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NOTICE OF MEETING
OVERVIEW AND SCRUTINY COMMISSION
22 NOVEMBER 2007

TO: ALL MEMBERS OF THE OVERVIEW AND SCRUTINY COMMISSION

You are requested to attend a meeting of the above Commission on **22 November 2007 at 7.30 pm** in the Council Chamber, Fourth Floor, Easthampstead House, Bracknell, to transact the business set out in the attached agenda.

Alison Sanders
Director of Corporate Services

Members of the Overview and Scrutiny Commission

Councillor Edger (Chairman)
Councillor Thompson (Vice-Chairman)

Councillors Baily, Mrs Beadsley, Mrs Birch, Browne, Brunel-Walker, Finnie, Leake, McLean,
Ms Whitbread and Worrall

Substitute Members of the Committee

Councillors Beadsley, Dudley, Kensall, Mrs Pile, Mrs Ryder, Mrs Shillcock and Simonds

Church Representative Member*

Mr G S Anderson and Mr M G Gibbons

Parent Governor Representative Members*

Mr I Sharland

EMERGENCY EVACUATION INSTRUCTIONS

If you hear the alarm:

- 1 Leave the building immediately**
- 2 Follow the green signs**
- 3 Use the stairs not the lifts**
- 4 Do not re-enter the building until told to do so**

Alison Sanders, Director of Corporate Services
Easthampstead House, Town Square, Bracknell, Berkshire RG12 1AQ

* with voting rights in respect of education matters only.



INVESTOR IN PEOPLE

THE OVERVIEW AND SCRUTINY COMMISSION
22 November 2007 (7.30 pm)
Council Chamber, Fourth Floor, Easthampstead House, Bracknell.

AGENDA

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|--|----------------|
| 1. APOLOGIES FOR ABSENCE/SUBSTITUTE MEMBERS
To receive apologies for absence and to note the attendance of any substitute Members. | |
| 2. MINUTES & MATTERS ARISING
To approve as a correct record the minutes of the meeting of the Overview and Scrutiny Commission held on 13 September 2007. | 1 - 6 |
| 3. DECLARATIONS OF INTEREST AND PARTY WHIP
Members are asked to declare any personal or prejudicial interest and the nature of that interest, including the existence and nature of the party whip, in respect of any matter to be considered at this meeting. | |
| 4. URGENT ITEMS OF BUSINESS
Any other items which, pursuant to Section 100B(4)(b) of the Local Government Act 1972, the Chairman decides are urgent. | |
| <u>PERFORMANCE MONITORING</u> | |
| 5. EXTERNAL AUDITOR'S REPORT TO THOSE CHARGED WITH GOVERNANCE
To consider the External Auditor's report to those charged with governance. | 7 - 26 |
| 6. INTERNAL AUDIT HALF YEARLY ASSURANCE REPORT
To consider a summary of Internal Audit activity during the period April to September 2007 from the Head of Finance. | 27 - 42 |
| 7. CORPORATE PERFORMANCE OVERVIEW REPORT (CPOR)
To consider the Chief Executive's Corporate Performance Overview Report for quarter one (April to June) of the 2007/08 financial year. | 43 - 108 |
| <u>OVERVIEW AND POLICY DEVELOPMENT</u> | |
| 8. EXECUTIVE AND PRIMARY CARE TRUST (PCT) RESPONSES TO THE REVIEW OF HEALTHCARE FUNDING
To receive the responses of the Executive Member and Chief Executive of the Berkshire East PCT to the report of the Review of Healthcare Funding Working Group and to note the related letter from the Rt Hon Ben Bradshaw MP. | 109 - 126 |

9. **DRAFT REPORT OF THE HEALTH AND WELL BEING STRATEGY** 127 - 142
To consider the draft report of the Working Group considering the Borough's Health and Well-Being Strategy.
10. **DRAFT REPORT OF THE MEDIUM TERM OBJECTIVES WORKING GROUP** 143 - 154
To consider the draft report of the Medium Term Objectives Working Group.
11. **NEIGHBOURHOOD ACTION GROUPS** 155 - 162
To receive an update on the Neighbourhood Fora and Action Groups.
12. **UPDATES FROM PANEL CHAIRMEN**
To receive verbal updates from Overview and Scrutiny Panel Chairmen and the Chairman of the Joint East Berkshire Health Overview and Scrutiny Committee.

HOLDING THE EXECUTIVE TO ACCOUNT

13. **EXECUTIVE FORWARD PLAN** 163 - 170
Forthcoming items on the Executive Forward Plan of a corporate nature are attached for consideration.

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Agenda Item 2

OVERVIEW AND SCRUTINY COMMISSION 13 SEPTEMBER 2007 (7.30 - 10.30 pm)

Present: Councillors Edger (Chairman), Baily, Beadsley, Mrs Birch, Browne, Finnie, Leake, McLean, Thompson and Worrall.

Parent Governor Representative: Mr I Sharland

Church Representative: Mr G Anderson

Also Present: Councillor McCracken, Executive Member for Leisure, Corporate Services & Public Protection

Apologies: Councillors Mrs Beadsley, Brunel-Walker and Ms Whitbread.

In attendance: Richard Beaumont, Head of Performance and Scrutiny
Ian Boswell, Safer Communities Manager
Pat Keane, Chief Information Officer
Victor Nicholls, Assistant Chief Executive
Alison Sanders, Director of Corporate Services
Andrea Carr, Policy Officer (Scrutiny)
Fiona House, Democratic Services Officer

26. **Substitute Members**

The Commission noted the attendance of the following substitute member:

Councillor Beadsley as a substitute for Councillor Mrs Beadsley

27. **Minutes & Matters Arising**

RESOLVED that the minutes of the meeting of the Overview and Scrutiny Commission held on 19 July 2007 be agreed as a correct record, and signed by the Chairman.

Minute 19 – Review of Youth Provision – items (iv), (vi) and (ix) – The Executive Member’s response to this had been received and would now be monitored by the Lifelong Learning and Children’s Services Overview and Scrutiny Panel.

Minute 20 – Executive Forward Plan – item (i) – The limited assurance audits relating to IT had been completed in January, and following a re-audit in August, were now satisfactory.

Minute 21 (iii) – A response to Councillor McLean’s query on public transport would be expedited

Minute 22 – Report of the Review of Healthcare Funding in Bracknell Forest – The Commission was advised that the report had been sent two Berkshire MPs who have constituencies in Bracknell Forest and replies were awaited.

28. Declarations of Interest and Party Whip

There were no declarations of interest or indications that members would be participating whilst under the party whip.

29. Urgent Items of Business

The Chairman gave notice that he had agreed to the addition of an item of urgent business to the agenda for the meeting. The report concerned the Council's medium term objectives for 2007-11. The reason for urgency was that the Commission's comments were required before the report went to the Executive on 18 September.

Following approval by the Executive the objectives would be out for public consultation, and any strategies resulting from the objectives would be considered by the relevant scrutiny panel.

Members were concerned that they had not been given sufficient time to consider the objectives, and it was highlighted that Overview and Scrutiny's involvement in these matters was of importance. The Commission noted the objectives in the paper but did not deem it appropriate to endorse them and expressed a wish to be involved in the related consultation exercise. The Commission also decided to form a working group, comprising Councillors Thompson (lead member), Mrs Birch and Browne, to consider the MTO's in more detail and report back to the Commission. Members also expressed the view that they wished to be more involved in Council policy formation.

30. Performance Monitoring Report (PMR)

The Commission were advised about the production timetable for the new style Performance Monitoring reports, and requested that this information be provided as early as possible. Members noted the Chief Executive's Office Performance Monitoring Report for the first quarter 2007/08. The Assistant Chief Executive highlighted the following:

- (i) The development agreement for the town centre regeneration had been signed;
- (ii) The Crime and Disorder Reduction team had been transferred to the Chief Executive's Office;
- (iii) The revised town centre planning application would be considered at the Planning and Highways Committee on 20 September 2007;
- (iv) Only 3 out of the 63 Service Plan actions were causing concern; developing a clear statement for carbon reduction in the town centre, the establishment of an Economic Partnership, and the preparation of the Older People's Strategy.

Key activities during the next quarter included:

- (i) Preparation for the Comprehensive Performance Assessment inspection;
- (ii) Publication of the town centre Compulsory Purchase Order; and
- (iii) Preparation for the new Local Area Agreement. The Commission asked to be consulted on draft new LAA.

The Director of Corporate Services presented the Corporate Services Performance Monitoring Report for the first quarter 2007/08. She highlighted that: the business plans for the new civic hub were complete and members had been consulted on areas that affected them, such as the layout of the new council chamber, after concerns were raised that the civic hub would be large enough to incorporate all departments. However, as the proposed storage space would be half that presently available, consideration would be given to alternative space saving storage methods.

The Director reported that there had been public consultations on both the community cohesion strategy and the gender equality scheme. Around 800 responses had been received on the community cohesion strategy, and responses to both had been positive. It was noted that changes were being planned for Neighbourhood Forums and Action Groups in the autumn which, it was hoped, would attract more members of the public. An update on this would be brought to the next meeting of the Commission. The Director also outlined progress in filling posts in Bracknell Forest Homes and in the Council's Finance team.

A member drew attention to the need for Overview and Scrutiny to have an input into all policy making in order to improve the Council's decision making.

Members highlighted the new no smoking policy as positive, however a concern was raised about the amount of cigarette butts littering the town centre. This issue would be passed on to the Director of Environment and Leisure.

Members noted the new system for registering anonymous electors, which was significantly different to the previous system of a public and private electoral roll. The new system was designed, under the Electoral Administration Act 2006, to allow exemption from the public scrutiny of electors on the register when it would threaten that elector's safety. Those in the same household as those at risk would also be eligible to register for this system, and would allow people to vote in person, by post or via a proxy without fear of their identity or address becoming public. To be eligible for this service the applicant must have enclosed with application a court order or injunction, or a supporting attestation by a qualified person such as a chief officer of police, chief constable, or director of adult social services, certifying that this person was faced with serious risk.

