

## Notice of Meeting

### Overview and Scrutiny Commission

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



**Thursday 1 September 2022, 6.30 pm**  
**Council Chamber - Time Square, Market Street, Bracknell, RG12**  
**1JD and online**

### Agenda

Item	Description	Page
1.	<b>Apologies for Absence</b>	
	To receive apologies for absence and to note the attendance of any substitute Members.	
2.	<b>Minutes of previous meeting</b>	5 - 6
	To approve as a correct record the minutes of the meeting of the Overview and Scrutiny Commission held on 7 July 2022.	
3.	<b>Declarations of Interest and Party Whip</b>	
	<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.	<b>Urgent Items of Business</b>	
	Any other items which, pursuant to Section 100B(4)(b) of the Local Government Act 1972, the Chairman decides are urgent.	
5.	<b>Public Participation</b>	
	To receive submissions from members of the public which have been submitted in advance in accordance with the Council's Public Participation	

### **EMERGENCY EVACUATION INSTRUCTIONS**

If you hear the alarm, leave the building immediately. Follow the green signs. Use the stairs not the lifts. Do not re-enter the building until told to do so.

	Scheme for Overview and Scrutiny.	
6.	<b>Public Health Update</b>	7 - 42
	To consider the Public Health update report detailing what has been achieved over the past three years and future priorities.	
7.	<b>Council Plan Overview Report</b>	43 - 70
	Council Plan Overview Report (CPOR) covering the first quarter of 2022/23 is attached.  Members of the Commission are asked to submit technical or detailed questions in advance of the meeting.	
8.	<b>Environment and Communities Overview and Scrutiny Panel Report: Integrated Enforcement</b>	71 - 88
	To consider the draft Integrated Enforcement review report prepared by the Environment and Communities Overview and Scrutiny Panel for submission to the Executive on 20 September 2022.	
9.	<b>Work Programme Update</b>	89 - 92
	Overview and Scrutiny Panel Chairs to provide verbal updates on the work programme and highlight any proposed changes such as scope, scheduling or duration.  The Commission to consider the scope for the Child Criminal Exploitation review from the Education, Skills and Growth Overview and Scrutiny Panel.	

### **Date of next meeting**

The next Overview and Scrutiny Commission meeting is scheduled for 6 October 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](mailto:kirsty.hunt@bracknell-forest.gov.uk), so that any special arrangements can be made.

Published: 23 August 2022

### **EMERGENCY EVACUATION INSTRUCTIONS**

**If you hear the alarm, leave the building immediately. Follow the green signs. Use the stairs not the lifts. Do not re-enter the building until told to do so.**

**OVERVIEW AND SCRUTINY COMMISSION  
7 JULY 2022  
6.30 - 7.00 PM**



**Present Virtually:**

Councillors Angell (Chair), Virgo (Vice-Chair), Mrs Birch, Brossard, Gbadebo, MJ Gibson, Mrs Mattick, McLean and Temperton

**Apologies for absence were received from:**

Councillors Mrs McKenzie-Boyle, Mossom and Porter

**Executive Members Present Virtually:**

Councillor Mrs Hayes

**10. Minutes of previous meeting**

**RESOLVED** that the minutes of the meeting of the Commission held on 9 June 2022 be approved as a correct record, and signed by the Chair.

**11. 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.

**12. Urgent Items of Business**

There were no items of urgent business.

**13. Public Participation**

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

**14. Environment and Communities Overview and Scrutiny Panel Report: Integrated Enforcement**

The Chair of the Commission advised that as both the Chair and Vice-Chair of the Environment and Communities Overview and Scrutiny Panel were unable to attend the meeting to present the report so it would fall to other members of that panel to answer questions. Members present commented that the clarity and presentation of the report was excellent and thanked the officer supporting the review, Joey Gurney for the quality of the information provided. Arising from the discussion the following queries were raised:

- the report lacked examples of when each appropriate officer would be looking at their area to have enforcement
- the review did not appear to have considered the frustration of the timescales for resolving enforcement issues, it was acknowledged that there was a crossover with different authorities working together and that it does take a lot of time to work through and get a proper outcome

- it was queried whether there were enough parking attendants working within the borough
- the level of success of enforcement court cases was queried

It was noted that some of the queries raised fed into the rationale for the proposed companion review.

**The Commission agreed to defer the decision whether to endorse the recommendations within the Integrated Enforcement review report for submission to the Executive until the next meeting of the Commission, when the Chair, Councillor Porter, would be able to address the issues raised directly.**

## 15. **Work Programme Update**

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

### Education, Skills and Growth Overview and Scrutiny Panel

The SEND review was due to be completed in July 2022 but had taken longer because of the extensive investigative work being undertaken. Panel members had visited SEND units in schools and special needs settings and interviewed a number of witnesses. The draft review recommendations would be discussed with representatives from the local authority and health partners on 18 July 2022. The final report would be available for discussion at the September Overview and Scrutiny Commission meeting. In response to a question, the Chair stated that the SEND department needed to be reorganised, that SEND data was not being collected in the right way for management to monitor activity and that the panel were pleased this had been recognised and was being worked on by officers.

The next review had been scoped and was being called 'Child Criminal Exploitation' instead of 'County Lines'. County Lines had been widened since the pandemic as during lockdown methods of undertaking activities morphed into something else broader.

The Education, Skills and Growth Panel would meet on 28 September 2022 to reflect on what the Panel had achieved in the last three years in order to evaluate what had gone well and what could be improved.

### Health and Care Overview and Scrutiny Panel

The Health and Care Panel would meet on 19 July 2022 to discuss the impact of the review on blue badges and how the recommendations had been carried out. The meeting would also discuss the next project for the Panel to review. It was planned to bring the scope to the next Overview and Scrutiny Commission meeting for consideration.

### Environment and Communities Overview and Scrutiny Panel

**The Commission agreed the Enforcement Strategy review scope.**

**CHAIRMAN**



# Overview and Scrutiny Commission

## 1<sup>st</sup> September 2022

5

Item 6



# Public Health

9

Stuart Lines  
Joint Director of  
Public Health  
Slough, Royal  
Borough of  
Windsor and  
Maidenhead,  
Bracknell Forest  
Frimley

Heema Shukla  
Deputy Director:  
Public Health  
Bracknell Forest

Andrew Hunter  
Executive Director:  
Place, Planning and  
Regeneration  
Bracknell Forest

# Content



- What have we achieved in the last 3 years?
- Organisation of Public Health in E Berkshire
- Public Health perspective of 'health'
- Function and standards for public health system
- A snapshot of health in Bracknell
- What are the priorities emerging from the Joint Strategic Needs Assessment
- What are our plans for delivering further improvements in health and wellbeing of our residents : Health and wellbeing strategy

# Achievements in last 3 years



Transformation of public health from pan Berkshire to East Berkshire and Berkshire west in line with Frimley NHS and BOB NHS footprint

## Workforce

- Recruitment to permanent posts – Director and Deputy Director, Consultant in Public Health
- Recruitment to permanent posts for full team (except CPH) in Bracknell Forest

## Health Protection

- Response to COVID pandemic working with partners
- Local outbreak management plan
- Real time surveillance and reporting
- Test and Track
- Advise and information to settings and public on keeping safe and prevention

Bracknell Forest Joint Health and Wellbeing Strategy 2022-2026 published

# Public Health System in East Berkshire



The new public health system formed in 2020 in Berkshire is led by a jointly director of public health across the three local authorities and the Frimley CCG (now Frimley ICS) .

Each local authority has a local public health team led by a deputy director of public health reporting to the DPH and an Executive director of the Council



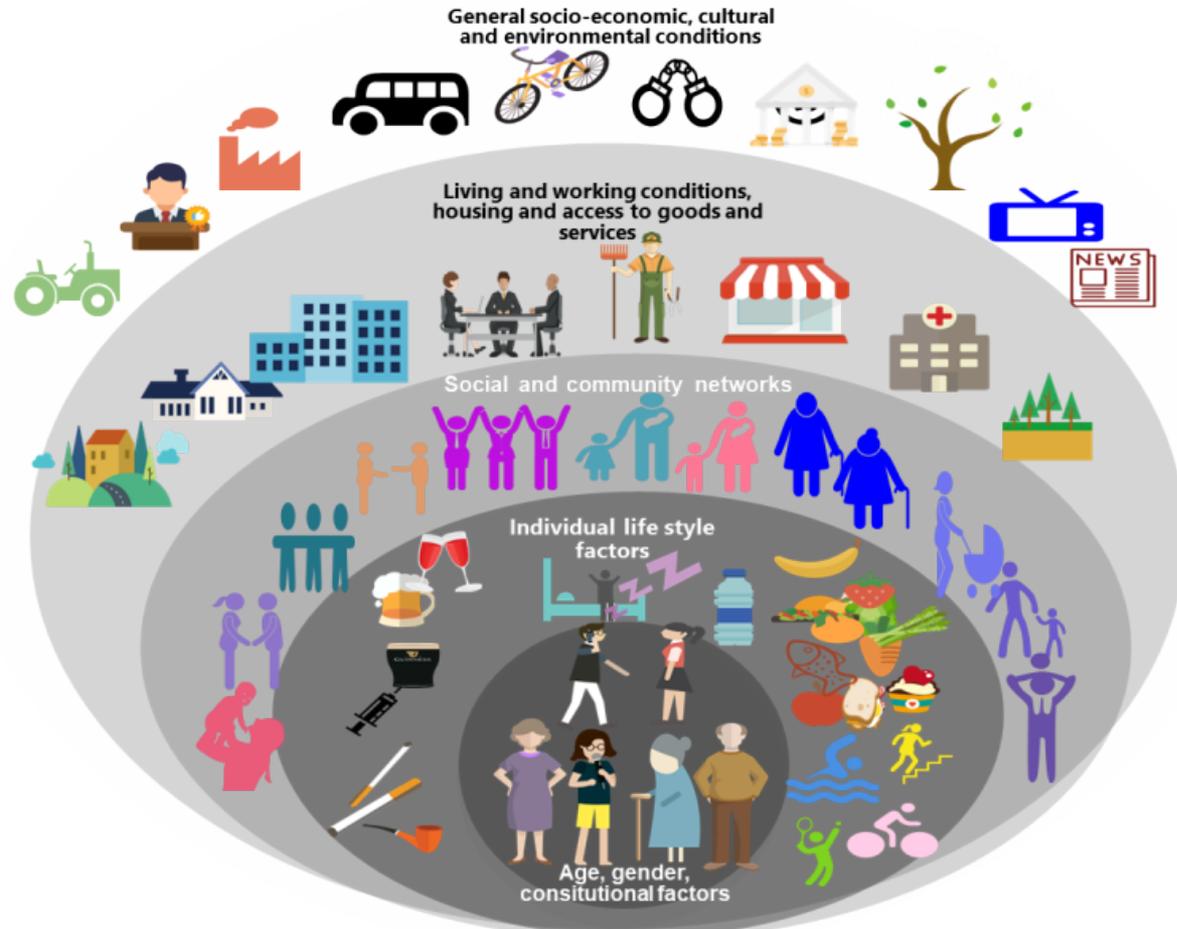
Joint Director of Public Health between the three local authorities and Frimley ICS



Local deputy director of public health in each of the three boroughs

# Health – a public health perspective

## Wider influences on our health and wellbeing



# Functions and Standards of Public Health System

There are four key functions of a public health system

- Health improvement
- Public health healthcare: Health Services
- Health protection
- Workforce development

These are described by the Faculty Public Health – the professional standard setting body

Faculty of Public Health: Functions and standards of a Public Health System

[fph\\_systems\\_and\\_function-final-v2.pdf](#)

# Health Improvement Functions

- Needs assessment: Strategically assess the health and wellbeing needs of the local population
- Programme development: Commission and develop appropriate and effective health and wellbeing initiatives
- Partnership working: Strategic partnerships for health and wellbeing
- Community development: Enable and support communities
- Advocacy :Act as advocates for health
- Sustainability: Build sustainable capacity and resources
- Evidence and Evaluation: Develop the evidence and evaluate the programmes



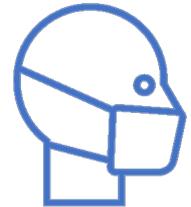
# Public Health Healthcare: Health Services Functions

- Health service commissioning: support effective and cost effective health services commissioning
- Health and social care service prioritisation
- Equity: Equity of service provision
- Quality: Ensure clinical governance and continuous improvement
- Evaluation: Provide healthcare audit, evaluation and research
- Safety: Ensure patient safety in any health-related services provided by the local authority
- Healthcare development: Contribute to healthcare development and planning
- Leadership for healthcare



# Health Protection Functions

- Outbreak prevention and control: Develop outbreak prevention and control plans
- Emergency Planning: Ensure emergency and major incident preparedness
- Risk management: Communicate advice on threats to health and act to reduce risks
- Infection control: Local infection control work
- Outbreak management: Outbreak and incident control
- Monitor threats: Monitor and advise on risks to health
- Immunisation: Advise on immunisation and vaccination



# Workforce Development

- Leadership: Provide leadership for the professional development of the public health team
- Capacity building: Ensure access to learning opportunities for all public health staff
- Specialty Training: Support the training of specialty registrar in public health



# The legislative framework for delivering the public health functions

Health and Social Care Act 2012: Amended in 2022

## Health Improvement

- Local authorities have legal duty to improve the health of their local population including oral health and public health in prisons
- The Secretary of State has the overall responsibility for health improvement with national function delegated to PHE (now OHID)

Health protection which was delegated to PHE (now UKHSA)

- The secretary of State has the duty on health protection which is delegated to UKHSA

# Legislative Framework

## The Local Authorities (Public Health Functions and Entry to Premises by Local Healthwatch Representatives) Regulations 2013

Local authorities have responsibility for a range of public health services previously provided by the NHS

- Open access sexual health services
- Services to address drug or alcohol misuse
- Children's public health services from pregnancy to age 5, including health visiting
- 5-19 School nursing
- NHS Health Checks
- Childhood obesity surveillance –Childhood height and weight measurement
- Provide or make arrangements to secure the provision of a public health advice service, in relation to their powers and duties to commission health services, to any Clinical Commissioning Groups (CCGs) –now ICS
- Provide information and advice to certain persons and bodies within their area in order to promote the preparation of, or participation in, health protection arrangements against threats to the health of the local population, including infectious disease, environmental hazards and extreme weather events.

# Resources to Deliver Public Health Functions



Bracknell Forest Council receives a ring-fenced grant of £4,390,747 for 2022-2023

Table provides the plan to spend the grant in 2022-2023

## Public health

	£000	%
Sexual health services - STI testing and treatment (prescribed functions)	250	5%
Sexual health services - Contraception (prescribed functions)	815	16%
Sexual health services - Promotion, prevention and advice (non-prescribed functions)	38	1%
NHS health check programme (prescribed functions)	93	2%
Health protection - Local authority role in health protection (prescribed functions)	97	2%
National child measurement programme (prescribed functions)	85	2%
Public health advice to NHS commissioners (prescribed functions)	125	2%
Obesity - adults	52	1%
Obesity - children	52	1%
Physical activity - adults	71	1%
Physical activity - children	70	1%
Substance misuse - Treatment for drug misuse in adults	219	4%
Substance misuse - Treatment for alcohol misuse in adults	180	3%
Substance misuse - Preventing and reducing harm from drug misuse in adults	219	4%
Substance misuse - Preventing and reducing harm from alcohol misuse in adults	180	3%
Substance misuse - Specialist drug and alcohol misuse services for children and young people	56	1%
Smoking and tobacco - Stop smoking services and interventions	262	5%
Smoking and tobacco - Wider tobacco control	37	1%
Children 5-19 public health programmes	152	3%
Mandated 0-5 children's services (prescribed functions)	954	19%
All Other 0-5 children's services (non-prescribed functions)	70	1%
Health at work	118	2%
Public mental health	369	7%
Miscellaneous public health services - other	586	11%
<b>TOTAL PUBLIC HEALTH (Public Health Grant + Drawn from Public Health Reserve)</b>	<b>5,150</b>	<b>100%</b>

# National Public Health Outcomes Framework



PHE (now Office of Health Improvement-OHID) and disparities publishes dashboard of monitoring progress and compare against goals. [Public Health Outcomes Framework - OHID \(phe.org.uk\)](https://www.phe.org.uk/public-health-outcomes-framework)

Overarching indicators			
Wider Determinants	Health Improvement	Health Protection	Healthcare and Premature Mortality

# Health in Bracknell Forest



The population and health profile as well as the Joint Strategic Needs Assessment for Bracknell Forest can be found at the new JSNA website [Berkshire East JSNA \(berkshirepublichealth.co.uk\)](https://berkshirepublichealth.co.uk)

## Population of Bracknell Forest (2021)

According to the [latest census data](#) from the ONS the total population of Bracknell Forest was 124,600 of which 61,400 were male and 63,200. This represents an **increase of 10.1%** since the 2011 census.

## Life expectancy

Life expectancy at birth for male and female infants in the period 2016-2020 was **81.8 years** and **82.0 years**, respectively. Health life expectancy in the period 2018-2020 was **66.4 years** for male infant and **66.5 years** for female infants.

