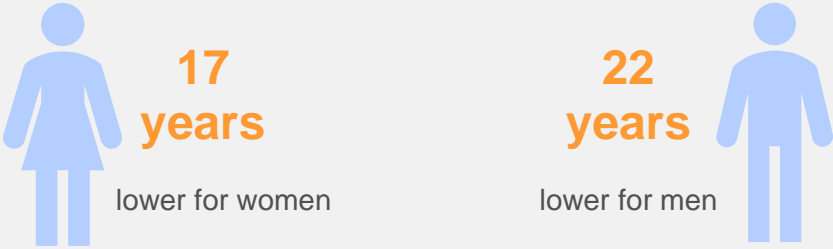
Good practice

- ✓ Service users spoke about the positive impact of being actively involved and directing their own care and recovery. When activities are done 'with' people, not 'to' people, they present a series of positive choices to improve wellbeing. Services provided many examples of how they involve users and co-design their care. This approach is also reflected in the Frimley Integrated Care System Strategy 2019-2025.
- ✓ Talking Therapies is the NHS's primary service for supporting adults with mild to moderate mental health problems. In Bracknell Forest, the service is exceeding the nationally set targets for treatment timescales and recovery. Performance details are in **Appendix 1**.

Background information

People with Significant Mental Illness (SMI) have worse health outcomes.

In Frimley, they have a shorter life expectancy of









despite dying from the same range of illnesses as the mentally healthy population.

Poorer outcomes can be caused by lack of access to care and missed screening checks. The combination of mental ill health with a long-term condition affects patients' quality of life and increases the amount of care required from the NHS.

1.4 million adults across the South East are forecast to experience mental health conditions over the next few years, an increase of 15 – 30%.







Many of the factors are linked to the pandemic:

Job loss	Lower household income	Trauma	Bereavement	Isolation	Health anxiety
					

Deprivation is associated with poorer mental health.

Public Health reported that instances of depression and SMI across Bracknell wards vary from **0.4% to 1.2%**

Protective factors include:

Good employment	Social networks	Peer support	Physical activity
			

In December 2021, the Health and Wellbeing Board approved the draft Bracknell Forest Health and Wellbeing Strategy 2022 – 2026 for public consultation. The strategy commits to:

- promote mental health and improve the lives and health of people with mental ill-health, and
- create opportunities for individual and community connections, enabling a sense of belonging and the awareness that someone cares.

The draft strategy includes actions to create and promote activities, and to raise awareness of what is available and how to get involved. These action plans align with the Panel’s findings and are supported by this review.

Local services

The Panel spoke to the following services about how they meet community needs and divert clients from higher level support services:

Social Prescribing Service
Bracknell Forest Community Network (BFCN)
Talking Therapies
Friends in Need
Jeallot’s Hill Community Landshare
Stepping Stones Recovery College

All of these services accept self-referrals.



Frimley Clinical Commissioning Group (CCG) told the review about the following new NHS mental health services in Bracknell. They all reflect the primary care focus on removing barriers and increasing collaboration.

Wellbeing service: offers support for practical, situational and social challenges

Outreach programme: for people with SMI and a long-term physical condition

Mental Health Additional Roles and Responsibilities Scheme (ARRS): embeds expert mental health nurses in GP practices

Mental Health Integrated Community Service (MHICS): supports people with significant mental health problems using a multi-discipline team.

The wellbeing service and ARRS accept self-referrals.



More information about all of these services is included in **Appendix 2**.

Review findings

Demand for primary mental health services

Primary care services did not see the expected increase in demand for low level anxiety and depression services at the start of the pandemic. People did not access early support, meaning many presented with more severe and complex needs later in their illness. Frimley CCG is now actively promoting earlier support to prevent more serious illness. The review recognised the benefits of early intervention, facilitated by self-referral.

All services the Panel spoke to accept self-referrals. Many professionals can also refer, such as, the police, clinical pharmacists, paramedics. The variety of access options may not be well known and many people think they need to see their GP first. This introduces a delay in the process and may create a barrier for some people.

It also puts a strain on primary care. In Bracknell Forest, GPs experienced a 20% increase in mental health patients between April 2019 and April 2021. Over the same period the number of GPs decreased slightly. This pressure can be eased by increasing the use of self-care, self-referral and the voluntary and community sector.

Clear signposting to self-referral options will support this. The review recommends that access routes to mental health support are made clearer by adding a distinct mental health option to GPs' websites.



Most of the mental health services the Panel spoke to reported a decrease in demand at the start of the pandemic. For many, this is now growing and is expected to exceed pre-pandemic levels.

The services appear able to cope with the increasing demand. Friends in Need is now supporting around 25% more members than pre-pandemic, helped by their blended offering where the new online timetable increases choice and capacity. Talking Therapies is currently below target numbers and is able to increase their users by about 20%. As a relatively new service, Stepping Stones recovery college is also aiming to increase the number of students.

During the pandemic, staffing issues prevented Bracknell Forest Community Network from supporting their full caseload. Two more facilitators have now been recruited to return the service to full capacity. In the interim, a variety of services worked together to share the load,

demonstrating good collaboration across mental health services to make best use of available resources.

Delivery of services

Face-to-face support for most services stopped during the pandemic. Many services quickly moved online to continue their provision.



Talking Therapies reported the benefits of their online service. Attendance and recovery rates have both improved and the service can access people in a variety of locations, for example, in a car for greater convenience or at home if they are unable to leave the house due to depression. It also helps relieve the pressure on rooms at GP surgeries.

Most services now offer both online and in-person support options. The additional online options provide more choice, increase capacity and can remove geographical or mobility barriers for attendees.

Bracknell Forest Community Network noted that the decrease in physical community groups meant there were fewer places to take clients. A return to face-to-face activities is crucial for some people to increase their community interactions, build relationships and start socialising. In-person options are also vital for people who are unable to access technology, or who do not find it a helpful way to get support.



Involve explained that some voluntary and community organisations had to stop operations during the pandemic, while others quickly changed their approach to continue supporting vulnerable people. They have launched a project to better understand the new landscape of voluntary and community groups and how to fill any gaps. The Panel noted that the longer-term impact of the pandemic on the voluntary and community sector is still unknown, and the council's Voluntary Sector Champion will include the sector's pandemic recovery in their areas of focus.

The Panel heard about recent innovations in the voluntary sector, including the Bracknell Forest VCS COVID Recovery Grant and the Older Peoples Consortium. These have all been possible because of good working relationships between the voluntary and community sector and statutory partners.

Council forecasts showed a budget overspend of £784,000 for council mental health and out of hours services in 2021-22. This was due to the increasing cost of providing care as people are living longer and often have more complex needs. Although these services are outside the scope of this review, the Panel recognised the difficulties of predicting a demand-led service, particularly during a pandemic where previous models may not apply.

Who is using services



Services are seeing more users from younger age groups. Before the pandemic, social prescribing clients were predominantly over 70, mainly experiencing social isolation and loneliness. Now, users are often in their 20s and 30s, presenting with anxiety about leaving the home and re-joining social activities. Bracknell Forest Community Network also reported an increase in younger clients.

Bracknell Forest Community Network are monitoring this age group and are working with Sport in Mind to identify more activities for younger people. Friends in Need have opened a young adults group which offers a timetable shaped by and tailored to younger members, and NHS partners have established a task and finish group to consider the needs of those aged 10-29. These actions are suitable responses to the changing requirement.