One member requested more information about the member training budget, in terms of its size and usage, which would be forwarded to him.

Members asked officers to advise whether funding associated with the mitigation measures required to protect the Special Protection Areas needed to be spent in advance of the granting of planning permission.

Members queried the Council's position in leading the review of Neighbourhood Forums, given that these were essentially a Police responsibility, and also raised concerns over the level of public participation, and were assured that this was being addressed.

Members raised concerns that the Overview role in reviewing policy documents, before being considered by the Executive, was being ignored in some instances. The Chairman said he would ensure these concerns were shared with the Leader upon their next meeting.

31. Community Safety

An update on crime statistics was presented by the Safer Communities Manager, Ian Boswell. He stated that the Chief Executive now chaired the Crime & Disorder Reduction Partnership which gave the Group a new focus. The Crime and Disorder Team had now moved from Social Services and Housing to the Chief Executive's Office, there was a greater emphasis on performance management, and the close proximity to the police station enabled greater partnership working. There were new monthly crime reduction meetings concentrating on the top 10 areas of crime and locations for repeat offences. Ian Boswell also reported that there had been a 15% drop in crime at April 2007, and it was hoped that this would be the overall figure for 2007. The Royal Berkshire Fire and Rescue Service had reported a 22% reduction in the reporting of anti-social behaviour, whereas Bracknell Forest Borough Council had reported a 20% rise.

It was reported that currently there was at least one police officer per neighbourhood on a regular basis and community feedback was that this was beginning to make a difference. The recently issued Flanagan Report into Policing made reference to the importance of neighbourhood policing and it was noted that by the end of 2007 there would be 23 Police Community Support Officers in Bracknell Forest. The Commission was pleased to note these developments.

32. Review of Anti-Social Behaviour

The Commission considered the response of Councillor McCracken, Executive Member for Leisure, Corporate Services and Public Protection, to the report of the review of anti-social behaviour undertaken by a working group of the Adult Social Care and Housing Overview and Scrutiny Panel.

Attention was drawn to the issue of 16 and 17 year olds that were no longer in full time education being excluded from the services provided by Child and Adolescent Mental Health Services (CAMHS). It was highlighted in the report that there was a transitional protocol between CAMHS and Adult Services with a close working relationship between the two services, however members felt it necessary to insist that there was a service gap that needed addressing. The Commission noted that Phillipa Singer, Chief Executive of Berkshire Healthcare NHS Trust, would be speaking on this issue at the meeting of the Joint East Berkshire Health Overview and Scrutiny Committee on Thursday 20 September 2007.

The Executive Member undertook to reconsider recommendation 2.8 in the report as he had not interpreted it as relating to a communication issue as intended by the Working Group. He would also pursue matters with Thames Valley Police where stated. The Adult Social Care and Housing Overview and Scrutiny Panel would review action taken in response to the report at a future meeting.

33. The Local Area Agreement (LAA) and Bracknell Forest Partnership (BFP)

The Assistant Chief Executive gave a presentation on the Local Area Agreement and the Bracknell Forest Partnership. Autumn 2007 would see the launch of the new Local Area Agreement where the Council would choose 35 performance indicators from a list of 200, plus 18 mandatory indicators, to be delivered and monitored by the Themed Partnerships that sat under the Local Strategic Partnership. Funding of around £1.2m was made available from the Government and the Bracknell Forest Partnership would determine how this was spent.

Some concerns were raised by members as to who was accountable for partners' delivery of the targets, the imposition of national targets, and the role Overview and Scrutiny would play. The Assistant Chief Executive advised the Commission that Overview and Scrutiny would have a monitoring role and more information on this would be presented at a future meeting. To inform future work in this area, Commission members would receive hard copies of the Assistant Chief Executive's presentation, the new Partnership Handbook, the Local Area Agreement and the Sustainable Community Plan.

34. ICT Strategy

The Commission received a presentation from the Chief Information Officer on the Council's ICT Strategy, that had been presented to the Executive in July. The current infrastructure along with the vision for the future was included in the presentation. An action plan was being prepared to deliver the Strategy and the Commission would regularly monitor its implementation.

Members took this opportunity to draw the Chief Information Officer's attention to problems being experienced with their Council IT equipment and he agreed to look into the matter without delay.

35. Updates from Overview and Scrutiny Panel Chairmen

Lifelong Learning and Children's Services Overview and Scrutiny Panel

An Extended Schools and Children's Centres Working Group had been established, and the work of the other working groups was ongoing.

Adult Social Care and Housing Overview and Scrutiny Panel

The setting up of working groups was ongoing.

Health Overview and Scrutiny Panel

A Patient Focus Working Group had been established to consider out of hours services.

Environment and Leisure Overview and Scrutiny Panel

A Community Arts Development Plan was being developed with the full involvement of the Panel. Two working groups on waste and street cleaning/street scene were in the process of being established.

The Chairman advised the Commission that a report would be brought back on progress at the next meeting.

36. Executive Forward Plan

The Executive Forward Plan for items of a corporate nature was noted.

CHAIRMAN



INFRASTRUCTURE, GOVERNMENT AND
HEALTHCARE

External Audit: Audit Memorandum – Report to those charged with governance

Bracknell Forest Borough
Council

September 2007

AUDIT

Content

The contacts at KPMG in connection with this report are:			Page
Greg McIntosh Director KPMG LLP (UK)	Introduction		2
Tel: 020 7311 6449 Fax: 0207 311 4121 Greg.mcintosh@kpmg.co.uk	Use of Resources		4
Jo Lees Audit Manager KPMG LLP (UK)	Accounts and Statement on Internal Control		6
Tel: 0207 311 1367 Fax: 020 7311 4121 Joanne.lees@kpmg.co.uk	<ul style="list-style-type: none"> ● Introduction ● Accounts production ● Opinions and certificates 		
Anwer Qadir Assistant Manager KPMG LLP (UK)	Appendices		8
Tel: 020 7311 6627 Fax: 020 7311 4121 Mohammed.qadir@kpmg.co.uk	<ol style="list-style-type: none"> 1. Draft use of resources conclusion 2. Draft audit report 3. Audit differences 4. 2006/07 accounts performance improvement observations 5. Follow-up of 2005/06 performance improvement observations 6. Audit reports produced in 2006/07 7. ISA 260 Declaration of independence and objectivity 8. Audit fee 9. Management representations letter 		
	<p>This report is addressed to the Council and has been prepared for the sole use of the Council. We take no responsibility to any member of staff acting in their individual capacities, or to third parties. The Audit Commission has issued a document entitled Statement of Responsibilities of Auditors and Audited Bodies. This summarises where the responsibilities of auditors begin and end and what is expected from the audited body. We draw your attention to this document.</p> <p>External auditors do not act as a substitute for the audited body's own responsibility for putting in place proper arrangements to ensure that public business is conducted in accordance with the law and proper standards, and that public money is safeguarded and properly accounted for, and used economically, efficiently and effectively.</p> <p>If you have any concerns or are dissatisfied with any part of KPMG's work, in the first instance you should contact Greg McIntosh who is the engagement director to the Council, telephone 020 7311 6449 email greg.mcintosh@kpmg.co.uk who will try to resolve your complaint. If you are dissatisfied with your response please contact Trevor Rees on 0161 246 4000, email trevor.rees@kpmg.co.uk, who is the national contact partner for all of KPMG's work with the Audit Commission. After this, if you still dissatisfied with how your complaint has been handled you can access the Audit Commission's complaints procedure. Put your complaint in writing to the Complaints Team, Nicholson House, Lime Kiln Close, Stoke Gifford, Bristol, BS34 8SU or by e mail to: complaints@audit-commission.gov.uk. Their telephone number is 0844 798 3131, textphone (minicom) 020 7630 0421.</p>		
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Section one

Introduction

Purpose of this document

The Audit Commission's Code of Audit Practice (the Code) requires us to provide a summary of the work we have carried out to discharge our statutory audit responsibilities together with any governance issues we have identified. We report to those charged with governance (in this case the Executive).

We are also required to comply with an International Standard on Auditing which sets out our responsibilities for communicating with those charged with governance (ISA260).

This report meets the requirements of the Code and the ISA260. It summarises, for the benefit of the Executive of Bracknell Forest Borough Council (the Council), the key issues identified during the course of our audit of the financial statements for the year ended 31 March 2007. It has been prepared for presentation to the Executive on 18 September 2007.

This report does not duplicate significant matters previously communicated to those charged with governance. A summary of the reports issued in the year to date is set out in Appendix 6. Once we have finalised our opinions and conclusions we will prepare our Annual Audit and Inspection Letter (jointly with your Audit Commission Relationship Manager) to close our audit work for the 2006/07 year.

Respective responsibilities of the appointed auditor and the audited body

Use of Resources

The Council is responsible for putting in place proper arrangements to secure economy, efficiency and effectiveness in its use of resources and regularly reviewing the adequacy and effectiveness of these arrangements.

Our responsibility is to satisfy ourselves that the Council has put in place proper arrangements by reviewing and, where appropriate, examining evidence that is relevant to its corporate performance management, and also its financial management arrangements and reporting on these arrangements.

Based upon this we have concluded that the Council has made proper arrangements to secure economy, efficiency and effectiveness in its use of resources. Our findings are set out in more detail in section two of this report and our proposed conclusion is set out in Appendix 1.

Accounts and Statement on Internal Control

The Council is responsible for putting into place systems of internal control to ensure the regularity and lawfulness of transactions, to maintain proper accounting records and to prepare financial statements that present fairly its financial position and its expenditure and income for the relevant financial year. The Council is also responsible for preparing and publishing with its financial statements a statement on internal control.