Infants born in the most deprived wards had lower life expectancy than those born in the least deprived wards. Within the borough, there was a 10 year age gap in male infant life expectancy between Warfield Harvest Ride ward (88.5 years) and Wildridings and Central (78.2 years)

## Performance of Services (KPI)

In addition to annual indicators published by OHID we monitor quarterly the KPI on key services contracts

- Health visiting
- Smoking
- Weight Management
- NCMP
- Sexual health
- NHS Health Checks
- Drugs and Alcohol

# Key Public Health Priorities (based on 2020-21 data )

Bracknell Forest has on average a healthier population across all ages compared to national average

On some indicators , it has similar profile as national profile, but the rates are high

- Childhood obesity – 1 in 4 reception year children and 1 in 3 year 6 children are overweight (including obese)
- Obesity in pregnancy (21% )
- Percentage of adults overweight or obese (63.5%)
- Proportion of adults who are physically inactive (22%)

It has significantly poorer (or worse profile) on

- Percentage of looked after children whose emotional wellbeing is a cause of concern (58%)
- Hospital admissions for mental health conditions under 18 years of age (138.7 /100,000 crude rates)

## Post Covid Issues

- Emotional health of children and young people
- People with existing mental health illness and timely access to appropriate services
- Social isolation across all age groups access to a range of activities
- Long Covid
- Increase in cardiovascular risk (including stroke and diabetes)

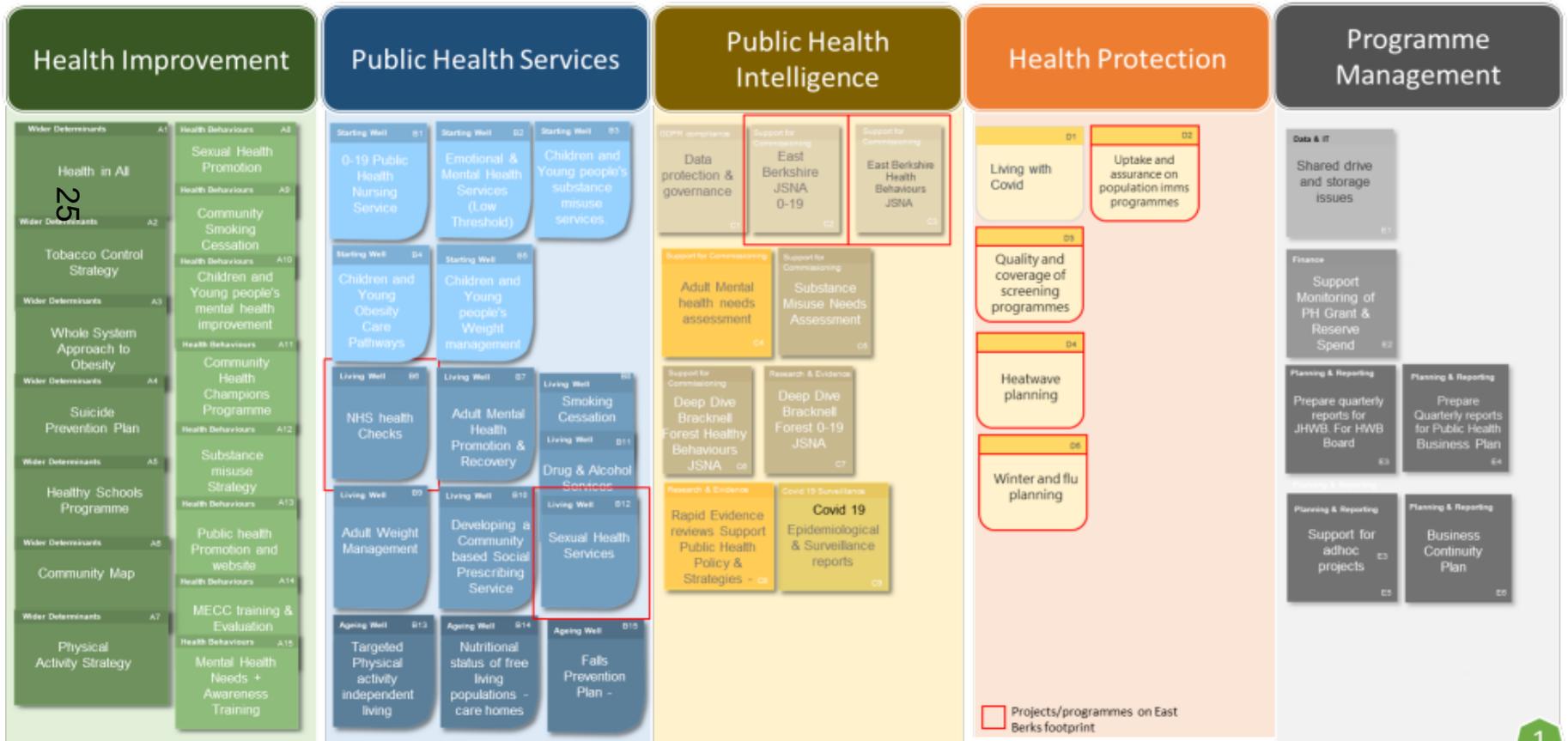
# Bracknell Forest Health and Wellbeing strategy 2022-2026



[Health and Wellbeing Strategy published | Bracknell Forest Council \(bracknell-forest.gov.uk\)](https://bracknell-forest.gov.uk)



# Bracknell Forest Public Health Team – Workplan 2022 -23



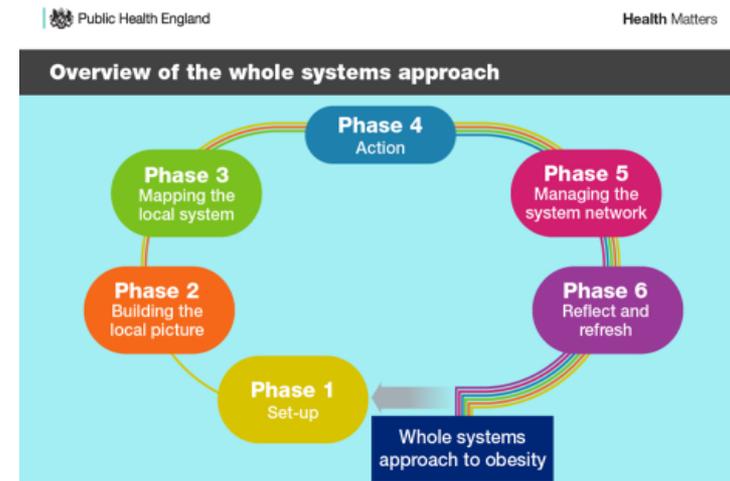
# Public Health Team workplan 2022-2023

- Next few slides provide some examples of current programmes in addition to the prescribed services that public team have developed and implemented in 2022
  - Tackling obesity
  - Health in all policies
  - Enhancing community map post COVID
  - Physical activity offer to residents
  - Increasing awareness and skills in mental health for non-NHS customer facing staff
  - Social Prescribing- community approach
  - Winter resilience

# Addressing Obesity – Whole System Approach and Weight Management

We are addressing obesity by

- Tackling the wider determinants of obesity by whole systems approach .External support has been commissioned from University of Southampton.
- Commissioned Adult and Children weight management services



# A case study from weight management service

## Case study – Adult Weight Management Service – Everyone Health

### About Nicola

Nicola a resident of Bracknell Forest has a BMI over 30. Nicola is a carer and has little no time for herself. Nicola saw a poster of the weight management service at the local carers centre and decided to speak to her GP who referred her on to Bracknell Forest adult weight management programme.

### Support Received

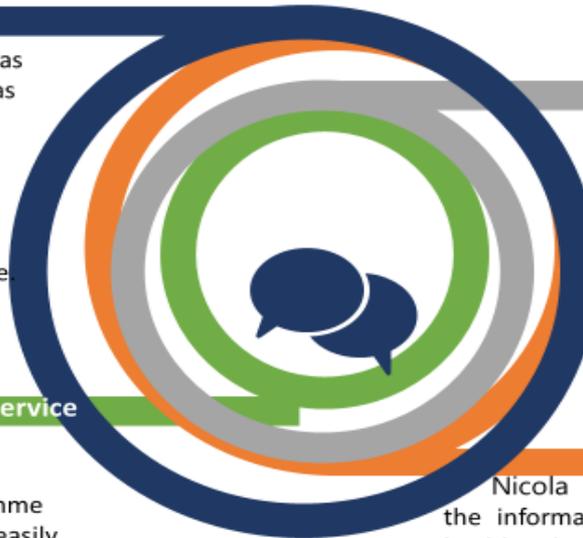
Nicola was able to get one to one support from a specialist nutritionist, behaviour change specialist and attend several group workshops on physical activity virtually (due to time constraints) once a week.

### Positives about the service

Nicola liked the fact that the programme was fairly long – 12 weeks, free and easily accessible. Nicola liked the healthy eating demos and awareness raising sessions.

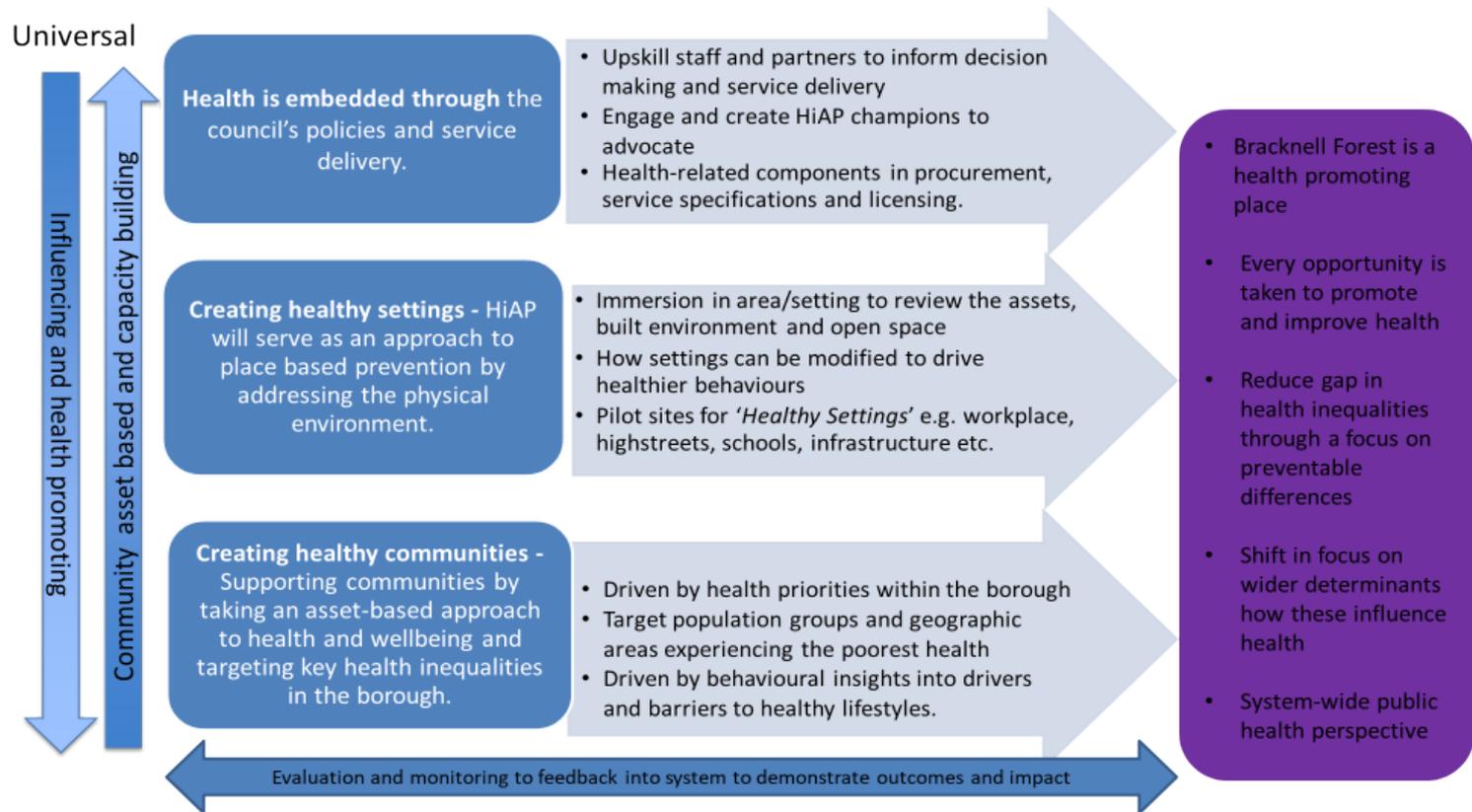
### End Result

Nicola is very pleased with course. Through the information she has received she has made healthy changes to her diet like eating more fruit and stopping packaged fruit juices. She has also increased her physical activity levels by participating in the online classes. Nicola has lost some weight since starting the programme



# Health in All Policies (HIAP) Framework

***Purpose is to Maximise the health gains for our residents through all of council's programmes, policies and services***



# Health in All Policies (HiAP) Progress

- Health and wellbeing considerations added to CMT Report template.
- Developing procurement guidance to achieve added value in contracts by embedding health and wellbeing components into specifications.
- Local Government Association support and one to one interviews to ascertain strengths and opportunities for HiAP.
- Development of an Integrated Impact Assessment (IIA) tool to assist with examining the impact of programmes by considering health and wellbeing and wider determinants of health.
- Series of workshops with council colleagues and partners to operationalise the HiAP Framework and adoption of the IIA tool.

# Enhancing the Community Map

Review and relaunch an improved version of the current community map working with wider stakeholders

- Working with users to understand barriers to access
- Review and acquire new software
- Review of current assets
- Steering group to enabling co-production on both the utility of the map and training.
- Expand children and young people's offer
- Development of a training offer for partners to support use of the map with their clients
- Enhance support offer for community groups – promotion
- Extensive communications plan and launch event



## Community map

Learn more about community activities in your area.

# Improving the Physical Activity Offer Across All Ages and Abilities

Bracknell forest physical activity network group established (Jan 2022)

- Mapping of current activity and gaps across life course
- A workshop planned to share the mapping (October 22)

Service review and planning

- Fit4All restarted and plans to expand
- Senior swimming (with Everyone Active + Leisure Service Commissioner)
- Tai-Chi over 50 + (In partnership With Age Concern)
- Active GP Practice (In partnership with RINGMEAD Medical Practice – Health Walks)
- Physical Activity for people with mental health issues, learning difficulties sensory and physical disabilities (In partnership with Everyone Active )

# Public Mental Health – Children and Young People

- Promote the MindEd training on Eating Disorders with professionals
- Develop a Healthy Schools Programme to be offered to all schools, underpinned by a whole school approach to promoting children and young people's mental health and wellbeing
- Develop and deliver a self-harm workforce project to enable professionals to come together to better understand self-harm
- Enhance the Young Health Champions offer



## Public Mental Health

- Commissioned a mental health awareness training to non-NHS customer facing staff
- Develop a bespoke Bracknell Forest pledge to reduce mental health stigma with employers
- Improve physical health of people with mental ill-health by developing an outreach services to reduce health inequalities and premature deaths from smoking and obesity
- Mapping a local offer around the 10-point suicide prevention plan across Berkshire
- Develop an easy access, public facing needs-based service directory and marketing and communications campaign to raise awareness of Mental health services

# Social Prescribing Community Transformation

- Digital transformation to track referrals and data capture completed.
- A community development approach implemented by meeting clients in community spaces. 17% of referrals came from Adult Social Care, 13% self-referral, 10% voluntary sector, 7% drug and alcohol service. Other sources are talking therapies, rough sleeper team, DWP and Macmillan cancer trust.
- 22.3% of referrals have loneliness as a key need
- Carrying out ward mapping exercise to set up community groups / support groups where there are currently none available. For example, facilitating a men's mental health group within a Silva Homes residential scheme.
- offering support to Bracknell Ukrainian Family Support team



# Health Protection – Preparing for Winter Resilience

Flu and Covid Vaccinations

Continue hand hygiene campaign

Warm homes

Food security

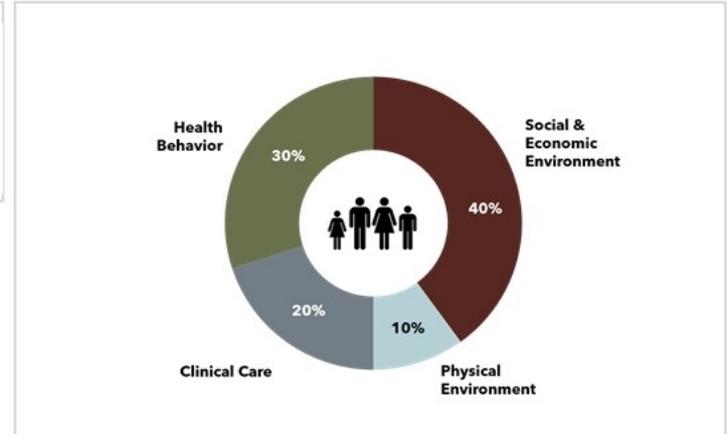
# Monitoring our workplan Dashboard

**Area of work:** Mental Health  
Awareness  
Lead: Louise M Duffy & Alberta Kattah  
Reporting Quarter : Q2 (2022)

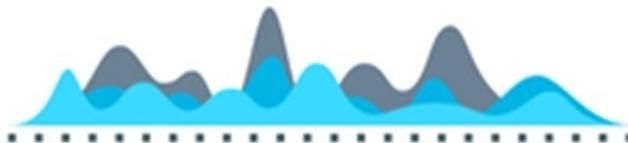


## Data Dashboard

Power BI



### Milestones



# On the Horizon

- Developing the healthcare public health function with the ICS
- Assessing the dual impact of COVID and cost of living on the health and wellbeing of our residents
- Workforce –recruitment and retention in public health services



39

Any questions?



