

## Notice of Meeting

### Executive

Councillor Temperton (Chair),  
Councillor Neil (Vice-Chair),  
Councillors Bailey, Bidwell, Gillbe, Jefferies, Purnell and Wright

**Tuesday 20 June 2023, 5.30 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> <b>Reporting:</b> ALL	
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> <b>Reporting:</b> ALL	
3.	<b>Minutes</b>	5 - 8
	<p>To consider and approve the minutes of the meeting of the Executive held on 21 March 2023.</p> <b>Reporting:</b> ALL	
4.	<b>Urgent Items of Business</b>	
	<p>Any other items which, pursuant to Section 100B(4)(b) of the Local Government Act 1972, the Chairman decides are urgent.</p> <b>Reporting:</b> Hannah Harding	

### **EMERGENCY EVACUATION INSTRUCTIONS**

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## **Executive Key Decisions**

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

5.	<b>SEND Strategy 2023-2025</b>	9 - 60
	To update on implementation of the SEND Written Statement of Action for the second review meeting with the Department for Education and NHS England and request additional funding to maintain momentum; and to seek approval for the SEND Strategy 2023-25. <b>Reporting:</b> Chris Kiernan, Grainne Siggins	
6.	<b>Financial Hardship Action Plan Update</b>	61 - 66
	To review the progress of the Financial Hardship Action Plan and the upcoming work for the remainder of the plan period. To set out the proposed initiatives to support residents experiencing financial hardship that will be delivered in the coming months. <b>Reporting:</b> Katie Flint	
7.	<b>Quarter 4 Council Plan Overview Report</b>	67 - 102
	To provide the Executive with an update on the delivery of the objectives set out in the Council Plan. <b>Reporting:</b> Katie Flint	

## **Exclusion of the Press and Public**

Agenda item 8 is supported by an annex containing exempt information as defined in Schedule 12A of the Local Government Act 1972. If the Committee wishes to discuss the content of this annex in detail, it may choose to move the following resolution:

*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 9 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 holding that information).*

8.	<b>Strategic Procurement Plan Opladen Way Development</b>	103 - 134
	To seek approval of the Strategic Procurement Plan to enable the commencement for the procurement process to appoint a main contractor to construct seven new temporary homes for homeless households <b>Reporting:</b> Kamay Toor	
9.	<b>Exclusion of Public and Press</b>	
	To consider the following motion:	

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	<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 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> <p><b>Reporting:</b> ALL</p>	
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**Executive Decision containing Exempt Information**

10.	<b>Part Refurbishment of Bracknell Leisure Centre</b>	135 - 142
	<p>Executive approval for investment into various areas of Bracknell Leisure Centre in order to improve the customer experience</p> <p><b>Reporting:</b> Damian James</p>	

Sound recording, photographing, filming and use of social media is permitted. Please contact Hannah Harding, 01344 352308, [hannah.harding@bracknell-forest.gov.uk](mailto:hannah.harding@bracknell-forest.gov.uk), so that any special arrangements can be made.

Published: 12 June 2023

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**EXECUTIVE  
21 MARCH 2023  
5.00 - 6.06 PM**



**Present:**

Councillors Bettison OBE (Chair), Harrison, Mrs Hayes MBE, Heydon and Turrell

**Present Virtually:**

Councillors Dr Barnard (Vice-Chair), D Birch and Brunel-Walker

**88. Declarations of Interest**

Councillors Brunel-Walker and Heydon declared an affected interests in relation to item 17 being one of the Council's representatives on the Board overseeing the joint venture and would not participate in the item.

**89. Minutes**

**RESOLVED** that the minutes of the meeting of the Executive on 7 February 2023 together with the accompanying decision records be confirmed as a correct record and signed by the Leader.

**90. 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:

**91. Procurement of Microsoft M365 Licences**

**RESOLVED** that the approved framework be accessed for Microsoft M365 licences via a direct award, to retain our current professional partnership with our current Microsoft Gold Partner, Phoenix Software Ltd.

**92. Bracknell Forest Local Plan (Submission version) – consultation on Main Modifications**

**RESOLVED** that

- i. the principle of making Proposed Main Modifications (outlined in Appendix A) to the Bracknell Forest Local Plan (Pre Submission version), and associated changes to the Policies Map be agreed.
- ii. the Executive Director: Place Planning and Regeneration, in consultation with the Executive Member for Planning and Transport, agree the draft wording of the Proposed Main Modifications and any consequential changes together with associated changes to the Policies Map and supporting documents, prior to being submitted to the Inspectors for final agreement.

- iii. the Executive Director: Place Planning and Regeneration, in consultation with the Executive Member for Planning and Transport, agree the wording of the schedule of Minor Modifications.
- iv. consultation on the Proposed Main Modifications to the Bracknell Forest Local Plan (Pre Submission version), consequential changes, amended Policies Map and supporting documents be agreed for a period of at least six weeks over the Summer of 2023.

93. **Highways & Transport Capital Programme 2023/24**

**RESOLVED** that the overall Highways and Transport Capital Programme for 2023/24 is approved.

94. **SANG capacity agreements between Bracknell Forest Council and Surrey Heath Borough Council**

**RESOLVED** that

- i. Executive agree to enter into an agreement with Surrey Heath Borough Council (SHBC) for land at Shepherd Meadows to serve as further SANG capacity for up to 500 homes in the Borough of Surrey Heath and,
- ii. the council apply SANG contributions at rates in line with the Thames Basin Heaths Special Protection Area Supplementary Planning Document (SPA SPD) and any other subsequent versions, to be index linked from the date of publication of the SPD.

95. **School Places Plan & Capital Strategy 2023-2028**

**RESOLVED** that

- i. The Executive approve the School Places Plan and Capacity Strategy 2023-2028 and agree publication April 2023.
- ii. The Executive agree that this document can be further amended to incorporate feedback from Executive before publication.

96. **Local Authority Housing Fund**

**RESOLVED** that the Executive consider and approve the proposals for the Council to acquire 7 x three bedroom homes and to refurbish 2 x three bedroom properties in our existing stock to be made available for the scheme.

**RECOMMENDED** to Council to approve capital spend of up to a maximum of £3.4m to meet the total cost of acquiring the additional homes, to be funded from a combination of the LAHF grant and long-term borrowing.

97. **Quarter three Council Plan Overview Report**

**RESOLVED** that

- i. the performance of the council over the period from October-December 2022 highlighted in the Overview Report in Annex A be noted.

- ii. the process change for councillor review of the CPOR is approved, noting the retimetabling of the Overview and Scrutiny Commission for Q4 onwards.

98. **2023 Service Plans**

**RESOLVED** that

- i. the new service plans be endorsed and be published on the website in April 2023 following the final budget information being added.
- ii. authority be delegated to the Assistant Director: Chief Executive's Office for finalisation of the service plans.

99. **Exclusion of the Press and Public**

**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 items 14, 15, 16 and 17 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).

100. **Section 75 Agreement (NHS Act 2006) 2023 and Onwards**

**RESOLVED** that

- i. Approval is given to the Executive Director: People, on behalf of BFC, to agree and enter into a S75 agreement from 1 April 2023 effective for a period of 3 years, with added service schedule information for 1 April 2023 – 31 March 2024
- ii. the recommended model of future S75 agreements is agreed as illustrated in section 3.11 and 3.12 and appendix A and note proposed improvements in development with Frimley ICB to the current S75 Agreement.
- iii. Authority be delegated to the Executive Director: People and the Executive Member for Adult Services, Health and Housing to approve and sign off the core S75 Agreement and Schedules. Spend for these schedules will be determined by the Better Care Fund policy framework / budget and Adult Social Care budget.
- iv. The Better Care Fund Budget for 22/23 is noted, as £18,136,342 with the BFC contribution £10,132,342. In addition, the Adult Social Care Discharge Fund is reported through the Better Care Fund with a total value of £433,416.

101. **Household Support Fund (Phase four)**

**RESOLVED** that the Household Support Fund (phase four) be distributed through:

- i. Purchasing supermarket vouchers, or for opted schools to make equivalent arrangements, for children qualifying for Free School Meals in Bracknell Forest primary and secondary schools. Households will receive a £15 voucher per child per week of the holidays.

- ii. Purchasing pre-paid cards or supermarket vouchers to distribute to low income households receiving income-based council tax reduction or housing benefit but not the benefits, such as universal credit, which would
- iii. Enhancing the Local Welfare Scheme provision, allowing applications from households in hardship who would not otherwise automatically qualify for the support above.
- iv. Provide application-based grants to the voluntary, community and faith sector organisations to provide direct support to residents.

**RESOLVED** that the contract as per the strategic procurement plan (appendix A) using the Crown Commercial Framework RM6248. This would provide the required vouchers and payments set out in 2.1 of the report and the scope for further purchases, should additional grant funding be allocated.

**102. Joint Retender for Sexual and Reproductive health**

**RESOLVED** that

- i. the Strategic Procurement Plan for the provision of Sexual and Reproductive Health be approved with Bracknell Forest Council again acting as Host and lead on the procurement on behalf of all 3 councils.
- ii. the proposed contractual term be 5 years (3 +2) with a review of the provision in year 3.
- iii. authority for the contract award and subsequent contract extensions be delegated to the Director of Public Health.

**103. Joint Venture Business Plan Review**

**RESOLVED** that

- i. the progress made by Bracknell Forest Cambium Partnership for the period December 2021 to December 2022 be noted.
- ii. the annual refresh of the JV Business Plan 2020-2023 for the Bracknell Forest Cambium Partnership be supported as set out in Annex A and the financial budget and forecast as set out in Confidential Annex B and recommends these to Council for approval.
- iii. the Bracknell Forest Cambium Partnership enters into the Bond and Co-indemnities required to undertake the enabling works related to the sewer move which is required to prepare the councils owned land at Market Street for development, noting that there is no flow of liability to from this arrangement to the Council.
- iv. For future development sites where a similar arrangement is required by a statutory body, that authority be delegated to the Borough Solicitor to provide such approval on the Council's behalf.

**CHAIRMAN**



To: **The Executive**  
**June 2023**

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## **SEND Written Statement of Action implementation update** **Executive Director People**

### **1 Purpose of report**

- 1.1 To update the Executive on progress made on the SEND Written Statement of Action (WSOA) implementation up to the end of January 2023 , for the second review meeting with Department for Education and NHS England and request additional funding to maintain momentum.
- 1.2 To seek approval for the SEND Strategy 2023 to 2025.

### **2 Recommendation(s)**

**That the Executive:**

- 2.1 **Notes the progress made on implementing the SEND written statement of action to improve services to children and families and the feedback received from the Department for Education and NHS England relating to the end of January 2023;**
- 2.2 **Notes that the Council has secured £1m through the Government’s Delivering Better Value in SEND programme and in its bid to build a new specialist Autistic Spectrum Disorder (ASD) special school in the Borough, to improve further inclusive, local services for children and young people with SEND;**
- 2.3 **Approves the release of £350,000 from the Council’s corporate contingency included in the 2023/24 budget to fund additional short term staffing capacity within the SEND team, to ensure momentum is maintained to deliver the identified service improvements;**
- 2.4 **Approves the SEND Strategy 2023 – 2025 attached as an appendix to this report, that has been developed through close working with professionals. Parents, carers and young people, to provide a clear direction for the service in the years ahead.**

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

- 3.1 Ofsted and the Care Quality Commission (CQC) inspected the local area’s effectiveness of the area in implementing the special educational needs and/or disabilities (SEND) reforms as set out in the Children and Families Act 2014. In summary, the inspection raised significant concerns about the effectiveness of the area. As a result, Bracknell Forest partners – the council and the then clinical commissioning group (CCPG) were required to produce and submit a written statement of action (WSOA) to Ofsted that explains how it will tackle nine areas of significant weakness (see here for the report)
- 3.2 When the WSOA was produced it was agreed that the Executive would be provided with quarterly updates on progress made towards implementation of the plan, following each of the DfE and NHS England reviews.
- 3.3 Thrive in Learning, our existing Bracknell Forest SEND strategy, concluded in December 2022. Our WSOA included an action to develop a refreshed strategy for SEND in Bracknell Forest. The strategy has been co-produced with a wide range of stakeholders including early years, school, and college leaders; professionals from

education, health, SEND and care; as well as parents, carers, young people, and children. It reflects our collective ambition, priorities, and objectives for SEND so that children and young people achieve well in their early years, at school and in college and lead happy and fulfilled lives.

#### **4 Alternative options considered**

4.1 None

#### **5 Supporting information**

- 5.1 The Written Statement of Action was accepted as fit for purpose by Ofsted in July 2022.
- 5.2 The second quarterly review meeting with the Department for Education and NHS England took place on 22 February 2023.
- 5.3 Since the first review meeting, significant progress has been made in several areas. Funding was been agreed by the Council's Executive in October 2022 for several fixed term posts to support the delivery of the WSOA and all of these have been appointed to. Challenges remain in securing a permanent leadership team, with some leadership roles currently filled by new interim staff.
- 5.4 Since the second review meeting, the new SEND Strategy 2023 to 2025 has been finalised and is now ready for Executive approval. The design principles for the strategy required that it be a product of co-production, with co-production being defined as working together in an equal or reciprocal partnership. This required that all stakeholders involved in supporting young people with SEND in addition to children and young people be actively involved in the design and delivery of the strategy.
- 5.5 The strategy has been co-produced with a wide range of stakeholders, which has included early years, school, and college leaders; professionals from education, health, SEND, third sector and care; as well as parents, carers, young people, and children. This has been achieved through a series of community events held in person and virtually, online surveys, facilitated group discussions and one-to-one interviews. Tool kits that were created to engage parents, carers, children, and young people were co-produced with the Parent Carer Forum. The tool kits were identified as good practice by the DfE in a monitoring visit and have since been shared with other authorities as an example of good practice.
- 5.6 Findings from the engagement events and surveys were used to develop a draft strategy. The draft strategy was shared with the Send Improvement Partnership Board (SIPB) members, with education leaders and specialists, health and social care leaders and specialists, third sector, SEND specialists, parents, carers, and young people. Electronic feedback, together with discussions with teams, focus groups with parents and carers and one to one conversation were used to refine the strategy, its priorities, and objectives. This co-production approach has ensured that all stakeholders understand the overall ambition and their role in delivery.
- 5.7 Co-production with professionals has ensured that the strategy is aligned to the WSOA and other key strategic plans including those led internally and those led externally by Health. Frimley Integrated Care Board's (ICB) Children and Young People (CYP) strategy has also been published.

- 5.8 The council participated in the first tranche of the government’s Delivering Better Value in SEND programme and successfully bid for £1million funding to further improve inclusive services for children and young people with SEND.
- 5.9 In addition to the successful £1million bid for the DBV programme, the council has also been successful in its bid to build a new ASD special school. Work to develop secondary specialist resource provision (SRP) places for September is also progressing.
- 5.10 SRPs are placements that allow children to be educated in a specialist separate classes within a mainstream school some of the time, and access the whole school experience at other times. SRPs are targeted at particular needs often autistic spectrum condition and other neuro atypical conditions. They are a good way of keeping children in the community in borough and avoid taking places in residential or special schools. The table below sets out the places planned for September 2023, and the size of each facility as they fill over year groups over a period of about four years

Setting	Specialism	Nursery	Primary	KS3&4	KS5	Places 9/23	Places when full
Kings Academy	Autism with learning difficulties	No	Yes	Yes	No	10	40
Sandy Lane	Autism and / or L and C	No	Yes	No	No	14	14
Garth Hill College	Autism	No	No	Yes	Yes	50	56
Birch Hill	Autism /learning difficulties	No	Yes	No	No	10	10
Harmans Water	SEMH	No	Yes	No	No	7	14
The Pines	Autism / SLN	No	Yes	No	No	10	20
Owlsmoor	SLD / complex needs	No	Yes	No	No	16	16
total places						117	170
primary places						63	98
secondary places						54	72

Glossary of terms: L and C: language and communication; SEMH: social, emotional and mental health difficulties; SLN: speech and learning needs; SLD: severe learning difficulties

- 5.11 There have been some changes in the leadership of the Parent Carer Forum which led to a period of reduced capacity amongst Forum members to support the delivery of the work. However, the Forum remain fully engaged, with strong, positive relationships being developed to support our ongoing journey of improvement.
- 5.12 Berkshire Healthcare Foundation Trust has significantly reduced waiting times for Occupational Therapy, and they are on track to achieve the targets in the WSOA for further reducing wait times. Health attendance at DMG panels is consistent and health input into decision making at panels has led to a reduction in children entering CYPIT services via the Education Health Care assessment route who are previously not known to services. A comprehensive mapping exercise of all services that provide emotional health and wellbeing support has been undertaken, to ensure those waiting for CAMHS support are signposted to interim sources of support. A comprehensive review of the BHFT CAMHS service is now underway.

- 5.13 At the time of the review, work was almost complete on a new Approaching Adulthood Policy, which has been led by adult social care and co-produced with key stakeholders, including the Parent Carer Forum. This policy has now been finalised and is published on the Local Offer website. A successful grant application was made to the National Development Team for Inclusion (NDTi) to establish a supported internship forum in Bracknell Forest and awareness of supported internships has been increased through the delivery of a presentation to the local Economic Skills and Development Partnership.
- 5.14 The focus of the first DfE and NHS England review meeting was on getting the building blocks in place to ensure we have a solid foundation on which to build further improvements. The second review meeting had a much stronger focus from the DfE and NHS England on tracking the impact of the work on children, young people, and families. Emerging evidence of the impact of the work was shared in the report, and there was a strong push from the DfE and NHS England to ensure we are securing robust evidence of the impact of our work on the lived experience of children, young people, and families.
- 5.15 The DfE summarised their feedback by recognising that the local area continues to give this work high priority and progress is being made. They acknowledged the detailed action plan is being well managed and that the focus must now be on securing further robust evidence of the impact that work is having.
- 5.16 The DfE recognised the work that has been done with the Parent Carer Forum and their involvement in developing the new SEND Strategy and wider areas of work. Feedback in the meeting from the chair of the PCF was positive, whilst recognising there is still work to be done.
- 5.17 There were four head teachers in attendance at the review meeting, and the DfE commented that it was good to see that level of engagement from schools as this is not often seen in other areas. Head teachers were again supportive of the work that is taking place but did comment on the ongoing challenges with finance and in borough school places.
- 5.18 The first review meeting outlined the robust governance arrangements that are in place, and the focus of the second meeting shifted to look at the impact of those arrangements. Examples of robust challenge and resulting change were provided to demonstrate the impact of the governance arrangements and it was stressed that this approach should continue.
- 5.19 There are some areas of work that have not yet started, and this was highlighted by the DfE, who stressed the importance of not allowing a slackening in the pace of improvement. Whilst some of this activity is not yet due to start, it is recognised that there has been some reduction in the pace of delivery in some areas. This is due to resourcing issues, exacerbated by a significant amount of time for key officers being diverted to participation in the government's Delivering Better Value (DBV) in SEND in the last quarter. Whilst this has resulted in the council successfully bidding for £1million DBV funding, the size of the council means that the same officers have been required to deliver day to day services, the SEND improvement programme and the DBV programme. Limited specialist resourcing, particularly within the SEND team, continues to be the main risk for the programme.
- 5.20 It is now apparent that capacity within the SEND team is currently insufficient to meet the growing demand for services, which has led to a backlog of EHCP assessments

and annual reviews. To clear the backlog, meet current levels of demand, and have capacity to progress the WSOA improvement programme, additional short-term capacity is required within the SEND team.

- 5.21 It is felt that there is a specific requirement for a 6-month period, whilst a business case is developed outlining the longer-term needs for the team. During this 6-month period, an extensive training and development programme will be delivered to the team, processes will be mapped and improved, and a business systems review of the Capita One system will be conducted to maximise use of the system. The total funding to support the level of resources proposed is £350,000, which is available within the corporate contingency approved as part of the 2023/24 budget. The Executive is asked to support release of this funding to cover the costs set out in appendix A.
- 5.22 Some original delivery dates on the published WSOA have been amended because of detailed planning work taking place to assess achievable delivery dates. Where dates have been amended these have been agreed by project team members and members of the SEND Improvement Partnership Board (SIPB). The DfE lead, who is a member of the SIPB, has confirmed they are happy with that approach and for our reporting to be against the re-baselined dates, so long as these have been agreed by the SIPB.
- 5.23 Once discussions on the progress review were complete, the DfE focused on next steps and future monitoring arrangements. The DfE do not have the authority to 'cease' a Written Statement of Action as this was a requirement from Ofsted. However, they can cease monitoring delivery of the WSOA if they feel the local area is making good progress. It was advised that this will be discussed in further detail at the next meeting.
- 5.24 Ofsted launched a new SEND framework in November 2022, with inspections under the new framework beginning in January 2023. The DfE advised that the local area will have an inspection within the first 3 years of the new framework. The new framework has a stronger focus on how improving practice leads to improved experiences for stakeholders and improved outcomes for children and young people.
- 5.25 The next review meeting with DfE and NHS England is due to take place in July 2023. A further update will be provided to the Executive after this review.

## **6 Consultation and other considerations**

### **Legal advice**

- 6.1 The relevant legal issues are addressed within the main body of the report and strategy.

### **Financial advice**

- 6.2 An effective SEND Strategy will aid the council in meeting the needs of the local community, relevant statutory duties and delivering value for money in an area that is presenting many local authorities with significant financial challenges. To support the further improvement of SEND services, a £0.350m funding allocation is proposed from the Corporate Contingency.

### **Other consultation responses**

- 6.3 Co-production and consultation with stakeholders throughout the design processes has been captured, analysed, and used to develop the strategy.

### **Equalities impact assessment**

- 6.4 An equalities impact assessment has been completed and did not establish any significant concerns or implications that have not been picked up by the SEND strategy. This has been attached as a supporting document.

#### **Strategic risk management Issues**

- 6.5 There are no specific strategic risk management issues relating to the update on the WSOA as this was considered when the WSOA was produced. Delivery of the strategy will impact positively on current strategic risks around surplus school places and pressures on the high needs block funding, as we increase in borough provision and more resourced school places.

#### **Climate change implications**

- 6.6 There are no specific climate change implications relating to the update on the WSOA as this was considered when the WSOA was produced. The recommendations in Section 2 above relating to the new SEND strategy are expected to reduce emissions of CO<sub>2</sub>.
- 6.7 The reasons the Council believes that this will reduce emissions are due to reducing the number of children who are travelling long distances to attend out of borough school placements. In borough capacity will increase, thereby reducing the amount of travel required.

#### **Health and wellbeing considerations**

- 6.8 There are no specific health and wellbeing considerations relating to the update on the WSOA as this was considered when the WSOA was produced. An equalities impact assessment has been completed for the new SEND strategy which makes specific reference to health and wellbeing.