We have not identified any issues in the course of the audit that are considered to be material. We therefore propose to issue an unqualified audit opinion. Our findings are set out in more detail in section three of this report and our proposed opinion on the accounts is presented in Appendix 2.

Reports

We have a duty under section 8 of the Audit Commission Act 1998 to consider whether, in the public interest, to report on any matter that comes to their attention in the course of the audit in order for it to be considered by the body concerned or brought to the attention of the public.

We did not issue a report in the public interest in 2006/07.

Certificate

We are required to certify that we have completed the audit of the accounts in accordance with the requirements of the Audit Commission Act 1998 and the Code of Audit Practice. If there are any circumstances under which we cannot issue a certificate, then we are required to report them to those charged with governance and to issue a draft opinion on the financial statements.

There are no issues that have come to our attention during the course of the audit that would cause us to delay the issue of our certificate of completion of the audit.

Section two
Introduction

Audit status

At the date of issue of this memorandum our detailed audit work is substantially complete.
We now require from you a signed management representation letter, as set out in Appendix 9.

Declaration of independence and objectivity

In relation to the audit of the financial statements of Bracknell Forest Borough Council for the financial year ending 31 March 2007, we confirm that there were no relationships between KPMG LLP and the Council, its directors and senior management and its affiliates that we consider may reasonably be thought to bear on the objectivity and independence of the audit engagement lead and audit staff. We also confirm that we have complied with Ethical Standards and the Audit Commission's requirements in relation to independence and objectivity.

We have set out a more detailed declaration of our independence and objectivity in Appendix 7 in accordance with ISA 260.

Fees

Our fee for the audit is £155k. This has been contained within the totals agreed with you in our audit plan. We have not performed any other non-audit work.

Audit status			
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We have set out a more detailed declaration of our independence and objectivity in Appendix 7 in accordance with ISA 260.			
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Section two
Use of resources

We are required to be satisfied that you have put proper arrangements in place to secure economy, efficiency and effectiveness in your use of resources. We reach this conclusion by considering the arrangements that you have in place against each of the Code of Audit Practice (Code) criteria and how effectively they have operated throughout the year. Based upon this we have concluded that the Council has made proper arrangements to secure economy, efficiency and effectiveness in its use of resources.

Introduction

Within our audit plan we outlined the various work streams we use to assess whether you have appropriate arrangements in place to ensure that your resources are deployed effectively. Our overall assessment has been based on your self assessment, our cumulative audit knowledge and specific work undertaken to assess adequacy of arrangements.

Conclusion on arrangements for securing value for money

Our assessment considers the arrangements that you have in place against specific criteria developed by the Audit Commission under the Code of Audit Practice. We have set these out below, along with our assessment of whether we believe that your arrangements in these areas are adequate. We have not raised any further performance improvement observations in this area.

Corporate performance & financial management arrangements	Code criteria	Adequate arrangements in place?
Arrangements for establishing strategic & operational objectives. Arrangements for determining policy & making decisions.	1. The body has put in place arrangements for setting, reviewing and implementing its strategic and operational objectives.	✓
Arrangements for ensuring that services meet the needs of users & taxpayers & for engaging with the wider community.	2. The body has put in place channels of communication with service users and other stakeholders including partners, and there are monitoring arrangements to ensure that key messages about services are taken into account.	✓
Arrangements for monitoring & reviewing performance, including arrangements to ensure data quality.	3. The body has put in place arrangements for monitoring and scrutiny of performance, to identify potential variances against strategic objectives, standards and targets, for taking action where necessary, and reporting to members.	✓
	4. The body has put in place arrangements to monitor the quality of its published performance information, and to report the results to members.	✓
Arrangements for ensuring compliance with established policies, procedures, laws & regulations.	5. The body has put in place arrangements to maintain a sound system of internal control.	✓
Arrangements for identifying, evaluating & managing operational & financial risks & opportunities, including those arising from involvement in partnerships & joint working	6. The body has put in place arrangements to manage its significant business risks.	✓

Section two

Use of resources

Corporate performance & financial management arrangements	Code criteria	Adequate arrangements in place?
Arrangements for ensuring compliance with the general duty of best value	7. The body has put in place arrangements to manage and improve value for money.	✓
Arrangements for managing its financial & other resources, including arrangements to safeguard the financial standing of the audited body.	8. The body has put in place a medium-term financial strategy, budgets and a capital programme that are soundly based and designed to deliver its strategic priorities.	✓
Arrangements for managing its financial & other resources, including arrangements to safeguard the financial standing of the audited body.	9. The body has put in place arrangements to ensure that its spending matches its available resources.	✓
Arrangements for managing its financial & other resources, including arrangements to safeguard the financial standing of the audited body.	10. The body has put in place arrangements for managing performance against budgets.	✓
	11. The body has put in place arrangements for the management of its asset base.	✓
Arrangements for ensuring that the audited body's affairs are managed in accordance with proper standards of conduct, & to prevent & detect fraud & corruption	12. The body has put in place arrangements that are designed to promote and ensure probity and propriety in the conduct of its business.	✓

Use of Resources Assessment

We have set out below the results of your 2006/07 Use of Resources Assessment, the results of which contribute to the value for money opinion we give you.

Key line of enquiry	Score	How findings have been reported
Financial Reporting	3	This work was undertaken in September 2006 and the score finalised in January 2007, with a report to management in February 2007.
Financial Management	3	
Financial Standing	3	
Internal Control	3	
Value for Money	3	

The results of the assessment indicate that you are performing consistently above the minimum requirements.

Other work

If we are asked to do so, or if we identify a need for it, as auditors we are expected to perform other work as necessary to meet our responsibilities under the Audit Code of Practice. During 2006/07, we did not undertake any such work.

Accounts and Statement on Internal Control

We have now completed the audit in line with the deadline. We have not identified any issues in the course of the audit that are considered to be material. On receiving your management representations letter we therefore propose to issue an unqualified audit opinion on 28 September 2007. We have also provided you with a summary of the accounts production process.

Introduction

The tasks we perform in our review of your financial statements are split between those which are undertaken before, during and after the accounts production. We have summarised them below:

Work Performed	Accounts production stage		
	Before	During	After
1. Business Understanding: review your operations.	✓	✓	-
2. Controls: assess the control framework.	✓	-	-
3. Prepared by client list: issue our prepared by client request.	✓	-	-
4. Accounting standards: agree the impact of any new accounting standards.	✓	✓	-
5. Accounts Production: review the accounts production process.	✓	✓	✓
6. Testing: test and confirm material or significant balances and disclosures.	-	✓	-
7. Representations & opinions : seek and provide representations before issuing our opinions.	✓	✓	✓

We reported on the work we performed relating to the pre-accounts production stage as part of our interim audit. Below we focus on stages five and six which we perform post-accounts production:

Accounts Production

Your accounts production process is assessed as part of our UoR assessment. As part of the initial feedback on this process we have considered the production process against three criteria:

Element	Commentary
Completeness of draft accounts	We were provided with a full set of draft accounts ahead of the statutory deadline. All primary statements, supporting notes and disclosures were included.
Quality of supporting working papers	As in previous years, we found the quality of supporting working papers to be high. All working papers were available at the start of our audit fieldwork.
Response to audit queries	All queries in relation to the audit were dealt with efficiently and effectively.

As a result of the above we have not raised any performance improvement observations in relation to the accounts audit. Performance improvement observations not yet implemented from the 2005/06 audit are detailed at Appendix 5.

Accounts and Statement on Internal Control (continued)

In accordance with ISA 260 we are required to communicate any uncorrected audit differences to the Executive. We are also required to report any material misstatements which have been corrected by management and which we believe should be communicated to the Executive to help you meet your governance responsibilities.

We have enclosed a summary of both the corrected and uncorrected audit differences in Appendix 3.

Opinions and Representations

As part of the financial statements finalisation process we are required to provide you with representations concerning our independence and ability to act as your auditors. We have provided this at Appendix 7.

You are required to provide us with representations on specific matters such as your financial standing and whether the transactions within the accounts are legal and unaffected by fraud. We provided a draft of this representation letter to the Borough Treasurer on 17 September 2007. We have also included a copy of this within Appendix 9. As far as we are aware there are no areas where management is reluctant to make the representations that we have requested. Once we have received your representations as outlined above we will proceed to issuing our audit opinion.

Except for our commentary above, we do not have any other matters that we wish to draw to your attention before we issue our opinions.

Compliance with ISA260 Reporting Requirements

ISA260 requires us to communicate to those charged with governance "audit matters of governance interest that arise from the audit of the financial statements".

We have included within this Audit Memorandum:

- our views about the qualitative aspects of your accounting practices and financial reporting (Section Three);
- details of any expected modifications to our report (Appendix 2);
- details of any uncorrected misstatements within the financial statements (Appendix 3); and
- the final draft of the management representations letter (Appendix 9).

▪We are also required to report:

- any material weaknesses in internal control identified during the audit;
- any matters specifically required by other ISAs (UK and Ireland) to be communicated to those charged with governance; and
- any other audit matters of governance interest.

There are no others matters which we wish to draw to the attention of those charged with governance.

Appendix 1: Draft use of resources conclusion

Conclusion on arrangements for securing economy, efficiency and effectiveness in te use of resources

Authority's Responsibilities

The Authority is responsible for putting in place proper arrangements to secure economy, efficiency and effectiveness in its use of resources, to ensure proper stewardship and governance, and to regularly review the adequacy and effectiveness of these arrangements.

Under the Local Government Act 1999, the Authority is required to prepare and publish a best value performance plan summarising the authority's assessment of its performance and position in relation to its statutory duty to make arrangements to ensure continuous improvement in the way in which its functions are exercised, having regard to a combination of economy, efficiency and effectiveness.