This page is intentionally left blank



# COUNCIL PLAN OVERVIEW REPORT

Q1 2022- 23  
April – June 2022

Chief Executive:  
Timothy Wheadon

# Contents

Section 1: Chief Executive’s Commentary .....	2
Section 2: Budget Position .....	7
Section 3: Strategic Themes .....	11
Value for money .....	11
Economic resilience .....	13
Education and skills.....	14
Caring for you and your family .....	17
Protecting and enhancing our environment.....	19
Section 4: Corporate Health.....	23
a) Summary of People.....	23
b) Summary of Complaints.....	25
c) Strategic Risks and Audits .....	26

## Key

	Performance is good or on-track
	Performance is causing concern
	Performance is weak or not achieving as expected
n/a	RAG rating not applicable
	Missing data
	Missing target

# Section 1: Chief Executive's Commentary

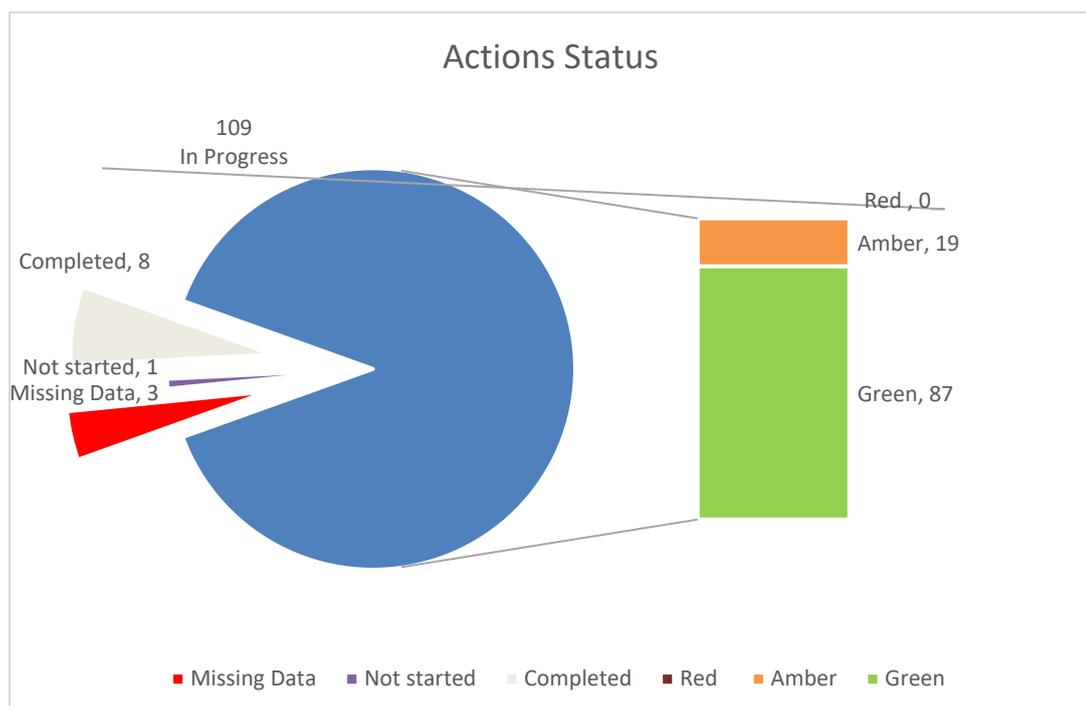
## 1 Introduction

1.1 This report sets out an overview of the council's performance for the first quarter of 2022/23 (April - June 2022). It reports on the progress of delivering the commitments set out in the Council Plan. The purpose is to formally provide the Executive with a high-level summary of key achievements, and to highlight areas where performance was not matching targets or expectations, along with any remedial action that is being taken. It complements the detailed directorate Quarterly Service Reports (QSRs).

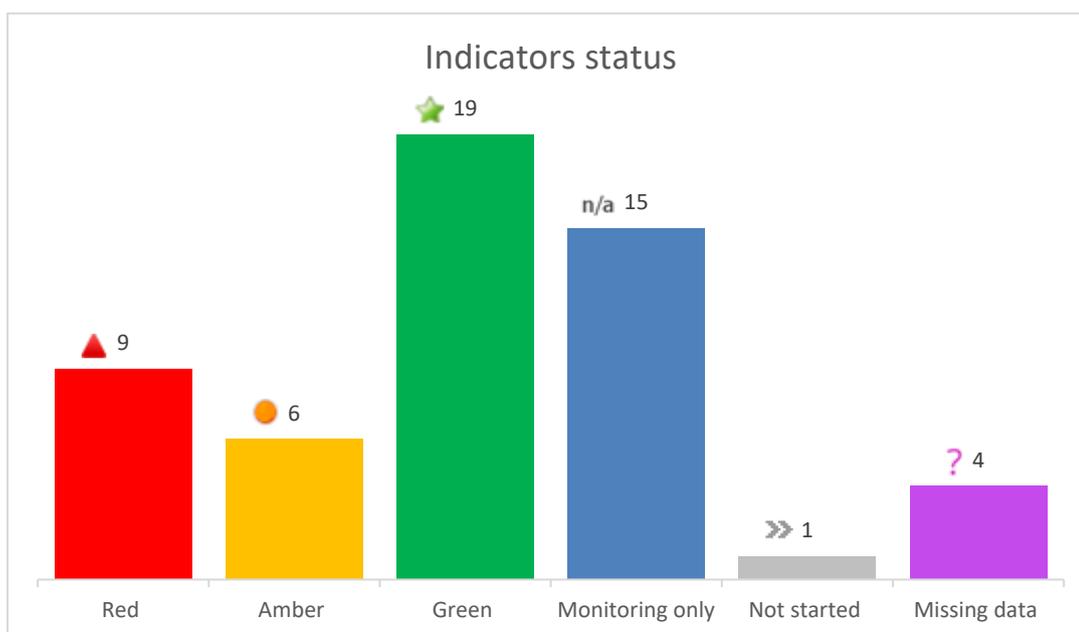
1.2 This is the first quarterly report of the 2022/23 financial year, and it reflects the changes made to the list of service plan actions as part of our annual service plan refresh. As part of this refresh, the previous COVID-19 activities have been absorbed into business as usual. With the new actions in place, at the end of the first quarter progress showed:

Out of all 118 Actions-

- 109 are in progress with 88 having Green RAG and 19 Amber.
- 8 Actions are completed with Green RAG.
- Only 1 Action has not yet started but this is on track as it has a Green RAG.



- 1.3 Indicators have continued to be included in this quarters CPOR, however as the majority of these were established at the start of the council plan period, in 2019, many are no longer particularly relevant to measuring effective performance. For Q1 there were 54 indicators presented. The status for the key indicators in the Council Plan in the first quarter is:



- 1.4 Section 3 of this report contains more information on the performance indicators and measures across the council for each of the strategic themes. Again, the picture was positive despite the continued turbulence of COVID-19 and growing national economic pressures.

## 2. Overview of Q1 and highlights

- 2.1 Teams continued to deliver services to a high standard during the period. I have highlighted here a small selection of examples from across the organisation.
- 2.2 Staff continue to work mostly from home, though an increasing number are starting to return to the office. The office was formally reopened to the public from 4 April 2022 and staff have been increasingly using the new facilities such as the Forest Café.
- 2.3 Across the council, teams have been involved in the local response to the Ukraine conflict and the arrivals under both the Family Visa Scheme and the Homes for Ukraine scheme. At the end of Q1, 82 guests had arrived, with another 71 expected, mainly staying with local families in 'sponsorship' arrangements. Multiple new processes had to be established in a short timescale, to meet the requirements of central government. Close partnership working has been in place with all Berkshire unitary authorities. Links have continued to be strengthened through community engagement and with the voluntary and community sector.
- 2.4 Several highly successful events were held in the town centre during Q1. In the Easter holidays, the Forest Springs event included art installations and interactive

activities which received a positive public and media response. There was also a series of events over the Platinum Jubilee weekend, including live music, which further increased the footfall and engagement with the town centre.

- 2.5 Another notable milestone was the opening of the Heathlands facilities by His Royal Highness the Duke of Gloucester on 17 May. The site provides specialist services to patients with intermediate care and dementia care needs, all under one roof. It has been a successful partnership project between Bracknell Forest Council, Frimley CCG, Frimley Health NHS Foundation Trust and Windsor Care, allowing health and care staff to work together to benefit local people.
- 2.6 Looking more broadly at health, the new Health and Wellbeing Strategy was approved and published in Q1. This is another example of the close working between the council, health and the voluntary and community sector which sets out vision for the future health and wellbeing of Bracknell Forest residents. It aims to drive positive change by reducing health inequalities and improving the health of people who live, work and study in the borough. This new strategy will guide activity for the next four years and focus on six areas of priority.
- 2.7 With the People directorate services, Ofsted undertook a face-to-face inspection of the Children's Services under the ILACS framework in early June. The inspection took place over two weeks looking at the effectiveness of leadership and management and the impact and outcomes of front-line services for children and families, as well as progress made since the last time we were inspected. The outcomes report was subsequently published at the end of July and showed that the overall effectiveness of our children's services is "outstanding" – the highest rating possible and one not achieved by many Councils. To have moved from "good" (with outstanding features) in 2017 to overall "outstanding" in 2022 through the challenges of the pandemic has certainly been a magnificent achievement.
- 2.8 In June the council was also recognised as Local Authority of the Year in the South-East Regional Energy Efficiency Awards. This award recognises and celebrates the energy best practice shown by the council including:
- conducting improvement work to the borough's most fuel inefficient homes, almost 700 households in the past year
  - consulting with new developments in the borough to ensure they meet renewable energy requirements
  - bidding for government grants to fund future improvement work, such as insulation and cavity walls to make homes in the borough more energy efficient
  - identifying homes still using electric storage heaters and connecting them to the mains gas network
- Through the council's efforts, Bracknell Forest has now been named as having the 5th lowest number of people in fuel poverty in the UK and efforts will continue to reduce this further.
- 2.9 Internally, the significant infrastructure project to transfer the council's telephony to Microsoft Teams has now been completed. Feedback from staff has been positive with no negative impact on council operations during the transfer. This provides more effective use of the existing Microsoft package.
- 2.10 Further internal developments have included the refresh and relaunch of the council's values. The simplified values focus on being "Inclusive, Ambitious and Always Learning". These are being integrated across various branding and guidance including within the 2022 appraisals, job adverts and the newly developed 'learning hub'.

- 2.11 In picking out these highlights there is a real danger of overlooking the special efforts of teams who are not mentioned. The simple fact is that the whole organisation continues to deliver significant progress and effective services.

### **What are we doing about things not going so well?**

- 3.1 COVID-19 has continued to prove a challenge to services, as the case numbers were very high during Q1. This impacted staff sickness levels however, in the main, services were able to continue operating. The council has extended the offer of free LFT to encourage all staff to test before coming to their place of work. There also continues to have access to hand sanitiser and desk wipes throughout the office. This aims to minimise the risk of transmission between staff and therefore containing the wider spread as well.
- 3.2 The February 2022 Ofsted report into the council's and our partners special educational needs and disability services focused the priority to develop a Written Statement of Action (WSOA). This was created with partners and service users to detail our plans for improvement. The WSOA was submitted to Ofsted in June and accepted without the need for any further amendments. This again is unusual, but indicative of the strong commitment and effective plan for improvement. Delivering these improvements will continue to be a focus for the council and partners over this coming year.

### **Forward Look**

Going forward, the council's strategic objectives will continue to progress in the coming months albeit within the context of the council's continued resilience to COVID-19 and in the context of the national economic challenges. It is likely that Q2 will continue to bring pressures around staff sickness, increasing cost of services and products and uncertainty related to national political and economic changes.

*Timothy Wheadon*  
*Chief Executive*

## Section 2: Budget Position

### REVENUE BUDGET MONITORING

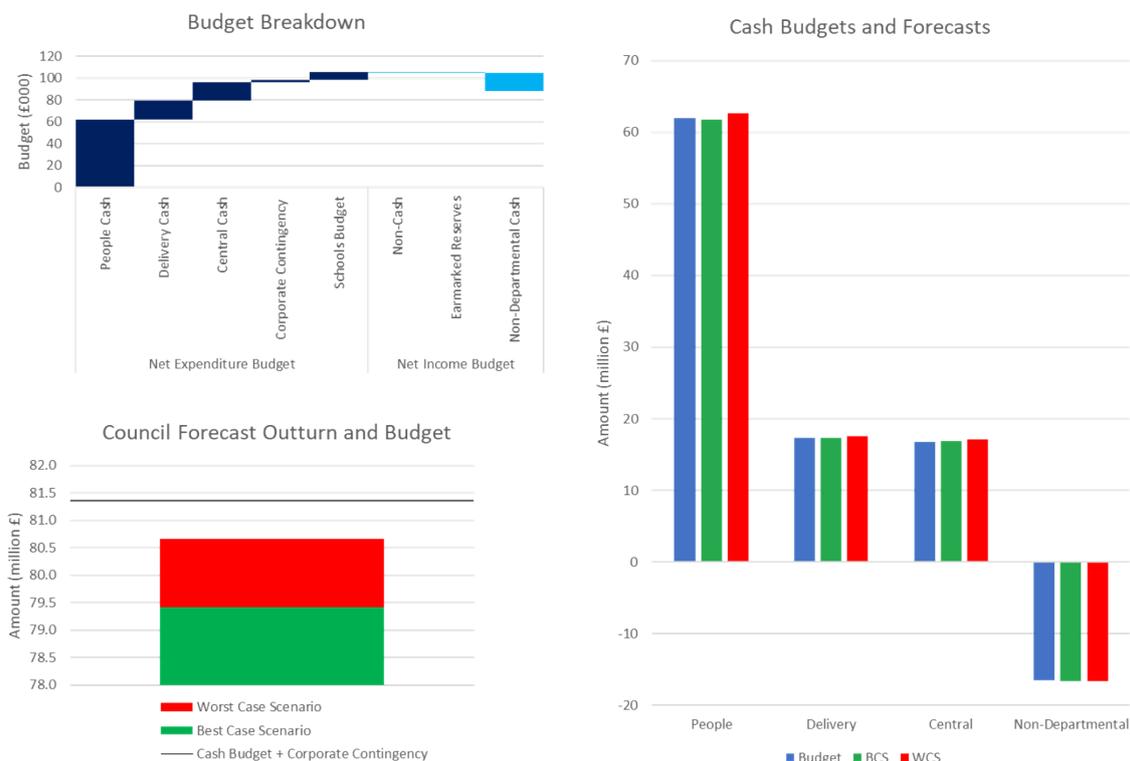
The monthly monitoring returns are set out in detail in each directorate’s Quarterly Service Report (QSR).

The returns 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 below the approved budget (-£1.950m Best Case and -£0.704m Worst Case) after taking into account the Corporate Contingency £1.833m.

Inflation is a key risk to the budget, particularly the pay award where the initial offer of a £1,925 pay rise is significantly above the 2% allowance we have made. To meet additional inflationary costs, we have the remaining Corporate Contingency plus a new earmarked reserve created at the end of 2021/22 of £1.5m, specifically to help mitigate against inflationary cost increases.

Key information around directorate variances being reported follows.