#### **Background papers**

DfE progress review meeting slide deck

Bracknell Forest WSOA Review

SEND Strategy 2023 to 2025 (please note the attached version is for a review of content only. The council's graphic design team are designing the final version, which will meet all accessibility criteria).

SEND Strategy equalities screening record

#### **Contact for further information**

Grainne Siggins, Executive Director: People

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Appendix A

Role	Purpose	Duration	Number	Cost £
SEND Officers [Mix of agency and permanent]	Additional capacity to meet increasing demand and provide backfill to allow learning and development capacity	6 months	5	£164,000*
Senior SEND Officers [Consider permanent]	To lead on complex cases to free up SEND officer time. Focus on backlog, e.g., complex case consultation and engagement	6 months	2	£70,000**
Business Support Officers [Agency/Secondment]	Remove administrative tasks from case officers	6 months	2	£38,000
SEND Business Manager [Additional hours]	Additional day per week for current postholder to focus on embedding new processes	6 months	7 hours per week	£7,000
<b>Total operational costs</b>				<b>£279,000</b>
Business system tech specialist [Interim project resource]	Project resource – understand and maximise use of system	3 months	1	£42,250
Administrator [Interim project resource]	Project resource - data cleansing within Capita	4 months	1	£12,650
<b>Total project costs</b>				<b>£54,900</b>
<b>Contingency</b>				<b>£16,100</b>
<b>TOTAL FUNDING REQUESTED</b>				<b>£350,000</b>

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**Working Together**

**Bracknell Forest  
SEND Strategy  
2023 - 26**

*Nb. PCF to provide artwork for strategy*

*NB. Add logos for BFC, PCF and Fri  
mley ICS*

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DRAFT - CONFIDENTIAL

## Foreword

This strategy builds on the work of the SEND 2020-2022 strategy. It has been jointly developed by Bracknell Forest Council, Frimley ICB, Bracknell Forest Parent Carer Forum education professionals, health professionals, parents, carers and in conjunction with children and young people.

When Ofsted and the CQC (Care Quality Commission) undertook their inspection of special educational needs and disability (SEND) services in late 2021, they highlighted that too many children and young people with SEND do not get the support they need in Bracknell Forest.

We responded by developing a written statement of action (WSOA), published in July 2022, to immediately act and put in place meaningful and lasting improvements. This strategy has been developed alongside the delivery of the WSOA and forms part of Bracknell Forest's response to the inspection.

This strategy goes beyond the inspection and sets out how we will improve the broader outcomes for children and young people into the future.

There will be an ongoing review of both the strategy and the WSOA, to ensure we remain focussed on the right priorities and make solid progress to achieve them, so to improve outcomes for children and young people with SEND.

Signed by,

Grainne Siggins, Executive Director, People

Tracey Faraday-Drake – Senior Responsible Owner (SRO) for SEND and Director for Children and Young People and all age learning disabilities and autism

Victoria Stageman, Chair, Bracknell Forest Parent Carer Forum (TBA)

Roy Bailey, Executive Member for Children, Young People and Learning

Chairs of primary group: Ruth Jackson, Stuart Bevan;

Chair of the secondary group: Debbie Jones

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## Introduction

### What is this strategy for?

The strategy defines our ambition for SEND to support children and young people to achieve their educational and life outcomes. It describes what children, young people, families and professionals consider to be the most important improvement areas (objectives) for SEND in Bracknell Forest between 2023 and 2026.

The strategy is intended to cover the 'local area' which includes the local authority, the integrated care board, public health, NHS England for specialist services, early years settings, schools and further education providers in Bracknell Forest.

### Who is the strategy for?

- children and young people (0-25) with special educational needs
- professionals working in education, health and social care
- partners such as the parent carer forum and third sector organisations to understand how they can contribute and support this strategy
- parents, carers and families in Bracknell Forest

### How was the strategy developed?

Between June 2022 and March 2023, children, young people, families and professionals were provided opportunities to explore their ambitions for SEND and review the draft strategy. Working together the local area has run:

- five face-to-face community events for parents, carers, children and young people with SEND
- six online events for with parents, carers, children and young people with SEND
- four surveys targeted at parents and carers, education professionals (including SENDCOs and early years), health professionals and local government officers
- one face-to-face supported focus group with children and young people with SEND
- one online focus group discussion with early years leaders
- one face-to-face discussion with head teachers and education settings
- three online focus group discussion for education leaders (including SENDCOs), health professionals and local government officers

Over 300 people, including 44 children and young people with special educational needs, helped to co-produce our strategy. All these views and ideas have been used to define a strategy that represents our collective ambition.

This strategy has been developed with the support and contributions of children, young people, parents and carers, in addition to professionals. Here are some of the views shared about what changes we want this strategy to deliver and achieve.





## Strategy on a page

### One vision

Our vision for children and young people with special educational needs and disabilities (SEND) in Bracknell Forest, is they achieve their full potential in their early years, at school and in college and lead happy and fulfilled lives.

### Our principles

To achieve this vision, families, support services and educational settings in Bracknell Forest have articulated the principles we expect each other to adopt when working with, or caring for, children and young people with SEND. These are:

- be able to reach the right support (people), at the right time and in the right way
- have services that work in partnership, actively listening to their views
- be able to achieve the best they can in early years, at school, in college and beyond
- have opportunities to attend inclusive, good quality education settings with seamless transitions throughout their academic careers
- have their health, social care and education needs understood and met
- be supported to develop the skills necessary for independence, in learning and everyday life
- have support and access to work experience, voluntary and paid work
- live in a society where people understand, respect and accommodate differences and promote inclusion
- create the conditions that enable parents, carers and young people to share their views, upholding dignity and respect

### Five priorities

Working together, our strategic priorities for SEND are:

1. **Early help and professional support** can be accessed at the right time and in the right way to meet the needs of children and young people with SEND.
2. **Local capacity of schools and education provision** meets the current and future needs of children and young people with SEND.
3. **A good and inclusive education for all** children and young people with SEND supporting their education and life outcomes.
4. **Up-to-date systems and processes** provide legal and effective support for children and young people with SEND.
5. To embed the '**Preparing for Adulthood**' (PFA) principles from the earliest of years. Ensuring that young people's voices inform effective commissioning which support positive outcomes.

### Who will oversee the SEND strategy?

Planning and delivering the priorities outlined within this strategy will require close collaboration and planning across partner agencies, parents and carers, schools and children and young people. Strong governance, accountability and challenge will be provided through the Bracknell Forest SEND improvement partnership board.

**SEND in CONTEXT**

**(add in artwork)**



## National context

The strategy is set within the national context and our statutory requirements to meet the needs of children and young people with SEND under the requirements of the Children and Families Act 2014. Bracknell Forest has considered the requirements of the new area SEND framework and handbook (January 2023), ensuring that priorities and the local area self-evaluation (SEF) align to the new evaluation criteria set out in the framework.

In March 2022, the Government published the SEND review, Right Support, Right Place, Right Time. This report recognised that the 2014 reforms to the SEND system brought many positive changes. However, too often, children and young people with SEND, and those educated in alternative provision, feel unsupported, and their outcomes fall behind those of their peers. The review has identified three key challenges facing the SEND and alternative provision system:

1. navigating the SEND system and alternative provision is not a positive experience for too many children, young people and their families
2. outcomes for children and young people with SEND or in alternative provision are consistently worse than their peers across every measure
3. despite the continuing and unprecedented investment, the system is not financially sustainable

The review identified that many parts of the SEND system are not working as well as they should for parents and carers:

- in 2021 during the pandemic, 68 per cent of parents reported that their child's needs were 'not met at all' or only 'somewhat met' in accordance with their EHC plans
- in 2019, 41 per cent of teachers reported that there is appropriate training in place for all teachers in supporting pupils receiving SEN Support
- of the 141 local area inspections published by 21 March 2022, 76 resulted in a written statement of action, which indicates significant weaknesses in SEND arrangements

The review concludes there is a need for much greater consistency in how needs are identified and supported, so decisions are based on a child or young person's needs in co-production with families, not where they live or the setting they attend.

This strategy has considered these findings, combined with local data that has been produced with support from the national delivering better value in SEND programme, to identify how Bracknell Forest can best manage its dedicated schools grant (DSG), high needs block (HNB) budget and relevant general fund budgets in a sustainable way.

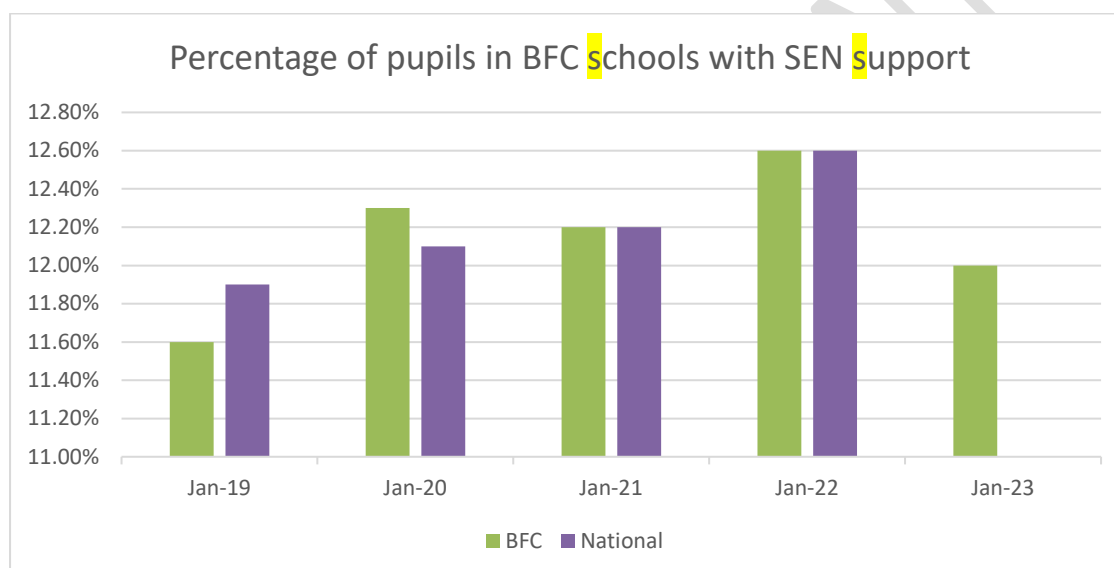
## Bracknell Forest context

### I. Growth in the SEND population

There are 29 state funded primary schools, six state funded secondary schools and one all-through school in Bracknell Forest. 13 per cent of primary and 14.9 per cent of secondary school children were identified as having either special educational needs requiring SEN support, or an educational health and care plan (EHCP) in January 2023.

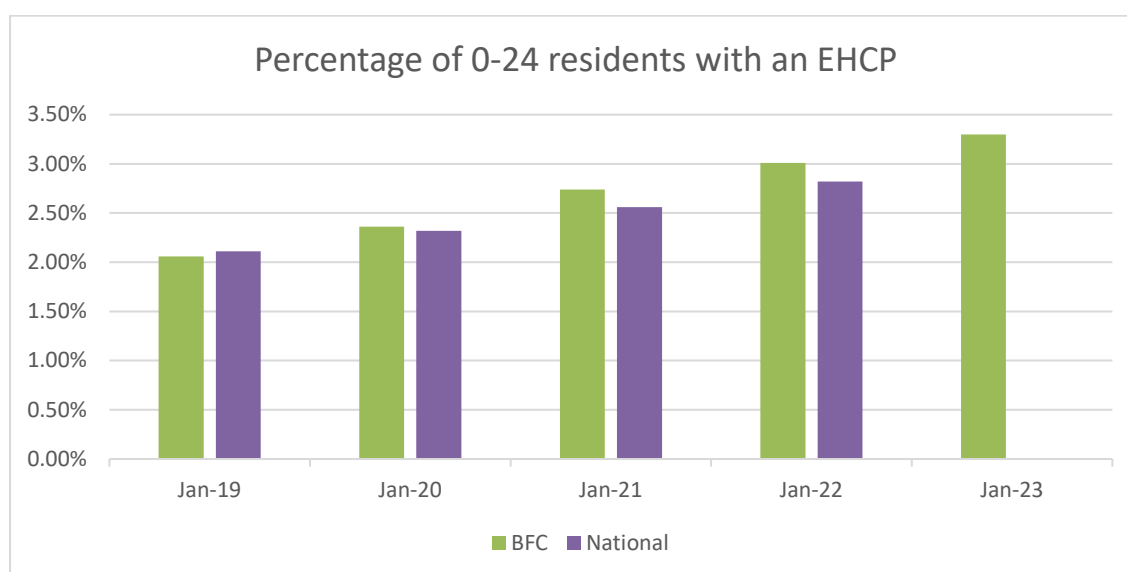
In January 2023, 31.1 per cent of the Bracknell Forest children who are looked after had an EHCP, 10.1 per cent of those with a child protection plan had an EHCP and 13.6 per cent of those with a child in need plan also had an EHCP.

*Graph 1: percentage of children and young people with SEN support*



The number of EHCPs in Bracknell Forest has increased and is just above the local authority average in England, in terms of percentage of residents. The number of plans has increased by an average of 13.5 per cent in each of the years since 2020. Over the next three years, considerable growth is forecast in mainstream and independent non-maintained school settings (INMSS).

Graph 2: percentage of children and young people with EHCPs



Given that 20 per cent of children with EHCPs are presently educated out of borough, the continued rise in EHCP numbers, significant additional in-borough capacity will be required to meet this need. This means an increase in the percentage of pupils with EHCPs being educated in mainstream classes, more resourced places and additional special school capacity.

## II. Inclusive education and outcomes

The 2022 data has now been published. It shows that at the foundation stage and key stage 1 (KS1), pupils with an identified special educational need do not do as well as those in comparable boroughs (called our statistical neighbours).

Graph 3: EYFS and KS1 pupil progress for SEN support and EHCP with comparison with England

		Bracknell Forest %				England %			
		2017	2018	2019	2022	2017	2018	2019	2022
EYFS	EYFSP Good level of development – EHCP	*	*	0%	0%	4	5	5	4
	EYFSP Good level of development – SEN support	24%	29%	30%	18%	27	28	29	23
Pho	Meeting year 1 phonics standard – EHCP	19%	*	20%	19%	18	19	20	19
	Meeting year 1 phonics standard – SEN support	50%	49%	48%	44%	47	48	48	44
Key Stage 1	KS1 Reading expected or higher – EHCP	19%	*	11%	10%	14	13	13	12
	KS1 reading expected or higher – SEN support	27%	38%	35%	30%	34	33	33	30
	KS1 writing expected or higher – EHCP	19%	*	7%	2%	9	9	9	7
	KS1 writing expected or higher – SEN support	15%	25%	23%	13%	23	25	25	20
	KS1 maths expected or higher – EHCP	26%	*	11%	10%	14	13	14	14
	KS1 maths expected or higher – SEN support	32%	44%	36%	31%	35	36	36	33

In 2022, 18 per cent of SEN support pupils achieved good levels of development in early years foundation stage. This represents a decline since 2019 and five per cent below the national average. Progress for phonics in Bracknell Forest was in line with the national average. Key stage 1 reading performance was two per cent below the national average for children and young people with an EHCP, but in line with the national average for children and young people with SEN support.

Key stage 1 writing progress is significantly below the national average for both children and young people with an EHCP and for those with SEN support. For key stage 1 maths, progress is just below the national average for children and young people with an EHCP and those with SEN support.

*Graph 4: Pupil progress across key stage 2 for SEN support and EHCP with comparison with England*

		Bracknell Forest %				England %			
		2017	2018	2019	2022	2017	2018	2019	2022
Key Stage 2 Attainment	KS2 RWM expected or higher – EHCP	*	7	5.9	-	8	9	9.1	-
	KS2 RWM expected or higher – SEN support	*	24	25	-	21	24	25.4	-
	KS2 Reading expected or higher – EHCP	16	19.1	17.6	-	15	16.4	16.4	-
	KS2 reading expected or higher – SEN support	36	45.1	43.8	-	38	43.2	41	-
	KS2 writing expected or higher – EHCP	16	15.2	14.7	-	13	13.1	13.5	-
	KS2 writing expected or higher – SEN support	24	36.8	37.9	-	34	37.7	38.9	-
	KS2 maths expected or higher – EHCP	13	14.9	17.6	-	15	15.3	17	-
	KS2 maths expected or higher – SEN support	40	43.5	48.2	-	41	41.9	46.3	-

For key stage 2, the percentage of pupils at SEN support achieving the expected standard in reading, writing and maths (RWM) was in line with the England average. The percentage of pupils with an EHCP achieving the expected standard in RWM was below the England average.

*Graph 5: Pupil progress across key stage 4 for SEN support and EHCP with comparison with England*

		Bracknell Forest %				England %			
		2017	2018	2018	2022	2017	2018	2019	2022
Key Stage 4 Attainment and Progress	Attainment 8 – EHCP	18.2	20.5	18	17.1	13.7	15.2	15.7	14.3
	Attainment 8 – SEN Support	34.8	37.3	40.5	36	32.6	36.4	36.7	34.8
	Progress 8 – EHCP	-0.95	-	-	-1.31	-1.17	-	-	-1.33
	Progress 8 – SEN Support	-0.4	-	-	-0.47	-0.43	-	-	-0.47
	9-4 English and maths – EHCP	8	20	18	16	11	14	16	13
	9-4 English and maths – SEN Support	34	40	52	35	32	40	42	39
	9-5 English and maths – EHCP	5	6	11	8	6	7	8	7

	9-5 English and maths – SEN Support	22	23	28	19	17	21	22	22

The average Attainment 8 score for pupils at SEN support was above the England average. The Progress 8 score for this cohort was in line with the national average. The average Attainment 8 score for pupils with an EHC plan was also above the England average. The Progress 8 score for this cohort was in line with the national average.

### III. Developing independence

Graph 6: Qualifications by age 19

		Bracknell Forest %				England %			
		2019	2020	2021	2022	2019	2020	2021	2022
Qualifications by age 19	Qualified to Level 2 by 19 – EHCP	47.2	48.7	39	-	30.1	28.8	28.8	-
	Qualified to Level 2 by 19 – SEN Support	63.6	65.7	67.7	-	61.2	61.1	62.1	-
	Level 2 including English and maths by 19 – EHCP	19.4	17.9	26.8	-	14.9	14.7	16.1	-
	Level 2 including English and maths by 10 – SEN Support	48.5	38.2	49.5	-	36	36.3	40.2	-
	Qualified to Level 3 by 19 – EHCP	11.1	7.7	22	-	12.5	12.9	14	-
	Qualified to Level 3 by 19 – SEN Support	37.4	37.3	40.4	-	30.9	32.2	35.4	-

In Bracknell Forest, the percentage of pupils qualified to level two and level three by age 19 is well above national averages for both EHCP and SEN support pupils.

Graph 7: Post 16 performance at school

		Bracknell Forest %				England %			
		2019	2020	2021	2022	2019	2020	2021	2022
KS4 Destinations	Education, employment or training after KS4 – EHCP	90	92.1	97.1	-	90.2	90	90.5	-
	Education, employment or training after KS4 – SEN Support	93.1	90.5	91.9	-	89.3	89.1	89.1	-
	Destination not sustained – EHCP	10	5.3	2.9	-	8.2	8.5	7.6	-
	Destination not sustained – SEN Support	5	8.6	6.5	-	9.2	9.4	9	-

The percentage of EHCP pupils remaining in education, employment, or training after key stage 4 increased from 92.1 per cent in 2020 to 97.1 per cent in 2021. This is seven per cent higher than the national average and places us second amongst our statistical neighbours and 12th nationally.

		Bracknell Forest %				England %			
		2019	2020	2021	2022	2019	2020	2021	2022
KS5 Destinations	Education, employment or training after KS5 – EHCP	85.7	81	88	-	86.7	86.2	83.7	-
	Education, employment or training after KS5 – SEN Support	85.7	87.5	*	-	85.5	84.2	82.2	-
	Destination not sustained – EHCP	10.7	14.3	4	-	8.9	9.1	11.3	-
	Destination not sustained – SEN Support	11.4	10.4	*	-	10.9	12.3	14.2	-

The percentage of students with an EHCP remaining in education, employment, or training after key stage 5 has increased to 88 per cent, significantly higher than the national average of 83.7 per cent.

*Graph 8: Number of post 16 not in education, employment or training (NEET)*

		Bracknell Forest %				England %			
		2019	2020	2021	2022	2019	2020	2021	2022
NEET	16/17 year olds in education and training – EHCP	90.5	85	83.1	83.7	88.6	88.5	89.2	88.7
	16/17 year olds in education and training – SEN support	*	*	85.7	83.3	87	87.1	87.7	86.9
	16/17 year olds NEET or Not Known activity – EHCP	7.7	7.3	10.5	8.9	9.2	9.4	9.3	8.5
	16/17 year olds NEET or Not Known activity – SEN support	*	*	10.5	9.3	9.2	9.2	9.6	8.4

Vision and priorities

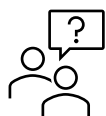
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## A shared vision for SEND

### Vision

Our vision for children and young people with special educational needs and disabilities (SEND) in Bracknell Forest is that they achieve their full potential in their early years, at school and in college and lead happy and fulfilled lives.

### Priorities



Priority one: Early help and professional support can be accessed at the right time and in the right way to meet the needs of children and young people with SEND.



Priority two: Local capacity of schools and education provision meets the current and future needs of children and young people with SEND.



Priority three: A good and inclusive education for all children and young people with SEND supporting their education and life outcomes.



Priority four: Up-to-date systems and processes provide legal and effective support for children and young people with SEND.



Priority five: Children and young people with SEND are prepared for all life stages including their transition to adulthood.



**Priority 1: Early help and professional support can be accessed at the right time and in the right way to meet the needs of children and young people with SEND.**

Support and guidance are provided at the right time, with a focus on early intervention and inclusion for children and young people and their families.

Needs assessments and reviews are co-produced with experts, parents and carers, children and young people. They are completed within statutory timescales. Bracknell Forest has the capacity and agility to respond appropriately with timely access to specialists crucial to the identification of need, planning and support.

The universal SEND offer is robust, with a common understanding across all mainstream and specialist provision which is supported by training and sharing of best practice. Leaders prioritise SEND in their improvement plans by acknowledging that SEND is everybody's responsibility.

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**How will we measure progress?**

- The percentage of assessments completed within statutory timescales.
- Number of CYP waiting to access health care services across CAMHS, therapies, diagnostic pathways
- Progress on the written statement of action, moving from an Ofsted improvement rating to good or better, in support of children and young people with SEND
- Parents, carers, children and young people rating early help and/or professional support as good or better

Priority 1: Early help and professional support can be accessed at the right time and in the right way to meet the needs of children and young people with SEND.	
Ref	Objective
1.1	Establishing clear and co-ordinated single point of referral systems and pathways to support a 'tell us once' approach for professionals, parents and carers.
1.2	Establishing frameworks to support settings with the identification of SEND and how to best put support in place through ordinarily available provision.
1.3	Standardising good practice and inclusivity across mainstream settings, promoting the use of SEND reviews and the inclusion commitment.
1.4	Assessment and decision-making systems and processes ensure key timescales are met, provide an accurate view of the child or young person and put in place appropriate provision.
1.5	Reducing waiting times for education and health specialists needed to support the early identification of need, effective planning and personal support.
1.6	Improving information and guidance for parents, carers and young people.