Auditor's Responsibilities

We are required by the Audit Commission Act 1998 to be satisfied that proper arrangements have been made by the Authority for securing economy, efficiency and effectiveness in its use of resources. The Code of Audit Practice issued by the Audit Commission requires us to report to you our conclusion in relation to proper arrangements, having regard to relevant criteria specified by the Audit Commission for principal local authorities. We report if significant matters have come to our attention which prevent us from concluding that the Authority has made such proper arrangements. We are not required to consider, nor have we considered, whether all aspects of the Authority's arrangements for securing economy, efficiency and effectiveness in its use of resources are operating effectively.

We are required by section 7 of the Local Government Act 1999 to carry out an audit of the Authority's best value performance plan and issue a report:

- certifying that we have done so;
- stating whether we believe that the plan has been prepared and published in accordance with statutory requirements set out in section 6 of the Local Government Act 1999 and statutory guidance; and
- where relevant, making any performance improvement observations under section 7 of the Local Government Act 1999.

Conclusion

We have undertaken our audit in accordance with the Code of Audit Practice and we are satisfied that, having regard to the criteria for principal local authorities specified by the Audit Commission, in all significant respects, Bracknell Forest Borough Council made proper arrangements to secure economy, efficiency and effectiveness in its use of resources for the year ending 31 March 2007.

Best Value Performance Plan

We issued our statutory report on the audit of the authority's best value performance plan for the financial year 2006/07 on 28 September 2007. We did not identify any matters to be reported to the authority and did not make any performance improvement observations on procedures in relation to the plan.

Certificate

We certify that we have completed the audit of the accounts in accordance with the requirements of the Audit Commission Act 1998 and the Code of Audit Practice issued by the Audit Commission.

KPMG LLP
Chartered Accountants
London

Appendix 2: Draft audit report

Independent auditors' report to the Members of Bracknell Forest Borough Council

Opinion on the financial statements

We have audited the financial statements of Bracknell Forest Borough Council for the year ended 31 March 2007 under the Audit Commission Act 1998, which comprise the Explanatory Foreword, the Income and Expenditure Account, the Statement of Movement on the General Fund Balance, the Statement of Total Recognised Gains and Losses, the Balance Sheet, the Cash Flow Statement, the Housing Revenue Income and Expenditure Account, the Statement of Movement on the Housing Revenue Account Balance, the Collection Fund, and the related notes. These financial statements have been prepared under the accounting policies set out therein.

This report is made solely to Bracknell Forest Borough Council, as a body, in accordance with Part II of the Audit Commission Act 1998. Our audit work has been undertaken so that we might state to Bracknell Forest Borough Council, as a body, those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than Bracknell Forest Borough Council, as a body, for our audit work, for this report, or for the opinions we have formed.

Respective responsibilities of the Chief Finance Officer and auditors

The Chief Finance Officer's responsibilities for preparing the financial statements, in accordance with applicable laws and regulations and the Statement of Recommended Practice on Local Authority Accounting in the United Kingdom 2006 are set out in the Statement of Responsibilities.

Our responsibility is to audit the financial statements in accordance with relevant legal and regulatory requirements and International Standards on Auditing (UK and Ireland).

We report to you our opinion as to whether the financial statements present fairly the financial position of [name of Council] in accordance with applicable laws and regulations and the Statement of Recommended Practice on Local Authority Accounting in the United Kingdom 2006.

We review whether the Statement on Internal Control reflects compliance with CIPFA's guidance The Statement on Internal Control in Local Government: Meeting the Requirements of the Accounts and Audit Regulations 2003 published in April 2004. We report if it does not comply with proper practices specified by CIPFA or if the statement is misleading or inconsistent with other information we are aware of from our audit of the financial statements. We are not required to consider, nor have we considered, whether the statement on internal control covers all risks and controls. We are also not required to form an opinion on the effectiveness of the Authority's corporate governance procedures or its risk and control procedures.

Basis of audit opinion

We conducted our audit in accordance with the Audit Commission Act 1998, the Code of Audit Practice issued by the Audit Commission and International Standards on Auditing (UK and Ireland) issued by the Auditing Practices Board. An audit includes examination, on a test basis, of evidence relevant to the amounts and disclosures in the financial statements. It also includes an assessment of the significant estimates and judgments made by the Authority in the preparation of the financial statements, and of whether the accounting policies are appropriate to the Authority's circumstances, consistently applied and adequately disclosed.

We planned and performed our audit so as to obtain all the information and explanations which we considered necessary in order to provide us with sufficient evidence to give reasonable assurance that the financial statements are free from material misstatement, whether caused by fraud or other irregularity or error. In forming our opinion we also evaluated the overall adequacy of the presentation of information in the financial statements.

Opinion

In our opinion:

The financial statements present fairly, in accordance with applicable laws and regulations and the Statement of Recommended Practice on Local Authority Accounting in the United Kingdom 2006, the financial position of the Authority as at 31 March 2007 and its income and expenditure for the year then ended.

KPMG LLP
Chartered Accountants
London

Appendix 4: Accounts performance improvement observations

We have not raised any new performance improvement observations as a result of our audit work on the financial statements.

Appendix 7: ISA 260 Declaration of independence and objectivity

Declaration of Independence and Objectivity 2006/07

Auditors appointed by the Audit Commission must comply with the *Code of Audit Practice* (the Code) which states that:

“Auditors and their staff should exercise their professional judgement and act independently of both the Audit Commission and the audited body. Auditors, or any firm with which an auditor is associated, should not carry out work for an audited body, which does not relate directly to the discharge of auditors’ functions, if it would impair the auditors’ independence or might give rise to a reasonable perception that their independence could be impaired”

In considering issues of independence and objectivity we consider relevant professional, regulatory and legal requirements and guidance, including the provisions of the Code, the detailed provisions of the Statement of Independence included within the Audit Commission’s *Annual Letter of Guidance and Standing Guidance* (Audit Commission Guidance) and the requirements of APB Ethical Standard 1 *Integrity, Objectivity and Independence* (‘Ethical Standards’).

The Code states that, in carrying out their audit of the financial statements, auditors should comply with auditing standards currently in force, and as may be amended from time to time. Audit Commission Guidance requires appointed auditors to follow the provisions of ISA (UK & I) 260 *Communication of Audit Matters with Those Charged with Governance* that are applicable to the audit of listed companies. This means that the appointed auditor must disclose in writing:

- Details of all relationships between the auditor and the client, its directors and senior management and its affiliates, including all services provided by the audit firm and its network to the client, its directors and senior management and its affiliates, that the auditor considers may reasonably be thought to bear on the auditor’s objectivity and independence;
- The related safeguards that are in place; and
- The total amount of fees that the auditor and the auditor’s network firms have charged to the client and its affiliates for the provision of services during the reporting period, analysed into appropriate categories, for example, statutory audit services, further audit services, tax advisory services and other non-audit services. For each category, the amounts of any future services which have been contracted or where a written proposal has been submitted are separately disclosed.

Appointed auditors are also required to confirm in writing that they have complied with Ethical Standards and that, in the auditor’s professional judgement, the auditor is independent and the auditor’s objectivity is not compromised, or otherwise declare that the auditor has concerns that the auditor’s objectivity and independence may be compromised and explaining the actions which necessarily follow from his. These matters should be discussed with the Executive.

Ethical Standards require us to communicate to those charged with governance in writing at least annually all significant facts and matters, including those related to the provision of non-audit services and the safeguards put in place that, in our professional judgement, may reasonably be thought to bear on our independence and the objectivity of the Audit Partner and the audit team.

General procedures to safeguard independence and objectivity

KPMG’s reputation is built, in great part, upon the conduct of our professionals and their ability to deliver objective and independent advice and opinions. That integrity and objectivity underpins the work that KPMG performs and is important to the regulatory environments in which we operate. All partners and staff have an obligation to maintain the relevant level of required independence and to identify and evaluate circumstances and relationships that may impair that independence.

Acting as an auditor places specific obligations on the firm, partners and staff in order to demonstrate the firm’s required independence. KPMG’s policies and procedures regarding independence matters are detailed in the Ethics and Independence Manual (‘the Manual’). The Manual sets out the overriding principles and summarises the policies and regulations which all partners and staff must adhere to in the area of professional conduct and in dealings with clients and others.

Appendix 7: ISA 260 Declaration of independence and objectivity (continued)

KPMG is committed to ensuring that all partners and staff are aware of these principles. To facilitate this, a hard copy of the Manual is provided to everyone annually. The Manual is divided into two parts. Part 1 sets out KPMG's ethics and independence policies which partners and staff must observe both in relation to their personal dealings and in relation to the professional services they provide. Part 2 of the Manual summarises the key risk management policies which partners and staff are required to follow when providing such services.

All partners and staff must understand the personal responsibilities they have towards complying with the policies outlined in the Manual and follow them at all times. To acknowledge understanding of and adherence to the policies set out in the Manual, all partners and staff are required to submit an annual Ethics and Independence Confirmation. Failure to follow these policies can result in disciplinary action.

