

## Notice of Meeting

### Executive

Councillor Bettison OBE (Chair),  
Councillor Dr Barnard (Vice-Chairman),  
Councillors D Birch, Brunel-Walker, Harrison, Mrs Hayes MBE,  
Heydon and Turrell

**Thursday 29 September 2022, 5.00 - 6.00 pm**  
**Council Chamber - Time Square, Market Street, Bracknell, RG12 1JD**



### Agenda

*All councillors at this meeting have adopted the Mayor's Charter which fosters constructive and respectful debate.*

Item	Description	Page
1.	<b>Apologies</b>	
2.	<b>Declarations of Interest</b>	
	<p>Members are asked to declare any Disclosable Pecuniary or Affected Interests 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>	
3.	<b>Minutes</b>	5 - 8
	To consider and approve the minutes of the meeting of the Executive held on 17 July 2022.	
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.	

### Executive Key Decisions

The items listed below all relate to Key Executive decisions, unless stated otherwise below.

5.	<b>Integrated Enforcement Overview and Scrutiny Review</b>	9 - 26
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### **EMERGENCY EVACUATION INSTRUCTIONS**

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	<p>To consider the recommendations from the review into Integrated Enforcement. The review will explore alternative service delivery models for enforcement which can consistently and effectively improve enforcement services in Bracknell Forest, but also be flexible enough to respond to emerging concerns.</p> <p><b>Reporting:</b> Councillor John Porter</p>	
6.	<b>National Drug Strategy – From Harm to Hope</b>	27 - 56
	<p>The National Drug Strategy From Harm to Hope was published in December 2021. In June 2022 guidance for local delivery partners was published which included a requirement for a new Combating Drugs Partnership to be established to ensure that local areas meet all of the requirements set out in the strategy. The purpose of this report is to ensure that the Executive are in agreement that a Berkshire East Combating Drugs is established</p> <p><b>Reporting:</b> Grainne Siggins</p>	
7.	<b>Local Government and Social Care Ombudsman's Annual Letter</b>	57 - 62
	<p>To provide the Executive with a summary and the context for the Local Government and Social Care Ombudsman's (LGSCO) annual review letter.</p> <p><b>Reporting:</b> Timothy Wheadon</p>	
8.	<b>Quarter 1 Council Plan Overview Report</b>	63 - 90
	<p>To update the Executive on the progress made to deliver the council plan objectives.</p> <p><b>Reporting:</b> Timothy Wheadon</p>	
9.	<b>Exclusion of Public and Press</b>	
	<p>To consider the following motion:</p> <p>That pursuant to Regulation 4 of the Local Authorities (Executive Arrangements) (Access to Information) Regulations 2012 and having regard to the public interest, members of the public and press be excluded from the meeting for the consideration of item 10,11,12 &amp; 13 which involves the likely disclosure of exempt information under the following category of Schedule 12A of the Local Government Act 1972:</p> <p>(3) Information relating to the financial or business affairs of any particular person (including the authority holding that information).</p> <p><i>NB: No representations were received in response to the 28 day notice of a private meeting.</i></p>	
10.	<b>Allocation of S106 Commuted Sum Monies (Bay House and Barn Close)</b>	91 - 94
	<p>To approve the spend of secured S106 affordable housing commuted funds to support the redevelopment of two Silva Homes sites to create 51 additional social rented homes for applicants on the Council's housing register</p>	

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	<b>Reporting:</b> Grainne Siggins	
11.	<b>Lease of the unit in Princess Square for the Library</b>	95 - 118
	The provision of a new library and cultural hub in Bracknell town centre <b>Reporting:</b> Chris Mansfield	
12.	<b>Depot (surplus land) Exclusivity period extension</b>	119 - 122
	Recommendation to extend the exclusivity period granted to Bracknell Forest Cambium Partnership for surplus land at the Depot site <b>Reporting:</b> Sarah Holman	
13.	<b>Greening Energy Use Reducing Energy Costs</b>	123 - 126
	To seek approval for funding a programme of energy greening initiatives across the Borough <b>Reporting:</b> Kamay Toor	

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**EXECUTIVE**  
**19 JULY 2022**  
**5.00 PM**

**Present:**

Councillors Dr Barnard (Vice-Chairman, in the Chair), D Birch, Harrison, Heydon and Turrell

**Present Virtually:**

Councillors Brunel-Walker and Mrs Hayes MBE

**Apologies for absence were received from:**

Councillors Bettison OBE

**Also Present Virtually:**

Councillor Mrs Temperton

**26. Declarations of Interest**

There were no declarations of interest.

**27. Minutes**

**RESOLVED** that the minutes of the meeting of the Executive on 7 July 2022 together with the accompanying decision records be confirmed as a correct record.

**28. Urgent Items of Business**

There were no Urgent Items of Business.

**Executive Decisions and Decision Records**

The Executive considered the following items. The decisions are recorded in the decision sheets attached to these minutes and summarised below:

**29. Revenue Expenditure Outturn 2021/22**

**RESOLVED** that

- i. the outturn expenditure for 2021/22, subject to audit, of £72.992m, which represents an under spend of -£1.020m compared with the approved budget is noted.
- ii. the budget carry forwards of £1.035m (see paragraph 5.8 and Annexe C) are approved.

**RECOMMENDED** that Council

- i. notes the Treasury Management performance in 2021/22 as set out in Annexe B.

- ii. Approves the earmarked reserves as set out in Annexe D.
  - iii. Approves the virements relating to the 2021/22 budget (see Annexe E).
30. **Capital Expenditure Outturn 2021/22**  
**RESOLVED** that
- i. the outturn capital expenditure as outlined in Table 1 and detailed in Annex A is noted.
  - ii. the carry forward of £21.713m from the 2021/22 capital programme to 2022/23 including those specific schemes listed in Annexe B is approved.
  - iii. the financing of capital expenditure as shown in Table 3 is noted.
  - iv. the additional High Needs Provision Capital Allocation grant as noted in para 5.11 is approved.
31. **Corporate Business Change Programme**  
**RESOLVED** that the Executive endorses the refocussed Business Change and Transformation programme as set out in Annex A, recognising that there will need to be flexibility to adjust the programme as necessary in response to changing circumstances.
32. **Council Plan Overview Report**  
**RESOLVED** that the performance of the council over the period from January to March 2022 highlighted in the Overview Report is noted.
33. **Exclusion of Public and Press**  
**RESOLVED** that pursuant to Regulation 21 of the Local Authorities (Executive Arrangements) (Access to Information) Regulations 2000, members of the public and press be excluded from the meeting for the consideration of item 10 which involves the likely disclosure of exempt information under the following category of Schedule 12A of the Local Government Act 1972:
- (3) Information relating to the financial or business affairs of any particular person (including the authority).
34. **Berkshire Community Equipment Service - Section 75 Agreement**  
**RESOLVED** that
- i. Bracknell Forest Council continue membership of the S75 Joint Agreement for a maximum period of five years. Following this period continued membership of the S75 will be reviewed and presented to the Executive for consideration and recommendation.
  - ii. Bracknell Forest Council to continue to participate as a partner in the Berkshire Community Equipment Service Steering Group in order to develop and agree a route to market for the re-commissioning of the BCES, and to be part of the joint procurement exercise for community equipment services as led by West Berkshire Council.

- iii. authority be delegated to the Executive Director: People in liaison with The Executive Member for Adult Services, Health and Housing and the Executive Member for Children, Young People and Learning to consider and then approve the route to market noting that once approval has been given by the Executive to the recommendations in this report, then the joint procurement will proceed as led by West Berkshire Council.
- iv. The approval will be subject to review by Bracknell Forest Council procurement and legal teams to ensure compliance to Procurement Regulations 2015 and for this condition to be made clear in communications with West Berkshire Council. This caveat is required because West Berkshire have yet to provide details of the planned procurement process.
- v. the recommendations from this report to be shared with the lead authority, West Berkshire Council, so they are fully informed as to the limits of the authority obtained for this procurement

**CHAIRMAN**

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To: **Executive**  
**20 September 2022**

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## **Overview and Scrutiny Review of Integrated Enforcement Report** **Councillor Porter, Chair Environment and Communities Overview and Scrutiny Panel**

### **1 Purpose of Report**

- 1.1 To present the Executive with the findings of the Environment and Communities Overview and Scrutiny Panel's review into enforcement services which have been endorsed by the Overview & Scrutiny Commission, and to seek approval of the Panel's recommendations.
- 1.2 To provide the advice of the Statutory Scrutiny Officer (SSO) to inform the Executive's decision whether to agree the Panel's recommendations.

### **2 Recommendations**

- 2.1 **That the Executive considers whether to agree the Environment and Communities Overview & Scrutiny Panel's recommendations as set out in the Panel report (attached as Appendix A) and paragraph 5.7 of this report, taking into account the comments of the Statutory Scrutiny Officer.**

### **3 Reasons for Recommendation**

- 3.1 The Environment and Communities Overview and Scrutiny Panel concluded their findings based on the evidence considered and review that was undertaken. The review report is attached as Appendix A.
- 3.2 The Overview and Scrutiny Commission has endorsed the review recommendations, taking into account the review report and the views of the Statutory Scrutiny Officer.
- 3.3 The comments from the relevant officer set out in paragraph 7 of this report do not indicate any concerns with the proposed recommendations.

### **4 Alternative Options**

- 4.1 The Executive could decide:
  - to agree the recommendations as set out in the Panel's report
  - to agree the recommendation in part
  - to ask for further work to be undertaken recognising that this would delay the Panel's next piece of work
  - to note the Panel report

### **5 Supporting Information from the Statutory Scrutiny Officer**

- 5.1 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.

- 5.2 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.
- 5.3 The SSO is also responsible for providing advice to the Commission and Executive on whether the recommendations within review reports are robust, taking account of resource, legal, climate change, equalities, health and wellbeing and strategic risk implications.
- 5.4 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.
- 5.5 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.
- 5.6 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.
- 5.7 The Commission considered the Panel's recommendations on 1 September and endorsed them for referral to the Executive. The reasons for making these recommendations are set out in the Panel report. These 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.

- 5.8 In endorsing the Panel's recommendations the Commission also took account of the Statutory Scrutiny Officer's views. In summary, these were that this review activity had adequate resources and that the service departments contributed effectively to the review. The bulk of review activity took place between February and May 2022 and the review was slightly delayed due to scheduling challenges. The comments from the relevant officer set out below do not indicate any concerns with the proposed recommendations.

## **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

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Joey Gurney, Governance & Scrutiny Officer – 01344 351743

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# 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

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## 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

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To: **Executive**  
**20<sup>th</sup> September 2022**

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**National Drug Strategy**  
**Executive Director: People**

**1 Purpose of Report**

- 1.1 To advise the Executive of the content of the National Drug Strategy, From Harm to Hope<sup>i</sup> and request agreement in respect of the recommendations contained within this report.
- 1.2 To advise the Executive of the content of the National Drug Strategy Guidance for Local Delivery Partners which was published in June 2022<sup>ii</sup> and sets out the requirements in respect of delivering against the priorities in the National Drug Strategy and the requirement to establish a Combating Drugs Partnership (CDP).

**2 Recommendation(s)**

- 2.1 **That the Executive discusses and makes recommendations in respect of the geographical footprint of the CDP. The options for this are:**
  - **A Thames Valley wide partnership – the benefits of such a partnership would be senior level representation from Thames Valley Police, the National Probation Service and the Police and Crime Commissioner. However the geographical size of such a partnership would make it difficult to have a local focus and would also more than one Integrated Care Partnership.**
  - **A pan Berkshire Partnership – whilst this would afford closer partnership working across Berkshire, there would also be an issue in respect of the Integrated Care Partnerships covering East and West Berkshire. Public Health in Berkshire West have indicated that this would not be their preferred option**
  - **A Berkshire East Partnership – this is our preferred option due to the co-terminosity of the Integrated Care Partnership and Public Health functions.**
- 2.2 **That the appointment of Stuart Lines as the Senior Responsible Officer who will represent the Combating Drugs Partnership and account for local delivery and performance to central government be endorsed.**
- 2.3 **That the Executive recommends that a temporary partnership post is developed to support the establishment of the Berkshire East CDP the development of the terms of reference. The post holder would also undertake a needs assessment for Berkshire East and develop a strategy on how the partnership will deliver against the priorities in the national drug strategy**
- 2.4 **That the Executive agree to establish a Local Drug Strategy Delivery Partnership which will oversee the delivery of the local drug strategy and report on progress to the Berkshire East CDP.**
- 2.5 **That the Leader be requested to appoint the member representative on the Combating Drugs Partnership.**

### **3 Reasons for Recommendation(S)**

- 3.1 The strategy requires local areas in England to have a strong partnership that brings together all the relevant organisations and key individuals. The CDP will be responsible for reporting directly into central government and will have an appointed SRO. The SRO should occupy one of the following roles:
- PCC
  - Local authority elected leader
  - Elected Mayor
  - Local authority chief executive
  - Director of relevant local authority department (e.g. public health, adults/children's social care, housing)
  - Regional probation director
  - Integrated Care Board (ICB) chief executive
  - Senior police officer
- 3.2 Locally we will need to agree whether we establish a Thames Valley, Berkshire East or Pan Berkshire CDP. Best value and economies of scale should be considered in making this decision.
- 3.3 Whilst the CDP will be responsible for overseeing delivery against the priorities of the drug strategy they will not be a decision making partnership. We will therefore need a local delivery partnership that can fulfil that role and report progress to the Berkshire East CDP.