**Priority 2: Local capacity of schools and education provision meets the current and future needs of children and young people with SEND**

There is sufficient capacity in Bracknell Forest to meet the needs of children and young people. Aligned to our school places and capacity strategy 2023 – 2028 secondary and primary specialist resource provision (SRPs) are developed further to broaden provision. This is complemented by greater capacity within the existing specialist provision in Bracknell Forest.

By planning and working together, Bracknell Forest can attract, develop and retain high quality professionals to support the needs of our SEND community of children, young people, parents and carers.

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**How will we measure progress?**

- Percentage of pupils that attend a state funded school in the same area as they live in
- Percentage of children and young people educated with their needs met within Bracknell Forest.
- Percentage of children and young people placed out of county where educational needs cannot be met locally
- Percentage of children and young people whose needs are not being met in an appropriate setting
- Inspection rating good or better for local provision
- Number of CYP requiring out of county residential care

<b>Priority 2: Local capacity of schools and education provision meets the current and future needs of children and young people with SEND</b>	
<b>Ref</b>	<b>Objective</b>
2.1	Creating additional specially resourced provision or units within Bracknell Forest.
2.2	Creating and/or expanding capacity in Bracknell Forest to reduce the number of out of borough placements.
2.3	Developing more provision within the borough by exploring government funding opportunities and maximising the use of current sites and accommodations.
2.4	Creating opportunities for professionals, parents, carers and young people to co-produce by sharing information and best practice.
2.5	Developing a stable workforce, through effective workforce planning to tackle current and future skills / specialists demands to ensure sufficient capacity and capability to support a high performing SEND system.

### Priority 3: A good and inclusive education for all children and young people with SEND supporting their education and life outcomes.

Children and young people with SEND are happy, included, heard, valued and trusted. They are supported by those who know them best to eliminate barriers and achieve their own potential. Integrated and flexible pathways of support are designed to meet their needs, which are as uninterrupted as possible, and enable their progress to continue at an appropriate rate.

#### How will we measure progress?

- Number and percentage of providers rated outstanding or good in leadership and management by Ofsted (with reference to SEND)
- Overall absence levels and absence for pupils with SEND
- Numbers of suspensions for pupils with SEND
- Number of permanent exclusions for pupils with SEND
- Percentage of children with SEND achieving a good level of development at early years foundation stage (EYFS)
- Percentage gap reducing between children with SEND and those without achieving a good level of development at EYFS
- Percentage of pupils with SEND making sufficient progress at the end of key stage 2
- Percentage gap between pupils with SEND and those without working at the expected level in reading, writing and maths at the end of key stage 2 reducing
- Increase in percentage of pupils with SEND attaining a standard pass at the end of key stage 4 and those attaining a strong pass (Attainment 8)
- Increase in percentage of pupils with SEND making expected progress at the end of key stage 4 (Progress 8)

### Priority 3: A good and inclusive education for all children and young people with SEND supporting their education and life outcomes.

Ref	Objective
3.1	Developing support for education settings, including early years, to deliver truly inclusive provision which includes an understanding of whole school SEND and all staff seeing themselves as leaders or champions of children with SEND.
3.2	Developing approaches in partnership with education settings, including early years, to reduce the number of suspensions and permanent exclusions.
3.3	Strengthening support pathways for children and young people that are vulnerable and out of education.
3.4	Co-producing accelerated training programmes and a breadth of training resources that meet the needs of professionals.
3.5	Training and network opportunities harness the expertise of professionals, parents, carers and young people.

**Priority 4: Up-to-date systems and processes provide legal and effective support for children and young people with SEND**

Co-production is understood by all SEND stakeholders and this influences how we plan, design, deliver and evaluate SEND systems and processes. We work closely and seek feedback on how we work and communicate with each other. This is used to strengthen what is working well and work together to tackle issues and challenges. Where disagreements occur, these are explored constructively and professionally.

Trust is at the heart of how we work together, which is achieved by being clear about boundaries and listening to understand preferences and concerns.

Processes and systems are clear, well communicated and understood by professionals, parents and young people.

**How will we measure progress?**

- Percentage of children, young people, parents and carers that rate co-production or working together as good or better
- Reduction in conflict and tribunal action with families via dispute resolution and mediation
- Increase positive feedback from families and reduction of complaints
- Increased / consistent hits on local offer webpages
- Evidence of lessons learned from complaints

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**Priority 4: Up-to-date systems and processes provide legal and effective support for children and young people with SEND**

Ref	Objective
4.1	Developing communication and co-production principles which are clearly defined and understood by professionals, organisations, parents and young people.
4.2	Creating processes to ensure the voice of children and young people is integrated and is contributing to planning and decision making based on agreed remits.
4.3	Producing and regularly communicating clear guidance on all aspects of SEND processes, that are understood and consistently observed by professionals.
4.4	Technology and data sharing provides access to the most up-to-date information on children and young people between services and organisations.
4.5	Developing our local offer to provide a comprehensive, modern and accessible advice channel that is understood and valued by professionals, young people, parents and carers.
4.6	Developing the SEND partnership governance to ensure consistent and appropriate representation that is supporting stakeholders to be accountable, deliver value, lead improvements and monitor results.

**Priority 5: Children and young people with SEND are prepared for all life stages including their transition to adulthood.**

Transition pathways are clearly articulated and supported, with readily available guidance on what is available at what age for children and young people with SEND. Training and regular information sharing ensures that professionals, parents, carers and young people have the knowledge and skills to make decisions on their future and access the services more relevant to their needs.

Young people are supported to be independent accessing opportunities to develop their travel confidence and ability to manage their disabilities. This is enabling young people to access courses, volunteering and work opportunities that they want to.

Employers are providing a wider range of supported and unsupported workplace opportunities. This ranges from work experience for 16–25-year-olds through to voluntary positions, apprenticeships, flexible and permanent recruitment.

**How will we measure progress?**

- The percentage of CYP over 16 and not in education who secure appropriate work including voluntary roles
- Percentage of CYP that successfully transition into higher education or further education
- The percentage of parents, carers, children and young people that rate transition support as good or better at key life stages
- An increase in the number of employers in Bracknell Forest providing support for young people with SEND to access work and volunteering opportunities

**Priority 5: Children and young people with SEND are prepared for all life stages including their transition to adulthood.**

Ref	Objective
5.1	Establishing clear transition options, pathways and processes with transition information shared between services, organisations, school settings and further education (FE) providers.
5.2	Embedding regular training and information sharing to ensure that school settings, services and stakeholders understand transitions pathways and processes.
5.3	Creating a wider range of opportunities to promote and support independence.
5.4	Strengthening employability skills support for young people with SEND to access work experience and apply for voluntary and paid for opportunities
5.5	Engaging disability confident employers to provide accessible work experience as well as paid for and voluntary opportunities.
5.6	Co-producing with children and young people with SEND to create more effective information, advice and guidance to support transition and key life stages.

Appendices

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# DfE progress review meeting

## Bracknell Forest Written Statement of Action

January 2023





# General update

October 2022 to January 2023

- Phase 2 SEND restructure and consultation complete, recruitment underway for new roles
- A DSCO has been successfully recruited
- Engagement with the DBV programme has resulted in an application for 3 projects to improve support for CYP with ASD and to support transition from primary to secondary, with funding successfully secured
- The draft SEND strategy is now in consultation period
- There has been a reduction in the number of complaints
- Frimley ICB's CYP strategy has been published
- There has been a significant reduction in OT waiting times





# Progress update – area 1

**Lack of a clear, co-produced strategy for how the much needed improvements and change will be brought about**



## Progress to date

- A series of online and face to face events were held with the PCF, young people with SEND, health professionals, education settings and Bracknell Forest staff using a variety of mechanisms including **facilitated conversations, focus groups and online surveys**. The objective was to explore the issues and priorities for children and young people with SEND, consider the purpose of a strategy and how to make this accessible and meaningful.
- The range of views were analysed and used to develop a draft strategy for SEND from 2023 to 2025
- **Consultation** on the draft strategy started in January; feedback has been sought from as wide an audience as possible using a variety of mechanisms including a series of events and discussions groups

## Next steps

- The SEND Strategy will go through the appropriate governance process, currently aiming for Executive Committee on 20 June 2023, post-election
- A review process will be developed and documented

# Progress update – area 2



**Parents' and carers' lack of confidence in the education, healthcare and social opportunities for children and young people with SEND, alongside their frustration at the poor communication they experience from the SEND team**

## Progress to date

- Consultation for Phase 2 of the SEND restructure is complete, with interviews taking place throughout February for all posts
- In response to the Communication and Co-production Charter, a communications and co-production working group was established in November 2022, meeting bi-weekly focussing on topics including improvements to the Local Offer website
- A suite of standard letters (20) have been co-produced with input from the Bracknell Forest SEND team and managers, legal services and the PCF.
- Process have been improved to incorporate the voice and input of children, parents and stakeholders
- A co-produced SEND customer journey infographic has been produced

## Next steps

- Secure all post holders for restructure in place by June 23
- Progressing the East Berkshire Integrated Therapies Project and joint development of the updated service specification
- Continue to gather intelligence to shape the design and redevelopment of a new BFC Local Offer website to ensure it is as accessible and user friendly as possible.

# Progress update – area 3



**Lack of co-production with children and young people with SEND and their families, and with professionals. This includes limited parental representation at strategic level**

## Progress to date

- Initial scoping meeting has been held in January 2023 to explore how best to develop a sustainable and meaningful youth forum
- Two RISE workshops have been held with a range of partners including parents, local authority and health colleagues to strengthen co-production
- A Communication Working Group (set up post SEND Co-production and Communication Charter approval) has been established.

## Next steps

- Appointment of the Engagement and PfA officers will support engagement with children and young people to understand their views and aspirations for a SEND young forum
- A third RISE workshop will take place on 1 March 2023
- Audit of new EHC process to take place in March 2023

# Progress update – area 4

## Lack of appropriate educational provision for a significant proportion of children and young people with SEND in the borough



### Progress to date

- Full engagement with modules 1, 2 and 3 of the DfE's Better Value in SEND programme, resulting in a formal bid submitted 23 Jan for a £1million grant to support 3 new projects, which has been successful
- Work is underway to identify appropriate sites, accommodation and host schools for a secondary SRP
- Applications have been submitted to build an SEMH Special School and an ASD Special School; decisions will be known in financial year 2023-24

### Next steps

- Kennel Lane Special School, awaiting result of DfE survey in Oct 2022 to inform next stage development
- All Saints vacant site: Feasibility study due end of October 2022 will inform next stage of development for SEND provision
- Secondary SRP: planned opening September 2023
- SEMH Hub: working group to agree scope and timeline for implementation. In early stages

# Progress update – area 5

The lack of support available to children and young people while waiting excessive amounts of time to access OT services. Also, the lack of capacity within the OT team, resulting in delays in their contributions to EHC plans



## Progress to date

- Reduction of number of children/young people awaiting OT Triage – **reduction to 4** (previously had been 284) the target is to maintain no greater than 25 children/young people are awaiting a triage at any given point.
- Longest wait in OT Triage – **reduction to 4 weeks** (previously had been 46 weeks).
- % of children waiting 53 weeks or more for an OT assessment – **reduction to 13%** (had previously been 50+%).
- BHFT toolkit direct link signposting document developed, shared with PCF, Schools and Educational Psychology Team and live on Local Offer.
- Stakeholder workshop for integrated Therapies Workshop completed.

## Next steps

- Focus on improvement of EHC compliance underway.
- Review of health attendance at panel report completed – recommendations include strategy to reduce children entering CYPIT services via EHC route who are previously not known to service.
- Integrated Therapies Steering Group to be hosted fortnightly
- Frimley ICS SEND Steering group goes live on February 22nd, 2022.

# Progress update – area 6

The high number of children and young people with SEND who reach a mental health crisis because of a lack of timely support to prevent further escalation



## Progress to date

- Mapping of all available services that provide emotional health and wellbeing early mental health support is complete, forming the basis of a system wide service.
- A robust quality assurance process is in place and embedded into BAU processes
- An agreed training offer is in place to provide regular training within community settings around mental health. A deep dive has been undertaken into several mental health crisis cases to consider early flags, to increase understanding of early identifiers, to develop services to support early intervention, and avoid missed opportunities.

## Next steps

- A comprehensive review of the BHFT CAMHS service is now underway and there are 6 areas of service provision which will be reviewed as part of this BHFT Transformation.

# Progress update – area 7

The lack of established, effective panel arrangements to decide next steps in the graduated approach used for pupils who receive SEND support



## Progress to date

- First Task and Finish group in relation to the graduated approach met on 9 Jan to introduce and discuss the proposed schedule of review activity
- A successful grant application was made to the National Development Team for Inclusion (NDTi) to establish a Supported Internship Forum in Bracknell Forest
- A presentation was delivered to the local Economic Skills and Development Partnership on 19 January to raise awareness of the NDTi Supported Internships programme

## Next steps

- The task and finish groups will be analysing resources, documentation, panels and processes against an agreed matrix and evaluating against best practice.
- They will provide short term and long-term recommendations following the analysis to inform the creation of new graduated approach support standards.

# Progress update – area 8

## Insufficient long-term planning for young people as they move into adulthood



### Progress to date

- The Post 16 working party has considered the transition protocol and the new social care Approaching Adulthood policies to ensure that local authority processes for PfA are aligned. Similar work to link with the Elevate team NEET projects and the new LA transport policy have also been carried out
- The updated Approaching Adulthood Policy has been drafted

### Next steps

- The updated Approaching Adulthood Policy will be presented at DMT on 21/2/23 for sign off
- To produce a guide (manuals /pamphlets) to improve on information accessibility.



# Progress update – area 9



**Parents' and carers' lack of awareness of available advice, support or social care provision. The lack of age-appropriate social opportunities for older children and young people with SEND**

## Progress to date

- Local Offer website initial review and feedback sessions have taken place with Bracknell and Wokingham College, parents and carers along with a survey to gather evidence of user requirements
- A Designated Social Care Officer has been successfully recruited
- Interviews for the new PfA Officer are scheduled for 22 February

## Next steps

- A LO co-production focus group will be formed to help shape the design and redevelopment of the new BFC Local Offer website to ensure it is accessible and user friendly
- The PfA Officer will lead on the audit of the current employment pathways support

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## Initial Equalities Screening Record Form

Date of Screening: 30/01/2023	Directorate: People	Section: Education and Learning
1. Activity to be assessed	Bracknell Forest SEND Strategy (2023 – 2026)	
2. What is the activity?	<input checked="" type="checkbox"/> Policy/strategy <input type="checkbox"/> Function/procedure <input type="checkbox"/> Project <input type="checkbox"/> Review <input type="checkbox"/> Service <input type="checkbox"/> Organisational change	
3. Is it a new or existing activity?	<input checked="" type="checkbox"/> New <input type="checkbox"/> Existing	
4. Officer responsible for the screening	Marc O'Hagan	
5. Who are the members of the screening team?	Cheryl Eyre (Assistant Director for Education and Learning), Neil Hoskinson (Interim Head of SEND), Zoe Livingstone (Head of Standards), Harjit Hunan (Head of Community Engagement and Equalities), Kellie Williams (Assistant Director for Strategic Projects), Kirstine Berry (Business Change Project Manager), Paul Cartwright (Business Change Project Manager)	
6. What is the purpose of the activity?	<p>To implement a new co-produced strategy for Special Educational Needs and Disabilities (SEND) for Bracknell Forest Council to commence in 2023. The strategy defines the SEND vision for 'Children and Young People with SEND achieve well in their early years, at school and in college and lead happy and fulfilled lives'. The strategy outlines five priority areas of work.</p> <p><b>Leadership and Accountability:</b> Leaders in education, health, care and SEND community forums are working together, leading and governing effective services to achieve the best education outcomes of 0–25-year-olds with SEND.</p> <p><b>Right support, right time, right place:</b> SEND and other vulnerable children and young people have access to a flexible range of fit for purpose outcomes-focused provision and support at the right time, in the right place.</p> <p><b>Knowledge and skills:</b> SEND professionals, decision makers, parents and carers have the knowledge, skills and confidence to support the best outcomes for children and young people.</p> <p><b>Working together:</b> Co-production with children, young people with SEND and their parents and carers achieving the best outcomes for 0–25-year-olds with SEND.</p> <p><b>Life stages and transitions:</b> Children and young people with SEND have successful transitions and access robust preparation for adulthood pathways, independent living and employment.</p>	

7. Who is the activity designed to benefit/target?	The strategy is designed to support Children and Young People (0-25) with special educational needs and disabilities. The strategy is also designed to support professionals, parents and carers to contribute to Children and Young people with SEND achieving the best possible academic and life outcomes.																	
Protected Characteristics	Please tick yes or no	<p><b>Is there an impact?</b></p> <p>What kind of equality impact may there be? Is the impact positive or adverse or is there a potential for both? If the impact is neutral, please give a reason.</p>	<p><b>What evidence do you have to support this?</b></p> <p>e.g equality monitoring data, consultation results, customer satisfaction information., etc</p> <p>Please add a narrative to justify your claims around impacts and describe the analysis and interpretation of evidence to support your conclusion as this will inform members decision making, include consultation results/satisfaction information/equality monitoring data</p>															
8. Disability Equality – this can include physical, mental health, learning or sensory disabilities and includes conditions such as dementia as well as hearing or sight impairment.	Y	<p>The scope of the strategy is children and young people with special educational needs and disability between the ages of 0-25.</p> <p><b>The strategy is judged to have an overall positive impact on disability equality.</b></p>	<p>There is a growing need for appropriate support for Children and Young People with Special Educational Needs and Disabilities, with demand for assessment and services forecast to rise over the next 3 years.</p> <p>The SEND analysis produced in December 2022 (MIME) articulates the increasing demands placed on assessment, professional support and education settings.</p> <table border="1" data-bbox="1525 852 2119 1219"> <thead> <tr> <th></th> <th>2022</th> <th>Change since 2021</th> </tr> </thead> <tbody> <tr> <td>Number of residents with an EHCP (0-25 years old)</td> <td>1131</td> <td>+9%</td> </tr> <tr> <td>Number of new EHCP's in the calendar year (0-25 years old)</td> <td>195</td> <td>+10%</td> </tr> <tr> <td>Pupils with EHCP (all schools)</td> <td>3.3%</td> <td>+0.3%</td> </tr> <tr> <td>Pupils with SEND support (all schools)</td> <td>12.6%</td> <td>+0.4%</td> </tr> </tbody> </table> <p>The strategy will positively impact on disability equality through a commitment to make meaningful improvements to SEND provision and strengthening the capacity of services.</p>		2022	Change since 2021	Number of residents with an EHCP (0-25 years old)	1131	+9%	Number of new EHCP's in the calendar year (0-25 years old)	195	+10%	Pupils with EHCP (all schools)	3.3%	+0.3%	Pupils with SEND support (all schools)	12.6%	+0.4%
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			<p>In addition, the strategy commits to co-production. This means that children, young people, parents, carers and professionals will continue to be directly engaged in the review, design and implementation of improvements as identified in the strategic priorities and objectives.</p> <p>The strategy is judged to have an overall positive impact on disability equality.</p>
<b>9. Racial equality</b>	Y	<p>The strategy includes a specific priority aimed at strengthening diversity and inclusion, by working together and committing to co-producing with SEND communities, families, parents, carers, children and young people.</p> <p><b>The strategy is judged to have an overall positive impact on racial equality.</b></p>	<p>In Bracknell Forest just under 10% of residents are from BAME groups. The strategy has been developed in partnership with parents, carers, children and young people as well as with professionals with local government and the health service.</p> <p>The strategy includes specific reference to working together with communities and committing to co-producing with SEND communities, families, parents, carers, children and young people. This will include putting in place appropriate processes and systems to ensure that all communities are supported to understand SEND and access support and advice where needed, irrespective of race and cultural heritage.</p> <p>Objectives within the strategy make specific reference for parents and carer forums (as well as engagement in general) to be 'fully representative' of the Bracknell Forest SEND community. This will include race and cultural heritage. Governance processes will be used to actively monitor progress.</p> <p>The EIA screening team noted that with a diverse local community, providing a wider range of communication options will be critical in order to connect and engage with Gypsy, Roma and Traveller, Eastern European, South Asian and Nepalese, Hong Kong, Black African and Black Caribbean communities (and many more). This has been recoded as an action resulting from this equalities impact assessment.</p> <p>The strategy is judged to have an overall positive impact on racial equality.</p>

<p><b>10. Gender equality</b></p>	<p>Y</p>	<p><b>The strategy is judged to have an overall positive impact on gender equality.</b></p>	<p>In Bracknell Forest, 49.5% of the population is female and 50.1% are male. In terms of SEND, a greater proportion of boys compared to girls will have an EHCP or will have SEN support in place.</p> <p>The following table has been extracted from the 2022 DfE analysis of special educational needs. This highlights the greater prevalence of boys compared to girls diagnosed and/or requiring support.</p> <table border="1" data-bbox="1525 464 2121 778"> <thead> <tr> <th></th> <th>2022</th> <th>Change since 2021</th> </tr> </thead> <tbody> <tr> <td>Statement or EHCP Percentage of Boys</td> <td>72.8</td> <td>-0.3%</td> </tr> <tr> <td>Statement or EHCP Percentage of Girls</td> <td>27.2</td> <td>+0.3%</td> </tr> <tr> <td>SEN Support Percentage of Boys</td> <td>64.2</td> <td>-0.7%</td> </tr> <tr> <td>SEN Support Percentage of Girls</td> <td>35.8</td> <td>+0.7%</td> </tr> </tbody> </table> <p>With SEND students five times more likely to be excluded and likely to be boys, gender equality issues will be tackled through a focus on strengthening inclusion within educational settings. Introducing new approaches to behavioural management will seek to prevent and reduce the exclusion of children and young people with SEND.</p> <p>Furthermore, developing robust workforce plans and investing in training will ensure appropriately skilled people are in place to support identification of need at the right time and in the right pace.</p> <p>The strategy is judged to have an overall positive impact on gender equality.</p>		2022	Change since 2021	Statement or EHCP Percentage of Boys	72.8	-0.3%	Statement or EHCP Percentage of Girls	27.2	+0.3%	SEN Support Percentage of Boys	64.2	-0.7%	SEN Support Percentage of Girls	35.8	+0.7%
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<p><b>11. Sexual orientation equality</b></p>	<p>Y</p>	<p><b>The strategy is judged to have an overall positive impact on sexual orientation.</b></p>	<p>The strategy has been co-produced with parents, carers, children and young people as well as with professionals with local government and the health</p>															