Auditor Declaration

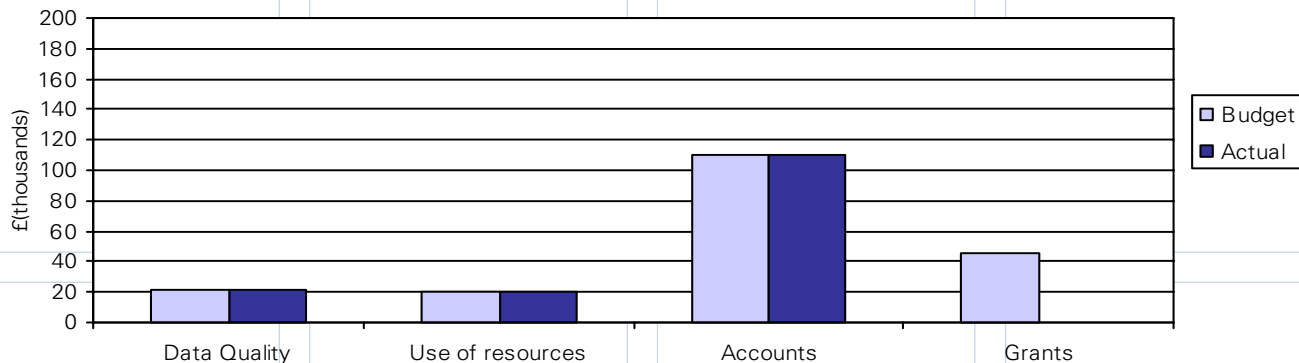
In relation to the audit of the financial statements of Bracknell Forest Borough Council for the financial year ending 31 March 2007, we confirm that there were no relationships between KPMG LLP and the Council, its directors and senior management and its affiliates that we consider may reasonably be thought to bear on the objectivity and independence of the audit engagement partner and audit staff. We also confirm that we have complied with Ethical Standards and the Audit Commission's requirements in relation to independence and objectivity.

Details of our fees for the financial year are given in Appendix 8.

Appendix 8 – audit fee

This section summarises our overall arrangements for delivering your external audit in 2006/07. To make sure that there is openness between us and your Audit Committee about the extent of our fee relationship with you, we have summarised below the out-turn against the 2006/07 agreed external audit fee:

External audit fee for 2006/07



We have completed our work in respect of data quality, use of resources and the accounts within the budget as set out in our audit plan. We are yet to complete our work in respect of the 2006/07 grant claims, and therefore cannot provide an outturn figure. Our fee in 2005/06 was £150k, excluding grants.

Appendix 9: Draft management representation letter

Dear KPMG LLP,

We understand that auditing standards require you to obtain representations from management on certain matters material to your opinion. Accordingly we confirm to the best of our knowledge and belief, having made appropriate enquiries of other members of the Council, the following representations given to you in connection with your audit of the financial statements for Bracknell Forest Borough Council for the year ended 31 March 2007.

All the accounting records have been made available to you for the purpose of your audit and the full effect of all the transactions undertaken by Bracknell Forest Borough Council has been properly reflected and recorded in the accounting records in accordance with agreements, including side agreements, amendments and oral agreements. All other records and related information, including minutes of all management and Board meetings, have been made available to you.

We confirm that we have disclosed all material related party transactions relevant to the Council and that we are not aware of any other such matters required to be disclosed in the financial statements, whether under FRS 8 or other requirements.

We confirm that we are not aware of any actual or potential non-compliance with laws and regulations that would have had a material effect on the ability of the Council to conduct its business and therefore on the results and financial position to be disclosed in the financial statements for the year ended 31 March 2006.

We acknowledge that we are responsible for the fair presentation of the financial statements in accordance with the Local Government Statement of Recommended Practice ("SORP") and wider UK accounting standards. We have considered and approved the financial statements.

We confirm that we:

- understand that the term "fraud" includes misstatements resulting from fraudulent financial reporting and misstatements resulting from misappropriation of assets. Misstatements resulting from fraudulent financial reporting involve intentional misstatements or omissions of amount or disclosures in financial statements to deceive financial statement users. Misstatements resulting from misappropriation of assets involve the theft of an entity's assets, often accompanied by false or misleading records or documents in order to conceal the fact that the assets are missing or have been pledged without proper authorisation;
- are responsible for the design and implementation of internal control to prevent and detect fraud and error;
- have disclosed to you our knowledge of fraud or suspected fraud affecting the Council involving:
 - management;
 - employees who have significant roles in internal control; or
 - others where the fraud could have a material effect on the financial statements.
- have disclosed to you our knowledge of any allegations of fraud, or suspected fraud, affecting the Council's financial statements communicated by employees, former employees, analysts, regulators or others;
- have disclosed to you the results of our assessment of the risk that the financial statements may be materially misstated as a result of fraud.

We confirm that the presentation and disclosure of the fair value measurements of material assets, liabilities and components of equity are in accordance with applicable reporting standards. The amounts disclosed represent our best estimate of fair value of assets and liabilities required to be disclosed by these standards. The measurement methods and significant assumptions used in determining fair value have been applied on a consistent basis, are reasonable and they appropriately reflect our intent and ability to carry out specific courses of action on behalf of the Council where relevant to the fair value measurements or disclosures.

We confirm that there are no other contingent liabilities, other than those that have been properly recorded and disclosed in the financial statements. In particular:

- there is no significant pending or threatened litigation, other than that already disclosed in the financial statements; and
- there are no material commitments or contractual issues, other than those already disclosed in the financial statements.

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OVERVIEW AND SCRUTINY COMMISSION 22 NOVEMBER 2007

INTERNAL AUDIT HALF YEARLY ASSURANCE REPORT April 2007 – September 2007

(Borough Treasurer)

1 INTRODUCTION

- 1.1 This report provides a summary of Internal Audit activity during the period April 2007 to September 2007. It covers work carried out by both the in-house resource and the Council's contractor Deloitte & Touche Public Sector Internal Audit Ltd (D&T) and provides an overall assurance opinion to the Council and its management for the first half of the year. Any significant developments since the time of writing will be reported verbally to the Commission and included in future assurance reports.

2 RECOMMENDATIONS

- 2.1 **The Overview and Scrutiny Commission are asked to note that from the work undertaken during the period, the Head of Finance is of the opinion that the general system of internal controls in place at Bracknell Forest Borough Council accord with proper practice, except for those specific areas, detailed in Appendix B of this report, where significant control weaknesses have been identified.**
- 2.2 **The Overview and Scrutiny Commission are asked to comment on the proposed terms of reference for Internal Audit at Appendix C.**

3 SUPPORTING INFORMATION

Background

- 3.1 Under the Council's Constitution and Scheme of Delegation the Borough Treasurer is responsible for the administration of the financial affairs of the Council under Section 151 of the Local Government Act 1972. Professional guidance issued by the Chartered Institute of Public Finance and Accountancy (CIPFA) requires the provision of an effective Internal Audit function to partly fulfil his responsibilities under Section 151.
- 3.2 Corporate governance best practice requires the Authority to have an audit committee, or equivalent, which enables the Borough Treasurer to formally report the activity of Internal Audit to Members. Under the Council's scrutiny arrangements Internal Audit activity is reported directly to the Overview and Scrutiny Commission and two Commission members have been appointed to have special responsibility for audit matters. The Commission remains the mechanism by which action to address significant weaknesses in internal control can be escalated.

- 3.3 In line with best practice the Council has signed an audit protocol with D&T and the Council's outgoing external auditor, KPMG. It sets out the roles and responsibilities of each of the parties, together with agreed standards for the delivery of audit work. For the last six years KPMG have been able to rely fully on the work of Internal Audit resulting in the reduction of the overall level of external audit fees, achieved by avoiding duplication wherever possible.
- 3.4 For the accounting period 2007/08 onwards the Audit Commission has appointed its own staff to undertake the Council's external audit. The Council was consulted on this change and recognised that in the interests of independence a change was necessary as KPMG had been the Council's external auditor for over ten years. In response to the consultation the Council requested that KPMG be replaced with an alternative private firm. The rationale for this was the Council's excellent track record of working with private firms and the belief that their commercial outlook and experience would be beneficial to both the Council and its residents. Despite these representations the Audit Commission confirmed the appointment of its own staff. Their reasoning was that all external auditors work to the same exacting standards and that this would be more efficient as the same team were undertaking the external audit of other bodies in the area and the Primary Care Trust in particular.
- 3.5 The expectation is that the new auditors will commence on site in January 2008. A number of planning meetings have taken place in recent months in order to make the transition to the new external auditor as smooth as possible. It would not be unreasonable to expect this change to result in some variations to the previous audit approach and officers are working closely with Audit Commission staff to ensure that the efficient working arrangements established with KPMG in recent years are carried over into the new relationship. This will inevitably place some additional demands on officers in the short term although the successful appointment of a Head of Audit and Risk Management, who starts work with the Council on 2 January, should mitigate some of this risk.
- 3.6 The appointment has also resulted in an increase in the Council's basic audit fee, potentially rising from £110,000 to £164,000. Part of this increase can be attributed to the one off risks associated with the transfer of the Council's housing stock to Bracknell Forest Homes. The Audit Commission, however, accepts that it is difficult to determine a precise fee whilst work associated with the 2006/07 audit is still being finalised. They have, therefore, agreed to submit a revised fee proposal once this has been concluded. The Council has reserved its right to appeal against the level of the 2007/08 audit fee if the new proposal does not result in a significant reduction to the level currently proposed.
- 3.7 The basic approach adopted by Internal Audit falls broadly into three types of audit:

System reviews provide assurance that the system of control in all activities undertaken by the Council is appropriate and adequately protects the Council's interests.

Regularity (financial) checking helps ensure that the accounts maintained by the Council accurately reflect the business transacted during the year. It also

contributes directly towards the external auditor's audit of the annual accounts.

Computer/IT audits, carried out by specialist audit staff, provide assurance that an adequate level of control exists over the provision and use of computing facilities.

- 3.8 Recommendations are made after individual audits, leading to an overall assurance opinion for the system or establishment under review and building into an overall annual assurance opinion on the Council's operations. The different categories of recommendation and assurance opinion are set out in the following tables.