Several services noted that they had low take up from culturally and ethnically diverse communities.

Talking Therapies reported that people from these groups represented about 20% of their clients. They also reported low access rates among older adults (aged 65+), who represented about 6% of their clients. Talking Therapies are now working with relevant clients from both of these groups to improve the access rates.

Stepping Stones reported that over 90% of their students identify as White English, Irish or Scottish. They aim to include some bespoke initiatives among local faith and ethnic community groups and will continue to work closely with statutory and voluntary sector organisations to provide more targeted, culturally sensitive workshops and courses.

The Panel noted these activities to try to increase access from these groups, and recommends that the findings from Talking Therapies' work are shared across primary and voluntary sector services so improvements can be more widely implemented. The review recommendations on improving communications and increasing access are also relevant in supporting these groups.

Access and engagement

The Panel heard from five people with experience of Friends in Need, Talking Therapies and Stepping Stones.

Most people had self-referred to a service, following a suggestion from their GP or seeing an advert. They all stated that the process of self-referral was easy. The challenges were knowing that the service exists, then building the motivation to approach the service and to see it through.



The community map was identified as a key resource both for the public and for providers. The review supports the draft Health and Wellbeing Strategy action to review and relaunch the community map, with associated training and publicity. The recommendation to involve users in this work reflects the importance of 'done with' rather than 'done to' highlighted by users.

The Panel heard how a personal touch helps people to engage. Users said being able to see the service and connect with providers removes the fear of the unknown and makes them more likely to approach. They value being able to talk to people at an early stage to get a feel for the organisation.

Community-based providers said many of their new clients were attracted through word of mouth. Personal recommendations establish a connection and build trust with the service, so the review recommends that services use people with experience of their activities as ambassadors.

One student built their commitment to the recovery college after visiting their stall on the community cart at The Lexicon. People are more likely to take the opportunity when a service 'comes to them' so outreach work is recommended. The recommendations to increase the presence of services in community spaces, and to host an event to connect with the public, will also help.

All of the clients valued the sense of community and team effort they experienced at the services. They felt they were making their own choices about their recovery and collaborating with other people to achieve. One contributor said,



"I feel respected. There's more of a togetherness, not 'them and us'. When you're in a group, everyone has their own problems but you're all contributing and it helps each other."



The participants all appreciated the return to face-to-face activities, which help build community. They also noted the value of online services, particularly the online courses from Talking Therapies which provide an immediate way to get started.

One provider noted that there are many apparently similar services in Bracknell:



“People may think services are in competition with each other, or that they need to find the ‘correct’ service for them. The reality is that services are all working together. We need to engage with people and showcase the fact that we’re all working jointly to try to support them.”



The Panel’s recommendation to increase understanding and collaboration across services reflects this, supported by the recommendations to improve communication with the public. The good working relationships that were observed across services provide a strong base to work from.

The council is a trusted organisation when people are searching for help. The review process highlighted opportunities to update the council’s webpages for better signposting of services. As a result, senior mental health partners have already worked with public health officers to review and update the pages.



The pandemic has created many challenges and I have welcomed this opportunity to look at how partners are supporting mental health in Bracknell.

Mental and physical health are so closely linked, and poor health in one often causes issues in the other. I am very pleased to see that our NHS partners and the Health and Wellbeing Board have strategies that recognise the link, and that aim for equality of wellbeing in both.



Councillor Mrs Isabel Mattick, Vice-Chair: Health and Care Overview and Scrutiny Panel



This review has highlighted the range of mental health services on offer in Bracknell Forest and the great work our partners do in delivering them, especially through the pandemic. I would like to thank all our health and support workers for their hard work throughout these challenges.

I would also like to thank everyone who has taken part in this review. One of our key findings was good working relationships across services and sectors, and this review has benefited from the open and willing collaboration of many partners. The insights provided by residents with experience of services were also invaluable.

One of the strengths of scrutiny is making things more visible. Through our public meetings, and the related press coverage, we have been able to show some of the many services that are there for people in the borough. There are many more options out there, and our recommendations are designed to help more people access the services they need.



Councillor Mike Gibson, Chair: Health and Care Overview and Scrutiny Panel

Review panel

Councillor Allen	Councillor Mrs L Gibson
Councillor Bhandari	Councillor Mrs Mattick (Vice chair)
Councillor Brossard	Councillor Mrs McKenzie
Councillor Finch	Councillor Temperton
Councillor Gibson (Chair)	Also attending: Councillor Mrs Birch

Contributors to the review

Nadia Barakat	Director for Mental Health, NHS Frimley CCG
Aidan Jordan-Lewis	Transformation Manager (Mental Health and Learning Disabilities) Bracknell Forest, NHS Frimley CCG
Heema Shukla	Consultant in Public Health, Bracknell Forest Council
Emma Priestly	Social Prescriber, Bracknell Forest Council
Sheetal Tanna	Development Manager Mental Health, Bracknell Forest Council
Kate Darrall	Project Manager, Jealott's Hill Community Landshare
Ansa Khan	Team Lead, Friends in Need
Bernadette Fisher	Stepping Stones Lead - Stepping Stones Recovery College
Dr Katie Simpson	GP, NHS Frimley CCG Clinical Lead Mental Health
Dr Alison Salvadori	Head of Berkshire IAPT (Improving Access to Psychological Therapies) & Mental Health Access Services, Consultant Lead Psychologist
Ed Rennie	Acting Deputy to Head of Service (IAPT), Clinical Service Manager East Berkshire
Philip Bell	Interim Chief Executive Officer, Involve
Residents with experience of Friends in Need, Talking Therapies and Stepping Stones Recovery College	
Councillor Birch	Executive Member Adult Services, Health and Housing
Grainne Siggins	Executive Director: People
Tony Dwyer	Assistant Director: Mental Health & Out Of Hours
Jen Lawson	Governance and Scrutiny Officer

Appendix 1

Talking Therapies shared their most recent key performance indicators, covering October 20 – October 21:

- Recovery rate target 50% – East Berkshire 58%
- Reliable improvement target 64% – East Berkshire 68%
- Treated within six weeks of referral 75% – East Berkshire 98%
- Treated within 18 weeks of referral 95% – East Berkshire 100%

Appendix 2 – details of local mental health services considered in this review

Social Prescribing Service

Links people who have social, emotional and practical needs to a range of local, non-medical support in the community to improve their health, wellbeing and resilience.

For example, help with debt and financial problems, unhealthy lifestyles, loneliness, confidence and goal setting.

Available to Bracknell Forest residents, aged 18 or over

Where

Support provided by telephone

How

Self-refer, or referral by any health, social care, voluntary or other organisation



For more information visit: [Social prescribing service](#)

Bracknell Forest Community Network (BFCN)

Supports individuals and their carers to develop their confidence, life skills and resilience, to remain socially included and to better understand their mental health.

For example, help people to develop a meaningful routine by using their community facilities, trying things out, starting socialising and developing relationship skills.

Available to Bracknell Forest residents aged 18 or over who are:

- recovering from an episode of mental ill-health (usually accessing secondary mental health support)
- “stepping down” from Community Mental Health Team support
- at risk from suffering an episode of mental ill-health



How

Referrals usually come from Community Mental Health Teams or GPs. Self-referral is available.