### **4 Alternative Options Considered**

- 4.1 The Guidance for local delivery partners make it clear that an entirely new CDP needs to be established in local areas so there are no alternatives to consider.

### **5 Supporting Information**

- 5.1 The National Drug Strategy sets out a new approach to reducing the crime associated with drug misuse and improving people's lives and is a 10-year strategic approach
- 5.2 The financial costs of drug misuse are currently almost £20 billion a year. However, the human toll is larger, measured not in pounds lost but lives shattered.
- 5.3 The strategy has three strategic priorities which are detailed below showing the government departments involved in delivering the priorities:
- **Break drug supply chains** (Home Office and Ministry of Justice)
  - **Delivering a world-class treatment and recovery system** (Department of Health and Social Care, Ministry of Justice, Department for Levelling Up Housing and Communities and Department for Work & Pensions)
  - **Achieve a generational shift in demand for drugs** (Home Office, Department for Education, Department of Health and Social Care, Ministry of Justice, Department for Culture Media and Sport, Department for Levelling Up Housing and Communities)
- 5.4 The main points of the National Drug Strategy are below:

- **The continued allocation of funding to reduce drug related crime and re-offending drug related death and increased engagement in drug treatment service.** For Bracknell Forest this funding will be £144,526 in 2022/23, £147,347 in 2023/24 and £206,039 in 2024/25.
- The Substance Misuse Treatment and Recovery Grant local planning grids were submitted on 11<sup>th</sup> May 2022 (see annexe a) and were agreed by the Office for Health Improvement & Disparity (OHID). The Memorandum of Understanding has been signed by the Director of Resources and returned in order for funds to be released.
- **The development of Commissioning Quality Standards for drug and alcohol services.** It is difficult to predict the impact of this locally as we are unique in so much as our service are provided on an in-house basis rather than then being commissioned. It is anticipated that we will need to ensure that we provide a full range of services.
- **The development of a workforce strategy in order to ensure that the local workforce have the skills to provide a high-quality recovery service.** Locally we already commissioning a range of training for both the generic workforce to increase their knowledge and understand around substance misuse and more specialised training for the staff working within the drug and alcohol service.
- **Better integrated services.** People with substance misuse issues often have physical and mental health needs, are not employed and may be homeless. We need to work collectively to ensure that people do not fall through the gaps and whilst we do this locally, we need to ensure that we plan services in such a way to maximise the benefits to the individuals using the services. We also need to make sure that the ICS includes leadership on drugs and alcohol to ensure that there is integration in respect of physical and mental health care and substance misuse services.
- **Employment.** The government is planning to roll out the individual Placement and Support Scheme (IPS) across England by the end of 2024/25. As with some of the other initiatives detailed in the strategy it will be in the areas of highest need that this will initially be rolled out to so the expectation would be that in an area of low unemployment Bracknell Forest would be include in the later part of the rollout.
- **Improved access to accommodation.** The government are investing £53 million over the next three years to fund a menu of housing support, this will include funding housing support workers within treatment service. We will need to work closely with the Housing Team to ensure that this happens.
- **Communities of recovery.** There is an expectation that some of the additional investment being made will be used to make sure that peer-based support services and communities of recovery are linked to and embedded into drug treatment systems. Services will be expected to refer clients to mutual aid organisations. Locally we have Stepping Stones Recovery College and staff deliver sessions to the students in respect of substance misuse. Public Health provided pump priming funding for this service, but we will need to explore whether or not additional funding is required in the future to maintain this service.
- **Improving the criminal justice system response.** Reducing crime and re-offending is a fundamental part of the drug strategy. Additional funding will be put into the Ministry of Justice over the next three years. Mandatory and voluntary drug testing will be put in place in custodial settings as well as support for prisoners to engage with community treatment services prior to their release. There will be an increase in community sentences with a drug rehabilitation requirement. Locally we have recruited to a Police, Prison and Probation Liaison Worker who will work across the criminal justice system to ensure that offenders can access the support that they require. This post is funded via the additional SSMTR grant that we will receive for the next three years.

- **Young people’s treatment and support for families.** The government aims to increase the number of young people in treatment by 50% over the next three years. The number of young people referred to treatment in Bracknell Forest is at an all-time low and it is hoped that the Health Needs Assessment being undertaken by Public Health will include recommendations on how to increase the number of referrals. Specific training in respect of Families and Substance Misuse and Parental Substance Misuse and Adverse Childhood Experiences will be delivered throughout the year to support professionals to be in a position to identify issues, information and advice and make appropriate referrals.
- 5.5 The National Drug Strategy Guidance for Local Delivery Partners asks all local areas to establish a CDP and nominate an SRO. These SRO’s will be the key local point of contacts for central government.
- 5.6 The guidance sets out the timescales for establishing the CDP and nominating the SRO. It also sets out the timescales for the needs assessment and delivery plan to be completed and in place. CDP will also be responsible for developing and agreeing Terms of Reference and governance arrangements locally. Annexe b sets out the specific timescales that need to be met, including dependencies and risk levels, as well as information on the minimum membership requirements, the outcome framework, governance and terms of reference of the CDP.
- 5.7 Where the CDP spans more than one local authority area thought should be given as to how needs, provision and delivery are reviewed at a more local level i.e., a local delivery group, subgroups and task and finish groups.
- 5.8 The guidance says that as the partnership is to be accountable for delivery of the national outcomes in the locality that the membership must reflect the need for the key stakeholders to be at director level so that they are in a position to be able to make key decisions, allocate resources, drive change in operational practice and, hold each other to account

## 6 Consultation and Other Considerations

### Legal Advice

- 6.1 There are no specific legal implications arising from this report following the **Guidance for local delivery partners – From harm to hope: A 10-year drugs plan to cut crime and save lives.**

### Financial Advice

- 6.2 This is a new Grant and will spent in accordance with Grant conditions

### Other Consultation Responses

- 6.3 The Berkshire East Systems Management Group have discussed this report and associated documents and have confirmed that they would support the establishment of a Berkshire East Combating Drugs Partnership.

The Director of Public Health: Berkshire East has confirmed that he is willing to be the Senior Responsible Owner for the Berkshire East Combating Drugs Partnership.

All relevant stakeholders have been consulted and have agreed to the proposed geographical footprint and SRO.

### Equalities Impact Assessment

- 6.4 An equalities impact assessment is in place for substance misuse services. This will be revisited and revised as part of the needs assessment that will form part of the delivery plan for the Combating Drugs Partnership

### Strategic Risk Management Issues

- 6.5 Risks are identified within Annexe b

### Climate Change Implications

- 6.6 The recommendations in Section 2 above are expected to:

Reduce emissions of CO<sub>2</sub>/Increase emissions of CO<sub>2</sub>/Have no impact on emissions of CO<sub>2</sub>.

The reasons the Council believes that this will reduce emissions/have no impact on emissions are/to reduce the impact of this increase, the Council will

### Health & Wellbeing Considerations

- 6.7 The health and wellbeing of the people who use substance misuse are of paramount importance. Both physical and mental health concerns form part of the comprehensive assessment that is completed and any risks that are identified are used to develop and risk management plan. The risk management plan is reviewed regularly to reflect any changes.

The new National Drug Strategy seeks to improve the integration between physical and mental health services and substance misuse services.

### Contact for further information

Tony Dwyer: Assistant Director Mental Health and Out of Hours, People Directorate  
[tony.dwyer@bracknell-forest.gov.uk](mailto:tony.dwyer@bracknell-forest.gov.uk)

Heema Shukla: Deputy Director Public Health, Place, Planning & Regeneration  
[Heema.shukla@bracknell-forest.gov.uk](mailto:Heema.shukla@bracknell-forest.gov.uk)

Jillian Hunt, Head of Drug & Alcohol Services, People Directorate  
[Jillian.hunt@bracknell-forest.gov.uk](mailto:Jillian.hunt@bracknell-forest.gov.uk)

### Background Papers

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<sup>i</sup> [From harm to hope: a 10-year drugs plan to cut crime and save lives \(publishing.service.gov.uk\)](http://publishing.service.gov.uk)

<sup>ii</sup> [Drugs strategy guidance for local delivery partners - GOV.UK \(www.gov.uk\)](http://www.gov.uk)

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Office for Health  
Improvement  
& Disparities

<b>Grant scheme</b>	<b>Supplemental Substance Misuse Treatment and Recovery Grant</b>
<b>Local council [SELECT]</b>	<b>Bracknell Forest</b>
<b>Year identified as an Enhanced area</b>	<b>Year 3</b>
<b>Name (person completing the plan)</b>	<b>Jillian Hunt</b>
<b>Contact details - email</b>	<a href="mailto:jillian.hunt@bracknell-forest.gov.uk">jillian.hunt@bracknell-forest.gov.uk</a>
<b>Contact details - phone</b>	<b>01344 351653</b>
<b>DPH sign-off on behalf of the local partnership</b>	<b>Stuart Lines, DPH</b> 

All tables should be filled out and returned to [DrugTreatmentGrants@dhsc.gov.uk](mailto:DrugTreatmentGrants@dhsc.gov.uk) by 11 May. If you have questions about how you should fill out the tables, or concerns about being able to meet this date, in the first instance please raise these with your regional OHID team.

Once we have received your return we may contact you for clarifications, or to discuss your plans. In order to be able to conclude the allocation process as quickly as possible we would ask you to be prepared to respond as quickly as possible.

## Background

The Supplemental Substance Misuse Treatment and Recovery Grant should be used to address the aims of the treatment and recovery section of the drug strategy.

On a national basis the additional funding should deliver:

- 54,500 new high-quality treatment places, including: 21,000 new places for opiate and crack users; a treatment place for every offender with an addiction; 30,000 new treatment places for non-opiate users and alcohol users; a further 5,000 more young people in treatment
- 24,000 more people in long-term recovery from substance dependence
- 800 more medical, mental health and other professionals
- 950 additional drug and alcohol and criminal justice workers
- sufficient commissioning and co-ordinator capacity in every local council

In developing your plans you should be mindful of the condition of the Public Health Grant that:

[A local council must] have regard to the need to improve the take up of, and outcomes from, its drug and alcohol misuse treatment services, based on an assessment of local need and a plan which has been developed with local health and criminal justice partners.

### Treatment capacity guidance note

The guide numbers above are based on the national ambition set out in the drug strategy. The equivalent numbers for your area have been modelled based on the size of your drug and alcohol treatment system and the additional funding that has been awarded.

The significant modelled increases occur in financial years 2023-24 and 2024-25, reflecting your indicative funding trajectory and the suggested focus on improving the capacity and competencies of the workforce in 2022-23.

As the guide numbers are based on the levels of national unmet need, it is important that they are considered alongside your own assessment of need for each of the substance cohorts for adults as well as for young people.

1. You should use OHID's Commissioning Support Pack and other sources of local intelligence to understand your levels of unmet need. Local ambition to increase capacity should then be set accordingly.
2. **Complete all tables in the template.** If you have any questions please contact your regional OHID lead.
3. Cells are colour-coded as follows:

You need to select from this cell
You need to complete these cells
OHID will have pre-filled these cells – do not change
These are cells calculated in the sheet – do not change
These are information/row heading cells
These are information/column heading cells
Deliberately empty cell

4. Please ensure the sums are consistent within the spreadsheet (some figures will display red indicating they are not as expected)

5. Interventions outside the menu can be considered only if they:

- can be shown to deliver the outcomes expected of the grant
- are already developed/established interventions that can be delivered within 2022-25
- have evidence of their effectiveness and cost effectiveness

Please email DrugTreatmentGrants@dhsc.gov.uk as soon as possible if you plan to propose interventions not on the menu.

6. Capital

Under this grant, it is permissible for a capital asset to be created by the local council or service provider in the process of delivering the programme, but it is important that capital spending should not be the focus of the programme. Where you expect to spend on capital items this should be reflected in your detailed plans for 2022-23 and you should be clear how capital assets will allow your system to deliver the aims of the

Please note, any capital asset created will have to be sanctioned by OHID and will subsequently be logged via the Statement of Grant Usage (SOGU), and local council should take steps to protect the asset for future use for the taxpayer, for example in the event of any service or contractual change.