Recommendation Classifications

PRIORITY	DESCRIPTION	IMPLEMENTATION DATE INDICATOR
1	Essential – addresses a fundamental control weakness and must be brought to the specific attention of senior management and resolved.	Immediate
2	Important – addresses a control weakness and should be resolved by management in their area(s) of responsibility.	To agreed timetable.
3	Best practice – addresses a potential improvement or amendment issue.	Following consideration

3.9 Assurance Opinion Classifications

OPINION LEVEL	DEFINITION
Full Assurance	There is a sound system of internal control designed to meet the system objectives and the controls are being consistently applied.
Satisfactory Assurance	There is basically a sound system of internal controls although there are some minor weaknesses and/or there is evidence that the level of non-compliance may put some minor systems objectives at risk.
Limited Assurance	There are some weaknesses in the adequacy of the internal control system which put the systems objectives at risk and/or the level of compliance or non compliance puts some of the systems objectives at risk.
No Assurance	Control is weak leaving the system open to significant error or abuse and/or there is significant non-compliance with basic controls.

3.10 Audit Approach and Assurance Opinion

The Contract Manager (Audit) provides the Borough Treasurer and the Head of Finance with details of all audits which have generated category 1 recommendations and, therefore, a limited (or no) assurance opinion. This ensures that the Section 151 Officer is informed at the earliest opportunity of any potential weakness or problem area. Directors are also notified of every audit report issued within their Directorate and the resulting assurance level. This is at the final report stage for audits other than those with a limited or no assurance opinion, when directors receive a copy of the draft report.

4 **RESULTS OF AUDITS APRIL 2007 – SEPTEMBER 2007**

- 4.1 During the period April 2007 – September 2007, 71 reports have been issued being 42 relating to the 2007/08 audit plan and 29 finalising work that commenced as part of the 2006/07 plan. A full schedule of the completed audits and their assurance opinions is set out in Appendix A. A summary of assurance levels is given below:

ASSURANCE	APRIL – SEPTEMBER 2007
Full	3
Satisfactory	63
Limited	5
No	0
Total	71

- 4.2 All audits, which have generated a limited assurance opinion, will be revisited in 2008/09, or earlier if appropriate, to ensure successful implementation of agreed recommendations. Details are given in Appendix B.
- 4.3 The number of limited assurance and no assurance opinions remains at a similar level to previous years. A total of eight limited or no assurance opinions were given in 2006/07 and ten in 2005/06. The limited and no assurance opinions in 2006/07 were in the following areas:
- E+ Card
 - AXIS (Cashier's system)
 - IT operating systems
 - St Michael's Easthampstead School
 - Housing repairs (two audits)
 - Housing caretaker's overtime, and
 - Joint arrangements with the PCT

Double Limited Assurance

- 4.4 The audit of the Council's e+ card has generated a double limited assurance opinion. This is because the supplier has only partially completed the schedule of works required by the Council. Further details are contained in Appendix B and Internal Audit will review progress again within the full technical audit planned for the fourth quarter of this financial year.

Feedback from Quality Questionnaires

- 4.5 At the time of writing 50 completed questionnaires had been received. All unsatisfactory evaluations are followed up. All outstanding questionnaires will be chased up once final reports have been issued. The results are summarised as follows:

SATISFIED	NOT SATISFIED	TOTAL
47	3	50

- 4.6 Detail of questionnaires where auditees were not satisfied with the audit.

Audit title	Reason for unsatisfactory response	Audit's response
Other School Grants	Lack of understanding of process and poor report.	D&T manager responded to queries and issued revised draft report. Auditor not usually on BFBC contract and now moved on.
St. Margaret Clitherow School	Confusion over booking of audit & report was late.	D&T manager confirmed unavoidable change made to visit date. Reporting improved (see 5.6).
Grants to Voluntary Organisations	Poor communications generally and specifically over booking audit and discussion of findings.	Two revised draft reports issued and final version agreed by all. Acknowledged there was some poor communication and noted for future.

5 OTHER INTERNAL AUDIT ACTIVITIES

Internal Audit has also been involved in the following key activities during this period:

5.1 National Fraud Initiative

As in previous years the Council is participating in the National Fraud Initiative (NFI) 2006, which is a bi-annual data matching exercise co-ordinated by the Audit Commission. During the period, the investigation of the results received

in January 2007 was completed and only two cases were found where there may have been some irregularity.

One instance of non-declaration of an occupational pension was identified, which resulted in overpayments of housing and council tax benefit of £6,156. The case is currently with the legal section pending prosecution. The second case was also a benefits claimant, this person had not declared earnings, but as they are also in receipt of Income Support, this has to be investigated by the Department of Works and Pensions (DWP). Payment of benefits has been suspended until the outcome is known and until then, it is not possible to calculate any overpayment.

The Audit Commission is planning to undertake a second round of data matching using information extracted from the council tax and electoral roll records. The objective being to identify those individuals claiming but no longer entitled to single person discounts. Nationally concerns were raised about Councils' ability to disclose personal information held on the council tax and electoral roll records and the Information Commissioners Office entered into discussions with the Audit Commission and the Electoral Commission about this. As the Audit Commission required the initial data to be submitted by 26 October and the matter had not been resolved the Borough Solicitor sought Counsel's Opinion on behalf of the Berkshire authorities. This confirmed that Councils should not provide the personal information required by the Audit Commission. The Opinion has been sent to the Head of Legal at the Audit Commission and their response is awaited. Although some authorities did submit data to the Audit Commission the majority are in the same position as the Council, effectively awaiting clarification of the legal position. The Audit Commission have now indicated that they will be seeking their own Counsel's Opinion on this issue.

5.2 Internal Audit Terms of Reference

The revised Code of Practice for Internal Audit in Local Government requires that each Internal Audit service has terms of reference in place. In the past the Council's Financial Regulations have provided the framework within which Internal Audit operates and these form the basis for the proposed terms of reference which are attached at Appendix C. The Commission is asked to comment on the proposed terms of reference, which will be integrated within Financial Regulations when they are next updated.

5.3 Data Quality Review - Best Value Performance Indicators (BVPI's)

This year our external auditors carried out all of the audit work relating to the BVPI out-turn figures. Internal Audit also undertook some checking for accuracy on a sample of BVPI's, that had caused problems in the past, and no concerns were identified.

5.4 Irregularities & Investigations

Only one irregularity was discovered during the period. During one of the routine reconciliation processes undertaken by the Council, our Accounts Payable Supervisor found that a cheque had been altered from £1,000 to £3,000 and that the name of the payee had been changed. This was reported to the bank and the authority has been fully refunded and a new

cheque issued to the correct payee. The police were also notified and the incident was allocated a crime number. Police investigations are underway.

5.5 Schools

Internal Audit continue to work closely with Education, Libraries and Children's Services to implement the agreed strategy for meeting the requirement for all schools to reach the Financial Management Standards in Schools (FMSiS) by 31 March 2010.

At 31 March 2007, when all secondary schools in the country were required to meet the standard, four of the BFBC schools had fully met the standard. Brakenhale almost met the standard and Easthampstead Park needed more work, especially in the areas relating to the governing body of the school. Both these schools produced action plans and are currently working to meet the standard and will be required to re-submit their self assessment for review after 31 March 2008. Once FMSiS has been verified as being achieved, this recognition lasts for three years. For the next three years schools, who have met the standard, need take no further action, however, Internal Audit plans will include coverage to ensure that good internal controls are maintained.

As the FMSiS requires all schools to reach the standard by 31 March 2010, primary schools will be assessed over a three year period. The first tranche of 13 primary schools are currently working towards meeting the standard by 31 March 2008. These were selected by either budget size and/or previous poor audit reports. Volunteers were also sought. The 13 schools involved in this first tranche are as follows:

Budget size – Kennel Lane and Harmanwater. (Note these two schools have also had poor audit reports in the first half of 2007/08).

Previous poor audit reports – Woodenhill, St. Michael's Easthampstead, Winkfield St. Mary's, The Pines, Meadow Vale, Great Hollands Primary, Crowthorne C.E and College Town Junior.

Volunteers - Wildridings, Whitegrove and Sandy Lane Primary.

The second and third tranches of primary schools have been provisionally selected based on budget size alone and are listed below:

To meet the standard by 31 March 2009

Warfield CE Primary
St Michael's CE Primary
St. Joseph's Catholic Primary
Owlsmoor Primary
New Scotland Hill Primary
Holly Spring Junior
Fox Hill Primary
Crown Wood Primary
College Town Infant & Nursery
Birch Hill Primary
Binfield CE Primary
Ascot Heath CE Junior

To meet the standard by 31 March 2010

Uplands Primary
St. Margaret Clitherow Catholic Primary
Holly Spring Infant & Nursery
Cranbourne Primary
Broadmoor Primary
Ascot Heath Infant

5.6 D&T Performance

In the 2006/07 Internal Audit Annual Assurance Report it was noted that a number of audits had not been completed by the year end, due to a staffing resource problem within D & T. Following close monitoring of the contract, formal expressions of concern to their senior management, various meetings and withholding payments in line with the terms of the contract, the backlog of work has now been addressed. At the time of writing only one draft report is outstanding beyond its due date. Three audits are in progress and one audit is still to be booked.

It should also be noted that working relationships have remained positive between the Council and the contractor throughout this period and the matter has been resolved with their full co-operation.