For more information visit: [Bracknell Forest Community Network](#)

Talking Therapies

Addresses mild to moderate mental health problems, such as anxiety and depression, using Cognitive Behavioural Therapy (CBT). Evidence-based, lighter touch approach with high recovery rates.

Available to Berkshire residents aged 17 and over.

Where

Face to face support offered in GP surgeries and health clinics. Online therapy programmes with immediate access are also available.



How

Self-refer, or referral by any health professional

For more information visit: [NHS Talking Therapies Berkshire](#)

Friends in Need

Peer-to-peer social support community for people with mild to moderate depression, social isolation and anxiety to promote resilience, empowerment and wellbeing.

Monthly timetable of events, including physical activities, craft and wellbeing options.

Available to anyone aged 17 or over.

Where

Various venues, such as community halls and coffee shops, around Bracknell and surrounding area. Online events also provided.



How

Self-refer, or referral by any health, social care, voluntary or other organisation.

For more information visit: [Buckinghamshire Mind – Friends in Need](#)

Jeallot's Hill Community Landshare

Voluntary community project using the power of gardening to positively change lives, allowing people to enjoy being close to nature and sharing produce.

For example, growing produce, carpentry, craft and cooking. Sharing experiences, learning skills and drawing on individual strengths, skills and interests.

Available to anyone.

Where

Six acre site between Bracknell and Maidenhead.



How

Everyone is welcome, with particular focus on people with a disability or disadvantaged background.

For more information visit: [Jeallot's Hill Community Landshare](#)

Stepping Stones Recovery College

Free workshops and courses that use learning as a positive, life-changing experience for anyone experiencing challenges to their mental, physical and emotional wellbeing. Helps people find out what they need to live a meaningful life.

For example, creating a personal recovery plan, improving health and wellbeing or having fun with creativity.

Available to anyone aged 18 or over, who lives or works in Bracknell Forest.



Where

College is located at The Court House in Bracknell town centre. Online courses are also available.

How

Self registration.

For more information visit: [Stepping Stones Recovery College](#)

Wellbeing service

Offers support for practical, situational and social challenges through supportive therapy for people who are below the threshold for secondary care.

For example, housing, money worries, substance abuse and loneliness, as well as general wellness, such as diet and healthy living.

A 1:1 phone call results in an agreed Wellbeing Pathway.

The service works closely with local health, social care and government partners.

Available to anyone aged 18 and over who is registered with a GP in East Berkshire.

How

Self-refer, or referral by any health or social care professional.

For more information visit: [Berkshire healthcare wellbeing service](#)

Outreach programme

Works with Primary Care Networks and clinical leads to contact people with SMI and carry out annual health checks. Aims to help establish equality in physical health outcomes, regardless of mental health.

In addition, Talking Therapies is now co-located in areas traditionally associated with physical healthcare, for example, respiratory clinics, diabetes clinics and long covid clinics.

Mental Health Additional Roles and Responsibilities Scheme (ARRS)

Embeds expert mental health nurses in GP practices, as data shows more people are attending primary care with low level anxiety and depression.

Mental health nurses provide advice, triage and liaison with local mental health teams. They also offer shared decision-making and brief psychological intervention.

How

Accessed directly through GP surgeries without a referral.

Mental Health Integrated Community Service (MHICS)

Supports people with significant mental health problems using a multi-discipline team, including a psychiatrist, pharmacist, psychologist, mental health nurse and community connector, with admin support from primary care. Improves access to a wide range of specialist support and addresses a gap between primary and secondary care.

Offers person-centred care, support to transition to other services, advice and brief interventions.

How

Professional referral required.

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Initial Equalities Screening Record Form

Date of Screening: 3 June 2021	Directorate: Delivery	Section: Democracy and Governance	
1. Activity to be assessed	Health and Care Overview and Scrutiny Panel review of primary care mental health services		
2. What is the activity?	<input type="checkbox"/> Policy/strategy <input type="checkbox"/> Function/procedure <input type="checkbox"/> Project <input checked="" type="checkbox"/> Review <input type="checkbox"/> Service <input type="checkbox"/> Organisational change		
3. Is it a new or existing activity?	<input checked="" type="checkbox"/> New		
4. Officer responsible for the screening	Jen Lawson, Governance & Scrutiny Officer		
5. Who are the members of the screening team?	Cllr Mike Gibson (Panel Chair), Cllr Isabel Mattick (Panel Vice-chair), Joey Gurney (Governance & Scrutiny Officer)		
6. What is the purpose of the activity?	To understand the provision of primary care and voluntary sector mental health services for adults and how easy they are to access		
7. Who is the activity designed to benefit/target?	Adults suffering from low to moderate mental health issues		
Protected Characteristics	Please tick yes or no	Is there an impact?	What evidence do you have to support this?
8. Disability Equality – this can include physical, mental health, learning or sensory disabilities and includes conditions such as dementia as well as hearing or sight impairment.	Y	Positive	The recommendations are designed to increase access to mental health services, so will have a positive impact on people with a mental health disability. People with a learning disability or physical disability are more likely to experience poor mental health ⁱ so improving accessibility will be positive for this group overall.
9. Racial equality	N	Positive	Rates of mental health problems can be higher for some BAME groups than for the white British population, and for some BAME groups they are lower. However, more white people receive treatment for mental health issues than people from BAME backgrounds and they have better outcomes ⁱⁱ . People from BAME backgrounds face particular barriers when accessing mental healthcare. The recommendation to share findings relating to these barriers should help more services improve their approach for BAME communities.

10. Gender equality	Y		Positive	In England, women are more likely than men to have a common mental health problem and are almost twice as likely to be diagnosed with anxiety disorders ⁱⁱⁱ . This may be because women are more likely to seek a diagnosis and treatment. Improving access to mental healthcare for all will help address this imbalance.
11. Sexual orientation equality	Y		Positive	Survey respondents who described themselves as gay, lesbian, or bisexual, were 2 to 3 times more likely to report having a psychological or emotional problem compared to their heterosexual counterparts ^{iv} . Improving access to mental health services will have a positive impact for this group.
12. Gender re-assignment	Y		Positive	Trans people are more likely to experience depression and anxiety than those who don't identify as trans ^v . Recommendations to improve access to early interventions will have a positive impact on this group.
13. Age equality		N	No impact	The review looked at primary mental health services for adults, but the recommendations are applicable to mental health services for all ages.
14. Religion and belief equality		N	No impact	The recommendations will not impact religion and belief equality but should have an overall positive impact on all groups through improved communication to support better access to services.
15. Pregnancy and maternity equality	Y		Positive	Up to one in five women develop a mental health problem during pregnancy or in the first year after the birth of their baby ^{vi} . Recommendations to improve access to early interventions will have a positive impact on this group.
16. Marriage and civil partnership equality		N	No impact	The recommendations will not impact marriage and civil partnership equality but should have an overall positive impact on all groups through improved communication to support better access to services.
17. Please give details of any other potential impacts on any other group (e.g. those on lower incomes/carers/ex-offenders, armed forces communities) and on promoting good community relations.	<p>Carers report higher levels of stress, anxiety and depression as a result of their caring role^{vii}.</p> <p>People living in households in the lowest 20% income bracket in Great Britain are two to three times more likely to develop mental health problems than those in the highest^{viii}</p> <p>The recommendations to increase access to mental healthcare are likely have a positive impact on these groups.</p> <p>The review recognised the importance of community in supporting good mental health. The recommendations focus on building understanding and creating a sense of community within mental health services.</p>			