				<p>service. This engagement process has not identified any issues with sexual orientation.</p> <p>Recent research evidence has linked certain special education needs and disabilities to an increased likelihood of identifying as being gender fluid as well as identifying as being LGBTQ+. It is important to note that this research evidence has been challenged as not being sufficiently robust. It is however recognised that those identifying as being LGBTQ+ are reported to be more likely to be at risk of experiencing poorer mental health and wellbeing than the general population.</p> <p>Objectives within the SEND strategy make specific reference for parents and carer forums (as well as engagement in general) to be 'fully representative' of the Bracknell Forest SEND community. This will be complemented by a SEND youth forum that will empower to champion LGBTQ+ rights.</p> <p>The strategy is judged to have an overall positive impact on sexual equality.</p>
<b>12. Gender re-assignment</b>		N	<p><b>Neutral</b></p> <p><b>It is not envisaged that there will be a differential impact based on gender re-assignment.</b></p>	<p>There is no impact anticipated for this characteristic and data is not available regarding Gender Re-assignment for Bracknell Forest and how this relates to the SEND community.</p> <p>In the context of professional capability, the SEND Strategy proposes significant training of the workforce. this will ensure that leaders, managers and professionals are equipped with knowledge and skills to directly support and/or signpost to local services and specialist support.</p> <p>Objectives within the SEND strategy make specific reference for parents and carer forums (as well as engagement in general) to be 'fully representative' of the Bracknell Forest SEND community. This will be complemented by a SEND youth forum. This approach will empower stakeholders to champion ways to improve awareness and understanding of gender reassignment.</p>

<p><b>13. Age equality</b></p>	<p>Y</p>		<p><b>The strategy is judged to have an overall positive impact on age equality.</b></p>	<p>The scope of the strategy is children and young people with special educational needs and disability between the ages of 0-25. However, it is recognised that a broader focus on families, parents and carers will ensure that the strategy has the greatest impact on academic and life outcomes for children and young people with SEND.</p> <p>It has been widely reported that the pandemic has increased the inequalities in attainment and learning. 58% of parents reported that the pandemic has negatively affected their child's education. This strategy includes a provision to boost attainment children and young people with SEND.</p> <p>This strategy will also have a positive impact on the 16 - 25, with the additional focus on preparing for adulthood and promoting independence. This will provide the skills and confidence for children and young people with SEND to explore life opportunities aligned to their personal interest and needs.</p>
<p><b>14. Religion and belief equality</b></p>	<p>Y</p>		<p><b>The strategy is judged to have an overall positive impact on religion and belief equality.</b></p>	<p>Most residents of Bracknell Forest are reported to be of Christian faith (60%) or no religion (28%). The predominant other religions in Bracknell Forest are Hindu and Muslim, with a smaller proportion recorded as Buddhist. Faith is often inter-related with cultural beliefs and this can drive both positive and negative attitudes with disability and health factors.</p> <p>The equalities screening team recommended further engagement with faith leaders to explore:</p> <ul style="list-style-type: none"> <li>• Cultural and faith issues when understanding cultural influences on disability, health and wellbeing.</li> <li>• Understanding the best communication channels and preferences for different groups e.g., social media channels, SMS, technology etc. and using a SEND professional who represents the groups to communicate SEND messages.</li> </ul>



				<ul style="list-style-type: none"> <li>Improving access information advice and guidance around SEND and the influence of faith and cultural beliefs on signposting families, parents and carers with Children and Young people with SEND.</li> </ul>
<b>15. Pregnancy and maternity equality</b>	Y		<p><b>The strategy is judged to have an overall positive impact on pregnancy and maternity equality.</b></p>	<p>The scope of the strategy is children and young people with special educational needs and disability between the ages of 0-25. This means that its scope is pre-birth as well as at an age where Young People with SEND may choose to be sexually active and / or be considering having a family.</p> <p>Pregnancy is a right for most women. However, for women with learning disabilities fulfilling this right can be complicated. Consideration must be given to their capacity to understand pregnancy and parenting, their safety, and the safety of the child.</p> <p>The strategy includes a focus on improving access to appropriate information, advice and guidance through the local offer and local information sharing between and across professionals and parent / carers. This will be complemented by targeted learning and development for all professionals.</p> <p>Objectives within the SEND strategy make specific reference for parents and carer forums (as well as engagement in general) to be 'fully representative' of the Bracknell Forest SEND community. This will be complemented by a SEND youth forum. This approach will empower stakeholders to champion ways to improve awareness and understanding of pregnancy and maternity equity within the SEND community.</p> <p>It is recommended that implementation of the strategy includes greater integration with health in terms of training and access to information, advice and guidance.</p>
<b>16. Marriage and civil partnership equality</b>		N	<p><b>Neutral</b>  <b>It is not envisaged that there will be a differential impact based on marriage and civil partnership.</b></p>	<p>There is no anticipated impact to this characteristic.</p>

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.	The SEND Strategy links closely with the work of Frimley ICB.		
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?	There has been no adverse impact identified.		
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?	There has been no adverse impact identified.		
20. Could the impact constitute unlawful discrimination in relation to any of the Equality Duties?		N	There has been no adverse impact identified.
21. What further information or data is required to better understand the impact? Where and how can that information be obtained?	No further information is required.		
22. On the basis of sections 7 – 17 above is a full impact assessment required?		N	Please explain your decision. If you are not proceeding to a full equality impact assessment make sure you have the evidence to justify this decision should you be challenged. <b>If you are proceeding to a full equality impact assessment, please contact <a href="mailto:Samantha.wood@bracknell-forest.gov.uk">Samantha.wood@bracknell-forest.gov.uk</a> or <a href="mailto:Harjit.Hunjan@bracknell-forest.gov.uk">Harjit.Hunjan@bracknell-forest.gov.uk</a></b>
<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?</b> Please complete the action plan in full, adding more rows as needed.			
<b>Action</b>	<b>Timescale</b>	<b>Person Responsible</b>	<b>Milestone/Success Criteria</b>
Strategic and operational communication	Ongoing	Katie Stephen	<ul style="list-style-type: none"> <li>▪ Communication materials are produced in plain English for parents, carers, young people and professionals.</li> <li>▪ Communication materials are produced in accessible formats for parents, carers, young people and professionals.</li> <li>▪ Communication materials are promoted as being available in alternative languages and formats when requested.</li> </ul>

Integrated information, advice, guidance and training	Ongoing	SEND strategic lead	<ul style="list-style-type: none"> <li>▪ Information advice and guidance is shared and updated with Frimley ICB to create consistency of message.</li> </ul>
<b>24. Which service, business or work plan will these actions be included in?</b>	These actions will be included in the SEND Strategy delivery plan 2023 - 2026		
<b>25. Please list the current actions undertaken to advance equality or examples of good practice identified as part of the screening?</b>	Please list		
<b>26. Assistant Director/Director signature.</b>	Signature:		Date:

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To: **Executive**  
**20 June 2023**

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## **Financial Hardship Action Plan Update** **Assistant Director: Chief Executive's Office**

### **1 Purpose of Report**

- 1.1 To set out the current and proposed initiatives to support residents experiencing financial hardship that will be delivered in the coming months.
- 1.2 To review the progress of the Financial Hardship Action Plan and the upcoming work for the remainder of the plan period.

### **2 Recommendations**

- 2.1 **Endorse the planned and accelerated initiatives set out in 5.4 to address the local cost of living challenges to be delivered within the next three months.**
- 2.2 **Commit to reviewing the existing Financial Hardship Action Plan with a report back to Executive in autumn ahead of Winter 2023.**

### **3 Reasons for Recommendations**

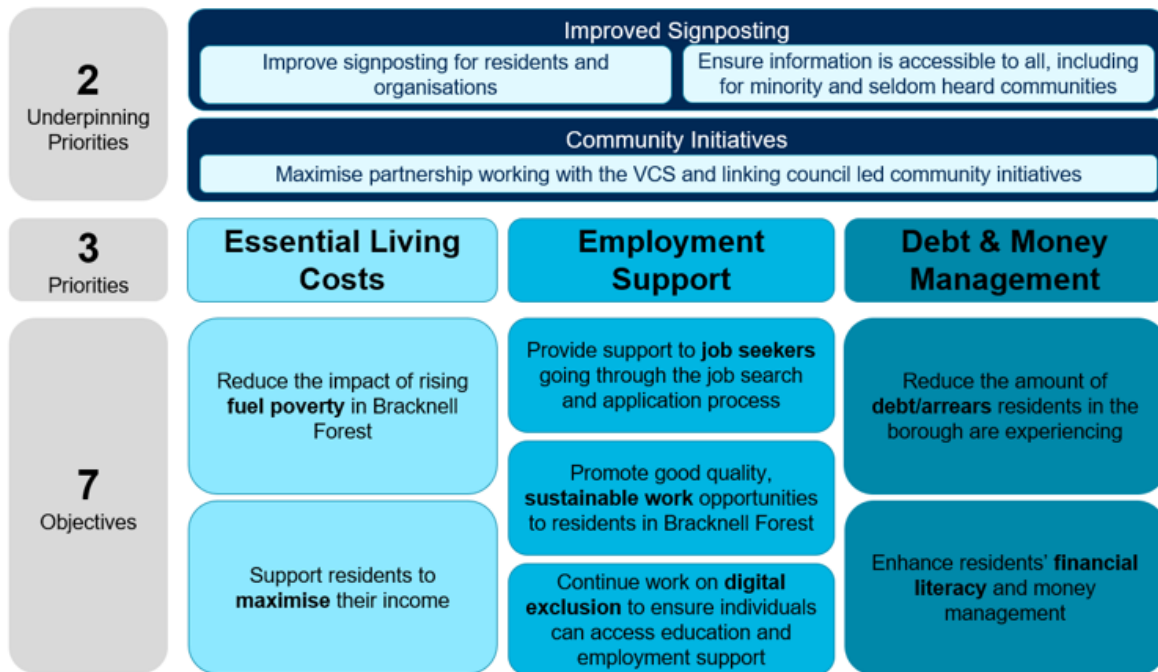
- 3.1 There continues to be significant financial pressures facing many households in the borough, addressing this is a priority for the new lead administration. The recommendations set out provide continued and enhanced support to those most in need. These actions focus on where the council can help reduce the impact of financial hardship and encourage the financial resilience of residents.

### **4 Alternative Options Considered**

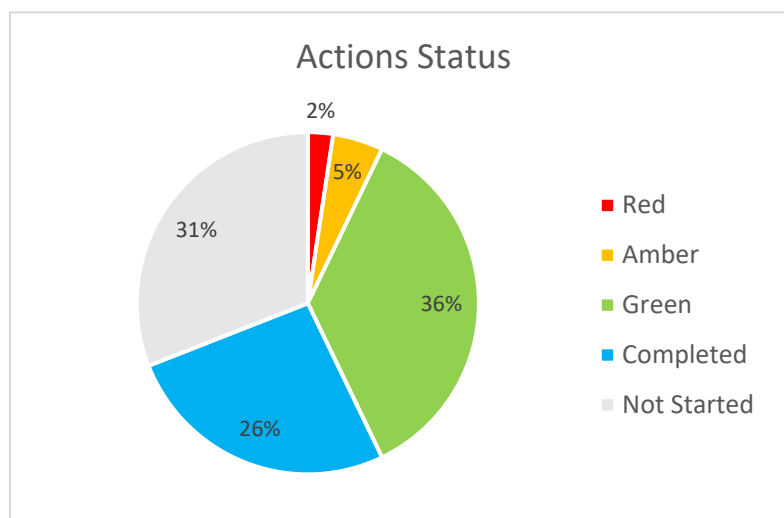
- 4.1 A range of potential initiatives have been considered as part of these proposals. The recommendations balance the time, budget and resourcing constraints with providing the critical support the residents experiencing acute challenges as a result of the rising cost of living.

### **5 Supporting Information**

- 5.1 In spring 2022, a needs analysis was conducted to explore the local challenges related to financial hardship for residents. The analysis included data from national and local sources, including discussions with partners who run vital support in the community and voluntary sector. This analysis identified several key themes and areas where the council could provide additional support to residents. These insights and themes were explored and developed into an 18-month financial hardship action plan (Oct 2022 - April 2024). The development of the plan was supported by a cross-party Councillors welfare group. A summary of the key themes and priorities of the plan is included below.



5.2 During the first seven months of the plan’s delivery, 11 of the actions have been completed (26%) and a further 18 are in progress (43%). The majority are on track for completion. There are a number of actions that are due to start later in the plan period, linked to resourcing considerations or to align with the Winter 2023/24 period. One action (2%) is currently proving challenging to achieve, this is running a campaign on free prescription take up. This is because we have been working with Health colleagues to share their resources, however they have had local delays over the winter in producing these.



5.3 Examples of the work already completed include:

- Establishing a Voluntary, Community and Faith Sector financial hardship forum. This is now led by the community directly to foster joined up working and strong networks of support.

- Creating a help and support section on the council website for those facing hardship. This continues to be adapted to add the latest information, it is the main resource for finding help and signposting.
- Hosting a drop in event for residents at Time Square where local teams and partner organisation shared the local help available.
- Provide training for frontline staff within the council, VCFS and councillors for how to support residents facing fuel poverty. This was conducted by an independent charity including sharing information about many local support schemes for energy and water bills.
- Run a communications campaign for sharing energy saving tips to help drive down energy consumption and costs. This was also linked to the climate change agenda and continues to be promoted through social media.
- Produce and provide a debt advice handbook that residents can access online as well as offline. This guide is available as a hard copy in several sites across the borough and available online.
- Increase books available in Bracknell Forest libraries on money management. Many additional books are now available to read or loan in the library related to managing daily living costs.

5.4 Specific activities that are proposed to take place over the next three months are set out below, some are existing commitments and new and accelerated actions are also proposed. These will be delivered by the 13 August 2023. These further strengthen our ambition to support residents to be financially resilient in the community and to promote a partnership and community led approach to working with residents.

#### Existing commitments

- Further promote and provide support to residents applying for the Household Support Fund and Local Welfare Scheme. This can provide short term support for essential costs related to food and energy.
- Award up to £150,000 to local organisations as part of the Household Support Fund partnership grant, via a grant application process. So that they can continue to deliver vital support to residents this winter.

#### New and accelerated proposals

- Host a cost-of-living support and information session in Princess Square. Partner organisations will be invited to join to share with residents more about their local work and how they can provide help.
- Run a targeted campaign using local low-income-family's data to drive take up of Council Tax Support for those in arrears.
- Deliver cost of living drop-in sessions with council teams such as Welfare attending each family hub.
- Meet with headteachers to highlight local cost of living support and provide signposting material for parents.
- Explore if any further work is needed to work with residents who have received a Council tax energy rebate as credit but are not liable to pay council tax, so that they can receive this directly.
- Promote the availability of social tariffs for broadband bills, to reduce digital exclusion due to unaffordability.

5.5 Most work supporting residents related to financial hardship does not fall within local authorities' statutory duties, there is also much that is outside of the influence of the council. However key elements of the work have been enabled through the recent

provision of grants such as the Household Support Fund and Council Tax Support Fund. For example, over £400,000 has been distributed as part of the Energy Bill support schemes, since March 2023, to 1099 successful applicants. Whilst these are specific and timebound in scope, they are continuing to provide important short-term support to households. A summary of recent and upcoming financial support is provided in Appendix A.

- 5.6 Residents seeking support related to financial hardship has increased significantly over the last 24 months. The work proposed in 5.4 and wider support is enabled through the funding of four additional posts (3x operational 1x strategic), from grant funding and internal reserves through the 2023/24 year. A further £167,000 annual grant has been provided to Citizens' Advice to provide local support related to benefits, work, debt and housing.
- 5.7 The action plan is intended to be delivered by April 2024 from within existing resources. However, it would be valuable to review the content and longer-term ambitions and ahead of the winter. Therefore, it is recommended that the Executive discuss the content further to provide initial direction for any further development. In the meantime, it is proposed that the Member welfare group continues to meet to oversee the delivery and review of the plan.

## **6 Consultation and Other Considerations**

### Legal Advice

- 6.1 There are no specific issues arising in this report.

It is however noted that the continued delivery of the priorities set out in the Financial Hardship Action Plan, will be partly funded by the Government's Household Support Fund. This Fund was first launched in October 2021 and has since been extended several times with the Government's aim to provide funding to support the most vulnerable households with the cost of essentials. It is matter for the Council to decide how best to spend the allocated funds based on local knowledge. As stated on the Department of Work and Pension's website, local authorities have the discretion on how to design and deliver their scheme based on local need, within the parameters of the guidance.

### Financial Advice

- 6.2 The action plan is primarily funded from the government Household Support Fund grant where the projects are within the grant conditions, or from the existing, limited, welfare budget. The proposals made do not seek any additional resource.

### Other Consultation Responses

- 6.3 None specific.

### Equalities Impact Assessment

- 6.4 An equality impact assessment was conducted as part of the original development of the action plan and did not identify any negative impacts. The aim of this work is to support the inclusion of everyone within the community to prevent financial hardship becoming a barrier. The proposals set out continue this aim.



### Strategic Risk Management Issues

- 6.5 None specific.

### Climate Change Implications

- 6.6 The recommendations in Section 2 above are expected to have no direct impact on emissions of CO<sub>2</sub>. The reasons the Council believes that this will have no impact on emissions are that the proposals reflect continued and enhanced activity with the community. The majority of the work will take place at existing sites, or will focus on working conversationally with residents. There are not expected to be any direct impacts on Co2 emissions.

### Health & Wellbeing Considerations

- 6.7 Financial hardship is significantly linked to health and wellbeing. These proposals seek to immediate pressure facing households and therefore reduce stress and anxiety. There are many factors that influence health and wellbeing, but on balance these proposals are expected to provide a positive effect.

### Background Papers

Financial Hardship Action Plan: [Bracknell Forest Financial Hardship Action Plan \(bracknell-forest.gov.uk\)](https://bracknell-forest.gov.uk)

### Contact for further information

Katie Flint, Policy and Performance Lead - 01344 352217  
[Katie.flint@bracknell-forest.gov.uk](mailto:Katie.flint@bracknell-forest.gov.uk)

## Appendix A – Recent and upcoming financial support available

Grant	Value	Recipients	Distribution	Date
<b>Council Tax Support Fund</b>	£25	Council Tax Support recipients (CTS)	LA – through council tax bills/payment (DLUHC)	April 2023
<b>Discretionary council tax support (locally agreed)</b>	£75	Working age households receiving CTS	LA – through council tax bills (internal reserves)	April 2023
<b>Cost of Living Payment</b>	£900 (three payments)	Low income households in receipt of qualifying benefits	Gov – direct to bank account	£301 – Spring 2023 £300 – Autumn 2023 £299 – Spring 2024
<b>Cost of Living Payment</b>	£150	Receiving disability benefit	Gov – through benefits	Summer 2023
<b>Supermarket Vouchers for pupils</b>	£195 over full year	Free School Meal pupils	LA/Schools (DWP)	Each holiday period
<b>Local Cost of Living Payment</b>	£450 working age £150 pension age	Low income households not receiving other benefits to qualify for CoL payment	LA (DWP) Posted directly	Autumn/Winter 2023
<b>Cost of Living Payment and Winter Fuel Payment</b>	£250 to £600	Pension age households (Winter Fuel Payment households)	Gov – added to Winter Fuel Payment	Winter 2023

This is in addition to the additional support provided through schemes such as Council Tax support and the Local Welfare Scheme, which can be applied for directly through the local authority.

For the 2023/24 financial year, the following additional funding has been allocated:

- £100,000 to the Local Welfare Scheme for applications (funded by the Household Support Fund)
- £9,000 to supplement the existing Council Tax hardship fund (funded by the council tax support fund)

To: **The Executive**  
**20 June 2023**

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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 fourth quarter of the 2022/23 financial year (January - March 2023).

### **2 Recommendation**

- 2.1 To note the performance of the council over the period from January- March 2023 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 requires the preparation of Quarterly Service Reports (QSRs) by each directorate. These QSRs provide an update of progress and performance against directorate's service plans and are published on the intranet.

#### 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 a whole. The CPOR enables the Corporate Management Team and Councillors 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.

- 5.3 Key achievements during quarter four have included:

- The council successfully distributed financial support through the government's two energy schemes, processing over a thousand applications in first five weeks.
- The borough was ranked third in England for school performance seeing all the schools rated good or outstanding.
- More than £100,000 of additional income has been accessed by residents through the council's benefits uptake campaigns.
- Digital Services received a silver award in iESE Public Sector Transformation Awards, for Efficiency and Effectiveness.
- The Mayor held the first ever dual faith Christian and Hindu civic service.

- 5.4 There also continue to be challenges the council is working to resolve:

- Budget pressures will continue to impact the council's work in upcoming year.
- Staff retention and recruitment remains an issue, including in specific services such as SEND.
- Service delivery at Heathlands continues to be a challenge, the council continue to work closely to support the provider.

5.5 The CPOR is also reviewed by The Overview and Scrutiny Commission (O&SC). This process enables all Members to be involved in performance management. From Q1 23/24, the O&SC will scrutinise the draft CPOR to make their recommendations to the Executive.

5.6 The CPOR for the fourth quarter (January to March 2023) 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. Key budget information is included in section two of Annex A.