**NB There are more detailed guidance notes alongside each table in the rest of this workbook - please read them carefully before completing the table.**

### Indicative 3 year planned investment

[Link back to notes and guidance](#)

Please enter your projected expenditure for 2021-22 and the planned expenditure for the following three years against the categories below

Source	Baseline		Year 1	Year 2	Year 3
	2020-21 (actual)	2021-22 (projected)	2022-23	2023-24	2024-25
Adult substance misuse spend categories <sup>1</sup>	£ 700,000	£730,000	£746,000	£746,000	£746,000
Specialist drug and alcohol misuse services for children and young people <sup>2</sup>	£ 37,000	38,000	39,000	39,000	39,000
Additional local investment that contributes substantially to substance misuse treatment and recovery outcomes <sup>3</sup>	89,850	89,850	89,850	89,850	89,850
Supplemental substance misuse treatment and recovery grant			144,526	147,347	206,039
Inpatient detoxification grant			13,809	13,809	13,809
<b>Total</b>		£ 857,850	£ 1,033,185	£ 1,036,006	£ 1,094,698

<sup>1</sup> Outturn return to DLUHC. Sum of: treatment for drug misuse in adults, treatment for alcohol misuse in adults,

<sup>2</sup> Outturn return to DLUHC for specialist drug and alcohol misuse services for children and young people

Source: <https://www.gov.uk/government/collections/local-authority-revenue-expenditure-and-financing>

<sup>3</sup> For example from the police and crime commissioner, CCG, or local council's children's services, National Lottery or other charitable funding

As set out in the drug strategy and the Public Health Grant (PHG) agreement letter, eligibility for this additional grant funding will be dependent on maintaining existing local council (2020/21) investment in drug and alcohol treatment.

Please fill out the planned investment from the PHG (or Business Rate Retention scheme) for both adults and young people.

If your local council anticipates difficulties in meeting these conditions of additional funding, we recommend an early conversation with your regional Office for Health Improvement and Disparities (OHID) team.

Please provide any detail you think is helpful about additional local investment:

£89,850 is the cost of the two Family Safeguarding Model Adult Substance Misuse Workers who are based within Children's Social Care. The posts are funded from additional resources within the local authority, not from the Public Health Grant.

**National target to increase the number of treatment places by 54,500 a 20% increase**

[Link back to notes and guidance](#)

Please enter the planned numbers in treatment for each of the next three years for adults (by the three substance groups) and for young people

Capacity	Baseline 2021-22	Year 1 2022-23	Year 2 2023-24	Year 3 2024-25
All adults "in structured treatment"	405	26	32	38
Opiates	103	6	8	10
Non opiates (combined non-opiate only and non-opiates and alcohol)	167	11	13	14
Alcohol	135	9	11	14
Young people "in treatment"	15	2	3	5

There is a national target to increase the number of treatment places by 54,500 by the end of FY 2024-25. Local councils should agree with their provider/s a three-year trajectory that contributes towards the national ambition. In developing your trajectories, you should draw on your most recent Commissioning Support Pack published on ndtms.net to understand the levels of unmet need in your population for drug and alcohol treatment.

When planning it is important to keep in mind that, when the grant rises, as well as expanding treatment capacity, there is an expectation that the grant will be invested in improving quality – including by reducing caseloads and increasing the professional staff mix. This is reflected in the menu of interventions.

Baseline 2021-22	Year 1 2022-23	Year 2 2023-24	Year 3 2024-25
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**Partnership plan to reduce drug and alcohol deaths**

[Link back to notes and guidance](#)

National	2016	%	2017	%	2018	%	2019	%	2020	%
Drug related deaths	2,386	100%	2,310	100%	2,670	100%	2,685	100%	2,830	100%
Alcohol specific deaths	1,671	100%	1,758	100%	1,685	100%	1,710	100%	2,074	100%
<b>Deaths in treatment</b>	<b>2016-17</b>	<b>%</b>	<b>2017-18</b>	<b>%</b>	<b>2018-19</b>	<b>%</b>	<b>2019-20</b>	<b>%</b>	<b>2020-21</b>	<b>%</b>
Death in treatment - opiate users	1,741	100%	1,712	100%	1,897	100%	2,010	100%	2,418	100%
Death in treatment - non-opiate users	172	100%	174	100%	193	100%	178	100%	244	100%
Death in treatment - alcohol only	767	100%	774	100%	799	100%	741	100%	1064	100%
<b>Bracknell Forest number of deaths</b>	<b>2016</b>	<b>%</b>	<b>2017</b>	<b>%</b>	<b>2018</b>	<b>%</b>	<b>2019</b>	<b>%</b>	<b>2020</b>	<b>%</b>
Drug specific deaths	2	0%	6	0%	0	0%	0	0%	5	0%
Alcohol specific deaths	0	0%	0	0%	0	0%	0	0%	0	0%
<b>Deaths in treatment*</b>	<b>2016-17</b>	<b>%</b>	<b>2017-18</b>	<b>%</b>	<b>2018-19</b>	<b>%</b>	<b>2019-20</b>	<b>%</b>	<b>2020-21</b>	<b>%</b>
Death in treatment - opiate users	0	0%	0	0%	0	0%	0	0%	0	0%
Death in treatment - non-opiate users	0	0%	0	0%	0	0%	0	0%	0	0%
Death in treatment - alcohol only	0	0%	0	0%	0	0%	0	0%	0	0%

\*If value of 0 returned for death in treatment, this may be due to numbers being suppressed for your area.

Provide narrative on outline 3-year plans to reduce drug and alcohol related deaths, focusing on:

- system wide approaches to reduce deaths
- in and out of treatment populations
- overdose and drug/alcohol related all-cause mortality
- how risk is identified and reported
- how deaths and non-fatal overdoses are reviewed
- what resources and interventions will be deployed.

**Alcohol related deaths:**

We will work with the local Public Health Team to raise awareness of the risk associated with excessive alcohol consumption and train generic staff to be a position to identify issues and sign post to services.

We will work in partnership with Berkshire colleagues to:

- Collect and collate drug-and alcohol related mortality data
- Monitor and examine patterns and trends, e.g. geographic, demographic, substances implicated in death
- Use data as an indicator to estimate the prevalence of substance-related problems and assess the risks associated with substance abuse
- Inform and facilitate discussion on the prevention of drug or alcohol related deaths, whether accidental or intentional
- Provide data for local commissioning planning

**Drug related deaths:**

We will continue to commission, and expand, pharmacies to provide Take Home Naloxone to people accessing the needle exchange service to make sure that people who are not engaging in treatment have the means to prevent overdose.

We will work in partnership with Berkshire colleagues to:

- Collect and collate drug-and alcohol related mortality data
- Identify substances implicated in drug-related deaths – including new drugs and new combinations
- Monitor and examine patterns and trends, e.g. geographic, demographic, substances implicated in death
- Act as an early warning system for new trends in mortality and drug misuse
- Use data as an indicator to estimate the prevalence of substance-related problems and assess the risks associated with substance abuse
- Inform and facilitate discussion on the prevention of drug or alcohol related deaths, whether accidental or intentional
- Provide data for local commissioning planning

There is a national ambition to prevent nearly 1,000 deaths in the next 3 years, reversing the upward trend in drug deaths for the first time in a decade. Local council and their partners should set out how the grant funding they receive will reduce drug deaths locally, both in and out of treatment.

Local councils should also work to reduce alcohol deaths. In 2020-21, there was a 20% increase in alcohol specific deaths in England, and a 44% increase in deaths (all causes) in people in treatment for alcohol-only compared to 2018-19.

This should be set out in a narrative form, describing system wide approaches to reduce deaths (including among those in the treatment and recovery system), how risk is identified and reported, how deaths and non-fatal overdoses are reviewed, and what resources will be deployed.

Treatment workforce expansion planning

[Link back to notes and guidance](#)

Workforce category	Notes	Baseline 2021-22: Number of full time equivalent posts to nearest 0.25FTE, excluding those funded by 2021-22 universal drug treatment grant	Year 1 2022-23 planned recruitment: Number of full time equivalent posts to nearest 0.25FTE - this should include ongoing posts originally funded by 2021-22 universal drug treatment grant
Social workers	Social workers registered to practice on the Social Work England register <a href="https://www.socialworkengland.org.uk/umbraco/surface/searchregister/results">https://www.socialworkengland.org.uk/umbraco/surface/searchregister/results</a>	0	0
Pharmacists	Pharmacists registered to practice on the General Pharmaceutical Council (GPC) register <a href="https://www.pharmacyregulation.org/register/pharmacist">https://www.pharmacyregulation.org/register/pharmacist</a>	0	0
Nurses	Nurses registered to practice on the Nursing and Midwifery Council register <a href="https://www.nmc.org.uk/registration/search-the-register/">https://www.nmc.org.uk/registration/search-the-register/</a>	0.25	0.25
Addiction psychiatrists	Doctors registered on the General Medical Council (GMC) specialist register to practice 'substance misuse psychiatry' <a href="https://www.gmc-uk.org/registration-and-licensing/the-medical-register">https://www.gmc-uk.org/registration-and-licensing/the-medical-register</a>	0	0
Other doctors	Doctors registered on the GMC register to practice <a href="https://www.gmc-uk.org/registration-and-licensing/the-medical-register">https://www.gmc-uk.org/registration-and-licensing/the-medical-register</a>	0.75	0
Consultant psychologists	Consultant psychologists registered on the Health and Care Professions Council (HCPC) register <a href="https://www.hcpc-uk.org/check-the-register/">https://www.hcpc-uk.org/check-the-register/</a>	0	0
Practitioner psychologists	Practitioner psychologists registered on the HCPC register <a href="https://www.hcpc-uk.org/check-the-register/">https://www.hcpc-uk.org/check-the-register/</a>	0	0
Assistant psychologists	Assistant psychologists should only be employed where there is a qualified HCPC-registered psychologist to supervise them.	0	0
Drug and alcohol workers	A paid employee of a local council-commissioned drug and/or alcohol treatment provider who does in-person and digital clinical work, and usually holds a caseload of people in structured treatment including keywork, harm reduction, outreach and psychosocial interventions, with individuals who have, or have had, drug and/or alcohol problems. This includes specialist roles targeting specific need, populations or working in specific settings including: women; the BAME community; LGBT community; mental or physical comorbidities; people involved with the criminal justice system; families; housing and employment support; and GP shared care. Also counted here should be outreach workers who may not carry a caseload or work with people currently in structured treatment but do provide harm reduction and other interventions to people who could, and arguably should, be in treatment.	12	2
Criminal justice drug and alcohol workers (subset of total)	A 'drug and alcohol worker' (see previous definition) who works with individuals involved in the criminal justice system in order to facilitate their engagement and retention in treatment, including supporting individuals through a range of criminal justice pathways including out of court disposals, court mandated community sentence treatment requirements and during/after custody/imprisonment.	1	1
Young peoples' drug and alcohol workers (subset of total)	A paid employee of a local council-commissioned young peoples' specialist substance misuse service who does face-to-face and digital clinical work, including keywork, harm reduction, outreach and psychosocial interventions, with young people who have, or have had, drug and/or alcohol problems or are at risk of developing problems.	0.5	
Other drug and alcohol workers (subset of total)	Definition as in drug and alcohol worker row above, but excluding young peoples' drug and alcohol workers and criminal justice drug and alcohol workers	10.5	1
Service managers	Drug and alcohol treatment service managers, who do not carry a clinical caseload. Team leaders who do carry a clinical caseload should be included in the row relevant to their training/role, e.g. drug and alcohol worker, nurse.	0	1
Local council commissioners/coordinators/analysts	Local council-employed adult and young peoples' drug and alcohol treatment commissioners, coordinators and analysts, leading on or supporting any of, but not limited to, the following: commissioning; needs assessments; performance management; partnership coordination; drug and alcohol related death investigations; supporting collaboration, information sharing and joint working arrangements; regional or sub-regional commissioning.	1	0.5

The drug strategy includes an ambition to increase the capacity and quality of the drug and alcohol treatment workforce over the next three years. This includes recruiting:

- 800 more medical, mental health and other professionals
- 950 additional drug and alcohol and criminal justice workers
- adequate commissioning and co-ordinator capacity in every local council

Dame Carol Black's review and clinical guidelines recommend treatment systems have multidisciplinary teams, made up of nurses, doctors, addiction psychiatrists, psychologists, pharmacists, and social workers. Your plans should include proposals to ensure treatment systems have all these professions available to them, or initial steps to work towards that if your local council is in a later tranche of increased funding.