18. If an adverse/negative impact has been identified can it be justified on grounds of promoting equality of opportunity for one group or for any other reason?	N/A		
19. If there is any difference in the impact of the activity when considered for each of the equality groups listed in 8 – 14 above; how significant is the difference in terms of its nature and the number of people likely to be affected?	N/A		
20. Could the impact constitute unlawful discrimination in relation to any of the Equality Duties?		N	
21. What further information or data is required to better understand the impact? Where and how can that information be obtained?	The review considered a wide range of data from local and national sources. This was collated in evidence packs which are available on BFC website.		
22. On the basis of sections 7 – 17 above is a full impact assessment required?		N	
23. If a full impact assessment is not required; what actions will you take to reduce or remove any potential differential/adverse impact, to further promote equality of opportunity through this activity or to obtain further information or data? Please complete the action plan in full, adding more rows as needed.			
Action	Timescale	Person Responsible	Milestone/Success Criteria
See recommendations contained in report.	April 2022	Cllr Mike Gibson	Recommendations are endorsed by the O&S Commission and agreed by the Executive and by Frimley Clinical Commissioning Group.
24. Which service, business or work plan will these actions be included in?	Overview & Scrutiny Commission work plan		
25. Please list the current actions undertaken to advance equality or examples of good practice identified as part of the screening?	Please see recommendations contained in the report.		
26. Assistant director's signature.	Signature: Ann Moore		Date: 15 February 2022

ⁱ [london_assembly_deaf_and_disabled_report_final.pdf](#)

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- ii [BAME and mental health | Mental Health Foundation](#)
 - iii [fundamental-facts-15.pdf \(mentalhealth.org.uk\)](#)
 - iv [Sexual Minorities in England Have Poorer Health and Worse Health Care Experiences: A National Survey | SpringerLink](#)
 - v [lgbt_in_britain_health.pdf \(stonewall.org.uk\)](#)
 - vi [maternalmental-healthwomens-voices.pdf \(rcog.org.uk\)](#)
 - vii [Mental health statistics: carers | Mental Health Foundation](#)
 - viii [Mental health statistics: poverty | Mental Health Foundation](#)

To: **Overview and Scrutiny Commission**
7 April 2022

Overview and Scrutiny Annual Report 2021-22
Chair of the Overview and Scrutiny Commission

1 Purpose of Report

- 1.1 The Council's Constitution requires the Overview and Scrutiny Commission to submit an annual report to the Council on overview and scrutiny activities and their outcomes. The attached draft report informs councillors of progress made in respect of the operation and development of overview and scrutiny in Bracknell Forest during 2021-22.

2 Recommendation

- 2.1 **That the 2021-22 draft annual report of the Overview and Scrutiny Commission be submitted to Council for adoption.**

3 Reasons for Recommendation

- 3.1 To meet the requirements of the Constitution.

4 Alternative Options Considered

- 4.1 Not applicable.

5 Supporting Information

- 5.1 The activities of overview and scrutiny in 2021-22 are summarised in the draft annual report at Appendix A. The outcomes of individual reviews are reflected in the report.
- 5.2 Overview and scrutiny has established a structure that allows activity to better align with the themes of the Council Plan. The function has reviewed and delivered against a work programme that supports the council objectives over the period. The Commission has reviewed its arrangements for health scrutiny and introduced changes to clearly signal when it is formally considering health matters, and has scrutinised the budget and monitored the performance of all council departments through the Council Plan Overview Report.
- 5.3 Overview and scrutiny will continue to evolve the positive changes that support effective contribution to the Council Plan, with particular focus on maintaining momentum following a pause due to the pandemic. The Commission will continue to develop its programme management role to deliver the work programme in line with council objectives and available resources.

6 Consultation and Other Considerations

Legal Advice

- 6.1 The Scrutiny function has an important role to play in providing local accountability and transparency in decision-making. It was introduced by the Local Government Act 2000 primarily to serve as a check and balance on Executive powers. Subsequent legislation has conferred on councils the responsibility for scrutinising local NHS Trusts, the work of Crime and Disorder Reduction Partnerships, and other partners, such as the Environment Agency. It sits alongside the council's Standards regime in delivering the accountability that constitutes one of the Seven Principles of Public Life.

Financial Advice

- 6.2 There are no financial implications arising from this report.

Statutory Scrutiny Officer

- 6.3 The annual report highlights the work of the council's Overview and Scrutiny Commission and panels and the outcomes of this work. Overview and scrutiny has exercised its functions in order to support the development of policy within the council, to scrutinise the council's financial proposals and to improve services the council and its partners provide with the overarching objective of seeking to benefit local communities. Through the continued disruption of the pandemic, the strength of scrutiny is its focus on the long-term development of the council and how the council can meet its communities' needs.

Equalities Impact Assessment

- 6.4 Throughout all scrutiny activity councillors are reminded to consider what equality impacts there may be, and review activities are delivered in a way that avoids barriers to wider involvement e.g. timing of review activity, length of reviews and access to information. As part of the scoping process for each review an initial equalities screening is explicitly undertaken and a full equalities impact assessment undertaken if required.

Strategic Risk Management Issues

- 6.5 Effective scrutiny is important to the successful functioning of local democracy by securing the efficient delivery of council services and driving improvements. A robust work programme is essential in order to ensure that overview and scrutiny activity contributes successfully to the work of the council. Poor scrutiny can be indicative of wider governance, leadership and/or service failure.

Climate Change Implications

- 6.6 The recommendation in Section 2 above is expected to:

Have no impact on emissions of CO₂.

The reasons the council believes that this will have no impact on emissions is that there is no direct link between the recommendations in this report and carbon emissions. Each individual review will assess the impact of climate change, including carbon emissions with details provided in the review scope.

Health & Wellbeing Considerations

- 6.7 The recommendation in Section 2 will have no direct impact on health and wellbeing.

However, the activities of the Commission, which are reflected in the annual report, have a positive effect on health and wellbeing through the health scrutiny function it performs. In addition, each individual review assesses the impact on health and wellbeing with details provided in the review report.

Background Papers

None

Contact for further information

Councillor Robert Angell, Chair, Overview and Scrutiny Commission

Robert.Angell@bracknell-forest.gov.uk

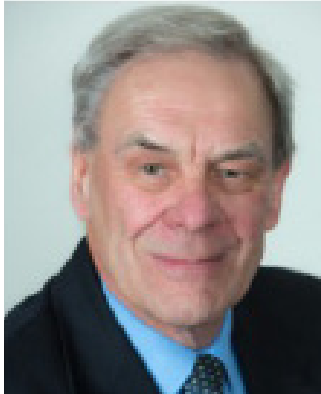
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Overview and Scrutiny Annual Report



2021 - 2022

Foreword from the Chair of the Overview and Scrutiny Commission



Overview and Scrutiny Commission Chair: Councillor Robert Angell



Overview and Scrutiny Commission Vice-Chair: Councillor Tony Virgo

This report covers April 2021 to March 2022, a period when the new approaches and ways of delivering the overview and scrutiny (O&S) function within Bracknell Forest Council have begun to be embedded.