#### Overall Summary



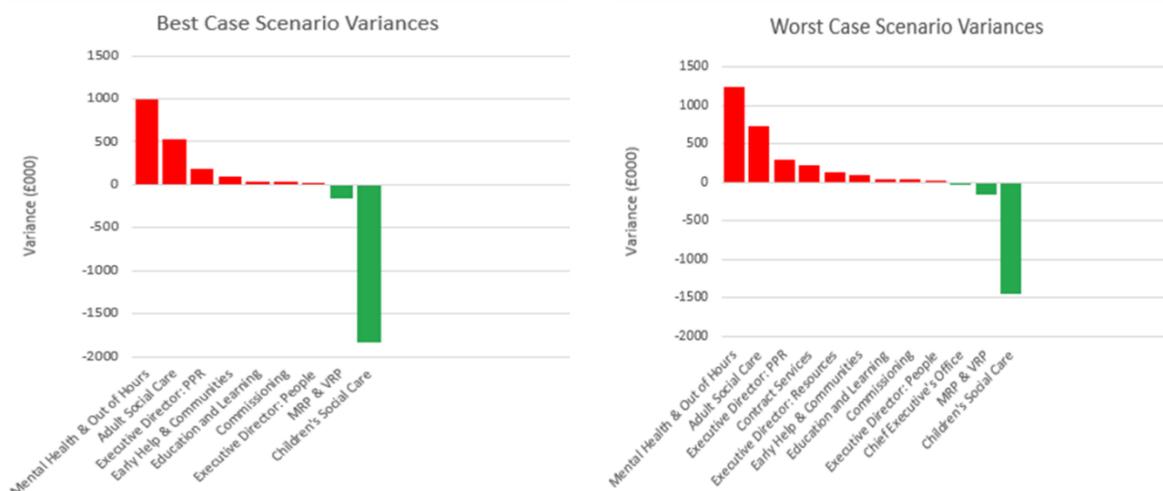
## Summary – Assistant Director Level

	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	7,397	1,508	8,905	0	192	0	292
Director: Resources	5,969	69	6,038	0	0	0	128
Chief Executive's Office	1,779	18	1,797	0	0	0	-34
<b>CENTRAL</b>	<b>15,145</b>	<b>1,595</b>	<b>16,740</b>	<b>0</b>	<b>192</b>	<b>0</b>	<b>386</b>
Executive Director of Delivery	219	2	221	0	0	0	0
Assistant Director: Customer Services & ICT	10,741	61	10,802	0	0	0	0
Assistant Director: Property Services	-5,447	15	-5,432	0	0	0	0
Borough Solicitor	676	9	685	0	0	0	0
Head of Democratic & Registration Services	1,724	80	1,804	0	0	0	0
Assistant Director: Contract Services	9,271	16	9,287	0	0	0	214
<b>DELIVERY</b>	<b>17,184</b>	<b>183</b>	<b>17,367</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>214</b>
Executive Director of People	1,617	12	1,629	0	2	0	2
Education and Learning	2,150	113	2,263	0	39	0	39
Children's Social Care	19,489	122	19,611	0	-1,831	0	-1,443
Contribution to Costs from Schools Budget	-468	0	-468	0	0	0	0
Commissioning	3,220	-34	3,186	0	35	0	35
Adult Social Care	19,992	87	20,079	0	524	0	724
Mental Health & Out of Hours	10,858	95	10,953	0	993	0	1,243
Early Help & Communities	4,368	337	4,705	0	90	0	90
<b>PEOPLE</b>	<b>61,226</b>	<b>732</b>	<b>61,958</b>	<b>0</b>	<b>-148</b>	<b>0</b>	<b>690</b>

## 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	1,645	0	1,645	0	0	0	0
Minimum & Voluntary Revenue Provisions	2,242	0	2,242	0	-161	0	-161
Council Wide Items	657	-528	129	0	0	0	0
New Homes Bonus Grant	-2,294	0	-2,294	0	0	0	0
Covid-19 LA Support Grant	-1,160	0	-1,160	0	0	0	0
Local Council Tax Support Grant	-9,537	0	-9,537	0	0	0	0
Business Rates Income Growth & Grants	-7,500	0	-7,500	0	0	0	0
Other	-61	0	-61	0	0	0	0
<b>NON-DEPARTMENTAL</b>	<b>-16,008</b>	<b>-528</b>	<b>-16,536</b>	<b>0</b>	<b>-161</b>	<b>0</b>	<b>-161</b>
<b>TOTAL</b>	<b>77,547</b>	<b>1,982</b>	<b>79,529</b>	<b>0</b>	<b>-117</b>	<b>0</b>	<b>1,129</b>
<b>CORPORATE CONTINGENCY</b>	<b>1,900</b>	<b>-67</b>	<b>1,833</b>	<b>0</b>	<b>-1,833</b>	<b>0</b>	<b>-1,833</b>
<b>TOTAL</b>	<b>79,447</b>	<b>1,915</b>	<b>81,362</b>	<b>0</b>	<b>-1,950</b>	<b>0</b>	<b>-704</b>
<b> earmarked reserves</b>	<b>1,529</b>	<b>-1,915</b>	<b>-386</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>OVERALL TOTAL</b>	<b>80,976</b>	<b>0</b>	<b>80,976</b>	<b>0</b>	<b>-1,950</b>	<b>0</b>	<b>-704</b>
<b>NON-CASH BUDGETS</b>	<b>-546</b>	<b>0</b>	<b>-546</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>SCHOOL BUDGET</b>	<b>7,682</b>	<b>0</b>	<b>7,682</b>				
<b>OVERALL TOTAL</b>	<b>88,112</b>	<b>0</b>	<b>88,112</b>				

## Cash Budget Summary



## Cash Budget Summary – Variances

The variances reported by directorates indicate expenditure below the approved budget (-£1.950m Best Case and -£0.704m Worst Case) after taking into account the Corporate Contingency £1.833m).

### CENTRAL

#### Significant Variances

- Due to increasing costs, the Council will need to provide support to ensure bus services across the Borough are maintained and grant funding is not lost (£0.192m both scenarios).
- Posts will be required to be held vacant to meet the Departments Managed Vacancy but based on early projections there are currently insufficient vacancies to meet the target which will result in an overspend (£0.194m Worst Case).

### DELIVERY

#### Significant Variances

- Inflationary increases on the Waste PFI contract are significantly above those assumed in the budget (9.09% rather than 5.45%). Current estimates from Reading indicate a potential overspend of £0.124m which has been included in the Worst Case scenario.
- A pressure in Waste Collection & Recycling primarily relating to a rise in fuel costs and an increase in the number of properties on existing routes requiring waste collections (£0.090m Worst Case).

### PEOPLE

#### Significant Variances

- CLA placements are forecast to underspend significantly (-£1.993m). As at the end of May, 112 FTE placements are expected for the year, 17 FTE fewer than assumed in the budget (circa -£1.1m). The remaining underspend relates to additional Continuing Health Care income which started to increase at the end of 2021/22. Overspends are also forecast on Additional Support to CLA, including care leavers (£0.116m), Specialist Support Services (£0.113m) and the DSB (£0.080m), which are partially offset by under spends in other CLA budgets (£-0.174m) most notably on care leavers maintenance grants (-£0.152m).
- Adult Social Care - An adverse variance in ACT (£0.221m) due to increases in Live in Carers costs partly offset by a reduction in Nursing and Residential costs. Adverse variances in CTPLD in Supported Living (£0.404m) and Direct Payments (£0.225m) partly offset by favourable variances relating to vacancies and income from Health (-£0.138m). A favourable variance relating to Better Care funding for Hospital Discharges (-£0.250m).

## Cash Budget Summary – Variances

The variances reported by directorates indicate expenditure below the approved budget (-£1.950m Best Case and -£0.704m Worst Case) after taking into account the Corporate Contingency £1.833m).

### PEOPLE continued

#### Significant Variances

- Mental Health & Out of Hours – An adverse variance within CMHT (£0.292m). Adverse variances on Nursing care (£0.171m), Supported Living (£0.404m) and Direct payments (£0.165m) were partly offset by savings in supported Accommodation and Homecare (-£0.519m). Within CMHTOA an adverse variance in Nursing and Residential Care (£0.896m) partly offset by reductions in care packages in Community Services (-£0.065m). Variances in EDS (£0.046m), Forestcare (£0.081m), due to reductions in income, and Mental Health grants (-£0.250m), the latter due to an increased contribution from the Better Care Fund.
- An overspend in Early Help and Communities primarily relating to pressures in Welfare and Benefits (£0.090m).

### NON DEPARTMENTAL

#### Significant Variances

- Higher than forecast capital receipts in 2021/22 and significant capital carry forwards into 2022/23 have created an under spend against the Minimum Revenue Provision (-£0.161m both scenarios).

### CONTINGENCY

- An allocation has been made from the Contingency to fund the recruitment of a Head of Corporate Complaints (£0.067m). This leaves a balance of £1.833m which has been shown as an underspend.

## Section 3: Strategic Themes

### Value for money

Action	30/06/2022				
	Stage	Due Date	Percentage Complete	Status	Comment
<input checked="" type="checkbox"/> 1.01.01 Maintain Council Tax	Completed	31/03/2023	100%	★	The approved Council Tax level remains in the bottom 10% of English unitary authorities
<input checked="" type="checkbox"/> 1.01.02 Spending is within the approved budget for this year	In Progress	31/05/2023	0%	★	The 2021/22 outturn was an underspend of -£1.020m.
<input checked="" type="checkbox"/> 1.01.05 Delivery of the transformation programme	In Progress	31/03/2023	25%	●	This quarter detailed work has been completed to scope the People programme projects for 22/23 for discussion and engagement with CMT and members.
<input checked="" type="checkbox"/> 1.01.07 Delivery of Business Change Savings	In Progress	31/05/2023	25%	●	Progress is currently being reviewed
<input checked="" type="checkbox"/> 1.01.08 Council Tax Financial Support	In Progress	31/03/2023	0%	?	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	31/03/2023	60%	★	A review is underway for the impact of the first year of the strategy this aims to be completed in Q2. We are updating this to ensure it continues to meet the workforce needs identified.
<input checked="" type="checkbox"/> 1.02.06 Develop Recruitment and Retention Strategy	In Progress	31/03/2023	40%	★	Work to support the improvement of recruitment and retention across social care has progressed with options being presented to CMT for consideration. This is phase 1 of a wider project to support the recruitment and retention challenges across the Council
<input checked="" type="checkbox"/> 1.02.10 Move services online and via self-service	In Progress	31/03/2023	75%	★	Work is underway to migrate forms to Liberty Create, the new case management platform for self service. A customer self-service 'My Account' portal is being built and the process will be starting to go live during August 2022, with full launch by mid-September.
<input checked="" type="checkbox"/> 1.02.16 Deliver year one customer experience strategy	Completed	31/03/2023	100%	★	The work programme for year one of the strategy has been delivered and the team are now working on the activities for year two. Good progress has been made with upgrading the contact centre software and a plan is in place to extend the use of the channels and functionality made available by the new platform. The project to move the Customer Relationship Management system to a new platform is also progressing well.
<input checked="" type="checkbox"/> 1.02.17 Deliver the Digital and ICT Strategy	In Progress	31/03/2024	30%	★	The first year of the strategy was successfully delivered. In this quarter we have completed the move of the remaining applications to the cloud and have begun the optimisation and rationalisation work to bring costs down. The Teams telephony project has been completed as has the upgrade to the contact centre software, resulting in the council now working in a fully cloud environment. Work is underway on year two of the strategy delivery.
<input checked="" type="checkbox"/> 1.02.19 Implement hybrid technology for Council meetings	Completed	31/03/2023	100%	★	The technology has been installed in the Council Chamber and Board Room to facilitate hybrid working and meetings are regularly being run as hybrid meetings so that officers and councillors can join meetings remotely and in the Chamber or Board Room.
<input checked="" type="checkbox"/> 1.03.01 Appraisal of Asset Management Plan	In Progress	31/03/2023	25%	★	Currently working on the new plan for the next financial year
<input checked="" type="checkbox"/> 1.03.03 Review of Council's Commercial Property Assets	In Progress	31/12/2023	25%	★	The property team continue to monitor the performance of the council's portfolio. No issues to report at this time.
<input checked="" type="checkbox"/> 1.03.05 Redevelop Commercial Centre	In Progress	31/03/2023	15%	★	The enabling works and soft strip is now complete. Demolition works are underway.
<input checked="" type="checkbox"/> 1.04.04 One Public Estate	In Progress	31/03/2023	25%	★	Continuing to liaise with the One Public Estate and to look at options to bring sites forward to seek grant funding under the land release fund.
<input checked="" type="checkbox"/> 1.04.05 Asset Management Plan	In Progress	31/03/2023	15%	★	Property continue to support the Bracknell Forest Cambium Partnership in the development of a number of sites.
<input checked="" type="checkbox"/> 1.2.02 Identify and engage low income households	Completed	31/03/2023	100%	★	Use of LIFT has enabled us to target 2 campaigns so far in 2022. This has resulted in over £6000 of an underpayment for 1 customer alone and continues to enable us to support those in financial hardship and we continue to use it to identify additional support that households would be entitled to.

Quarterly Indicators	30/06/2022			
	Last Quarter	This Quarter	Current Target	RAG
> L051 % of council tax collected	97.3%	28.6%	29.0%	★
> L053 % of Business Rates collected in year	96.6%	50.2%	35.0%	★
L220 Number of ICT Helpdesk Calls	6,165	6,151	4,100	n/a
> L221 Satisfaction with Customer Services	86.7%	81.8%	85.0%	★
L257 Number of complaints received	41	43	55	n/a
L391 % of posts filled by agency staff	16%	16%	30%	★
L392 % of agency workers council wide	7%	7%	5%	●
L395 Number of self-service transactions processed via customer account	n/r	n/r	n/r	>>
L397 % of IT estate delivered from cloud		50%	50%	★
L444 Number of Facebook followers for Public Health	14	13	25	n/a
L445 Number of users accessing Thrive!	311	631	200	★
> L261 Level of staff sickness absence	3.17	1.99		n/a
> L262 Level of voluntary staff turnover	15.34%	3.33%		n/a

## Economic resilience

Action	30/06/2022				
	Stage	Due Date	Percentage Complete	Status	Comment
<input checked="" type="checkbox"/> 2.01.02 Affordable Housing Planning Document	In Progress	31/03/2023	20%	★	Initial scoping of document completed, further work will commence following adoption of the local plan.
<input checked="" type="checkbox"/> 2.02.02 The Deck	In Progress	31/03/2023	25%	●	Levelling Up Fund Round Two bid submitted on the 2nd August 2022. Decision due in the Autumn. The developer is progressing approval and procurement processes to meet the Development Agreement obligations
<input checked="" type="checkbox"/> 2.02.03 Develop an Arts, Heritage and Culture Strategy	In Progress	31/03/2023	20%	★	the Members Advisory Panel has carried out some research to start the process of developing this strategy. Advice has been sought from other local authorities about their experience in this area, and a support officer is being recruited to help to get the initial work underway.
<input checked="" type="checkbox"/> 2.02.04 Develop a new library strategy	In Progress	31/03/2023	20%	★	Following advice from other local authorities with experience in this area, the new Library Strategy will be a sub-section of the Arts, Heritage and Culture Strategy. A support officer is being recruited to help to get the initial work underway.
<input checked="" type="checkbox"/> 2.02.05 Town Centre Masterplanning	In Progress	31/03/2023	40%	★	Plans being developed in the context of the emerging local plan. Consultation on draft documents expected in the Autumn.
<input checked="" type="checkbox"/> 2.02.06 Review JV Business Plan	In Progress	31/03/2023	50%	★	JV Business Plan agreed Executive 8.3.22. Next due March 2023
<input checked="" type="checkbox"/> 2.02.07 Developments at Coopers Hill, Market Street and Central Depot	In Progress	31/03/2023	33%	●	SSDP Cooper's hill completed 13th of July, agreed full council. Market street and depot to be decided at full council November 2022.
<input checked="" type="checkbox"/> 2.04.02 Economic Skills and Development Partnership	In Progress	31/03/2023	75%	★	ESDP summer event rescheduled to the 22nd September. Bid submitted for a training hub, linked to UKSPF Investment Plan.
<input checked="" type="checkbox"/> 2.04.03 Support for Local Economy	In Progress	31/03/2023	75%	★	UKSPF submission due to be lodged 1st August including business support programmes
<input checked="" type="checkbox"/> 2.04.04 Business Improvement District	In Progress	31/03/2023	75%	●	The BID continues to develop its reputation and is undertaking a number of business focused events and improvements to the Local Business Environment. The Council is working with the BID on a number of varied projects to help improve the business environment. The BID Levy reporting is still an issue that the BID and the Council are working to resolve, so the BID can have an accurate picture of the Levy it is receiving.
<input checked="" type="checkbox"/> 2.05.02 Implementation of changes to property assets	In Progress	31/03/2023	66%	★	Currently ongoing.
<input checked="" type="checkbox"/> 2.06.01 Business Liaison Programme	In Progress	31/03/2023	50%	★	Business liaison programme has been reactivated post pandemic including engagement with key business organisations.
<input checked="" type="checkbox"/> 2.07.05 Highway improvements for sustainable travel	In Progress	31/03/2023	25%	★	We continue to develop our Local Walking and Cycling Infrastructure Plan aimed at delivering pedestrian and cycling improvements supporting continued development growth in the borough and more aligned to the new Dft guidance LTN1/20. This follows on from an online public consultation which delivered a good response. Schemes are currently being implemented to improve accessibility for pupils migrating from All Saints Rise to the new Woodhurst primary school.
<input checked="" type="checkbox"/> 2.07.06 Implement Highway Infrastructure Asset Management Plan	Completed	31/03/2023	100%	★	The new 2022 HIAMP has been adopted by Executive. Highway Maintenance activities will now be prioritised in accordance with the agreed strategy.
<input checked="" type="checkbox"/> 2.07.07 Grants for transport and infrastructure	In Progress	31/03/2023	70%	★	DFT grants for Integrated Transport and Highway Maintenance have been received for 2022/23. The outcome of the additional DFT Efficiency Fund allocation is awaited following the BFC submission. Applications have been successful for acquisition of the DFT revenue grants to support development of the Local Transport Plan (4) and Bus Improvement Plans.
<input checked="" type="checkbox"/> 2.08.02 Infrastructure Funding Statement	In Progress	31/03/2023	75%	★	All the data is all collated based in various formats and the progress is on track. By the end of the third quarter, we are aiming to start working on publishing the reports.
<input checked="" type="checkbox"/> 2.08.03 S106 agreements	In Progress	31/03/2023	25%	★	There have been 12 S106 agreements completed within this period

Quarterly Indicators	30/06/2022			
	Last Quarter	This Quarter	Current Target	RAG
L268 % of working age people who are unemployed	3.5%	3.5%		n/a
L269 % of working age population in employment	80.3%	80.3%		n/a
L271 % of borough covered by superfast broadband	98.0%	97.0%	99.0%	●
L442 Vacancies on school governing boards		16%	18%	★