Included below is an outline of the national workforce expansion modelling, which informed the calculations for the additional treatment investment across the next three years. It is included here to aid your planning in relation to the relative numbers staff from different groups. The modelling uses the workforce baseline taken from the results of workforce survey undertaken by Dame Carol Black's independent review of drugs in 2020.

Please only include staff in this return who are commissioned to deliver (or in the case of local council commissioners/coordinators to oversee) drug and alcohol treatment and recovery services by the local council.

Please enter full time equivalent numbers (FTE), to the nearest 0.25, as opposed to the number of people employed.

We are aware that the 'doctor' category in this template does not represent the range of skills and experience of doctors who aren't addiction psychiatrists. For this process, we have not split out GPs, physicians, training grades and others. A workforce benchmarking exercise to follow will capture this level of detail, to inform the workforce strategy and future local planning.

Consideration should also be given to how you will support workforce development in inpatient units and residential detoxification. Ensuring contract prices allow for this and regional collaboration or coordination may be part of the solution. OHID, in partnership with HEE, will undertake further work in this area.

Please categorise staff according to the role they are employed to deliver. For example, where someone who is a qualified social worker is currently employed as a drug and alcohol worker, they should be categorised as a drug and alcohol worker.

**Number of adults with substance misuse treatment need who successfully engage in community-based structured treatment following release from prison/secure estate**

[Link back to notes and guidance](#)

Please enter as a percentage the planned continuity of care performance for each of the next three years

	Baseline 2021-22	Year 1 2022-23	Year 2 2023-24	Year 3 2024-25
National	37%		75%	
Local planning (%)	73%	73%	75%	75%

The drug strategy sets out a national ambition that by the end of 2024-25 there should be 'a treatment place for every offender with an addiction'.

Local councils should engage with their partners, including police, probation and prison health providers, to optimise access to treatment for individuals referred from custody suites, courts and prisons and ensure that there is a shared understanding of how improved health and reoffending outcomes can be delivered for this cohort.

Using data from the Public Health Outcomes Framework C20 indicator, this table shows continuity of care figures for adult offenders who have a continuing treatment need on discharge from prison and who are successfully engaged into local community treatment services. As you are aware, the continuity of care between prison discharge and engagement in treatment is a fundamental part of reducing reoffending and recidivism. Therefore, we have a national ambition to ensure 3 in 4 prison leavers with a substance misuse issue are engaging in treatment 3 weeks after release by the end of 2023. We have worked with the Ministry of Justice to identify this as a stretching goal to reach that will truly shift the dial. To that end, we need

**Proportion of all adults in treatment who start residential rehabilitation (National ambition to achieve 2%, see notes)**

[Link back to notes and guidance](#)

Please enter the total number of people planned to attend residential rehab for the next three years

	Baseline 2018-21 average	Proportion of adults in resi rehab as a proportion of all adults in treatment	Year 1 2022-23	Year 2 2023-24	Year 3 2024-25
National	3805	1.4%			
Local planning	8	1.8%	9	9	9

As set out in the drug strategy we are implementing mechanisms to help ensure that there is adequate provision of residential rehabilitation in all areas of the country.

You should consider local need, and how to use the grant to increase access to residential rehabilitation over the course of the grant period.

This planning table is populated with the proportion of your drug and alcohol treatment population that started a residential rehabilitation placement averaged over the 3 years 2018 to 2021, benchmarked against a national ambition of 2%, and the number of placements needed to achieve 2%.

If you do not already meet or exceed this ambition there is an expectation that you develop plans to do so, and discuss with your regional OHID team if appropriate.

**Outline 3-year plan**  
[Link back to notes and guidance](#)

Main area of development	Cohort	Outline plan for 2022-23	Outline plan for 2023-24	Outline plan for 2024-25
Increased treatment and harm reduction capacity, including inpatient detoxification and residential rehabilitation	Young people (under 18)	1. We will work to improve communication and pathways from and to other young people's services; 2. We will review and expand on evidence-based approaches (harm reduction) as required;	1. We will increase the numbers in treatment via the implementation of new pathways and better communication between organisations; 2. We will review the appropriateness of referrals. 3. To consider the recommendations arising from the Health and Wellbeing needs assessment in respect of future planning.	1. We will monitor the effectiveness of the new pathways and communication in respect of the increase in new referrals to the service.
	Adults	1. We will work with the South Central Coast Consortium to review needs and availability across the area to review our pathways into, and out of, our commissioned tier four provision to understand any barriers to access and establish levels of unmet need amongst our treatment population 2. We will sustain the increased capacity in our criminal justice team in respect of the funding provided in 2021/22.	1. We will work the South Central Coast Consortium to implement the findings of the review which may require us to build our capacity to introduce more specialist residential rehabilitation provision; 2. reviewing impact of criminal justice team and make recommendations to continue or change.3. To consider the recommendations arising from the Health and Wellbeing needs assessment in respect of future planning.	1. We will analysing data to identify best practices for admittance, referrals, preparation, matching individuals to facilities and completions / discharges; 2. We will consider any recommendations from the criminal justice review and develop an improvement plan if required.
Enhanced treatment quality	Young people (under 18)	1. We will ensure that all staff are competent to deliver a range of evidence based children and young people's interventions; 2. ensuring that there is sufficient time for quality interventions to be undertaken; 3. identifying how to successfully engage individuals in identified cohorts (e.g. girls and young women, those involved in Youth Justice Provision and exploitation, previous and currently looked after children, those with both diagnosed and undiagnosed disabilities including neurodiversity etc.	1. We will develop a plan identifying the professionals needed from a range of disciplines to enhance quality interventions with individuals; 2) build on ACEs training to implement a trauma-informed treatment service.3. To consider the recommendations arising from the Health and Wellbeing needs assessment in respect of future planning.	1. Ensuring that staff continue to receive training relevant to their role to enhance their ability to deliver high quality interventions. 2. review trauma-informed approach for effectiveness.
	Adults	1. We will regularly review caseload sizes and mix to ensure that they are balanced across the workforce. 2. We will identify a small cohort of clients to pilot the use of Buidval 3. We will continue to support the Family Safeguarding Model and provide supervision for the substance misuse adult workers based within Children's Social Care. 4. We will continue to commission and provide training for staff which will include ACE's.	1. We will continue to review caseload size and mix to inform further planning; 2. maintaining regular clinical supervision for all frontline staff; 3. amending or expanding Buidval provision based on review; 3 building on ACEs training to implement a trauma-informed treatment service. 3. To consider the recommendations arising from the Health and Wellbeing needs assessment in respect of future planning.	1. We will develop a range of quality measures in respect of us implementing enhanced treatment approaches 2. reviewing trauma-informed approach for effectiveness.
Expanding and developing the workforce	Young people (under 18)	1. offering accredited professional development to non-clinical treatment workforce. 2. We will participate in the Recruitment and Retention Review in respect of Adult Social Care. 3. We will continue to provide relevant training to partner agencies and departments in the local authority to improve skills, knowledge and understanding in respect of substance misuse.	1. We will work with the Local Authorities Principal Social Worker for Children and Young People and offer placements to individuals completing their Social Work apprenticeship's or degrees	1. Consider whether a specific drugs and alcohol apprenticeship could be developed locally.
	Adults	1. offering accredited professional development to non-clinical treatment workforce. 2. We will participate in the Recruitment and Retention Review in respect of Adult Social Care. 3. We will continue to provide relevant training to partner agencies and departments in the local authority to improve skills, knowledge and understanding in respect of substance misuse.	1. We will work with the Local Authorities Principal Social Worker for Adults and offer placements to individuals completing their Social Work apprenticeship's or degrees	1. Consider whether a specific drugs and alcohol apprenticeship could be developed locally.
Reducing drug related deaths and improving access to mental and physical health care	Young people (under 18)	1. We will engage with any reviews in respect of local children and young people's serious case reviews where drugs and alcohol featured. 2. We will continue to provide training for substance misuse workers, Early Help and CSC staff to enable them to develop a therapeutic approach to children affected by parental substance misuse. 3. We will review the findings of the Health and Wellbeing Needs Assessment in respect of young people with a view to developing a plan in year two.	1) We will producing a detailed full proposal identifying local themes, places and events to target in order to reduce harms to children and young people as per the recommendations from the Health and Wellbeing Needs Assessment	1. We will continue to ensure that harm reduction information, advice and support is available to young people.
	Adults	1. conducting a deep dive into DRD and ARD; 2. developing a Berkshire wide partnership approach to reduce alcohol and drug-related deaths and a Berkshire wide Drug alert system; 3. implement Drug alert plans within year 4. Develop clear pathways between substance misuse service and primary and secondary care	1. Fully implement the ARD/DRD process that has been agreed and ensure that any ARD's and DRD's are reviewed in a timely way and ensure that any learning from reviews is shared with all relevant partners. 2. Review the effectiveness of the pathways between substance misuse services, primary and secondary care, identify any barriers and develop an improvement plan.3. To consider the recommendations arising from the Health and Wellbeing needs assessment in respect of future planning.	1. Review the effectiveness of the pan Berkshire ARD/DRD processes and membership of the partnership to identify good practice and share accordingly. 2. Identify any barriers in terms of information sharing, membership of the partnership and develop an improvement plan. 3. Continue to monitor the effectiveness of the health liaison post and identify and share success stories in terms of individuals who have seen improvements in terms of their physical and mental health.
Recovery orientated system of care, including peer-based recovery support services	Adults	1. Supporting the existing local recovery college in identify strengths and gaps and identifying potential funding streams and joint working opportunities to further enhance the service.2.To regularly review that there is active engagement across the breadth of local lived experience individuals and organisations.3.To ensure that the pathways to peer support and recovery services are clear and well publicised.	1. Supporting the existing local recovery college in identify strengths and gaps and identifying potential funding streams and joint working opportunities to further enhance the service.2.To regularly review that there is active engagement across the breadth of local lived experience individuals and organisations.3.To ensure that the pathways to peer support and recovery services are clear and well publicised.	1. Supporting the existing local recovery college in identify strengths and gaps and identifying potential funding streams and joint working opportunities to further enhance the service.2.To regularly review that there is active engagement across the breadth of local lived experience individuals and organisations.3.To ensure that the pathways to peer support and recovery services are clear and well publicised.

You are expected to complete a brief outline 3-year plan, taking account of the menu of interventions, which will form the basis of your detailed plan for 2022-23 (it may be helpful to complete that first).

Your plans will need to show how drug and alcohol treatment services and other services and interventions are aligned and integrated to respond to multiple and complex needs.

It will be possible to modify this outline plan in the future but it is important that your first-year plans form part of a longer-term vision.



**Menu of interventions**

[Link to Detailed plan 2022-23](#)