Theme-based scrutiny is now weaved through the work programme to support the effective delivery of the council's objectives. The Commission and panel chairs continue to recognise the sustained pressures on services and are keen to manage them carefully by designing reviews to support service activity. Work programme activities have regained their previous momentum after being refocused on covid recovery so that each review scope considered the impact of the pandemic and set a clear path for O&S to have a positive impact for residents. I must take this opportunity to thank the officers and staff who have maintained a high level of support for the O&S activity in these changing times. The Commission has developed its role of critical friend to consider the proposals from the three panels, and the quality of reviews and the reports being submitted to the Executive is evident. The reviews are set out in more detail later in this report with each panel chair describing their panel's activities in the past year.

As well as sponsoring the panel activities, the Commission's annual work programme now has three established milestone sessions: strategic health, crime and disorder and budget scrutiny.

In September the Commission discussed the current health provision and key issues in Bracknell Forest. The Commission took the opportunity to reflect on its strategic approach to health scrutiny to ensure that statutory responsibilities were being met within the new model. It formally agreed that one meeting per year be designated as the Commission's Strategic Health Scrutiny Committee and that the Finance and Wellbeing O&S Panel be retitled as the Health and Care O&S Panel. This recognised that the strategic theme of value for money was being managed by the Commission, whilst the Wellbeing and Finance O&S Panel's focus was on health and social care activities.

Councillor Mike Gibson was confirmed as the Chair of the Health and Care O&S Panel, following his nomination by Council in July. I would like to thank the previous chair, Councillor Malcolm Tullett for his hard work and commitment to the role.

In October the Commission considered the performance of the Community Safety Partnership and the priorities in the Community Safety Plan for the coming year. In reviewing performance, crime and reporting data the Commission were able to reflect on the successful partnership working undertaken as well as highlight where issues remained for Bracknell Forest residents.

In November the Commission invited the Executive Member for Transformation and Finance and the Executive Director: Resources to address the meeting before considering key issues and discussing how to prepare for the upcoming budget proposal consultation. This was followed up at the January meeting, where the Commission considered the council's draft budget proposals for 2022/23 before deciding whether they supported the recommendations which were open for public consultation.

Overview and Scrutiny has a vital role in performance management by linking the planning and delivery of services to the experiences of and impact upon local people. The Council Plan sets out the key objectives for 2019 to 2023. At the end of each quarter, the Chief Executive provides a high-level summary report of performance

across all services to the Executive, known as the Corporate Performance Overview Report (CPOR). Throughout the year the Commission has tracked progress towards delivering the Council Plan by reviewing the overview report which identifies achievements, as well as areas of concern, and demonstrates the action being taken where required. By aligning performance and finance information with the experiences of service users, members of the Commission are able to consider the potential impact on all of the borough's residents.

Responding to government guidance, the Commission has continued to hold remote meetings which has enabled sustained high levels of councillor engagement, attendance by experts and a diversity of witnesses. It is hoped that the new hybrid meeting technology will provide the opportunity for these benefits to continue in a blended approach with in-person meetings resuming as soon as practical.

O&S benefits from a wide range of experience and viewpoints, and the Commission welcomes input from residents and local organisations via its [public participation scheme](#). I would like to see this used more frequently so increased publicity will be a feature of the coming year to attract wider opinions on the council's performance.



Introduction from Kevin Gibbs, Executive Director: Delivery, acting as Statutory Scrutiny Officer



The important role that Bracknell Forest Council's Overview and Scrutiny functions provide as part of the corporate governance of the council has been illustrated by the programme of meetings and reviews completed in this performance year. The Centre for Public Scrutiny set out

guidance for approaches to scrutiny during the Covid-19 crisis. Within this guidance, it sets out "...[the] arguments in favour of continued, robust member-led scrutiny in this time of crisis" (The Centre for Public Scrutiny).

The requirement for local authorities in England to establish overview and scrutiny committees is set out in [sections 9F to 9FI of the Local Government Act 2000](#) as amended by the Localism Act 2011. The Statutory guidance "[Overview and scrutiny: statutory guidance for councils and combined authorities](#)", sets out that as each council is a "democratically-elected body", it is for each council to determine how it sets out its arrangements to meet the requirement of the Act. Therefore, in line with this guidance, the arrangements in Bracknell Forest Council were revised in 2019, taking on board the feedback from the council's own commissioned review of its arrangements, and the issuing of the statutory guidance (May 2019). The current arrangements have been in place now for just over two years, demonstrating that the thematic structure of our panels, with the Overview and Scrutiny Commission overseeing the work programme, is an approach that has demonstrated its effectiveness for the council.

Within the council's Annual Governance Statement 2020/21 (Ensuring openness and comprehensive stakeholder engagement), prepared by the council's Monitoring Officer, he has confirmed that:

Overview and Scrutiny has established a structure that allows activity to better align with the themes of the Council Plan. The function has established and delivered against a work programme that supports the council objectives. The Commission has carried out research and made recommendations to support the Council's climate change targets and has scrutinised the budget and monitored the performance of all Council departments through the Council Plan Overview Report. ([Annual Governance Statement 2020/21](#))

The Statutory Scrutiny Officer has responsibility for promoting the role of overview and scrutiny, and supporting and advising:

- The Overview and Scrutiny Commission & panels
- The council's Executive and Executive Portfolio holders
- Officers and Chief officers of the council

In my role of Statutory Scrutiny Officer, I am required to make regular reports to full council on the state of scrutiny, explicitly identifying any areas of weakness. I am happy to give the council assurance that scrutiny is effective and adequately resourced to achieve the work programme.

That said, in September 2021, in response to concerns raised around the adequacy of the council's statutory health scrutiny, the Chair of the Overview and Scrutiny Commission, asked for a review of the arrangements and formal report back to the Commission.

The review noted that

Along with social care functions, Overview and Scrutiny must, and must be seen to, hold all commissioners and providers of publicly funded health and social care services to account for the quality of their services. The powers of the health scrutiny are not just limited to requiring the council's Executive Members to attend and answer questions at meetings held in public, the scrutiny function can also hold to account committees of the council with a health focus, health partnerships between the council and the NHS, plus provision in the voluntary sector. The Health and Wellbeing Board also comes under the local authority scrutiny function, although decisions of partnership boards cannot be 'called in' as they are not decisions of the council's Executive.

The formal report confirmed that the arrangements were sound, although some changes could ensure that when the Commission was formally considering health matters, this could be more clearly signalled by designating one Commission meeting per year as the Commission's Strategic Health Scrutiny Committee (similar to the process the Commission uses when sitting as the Crime and Disorder Panel). Further, that the Finance and Wellbeing Overview and Scrutiny Panel be retitled as the Health and Care Overview and Scrutiny Panel, reflecting the reality of their work programme, which has been focused exclusively on health matters, and that the Commission had been leading on the Council Plan theme, Value for Money.

No other substantive reviews were carried out, in terms of the arrangements for scrutiny or the resources available.

The support to councillors for the provision of policy and research support, plus organising and administering meetings, has been set at 86 hours per week since 2018-19

A total of 74 hours has been spent in Commission and panel meetings delivering budget, performance, health and crime scrutiny and five separate panel reviews. The Commission and panels have interviewed 83 internal and external witnesses, and five Executive Members.