## Education and skills

Action	30/06/2022				
	Stage	Due Date	Percentage Complete	Status	Comment
<input checked="" type="checkbox"/> 3.01.02 Property support to ensure capacity is in line with School Places Plan	In Progress	31/03/2023	50%	★	Property continues to provide support to the education service with changes to school premises.
<input checked="" type="checkbox"/> 3.01.03 Transport for Warfield School Migration	In Progress	31/03/2023	0%	★	Newport drive island complete. County lane island complete. Warfield road Toucan crossing underway.
<input checked="" type="checkbox"/> 3.01.04 SEND Needs Analysis	In Progress	31/03/2023	20%	●	The assessment team have worked to reduce the number of out of time assessments and finalise a number of long outstanding cases. Plans are place to finalise all outstanding out of time assessments. SEND team are currently working on reducing the backlog of annual reviews.
<input checked="" type="checkbox"/> 3.02.02 Support for schools with standards and effectiveness partners	In Progress	31/03/2023	25%	★	Standards and Effectiveness Partners continued to work with their allocated schools across the summer term. The focus of visits was to evaluate statutory end of key stage outcomes for the first time in three years, and to evaluate the effectiveness of leaders in implementing their school development plans. End of term reports shared with schools and governors include an LA evaluation of the school's effectiveness and identification of priorities for the coming year.
<input checked="" type="checkbox"/> 3.02.03 Promote best practice in schools	In Progress	31/03/2023	25%	★	The Standards and Effectiveness Team continued to conduct on-site visits in the summer term to share and promote best practice. 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. All schools in Bracknell Forest were involved in writing moderation in Years 2 and 6, where teachers shared their best practice.
<input checked="" type="checkbox"/> 3.02.04 School Ofsted ratings	In Progress	31/03/2023	0%	★	The proportion of schools judged to be good or better now stands at 97%. As a result, Bracknell Forest is now ranked 5th out of 152 Local Authorities nationally against this measure. The following schools have been subject to an Ofsted inspection since January, and have all been judged to be good: St Joseph's (previously outstanding, although it is widely acknowledged that the thresholds for outstanding are significantly higher), Wildridings (previously requires improvement), Whitegrove, Warfield and Wildmoor Heath.
<input checked="" type="checkbox"/> 3.03.01 Economic Skills and Development Partnership: Education Sub-group	In Progress	31/03/2023	75%	★	ESDP Sub group has drafted a proposal for a training hub, linked to UKSPF Investment Plan.
<input checked="" type="checkbox"/> 3.04.03 Review Youth Provision and Commission Support	In Progress	31/03/2023	90%	★	All of the procurement process has been presented to the directorate management team in relation to re-tendering a youth counselling service and youth service provision. A three month extended contract has been applied in the meantime.
<input checked="" type="checkbox"/> 3.04.04 Review Youth Justice Services	In Progress	31/03/2023	25%	★	Youth justice plan about to be submitted to the Youth Justice Board.
<input checked="" type="checkbox"/> 3.05.01 Entry level apprenticeships	In Progress	31/03/2023	50%	★	Apprenticeship opportunities are being explored for roles across the Council. As part of this work, opportunities are being presented to the Council's care leavers to enhance our corporate parenting responsibilities.
<input checked="" type="checkbox"/> 3.05.02 Apprenticeship levy	In Progress	31/03/2023	50%	★	Management teams have been attended to promote apprenticeship opportunities throughout the Council. This will lead to an increase in take up and work alongside the work on our recruitment and retention projects.
<input checked="" type="checkbox"/> 3.06.01 Support the efficacy of early years professionals	In Progress	31/03/2023	25%	★	The EYFS settings within Bracknell Forest continue to offer very strong provision. Joint partner working, including with the EYFS strategic partners has been highly effective, and there have been good levels of engagement with the network meetings to support teaching and assessment in the summer term.

<input checked="" type="checkbox"/> 3.07.01 Support care leavers to access education, training or employment	In Progress	31/03/2023	0%	★	<p>At the end of June 2022, 19 out of all 72 care leavers were NEET (26.38%). 51 of the 72 care leavers are aged 19, 20 and 21 - 11 of these care leavers in this age bracket are NEET (21.56%). Of the 11 NEET 19-21-year-olds, 5 of these are NEET due to illness or disability and 2 are NEET due to Pregnancy/Parenting.</p> <p>Support to become 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. A monthly newsletter is sent out to our NEET cohort providing information on opportunities available in the local area. Elevate also offer a CIAG service at Braccan Walk on Thursday each week and they visit the Look Ahead sites on Tuesday each week. Referrals to Elevate can be made for any NEET care leavers up to the age of 21 (25 if they have an EHCP) and we are also able to offer an intensive support programme - up to 10 sessions. Elevate are also starting to offer sessions on CV writing and interview techniques, recognising that many of our cohort are not keen to commit to lengthy courses to access this support. Elevate hosted a Post-16/18 Options event on 28th April for vulnerable young people in the borough which included care leavers - 15 providers were present to showcase some of the opportunities available in Bracknell Forest.</p> <p>From June the DWP have offered a Care Leaver Programme for those that are NEET to help them prepare for EET. The sessions offered will be face-to-face and virtual and include wellbeing for a holistic approach to what is happening in the young people's lives and support their mental health. DWP have asked that the Leaving Care Personal Advisers refer their young people. The programme is for 8 weeks and they need to have completed this by the end of August with the funding. DWP have funded up to 20 places for this programme.</p> <p>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 especially for young people with no previous experience. Work experience opportunities is another area that has also been impacted. Care leavers have been further affected by the change to work patterns (working from home) and their lack of transferrable skills. Mental Health due to the pandemic is still having an effect on many young people. However, with restrictions now lifted, more opportunities are becoming available. A panel to discuss our NEET care leavers is now a regular feature bringing the professionals together to maintain the focus on supporting each care leaver to be in a position to access education, training or employment.</p>
<input checked="" type="checkbox"/> 3.07.02 Suitable accommodation for care leavers	In Progress	31/03/2023	75%	●	<p>The joint housing and social care protocol has been drafted and is with the care leavers council for consultation.</p>
<input checked="" type="checkbox"/> 3.08.01 Establish a culture of high expectations for all children	In Progress	31/03/2023	25%	★	<p>Inclusion continues to be a very high priority within the Standards and Effectiveness Team. The summer term SENDCo Forum focused very heavily on ensuring an inclusive culture with high expectations for all.</p>
<input checked="" type="checkbox"/> 3.08.02 Support transition to next stage of learning	In Progress	31/03/2023	25%	●	<p>Improved transition arrangements put in place between Year 6 and 7 in 2021 were implemented again during the summer term, ensuring effective and consistent sharing of key information to support transition from primary to secondary school, both pastoral and academic. 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, and that they are well supported at key transition points, including through the sharing of effective assessment information as they move on to the next year group within the school. Planned work to focus on improved curriculum continuity between primary and secondary schools was progressed due to limited capacity within the team. This work will be addressed in 2022-23.</p>
<input checked="" type="checkbox"/> 3.08.03 Review Education in the MASH	In Progress	31/03/2023	90%	★	<p>Safeguarding in Education Team posts have been recruited to and started in Debbie Smith's team and are having induction meetings with the MASH - the MAH will receive 10 hours a week time to better support our schools in making proportionate and timely safeguarding referrals. This is based on predicated work coping out the use of the Consultations Line into MASH - the majority of which are from Education settings.</p>
<input checked="" type="checkbox"/> 3.08.04 Develop SEND Improvement Plan	In Progress	31/03/2023	0%	★	<p>The written statement of action was co produced during this period and submitted to Department of Education. The written statement of action was confirmed as fit for purpose and agreed. The document has been published.</p>
<input checked="" type="checkbox"/> 3.08.05 Review Family Safeguarding Model	In Progress	31/03/2023	0%	●	

Quarterly Indicators	30/06/2022			
	Last Quarter	This Quarter	Current Target	RAG
L394 % of staff that have undertaken apprenticeship training : Education and skills	2.8%	2.7%	2.8%	●
L402 % of care leavers aged 19-21 years who are NEET : Education and skills	27%	22%	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		97%	85%	★
> L139 % of schools rated good or better : Maintained Primary Schools		96%	83%	★
> L139 % of schools rated good or better : Maintained Secondary Schools		100%	100%	★
> L139 % of schools rated good or better : Academy Primary Schools		100%	100%	●
> L139 % of schools rated good or better : Academy Secondary Schools		100%	100%	★

Annual Indicators	30/06/2022			
	Last Year	This Year	Current Target	RAG
> L272 % of children obtaining a place at one of their Primary School preferences	99.8%	98.4%	99.0%	★
> L273 % of children obtaining a place at one of their Secondary School preferences	93.5%	94.8%		!
> L361 % of children obtaining their first preference of Primary School	92.6%	92.8%		!
> L362 % of children obtaining their first preference of Secondary School	84.7%	87.9%		!

Annual Indicators	30/06/2022			
	Last Year	This Year	Current Target	RAG
> L272 % of children obtaining a place at one of their Primary School preferences	99.8%	98.4%	99.0%	★
> L273 % of children obtaining a place at one of their Secondary School preferences	93.5%	94.8%	96.0%	★
> L361 % of children obtaining their first preference of Primary School	92.6%	92.8%	94.0%	★
> L362 % of children obtaining their first preference of Secondary School	84.7%	87.9%	86.0%	★

## **Caring for you and your family**

Action	30/06/2022				
	Stage	Due Date	Percentage Complete	Status	Comment
<input checked="" type="checkbox"/> 4.01.01 Participation in sports, leisure and cultural activities	In Progress	31/03/2023	60%	●	Although the COVID roadmap has been implemented, the shadow of COVID still prevents significant movement on this objective. General attendance is still down in leisure, although some of the cultural activities, such as Forest Springs, and associated library events have seen near normal levels of participation. The Jubilee celebrations were the highlight of the period with attendances at libraries up, linked to the weekend of events.
<input checked="" type="checkbox"/> 4.01.02 Implement and monitor the key actions set out in the Health and Wellbeing Strategy	In Progress	31/03/2023	20%	★	Approved at the last health and well-being board and three priority delivery plans will be taken for approval to the health and well-being board in September, with the remaining on track for December.
<input checked="" type="checkbox"/> 4.01.04 Financial Hardship Plan	In Progress	31/03/2023	25%	★	The action plan development is progressing well. A workshop was held with colleagues and community partners to develop objectives and actions. The action plan will be based on the detailed needs analysis undertaken.
<input checked="" type="checkbox"/> 4.01.05 Community Development for Health Inequalities	In Progress	31/03/2023	25%	●	The Thriving Communities project has been approved for funding from the Better Care Fund in Q1. Following funding approval in June the focus is now on initiating the project to start in Q3.
<input checked="" type="checkbox"/> 4.01.06 Develop CYP Plan	In Progress	31/03/2023	0%	?	
<input checked="" type="checkbox"/> 4.01.07 Develop People Strategy	In Progress	31/03/2023	0%	★	Initial work has started on the development of the strategy for the People directorate high level plan with timescales is in development.
<input checked="" type="checkbox"/> 4.03.01 Strengthened Working with Health	In Progress	31/03/2023	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"/> 4.04.02 Monitor take-up and impact of new Housing Assistance Policy	In Progress	31/03/2023	20%	★	Implemented April 2022. Website updated with additional information. Policy to be reviewed after first six months of implementation.
<input checked="" type="checkbox"/> 4.05.02 Health and Community Hub at Binfield	In Progress	31/03/2023	75%	★	The build of the facility is now well underway with the Topping Out Ceremony held in early July. There is also progress on end user agreements with Binfield Parish Council and the Binfield GP surgery. Build delivery is currently on time and budget.
<input checked="" type="checkbox"/> 4.06.03 New Community Hub in Warfield	In Progress	31/03/2023	15%	●	Strategic procurement plan developed to appoint an operator for the Buckler's Park Community Hub in Crowthorne. Discussions ongoing with Binfield Parish Council regarding the management and operation of the Binfield Health and Community Centre.
<input checked="" type="checkbox"/> 4.06.04 Bucklers Park Community Hub	In Progress	31/03/2023	20%	●	The council is conducting a procurement exercise to appoint a managing partner to operate the Bucklers Park Community Hub. An early engagement exercise with the potential operators was completed in Q1 as well as preparations for the transfer of the freehold of the hub to the council and the formal commencement of the procurement process in Q2.
<input checked="" type="checkbox"/> 4.06.05 Binfield Community Hub	In Progress	31/03/2023	25%	★	The council is working in partnership with Binfield Parish Council to develop a Memorandum of Understanding on how we will collaborate to enable BPC to become the managing partner for the community centre element of the Binfield Health and Community Hub.
<input checked="" type="checkbox"/> 4.07.01 Family hub services expansion and development of multi-disciplinary teams	In Progress	31/03/2023	80%	★	Family hubs are delivering all services as per pre-pandemic operations and access to activities and footfall is strong for the universal offer. The service will be incorporating an additional post, funded through the DWP - reducing parental conflict programme. This is a subset of the wider national family hub agenda.
<input checked="" type="checkbox"/> 4.08.03 Funding for Adolescents Work	In Progress	31/03/2023	80%	★	Funding approved from April 2022 for 24 months. This will enable the continuation of the family safeguarding adolescent project work, to ensure effective edge of care services and that only the appropriate children enter care.
<input checked="" type="checkbox"/> 4.08.04 Increase in-house fostering capacity	In Progress	31/03/2023	70%	●	A variety of working groups involving foster carers have taken place and recommendations are currently being considered by CMT. Increasing in house capacity will enable children to remain local and benefit from local services.
<input checked="" type="checkbox"/> 4.09.04 New Health and Care Service at Heathlands	In Progress	31/03/2023	0%	★	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	31/03/2023	30%	●	A volunteer coordinator has now been appointed by Involve (our partner). They will commence work in Q2. Their initial remit will include visiting site to understand volunteering duties before aiming to recruit and then place suitable volunteers.
<input checked="" type="checkbox"/> 4.10.02 Leisure, libraries and arts services used for social prescribing	In Progress	31/03/2023	70%	★	The range of events and activities offered by libraries has been expanded to support the social prescribing service. Considerable engagement with events has been seen from people signposted to what the libraries can offer.
<input checked="" type="checkbox"/> 4.10.03 Social prescribing and primary prevention programmes	In Progress	31/03/2023	30%	★	Procured a software "Joy" which will track the referrals and outcome, this will improve monitoring of those who are supported due to social isolation and loneliness. We have increased referrals from non-clinical sources, including DWP, voluntary sector, social care and self-referrals.

<input checked="" type="checkbox"/> 4.11.02 Schools service level agreement for PE	In Progress	30/09/2023	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"/> 4.11.03 Develop a new leisure strategy	In Progress	31/03/2023	0%	★	A temporary job role to undertake initial work to conduct research, both desktop and primary, on sports, leisure and physical recreation activities being undertaken in the borough, by who (providers) and which groups (audience) are being underrepresented in attendance has been developed. This will be advertised in the next quarter.
<input checked="" type="checkbox"/> 4.12.01 Suitable Natural Green Space (SANG)	In Progress	31/03/2023	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	31/03/2023	25%	★	Enhancement projects completed in period include: play area, pathworks, ev chargers
<input checked="" type="checkbox"/> 4.12.03 Promoting Active Travel	In Progress	31/03/2023	25%	★	Promotional and awareness programmes continue to be developed to support the Government's national Active Travel initiative (walking and cycling) and also encourage increased public transport use. To date, leisure routes have been mapped and signed along with promotional videos highlighted our extensive pedestrian and cycle network
<input checked="" type="checkbox"/> 4.13.01 Civilian Military Partnership	In Progress	31/03/2023	10%	★	Continuing to work with RMAS to revise an action plan for Bracknell Forest Civilian Military Partnership following the launch of the Royal Berkshire Civilian Military Partnership.
<input checked="" type="checkbox"/> 4.13.03 Berkshire Civilian Military Partnership	In Progress	31/03/2023	50%	★	Royal Berkshire Civilian Military Partnership was launched on 26th of June at RMAS. The partnerships terms of reference and action plan have been developed and approved. Further meetings of the Officer's group are being planned and the next meeting of the partnerships are to be agreed.