Interventions which are shaded in the table were also in the menu of interventions for the additional funding in 2021-22.	
Area	Intervention
<b>1. System coordination and commissioning</b>	Increased drug and alcohol treatment commissioning capacity, covering adult and/or young peoples' services.
	Local partnership coordination and planning capacity to support partnership wide comprehensive assessment of need, strategic planning, and the implementation of partnership plans.
	Capacity to support enhanced local system-wide drug and alcohol related death and non-fatal overdose investigations.
	Capacity to support collaboration, information sharing and joint working arrangements between drug and alcohol treatment and other key local agencies, to better understand and meet the needs of vulnerable/priority groups.
	Increased commissioning capacity to support regional or sub-regional commissioning, including for residential rehabilitation and inpatient detoxification.
<b>2. Enhanced harm reduction provision</b>	Enhanced needle and syringe programmes (including more use of low dead space syringes), covering specialist as well as pharmacy-based provision.
	Enhanced naloxone provision, including through peer networks and the police.
	Enhanced outreach and engagement, (including outreach for people with disabilities and new parents) including targeted street outreach for: <ul style="list-style-type: none"> <li>• people experiencing rough sleeping and homelessness (aligned with and complementing rough sleeping grant initiatives where relevant)</li> <li>• targeted vulnerable/priority groups including sex workers</li> <li>• crack, heroin users and alcohol users who are not in contact with treatment</li> <li>• young people not accessing services.</li> </ul>
<b>3. Increased treatment capacity</b>	Additional treatment places for opiate and crack users.
	Additional treatment places for people dependent on alcohol.
	Additional young people's treatment places.
	Additional treatment places for non-opiate drug users.
	Targeted services/provision for parents in need of treatment and support for children of drug and alcohol dependent parents and families.
	Targeted treatment for priority or vulnerable groups, including underserved ethnic groups, women/girls, LGBTQ communities, and people engaged in chemsex.
<b>4. Increased integration and improved care pathways between the criminal justice settings, and drug treatment</b>	Treatment capacity to respond to increased diversionary activity, including through out of court disposal, liaison and diversion and drug testing on arrest and workforce capacity for psycho-educational diversionary interventions for low level drug offences for adults and young people.
	Increased/piloted provision of novel long-acting opioid substitution treatments.
<b>5. Enhancing treatment quality</b>	Enhanced treatment service capacity to undertake police and court custody assessments to improve pathways into treatment.
	Improved collaboration and joint working arrangements with police, Liaison and Diversion schemes, courts, probation, and secure settings to: <ul style="list-style-type: none"> <li>• increase the number of community service treatment requirements particularly DPM/ATRs and support improved compliance with court mandated orders</li> <li>• increase the engagement and retention in community treatment of individuals referred from prison.</li> </ul>
<b>6. Residential rehabilitation and inpatient detoxification</b>	Key working/case management quality improvement, including reducing caseload sizes, implementing caseload segmentation approaches, increased clinical supervision and training and development.
	Psychosocial intervention quality improvements, including reducing caseload sizes, implementation of evidence-based programmes, increased/enhanced clinical supervision and training and development.
	Pharmacological intervention quality improvement, including increasing the range of interventions and enhancement of clinical capacity, capability, and expertise.
<b>7. Better and more integrated responses to physical and mental health issues</b>	Increased residential rehabilitation placements, to ensure the option is available to everyone who would benefit. (Locally agreed targets should be set against the national benchmark/ambition, as in the planning table) Consideration should be given how to support service expansion and improvement through available capital funds, and through regional or sub-regional commissioning partnerships with other local councils.
	Increased number of inpatient detoxification placements to meet increasing demand following community treatment expansion, and in addition to the provision commissioned through the dedicated in-patient detoxification grant and multi-area commissioning consortia.
	Expanded capacity and enhanced capability to deliver comprehensive physical and mental health screening and assessment.
	Increased capacity for screening for liver fibrosis and establishing pathways with hepatology.
	Pathway development, including outreach/in-reach, to respond to co-morbidities or complex needs, including co-occurring mental ill health, respiratory health conditions, liver diseases.
<b>8. Enhanced recovery support</b>	Introduce or extend the enhancement of hospital Alcohol Care Teams to also cover drug misuse.
	Enhanced partnership approaches with physical and mental health services, including the co-location of services and interventions.
	Enhanced psychosocial interventions so they effectively assess, manage, and make supported referrals for common mental health problems, including anxiety, depression, and trauma.
	Development and expansion of a recovery community and peer support network, including in treatment, to sustain long-term recovery, increase the visibility of recovery and support social integration. This could include: <ul style="list-style-type: none"> <li>• peer-based recovery support services</li> <li>• recovery community centres</li> <li>• recovery support services in educational settings</li> <li>• facilitating access to mutual aid</li> <li>• recovery housing</li> <li>• long-term recovery management such as recovery check-ups</li> </ul>
<b>9. Other interventions which meet the aims and targets set in the drug strategy</b>	Enhanced partnership with collaboration with employment and housing service to improve pathways and integrated system of care.
	Interventions outside the menu of interventions can be considered if they meet the conditions listed in the notes and guidance page. Please email DrugTreatmentGrants@dhsc.gov.uk as soon as possible if you plan to propose interventions not on the menu.
<b>10. Expanding the competency and size of the workforce</b>	Recruitment, retention and training initiatives, including: <ul style="list-style-type: none"> <li>• Incentives for staff and employers</li> <li>• Improved recruitment and retention, including international recruitment</li> <li>• Competitive pay and benefits packages</li> <li>• Training, education, and continuous professional development including training and support for line managers</li> <li>• Health and wellbeing support including initiatives to reduce work-related stress.</li> </ul>
	Capacity in services to support training places for registered professionals, including psychiatrists, psychologists, nurses, and social workers.
	Training and development programmes for peer workers and volunteers.
	Increased number of drug and alcohol workers.
	Increased number of criminal justice drug and alcohol workers.
	Increased number of addiction psychiatrists.
	Increased number of doctors.
	Increased number of: <ul style="list-style-type: none"> <li>• consultant psychologists</li> <li>• practitioner psychologists</li> <li>• assistant psychologists.</li> </ul>
	Increased number of nurses.
	Increased number of pharmacists.
Increased number of social workers.	
Increased number of service managers	
Increased number of commissioners, coordinators and analysts	

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In December 2021 the government published a 10-year drugs strategy, 'From Harm to Hope', backed by record levels of funding of over £3 billion from 2022 - 25. It provides the foundations for work at both a local and national level to deliver the following strategic priorities:

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#### Break drug supply

- **Why** - Drug supply chains are violent and exploitative, degrading neighbourhoods across the country and internationally
- **How** - We will continue to roll up county lines and strengthen our response across the drug supply chain, making the UK a significantly harder pace for organised crime groups to operate
- **Who** - Home Office and MoJ, working with international and intelligence partners, NCA, Border Force, police courts, prisons and probation
- **What** - within 3 years close 2,000 more county lines, disrupt 6,400 OCG activities and deny more criminal assets

#### Deliver a world class treatment and recovery system

- **Why** - Drug addiction harms individuals and society: deaths have risen to record levels and almost half of acquisitive crime is linked to addiction
- **How** - We will invest a further £780million to rebuild drug treatment and recovery services including for young people and offenders, with new commissioning standards to drive transparency and consistency
- **Who** - DHSC, DLUHC, DWP and MOJ working with NHSE, local providers and people with lived experience
- **What** - Within three years: prevent nearly 1,000 deaths, deliver 54,500 high-quality treatment places and prevent a quarter of a million crimes

#### Achieve a shift in the demand for recreational drugs

- **Why** - Use of recreational drugs has grown over a decade, particularly among young people, risking individual harm and fuelling dangerous markets
- **How** - We will strengthen the evidence of how best to deter the use of recreational drugs, ensuring that adults change their behaviour or face tough consequences, and with universal and targeted activity to prevent young people from starting to take drugs
- **Who** - DfE, Home Office and MOJ working with local authorities, police, education providers, secure facilities and youth services
- **What** - Reduce overall drug use to a new historic low over the next decade.

Number	Action	By when	Lead	Dependencies	Risk	Outcome
1	Agree who will be the local Senior Responsible Owner (SRO)	By 1st August 2022	Berkshire East/West DPH and local Consultants	Will need to agree the geographical footprint of the Combating drug partnership prior to agreeing SRO.	Cannot be agreed until geographical footprint has been agreed and the Combating Drugs Partnership has been formed. The tight timescales mean that this must be a priority action.	All relevant partners have agreed
1.1				Agreement with other LA's on who this will be.	Once the geographical area has been agreed it may be difficult to agree the SRO due to the make up of the LA's. The tight timescales mean that this must be a priority action.	The geographical footprint has been agreed and the SRO has been nominated. DPH Berkshire East will take on this role.
2	Form Combating Drugs Partnership: bring together different individuals and organisations who represent and deliver the drugs strategy goals, and co-ordinate activity to reduce drug related harms	By 1st August 2022		Identify individuals in organisations and invite them to join the partnership	Can not be completed until geographical footprint has been agreed. The tight timescales mean that this must be a priority action.	Geographical footprint has been agreed.
2.1					May not be possible to invite people due to lack of resource within lead organisations if they are required to join multiple partnerships	Whilst the geographical footprint has been agreed and the SRO nominated we still need to invite stakeholders to join the partnership.
3	Confirm the footprint for you partnerships: every upper tier LA should be covered and where local areas can work together to create a shared arrangement across a wider footprint, such as a combined authority, they should	By 1st August 2022		Agreement with other LA's and lead organisations on the geographical footprint of the Combating Drugs Partnership.	Lack of agreement at a senior level in respect of the geographical footprint of the partnership. The tight timescales mean that this must be a priority action	All stakeholders have agreed
4	Agree the terms of reference for your local partnerships and your governance structure	By 30th September 2022		See tab for suggested terms of reference	Low - will not be able to agree terms of reference until geographical footprint and SRO are agreed	Draft terms of reference developed. Will be agreed at the first partnership meeting.
5	Conduct a joint needs assessment, reviewing local drug data and evidence	By 30th November 2022		Agreement with other LA's and lead organisations on the geographical footprint of the Combating Drugs Partnership and SRO.	Low - will not be able to agree the scope of the needs assessment until the geographical footprint of the partnership and SRO are agreed. However the timescales for this are not as short we should be able to meet this requirement	Joint Strategic Needs assessment has been complete and the local Health and Wellbeing Needs assessment is underway. These documents will inform the development of a local drugs strategy
5.1				Agreement with other LA's and lead organisations on the geographical footprint of the Combating Drugs Partnership and SRO. Identify capacity to complete the needs assessment	Low - existing capacity may not be sufficient to complete the needs assessment and additional resources may need to be identified. This may mean the recruitment to a temporary post. The ability to do this within the current financial envelop will depend on the identification of the geographical footprint of the partnership. However the timescales for this are not as short we should be able to meet this requirement	
5.2		By 30th November 2023 »				Annual review of needs assessment
6	Agree a local drugs strategy delivery plan, including developing data recording and sharing	By 31st December 2022		Completion of the needs assessment	Low - all partners will need to fully engage with the development of the relevant documents and plans.	Local drug strategy agreed
6.1		By 31st December 2022		Agreement within the Combating Drugs Partnership in respect of what data will be recorded and how it will be shared	Low - all partners will need to fully engage with the development of the process of data recording and sharing.	Data recording and sharing protocol agreed
		By 31st December 2022		DPIA completed	Low - will be completed as part of developing the data recording and sharing protocol	
		By 31st December 2023 »				Review of local drug strategy
7	Ensure that partners agree a local performance framework to monitor the implementation and impact of local plans	31st December 2022		Combating drug partnership will need to develop a local performance framework	Low - all partners will need to fully engage in the development of the framework	Performance framework agreed
7.1		31st December 2022				Monitoring timetable agreed
8	Regularly review progress, reflecting on local delivery of the strategy and current issues and priorities	First progress report due 31st April 2023 and every 12 months thereafter		Local performance framework will need to have been developed and agreed by the partnership.	Low - data will be collected on a monthly basis to inform the progress report	Format of progress report agreed
8.1		31st April 2023				Annual performance report submitted
8.2		31st April 2024 »				Annual performance report submitted

When agreeing the membership of the partnership, organisations should ensure that there is appropriate representation from a range of perspectives. As the partnership will be accountable for the delivery of the outcomes in the locality, the SRO must be confident that the memberships provides representation from key stakeholders, with individuals who are able to make decisions and hold each other to account.

It is suggested in the guidance that the SRO should occupy one of the following roles:

- \*PCC
- \*Local authority elected leader
- \*Elected Mayor
- \*Local authority chief executive
- \*Director of relevant local authority department (e.g. public health, adults/children's social care, housing)
- \*Regional probation director
- Integrated Care Board (ICB) chief executive
- \*Senior police officer

It is recommended that [partnerships regularly review their own functions and modify their structures and approaches accordingly.

The figure below shows the minimum key organisations and individuals that should be represented in a Combating Drugs Partnership in England:



The local drug strategy SRO should be the key local 'system integrator' responsible for ensuring the right local partners come together, building strong collective engagement and designing a shared local plan to deliver against the National Combating Drugs Outcomes Framework. The SRO will need to be someone who can hold key partners to account, offering constructive challenge and support to unblock issues and drive system improvements.