As part of the pre-budget scrutiny, the Commission reviewed the arrangements for supporting the function and the budget allocation for this work, in the context of other budget proposals. No recommendations were made following this review.

I am content that the function has adequate resources and that service departments are contributing sufficiently to reviews to ensure these are effective. I am therefore able to give the council my assurance that an effective culture of support for scrutiny exists and that the prerequisite for overall effectiveness has been met.

Education, Skills and Growth Overview and Scrutiny Panel



Chair: Councillor Mrs Gill Birch



Vice-Chair: Councillor Michael Brossard

All the panel members work very well together, and I thank them all for their help and support during 2021-2022. I really appreciate their commitment, expertise and drive to make the council and services better for our residents.

I would like to thank Tracey Wright, who left the area in July, for all her support as a parent governor representative on this panel. Parent governor representatives make sure councillors hear parents' views on educational issues and I have valued the contributions of both our representatives over the year.

The coronavirus pandemic continued to impact our capacity to meet in person so some activities have taken longer this year. However, the four-year plan has been realigned and we are now on track to deliver all our planned reviews. Despite the pandemic disruption, officer support has been excellent and councillor involvement has increased so I would like to thank everyone for their commitment and efforts.

Community Infrastructure Levy

The council places great emphasis on making sure there is sufficient infrastructure in the right locations at the right time to support investment and growth. This can also be said of the six parish and town councils in the borough. This review found that towns and parishes had used their Community Infrastructure Levy (CIL) in excellent ways to support the community, as shown in the examples.



Fence around a cedar tree in Hedgehog Park, Birch Hill Central (photo by Mary Flynn)



Crowthorne's Morgan Recreation Ground



Security fencing at Crowthorne Parish Hall to prevent anti-social behaviour and vandalism

The parish and town councils participated fully in all the meetings during this review, demonstrating how well we all work together in partnership.

The review recommendations were endorsed by the Overview and Scrutiny Commission on 4 November 2021, and all six recommendations were accepted by the Executive on 14 December 2021. Follow up monitoring is now standard practice and the outcomes of recommendations will be reviewed in November 2022.

The review created a CIL survey to understand the approaches in the town and parish councils. The panel will ask the town and parish councils to complete the CIL survey again in November 2022 to compare responses. Also, the Chair and Vice-Chair will go to the Town and Parish Liaison meeting to monitor progress with the recommendations.

Training on CIL will now be part of borough councillors' development and will also be offered to town and parish councillors.

Care Leavers

The recommendations from the care leavers review were monitored at the Commission in June to evaluate progress on outcomes. It was very pleasing that all had been actioned, although two were only partially implemented due to Covid restrictions.

This was the first formal evaluation of recommendations so it was an opportunity to develop a clear approach than can be used for all future monitoring.

Special Educational Needs or Disability (SEND)

The SEND review has been scoped and is well underway. We are meeting with parents, carers and council officers, carrying out mystery shopping tasks on relevant services and reviewing the Ofsted SEND report and action plan. At the time of writing, the review is expected to be completed by the July Commission meeting.

In addition to the review activities above, the panel met in September to look at the forward plan, and in November to discuss the budget.

Findings and observations

- Weekly meetings with the lead officer have helped to manage the progress of the SEND review. If possible, I would recommend it as good practice to other panels.
- Monitoring the care leavers review was excellent and enabled the review to be concluded. Monitoring reviews is now firmly embedded as good practice, with a template approach now available.
- Councillor involvement in the CIL review was high, with up to 14 people, and the SEND review has similar good engagement.
- Having meetings at different times, especially in the evening, has meant more councillors have been able to contribute.
- There was more opportunity to look at the budget and scrutinise it, and I would like a separate opportunity for the panel to look at it in greater depth in 2022-2023.
- Having the latest quarterly performance data has been a challenge during the pandemic. I hope going forward we will have the opportunity to receive the latest data to enable effective scrutiny.

Councillor Mrs Gill Birch

Environment and Communities Overview and Scrutiny Panel



Chair:
Councillor John Porter



Vice-Chair:
Councillor Mrs Tina McKenzie-Boyle

The objective of the panel changed at the start of the new term in 2019. The panel will still scrutinise how each service item has been delivered and whether it met its key objectives and will also now input into reviews of upcoming contracts, initiatives and plans. This welcome change increases the influence of scrutiny and allows councillors to make a greater contribution on behalf of residents.

Registered providers of social housing review

The first review to complete in the current year looked at registered providers of social housing. This review was carried out due to an increase of residents contacting their councillor regarding issues.

The panel interviewed the main providers of social housing within the borough establishing how they work and engage with their residents. The panel also had presentations from Public Protection officers, Assistant Director: Customer Experience, Digital and ICT, Assistant Director Early Help and Communities, housing enabling officers, senior housing resources officers and residents from Silva, Metropolitan Thames Valley Housing and Southern Housing.

The panel learnt that during Covid 19 all the providers had made welfare phone calls to vulnerable customers and supplied tailored

support including help with shopping and medicines collection.

The panel learnt how providers deal with complaints and how they are logged within the organisation. A key recommendation from the review was for Bracknell Forest Council to provide information on their website about what to expect from landlords, including statutory health and safety requirements.

The panel made five recommendations to the Executive, which were all accepted at the meeting of the Executive in April 2021.

A review will be held later in 2022 to ensure that the recommendations have been implemented.

Food waste in flats and houses of multiple occupancy (HMOs)

After the very successful implementation of food waste collection from households, the panel reviewed the viability and introduction of food waste collection from flats and houses of multiple occupancy (HMOs).

The panel had presentations from waste and resources action programme (WRAP), ReLondon (previously the London Waste and Recycling Board), Suez (a waste contractor), Executive Member for the Environment, Assistant Director: Contract Services and Head of Environmental Services. It was noted that Bracknell Forest at the time of the review had no HMOs.

After the presentations from WRAP and ReLondon and hearing about the experiences of local authorities in London and across the country, councillors were keen to carry out site visits to see the issues and understand how Bracknell Forest Council could overcome them. Several councillors visited three sites, accompanied by environmental services. During the visits it was noted that some had poor lighting, cramped space which led to poor dry recycling and a lot of contamination. The site visits also showed some excellent storage solutions and small blocks of flats that recycled to a very high standard.

The panel was advised that the council needed to purchase an additional vehicle to collect food waste as the amount being collected from households had exceeded expectations. The purchase would create a small amount of spare capacity and this was to be used for food waste collections from flats. The panel then looked at how the council could best implement the roll out for the best return. It was decided to introduce

strict criteria based on dry recycling rates to establish those flats that would be provided with food waste collections.

The panel made three recommendations to the Executive which were all accepted at the Executive meeting in September 2021.

Highways and transport capital programme scrutiny

In December, the panel met to scrutinise the capital programme for highways and transport. The purpose of the meeting was for councillors to gain a stronger understanding of the highways and transport capital programme, particularly discussing the programme in areas such as funding process and prioritisation. This was achieved by having the Executive Director: Place, Planning and Regeneration and the Assistant Director: Highways and Transport present.

The panel identified seven key findings and provided a report for the Overview and Scrutiny Commission to consider ahead of the budget discussion meeting.