Monthly Indicators	30/06/2022			
	Last Month	This Month	Current Target	RAG
> L346 Average caseload for Family Safeguarding Model	22	25	16	▲
> L385 Rate per 10k of children on Child Protection Plans		61.4		n/a
> L386 Rate per 10k of Children Looked After		51.3		n/a

Quarterly Indicators	30/06/2022			
	Last Quarter	This Quarter	Current Target	RAG
L003 Number of visits to leisure facilities managed by Everyone Active	248,596	325,887	380,000	●
L404 Number of children and young people visits to leisure facilities managed by Everyone Active	136,760	55,127	110,200	▲
L405 Number of older people visits to leisure facilities managed by Everyone Active	17,660	18,270	48,412	▲
L411 Number per 10,000 of care proceedings				?
L412 Number per 100,000 of first-time entrants to criminal justice system	14.9		20.0	?
L413 Time taken in weeks to process Disabled Facilities Grant applications	70.0	69.0		n/a
L414 % of children who achieve a BMI Z-score reduction	0%	0%	15%	★
L415 % of smokers who have quit at 4 weeks in the quarter (co-verified)	0%	13%	30%	▲
L416 % of smokers who have quit at 4 weeks in the year to date (co-verified)	0%	2%	30%	▲
L436 Number of visits by customers with a disability to leisure facilities managed Everyone Active	1,703	797	26,600	▲

## Protecting and enhancing our environment

Action	30/06/2022				Comment
	Stage	Due Date	Percentage Complete	Status	
<input checked="" type="checkbox"/> 5.01.03 Local Plan Implementation	In Progress	31/03/2023	0%	★	Local Plan implementation cannot commence until it has been adopted. The programme for adoption will depend in part on the timescales for the planning inspectorate feeding back following the end of the local plan hearings. Stage 2 Hearings are expected in October 2022 and it is anticipated that consultation will need to be held on proposed modifications to the plan.
<input checked="" type="checkbox"/> 5.01.05 Management of land assets	In Progress	31/03/2023	25%	★	Work continues with parish councils on transfer of land ownership.
<input checked="" type="checkbox"/> 5.01.06 Improve biodiversity through grounds maintenance programme	In Progress	31/03/2023	30%	★	Areas of verge have been left uncut, this includes wider sections of verge and also grass under trees. By the end of the quarter the areas were beginning to look established with the grass being longer, the grass going to seed and a mix of other species also beginning to grow in amongst the long grass. The cutting of an edge and margin adjacent to the roads and foot/cycle ways has proved very effective as still maintaining a neat and looked after appearance. New signage for the biodiversity areas was also designed during quarter one, the new signage is yellow and features a bee. We are aiming for approximately 60 signs to be installed around the borough.
<input checked="" type="checkbox"/> 5.01.07 Enhancements at The Look Out and Horseshoe Lake	In Progress	31/03/2023	25%	★	Programme of TLO enhancements ongoing, and on target, within scope of existing lease arrangements. Programme of Horseshoe Lake enhancements ongoing, planning consents achieved, path works complete this quarter. Island enhanced, dog beach installed.
<input checked="" type="checkbox"/> 5.02.01 Green development of our waste collection services	In Progress	31/03/2023	10%	★	During quarter 1 the first blocks of flats joined the food waste recycling service. All the flats are being assessed against the criteria. When a new block joins the service the waste and recycling officers door knock and explain the service to the residents, the bins and caddies are then delivered and the first collection made the following week.
<input checked="" type="checkbox"/> 5.02.02 Educate, enable and encourage residents to maximise their recycling	In Progress	31/03/2023	25%	★	The main focus was getting ready to introduce food waste to the first flats and makes sure the information in the new leaflet about the service was clear. Reminder messages have been put out on social media to the whole borough about food waste recycling, what can be used to line the indoor caddy and also how to recycle cooking oil at the kerbside.
<input checked="" type="checkbox"/> 5.02.03 Landfill site at Strong's Heath	Completed	31/12/2023	100%	✔	No further updates as 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	Not Started	31/03/2023	0%	★	The residential parking improvement schemes for 2022/23 are currently at the design stage.
<input checked="" type="checkbox"/> 5.05.02 Managing Partner for Buckler's Forest SANG	In Progress	31/03/2023	80%	★	Managing partner status secured for BFC, with Land Trust. New Ranger recruited and services being provided from 1st June. Refinement of service ongoing and linked to transfer of Community Hub asset at Buckler's Forest.
<input checked="" type="checkbox"/> 5.05.03 Review and enhance open spaces and recreation	In Progress	31/03/2023	25%	★	Woodlarks menu review complete, outdoor exercise provision reviewed and calisthenics area planned for delivery later in year. The Look Out car parking charges favourably benchmarked with local providers.
<input checked="" type="checkbox"/> 5.06.01 Climate Change Action Plan and Strategy	In Progress	31/03/2023	30%	★	The annual report on progress towards the objectives in the Climate Change Strategy has been presented and agreed by Full Council.
<input checked="" type="checkbox"/> 5.06.02 Increase the range of digital services, reducing the number of customers visiting council	In Progress	31/03/2023	50%	★	Time Square has reopened to the public, with some customers, albeit in reduced numbers, coming to the building for services. Most customers are able to deal with their enquiry using the phones or PCs available in the reception area. Research is being planned to understand exactly how many customers come to the building, and for which services. This will help to define the priorities for building new digital services in our low code platform. Work is underway to redevelop our existing online services in this platform, and the Management Information System for the Emergency Duty Service has been replaced with a case management system built in the platform.

<input checked="" type="checkbox"/> 5.06.05 Technology Solutions for Ways of Working	In Progress	31/03/2023	75%	★	Hybrid meeting technology is now live in the Council Chamber and the Boardroom. A project is underway to facilitate this in other meeting rooms at Time Square and other key council locations. Teams telephony has been rolled out to all staff and elected members, enabling the full range of Teams applications to be used on laptops and mobile phones, including securely on personal mobiles, from any location. A "model office" team has been established, who are testing any new technologies or working practices.
<input checked="" type="checkbox"/> 5.06.07 Improve energy efficiency for low income households	In Progress	31/03/2023	50%	★	Residents living in low income / low energy efficiency homes are targeted according to eligibility criteria for accessing government / externally funded schemes. During Q1 actively promoted schemes included Help to Heat (typically insulation improvements); plus Warm, Safe and Well (typically installing new efficient gas boilers). The council monitors the overall energy efficiency rating of all known properties within the borough. At the end of Q1 the average rating for all such properties was (68.7) which represents a 'C' band rating (A is the highest / G the lowest). The UK government has set an ambition for all UK homes to be at least a C by 2035.
<input checked="" type="checkbox"/> 5.06.08 Seek alternative low-carbon highway materials	In Progress	31/03/2023	30%	★	Warm mix asphalt resurfacing trials commence Monday 25th of July.
<input checked="" type="checkbox"/> 5.07.03 Promote bus travel	In Progress	31/03/2023	25%	★	<p>Bus patronage continues to struggle as a result of the Covid pandemic. Some relatively small reductions to service frequency on a couple of commercial services have been agreed and implemented to keep the network as resilient as possible while still meeting customer needs. Other commercial changes have been proposed for implementation at some point in the future, including increased frequency on two routes.</p> <p>Tendered services are likely to be unviable at current prices when Government bus recovery funding ceases in October. A number of remedial options have been proposed but are subject to internal Council decision making timetables and won't therefore be agreed until mid-October. Any resulting changes are likely to be implemented before the end of the year.</p> <p>We continue to work with operators on ways to promote and restore confidence in travelling by bus.</p>
<input checked="" type="checkbox"/> 5.07.04 Electric Vehicle Charging Strategy	In Progress	31/03/2023	80%	★	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. The Government's EV Charging Strategy has recently been published and sets out the roles for the private and public sectors. Local authorities are encouraged to develop their strategies further as part of the LTP(4) development process. Meanwhile, 32 new EV bays will shortly be installed within community shop car parks across the borough.
<input checked="" type="checkbox"/> 5.07.06 Review the Essential Car User allowance and green travel initiatives	In Progress	31/03/2023	10%	★	Work to consider travel initiatives is underway. The recruitment and retention challenges across the Council needs to be considered as part of this review.

Quarterly Indicators	30/06/2022			
	Last Quarter	This Quarter	Target	RAG
L241 Income from CIL receipts	£820,609	£1,467,622		n/a
L284 Number of homes given planning permission	104	23		n/a
> L286 % of successful planning appeals	100%	33%	68%	▲
> L356 % of major planning applications determined within timescales	88%	100%	85%	★
> L357 % of minor planning applications determined within timescales	84%	70%	90%	▲
> L358 % of other planning applications determined within timescales	87%	83%	90%	●
L418 Customer visits to Time Square	0	0	5,000	★
L434 Planning permissions granted for net additional dwellings not yet implemented		1,941		n/a
L446 Impact of Social Prescribing as a primary prevention programme on reducing loneliness	83%	68%	30%	★

## Communities

Action	30/06/2022				
	Stage	Due Date	Percentage Complete	Status	Comment
<input checked="" type="checkbox"/> 6.01.01 Health check and action plan for retail centres	In Progress	31/03/2023	25%	★	linked to UKSPF bid
<input checked="" type="checkbox"/> 6.02.01 Support for Community Associations	In Progress	31/03/2023	25%	★	On going support provided to Community Center Associations and in supporting specific issues. Meeting held with Crownwood Community Centre Association ( April) with Ward Councillors to provide support to address issues
<input checked="" type="checkbox"/> 6.02.02 Cultural offer available through libraries	In Progress	31/03/2023	85%	★	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, music streaming and recently the Library Service has launched the loaning of Ukeleles. The Library Services Manager has been collaborating with Bracknell and Wokingham College, providing photography and art students with a brief on interesting places to read or challenging Library stereotypes and the winning exhibits are on display in Bracknell Library, and the images are being used in the Library Services' social media campaigns.
<input checked="" type="checkbox"/> 6.02.03 Develop the offer in Libraries to support the Adults and Children's agendas	In Progress	31/03/2023	0%	★	The Library Service has undertaken the following to support both Adults' and Children's Services agendas: Delivering books to the housebound and clinically vulnerable through the Home Library Service in order to combat social isolation. 25 tablets were loaned to people with dementia and their carers, working closely with the BFC Dementia Services Coordinator. These tablets are now available to loan to the general public to assist with developing their digital skills and to combat digital exclusion. Organising a large programme of physical and virtual events, in order to bring people together who are lonely, and to promote reading for pleasure as a means of improving mental health and well being. Working closely with the Public Health Team and, in particular, with the Social Prescribing Team, who are signposting their clients to Library events, and promoting the Libraries' collections of "Reading Well" self-help books. 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. Working with the DWP and BFC's Financial Hardship Team to provide support for the unemployed, providing free access to PCs, printers and scanners, staff assistance to access job listings and help with ICT queries, access to online training and materials relating to employment, and free advice and training sessions provided by BEEP, Adviza and Northern training Solutions in Bracknell Library. Providing assistance and signposting for anyone applying for Universal Credit and Benefits' applications, and Government Services.
<input checked="" type="checkbox"/> 6.02.04 Collaboration and Community Hub at Time Square	Completed	31/03/2023	100%	✔	The project is now complete and has been handed over to business as usual.
<input checked="" type="checkbox"/> 6.03.02 Addressing Hate Crime	In Progress	31/03/2023	25%	●	This action is still under progress and there is no further update this quarter.
<input checked="" type="checkbox"/> 6.03.06 Develop harm in the community strategy	In Progress	31/03/2023	25%	★	scoping meetings completed via the strategy group
<input checked="" type="checkbox"/> 6.03.07 Review the Community Safety Partnership Priorities	Completed	31/03/2023	100%	✔	<b>The annual review of the priorities is now complete after a partner and public consultation. The Community Safety Partnership (CSP) Steering Group will monitor progress at each quarterly meeting. The 3 key focus areas for 2022/23 are:</b> <b>Tackle exploitation and serious violence across all ages</b> <b>Reduce town centre anti-social behaviour and crime</b> <b>Reduce harm caused by domestic abuse:</b> <b>-Management of perpetrators and enforcement</b> <b>-Delivery of the safe accommodation action plan</b> <b>The CSP will continue to monitor and respond to borough-wide crime and ASB hotspots, burglary and vehicle crime</b>

<input checked="" type="checkbox"/> 6.03.08 Develop Domestic Abuse Strategy	In Progress	31/03/2023	25%	●	<b>A new overarching DA strategy for 2022-24 has been drawn up and approved by the DA Executive Group of the Community Safety Partnership (CSP). It will be going to the CSP for approval in July and then will be going through the BFC committee-approval process in coming months.</b>
<input checked="" type="checkbox"/> 6.03.09 Develop a Serious Violence and Exploitation Strategy and Delivery Plan	In Progress	31/03/2023	25%	●	<b>A strategic assessment of serious violence and exploitation in Bracknell Forest is in the process of being drawn up which will inform a strategy and delivery plan.</b>
<input checked="" type="checkbox"/> 6.04.01 South Hill Park Development	In Progress	31/03/2023	50%	★	Close working continues with South Hill Park Trust to ensure we are providing support where needed, and the organisation is functioning well. A recent report from South Hill Park has highlighted the good work they are doing that helps to meet the Council's objectives. The Trust will work with the Council on the development of the Borough's Arts, Heritage & Culture Strategy.
<input checked="" type="checkbox"/> 6.07.01 Owned and leased properties for Homelessness	In Progress	31/03/2023	50%	★	The one bedroom unit to the rear of Tenterton Lodge has been handed to the Housing team. Currently looking at feasibility for creating six three bedroom units for homeless families on the Oplandan Way site.
<input checked="" type="checkbox"/> 6.08.01 Affordable housing planning policy	In Progress	31/03/2023	85%	★	Existing affordable housing policy continues to be implemented. Updated affordable housing policy is part of the emerging local plan which is currently at examination. Its implementation will commence on adoption of the new local plan.
<input checked="" type="checkbox"/> 6.08.03 Housing Strategy	In Progress	31/03/2023	60%	★	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"/> 6.09.02 Implement new allocations policy for all live cases	In Progress	31/03/2023	10%	●	awaiting update of Abris software to allow work to commence on new policy
<input checked="" type="checkbox"/> 6.10.02 Cultural Festival	In Progress	31/03/2023	10%	★	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	In Progress	31/03/2023	0%	★	The 2022 event was a success although entry numbers were down on previous years. Work will begin shortly on the 2023 event and how many community groups can be involved.
<input checked="" type="checkbox"/> 6.10.07 Cultural events in Bracknell Town Centre	In Progress	31/03/2023	40%	★	Successful Spring event staged, followed by Queens Jubilee. Next summer event 24th August
<input checked="" type="checkbox"/> 6.10.08 Support the integration of Ukrainians who arrive in the borough	In Progress	31/03/2023	0%	★	
<input checked="" type="checkbox"/> 7.019 Community Cohesions and Engagement Partnership	In Progress	31/03/2023	25%	★	The partnership has continued to meet to consider a range of community issues
<input checked="" type="checkbox"/> 7.025 Prevent Action Plan and Equality Scheme	In Progress	31/03/2023	25%	★	Prevent Steering Group met on the 10 March with updates given on the Bracknell Forest Prevent Strategy & Action Plan 2020 – 2023.  In order to respond to the changing landscape of Prevent, the Group also reviewed the current action plan in order to identify new or emerging areas of work that are currently not named or focussed on.

Quarterly Indicators	30/06/2022			
	Last Quarter	This Quarter	Current Target	RAG
L185 Overall crime	1,488	1,906		n/a
L406 Number of visits to libraries	153,764	57,453	13,750	★
L421 Number of community events held in libraries	543	305	80	★
L422 Number of educational events held in libraries	132	73	25	★
L424 Number of cases resolved by the partnership problem-solving groups	13	4		n/a
L425 % of homelessness preventions	57%		55%	?

## Section 4: Corporate Health

### a) Summary of People

#### Staff Voluntary Turnover

Department	Previous Figure*	For the last 4 quarters	Notes
People	15%	15.17%	
Delivery	13.22%	11.23%	
Resources	11.82%	12.22%	
PPR	12.16%	13.45%	
Chief Executive's Office	10.91%	19.57%	
<b>Total Voluntary Turnover</b>	<b>13.83%</b>	<b>14.22%</b>	

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

Comparator data	%
Total voluntary turnover for BFC, 21/22:	13.83%
Average voluntary turnover rate UK public sector 2020:	8.8%
Average Local Government England voluntary turnover 2020:	10%

(Source: XPerfHR Labour Turnover Rates 2021 and LGA Workforce Survey 2021)

#### Staff Sickness

Department	Quarter 1 22/23 (days per employee)	Previous Financial Year (Actual Average days per employee)	2022/23 Estimated Annual Average (days per employee)	Notes
People	2.39	8.03	9.56	
Delivery	2.73	7.02	10.92	
PPR	1.94	3.69	7.76	
Resources	1.51	6.76	6.04	
Chief Executive's Office	0.83	4.98	3.32	
<b>Total staff sickness excluding maintained schools</b>	<b>2.24</b>	<b>6.94</b>	<b>8.96</b>	

Comparator data	All employees, average days sickness absence per employee
Bracknell Forest Council (Non-Schools) 21/22	6.94
Public Sector employees 2021	6.4

(Source: ONS Sickness absence in the UK labour market)

## People

Absence this quarter is lower than last quarter. Long term sickness equates to 59% of the total absence this quarter which is slightly higher than last quarter. Covid-19 levels are on the decrease equating to 14% of the absence this quarter compared to 26% last.

## Delivery

Absence levels within the department have once again increased since the last quarter. this quarter the number of days lost has risen by 9% to 511 working days. Customer Experience levels have risen by 26% since the last quarter.

Long term sickness equates to 56% of the absence which is similar to last quarter. Covid-19 levels are also similar to last quarter with 22% of absence this quarter.

## Place, Planning and Regeneration

Absence has almost doubled since last quarter with increases in all areas except Planning and the Shared Public Health Team.

Long term sickness equates to 48% of the total sickness which is up from 10% last quarter, in particular this was an issue in Building Control.

Covid-19 equates to 21% of the total sickness absence which is lower than last quarter.

## Resources

Sickness levels within the Department have stayed pretty similar since the last quarter.

Long term sickness equates to 52% of the total sickness this quarter while Covid-19 is attributable for 43% of the total sickness.

## Chief Executive's Office

Absence has decreased since the last quarter.

There was no long-term sickness within the Department this quarter. Covid-19 equates to 69% of the total absence this quarter which is much higher than last quarter.