Background Papers

Internal Audit Reports
Internal Audit Annual Plans 2007/08 & 2006/07
Contract Monitoring Records
Quality Questionnaires
NFI documentation
FMSiS Returns
CIPFA Code of Practice for Internal Audit

Contact for further information

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APPENDIX A

TABLE OF ASSURANCES

April 2007 – September 2007

REPORT	ASSURANCE LEVEL				RECOMMENDATIONS			
	Full	Satisfactory	Limited	None	CATEGORY			AGREED
					1	2	3	
Corporate Themes								
Service Planning		X				2	1	3
Staff Expenses								To book
Performance Management (BVPI's)		X						n/a
CRB checks								WIP
Corporate Services								
Industrial & Commercial Properties		X				1	1	2
Customer Relations Management		X				6		6
Member Services			X		1	5	4	10
Registration of Electors/Elections		X				5	1	Reply o/s
Pericles IT (CTax/NNDR/Benefits)		X				3		3
Windows Operating Systems (F/up)		X						n/a
AXIS & E-payments (Interim F/up)		X				3	1	4
e+ IT (Interim F/up)			X		1	4		5
Education, Children & Libraries								
Schools Related Expenditure		X				4		Reply o/s
Standards Fund		X					2	2
School Census		X				1		1
Other School Grants		X				1		1
Broadmoor Primary		X				7	2	9
Crowthorne CE Primary		X				3	4	7
Foxhill Primary		X				6	2	8
Great Hollands Primary		X				4	6	10
Harmanswater Primary			X		1	4		Reply o/s
Kennel Lane School			X		1	3	2	6
New Scotland Hill Primary		X				2	3	5
St. Margaret Clitherow RC Primary		X				2	2	Reply o/s
Winkfield St. Mary's CE Primary		X				7	1	8
Larchwood Family Centre		X				2	2	4
Education Management System IT		X				6	1	7
Libraries (inc stock control/mobile)								Report o/s
Direct Payments (F/up)		X				4		Reply o/s
Environment & Leisure								
Environmental Health		X				5	1	6
Edgebarrow & Sandhurst Sports		X				4	3	7
Bracknell Sports & Leisure Centre		X				3	3	Reply o/s
Leisure Catering		X				2		Reply o/s
Planning Policy (inc. S106)	X							n/a
Gazeteer IT		X				5	1	6
GIS Application (F/up)		X				6	1	7
Social Services & Housing								
Joint Arrangements (F/up)		X				3	2	5
Homecare (in-house provision)		X				1	5	6

REPORT	ASSURANCE LEVEL				RECOMMENDATIONS			
					CATEGORY			AGREED
	Full	Satisfactory	Limited	None	1	2	3	
Forestcare		X				8		8
Drug & Alcohol Team		X				2		Reply o/s
PD & Older People – Other		X					4	4
Direct Payments (F/up)		X				4		4
Heathlands		X				2	3	5
Ladybank		X				3	1	Reply o/s
SWIFT IT (int. with Agresso F/up)								WIP
Anite IT Hsg & Rents (App.Only)		X				5		Reply o/s
06/07 REPORTS ISSUED 07/08								
Chief Executive								
Grants to Vol. Organisations		X				2		2
Corporate Services								
Corporate credit/debit cards		X				1	3	4
Insurance inc. supply	X							n/a
Pensions	X							n/a
Contracting & Procurement		X				4	2	6
Training		X					1	1
Home to School Transport		X				2		2
Education, Children & Libraries								
Behaviour Support Team		X				1	1	2
Traveller Educ (Joint Arrangement)		X				1	1	2
School Catering (inc. new contract)		X				4	5	Reply o/s
Sensory Impairment (F/up)		X				1	2	3
College Town Infant		X				2	1	3
College Town Junior								WIP
Crownwood Primary		X				3	4	7
Crownwood LAL		X				5	2	7
Meadowvale Primary		X				7	1	8
Owlsmoor Primary		X				1	1	2
Warfield Primary		X				7	3	Reply o/s
Edgebarrow Youth Centre		X				2		2
Sandhurst Youth Centre		X				4	1	5
Youth Offending Team		X				3	2	5
HORIZON IT Library System			X		2	7	1	10
Environment & Leisure								
Waste Management (new arrang.)		X					3	3
Decrim. of Parking (new service)		X				1	1	2
Parks & Countryside		X				2	1	3
Easthampstead Park		X				1		1
Downshire Golf Complex		X				2	1	3
Social Services & Housing								
Older People Residential		X				3		3
L.D. (Indep. Living Packages)		X				1	2	Reply o/s
Small Land Sales		X					2	2

DETAILS OF LIMITED ASSURANCE OPINIONS

April 2007 – September 2007

During the period, five limited assurance opinions were awarded. Details of these audits are given below:

Member Services (Expenses and Allowances)

This report was given limited assurance due to a priority one recommendation concerning the public disclosure of member allowances. Payments for some travel and subsistence were found not to have been fully reported along with some mobile phone expenses.

e+ Interim Follow Up

An interim audit took place in the 2nd quarter to assess the implementation of seven recommendations made in the 2006/07 audit report. Both of the priority three recommendations and one priority two recommendation have been fully implemented. Of the remaining three priority two recommendations, two have not been implemented and one partially implemented. The priority one recommendation has been partially implemented.

However, failure to fully implement all recommendations is due to the lack of action by the e+ system supplier, who have not yet completed the schedule of works required by the Council. These include:

- Provision and maintenance of an up to date asset register
- Completion of the Council's reporting requirements
- Completion of User Manuals and associated documentation.
- Removal of duplicate data from the database

The Council continues to take action to encourage the supplier to address these weaknesses. A new recommendation was made following this interim review suggesting that the Council's relationship with the supplier be evaluated and a decision made regarding the continuation of this beyond the contract review date in March 2008.

A full technical audit will go ahead, as planned, in the fourth quarter and the results will be reported to the Commission in the annual report.

Harmanswater Primary School

This report, which is still in draft form, contained one priority one recommendation resulting from the school's failure to complete pre employment checks for two supply teachers. It is understood that the report is going to be considered by the governing body in November, after which a formal response will be sent. In addition a member of staff from either Education Finance or Human Resources will follow this matter up with the school to ensure that the weakness is addressed.

Kennel Lane School

This limited assurance was also because of one failure to complete pre employment checks for a supply teacher. The school have agreed the recommendation made to address this and this will be followed up in the same manner as Harmanwater Primary above.

HORIZION Library IT System

This system was given limited assurance because two priority one recommendations were made. One concerned the use of unique user ID's, and the other, logical access controls. Both recommendations were agreed but full implementation may not be achievable within the specification of the current system. A follow up audit is planned for the fourth quarter of 2007/08, when progress will be assessed. If it has not been possible to upgrade the system to address the weaknesses identified, Internal Audit will ascertain if any alternative, compensating controls have been put into place to make the system more secure.

BRACKNELL FOREST BOROUGH COUNCIL

INTERNAL AUDIT TERMS OF REFERENCE

RESPONSIBILITIES AND OBJECTIVES

Internal Audit is an assurance function that primarily provides an independent and objective opinion to the organisation on the control environment comprising risk management, control and governance by evaluating its effectiveness in achieving the organisation's objectives. It objectively examines, evaluates and reports on the adequacy of the control environment as a contribution to the proper, economic, efficient and effective use of resources. This is achieved through the development and delivery of a risk based audit plan following consultation with all relevant parties.

In meeting its responsibilities, Internal Audit activities will be conducted in accordance with the Council's strategic objectives and established policies and procedures. In addition, internal auditors shall comply with the Code of Ethics and the Code of Practice for Internal Audit in Local Government promulgated by the Chartered Institute of Public Finance and Accountancy and other such professional bodies of which internal auditors are members.

INTERNAL AUDIT RESOURCES

The resources of Internal Audit must be sufficient to meet its responsibilities and achieve its objectives. It will be made up of a combination of in-house staff and bought-in services with a mix of qualifications, experience and technical specialisms to reflect the varied functions of the service. The level of resource required and days to be purchased from the audit contractor will be reviewed each year following the production of a risk based audit plan.

ORGANISATIONAL INDEPENDENCE AND ACCOUNTABILITY

Internal Audit will remain independent of the activities that it audits to enable auditors to perform their duties in a manner which facilitates impartial and effective professional judgements and recommendations. Internal auditors have no operational functions and the use of an audit contractor enforces this independence.

Three key officers are directly involved in the delivery of the internal audit function; Borough Treasurer, Head of Finance and Head of Audit and Risk Management. Primary responsibility is delegated to the Borough Treasurer (in his role as the Council's section 151 officer) or, in his absence, the Head of Finance.

In the normal course of business Internal Audit reports through the organisation's established management structure. In exceptional circumstances both the Head of Finance and the Head of Audit and Risk Management will have direct access to all officers and members and particularly those charged with governance.

REPORTING ACCOUNTABILITIES

All audit assignments will be subject to formal reports, which will include an audit opinion on the adequacy of controls in the area that has been audited. Draft reports will be issued to managers responsible for the area under review, who will be required to formally respond to the reports. The Head of Audit and Risk Management is responsible for assessing whether the manager's response is adequate. Once the reports have been agreed, a final version will be produced, which will be sent to the relevant director. Audits resulting in a limited or no level of assurance will be sent to the director at draft stage.

The Head of Audit and Risk Management will produce a report for the Overview and Scrutiny Commission, who have taken on the function of an audit committee, mid year. In addition an Internal Audit Annual Assurance Report will be produced to cover all the activities of Internal Audit throughout the year and giving an annual audit opinion.

ACCESS

In order to discharge its responsibilities, Internal Audit has the right to;

- Enter any Council premises or land;
- Have access at all times to all records (manual and electronic) and documents relevant to the audit;
- Require and receive any information and explanations considered necessary to the audit and
- Require any employee or agent of the Council to account for assets under their control.

FRAUD AND CORRUPTION

Managing the risk of fraud and corruption is the responsibility of management. Audit procedures alone cannot guarantee that fraud and corruption will be detected. Internal Audit does not have responsibility for the prevention or detection of fraud and corruption, it will however, be alert in all their work to risks and exposures that could allow fraud or corruption.

All officers have a duty to inform the Borough Treasurer or Head of Finance on becoming aware of any irregularity, or suspected irregularity, affecting the resources of the Council. The Borough Treasurer shall determine the arrangements for investigating irregularities or suspected irregularities. Internal Audit shall be involved in these investigations as required.