Observations

- Reviews have continued to be held remotely which has helped outside bodies participate in the reviews more easily.
- Reviews have not suffered by being remote.
- The themed approach has facilitated reviews across departments which have helped form policies.
- Future meetings could be a mixture of face to face and remote.

I would like to thank members of the panel, officers and outside bodies for their hard work and dedication in helping bring two excellent reviews and one scrutiny to the council.

Councillor John Porter



Health and Care Overview and Scrutiny Panel



**Chair: Councillor
Mike Gibson**



**Vice-Chair:
Councillor Mrs
Isabel Mattick**

I became Chair of this panel in July and would like to thank my Vice-Chair, panel members, all the overview and scrutiny chairs and the scrutiny officers for their support as I moved into this role. Scrutinising the services and decisions that affect the health and wellbeing of our residents is a responsibility and a privilege, and I am keen to ensure this panel adds value in all its activities.

For me, that means we start with the data. Reviews should begin with the evidence, which we expand by talking to people about their experience and what that actually means. Each review, by necessity, is a snapshot, and we take the time to understand the wider context and overall direction of travel in order to be most effective. Putting the data in context, or asking ‘so what?’, is key to practical recommendations that make a difference.

Reviewing outcomes then helps us understand how effective we have been. Next year I look forward to reporting on what we have achieved over the electoral cycle and, importantly, what we have learned.

Blue badges

In April 2021, the Health and Care Panel scrutinised the application process for blue badges. We found an incomplete data set meant that Bracknell Forest’s national position on acceptance rates could not be accurately stated. However, interviews with officers and applicants

did highlight some opportunities. It was reassuring that the department was already addressing these areas and was running an internal project to implement change.

The panel collaborated with the Assistant Director to ensure a joined-up approach across the blue badge reviews and an effective route to implement any changes. The panel made five recommendations to the Assistant Director who agreed to take these into account in her project. A further two recommendations on reviewing refusal letters and creating local guidance were endorsed by the Commission in July and accepted by the Executive in September.

Mental health

In September, the panel began a review into the accessibility and effectiveness of primary care and voluntary sector mental health services. The review recognised that demand for mental health services is increasing, and that vulnerable people can progress to more serious mental illness if they can’t easily access early help.

The panel interviewed a range of services across primary care and the community and voluntary sector to understand data and context, including Talking Therapies, Friends in Need and Stepping Stones Recovery College. We also heard from residents about their experience of mental health services. At the time of writing, the review is nearing completion and has identified a range of practical actions that the council and our partners can take to help people access support more easily. The recommendations, which focus on visibility of services, communication and engagement, will be presented to the Commission in April.

The panel experienced good working relationships across services and sectors, and I would like to thank all our partners for their full contribution to this review. It was also an opportunity to work across panels and I am grateful for the involvement of Councillor Mrs Birch, Chair of the Education, Skills and Growth O&S Panel.

Future topics

The panel recently held a workshop to identify topics for future reviews. We considered a number of topics, ranging from the care work marketplace to dentistry, and have selected the most appropriate for further scoping work.

Observations

- Reviews have been delivered via remote meetings this year. Online meetings help attendees to balance review work with other responsibilities, increasing the range of people who can participate. They can also help reduce mobility challenges for some.
- However, technology introduces barriers in some cases so flexibility is important. Residents were offered a range of ways to participate in the blue badge and the mental health reviews. The council is introducing hybrid meetings technology which I am keen to use where appropriate.
- Reviews benefit from a 'core' of regular attendees who provide consistency and knowledge across all sessions.
- However, every councillor can add value, regardless of how many sessions they are able to attend. Review attendees are welcome for any period and their insights will be valuable.
- The ready availability of evidence packs and meeting recordings via webpages also supports contributions from less regular attendees
- The mental health review was very collaborative and a wide range of partners were willing to be involved. Partnership working improves outcomes for residents and ensures the benefits of effective scrutiny are available to more bodies.
- Addressing health and care inequalities is a key part of effective health scrutiny. Social care looks after our most vulnerable residents, and vulnerability can often be linked to inequalities. I aim to keep equalities at the heart of this panel's review work.

Councillor Mike Gibson



Overview and scrutiny at Bracknell Forest Council

Overview and Scrutiny is structured with an overarching O&S Commission and three O&S panels, which are described in detail below. Each panel is responsible for up to two themes from the Council Plan. By aligning activity areas with strategic themes, O&S can focus on topics that closely support the council's objectives over the four-year administration period.

These arrangements recognise that scrutiny is most effective when operating the task and finish group model rather than as sub-committee. Panels work flexibly to carry out focussed enquiries and deep dive reviews across a wide range of topics in support of the council's objectives. Panels meet as required to deliver the work programme rather than on a pre-agreed fixed cycle.

The format is also flexible, and activities range from a single scrutiny panel meeting on an issue to a three - six month focussed review. In addition to the core panel membership, all non-Executive members can take part in any review work. This enables the O&S function to tap into the skills and knowledge of members across a wide variety of topics. It also means that councillors who need to balance external responsibilities can be involved effectively based on their availability, interests and knowledge.

This approach recognises the importance of non-Executive members' involvement in policy development and pre-decision input and scrutiny, ensuring that scrutiny not only provides challenge but also actively contributes to the work of the council.

Overview and Scrutiny Commission

Membership:

Councillor Angell (Chair), Councillor Virgo (Vice-chair)

Councillors Mrs Birch, Brossard, Gbadebo, Mrs Mattick, Mrs McKenzie-Boyle, McLean, Mossom, Porter, Temperton, Gibson

Responsibilities:

- Create a focussed work programme to ensure scrutiny activity contributes effectively to the Council Plan objectives
- Continually manage the work programme to ensure the best use of resources, accommodating any necessary extensions or urgent short-term issues
- Act as sponsor for panels as they undertake deep dive reviews or support policy development
- Consider the recommendations from panels' scrutiny activity and, where they are supported, refer to the appropriate decision-maker
- Scrutinise the council's budget proposals
- Hold the Executive to account for council performance according to the Corporate Performance Overview Report
- Carry out the council's crime and disorder responsibilities and strategic health responsibilities.
- Strategic theme: Value for money
- Manage call in (the process to scrutinise Executive decisions).
- Review the policy framework.

Education, Skills and Growth Overview and Scrutiny Panel

Panel membership:

Councillor Mrs Birch (Chair), Councillor Brossard (Vice-chair)
Councillors Ms Gaw, Mrs Hamilton, Gbadebo, Ms Hayes, Ms Merry, Skinner, Temperton
Parent governor representatives (voting): Mark Glanville

Strategic themes:

Education and skills
Economic resilience

Environment and Communities Overview and Scrutiny Panel

Panel membership:

Councillor Porter (Chair), Councillor Mrs McKenzie-Boyle (Vice-chair)
Councillors Angell, Brossard, Brown, Ms Gaw, Mrs Ingham, Kennedy, Kirke

Strategic themes:

Communities
Protecting and enhancing our environment

Health and Care Overview and Scrutiny Panel

Panel membership:

Councillor Mike Gibson (Chair), Councillor Mrs Mattick (Vice-chair)
Councillors Allen, Atkinson, Bhandari, Brossard, Finch, Mrs L Gibson, Mrs McKenzie, McLean, Skinner, Temperton

Strategic themes:

Caring for you and your family

Each panel is responsible for up to two themes from the Council Plan. By aligning activity areas with strategic themes, O&S can focus on topics that closely support the council's objectives over the four-year administration period.