## Complaints

Department	Type of complaint	Q1	Q2	Q3	Q4	Total cumulative complaints	Outcome of all complaints received year to date
People: Adults	Statutory	13				13	4 – upheld/fully substantiated 5 – partially upheld/partially substantiated 4 – not upheld/not substantiated
	Local Government Ombudsman	0					
People: Childrens	Statutory stage 1	23				23	4 – in progress 4 – upheld/fully substantiated 6 – partially upheld/partially substantiated 6 – not upheld/not substantiated 2 - no finding made 1 – proceeded to stage 2
	Statutory stage 2	1				1	1 – in progress
	Statutory stage 3	0				0	
	Stage 2	1				1	1 - in progress
	Stage 3	0				0	
	Local Government Ombudsman	0				0	
People: Housing	Stage 2	1				1	1 - partially
	Stage 3	0				0	
	Local Government Ombudsman	0				0	
Central	Stage 2	1				1	1 – in progress
	Stage 3	2				2	2 – not upheld
	Local Government Ombudsman	3				3	1 – in progress 2 – not upheld
Delivery	Stage 2	1				1	1 – not upheld
	Stage 3	0				0	
	Local Government Ombudsman	0				0	

## b) Summary of Complaints

### People: Adults

There were 13 complaints in quarter 1. Compared to this time last year, this is one more.

### People: Childrens

There were 25 complaints in quarter 1. Compared to this time last year, the figure is up from 18. This is 7 more.

### Central

There were 6 complaints in quarter 1. Compared to this time last year, the figure is down from 11. This is 5 less.

**Delivery**

There was 1 complaint in quarter 1. Compared to this time last year, the figure is up by 1 from none.

**c) Strategic Risks and Audits**

During quarter 1 the Register was reviewed by the Strategic Risk Management Group on 12<sup>th</sup> May 2022. The following changes were agreed:

- To reduce the staffing pressures risk
- To increase the cyberattack risk; and
- Reduce the COVID risk.

The latest position on internal audits was included in the Head of Audit and Risk Management's annual report presented to the Governance and Audit Committee on 22<sup>nd</sup> June 2022.

This page is intentionally left blank

To: **Overview and Scrutiny Commission**  
**1 September 2022**

---

## **Overview and Scrutiny Review of Integrated Enforcement Report** **Statutory Scrutiny Officer**

### **1 Purpose of Report**

- 1.1 To present the Environment and Communities Overview and Scrutiny Panel's report to the Commission following the Panel's review into enforcement 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.

### **2 Recommendation**

- 2.1 **That the Overview and Scrutiny Commission considers whether to endorse the Environment and Communities Overview and Scrutiny Panel's recommendations to the Executive, as set out in the Panel report (attached as Appendix A) and paragraph 5.5 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 Environment and Communities Overview and Scrutiny Panel to carry out a review into integrated enforcement 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 Joey Gurney, 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 12 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 service departments contributed effectively to the review. The bulk of review activity took place between February 2022 and May 2022 and was slightly delayed due to scheduling challenges. The comments from the relevant officers and partners set out below do not indicate any concerns with the proposed recommendations.
- 5.5 The recommendations are:
1. Introduce the Community Safety Accreditation Scheme (CSAS) as a new standard:
    - Provide appropriate officers with training, ensuring they become accredited.
    - Encourage other appropriate officers to participate in becoming accredited where practical and where resource is available.
 The scheme should be introduced by January 2023.
  2. Introduce an allocation process where a team or officer is assigned as the lead for the duration of an enforcement case. This should be achieved by November 2022.
  3. Develop enforcement strategies encouraging greater collaboration across services and with partners. This will be an ongoing process but an update on its progress will be expected in 12 months' time. It is recognised progress may be impacted by the outcomes of the Panel's upcoming review of the Council's enforcement strategies.
  4. Run regular educational and awareness campaigns on enforcement policies and activities for residents. This includes information campaigns on CSAS as it is introduced. Good enforcement should also be publicised and celebrated, particularly when it involves a joint working approach. This will be an ongoing process but an update on its progress will be expected in 12 months' time.

## **6 Commentary from Environment and Communities Overview and Scrutiny Panel Chair, Councillor John Porter**

- 6.1 During this review it quickly became apparent how vast and complex enforcement can be. By its nature, enforcement in a local authority setting often requires collaboration between teams, services, and/or external partners. Therefore, the Panel wanted to explore whether a development of this collaborative approach, in the form of a more integrated model, could help to improve existing enforcement in the Bracknell Forest area. This was achieved by looking at the current enforcement structures and policies at the Council whilst exploring a range of best practices relating to integrated enforcement at other local authorities.
- 6.2 By using the opportunity to speak to different local authorities about their own approach to enforcement, panel members have deepened their understanding of what good enforcement looks like and how this is reflected in council policy and activity. It was also particularly useful for the Panel to learn more on the Community Safety Accreditation Scheme by speaking with Thames Valley Police, and to learn of the productive partnerships the Council has with other enforcement actors such as the Police and the Royal Berkshire Fire and Rescue Service.
- 6.3 It was encouraging to discover that the Council is working hard to tackle well known issues associated with enforcement and it was pleasing to learn that a joint working approach across services and with external partners is often adopted by officers. The recommendations put forward by the Panel aim to further enhance these efforts to work collaboratively to ensure Bracknell Forest is a safer, cleaner and happier place to live.

## **7 Response from Assistant Director for Contract Services**

- 7.1 There are a number of teams, in different departments across the Council that provide enforcement services and the panel heard evidence from them. As one of those teams we have been engaged throughout the scrutiny review process which has enabled us to share our good practice with the panel.
- 7.2 The opportunity to present evidence of current enforcement work and share potential options for the future has been invaluable so that Councillors appreciate the complexity and breadth of enforcement activity.

## **8 Consultation and Other Considerations**

### Legal Advice

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

### Financial Advice

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

### Equalities Impact Assessment

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

### Strategic Risk Management Issues

- 8.4 The implications of poor enforcement performance would be reputational damage for the Council as there would be a potential for increased levels of low level and anti-social crime, an inability to protect our highly valued green spaces and appearance of residential communities. At the same time this would undermine the basis of formal application and approvals processes described within the attached report.

Climate Change Implications

- 8.5 The recommendations in Section 2 and 5 above are expected to have no impact on emissions of CO2 because there is no suggested increase in activity or travel that would generate a change.

Health & Wellbeing Considerations

- 8.6 The Council is committed to actively protecting and enhancing the borough's environment to keep it clean and green through enforcement. This supports Bracknell Forest being one of the healthiest places to live. Residents will therefore experience better health, both physical and mental.

Background Papers

None

Contact for further information

Kevin Gibbs, Statutory Scrutiny Officer - 01344 355621

[kevin.gibbs@bracknell-forest.gov.uk](mailto:kevin.gibbs@bracknell-forest.gov.uk)

Joey Gurney, Governance & Scrutiny Officer - 01344 351743

[joey.gurney@bracknell-forest.gov.uk](mailto:joey.gurney@bracknell-forest.gov.uk)

# Overview and Scrutiny Panel Report

REVIEW TITLE	O&S PANEL	DATE
Integrated Enforcement	Environment and Communities	1 September 2022

“During this review it quickly became apparent how vast and complex enforcement can be. Nonetheless, it was encouraging to discover that the Council is working hard to tackle well known issues associated with enforcement and that a joint working approach is often adopted by officers. By using the opportunity to speak to different local authorities about their own approach to enforcement, panel members have deepened their understanding of what good enforcement looks like and how this is reflected in council policy and activity, which can help to further strengthen enforcement at Bracknell Forest Council”



**Councillor John Porter,**  
**Chair: Environment and Communities Overview and Scrutiny Panel**

## Recommendations



1. Introduce the Community Safety Accreditation Scheme (CSAS) as a new standard:
  - Provide appropriate officers with training, ensuring they become accredited.
  - Encourage other appropriate officers to participate in becoming accredited where practical and where resource is available.The scheme should be introduced by January 2023.
2. Introduce an allocation process where a team or officer is assigned as the lead for the duration of an enforcement case. This should be achieved by November 2022.
3. Develop enforcement strategies encouraging greater collaboration across services and with partners. This will be an ongoing process but an update on its progress will be expected in 12 months' time. It is recognised progress may be impacted by the outcomes of the Panel's upcoming review of the Council's enforcement strategies.
4. Run regular educational and awareness campaigns on enforcement policies and activities for residents. This includes information campaigns on CSAS as it is introduced. Good enforcement should also be publicised and celebrated, particularly when it involves a joint working approach. This will be an ongoing process but an update on its progress will be expected in 12 months' time.

## Key findings

The Panel found that:

- Joint working is often necessary during enforcement cases. A proactive attitude is adopted by Bracknell Forest officers when crossover between teams is required.
- There was evidence of productive partnerships with external agencies when carrying out enforcement activities
- The Public Protection Partnership enables the Council to be flexible and resilient when responding to emerging crises and provides greater access to enforcement specialist areas

- CSAS is a useful enforcement tool available to local authorities that provides additional powers to an approved officer while further improving relationships with the police by enhancing intelligence sharing.
- There is no one size fits all integrated enforcement model available to local authorities
- Integration of enforcement services is not judged by senior officers or the lead Executive members to be beneficial financially or structurally

## Introduction

For local authorities, enforcement covers a wide range of services across various departments, organisations, and agencies. Local authorities regularly have to tackle difficult issues often associated with enforcement such as lengthy delays caused by complex cases, public misinformation and rapidly emerging crises. Some of these problems are likely to be exacerbated due to increasing financial constraints on local councils.

 Financial implications are highlighted throughout the report using this symbol.

By its nature, enforcement in this context often requires collaboration between teams, services, and/or external partners. It is not unusual for an enforcement case to require crossover between departments and interventions from external organisations such as the police or fire service. Therefore, it is important a collaborative culture exists between all enforcement actors.

As part of this review, the Environment and Communities Overview and Scrutiny Panel wanted to explore whether a development of this collaborative approach, in the form of a more integrated model, could help to improve existing enforcement in Bracknell Forest. This would be achieved by looking at the current enforcement structures and policies at the Council while exploring a range of best practices relating to integrated enforcement from other local authorities.

Throughout the review the Panel recognised that the range of services and enforcement activities that could be considered was vast and varied. Unregulated activity had the impact of being anti-social, affecting local communities and impacting on community safety. In order to remain within the scope for this review, as originally commissioned by the Overview and Scrutiny Commission, the Panel focussed on those aspects which fell within the 'protecting and enhancing our environment' theme of the Council Plan, and not the 'communities' theme in which the phrase 'community safety' referred to activities to maintain good public order, reduce anti-social behaviour and combat drug related crime therefore, the council's Community Safety Team was out of scope.

The Panel identified and interviewed senior officers from Bracknell Forest Council including the Executive Director of Place, Planning and Regeneration, Assistant Director of Contract Services and the Head of the Public Protection Partnership, in addition to officers from partner organisations such as the Local Fire Authority and Thames Valley Police. Desk top analysis of policies and other relevant documents was also conducted by the Panel.

As part of the Panel's work on best practice in terms of enforcement they spoke to officers and looked at policies from other borough councils who have introduced different variations of an integrated enforcement model. This included interviewing the Assistant Director of Community Safety and Environmental Health from the Royal Borough of Greenwich who oversaw the implementation of the integrated enforcement model at Greenwich.

 Good practice is highlighted throughout this report using this symbol.

## Review findings

### Place, Planning and Regeneration

Enforcement is undertaken through:

- Planning enforcement as a mechanism to uphold the integrity of the wider planning system to protect the public, businesses and the environment from unauthorised development and its harmful impacts. Potential breaches are examined and appropriate action determined by the Planning team.
- Building Control officers use the powers to impose fines for contraventions of the Building Regulations and to remove or alter offending building work as appropriate, subject to a successful prosecution.
- The Highways and Transport team manage:
  - street work permit enforcement and issue penalty fines for non-compliance or over-run-on road space
  - overgrown vegetation notices, highway obstruction, failure to maintain ditches to recover all costs if there is a failure to comply
  - Advanced Payment Code (APC) notices, securing bond against unfinished new roads (debt applied to Land Charges Register)

Officers with enforcement powers:

	<b>Building control officers</b>
	<b>Planning enforcement officers</b>
	<b>Highway works inspectors</b>

Enforcement duties are carried out as part of different engineering roles, requiring a range of different skillsets. Some of these roles are only part enforcement focused and so have other functions. Enforcement staffing is therefore difficult to quantify. The Panel were advised that income in terms of fines was hard to quantify and varied, but the revenue income was very low.

### Parking

Bracknell Forest Council is responsible for parking enforcement on its streets and in its car parks using the civil parking enforcement powers provided by the Traffic Management Act 2004. It is also responsible for the operation and management of the Council owned car parks and both these functions are undertaken by contractors (NSL Ltd) working on behalf of the Council. Revenue to the Council for Penalty Charge Notices (PCNs) is approximately £65k per year.

#### NSL Ltd:

- distinctive blue uniforms
- an identification number and badge
- serve PCNs to vehicles parked illegally
- do not get incentives for issuing tickets enforce parking regulations:
- PCNs processed end to end by NSL

### NSL Contracted Staff

<b>Civic Enforcement Officers</b>	
<b>Cleaners</b>	
<b>Supervisor</b>	
<b>Senior Supervisor</b>	
<b>Client Account Manager</b>	

It is recognised by senior officers and by the Executive portfolio holder that the contract with NSL has seen improvements in parking enforcement within the borough. The Panel was also pleased to discover postal PCNs had recently been introduced as a means of allowing officers to issue tickets quicker.



In response to Covid-19 restrictions, NSL provided the Council with Covid Ambassadors to advise and support members of the public and businesses on following social distancing rules. Their success was recognised last year when Bracknell Forest Council and NSL were given a British Parking Award in the 'a positive response to the pandemic' category.

## Public Protection Partnership



The Public Protection Partnership (PPP) is a shared service delivering Environmental Health, Licensing and Trading Standards on behalf of two authorities Bracknell Forest Council and West Berkshire Council.

These services encompass a wide range of areas of responsibility.

- Air quality management
- Animal warden
- Animal welfare
- Contaminated land
- Communicable diseases
- Community education
- Community mediation
- Consumer advice
- Environmental nuisance protection
- Fair trading
- Financial investigations
- Fraud and counterfeiting
- Food safety
- Gambling
- Health and safety at work

- Health promotion
- Industrial pollution
- Licensing
- Metrology
- Overloaded vehicles
- Pest control
- Petroleum and explosives
- Primary Authority
- Private sector housing
- Product safety
- Public health
- Rogue trading
- Scams
- Taxi licensing
- Underage sales
- Water supplies

The PPP's priorities are informed by the assessment of evidence from across a wide range of sources which include assessment of resident concerns, council and national priorities as well as emerging issues.

The priorities of the PPP are:

- community protection
- protecting and improving health
- protection of the environment
- supporting prosperity and economic growth
- effective and improving service delivery
- partnership working.

Senior officers explained that the PPP aims to make it clear how they operate and show why it does the work it does as they identify communication and transparency as key to the partnership's success. They explained that each project undertaken should be linked back to an evidence-based approach.

There are approximately 100 officers covering the Bracknell Forest and West Berkshire areas. Being part of the PPP provides the Council with not only greater resilience when resources are stretched but also greater access to specialist officers. There is also a shared Trading Standards Service with Wokingham who also buy into the PPP case management and intelligence functions. Due to the

nature of these types of enforcement services it would be difficult to further integrate them. To keep services as they are within the PP would be cost effective for the Council.



**The PPP have their own case management function who have had a high level of success in pursuing criminal actions. These have resulted in publicity which in turn acts as a deterrent for those considering offending. Therefore, it is recommended that good enforcement across the Council is regularly publicised for the reasons set out above. It is also recommended that the Council develops the PPP's drive for transparency by ensuring regular educational campaigns on enforcement are run for residents. This will help to tackle local misinformation on enforcement while increasing awareness of rules and regulations across the borough.**

Services under the PPP were put under immense pressure during the Covid-19 pandemic. Due to its fluidity in structure and design the service was able to adapt and react to the challenges the crisis saw emerge. Covid is just one such example of a fast-emerging issue from over the years that have required the PPP to not only be flexible but resilient and resourceful too. Other examples include the Foot and Mouth outbreaks in the 2000's. By design the PPP must be able to adjust its plans for such eventualities and the partnership has so far proved itself to be responsive when faced with quickly changing demands.

### **A Joint Working Approach**

Enforcement cases often require crossover between teams and services and the Panel discovered this is regularly the case within the borough. For example, teams across services of the Council often work together on 'problem sites' – particular sites that have been identified as having multiple sets of enforcement related issues. Officers from different services will coordinate and seek to work closely by meeting regularly to tackle 'problem sites'.

Teams within the PPP regularly coordinate with other officers at Bracknell Forest Council. PPP officers within environmental health will work closely with the Council's Highways and the Planning teams on issues of air quality. For instance, the PPP is working closely with Civil Enforcement Officers to tackle car idling near schools. On issues concerning street trading, appropriate officers from the PPP's licensing team will collaborate with officers from Highways and Planning. Examples of joint working between officers from the PPP and from the Council are not limited to these two and the Panel was pleased to hear there were many more.