The SRO and their teams will be responsible for:

Oversee the completion of progress reports

Encouraging full involvement of local leaders and putting in place the governance structure and culture to drive joint, system wide decision making

Overseeing development and delivery of a shared local plan with a whole-system approach addressing the three strategic priorities set out in the drug strategy

Unblocking issues across the system

Reporting on the partnership's performance and delivery into central government

Oversee the development of the terms of reference

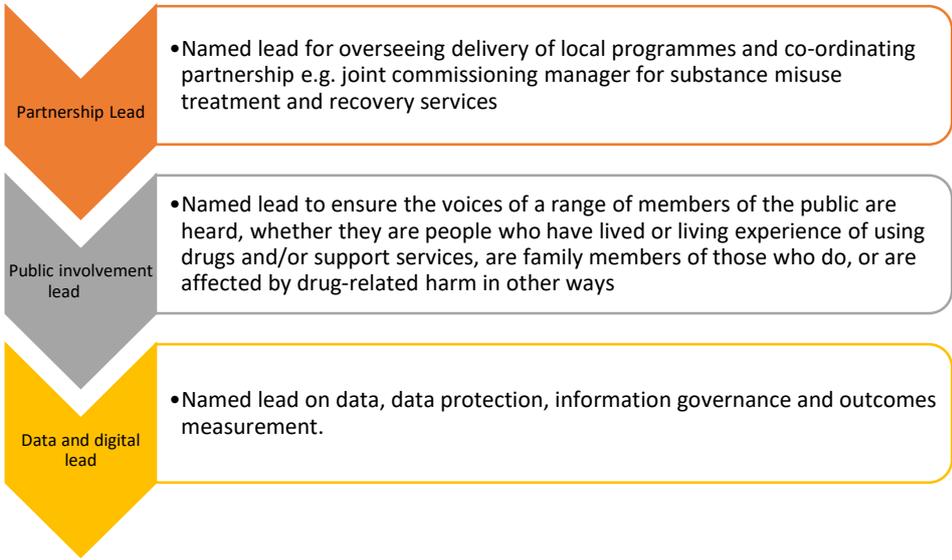
Oversee the completion of a joint needs assessment

Oversee the development of a local drug strategy and delivery plan

The partnership will also be expected to engage and work with the following:



Base on the learning from programmes such as Changing Futures the government recommends the following roles are in place to support the SRO and



The national drug strategy sets out a number of outcomes which are based on the 3 priorities as follows:

Break drug supply chains

- The number of county lines closed
- The number of moderate and major disruptions against organised criminals
- Drug related Homicides
- Neighbourhood Crime

Potential metrics - under development

Drug trafficking and possession

Proven re-offending

Hospital admissions for assault by a sharp object

Acquisitive crime

Drug seizures

Drug purity

51 Safeguarding of vulnerable people and young children

Deliver a world-class treatment and recovery system

- To increase the number of treatment places for adults and young people by 20% within 3 years
- Provide narrative on outline 3-year plans to reduce drug and alcohol related deaths, focusing on:
  - system wide approaches to reduce deaths
  - in and out of treatment populations
  - overdose and drug/alcohol related all-cause mortality
  - how risk is identified and reported
  - how deaths and non-fatal overdoses are reviewed
  - what resources and interventions will be deployed.

•\* Increase the capacity and quality of the drug and alcohol treatment workforce over the next three years. This includes recruiting:

- 800 more medical, mental health and other professionals
- 950 additional drug and alcohol and criminal justice workers
- adequate commissioning and co-ordinator capacity in every local council

There is a national ambition to ensure 3 in 4 prison leavers with a substance misuse issue are engaging in treatment 3 weeks after release by the end of 2023. We have worked with the Ministry of Justice to identify this as a stretching goal to reach that will truly shift the dial. To that end, all local councils and their partners will need to set trajectories to make this a reality.

•Over the next 3 years 2% of the local treatment population will be placed into residential rehab

Achieve a shift in the demand for drugs

proportion of individuals using drugs in the last year  
prevalence of Opiate and Crack use

52 Reducing drug use - metrics currently under development but may include

drug use in prisons  
drug use in the homelessness population  
impact of drugs on children and families  
acceptability of drug use

The government published guidance for local areas in June 2022 on ensuring that they meet the requirements of the national strategy. In that guidance they set out their intention to publish a full outcomes framework in the summer of 2022

The government have identified the following principals as central to effective working to reduce drug-related harm:



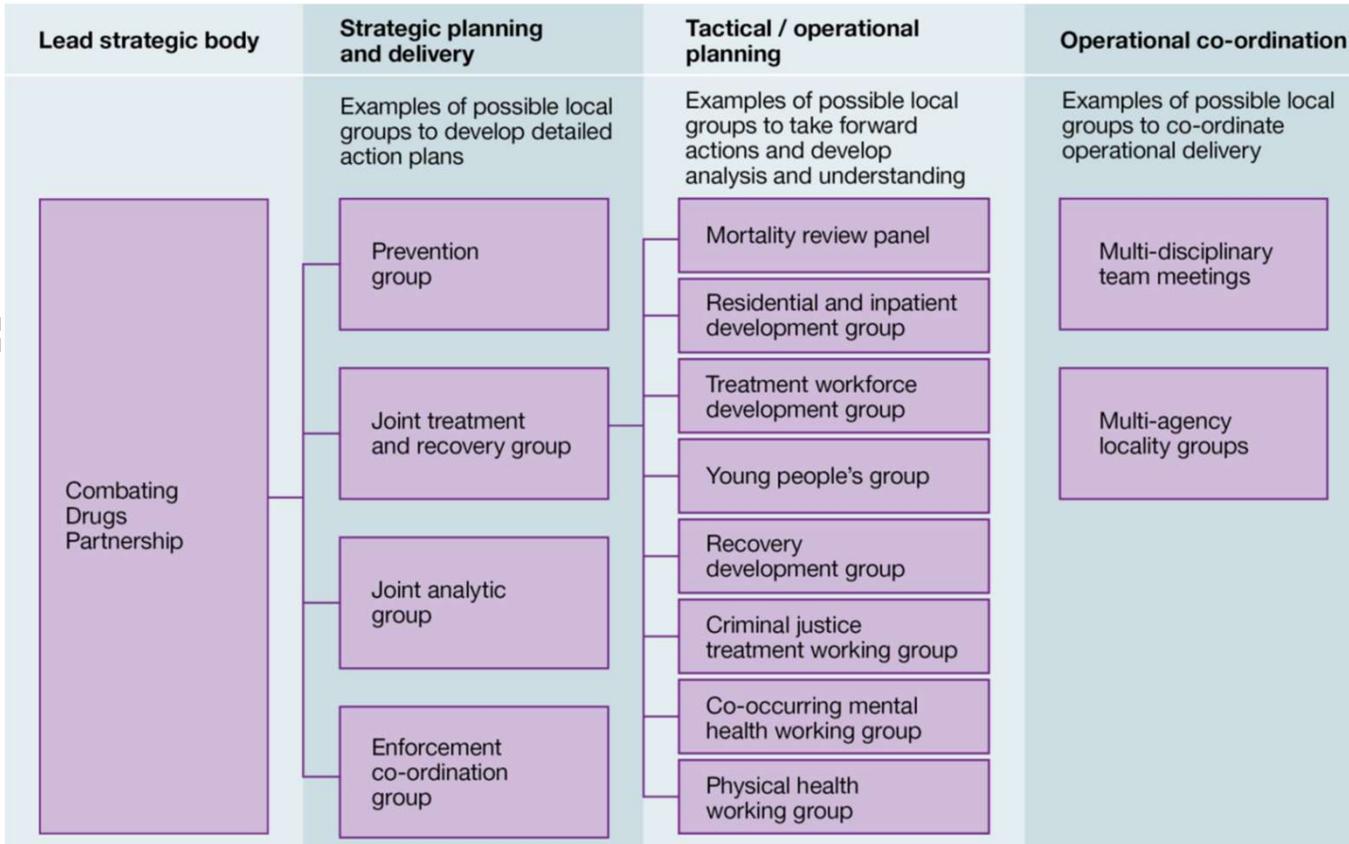
Each local area will have a unique mix of circumstance, and so the exact form and processes of an individual Combating Drugs Partnership should be determined by discussion among local leaders and residents.

The should include collectively agreeing how the Combating Drugs Partnership relates to other relevant groups, organisations, strategies and wider stakeholders, and developing a Governance map to explain this. The figure below demonstrates some of the other operational and strategic bodies that the Combating Drugs Partnerships will need to define it's partnership with.



As combating drugs partnership may involve more than one local authority area it will be vital to establish a local delivery partnership. Local authorities may also decide to establish sub groups to focus on specific areas of work. Suggestions for these sub groups are detailed below.

55



Local areas should develop and agree terms of reference specifying:

56



To: **The Executive**  
**20 September 2022**

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**LOCAL GOVERNMENT AND SOCIAL CARE OMBUDSMAN  
ANNUAL REVIEW LETTER  
Chief Executive**

**1 Purpose of Report**

- 1.1 To provide an overview and commentary of the Local Government and Social Care Ombudsman (LGSCO) annual review letter, received July 2022.

**2 Recommendation**

- 2.1 **To note the Local Government and Social Care Ombudsman’s annual review letter 2022.**

**3 Reasons for Recommendation**

- 3.1 The annual review letter provides the council with information to help assess the council’s performance in handling complaints.

**4 Alternative Options Considered**

- 4.1 None considered.

**5 Supporting Information**

- 5.1 The annual review letter from the LGSCO provides local authorities with an overview of the council’s performance in complaint handling, covering the financial year, April 2021 to March 2022 in this case.
- 5.2 The overriding message from the LGSCO report is that the council is performance almost exactly in line with the average for other organisations. There were only eight findings of fault by the LGSCO against the council in the year. Given that the organisation is involved in millions of interactions with residents and businesses each year this is a strikingly low number. Nonetheless, it is important to look seriously at those cases where mistakes may have been made so that we can improve further in the future. This report is a part of that process.
- 5.3 In their commentary, the LGSCO refers to a perceived improvement in his relationship with the council this year. The fact that the LGSCO sees an improvement is genuinely to be welcomed. However, it is important to note that the council’s approach to complaints and to the LGSCO had not changed during the 2021/22 year. The “improvement” simply reflects the position that we have always held and reflects the fact that we do handle complaints and LGSCO findings effectively and seriously. In the 2021/22 year, we had not found it necessary to challenge the LGSCO’s approach and investigations to any significant degree. That too is to be welcomed.

- 5.4 The data provided in the review letter is available publicly on the online interactive map '[Your Council's Performance](#)'. This information also allows comparison against other councils.
- 5.4 In 2021/22 the LGSCO conducted detailed investigations into 12 cases at Bracknell Forest Council, which is four more than the previous year<sup>1</sup>. This number is around the average compared to the council's CIPFA neighbours, as illustrated in figure 1. The number of complaints a council receives can vary significantly year on year, for example in 2020/21, Reading Council had five complaints investigations (12 this year) and Milton Keynes Council had 25 last year (18 this year).

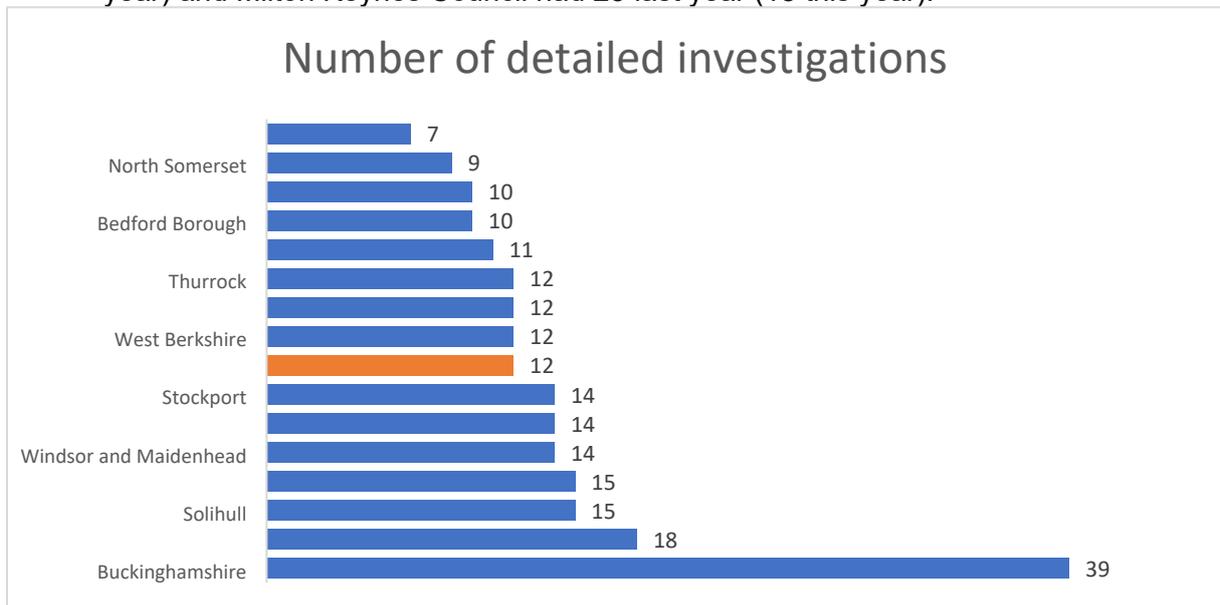


Figure 1. Number of detailed investigations conducted by the LGSCO, comparison of CIPFA neighbours.

- 5.5 In 2021/22, eight of the detailed investigations (67%) resulted in the decision to uphold the complaint. This is similar to the previous year (63%), aligned with the average (64%) and continues to be lower than the average amongst CIPFA neighbours as illustrated in figure 2. There is no correlation between the number of cases and the rate they are upheld across other authorities, nor a correlation between percentage upheld last year compared to this year.

<sup>1</sup> During the previous year a lower than usual number of complaints were processed due to the coronavirus pandemic. The LGSCO stopped operations for around three months.