O&S activities are supported by officers from the Democratic and Registration Services function, providing 86 hours of support per week. Interim Covid arrangements are in place and the 86 hours are currently delivered by four people:







Governance & Scrutiny Officer	Governance & Scrutiny Officer	Governance & Scrutiny Officer	Governance & Scrutiny Manager
0.68 FTE	0.68 FTE	0.68 FTE	0.3 FTE

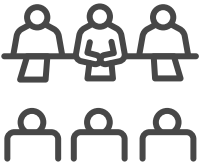





Governance and Scrutiny officers work across all three panels, supporting one review at a time. Moving support between panels ensures sharing of good practice and increases collaboration and understanding across strategic themes. It avoids siloed working and provides a balance of opportunities for councillors and officers to develop and share their skills

Ann Moore
Assistant Director:
Democratic &
Registration
Services

Overview and Scrutiny in figures

This section summarises O&S activities over the current administration:







Commission		
2019-20	2020-21	2021-22
 <p>6 meetings held</p>  <p>Climate Change review commenced</p>	 <p>9 meetings held</p> <p>3 reviews completed – recommendations to Executive</p>	 <p>9 meetings held</p>
2 over 2 hrs	8 over 2 hours	1 over 2 hours
Average 1.40 hrs each	Average 2.20 hrs each	Average 1:0 hrs each
Total = 9.45 hrs	Total = 20.20 hrs	Total = 15.15 hrs

Panels		
2019-20	2020-21	2021- 22 (to mid-March)
<p>14 </p> <p>panel meetings held across 3 panels</p>	<p>25 </p> <p>panel meetings held across 3 panels</p>	<p>36 </p> <p>panel meetings held across 3 panels</p>
<p>2 </p> <p>reviews completed – recommendations to Executive</p> <p>1 review almost complete – on hold</p>	<p>1 </p> <p>reviews completed – recommendations to Executive</p> <p>2 reviews close to completion</p> <p>3 reviews in early stages of pre-review preparation</p>	<p>5 </p> <p>reviews completed – recommendations to Executive</p> <p>1 review close to completion</p> <p>2 reviews in progress</p> <p>1 post-review feedback completed</p>

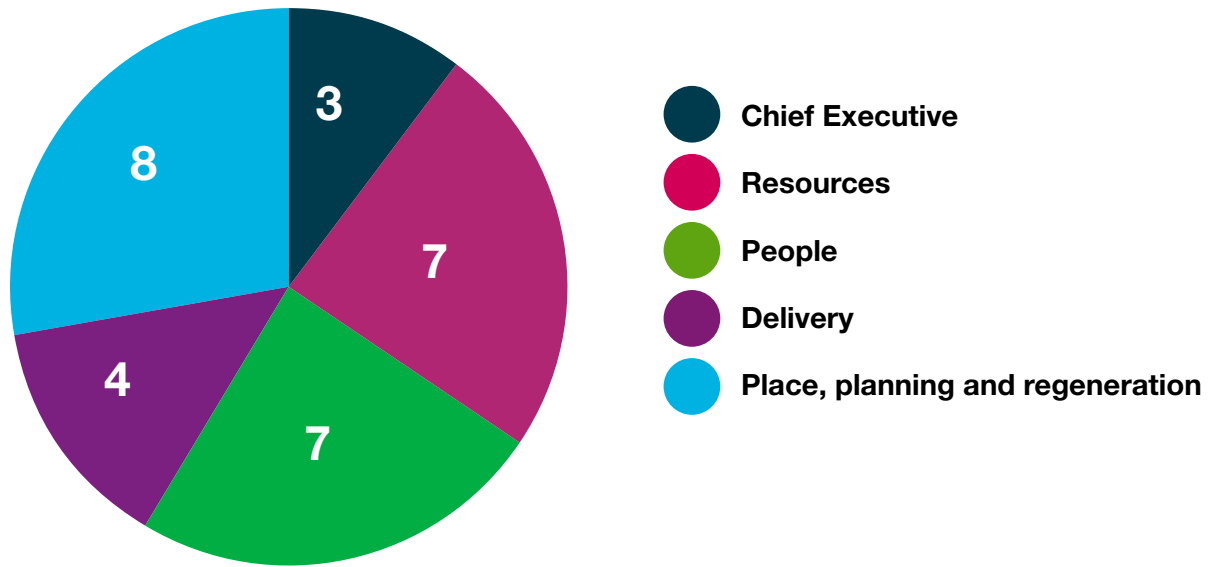
Here are further insights into O&S activities in 2021-22:

Activity overview by council theme		
 <p>Value for money</p> <p>Time in panel meetings: 34 hours Pages of evidence: 424</p>	 <p>Caring for you and your family</p> <p>Time in panel meetings: 24 hours Pages of evidence: 118</p>	 <p>Economic resilience</p> <p>Time in panel meetings: 7 hours Pages of evidence: 242</p>
 <p>Protecting and enhancing your environment</p> <p>Time in panel meetings: 11½ hours Pages of evidence: 277</p>	 <p>Education and skills</p> <p>Time in panel meetings: 13 hours Pages of evidence: 166</p>	 <p>Communities</p> <p>Time in panel meetings: 3 hours Pages of evidence: 61</p>

Summary of witnesses:

Commission	Panels	Total
 <p>11 Officers</p>	 <p>18 Officers</p>	 <p>29 Officers</p>
 <p>5 External</p>	 <p>49 External</p>	 <p>54 External</p>
Executive members: 3, over 5 meetings	Executive members: 3, over 4 sessions	Executive members: 5, over 9 occasions

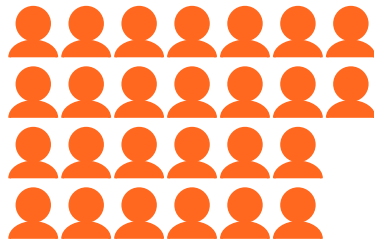
Bracknell Forest Officer witness by directorate



Number of councillors involved in reviews:

26

(not including Executive Members)



Total press articles:



Getting involved

Overview and scrutiny activities benefit from a wide range of knowledge, experience and viewpoints and the Commission is keen to encourage wider participation. Review recommendations help shape the services we deliver for residents. Here are some insights from partners and officers about what they gained from recent reviews.

“The timing of the O&S review was a good fit in relation to the roll out of food waste, which started in March 2021. Naturally, the council was keen to build on a very successful household collection with a further roll out to flats, and this review helped steer the recommendations to the Executive. Hearing from other authorities and landlords who had already introduced schemes helped us to focus on the best way to maximise food waste recycling while keeping the scheme parameters realistic. The end result will begin rolling out from Spring 2022.”

Damian James, Assistant Director: Contract Services, regarding the food waste review

“The findings of the mental health review chime with our experience and we will look to build on them in our work to increase access and self-referral. Being involved in this scrutiny review highlighted the collaboration already in place across primary mental health services and meant we were able to help shape quality recommendations for the benefit of patients.”

Nadia Barakat, Director for Mental Health, NHS Frimley Clinical Commissioning Group

Find out more about the [overview and scrutiny work programme](#). If you would like to be involved in future activities contact committee@bracknell-forest.gov.uk.