### **External Partnerships**

Bracknell Forest Council has a good working relationship with the Local Fire Authority. On enforcement the Council has signed a Memorandum of Understanding (MoU) with Royal Berkshire Fire Authority (RBFRS), alongside other borough councils in the county. The objective of the MoU is to ensure appropriate standards of fire safety and other safety provisions are provided and maintained in high and medium rise flats common to both the local authority and RBFRS areas. It also aims to establish a joint working team to carry out joint inspections.

Due to the specialist issues the different teams cover within the three main areas of the PPP, they regularly coordinate with a wide range of other partners outside the Council.



Fly tipping has increasingly become a challenging issue both nationally and locally. In the Bracknell area there are, on average, 25 reports a week of fly tipping. In response, the PPP has recruited an enviro-crime officer as well as introduced CCTV at local hotspots. In addition to this, the PPP has worked alongside several Thames Valley teams, The Driver and Vehicle Standards Agency and HMRC on operations designed to tackle a variety of enforcement issues, including fly tipping. As a result of these campaigns there are now currently a significant number of enviro-crime related investigations being undertaken and several files are with the PPP case management unit for progressing through to court.

## Integrated Enforcement at other local authorities

The Panel quickly discovered the term integrated enforcement can be interpreted in many ways, particularly in a local authority setting. For some authorities it can mean the merging of all enforcement services together under one structure while for others it could simply mean the introduction of a single integrated enforcement policy. This is because enforcement can be highly complex and so there isn't a 'one size fits all' model.

By speaking to the Assistant Director of Community Safety at the Royal Borough of Greenwich, the Panel discovered Greenwich had recently adopted what was described as a 'hybrid model'. At Greenwich integrated enforcement was reflected not only in their approach to enforcement but they also have a more integrated service design in order to reduce delays caused by silo working. Most enforcement cases will require some crossover between services, and this can cause unnecessary delays as cases are often 'ping-ponged' back and forth between teams. To tackle this, Greenwich has introduced a process where a team will take ownership from start to finish of a case, ensuring they regularly follow up cases once they are with different teams. Responsibility for an enforcement case is decided on a case-by-case basis.



The Royal Borough of Greenwich has received several plaudits for its joint enforcement work, including a Met Police Excellence Award 2021 for 'Safer Neighbourhood Team of the Year' due to its outstanding productivity, performance, and partnership working.

Other local authorities such as Spelthorne Borough Council and Reigate and Banstead Borough Council have introduced a Joint Enforcement Team (JET). The JETs see council officers working collectively with the police to combat local issues such as noise, anti-social behaviour and low-level crime. The JET team at Reigate and Banstead Borough Council is made up of five CSAS accredited officers. They act as a point of contact and have been described as "enforcement coordinators". Most of their cases are related to environmental crime.

Good enforcement practices shared by all the aforementioned borough councils include:



- Regular formal meetings between all enforcement teams to reflect and review ongoing enforcement challenges as well as share relevant intelligence
- A collaborative culture exists. Officers actively seek to work closer with internal and external partners to ensure cases are solved both efficiently and quickly
- An enforcement officer usually takes responsibility of a case from start until finish to avoid delays caused by silo working



**It is recommended that the Council introduces an allocation process where a team or officer is assigned as the lead for the duration of an enforcement case. It is also recommended that the Council develops enforcement strategies that encourage greater collaboration across services and with partners. Upon strengthening their knowledge of good enforcement practices at other local authorities the Panel feel these recommendations will complement and enhance existing enforcement activities within the borough.**

A further consideration highlighted during the Panel's work on integrated enforcement at other Councils is the importance of Executive Members' and Officers' buy-in to an integrated enforcement model as a means of improving local enforcement.

## CSAS

The Community Safety Accreditation Scheme (CSAS) allows organisations and their employees to be given targeted police powers by the Chief Constable. There are currently over 40 powers available to an Accredited Person which are set out in Schedule 5 of the Police Reform Act 2002. These include issuing fixed penalty notices for various low level offences, power to control traffic and the power to require giving of name and address.

The Chief Inspector advised the Panel that the CSAS allows for greater partnership working between the police and local organisations. The scheme creates a framework for public and private bodies to work in partnership with the police, providing additional uniformed presence in communities and capitalising on the skills and information captured by those already engaged with the community.

### Benefits of CSAS

- ▲ Allows for a closer working relationship between the Council and TVP
- ▲ Raises priority of community safety
- ▲ Increasing uniformed presence on the streets
- ▲ Reductions in a range of local issues such as street drinking and dog fouling
- ▲ Public reassurance
- ▲ Enhanced intelligence sharing
- ▲ Save police valuable time

Thames Valley Police have seen council schemes introduced at Cherwell District Council and Royal Borough of Windsor and Maidenhead Council. Both have accredited warden schemes which are working well. Furthermore, the CSAS accredited JET officers at Spelthorne have experienced some success with the scheme. As a result of enforcement officers having CSAS powers, they have been able to ensure convictions for serial fly-tippers and the seizure of fly-tippers vehicles.

Registration CSAS costs are as below:

Organisation fee for set up: nil

Individual fee: £75 per person for Level 2 Vetting (usually valid for 3 years)



Further to an application, the staff seeking accreditation will be required to undergo police vetting checks and complete a CSAS training course with an approved training provider, before they can be accredited. The cost of the training will be met by the organisation seeking accreditation. The training will cover the specific powers that are being requested together with other elements such as personal safety and conflict resolution. Costs for the training course vary depending on the provider, also the number of employees, no of power being accredited. CSAS training lasts for 5-7 days.

It is a police decision which powers would be appropriate after close consultation between the organisation and the police. They will need to consider:

### CSAS Considerations

- ▲ Organisation applying has a satisfactory complaints procedure



- ▲ The organisation applying has a fit and proper supervisory/management structure to oversee the accredited person
- ▲ The organisation must be suitable to exercise the accredited powers
- ▲ The organisation applying has a fit and proper supervisory/management structure to oversee the accredited person
- ▲ The organisation must be suitable to exercise the accredited powers
- ▲ The employee must be capable of executing the tasks provided by the accredited powers
- ▲ The employee must have received appropriate CSAS training – this is the employer’s responsibility



**It is recommended that the CSAS is introduced at Bracknell Forest Council. By doing so officers will be able to further strengthen their joint working approach while reassuring residents the Council aims to ensure the borough is a safer, cleaner and happier borough to live in. Any introduction of the CSAS must be accompanied by a public awareness campaign of the scheme.**

### Financial considerations

These recommendations will mean additional responsibilities are to be added to existing employees’ workloads.

All costs (including training) will be contained within existing budgets but if they exceed these they will be highlighted as budget pressures and additional funding will be requested as part of the annual budget cycle. Some costs may well be offset through additional income gained by enforcement activity.

## Review Panel

<b>Councillor Angell</b>	<b>Councillor Mrs Ingham</b>
<b>Councillor Allen</b>	<b>Councillor Kirke</b>
<b>Councillor Brossard</b>	<b>Councillor Mrs McKenzie-Boyle (Vice chair)</b>
<b>Councillor Brown</b>	<b>Councillor Porter (Chair)</b>
<b>Councillor Ms Gaw</b>	<b>Also attending: Councillor Temperton</b>

## Contributors to the review

<b>Andrew Hunter</b>	Executive Director: Place, Planning and Regeneration, Bracknell Forest Council
<b>Damian James</b>	Assistant Director: Contract Services, Bracknell Forest Council
<b>Sean Murphy</b>	Head of Public Protection Partnership
<b>Louise Watkins</b>	Head of Service: Parking Management & Leisure, Bracknell Forest Council
<b>Alison Beynon</b>	Strategic Manager, Public Protection Partnership
<b>Helen Kenny</b>	Chief Inspector, Thames Valley Police
<b>Sean McDermid</b>	Assistant Director: Community Safety & Environmental Health, Royal Borough of Greenwich
<b>Councillor Colin Dudley</b>	Chairman, Royal Berkshire Fire Authority
<b>Wayne Bowcock</b>	Chief Fire Officer, Royal Berkshire Fire and Rescue Service
<b>Tregear Thomas</b>	Area Manager, Royal Berkshire Fire and Rescue Service
<b>Councillor John Harrison</b>	Executive Member for Culture, Delivery and Public Protection
<b>Councillor Chris Turrell</b>	Executive Member for Planning & Transport
<b>Ben Murray</b>	Senior Manager for Regulatory Services, Reigate and Banstead Borough Council
<b>Martin Cole</b>	Neighbourhoods Manager, Spelthorne Borough Council
<b>Joey Gurney</b>	Governance and Scrutiny Officer, Bracknell Forest Council

This page is intentionally left blank

## Initial Equalities Screening Record Form

Date of Screening: May 2022 and updated following the review recommendations in June 2022	Directorate: Delivery	Section: Democracy and Governance	
<b>1. Activity to be assessed</b>	Overview and Scrutiny Panel for Environment and Communities review into Integrated Enforcement. This review will consult with witnesses from local enforcement partners, council officers and representatives from other local authorities.		
<b>2. What is the activity?</b>	<input type="checkbox"/> Policy/strategy <input type="checkbox"/> Function/procedure <input type="checkbox"/> Project <input checked="" type="checkbox"/> <b>Review</b> <input type="checkbox"/> Service <input type="checkbox"/> Organisational change		
<b>3. Is it a new or existing activity?</b>	<input checked="" type="checkbox"/> New		
<b>4. Officer responsible for the screening</b>	Joey Gurney, Governance & Scrutiny Officer		
<b>5. Who are the members of the screening team?</b>	Joey Gurney, Paris O'Keeffe-Johnston, Cllr Porter, Cllr Mrs McKenzie-Boyle		
<b>6. What is the purpose of the activity?</b>	The purpose of the activity is to determine whether a more integrated approach to enforcement could lead to improvements across Bracknell Forest.		
<b>7. Who is the activity designed to benefit/target?</b>	All residents.		
<b>Protected Characteristics</b>	<b>Please tick yes or no</b>	<b>Is there an impact?</b>	<b>What evidence do you have to support this?</b>
<b>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.</b>	N	No impact identified.	The recommendations will not impact disability equality but should have an overall positive impact on all groups by improving enforcement structures and activities.
<b>9. Racial equality</b>	N	No impact identified.	The recommendations will not impact racial equality but should have an overall positive impact on all groups by improving enforcement structures and activities.
<b>10. Gender equality</b>	N	No impact identified.	The recommendations will not impact gender equality but should have an overall positive impact on all groups by improving enforcement structures and activities.
<b>11. Sexual orientation equality</b>	N	No impact identified.	The recommendations will not impact on sexual orientation equality but should have an overall positive

				impact on all groups by improving enforcement structures and activities.
<b>12. Gender re-assignment</b>		N	No impact identified.	The recommendations will not impact on gender re-assignment equality but should have an overall positive impact on all groups by improving enforcement structures and activities.
<b>13. Age equality</b>		N	No impact identified.	The recommendations will not impact on age equality but should have an overall positive impact on all groups by improving enforcement structures and activities.
<b>14. Religion and belief equality</b>		N	No impact identified.	The recommendations will not impact on religion and belief equality but should have an overall positive impact on all groups by improving enforcement structures and activities.
<b>15. Pregnancy and maternity equality</b>		N	No impact identified.	The recommendations will not impact on pregnancy and maternity equality but should have an overall positive impact on all groups by improving enforcement structures and activities.
<b>16. Marriage and civil partnership equality</b>		N	No impact identified.	The recommendations will not impact on marriage or civil partnership equality but should have an overall positive impact on all groups by improving enforcement structures and activities.
<b>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.</b>	No other impact has been identified.			
<b>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?</b>	N/A			
<b>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?</b>	N/A			
<b>20. Could the impact constitute unlawful discrimination in relation to any of the Equality Duties?</b>		N		

<b>21. What further information or data is required to better understand the impact? Where and how can that information be obtained?</b>	We considered a wide range of data from local and national sources. This was collated in an evidence pack which is available on BFC website.		
<b>22. On the basis of sections 7 – 17 above is a full impact assessment required?</b>		N	
<b>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.</b>			
<b>Action</b>	<b>Timescale</b>	<b>Person Responsible</b>	<b>Milestone/Success Criteria</b>
See recommendations contained in report.		Cllr Porter	Recommendations are endorsed by the O&S Commission and agreed by the Executive.
<b>24. Which service, business or work plan will these actions be included in?</b>	Overview & Scrutiny Commission work plan		
<b>25. Please list the current actions undertaken to advance equality or examples of good practice identified as part of the screening?</b>	Please see recommendations contained in the report.		
<b>26. Assistant director's signature.</b>	Signature: 		Date: 27 June 2022

This page is intentionally left blank

## Child Criminal Exploitation Education, Skills and Growth Overview & Scrutiny Panel

### Reason for review

The Bracknell Exploitation Annual Report 2021/22 noted significant multi agency work in Bracknell Forest to tackle county lines drug dealing. In this period, there was one county drugs line active in Bracknell that was known to have exploited children to move drugs. Services did not identify any instances where children had been trafficked outside the borough to be exploited as drug mules or runners, and there were no known missing children linked to child criminal exploitation (CCE). There were two arrests for possession with intent to supply class A drugs for children in Bracknell.

The reductions suggest the problem profile is now largely confined to the town itself. In response to the emerging intelligence picture of more localised CCE, this review will look at how effective local networks, partnerships and responses are in tackling it.

The review will look at any changes to CCE activity as a result of the pandemic. In March 2021, a National Youth Agency report<sup>1</sup> on county lines identified that:

- There is an increasing trend for gangs to target vulnerable children and young people in county-towns, as well as moving young people across county boundaries
- There is a lack of sufficient youth services and support for young people in many of the county towns and rural areas, with a concentration of diversionary projects in the urban cities where gangs operate from.

This also points to more localised CCE activity and the need to ensure effective community and partnership responses.

The Bracknell Forest Makesafe is a small team comprising a manager, a specialist social worker and specialist family worker. The team undertakes direct work with children at risk of exploitation. In 2021/22 the Council's Makesafe team reported that the number of vulnerable children assessed as Level 3 (evidence of active exploitation) had halved from the previous year.

The changes are:

	2020/21	2021/22
Assessed as Level 1 (Vulnerabilities to exploitation but no indications child is being groomed)	51%	67%
Assessed as Level 2 (Indicators that the child is being groomed for the purposes of exploitation)	24.5%	22%
Assessed as Level 3 (Evidence of active exploitation.)	24.5%	11%

The reduction in level 3 cases creates a shift towards more awareness raising and preventative support for young people. This review will look at the role of the community and business in this early help.

The Makesafe team noted that “nothing has been usual for children since the pandemic began. The goal is to move forward collaboratively to make Bracknell Forest as safe as it can be for children as they regain some of the opportunities lost in covid”. This review aims to support that goal by considering key aspects of safeguarding and scrutinising how effective they are.

## **Objectives/scope**

The review will look at:

### **1. Contextual safeguarding**

- assess whether best use is made of the communities and businesses in Bracknell Forest to address the issues associated with child exploitation
- analyse the effectiveness and impact of activities designed to educate businesses and the community about child exploitation
- understand how businesses and community groups are/can be included in a strategic response to child exploitation
- consider the effectiveness of the Bracknell Safer Spaces Scheme and any changes required following the town centre regeneration
- what is the local understanding of new gateways, such as the increase of vaping and vape shops?
- as community leaders, how can councillors support a strong safeguarding approach amongst our communities?

### **2. Transitional safeguarding**

- how consistent and effective is safeguarding support for vulnerable young people particularly as they transition from 18 to 25 years old?

### **3. Links between exclusion and exploitation**

- understand the impact of exclusion on the risk of exploitation
- assess the effectiveness of strategies for keeping children in school and away from harm
- assess the effectiveness of recovery strategies to bring previously excluded and exploited children back into education or training

The review will consider how a range of partners, including public health, parks and countryside teams, local police force, schools and local businesses work together to reduce opportunities for exploitation. It will also look at other local authorities and organisations to identify and share good practice relating to these areas.

The review will seek to understand how the voices of children and young people are included in shaping the local approach, and will include the experience of children and young people in its research.

## **Delivery methods:**

- Interviewing services and partners
- Hearing the voice of young people
- Desktop review of relevant data
- Consulting other local authorities to understand their approach

<b>Council theme:</b> Education and skills, Communities	<b>Council team:</b> Makesafe
<b>Review due:</b> February 2023	<b>Proposed by:</b> Councillor Mrs Gill Birch
<p><b>Equalities Impact Assessment</b></p> <p>The LGA recognises<sup>ii</sup> that some children may be at greater risk of exploitation than others. These include:</p> <ul style="list-style-type: none"> <li>• Children Looked After</li> <li>• Children living in poverty</li> <li>• Children with special educational needs and disabilities</li> <li>• Children who are not UK citizens or do not have immigration status</li> <li>• Children with poor mental health and wellbeing</li> </ul> <p>The review will ensure these groups in particular are included and considered.</p>	
<p><b>Financial and legal implications</b></p> <p>There are potentially legal and financial implications of any recommendations arising from this review which will be fully addressed in the review report.</p>	
<p><b>Climate Change implications</b></p> <p>The implications of any recommendations arising from this review will be fully addressed in the review report.</p>	

---

<sup>i</sup> [Between the lines \(nya.org.uk\)](http://www.nya.org.uk)

<sup>ii</sup> [Tackling child exploitation: resources pack | Local Government Association](#)

This page is intentionally left blank