### 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

### [Performance reports \(sharepoint.com\)](#)

QSR – People Directorate – Quarter four 2022/23

QSR – Delivery Directorate – Quarter four 2022/23

QSR – Chief Executive's Office – Quarter four 2022/23

QSR – Resources Directorate – Quarter four 2022/23

QSR – Place, Planning & Regeneration Directorate – Quarter four 2022/23

### Contact for further information

Katie Flint, Chief Executive's Office - 01344 352217

[Katie.flint@bracknell-forest.gov.uk](mailto:Katie.flint@bracknell-forest.gov.uk)

Varad Paranjape, Chief Executive's Office – 01344 352174  
[Varad.paranjape@bracknell-forest.gov.uk](mailto:Varad.paranjape@bracknell-forest.gov.uk)

**Annex A – CPOR Quarter four**  
[Attached as a separate document]

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# COUNCIL PLAN OVERVIEW REPORT






Q4 2022 - 23  
January – March 2023

Chief Executive:  
Susan Halliwell

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## Key

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



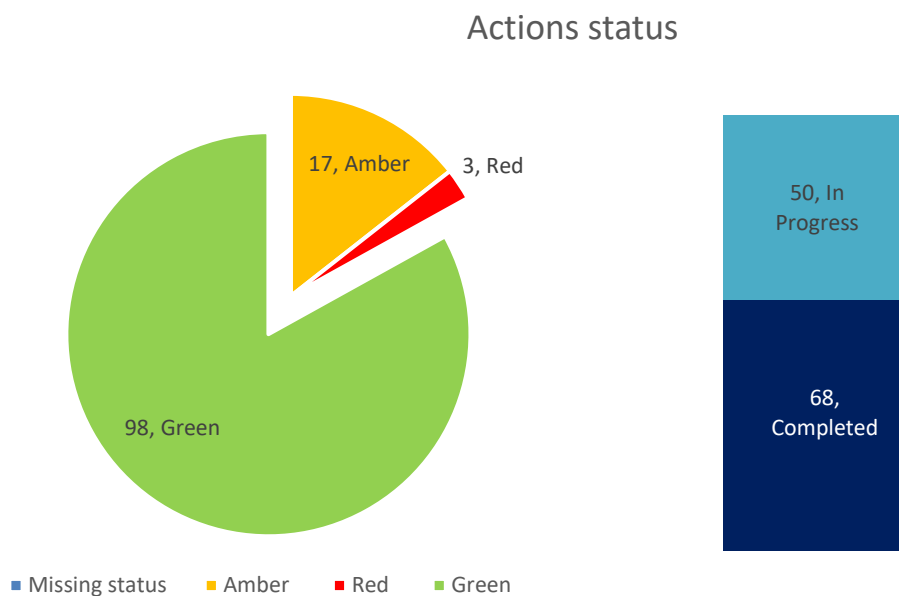
# Section 1: Chief Executive's Commentary

## 1 Introduction

1.1 This report sets out an overview of the council's performance for the fourth quarter of 2022/23 (January - March 2023). The purpose is to formally provide the Executive with a high-level summary of key achievements against the Council Plan. It highlights areas where performance is not matching targets or expectations, along with any remedial action that is being taken. It complements the detailed Quarterly Service Reports (QSRs) which are available on the [intranet](#).

1.2 This is the fourth quarterly report of the 2022/23 financial year and at the end of the fourth quarter progress showed:

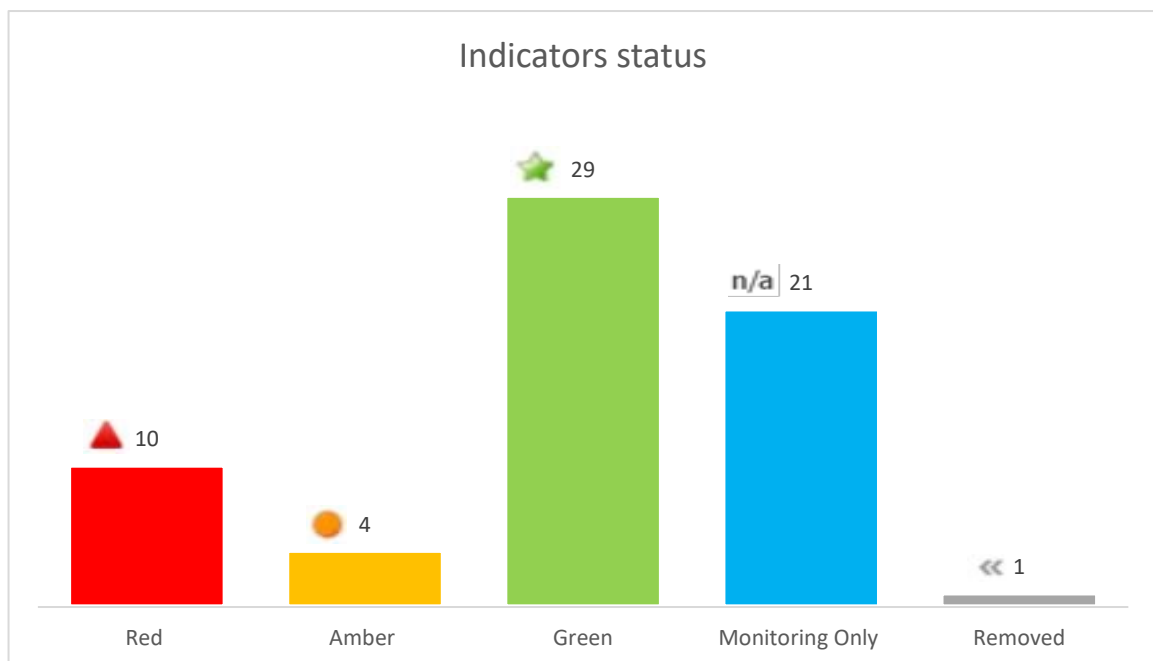
- 98 actions (83%) are green (68 completed, 30 in progress)
- 17 actions (14%) are amber (17 in progress)
- 3 actions (3%) are red (3 in progress)



1.3 Section three of this report contains information on the performance indicators across the council for each of the strategic themes. Indicators have continued to be included in this quarter's 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 Q4, there were 65 indicators presented. The status for the key indicators in the Council Plan in the fourth quarter is:

- 29 (45%) green
- 4 (6%) amber
- 10 (15%) red

21 indicators (32%) have no target set as they are for monitoring only, these provide intelligence about specific trends, but where a directional target may not be appropriate. 1 (2%) indicator was removed as this data is not recorded as part of the Children's Social Care scorecard.



1.4 The full suite of performance indicators will be reviewed as part of the next Council Plan development.

## 2. Overview of Q4 and what went especially well



The council successfully distributed financial support through the government's two energy schemes, processing over a thousand applications in first five weeks.



The Local Plan Examination concluded that plans were sound and compliant, for development over the next 15 years.



The borough was ranked third in England for school performance seeing all the schools rated good or outstanding.



More than £100,000 of additional income has been accessed by residents through the council's benefits uptake campaigns.



Digital Services received a silver award in iESE Public Sector Transformation Awards, for Efficiency and Effectiveness.



A new gift shop and reception area was installed at Coral Reef.



An unannounced three-week thematic review of Alternative Provision was completed in March 2023.



The Mayor held the first ever dual faith Christian and Hindu civic service.

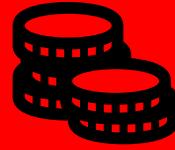


The Joint Central and Eastern Berkshire Minerals and Waste Plan was formally adopted.

## What are the challenges we are working to address?



Staff retention and recruitment remains an issue, including in specific services such as Special Education Needs and Disability.



Budget pressures will continue to impact the council's work in upcoming year.



There has been reduced performance from Early Years providers, reflecting the increased pressure on services.



Service delivery at Heathlands, dementia care service, continues to be a challenge, the council is working closely to support the provider.

*Susan Halliwell*  
Chief Executive

## Section 2: Budget Position

### REVENUE BUDGET MONITORING

The provisional end of year position for the general fund indicates an underspend of -£0.506m. This position reflects the use of the general contingency to fund the additional cost of the pay award rather than the inflation reserve, and further allocations from the contingency to support car parking income and additional costs within the people directorate that were approved by the Executive in October. Further details of individual variances are outlined in each department's Quarterly Service Report (QSR). This net under spend comprises the following significant variances:

The most significant variances that have been reported over the year are listed below:

#### Central

- A net under-recovery of income in planning, in particular development management (£0.154m), and in building control (£0.160m).
- An overspend on reactive maintenance (£0.321m), particularly on street Lighting, gully cleaning and patching.
- The total income was below budget (£0.125m) and contract maintenance costs overspent (£0.029m) within the traffic service.
- An overspend within revenue services where costs recovered for council tax and business rates were below the income budget (£0.095m) and ICT related budgets overspent by (£0.022m).
- A net overspend at The Look Out (£0.126m), mainly relating to catering, and within parks and countryside from additional tree works (£0.051m).

#### Delivery

- An overspend on ICT projects (£1.003m) partly offset by savings in other budget areas, in particular equipment rental and repairs and supplies and services (-£0.211m).
- An overspend on Home to School Transport due to increased demand (£0.148m).
- The income generated by investment properties exceeded the budget (-£0.093m) and refunds led to an underspend on Business Rates (-£0.120m). These were partly offset by overspends on repairs and maintenance (£0.073m) and an overspend on Property Services (£0.052m).
- Additional income generated within Legal Services (-£0.092m) and within Registration of Births Deaths & Marriages (-£0.085m).
- Within Waste Management underspends on waste disposal (-£0.481m), the brown bin service (-£0.074m) and household collections (£-0.060m) were partly offset by an overspend on waste collection recycling (£0.172m) due to additional contract costs.
- Income received on the leisure contract relating to the repayment of Covid-19 financial support (-£0.102m).
- An overachievement of income (-£0.245m) and contracted services underspends (-£0.048m) at the cemetery and crematorium partly offset by operational overspends (£0.102m).
- A net underspend on street cleansing (-£0.063m) and overspends on grounds maintenance works within Environmental Services (£0.053m).

## People

- The management team has experienced vacancies, including in the support team and other specialist roles (-£0.114m).
- An overspend on staffing within Education and Learning (£0.674m) partly offset by related additional income (£0.241m), primarily relating to the Special Education Needs Team. Additional legal and specialist support (£0.173m) and specialist pupil transport costs (£0.094m) were partly offset by a range of under spends, most notably delays in arranging new service deliver contracts (-£0.192m) and reduced spend on former teachers' pensions (-£0.092m).
- A net underspend on Children's Social Care (-£1.971m). Care and accommodation costs for Children Looked After underspent (-£2.231m) due to reduced numbers and average costs being lower than expected. This has been achieved partly through improved support packages before a placement is made, including fostering services (+£0.438m). Other significant variances occurred on Childcare Solicitors (£0.194m), and Unaccompanied Asylum Seekers (-£0.290m).
- An overspend on care packages within adult social care, primarily due to an increase in the number and cost of clients (£1.351m), in particular relating to nursing and residential placements. This was partly offset by underspends at Waymead, the in-house respite service (-£0.065m), additional Better Care Funding (-£0.360m), staff vacancies (-£0.275m) and reduced equipment spend (-£0.045m).
- Within Mental Health and Out of Hours, care packages overspent (£1.513m) due to an increase in both numbers and the complexity of needs. Staffing costs also overspent due to reliance on agency staff (£0.148m). These costs were partly offset by additional income at Forestcare (-£0.140m) and an increase in the contribution from the Better Care Fund (-£0.250m).
- An underspend on Early Help and Communities (-£0.763m). The main elements were underspends within Early Help, primarily relating to staffing (£-0.182m), the Youth Service (-£0.149m), Housing Options (-£0.126m) and Housing Welfare & Benefits (-£0.373m) partly relating to the receipt and usage of additional grant funding.

## Non-Departmental / Council Wide

- A significant under spend on interest budgets (-£1.060m). Average cash balances have been substantially higher than expected, removing the need for any new borrowing in 2022/23. This has resulted from a combination of slippage on the capital programme and positive cashflows from grants being received pending their allocation. The increase in interest rates has also resulted in a higher return on investments.
- 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 (-£0.171m).
- Budgeted savings were not achieved on essential user car allowances (0.020m) and the budget for employers' pension contributions relating to prior year deficits was insufficient due to two schools becoming academies during the year (£0.039m).
- Other under spends primarily relating to pension recharges and joint arrangements, and the provision for bad debts and write offs (-£0.033m).

The final accounts will be presented to the Governance and Audit Committee once the external audit is complete. A full review of all the variances arising in 2022/23 will be undertaken so that any variances that have an impact in 2023/24 and beyond can be identified and built into the Council's medium term financial plans.

The General Reserves balance at 31st March 2023 was £11.077m.

## Section 3: Strategic Themes

The actions and indicators contained within this report are agreed annually as part of the service planning process. However, there are some occasional in year changes required.

This quarter the following two indicators have been added.

- L206 - Number of new EHCPs issued per quarter
- L205 - Percentage of EHCPs issued within 20-week statutory timeframe per quarter

The following indicator was removed.

- L411 – number care proceedings per 10,000 children was removed as this data is not recorded as part of the Children’s Social Care scorecard.

During the quarter four period, many of the actions were completed. Most due dates are set at 31 March 2023 reflecting the end of the current plan period, it does not reflect that the action should be completed. Some actions will continue to be part of the 2023 Service Plans and therefore included in the next performance report.

## Value for money

Action	31/03/2023				
	Stage	Percentage Complete	Due Date	Status	Comment
<input checked="" type="checkbox"/> 1.01.01 Maintain Council Tax	Completed	100%	31/03/2023	✔	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	83%	31/05/2023	★	The variances reported by directorates indicate expenditure below the approved budget in the Best Case scenario (-£0.979m) and the Worst Case scenario (-£0.439m), after taking into account the use of the Inflation Reserve (£1.5m) to help meet the final pay award and the balance on the Corporate Contingency (£2.093m). This is a deterioration of £0.203m Best Case and £0.035m Worst Case compared to last month.
<input checked="" type="checkbox"/> 1.01.05 Delivery of the transformation programme	Completed	100%	31/03/2023	✔	On track to deliver the current portfolio of projects. CMT has been working on the development of a new change programme with managers across the organisation in Q4 aligned to the development of the new council plan. This work will inform engagement with Councillors following the election in Q1 and Q2 23/24.
<input checked="" type="checkbox"/> 1.01.07 Delivery of Business Change Savings	In Progress	70%	31/05/2023	▲	Business change savings relating to the Look Out Phase 2, Asset Management and Heathlands will not be fully achieved.
<input checked="" type="checkbox"/> 1.01.08 Council Tax Financial Support	Completed	100%	30/09/2022	✔	Council Tax bills were reduced by £150 for council tax support claimants for 2022/23.
<input checked="" type="checkbox"/> 1.02.03 Workforce and Organisational Development Strategy	In Progress	75%	31/03/2023	★	The recruitment and retention project in Social Care has resulted with 5 agency staff transferring to permanent posts within the Council. The staff churn has also reduced during the quarter. A full analysis on the impact on the recruitment activities is currently being undertaken. The model incorporated for this recruitment project is being used in other areas where recruitment has been a challenge - the impact of this will be known in Q1. The results of the staff engagement survey are being reviewed and considered through the departmental management teams and CMT. An action plan to address areas for focus/ improvement will follow. The work on the revised leadership and management development programme has been concluded and this will be rolled out from April.
<input checked="" type="checkbox"/> 1.02.06 Develop Recruitment and Retention Strategy	In Progress	60%	31/03/2023	★	The blueprint used for the social care recruitment project is being used across other service areas. In one area which has traditionally been challenging for recruitment, a new career graded post has been designed which it is hoped will provide a greater number of potential candidates.

<input checked="" type="checkbox"/> 1.02.10 Move services online and via self-service	In Progress	80%	31/03/2023	★	The project to develop a Blue Badge service in Liberty Create is still underway and. A process for this has been developed by Netcall but further work is required to complete it. The target date for go live is the end of May 23.  Work on building a Complaints service will commence from the end of May 23. A Freedom of Information module has been downloaded from the Netcall App Share and and is currently being reviewed to find out if it can be implemented as a new service. Work to develop a Chatbot to assist with answering customer enquiries on the public website is currently underway. The Digital Services team have received training on Liberty Connect and will now work with Customer Services and service teams to develop the chatbot.
<input checked="" type="checkbox"/> 1.02.16 Deliver year one customer experience strategy	Completed	100%	31/03/2023	★	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	70%	31/03/2024	★	Work has continued to determine the programme of development for the Low Code platform. Configuration of the security components in M365 and Azure is continuing.
<input checked="" type="checkbox"/> 1.02.19 Implement hybrid technology for Council meetings	Completed	100%	30/09/2022	★	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	75%	04/09/2023	★	Plan to completed following Council Plan
<input checked="" type="checkbox"/> 1.03.03 Review of Council's Commercial Property Assets	Completed	100%	31/12/2023	★	Property continues to prioritize of the council's commercial property assets. In so doing, allows for the effective use and utilisation of the estate, high levels of compliance and optimisation of the annual maintenance programme.
<input checked="" type="checkbox"/> 1.03.05 Redevelop Commercial Centre	Completed	100%	31/03/2023	★	The works are progressing well and currently on schedule to hand over the first phase of works at the end of July 2023
<input checked="" type="checkbox"/> 1.04.04 To work in partnership with other public authorities in Berkshire for the One Public Estate	Completed	100%	31/03/2023	★	Property continues to work with the OPE and recently secured £600k of grant funding to upgrade the lighting at a car park.
<input checked="" type="checkbox"/> 1.04.05 To develop and work on the council's Asset Management Plan	Completed	100%	31/03/2023	★	Property continues to support the project by keeping the BF Cambium Partnership development plan in line with the council's Asset Management Plan, in order to maximise regeneration and development option.
<input checked="" type="checkbox"/> 1.2.02 Identify and engage low income households	Completed	100%	30/09/2022	★	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	31/03/2023			
	Last Quarter	This Quarter	Current Target	RAG
> L051 % of council tax collected	81.9%	97.2%	98.0%	★
> L053 % of Business Rates collected in year	83.6%	100.0%	98.0%	★
L220 Number of ICT Helpdesk Calls	5,222	5,902		n/a
> L221 Satisfaction with Customer Services	82.1%	74.5%	85.0%	●
L257 Number of complaints received	91	131		n/a
L391 % of vacant posts temporarily filled with agency staff	28%	33%	30%	★
L392 % of agency workers council wide	8%	9%	5%	●
L395 Number of self-service transactions processed via customer account	16,723	18,306	20,000	▲
L397 % of IT estate delivered from cloud	98%	98%	80%	★
L444 Number of Facebook followers for Public Health	22	15		n/a
L445 Number of users accessing Thrive!	396	503	200	★
> L261 Level of staff sickness absence	2.47	2.56		n/a
> L262 Level of voluntary staff turnover	3.38%	2.49%		n/a



Annual Indicators	31/03/2023			
	Last Year	This Year	Target	RAG
> L250 Band D council tax position amongst all English unitary authorities	8%	8%	10%	★
L398 Library Service Customer Satisfaction	79%	81%	85%	★

## Economic resilience

Action	31/03/2023				
	Stage	Due Date	Percentage Complete	Status	Comment
<input checked="" type="checkbox"/> 2.01.02 Develop affordable Housing Supply Supplementary Planning Document	In Progress	31/03/2023	20%		The Local Plan is now at the post-hearing main modifications stage after which period of public consultation on the proposed final changes will be required. As noted previously, work on the SPD cannot commence until there is sufficient certainty about the final modifications to the policies in the Plan. With adoption of the plan now expected to be early new year, it is anticipated that work on the SPD will commence later this year.
<input checked="" type="checkbox"/> 2.02.02 Work on development of The Deck and the sustained viability of Town Centre	In Progress	31/03/2023	35%		The Developer is reviewing construction tenders to determine delivery programme.
<input checked="" type="checkbox"/> 2.02.03 Develop an Arts, Heritage and Culture Strategy	In Progress	01/09/2023	30%		Specialist Arts & Culture consultants (D-P-Q) are now recruited to the project. The project is in the consultation phase where an agreed list of stakeholders are being consulted on current Arts, Heritage & Culture provision within the borough.
<input checked="" type="checkbox"/> 2.02.04 Develop a new library strategy leading to an enhanced new central Bracknell Library	In Progress	31/03/2023	39%		Progress to the objective has continued. However, the next steps in the project are dependent on the progress of the deck project. This is currently in the procurement stage with BRP. Once the deck project progresses, then this project can move to its next milestone.
<input checked="" type="checkbox"/> 2.02.05 Town Centre Masterplanning	In Progress	31/03/2023	50%		The Masterplans have been completed in draft and will be developed further to accompany the Local plan in any future consultation stages.
<input checked="" type="checkbox"/> 2.02.06 Review JV Business Plan	Completed	31/03/2023	100%		JV Business Plan agreed Executive 21/3/23
<input checked="" type="checkbox"/> 2.02.07 Developments at Coopers Hill, Market Street and Central Depot	Completed	31/03/2023	100%		Coopers Hill first home completed April 2023 - build on programme Depot (surplus land) Exclusivity with the JV until November 2023 Market Street sewer move commenced January 2023, piling due to commence April 2023 - build on programme
<input checked="" type="checkbox"/> 2.04.02 Support the Economic Skills and Development Partnership	Completed	31/03/2023	100%		ESDP work programme is now updated. UKSPF investment plan is confirmed. This is to be delivered over the next two years.
<input checked="" type="checkbox"/> 2.04.03 Support for Local Economy	In Progress	31/03/2023	80%		A consultancy has been commissioned to work with the Council to prepare a new economic strategy for the borough's economy 2023-2033. This will involve extensive public and stakeholder engagement with the aim of adopting the strategy and delivery plan in the Autumn.
<input checked="" type="checkbox"/> 2.04.04 Promote and support the Bracknell Business Improvement District (BID)	In Progress	31/03/2023	80%		The BID continues to develop its presence and the Council continue to support many of its activities and projects. The Bid Levy remains an issue which is being addressed by IT and the Revenues Team.
<input checked="" type="checkbox"/> 2.05.02 Implementation of changes to property assets	Completed	30/09/2022	100%		Item closed as action no longer relevant within the plan structure.
<input checked="" type="checkbox"/> 2.06.01 Increase engagement through the Business Liaison Programme	In Progress	31/03/2023	50%		Contacts made with major employers to share insights to help the council deliver support and to shape the proposed economic strategy. This engagement will be ongoing.
<input checked="" type="checkbox"/> 2.07.05 Highway improvements for sustainable travel	Completed	31/03/2023	100%		Promotional and awareness programmes continue to be held to support the Government's national Active Travel initiative (walking and cycling) and also encourage increased public transport use. The last quarter has seen promotional events being held at business within the BID area with the help from Sustrans cycling organisation
<input checked="" type="checkbox"/> 2.07.06 Implement Highway Infrastructure Asset Management Plan	Completed	30/09/2022	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	90%	★	DfT grants for Integrated Transport and Highway Maintenance have been fully allocated across the Highways and Transport work programme for 2022/23. Scheme implementation is substantially complete.
<input checked="" type="checkbox"/> 2.08.02 Infrastructure Funding Statement	Completed	31/03/2023	100%	✔	Infrastructure Funding Statement (IFS) for 2021-22 is now complete and has been published on our website in December 2022. The next IFS for 2022-23 must be completed and published by 31st of December 2023.
<input checked="" type="checkbox"/> 2.08.03 Completion of S106 planning agreements	Completed	31/03/2023	100%	✔	There have been slightly fewer S106s completed within this period but still within the average

Quarterly Indicators	31/03/2023			
	Last Quarter	This Quarter	Current Target	RAG
L268 % of working age people who are unemployed	2.8%	2.8%		n/a
L269 % of working age population in employment	77.4%	79.9%		n/a
L271 % of borough covered by superfast broadband	98.6%	98.6%	99.0%	★
L442 Vacancies on school governing boards	19%	17%	18%	★

Annual Indicators	31/03/2023			
	Last Year	This Year	Target	RAG
NI167 Average journey times per mile during the morning peak on A roads	34.70	0.00		n/a