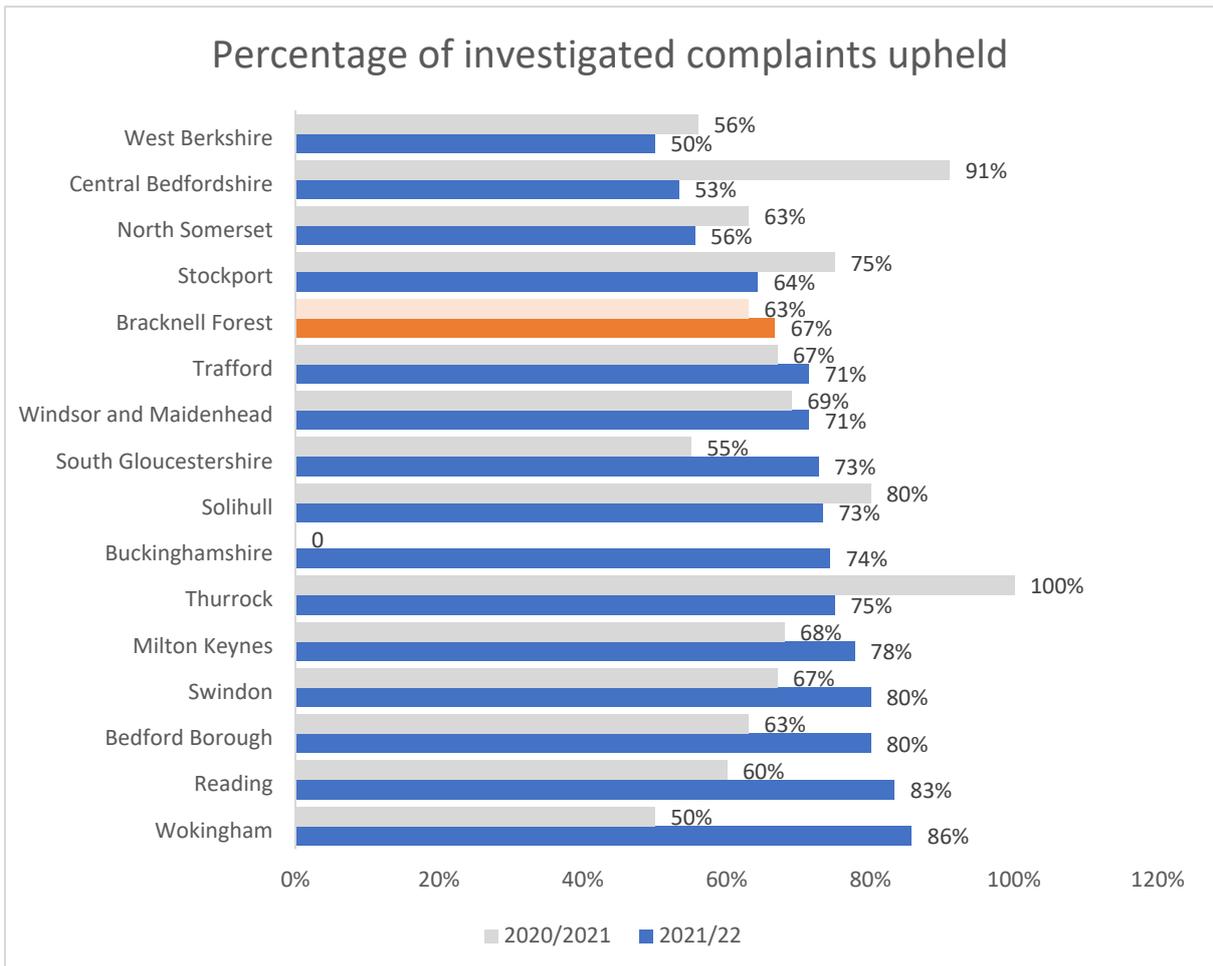


Figure 2. Proportion of detailed investigations with upheld complaints, comparison of CIPFA neighbours.

5.6 The majority of the upheld complaints were linked to education and children's services which is the case for many upper tier authorities. This was a similar theme to last year. In 2021/22 there was an increase in complaints related to Planning & Development, with two upheld and two not upheld. This is illustrated in figure 3.

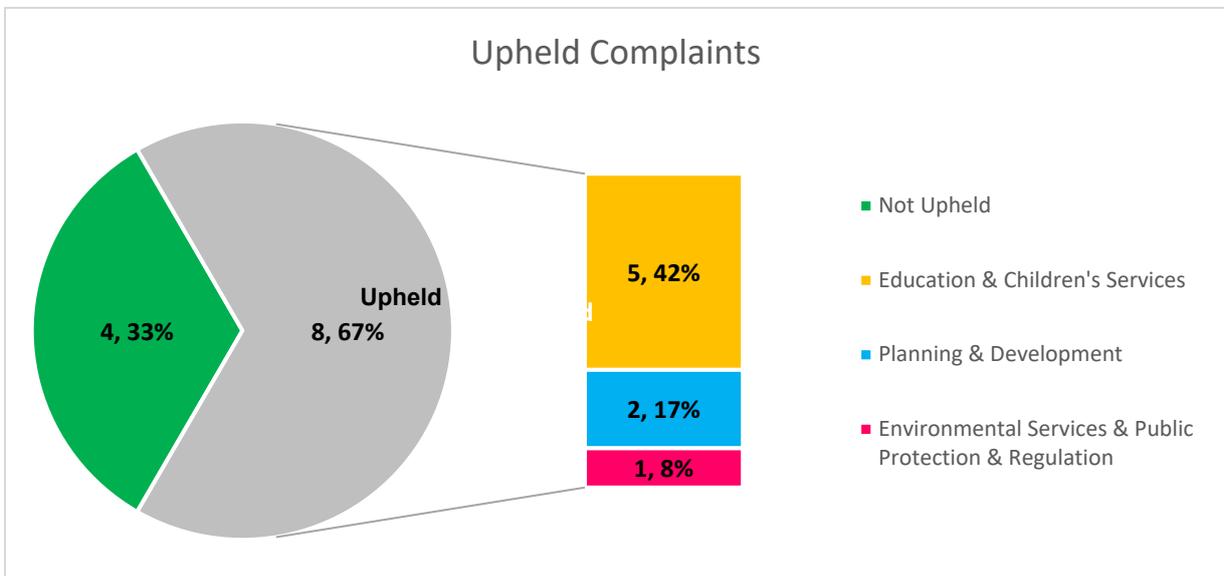


Figure 3. Services related to upheld complaints.

- 5.7 A summary of the upheld decisions is included in annex A. The summaries illustrate some themes to the complaints, particularly related to Special Educational Needs (SEN). Lessons continue to be taken from the findings and the service has put in place improvements to address conclusions where there has been the opportunity to develop the service.
- 5.8 The higher number of complaints last year in areas such as blue badges has not been repeated, showing good service improvement.
- 5.9 In seven cases, the outcome of the investigation required implementation of the LGSCO's recommendations. Bracknell Forest Council complied in 100% of these cases.
- 5.10 The LGSCO encourages councils to use these figures as the start of a conversation, and not an absolute measure of the health of the organisation. The council is continuing to review the approach to managing corporate complaints, taking into consideration the findings within the LGSCO's letter.
- 5.11 Since last year's letter, the council has put in place additional resourcing to manage complaints effectively. This aligns well with the recommendations set out in the letter for all councils to review the capacity and visibility of complaints handling.
- 5.12 The LGSCO are unsighted on Stage 1 and 2 complaints so the Executive are reminded that Bracknell Forest Council takes all complaints seriously and looks to resolve complaints at stage 1 or 2 of the complaints process wherever possible to prevent them escalating any further. Complaints and their outcomes are monitored through the Quarterly Service Reports (QSRs).

## 6 Consultation and Other Considerations

### Legal Advice

- 6.1 The Local Government and Social Care Ombudsman (LGSCO) is the independent body responsible for investigating complaints made against public bodies where it is alleged that there has been maladministration causing injustice.

The LGSCO can only investigate claims where there has been an allegation of **maladministration** by a public body that has **caused personal injustice** to the complainant.

There is no specific definition of "maladministration", but it can include cases where a public body has taken, or has failed to take, action. If there has been no maladministration, the LGSCO cannot investigate; it is only allowed to investigate the procedure behind the decision-making. This means that the LGSCO will not investigate cases where the complainant merely disagrees with a decision that a public body has made. Maladministration is concerned with the manner in which public body decisions were reached and the ways that they were or were not implemented; it is not concerned with the decision itself.

Once maladministration has been established, it must be confirmed that it has led to personal injustice for the complainant. Injustice can include:

- The time and trouble involved in pursuing a complaint against a public body.
- The loss of a right or service, which the complainant is legitimately entitled to.
- Costs associated with pursuing the complaint.
- Inconvenience, worry, distress, and hurt feelings.

It must also be proved that the injustice was caused by the public body and was not merely incidental.

#### Financial Advice

6.2 There are no financial implications arising from this report.

#### Other Consultation Responses

6.3 None

#### Equalities Impact Assessment

6.4 There are no direct impact issues to be considered.

#### Strategic Risk Management Issues

6.5 The information the LGSCO reports to the council in its annual letter is publicly available. It is imperative that the council continues to review complaints management information and has in place a robust complaint handling procedure to resolve complaints and ensure procedures are complied to.

#### Background Papers

[LGSCO Annual Review Letter 2022](#)

#### Contact for further information

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## Annex A – Summary of upheld decisions 1 April 2021 to 31 March 2022

Service area: Blue Badges	5 May 2021
Mrs X complains the Council failed to properly consider an application she made for a blue badge for her son. We found the initial explanation of the Council's decision was lacking in detail, but we found the decision the Council ultimately made not to grant a blue badge was one it was entitled to reach. We recommended the Council should improve the way it documents its approach to considering applications.	
Service area: Special educational needs	11 June 2021
Mr X complains the Council failed to provide full time education for his son. He also complains the Council failed to find his son a school place and delayed in completing an EHC assessment. We find fault with the Council for not issuing the final EHC plan within the statutory deadline. However, the fault did not cause any significant injustice. We also find fault with the Council for not properly considering whether part time education was more suitable for the child. We have made recommendations.	
Service area: Special educational needs	7 June 2021
Ms X complains the Council reviewed her son's Education, Health and Care Plan but then refused to recognise it as a review, which denied her a right of appeal to a tribunal. We uphold the complaint, finding the Council's reasons for not recognising the review being incompatible with relevant legislation and guidance. We recommend the Council apologises, pays Ms X £250 for denying her a right of appeal to a tribunal and undertakes training with its staff.	
Service area: Planning	29 November 2021
Mr X complained the Council failed to properly deal with planning applications by his neighbour and failed to properly respond to reports of noise and parking issues. We found there was some fault in the consideration of noise reports. The Council apologised for this. We found no fault in the decisions on Mr X's neighbour's planning applications.	
Service area: Planning	26 January 2022
Mr X said the Council was at fault for underestimating the impact on his property of an extension on his neighbour's house. He also said it wrongly accepted his neighbour's application to amend a planning application using the wrong legislation. The Council was at fault for accepting an application to amend the plans using the wrong legislation. This caused Mr X injustice as he was put to time and trouble researching the law. However, the Council was not at fault for its consideration of the impact of the extension. The Council has agreed to pay Mr C a sum in recognition of the injustice caused.	
Service area: Special educational needs	10 February 2022
The complainant said the Council significantly delayed issuing her son's Educational and Health Care Plan (EHCP) and failed to communicate with her throughout the process. The Council has accepted it was at fault and has agreed to remedy the injustice.	
Service area: Complaints	9 March 2022
Ms X complains the Council failed to complete the recommendations made at stage two and three of the children statutory complaint procedure. Ms X said this caused her significant distress. We find some fault with the Council for the delays in completing some of the recommendations. We have made some recommendations for the Council to remedy the injustice caused.	
Service area: Environmental Health - Noise	14 March 2022
The complainant said the Council failed to investigate a noise nuisance correctly which caused her distress. She said the noise from her neighbour's flat affected her health. She also complained about the way the Council dealt with her complaint. We found fault only with the way the Council handled this complaint. We have made recommendations.	

To: **The Executive**  
**20 September 2022**

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## **Council Plan Overview Report Chief Executive**

### **1 Purpose of Report**

- 1.1 To inform the Executive of the performance of the council over the first quarter of the 2022/23 financial year (April-June 2022).

### **2 Recommendation**

- 2.1 To note the performance of the council over the period from April-June 2022 highlighted in the Overview Report in Annex A.**

### **3 Reasons for Recommendation**

- 3.1 To brief the Executive on the council's performance, highlighting key areas, so that appropriate action can be taken if needed.