## Education and skills

Action	31/03/2023				
	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	Completed	31/03/2023	100%	✔	Property services continue to support education service with changes to schools premises.
<input checked="" type="checkbox"/> 3.01.03 Transport for Warfield School Migration	Completed	30/09/2022	100%	✔	All Highway works have been completed. The crossings were fully operational in time for the start of the September school term.
<input checked="" type="checkbox"/> 3.01.04 Work on Special educational needs and disability (SEND) Needs Analysis	Completed	31/03/2023	100%	✔	Application for 2 special schools were submitted in October 2022 as a result of the needs analysis and awaiting outcome of application, which we are hoping will be by the end of March 2023. Needs analysis has shown that we need 30 ASD places in SRP's for September 2023 and we are currently in discussions with schools around delivery. Primary SEMH hub has been identified, which should be available from September 2024 onward and are now in discussions with school around implementation. Have engaged with DfE refurbishment programme around special schools and submitted Kennel Lane school for this scheme. Conditional survey took place by DfE in October 2022. Now awaiting further information.
<input checked="" type="checkbox"/> 3.02.02 Support for schools with standards and effectiveness partners	Completed	31/03/2023	100%	✔	Standards and Effectiveness Partners (STEPS) provided the full support package for the 25 schools who purchase the Standards and Effectiveness SLA. A detailed evaluation of an aspect of the school's curriculum was undertaken in each school, an evaluation of pupil progress at the mid-term point in the year was undertaken, and a discussion regarding the school's approach to improving outcomes for disadvantaged pupils. Those schools of concern who are subject to a Standards Monitoring Board have been provided with additional support from the STEPs, and the vast majority are making good progress.
<input checked="" type="checkbox"/> 3.02.03 Promote best practice in schools	Completed	31/03/2023	100%	✔	A wide range of strategies to promote best practice have been deployed over the spring term. There has been widespread brokerage of school-to-school support, providing expertise from other schools particularly in the EYFS and for SEND. New headteachers embarking on their first headships continue to be supported by experienced headteacher mentors. All subject leader network meetings have taken place this term, and have included the sharing of current research articles and best practice case studies, including specialist inputs from nationally recognised specialists. The UKLA/OU Teacher Reading Group, intended to share best practice in promoting Reading for Pleasure, launched this term. The SEND Peer Review Programme also began in February, as the first stage towards building a community of best practice in inclusion across the LA.
<input checked="" type="checkbox"/> 3.02.04 Retain good School Ofsted ratings	Completed	31/03/2023	100%	✔	The proportion of schools judged to be good or better continues to stand at 97%. As a result, Bracknell Forest is now ranked 6th out of 152 Local Authorities nationally against this measure. College Town Primary School, King's Academy Binfield and Edgbarrow School were all inspected during this quarter. College Town Primary School and Edgbarrow both retained their previous judgements of good and outstanding respectively, and King's Academy Binfield was inspected for the first time, and was judged to be good.
<input checked="" type="checkbox"/> 3.03.01 Economic Skills and Development Partnership: Education Sub-group	Completed	31/03/2023	100%	✔	Significant progress has been made to shape the Sub Group work programme and to engage support for the proposed training skills Hub as part of the UK shared prosperity Fund.
<input checked="" type="checkbox"/> 3.04.03 Review Youth Provision and Commission Support	In Progress	31/03/2023	65%	★	Youth specialist consultant started on 03.04.23 to commence the review. Currently working with commissioning to align external youth contracts to youth review timeline. Priority to understand our current internal and externally commissioned offer and then review all available data to be able to determine levels of need and demand. Youth review is a test project with Ideas Alliance to help us co-produce the future of our youth services. Consultant will attend key meetings and liaise with operational colleagues and management
<input checked="" type="checkbox"/> 3.04.04 Review Youth Justice Services	Completed	31/03/2023	100%	✔	A review of the Youth Justice service has taken place, self assessing against the 'child first agenda' New KIPs developed for 23/24 Early Help are commissioning a review of youth services to inform the strategy and that will be the next stage of collaboration for adolescent services across Children's Services for the next performance year
<input checked="" type="checkbox"/> 3.05.01 Increase council entry level apprenticeships	Completed	31/03/2023	100%	✔	Further work is being explored to identify further opportunities for apprenticeship roles. There are currently six roles in place. This includes examining opportunities for career grades in areas where recruitment has proved challenging. Work has commenced with schools to identify opportunities for schemes for teaching assistants and the teaching apprenticeship.

<input checked="" type="checkbox"/> 3.05.02 Effectively use the apprenticeship levy	In Progress	31/03/2023	70%	★	The levy spend is increasing gradually and apprenticeship opportunities are continuing to be sought. This is be used to support areas where recruitment is proving challenging where career graded roles are being established.
<input checked="" type="checkbox"/> 3.06.01 Support the efficacy of early years professionals	Completed	31/03/2023	100%	★	The Spring EYFS Network Meeting was very well attended and provided the opportunity for leaders of EYFS to consider the recommendations from a number of recently published reviews from Ofsted. Discussions focused on the features of high quality curriculum and pedagogy as well as outcomes from the science subject report, which provided the opportunity for colleagues to reflect on the specific knowledge and vocabulary taught within 'Understanding the World' and considering if this is then effectively built upon within Year 1. Leaders agreed that ensuring subject leaders had a secure understanding of what the foundations of their subjects look like across EYFS, is an area for further development. EYFS Strategic Lead Practitioners have continued to offer bespoke support to a number of schools including advice and practical resources to support provision for pupils with Special Educational Needs. This has been welcomed and valued by partner schools. Colleagues have also reviewed the transition documentation to ensure that this provides all the most pertinent information to support an effective and smooth transition for children joining Nursery and Reception classes across Bracknell Forest in the autumn of 2023.
<input checked="" type="checkbox"/> 3.07.01 Support care leavers to access education, training or employment	Completed	31/03/2023	100%	★	At the end of March 2023, 22 care leavers aged 19, 20 and 21 were NEET, 10 of whom are currently unable to access EET due to illness, disability or parenting responsibilities. Support continues to be offered through Elevate to our NEET care leavers through projects and collaboration with The John Lewis Partnership who are exploring work experience opportunities in their warehouse and other areas. The Princes Trust have programmes available throughout the year, the next one starting in May. Elevate additionally hosted an event in March that was open to care leavers. A panel to discuss care leavers is now a regular feature bring together the professionals to maintain focus on supporting each care leaver to be in a position to access education, employment or training.
<input checked="" type="checkbox"/> 3.07.02 Suitable accommodation for care leavers	Completed	31/03/2023	100%	★	Joint housing and Children social care protocol now in place.
<input checked="" type="checkbox"/> 3.08.01 Establish a culture of high expectations for all children	Completed	31/03/2023	100%	★	Inclusion has been a significant area of focus for the Standards and Effectiveness team. The SENDCo newsletter has had its second edition produced to support SENDCos with key information and signpost them to key CPD that is available to them, that can be used in school to enhance practice and provision for all pupils. The SENDCo Forum was again well attended again with 27 colleagues from across 24 Bracknell Forest schools joining. This forum focused on practice, including, a focus on mathematics, the ASCs programme, The Education Psychology service – providing details of the current service delivery as well as the focus in the Neurodiversity project, ELSA programme and Emotionally Based School Avoidance. The SEN Service delivered a detailed understanding of EOTAS (Educational other than at school). 94% of evaluations rated the forum was good or outstanding. The commissioned SEND Review programme has now started with 30 of our Bracknell Forest Schools taking part in the programme. The first Engagement Day took place in February and was delivered by the programme leaders – Katherine Walsh and Margaret Mulholland. Schools have been paired up and are currently undertaking their own school self- evaluation, identifying the strengths and areas of development for their provision, and will before the 19 June, worked with their partner schools to undertaken joint SEND Reviews in each other's schools and have written an agreed report for both schools. This will aid them in readiness for the next stage of the programme. The Standards team have also this term had a significant focus on high expectations for children identified as being disadvantaged. Sessions have been delivered to Headteachers, Governors and PPG leaders as well as bespoke discussions in Standards and Effectiveness visits, reflecting on good practice.
<input checked="" type="checkbox"/> 3.08.02 Support transition to next stage of learning	Completed	31/03/2023	100%	★	The transition working party met during the spring term. Three primary-secondary school pairs have created action plans for transition initiatives to be implemented across the summer term, drawing on best practice and research and focusing on curriculum continuity. A consistent template for sharing information between primary and secondary schools has been agreed for use in the summer term.



<input checked="" type="checkbox"/> 3.08.03 Review the role of Education in the MASH (Multi Agency Safeguarding Hub)	Completed	30/09/2022	100%		Action completed - Safeguarding in Education Officer time is now embedded in MASH supporting triage of contacts and support to schools who refer into the MASH. A trial was undertaken with half a day a week, but this have become more fluid and spread out over the week to respond to dynamic nature of demand in a MASH context.
<input checked="" type="checkbox"/> 3.08.04 Develop SEND Improvement Plan	Completed	30/09/2022	100%		SEND Improvement Plan has been completed and signed off. Programme governance established and all actions relating to Qtr 1 have been delivered on time. Work has been progressed to submit the report for the first formal monitoring meeting with the DfE and NHS England and reporting for the November Executive.

Quarterly Indicators	31/03/2023			
	Last Quarter	This Quarter	Current Target	RAG
L205 % of EHCPs issued within 20 week statutory timeframe : Education and skills		25%	50%	
L206 Number of new EHCPs issued : Education and skills		60	0	n/a
L394 % of staff that have undertaken apprenticeship training : Education and skills	2.5%	3.3%	2.8%	
L402 % of care leavers aged 19-21 years who are NEET : Education and skills	32%	36%	25%	
L403 % of care leavers aged 19-21 years who are in touch with LA : Education and skills	86%	89%	89%	
> L139 % of schools rated good or better : Schools	97%	100%	95%	
> L139 % of schools rated good or better : Maintained Primary Schools	95%	100%	92%	
> L139 % of schools rated good or better : Maintained Secondary Schools	100%	100%	100%	
> L139 % of schools rated good or better : Academy Primary Schools	100%	100%	100%	
> L139 % of schools rated good or better : Academy Secondary Schools	100%	100%	100%	

Annual Indicators	31/03/2023			
	Last Year	This Year	Current Target	RAG
L393 Number of entry level apprentice's council wide	1	9	8	

## Caring for you and your family

Action	31/03/2023				
	Stage	Due Date	Percentage Complete	Status	Comment
<input checked="" type="checkbox"/> 4.01.01 Increase participation in sports, leisure and cultural activities for all residents	In Progress	31/03/2023	80%	★	During this period consultants were engaged to undertake a diagnostics assessment of the Borough's existing leisure provision, this piece of work is the precursor to the Council's leisure strategy expected to be undertaken and completed by the end of 2023. Further, the team are in the process of developing an Arts, Heritage & Culture Strategy for the borough. The initial stage of work will seek to identify the local cultural network's strengths and weaknesses, and where the cultural strategy can weave into future plans for borough. The council have engaged consultants to manage the strategy development. The initial stage will seek to outline cultural priorities to be looked at in more detail through the development of the full strategy, set a direction of travel for that and identify the consultation and engagement to be undertaken.
<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	80%	★	A number of actions in the delivery plans have been initiated. There are 6 priorities Community map refreshed and launched. - Priority area 1 and 3 Self-harm project is on track - Priority area 2 Mental Health awareness training -courses offered to front line staff - Priority 2 Impact of Covid (long term) survey is currently being conducted with report expected at end of April- Priority 4 NHS health checks audit commissioned - Priority 5
<input checked="" type="checkbox"/> 4.01.04 Develop a cross-council financial hardship action plan	Completed	31/03/2023	100%	✈	The action plan was agreed during Q3. Implementation of the action plan continues to be underway. Completed actions this quarter include a pension credit take up campaign and a resident drop-in session to understand local support. The plan continues to be reviewed where there are opportunities for new initiatives.
<input checked="" type="checkbox"/> 4.01.05 Community Development for Health Inequalities	In Progress	31/03/2023	45%	●	Initiation of the Thriving Communities Programme delayed. The pilot community was selected in Q4 following engagement with the voluntary and community sector in Q3 and further data analysis in partnership with the Frimley Integrated Care Board in Q4. The pilot community engagement activity that will start in 2023/24 will focus on the Town Centre part of the Town Centre and The Parks Ward. Community Asset Mapping is underway and further data analysis.
<input checked="" type="checkbox"/> 4.01.06 Develop a CYP(Children and Young People) Plan	In Progress	31/03/2023	80%	●	The development of the plan has continued in Q4. A draft plan was shared with the BF Children & Young People's Partnership Board in March 2023. There will be further engagement and consultation in Q1 of 23/24 prior to publication of the strategy.
<input checked="" type="checkbox"/> 4.01.07 Develop People Strategy	In Progress	31/03/2023	50%	▲	Work continues with finalising a People Directorate Workforce strategy. Once completed, work will commence on developing an overarching People Strategy that aligns to any change in corporate direction.
<input checked="" type="checkbox"/> 4.03.01 Strengthened Working with Health	Completed	31/03/2023	100%	✈	The council continues to work effectively in partnership with the NHS locally. In Q4 it was particularly notable that partners worked together effectively to ensure that level of hospital delays remained low throughout the winter. Partners collaborate across a range of governance forums and projects to ensure that the residents of Bracknell Forest receive the best possible health and social care.
<input checked="" type="checkbox"/> 4.04.02 Monitor take-up and impact of new Housing Assistance Policy	Completed	31/03/2023	100%	✈	policy implemented April 2022, there has been a greatly increased number of DFG's completed in the past 12 months compared with the previous 12 months. The policy appears to be successful and meeting its aims
<input checked="" type="checkbox"/> 4.05.02 Deliver the new Health and Community Hub at Binfield	In Progress	31/03/2023	90%	★	The Construction of the Heath and Community Centre is close to completion with anticipated Practical Completion in early April. Sit occupation is anticipated in mid May.
<input checked="" type="checkbox"/> 4.06.03 Facilitate the delivery of new Community Hub in Warfield	In Progress	31/03/2023	80%	●	Bracknell Forest and Warfield Parish Council have been collaborating with Ridge to update the feasibility study for the Warfield Hub in Q4 including progressing the site and building design and updating the cost plan. The design study will be completed in Q1 2023/24.
<input checked="" type="checkbox"/> 4.06.04 Facilitate new Bucklers Park Community Hub	In Progress	31/03/2023	65%	●	Stage one of the procurement process has been completed and submissions have been evaluated. During April the second stage of the procurement will commence.

<input checked="" type="checkbox"/> 4.06.05 Finalising management arrangements for Binfield Community Hub	In Progress	31/03/2023	80%		During Q4 Binfield Parish Council reviewed the draft lease and provided their comments so that outstanding issues can be discussed and addressed with BFC with the aim of completing a lease in Q1 2023-24. The Binfield Health and Community hub build is anticipated to be completed in late Spring.
<input checked="" type="checkbox"/> 4.07.01 Family hub services expansion and development of multi-disciplinary teams	In Progress	31/03/2023	85%		Frimley heath funding secured to increase Reducing Parental Conflict to full time plus an additional part time worker for one year. Migration team consultation has concluded and team transferring to EH by the end of May. Recruitment will be undertaken for new posts. Applying for extension of funding for approved Mental Health Professional supporting EHP's one day a week. Supporting Families next steps to evidence how Early Help is being delivered through partners. Locality Manager has reinstated termly face to face meetings with family support advisers across all Bracknell Forest Schools. Working party set up to resurrect EH assessments in schools. Early Help Network Partnership meeting booked for May 2023. Bid underway to police and crime commissioning fund for priority 2 – anti social behaviour in town centre. Plan to recruit 3 detached youth workers and work closely with town centre management team and retail managers
<input checked="" type="checkbox"/> 4.08.03 Funding for Adolescents Work	Completed	31/03/2023	100%		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	Completed	31/03/2023	100%		Changes to fostering allowance being presented to exec for a decision in October. Support services to foster carers also reviewed
<input checked="" type="checkbox"/> 4.08.05 Review Family Safeguarding Model	Completed	31/03/2023	100%		Family Safeguarding continues to be an effective practice model. The national evaluation findings clearly suggest that Family Safeguarding is effective at preventing children from becoming looked after (where that is safe and appropriate) and at reducing the number of children on Child Protection Plans. The impact of the specialist adult workers (Domestic Abuse, Mental Health & Substance Misuse) is significant in promoting partnership working with families and between professionals. The risks currently to the model are the Better Care Funding for the Adult Worker roles (Substance Misuse, Mental Health & Domestic Abuse) which are currently funded until 31 March 2023. The current national Social Work recruitment and retention challenges also impact a key part of the model which is lower caseloads to enable more time spent with children and families. There is however a clear departmental strategic plan around recruitment and retention. If future funding is secured with a permanent commitment, all partner agencies will continue to sustain and benefit from reduced pressures and cost avoidance. Evidence is strong that this model is positive for families and supports financial sustainability of specialist services with a lifelong impact if changes are sustained.
<input checked="" type="checkbox"/> 4.09.04 New Health and Care Service at Heathlands	In Progress	31/03/2023	85%		Heathlands Care Centre has continued to provide effective support through intermediate care to support residents to be discharged from hospital and supported in the community before returning home. However the nursing care service provider received a second inadequate judgement from their inspection in November. Work continues between the provider, the council and NHS partners to support improvements in the service and to ensure high quality and safe services for residents.
<input checked="" type="checkbox"/> 4.10.01 Promotion of volunteering for grounds maintenance at the Cemetery & Crematorium	Completed	31/03/2023	100%		Get Green and Active volunteers are now embedded at the cemetery and crematorium and the site are continuing to work with the Involve scheme co-ordinator to identify further placement opportunities.
<input checked="" type="checkbox"/> 4.10.02 Leisure, libraries and arts services used for social prescribing	In Progress	31/03/2023	80%		Work has continued to develop libraries for use as Warm Spaces during the winter. The Library team continues to work closely with the Social Prescribing team and social care colleagues to ensure the range of services on offer helps to meet their needs.
<input checked="" type="checkbox"/> 4.10.03 Social prescribing and primary prevention programmes	In Progress	31/03/2023	85%		Social prescribing function and service has vastly improved in the year with data collection now through the Joy software. As part of the market place it also links with the community map with clients linked to the social groups near them. Some high lights are Mobility group formed for people with mobility issue who now meet in Lexicon A group formed at Silva Homes - men with mental health problems



<input checked="" type="checkbox"/> 4.11.02 Schools service level agreement for PE	Completed	31/03/2023	100%	★	We have had another strong term of delivery and commitment from our schools. Occasionally the offer has been hard to manage due to the high levels of engagement from our schools to some of our flag ship opportunities. We have also seen an increase in the attendance in girls (a target area) and at the Berkshire Winter School Games we saw a higher participation of girls than boys. Another target area which has seen a positive increase has been in the SEND opportunities we have offered. Currently every school in the borough has attended one or more events in the spring term and the average attendance is 4.87 opportunities per school. We are going through the 'buy in season' where currently we have 24 schools already committed to next financial years' service level agreement so we have work to do to ensure we have 100% coverage across the borough.
<input checked="" type="checkbox"/> 4.11.03 Develop a new leisure strategy	In Progress	31/03/2023	30%	★	The first part of the Leisure Strategy has been completed in this quarter. A diagnostic evaluation of existing facilities has been undertaken in the Borough and a draft report has been submitted. Members were involved in this process as well as a wide range of sporting clubs and stakeholders.
<input checked="" type="checkbox"/> 4.12.01 Implement improvements to Suitable Natural Green Space (SANG)	Completed	31/03/2023	100%	✔	Enhancements to SANG sites and the migration of SANG sites to their maintenance regimes where appropriate, remained ahead of demand for new housing occupation. Detailed performance reported and monitored via SANG Board.
<input checked="" type="checkbox"/> 4.12.02 Improvements for open spaces	Completed	31/03/2023	100%	✔	Planned improvements to open spaces delivered through capital schemes and S106 funding assigned in year to appropriate external schemes for instance by Parish and Town Councils / sports clubs.
<input checked="" type="checkbox"/> 4.12.03 Promoting Active Travel	Completed	31/03/2023	100%	✔	Cycle training provider Avanti and Trek attended the Bracknell Leisure Centre Open Day on 14th January, allowing children to have a go around an indoor ramps and skills circuit with tips and training, whilst another Dr Bike session was held at Capitol on the Southern Business Area, allowing employees to bring in their bikes for free checks and fixes.
<input checked="" type="checkbox"/> 4.13.01 Coordinate and lead on the work of the Bracknell Forest Civilian Military Partnership	In Progress	31/03/2023	80%	★	Work has continued to focus on establishing the Royal Berkshire Civilian Military Partnership (RBCMP). A further meeting is planned in April with the RMAS Station Staff Officer to review the remit and action plan of the Bracknell Forest Civilian Military Partnership and introduce the new Community Engagement and Equalities Officer who will be supporting the partnership.
<input checked="" type="checkbox"/> 4.13.03 Support the development of a Berkshire Civilian Military Partnership	In Progress	31/03/2023	80%	★	Following the launch of the Royal Berkshire Civilian Military Partnership in June 2022 at Royal Military Academy Sandhurst (RMAS), a meeting of the supporting unitary authority officers is planned in Q4 to define the activities required to take forward the action plan and the agenda for the next meeting of the Partnership in March 2023.

Monthly Indicators	31/03/2023			
	Last Month	This Month	Current Target	RAG
> L346 Average caseload for Family Safeguarding Model	21	21	16	▲
> L385 Rate per 10k of children on Child Protection Plans	59.6	53.9	43.0	n/a
> L386 Rate per 10k of Children Looked After	57.1	56.4	50.0	n/a

Quarterly Indicators	31/03/2023			
	Last Quarter	This Quarter	Current Target	RAG
L003 Number of visits to leisure facilities managed by Everyone Active	286,691	346,930	380,000	★
L404 Number of children and young people visits to leisure facilities managed by Everyone Active	89,065	131,706	110,200	★
L405 Number of older people visits to leisure facilities managed by Everyone Active	17,348	19,529	48,412	▲
L411 Number per 10,000 of care proceedings	n/r	n/r	n/r	◀◀
L412 Number per 100,000 of first-time entrants to criminal justice system	29.8	44.7	20.0	n/a
L413 Time taken in weeks to process Disabled Facilities Grant applications	0.4	2.0		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)	41%	0%	30%	▲
L416 % of smokers who have quit at 4 weeks in the year to date (co-verified)	48%	0%	30%	▲
L436 Number of visits by customers with a disability to leisure facilities managed Everyone Active	665	2,507	26,600	▲

## Protecting and enhancing our environment

Action	31/03/2023				
	Stage	Due Date	Percentage Complete	Status	Comment
<input checked="" type="checkbox"/> 5.01.03 Local Plan Implementation	In Progress	31/03/2023	85%	★	Implementation of the new Local Plan will commence once it has been adopted. Following receipt of the Inspectors' post-hearings letter it is confirmed that consultation will need to be held on proposed modifications to the plan prior to its adoption. Work has commenced on producing a set of proposed modifications for agreement with the Inspectors prior to consultation. It is anticipated that the plan should be able to be adopted in 2023.
<input checked="" type="checkbox"/> 5.01.05 Management of land assets	In Progress	04/09/2023	75%	★	Solicitors instructed on land to be transferred
<input checked="" type="checkbox"/> 5.01.06 Improve biodiversity through grounds maintenance programme	Completed	31/03/2023	100%	✔	The action was completed in Q3 2023-23. There are no further updates to this now.
<input checked="" type="checkbox"/> 5.01.07 Enhancements at The Look Out and Horseshoe Lake	In Progress	31/03/2023	70%	★	Various enhancements completed. Works to car park remain outstanding due to necessity for construction to occur in dry part of the year, to allow for high water table close to the lake. Works ordered and due to complete late spring / early summer 2023.
<input checked="" type="checkbox"/> 5.02.01 Green development of our waste collection services	In Progress	31/03/2023	35%	●	The waste and recycling team have assessed 70% of the flats in Bracknell Forest and 640 now have food waste collections. Getting agreement from managing agents and housing associations is still proving to be a challenge. Further roll out to more blocks of flats is planned into quarter 1 of 2023/24.
<input checked="" type="checkbox"/> 5.02.02 Educate, enable and encourage residents to maximise their recycling	Completed	31/03/2023	100%	✔	Q4 is a relatively a quiet one for communication and event opportunities. Towards the end of the quarter the waste and recycling team held a electrical and textile recycling event at the John Nike Stadium (athletics track), the event was a success and 2 tonnes of small electricals were collected and 890kgs clothing. Almost 300 residents attended and the team were on hand to answer any question on recycling and waste minimisation.
<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	In Progress	31/03/2023	80%	★	The residential parking improvement schemes for 2022/23 are progressing through the construction phase and are substantially complete.
<input checked="" type="checkbox"/> 5.05.02 Managing Partner for Buckler's Forest SANG	Completed	31/03/2023	100%	✔	Management of SANG open space achieved successfully within year. Ongoing works now part of business as usual. Separate monitoring agreements exist with Land Trust to review, and public feedback regarding site received by P&C in normal fashion.
<input checked="" type="checkbox"/> 5.05.03 Review and enhance open spaces and recreation	Completed	31/03/2023	100%	✔	Reviews and enhancements undertaken in year.
<input checked="" type="checkbox"/> 5.06.01 Climate Change Action Plan and Strategy	Completed	31/03/2023	100%	✔	As we end the performance year, the work programme that is delivering the strategy continues to have good outcomes. The Council was successful in identifying a suitable number of 'leads' for houses to benefit from Sustainable Warmth government funding. The delivery of improvement works to such homes is ongoing during Q4. Warm, Safe and Well (Public Health) funding has seen almost £40,000 committed to improving the warmth of residents' homes deemed most vulnerable to the impacts of the cold. The Climate Change Officer has been working on Climate Change Action's Scorecards this quarter. This is a mechanism for local authorities' to measure progress and can be a way of comparing performance. Plans for £1m worth of retrofitting works on the Council's own estate of buildings has been agreed by the Executive and is now being implemented. Climate change communications during the quarter have included tips for reducing winter energy demands; climate change engagements with local businesses and efforts to recycle food and general waste within Time Square. The outcomes from the Green Homes Grant Local Authority Delivery Scheme 2 are still unknown. The scheme officially ended on 30 September 2022 but us and other participating local authorities are yet to be advised of the end outputs. A very limited number of homes were set to benefit from energy efficiency works.
<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	60%	●	A programme of work for the Low Code platform is being developed.
<input checked="" type="checkbox"/> 5.06.05 Technology Solutions for Ways of Working	Completed	31/03/2023	100%	✔	The objectives from the Customer Experience and IT Strategies set out for the year have been achieved. The Low-Code technology has proved itself, in that new capabilities have been rolled out. That a number of new directories have been created and solution are available for corporate complaints and FIOA management.

<input checked="" type="checkbox"/> 5.06.07 Improve energy efficiency for low income households	Completed	31/03/2023	100%		Final achievements from participation within the Local Authority Delivery phase 2 (LAD2) scheme (delivery ended 30 Sep 22) are still unknown, although BFC expects to have received a small number of energy efficiency home improvements. Local Authority Delivery phase 3 (LAD3) improvements to on-gas grid homes and Home Upgrade Grant phase 1 (HUG1) for off-gas grid homes - collectively known as Sustainable Warmth - came to a close at the end of Q4. We are awaiting news of successful retrofit works associated with this scheme. A further government funded scheme (Home Upgrade Grant phase 2 (HUG2)), targeting energy inefficient, low income, off-gas grid households will commence from April 2023. Works to support households most vulnerable to the effect of the cold via the Public Health funded Warm, Safe and Well scheme continued during Q4. A further 20 homes expressed an interest in benefiting during the quarter. In terms of overall progress the average SAP band rating for all known households in the borough remains at 69.1 (a 'C' rating) - no change since Q3. The government ambition is for all homes to be at least a 'C' by 2035 - the borough currently has 59.6% of all homes rated as a 'C' or better.
<input checked="" type="checkbox"/> 5.06.08 Seek alternative low-carbon highway materials	Completed	31/03/2023	100%		The 2022 summer surface programme is complete which has trialed the use of Warm mix surfacing materials.
<input checked="" type="checkbox"/> 5.07.03 Promote bus travel	Completed	31/03/2023	100%		The supported bus contracts have been re-tendered for the next three years and allows for the same coverage at present. Contracts will be awarded in April and begin from August. Throughout 2023 we will work with operators who continue to struggle as we emerge from the pandemic restrictions that impacted heavily on public transport across the Country.
<input checked="" type="checkbox"/> 5.07.04 Electric Vehicle Charging Strategy	In Progress	31/03/2023	90%		The document "Electric Vehicle Charging - A Summary and Guide" has been published and placed on the Council's dedicated EV webpage. 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 have now been installed within community shop car parks across the borough. A corporate working group has been established to explore further Council led opportunities in areas within its control.
<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 review green travel arrangements are being investigated further. This will include options for the essential care user allowance.

Quarterly Indicators	31/03/2023			
	Last Quarter	This Quarter	Target	RAG
L241 Income from CIL receipts	£1,757,469	£2,033,366		n/a
L284 Number of homes given planning permission	55	359		n/a
> L286 % of planning appeals dismissed	58%	100%	66%	
> L356 % of major planning applications determined within timescales	88%	83%	85%	
> L357 % of minor planning applications determined within timescales	66%	71%	90%	
> L358 % of other planning applications determined within timescales	79%	84%	90%	
L418 Customer visits to Time Square	0	0	5,000	n/a
L446 Impact of Social Prescribing as a primary prevention programme on reducing loneliness	81%	50%	30%	

Annual Indicators	31/03/2023			
	Last Year	This Year	Current Target	RAG
L420 Levels of CO2 emissions directly attributable to the BFC estate Levels of CO2 emissions direct	5,032	3,977	5,679	
L448 Number of visits to open spaces	0	279,496		n/a
> NI168 % of principal roads where maintenance should be considered	3%	6%		n/a
> NI169 % of non-principal classified roads where maintenance should be considered	2%	3%		n/a
NI192 % of household waste sent for reuse, recycling and composting	56.2%	54.5%	52.0%	
NI193 % of municipal waste land filled	7.4%	8.5%	8.0%	



## Communities

Action	31/03/2023				
	Stage	Due Date	Percentage Complete	Status	Comment
<input checked="" type="checkbox"/> 6.01.01 Undertake health check and action plan for retail centres	In Progress	31/03/2023	25%		Scoping issues and opportunities to complete a physical and functional health check and action plan for the smaller retail centres. Close working with Crowthorne Parish Council to enhance visitor attraction to High Street/ Dukes Ride. promotions, events and advice.
<input checked="" type="checkbox"/> 6.02.01 Support for Community Associations	Completed	31/03/2023	100%		Ongoing support, advice and guidance provided to the Community Associations . The Engagement team continues to liaise with Property Services and other service areas to resolve specific issues with CA network work meetings held quarterly.
<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	85%		The Library Service has undertaken the following to support both Adults' and Children's Services agendas: Delivering books to the household 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. There is now also a special collection of "Reading Well for teens" books to support young people wit mental health issues. 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. Enrolling eligible customers for disability bus passes. Offering 6 Libraries as Community Winter (warm) hubs, where anyone struggling with financial hardship can come to keep warm, have free refreshments and take part in free activities and obtain advice on winter wellness and dealing with financial hardship. Increasing the collections of books to support debt management, eating well for less and recycling ideas
<input checked="" type="checkbox"/> 6.02.04 Collaboration and Community Hub at Time Square	Completed	30/09/2022	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	Completed	31/03/2023	100%		BFC Community Safety continues to monitor and review all hate crime weekly. TVP review all incidents, occurrences and crime with a hate crime marker at their Daily Management meeting for identification of trends, repeat victims/perpetrators, hot spots and the appropriateness of their response. There have been no repeat victims or perpetrators during August. There is no change in the current landscape, almost all of reported hate crime is a characteristic of a different incident, i.e. on-going neighbour dispute, family dispute or other crime/disorder. There is a slight increase in the number of occurrences with a hate flag attributed to it, compared to previous years. However, there is still no evidence of any group or community being targeted because of who they are.

<input checked="" type="checkbox"/>	6.03.06 Develop harm in the community strategy	Completed	31/03/2023	100%		The local work is completed and that has included an overview and scrutiny review that will form part of the next year continuous improvement plan.
<input checked="" type="checkbox"/>	6.03.07 Review the Community Safety Partnership Priorities	Completed	30/06/2022	100%		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: Tackle exploitation and serious violence across all ages Reduce town centre anti-social behaviour and crime Reduce harm caused by domestic abuse: -Management of perpetrators and enforcement -Delivery of the safe accommodation action plan The CSP will continue to monitor and respond to borough-wide crime and ASB hotspots, burglary and vehicle crime
<input checked="" type="checkbox"/>	6.03.08 Develop Domestic Abuse Strategy	Completed	31/03/2023	100%		The DA Strategy was adopted by the Executive on 15 November 2022 thus completing the Bracknell Forest Council approval process. It is due for review on 1 April 2024
<input checked="" type="checkbox"/>	6.03.09 Develop a Serious Violence and Exploitation Strategy and Delivery Plan	In Progress	31/03/2023	25%		Statutory Guidance from the Home Office was received in December 2022 which sets out the requirements of the Serious Violence Duty. This includes a strategic needs assessment and strategy to be published by 31 January 2024. The assessment will be completed by the Office of the Police and Crime Commissioner (OPCC) in September 2023 and the results, alongside those of a public consultation to understand community views on serious violence, will be used to develop a strategy later this year.
<input checked="" type="checkbox"/>	6.04.01 South Hill Park Development	Completed	31/03/2023	100%		The council reviewed the work of South Hill Park Trust and was impressed at the range and level of community engagement there has been over the year. The service offer has been acknowledge to be strong with some areas that were deemed excellent
<input checked="" type="checkbox"/>	6.07.01 Owned and leased properties for Homelessness	Completed	31/03/2023	100%		Opladen Way, a council-led development to provide accommodation for up to seven temporary new homes (four one-bed and up to three three-bed town houses) for short term lets for homeless families. A revised pre-application has been submitted in January 2023 and is currently under review.
<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 with consultation on proposed modifications anticipated this summer and adoption within 2023. Implementation of the new affordable housing policy will commence on adoption of the new local plan.
<input checked="" type="checkbox"/>	6.08.03 Develop a new Housing Strategy	Completed	31/03/2023	100%		The final draft of the Housing Strategy 2023-2028 was approved for publication by Executive on 24 January 2023 and was published on the Council's website on 9 March 2023.
<input checked="" type="checkbox"/>	6.09.02 Develop new allocations policy for all live cases	In Progress	31/03/2023	25%		A new policy has been drafted with a timetable for consultation due to be presented to DMT in May 2023.
<input checked="" type="checkbox"/>	6.10.02 Organise Cultural Festival	In Progress	31/03/2023	70%		The engagement team is working closely with the Town Centre Events and Marketing Officer in developing plans for hosting a Culture and Community Day in the town centre in the summer 2023. initial discussions have taken place with a number of community groups interested in participating in the event.
<input checked="" type="checkbox"/>	6.10.04 Community groups supporting the half marathon	In Progress	31/03/2023	80%		Planning for the May race is going well with a recent evening being held inviting all community groups that support the event to Bracknell Leisure Centre.
<input checked="" type="checkbox"/>	6.10.07 Cultural events in Bracknell Town Centre	Completed	31/03/2023	100%		Full programme agreed in partnership with the Lexicon. Six events including Coronation, proms, and Christmas Lights switch on. Company selected to provide staging.
<input checked="" type="checkbox"/>	6.10.08 Support the integration of Ukrainians who arrive in the borough	Completed	31/03/2023	100%		The council continues to work with partner agencies and the voluntary, community and faith sector to support the integration of Ukrainians who arrive in the borough as part of the resettlement visa schemes. A community engagement event was held in March at the Time Square Community Hub to offer expert support and advice from agencies and council services supporting Ukraine guests but also for Afghan, Syrian, Hong Kong and Nepalese originating members of the community.
<input checked="" type="checkbox"/>	7.019 Community Cohesion and Engagement Partnership	Completed	31/03/2023	100%		The partnership has continued to meet quarterly and considered a range of community issues including the Hate Crime Action Plan and received updates on Prevent. The partnership met last on the 14 March 2023.
<input checked="" type="checkbox"/>	7.025 Prevent Action Plan and Equality Scheme	Completed	31/03/2023	100%		The Prevent Steering Group continues to meet quarterly, last meeting on the 26 January. The current 3-year strategy is due to end on 1 April 2023 and is being reviewed and updated for 2023 – 2026.

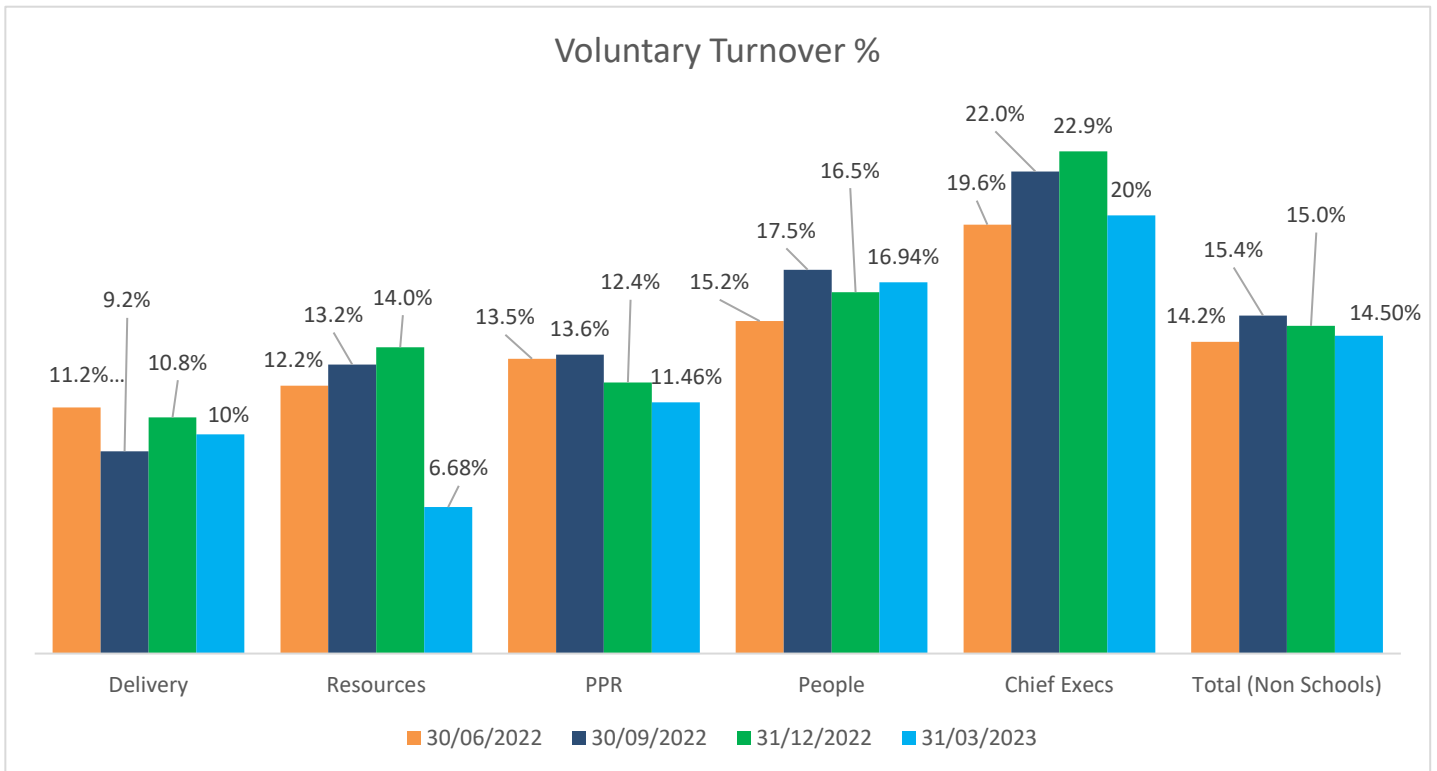
Quarterly Indicators	31/03/2023			
	Last Quarter	This Quarter	Current Target	RAG
L185 Overall crime	1,928	2,102		n/a
L406 Number of visits to libraries	200,223	270,662	87,000	★
L421 Number of community events held in libraries	1,144	1,819	1,000	★
L422 Number of educational events held in libraries	360	459	200	★
L424 Number of cases resolved by the partnership problem-solving groups	9	5		n/a
L425 % of homelessness preventions	55%	45%	58%	▲

Annual Indicators	31/03/2023			
	Last Year	This Year	Target	RAG
> NI197 % of local sites where positive conservation management has been/is being implemented	58%	55%	58%	★

## Section 4: Corporate Health

### a) Summary of People

#### Staff Voluntary Turnover



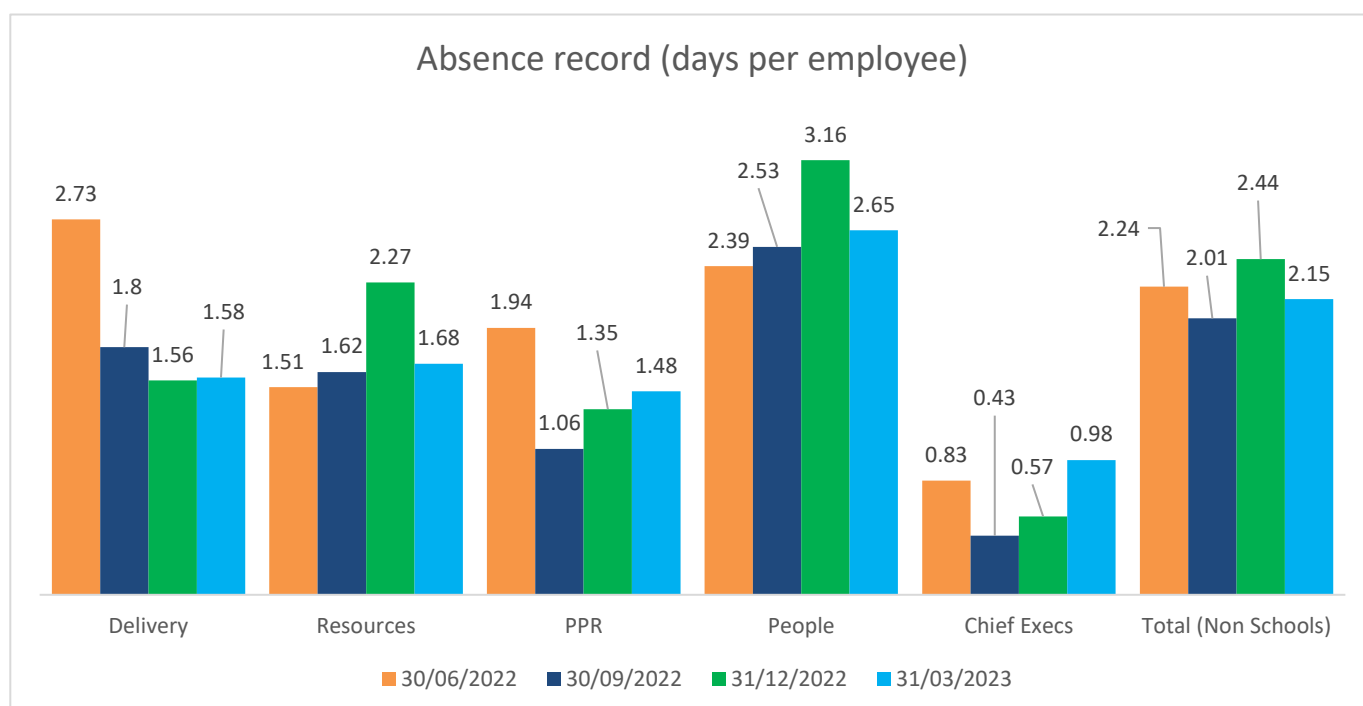
Comparator data	%
Total voluntary turnover for BFC, 21/22:	13.83%
Average voluntary turnover rate UK public sector 2021:	8.8%
Average Local Government England voluntary turnover 2020:	10%

(Source: XpertHR Labour Turnover Rates 2022 and LGA Workforce Survey 2021)



## Staff Sickness

Department	Quarter 4 22-23 (days per employee)
Delivery	1.58
Resources	1.68
PPR	1.48
People	2.65
Chief Executive's Office	0.98
Total staff sickness excluding maintained schools	2.15



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 labor market)

### Delivery

Long term sickness equates to approximately 36% of the absence this quarter. There are currently less than five members of staff off on long term sick leave.<sup>1</sup>

Covid-19 equates to 6% of the absence which is the lowest it has been all year.

<sup>1</sup> specific number is not provided for less than five people.

Absence Rates for 2022-23 stand at 7.64 days per employee which is slightly higher than last year's figure of 7.02 days per employee.

## **Resources**

Sickness absence in Q4 has reduced by approximately 27% since Q3 when there was a marked increase in absence. Long term sickness equates to 71% of the absence this quarter. There are less than five members of staff off long term at the end of Q4.

Sickness absence due to Covid-19 during Q4 is at its lowest for the 2022/23 financial year and equates to 5% of all sickness absences.

Sickness absence levels for 2022/23 stand at 6.97 days per employee, slightly higher than 2021/22 financial year with 6.76 days per employee.

## **Place, Planning and Regeneration**

Absence in quarter four has risen slightly since quarter three. Long term absence equates to approximately 49% of the total absence in quarter four which is an increase from 34% last quarter. There are less than five members of staff currently on long term sick leave.

Covid-19 equates to 7% of absence this quarter which is the lowest value of the year.