### **4 Alternative Options Considered**

- 4.1 None applicable.

### **5 Supporting Information**

#### Quarterly Service Reports

- 5.1 The council's performance management framework provides for the preparation of Quarterly Service Reports (QSRs) by each department. These QSRs provide an update of progress and performance against departmental Service Plans and are published on the council website.

#### Council Plan Overview Report

- 5.2 The QSRs have been combined into the Council Plan Overview Report (CPOR), which brings together the progress and performance of the council as an organization. The CPOR enables the Corporate Management Team and the Executive to review performance, highlight any exceptions and note any remedial actions that may be necessary, either from under-performing or over-performing services, across the range of council activities.

#### Overview & Scrutiny

- 5.3 The CPOR will also be considered by Overview & Scrutiny. This process enables all Members to be involved in performance management.
- 5.4 The CPOR for the first quarter (April-June 2022) is shown in Annex A.

### **6 Advice Received from Statutory and Other Officers**

#### Legal Advice

- 6.1 There are no specific legal implications relevant to this report.

#### Financial Advice

- 6.2 There are no specific finance implications relevant to this report.

#### Other Consultation Responses

6.3 None specific

Equalities Impact Assessment

6.4 This report does not require an equalities impact assessment as this is a management reporting tool.

Strategic Risk Management Issues

6.5 There are no specific strategic risk implications relevant to this report.

Climate Change Implications

6.6 The recommendations in Section 2 above are expected to have no impact on emissions of CO<sub>2</sub>. The reasons the Council believes that this will have no impact on emissions are that this is a management reporting tool.

Health & Wellbeing Considerations

6.7 There are no specific health and wellbeing implications relevant to this report.

Background Papers

QSR – Chief Executive Directorates – Quarter 1 2022-23

QSR – People Directorate – Quarter 1 2022-23

QSR – Delivery Directorate – Quarter 1 2022-23

QSR – Resources Directorates – Quarter 1 2022-23

QSR – Place Planning & Regeneration Directorates – Quarter 1 2022-23

Contact for further information

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# COUNCIL PLAN OVERVIEW REPORT

Q1 2022- 23  
April – June 2022

Chief Executive:  
Timothy Wheadon

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## 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

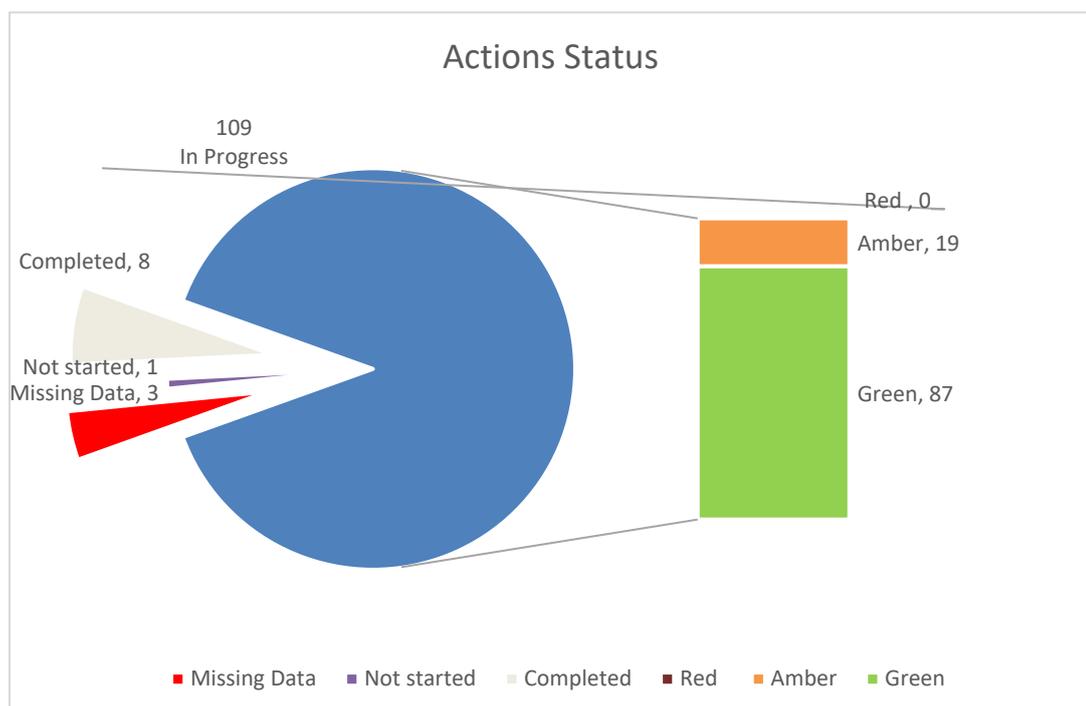
## 1 Introduction

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).

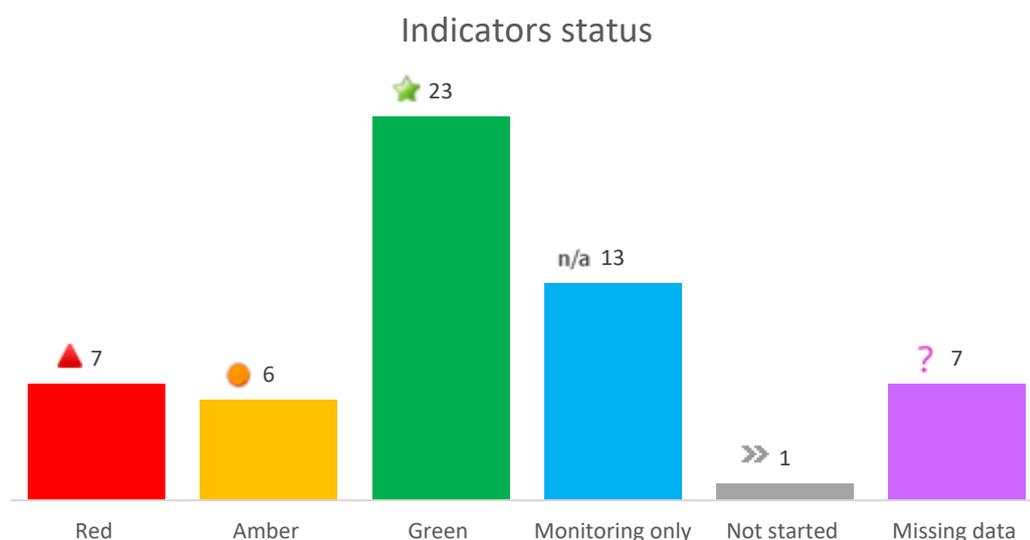
1.2 This is the first quarterly report of the 2022/23 financial year, and it reflects the changes made to the list of service plan actions as part of our annual service plan refresh. As part of this refresh, the previous COVID-19 activities have been absorbed into business as usual. With the new actions 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 57 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

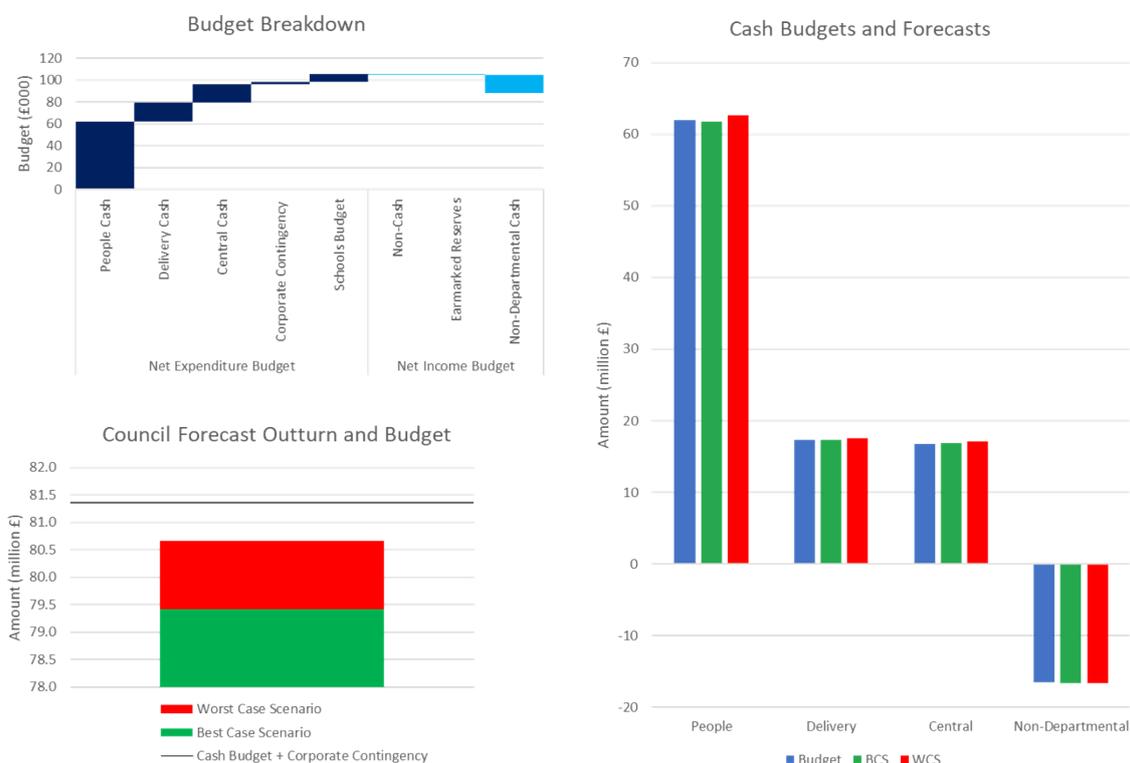
The monthly monitoring returns are set out in detail in each directorate's Quarterly Service Report (QSR).

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



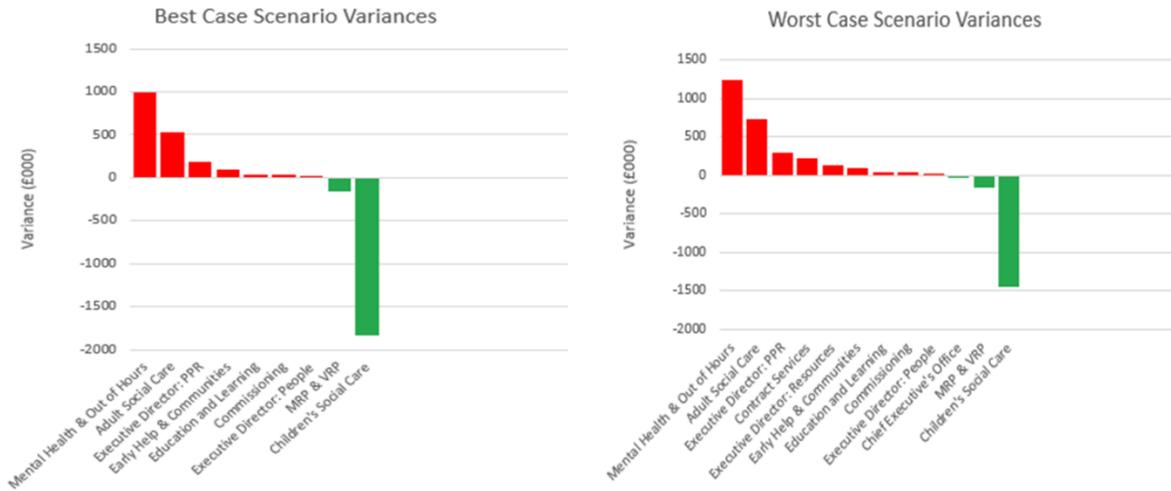
## Summary – Assistant Director Level

	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		n/a
> L221 Satisfaction with Customer Services	86.7%	81.8%	85.0%	★
L257 Number of complaints received	41	43		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		n/a
L445 Number of users accessing Thrive!	311	631	200	★
> L261 Level of staff sickness absence	3.43	2.03		n/a
> L262 Level of voluntary staff turnover	15.79%	3.39%		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%	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	31/07/2022			
	Last Month	This Month	Current Target	RAG
> L346 Average caseload for Family Safeguarding Model	25		16	?
> L385 Rate per 10k of children on Child Protection Plans	61.4			?
> L386 Rate per 10k of Children Looked After	51.3			?

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				Status	Comment
	Stage	Due Date	Percentage Complete			
<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 planning appeals dismissed	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 Abritas 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 observations were made;

- the COVID-related risk on staffing and service delivery could be reduced, given that absence levels were below historic figures
- there were recruitment and retention difficulties in a number of key areas, which were being reviewed in detail by HR&OD to identify possible solutions
- there was an increased risk of cyber-attacks given global events, which had prompted a review of cyber support arrangements

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.

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