The absence rate for 2022/23 for the directorate was 5.3 days per employee which is considerably higher than 3.69 days in 2021-22 but still substantially lower than the overall council figure.

## **People**

Absence this quarter has reduced by approximately 16% since last quarter.

Long Term sickness equates to 53% of the absence this quarter which is similar to last quarters figure of 52%. There are currently thirteen members of staff on long term sick.

Covid-19 equates to 6.5% of the absence this quarter which is the lowest all year.

Absence rates for 22-23 stand at 10.65 days per employee which is higher than the figure of 8.03 days last year.

## **Chief Executive's Office**

Sickness absence in Q4 has risen significantly (approximately by 72%) since Q3, although the small team size can skew the data. Absence levels are still low compared to other directorates. Long term sickness equates to 57% of the absence this quarter which will explain the rise in absence from last quarter where there was no long-term sickness.

Covid-19 related sickness equates to 12% of the absence which is the lowest figure this year.

Absence rate for 2022-23 are 2.49 days per employee which is significantly lower than the 4.98 days in 2021-22.

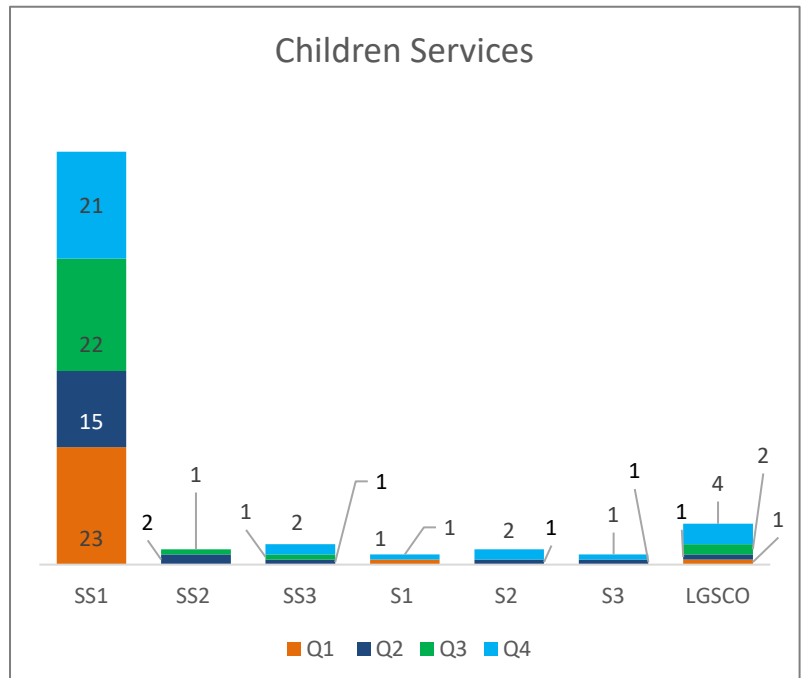
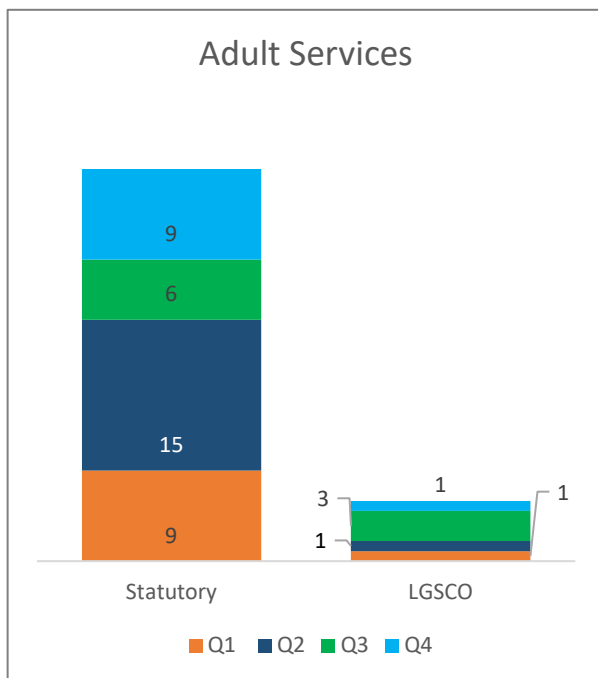
## b) Summary of Complaints

Note: Stage 1 complaints are now included for all departments. This is a positive step which may reveal inconsistencies in how stage 1 complaints are handled across departments. If necessary, this data will provide a basis for future work on consistency.

The Chief Executive's Office is not included within the complaints reporting due to the minimal frequency of complaints received.

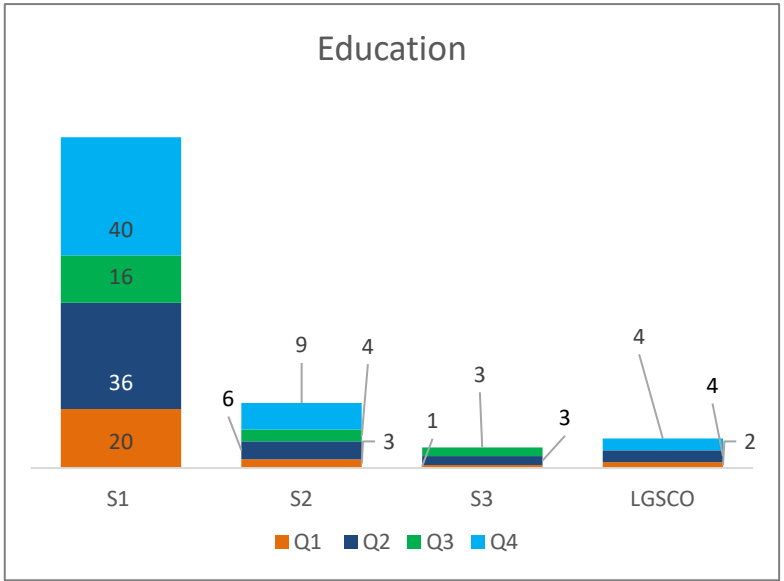
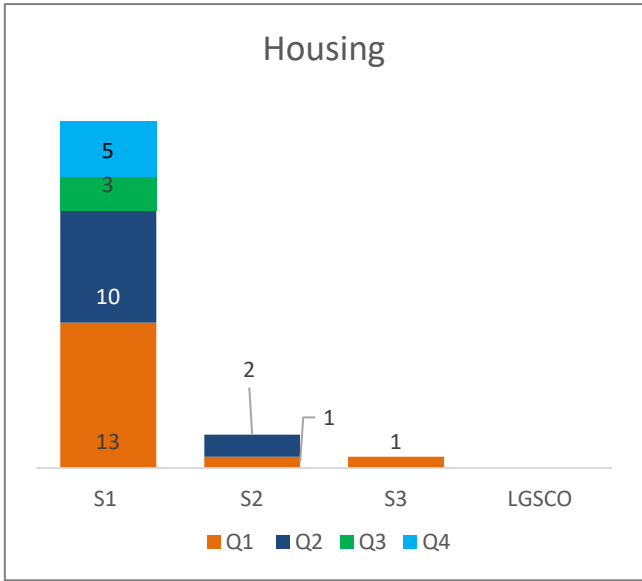
Key –

Q1 – Quarter one	Q2 – Quarter two	YTD – Year to Date
SS1 – Statutory stage one	SS2 – Statutory stage two	SS3 – Statutory Stage three
S1 – Stage one	S2 - Stage two	S3 – Stage three
LGSCO - Local Government Ombudsman and Social Care Ombudsman		



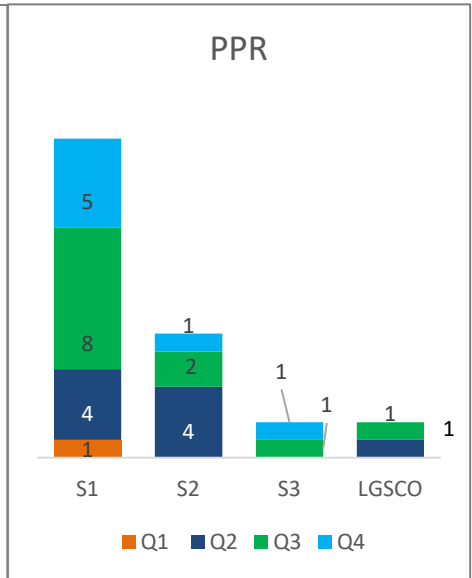
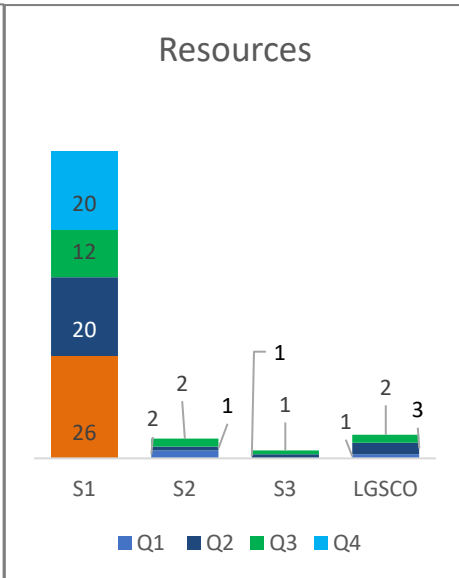
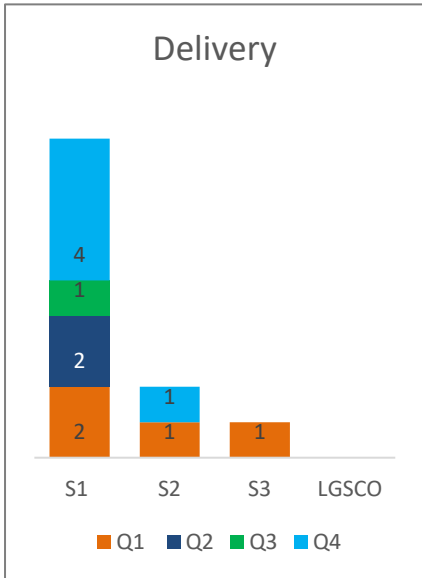
- Total YTD – 45
- Fully upheld – 4
- In Progress – 4
- Not upheld – 17
- Partially upheld- 15
- No finding - 3

- Total YTD – 103
- Fully upheld - 2
- In Progress – 11
- Not upheld – 34
- No finding – 3
- Partially upheld – 42
- Onto next stage – 6
- From previous quarter – 5
- No investigation – 3
- Premature complaint - 2



- Total YTD – 35
- Not upheld – 22
- Partially upheld – 9
- No finding – 1
- Onto next stage – 3

- Total YTD – 161
- Fully upheld – 46
- In progress - 16
- Not upheld – 22
- Partially upheld – 43
- Onto next stage – 20
- From previous year/ quarter – 19
- No finding – 3
- Premature complaint - 1



- Total YTD - 12
- Not upheld – 5
- In progress – 2
- Partially upheld – 1
- Onto next stage - 4

- Total YTD – 91
- Not upheld – 75
- In progress – 4
- No investigation - 4
- Onto next stage – 7
- Premature complaint - 1

- Total YTD – 29
- Full upheld – 3
- In progress – 4
- Not upheld – 9
- Partially upheld – 5
- Onto next stage – 7
- Premature complaint - 1

### c) Strategic Risks and Audits

The council's strategic risk register was reviewed and updated by the strategic risk management group on 9 February and by the corporate management team on 20 February 2023. A full refresh was agreed of the risks included in the register and the Corporate Management Team identified the relevant key risks to be included. The work is ongoing to now populate the register with the new set of strategic risks.


The outcome of audit undertaken is reported to the Governance and Audit Committee. The latest summary of the key points coming out of these audits was included in the Head of Audit and Risk Management's to the Governance and Audit Committee on 22 March 2023.


## Section 5: Community Health

There are several indicators available to benchmark council performance on by using [LG Inform](#). In particular, it can be useful to compare performance with CIPFA neighbours which represent a group of authorities with similar characteristics. Therefore, this comparison is used along with the English authority average. The purpose of including the community health data is to provide wider context for assessing the performance of delivering the council plan priorities and to further support decision making and planning. The needs and patterns within the community will affect the delivery of council services and achievement of the priorities. It also may suggest where new areas of focus are needed. The specific items below are pilot indicators included to show the range of possible areas that can be reported.

Bracknell Forest (Quantiles of All English unitary authorities)

Bracknell Forest (Quantiles of All English unitary authorities)	
<a href="#">Average happiness rating 2021/22 Mean</a>	7.37
<a href="#">Average life satisfaction rating 2021/22 Mean</a>	7.47
<a href="#">% of pupils meeting the expected standard at KS2 in reading, writing and maths 2021/22 (academic) %</a>	59
<a href="#">Second or subsequent child protection plans (%) 2021/22 %</a>	23.4
<a href="#">% 19 to 21 year old care leavers in education, employment or training 2021/22 %</a>	54
<a href="#">% of population aged 16-65 on Universal Credit Mar 2023 %</a>	8.9
<a href="#">Employment rate (%) 2022 Q4 (12 months ending) %</a>	78.0
<a href="#">Rate of births of new enterprises 2021 Enterprises per 10,000 people</a>	53.2
<a href="#">% Ultrafast broadband availability 2022 %</a>	84.30
<a href="#">Total recorded offences (excluding fraud) (per 1,000 population) 2022 Q3 (12 months ending) Crimes per 1000 people</a>	56.83

 Mean for Bracknell Forest CIPFA nearest neighbours

 Bracknell Forest Council

To: THE EXECUTIVE  
Date: 20 JUNE 2023

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## STRATEGIC PROCUREMENT PLAN – OPLADEN WAY DEVELOPMENT

### Executive Director: Delivery

#### 1. Purpose of Report

- 1.1. To approve the strategic procurement plan attached in Appendix A to procure and commission a main contractor, in order to develop up to seven new temporary homes for homeless households and create a service road and a safe accessible footpath to local bus stops on Opladen Way.

#### 2. Recommendation(s)

- 2.1. That the Executive approves this Strategic Procurement Plan (Appendix A) to tender the appointment of a main contractor under a Traditional building Contract to create up to seven new temporary homes.
- 2.2. The Executive delegates the award of the works contract to the Executive Member for Finance & Business Change in consultation with Executive Director Delivery.

#### 3. Reasons for Recommendation(s)

- 3.1. It is a requirement of the contract standing orders that the Executive approve any strategic procurement plan with a value more than £1m. This decision seeks approval for the procurement process.

#### 4. Alternative Options Considered

- 4.1. Discussions have been held with our JV partner, Countryside where they have advised that the project is too small to be developed under the Cambium Partnership.

#### 5. Supporting Information

##### 5.1. Background Information

- 5.2. During February 2023 the Executive approved the capital expenditure for the implementation of a temporary homes facility

- 5.2.1. This is a council-led development to provide up to seven new temporary homes for homeless households (refer to Appendix D). The proposal includes a mix of single person and family homes which will be provided at affordable rents. The council has access to a small stock of temporary accommodation to meet the needs of homeless households.

- 5.2.2. Currently there is a lack of one-bedroom units within this stock for temporary placement of single homeless people and increasing pressure on the available 3-bedroom properties for larger households. This can create accommodation and cost pressures resulting from the use of nightly paid accommodation. It is anticipated that because of the ongoing cost of living crisis, homelessness demand and temporary accommodation demand will increase.

5.2.3. There is an opportunity to develop additional temporary accommodation on vacant council-owned land at Opladen Way to help alleviate these pressures and avoid additional revenue costs to the council. The proposal is for all properties on the site to be used as short-term temporary accommodation for homeless households, rather than permanent housing. The dwellings will be let on temporary homeless licences to single people and families until longer term housing is sourced, typically between 3 months and 2 years.

5.2.4. The design and amenities of the dwellings have been developed with this short-term use in mind, for example, by providing modest and low maintenance gardens, built in storage, and effective soundproofing between neighbouring properties. The proposed housing development has been designed to achieve net zero operational carbon and aims to achieve BREEAM very good rating. The final proposed development will be subject to further planning input via the planning application process.

### 5.3. Timescales

Milestone	Approximate Date
Publish adverts in Contracts Finder and Southeast Business Portal	July 2023
Deadline for returning Selection Questionnaires	August 2023
Issue Invitation to Tender to shortlisted suppliers	December 2023
Receive Response from Tenderers	January 2023
Contract Award/Preferred Bidder	March 2024
End of standstill period	March 2024
Mobilisation Period from	March 2024
Contract Start Date *	April 2024
Contract Start Completion Date *	May 2025

\*start and completion dates for construction will be subject to the successful bid and approval of planning permission.

### 5.4. Financial Analysis

Estimated Cost Breakdown – included within the strategic procurement plan (Appendix A).

## 6. Consultation and Other Considerations

### Legal Advice

6.1. Comments are included within the procurement plan (Appendix A).

### Financial Advice

6.2. Comments are included within the procurement plan (Appendix A).

### Other Consultation Responses

6.3. Strategic Commissioning & Procurement Group

### Procurement Advice

6.4. Comments are included within the procurement plan (Appendix A).



### Equalities Impact Assessment

- 6.5. Attached as Appendix B.

### Strategic Risk Management Issues

- 6.6. See Appendix C. This risk register was carried out at feasibility stage and will be updated during design development. This project is subject to planning permission being granted for the scheme.

### Climate Change Implications

- 6.7. The recommendations in section 2 above are expected to: reduce emissions of co2, due to the new dwellings being built to modern standards which incorporates heat loss calculations, energy efficient lighting and photovoltaic panels which are to be mounted on the roof, the number of which are to be reviewed as part of the final technical submission.

### Health & Wellbeing Considerations

- 6.8. Improving the safety of our buildings and occupants.

### Background Papers

- Appendix A – Strategic Procurement Plan – Opladen Way
- Appendix B – Initial – Equalities Screening Record form
- Appendix C – Risk Register
- Appendix D – Site plan and concept design layout
- Appendix E – Background Paper

### Contact for further information

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## Appendix B – Opladen Way - Initial Equalities Screening Record Form

Date of Screening: 10 <sup>th</sup> May 2023	Directorate: Delivery	Section: Property Services		
<b>1. Activity to be assessed</b>	Procurement and contract award of the construction project to construct 7no housing units at Opladen Way.			
<b>2. What is the activity?</b>	<input type="checkbox"/> Policy/strategy <input type="checkbox"/> Function/procedure <input checked="" type="checkbox"/> Project <input type="checkbox"/> Review <input type="checkbox"/> Service <input type="checkbox"/> Organisational change			
<b>3. Is it a new or existing activity?</b>	<input checked="" type="checkbox"/> New <input type="checkbox"/> Existing			
<b>4. Officer responsible for the screening</b>	Alex Bennett			
<b>5. Who are the members of the screening team?</b>	Alex Bennett & Darius Kabiri (Atkins Project Manager)			
<b>6. What is the purpose of the activity?</b>	To seek approval of the contract award for the construction of 7no housing units at Opladen Way.			
<b>7. Who is the activity designed to benefit/target?</b>	The service is essential for meeting the Council's requirements and for ensuring employee and public safety and by providing a more sustainable long term base for the councils contracting team.			
<b>Protected Characteristics</b>	<b>Please tick yes or no</b>	<p><b>Is there an impact?</b> What kind of equality impact may there be? Is the impact positive or adverse or is there a potential for both? If the impact is neutral please give a reason.</p>		
<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>	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 50%; text-align: center;">Y</td> <td style="width: 50%; text-align: center;">N</td> </tr> </table>	Y	N	<p><b>What evidence do you have to support this?</b> E.g equality monitoring data, consultation results, customer satisfaction information etc Please add a narrative to justify your claims around impacts and describe the analysis and interpretation of evidence to support your conclusion as this will inform members decision making, include consultation results/satisfaction information/equality monitoring data</p>
Y	N			
		<p><b>Positive</b></p> <p>The new dwellings will be fully accessible buildings which will be designed to meet current statutory requirements for disabled access under Part M of the Building Regulations.</p> <p>At Selection Questionnaire stage, quality questions will be included which ensures that contractors provide their own equalities policies for the own internal workforce and sub-contractors.</p>		
		<p>Statutory consent for Building Regulation will ensure that the new facilities meet current statutory requirements for disable access.</p> <p>All tenders will be asked standard questions at selection questionnaire stage, including a request to submit any equalities policies they have in place. Organisations will only be carried forward to tender stage if the Council is satisfied with equalities obligations are able to be met be the contractor.</p> <p>In the event that the organisation does not have their own policy, for any reason such as the size of the</p>		

				<p>organisation, then the contractor will need to acknowledge their equal opportunities responsibility by signing a document which confirms they will work in accordance with the Councils Policy.</p> <p>We will also use conditions of contract that clearly state the responsibility of the contractor to monitor their workforce and have up to date policies in place to ensure the promotion of equal opportunity</p>
<b>9. Racial equality</b>		N	No impact as the procurement of the contract is open to all contractors within the UK.	
<b>10. Gender equality</b>		N	No impact as the procurement of the contract is open to all contractors within the UK.	
<b>11. Sexual orientation equality</b>		N	No impact as the procurement of the contract is open to all contractors within the UK.	
<b>12. Gender re-assignment</b>		N	No impact as the procurement of the contract is open to all contractors within the UK.	
<b>13. Age equality</b>		N	No impact as the procurement of the contract is open to all contractors within the UK.	
<b>14. Religion and belief equality</b>		N	No impact as the procurement of the contract is open to all contractors within the UK.	
<b>15. Pregnancy and maternity equality</b>		N	No impact as the procurement of the contract is open to all contractors within the UK.	
<b>16. Marriage and civil partnership equality</b>		N	No impact as the procurement of the contract is open to all contractors within the UK.	
<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 impact as the procurement will be through open tender.			

18. If an adverse/negative impact has been identified can it be justified on grounds of promoting equality of opportunity for one group or for any other reason?	N/A		
19. If there is any difference in the impact of the activity when considered for each of the equality groups listed in 8 – 14 above; how significant is the difference in terms of its nature and the number of people likely to be affected?	N/A		
20. Could the impact constitute unlawful discrimination in relation to any of the Equality Duties?		N	N/A
21. What further information or data is required to better understand the impact? Where and how can that information be obtained?	N/A		
22. On the basis of sections 7 – 17 above is a full impact assessment required?		N	No impact is expected as the procurement will be open to all contractors to submit an expression of interest at SQ stage.
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>Action</b>	<b>Timescale</b>	<b>Person Responsible</b>	<b>Milestone/Success Criteria</b>
N/A			
N/A			
24. Which service, business or work plan will these actions be included in?	An action plan is not required but the evaluation team will ensure all requirements are made clear in the Specification of the Invitation to Tender documents, so the successful contractor will already have been made aware of any obligations.		
25. Please list the current actions undertaken to advance equality or examples of good practice identified as part of the screening?	N/A		

26. Assistant director's signature.



Signature:

Date 11/0/21



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