The Council has established a Whistleblowing Policy and Procedure which reinforces its commitment to the highest possible standards of openness, probity and accountability. This puts in place arrangements that enable employees and others with serious concerns about any aspect of the Council's work to come forward and voice those concerns without fear of harassment or victimisation.

CONSULTANCY

In order to maintain independence Internal Audit shall not advise, nor be responsible for, establishing systems and procedures, but may be asked to comment upon them prior to implementation.

REVIEW OF THESE TERMS OF REFERENCE

These terms of reference shall be integrated within the Council's Financial Regulations and reviewed by the Overview and Scrutiny Commission annually.

November 2007

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Corporate Performance Overview Report

1st Quarter: April-June 2007/08

Timothy Wheadon
Chief Executive

Overview of Council Performance

1 Introduction:

1.1 This report sets out an overview of the Council's performance for the period April – June 2007. It complements the detailed quarterly Performance Monitoring Reports for the period produced by each Director that were circulated to all Members in July. The purpose of this overview is to provide the Executive with a high level summary of key achievements and to highlight areas where performance is not matching targets or expectations, along with any remedial action that is being taken to address this.

2 Overview of performance:

2.1 The departmental service plans for 2007/8 contain 372 detailed actions to be completed in support of 12 interim Corporate Themes that were agreed by the Executive in March this year. The five quarterly Performance Monitoring Reports show that 342 of these actions are on target to be achieved by year end, whilst 28 (8%) are currently causing some concern. Annex A contains the complete list of actions and highlights their current status.

2.2 Of course, a significant part of the Council's work relates to day to day service provision which is not specifically covered by priority actions in Service Plans. However, performance against targets for day to day services is also important and progress is highlighted at Annex B. This shows that out of a total of 145 Best Value Performance Indicators, there are only 33 where data is not available at the end of the 1st quarter which includes 7 where data has not been provided by one contractor. However the majority of the 33 are annual indicators, so data is not calculated on a quarterly basis.

Of the indicators where data is available: -

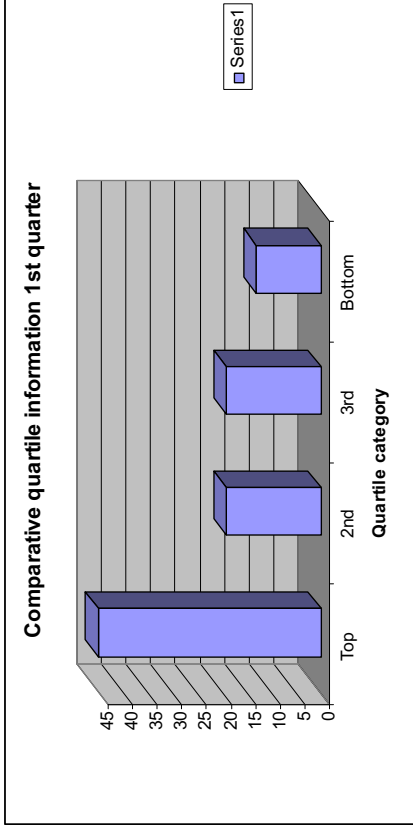


= 79% (89no) anticipated to be achieved to target or already have achieved target



= 21% (23no) not likely to be achieved on target

Comparison with quartile information gives the following analysis, two thirds of the indicators (where quartile information is available) are in the top or 2nd quartile, with a third in the 3rd or bottom quartile :-



(The latest quartile data available is 2005/06. It must be noted that the above comparison is only comparing 1st quarter performance against full year quartile data)

3 Progress against Key Objectives:

Promoting the sustainable development of Bracknell Forest:

- 3.1 Overall progress has been positive. The development agreement was signed between the Council and the Bracknell Regeneration Partnership in April, whilst the Compulsory Purchase and Road Closure Orders have since been published. The public inquiry into these orders is provisionally scheduled for March 2008. Design on the replacement civic accommodation is progressing well and, since the quarter ended, RIBA Stage C sign-off is imminent.
- 3.2 The quarter saw significant progress on the Local Development Framework, with the Core Strategy being subject to Public Examination in June. Significant progress has been made on other major issues facing the borough, notably adoption of a ground-breaking mitigation strategy to help manage the impact of future development in the Thames Basin Heaths Special Protection Area.

- 3.3 Work to develop a five-year programme for producing Masterplans for neighbourhood centres is not yet progressed but will be funded from the capital receipt from the stock transfer. This means that Members will not see any significant progress on this until the New Year.
- Promoting sustainable communities through housing strategies and maintenance policies:*
- 3.4 The major project to transfer the Council's housing stock to Bracknell Forest Homes (BFH) began in earnest during the quarter. This is a large and complex project and good progress is being made on the Council side, with key issues such as the land and assets to transfer largely decided. BFH has had difficulty in appointing a new Chief Executive, although this has now been achieved. There remains a great deal of work to be done to allow the transfer in February, although, at this stage, it still appears to be feasible.
- 3.5 One area where there has been slippage is in developing the new housing strategy. This is one consequence of the prioritisation of the stock transfer work. However, a major conference is planned for 18 October to consider the new housing strategy and a draft will be produced for consultation by the end of November. This will allow submission of the final strategy to GOSE in March 2008 in line with the original plans.
- Help create a stronger community which is socially cohesive:*
- 3.6 Work on all key actions within this theme are on target. Particularly encouraging is the fact that the number of crimes recorded under the British Crime Survey fell by around 15% compared to the same period in 2006. Work with the Bracknell Forest Partnership to update the Community Cohesion Strategy is also progressing well and there has been a good response to recent consultation.
- Increase participation in and enjoyment of, art, culture, sport and recreation:*
- 3.7 Work on all key actions is on target within this theme.
- Protect and improve public health in the Borough:*
- 3.8 All key actions are on target. Of particular note, following extensive consultation which demonstrated strong support for our approach from partner agencies, the Council adopted its overarching Health and Well-being Strategy on 16 October.

Improve outcomes for children and young people:

- 3.9 Work is progressing well on all key targets and the updated Children and Young People's Plan was completed in July. However, the first Diploma Gateway application was unsuccessful, although the outcomes will be used in future curriculum planning and the next Diploma Gateway application.
- 3.10 Terms of reference and membership of the new 14-19 Partnership have been agreed. A plan has also been agreed which will lead to further development and improved coordination of provision for the period 2008-13. This greater emphasis being placed on the development of the 14-19 Partnership reflects the need to build on the areas of success and address those areas where progress has been more limited. Significant progress has, however, been made in developing collaboration between secondary schools to broaden the range of provision available to 14-19 year olds. This now needs to be consolidated and combined with curriculum development. It is a key priority for the Education, Children's Services and Libraries Department..

Increase participation in adult learning:

- 3.11 All key tasks are on target. More recently, Members may be aware of the formal launch of the Grow Our Own project at Legoland in September.

Improve services for vulnerable adults and older people:

- 3.12 Significant progress has been made in meeting the key actions relating to vulnerable adults and older people. By the end of the quarter, the action plan to October agreed with the new Director was largely complete, with notable successes. Performance against CSCI performance indicators improved drastically and data shows that Council is matching the performance of many 3* authorities on most indicators. Subsequently, the Annual Review Meeting with CSCI in September confirmed that excellent progress is being made.
- 3.13 Following the problems experienced in recent years, the Council asked the Audit Commission to provide support in developing our supporting people service. A revised commissioning body has been established and an action plan developed. The Commission has indicated that it is satisfied with the new arrangements and action plan, and that there is no need for further involvement. This represents an important step forward, although there is still work to be done to ensure the improvement is sustainable. Plans are,

however, being developed to commission a floating support service, which will mark another important step forward in the “modernisation journey”. A Purchasing Plan for older people is being considered by the Executive at this evening’s meeting. A purchasing plan for all client groups in Adult Social Care has been pushed back from it December 2006 target to allow all other plans to be completed by the end of March 2008. A draft strategy for older people is due to be submitted to the Executive in December 2007.

3.14 All actions relating to the inspection of services for older people in 2006 were completed during the quarter. This included agreeing a commissioning strategy for services to older people. Commissioning plans for other groups will be considered by the Executive in March 2008.

Create and maintain a quality environment:

3.15 All key actions are on target. Of particular note, recycling rates in the Borough exceeded 40% target during the quarter. The Bracknell Regeneration Partnership have also agreed to incorporate combined heat and power in the new civic hub.

Improve transport and movement in and around the Borough:

3.16 Progress on key objectives relating to transport was mixed during the quarter. Implementation of the first phase of the LTP programme took place as planned. However, pressure on resources, particularly the transport implications of the town centre, meant that there has been slow progress in developing a highway asset management plan. This slow progress continued into the second quarter due to the priority given to town centre work. However, the proposed restructuring should strengthen the planning and transport function and allow more time to be spent on developing the plan. That said, the town centre work will remain a higher priority.

3.17 During the quarter, it became apparent that the increase in fatal and serious road accidents increased sharply in 2006 (BV99). Detailed analysis does not indicate any pattern with the causation factors and, since the baseline period 1994–1998, the overall trend has been a decline in casualty numbers. Whilst the increase may be an anomaly, monitoring will continue on a quarterly basis and progress highlighted in the departmental Performance Monitoring Report.

Improve efficiency, effectiveness and access to services:

- 3.18 Satisfactory progress was made during the quarter on most key objectives. Three actions related to the risk management programme have been hindered by the inability to recruit a suitable Head of Audit and Risk Management for the second time. The Council's Insurers have been asked to assist with the risk management training programme for Members and staff, to enable a refresh of the corporate Risk Register. Plans are also at an advanced stage to complete an agreement with West Berkshire Council whereby they provide strategic support for the Council in return for access to our internal audit contract with Deloitte and Touche.

Improve Corporate Governance and Partnership Working

- 3.19 The key action was commencement of the review of the Bracknell Forest Sustainable Community Plan. Preparatory work commenced as well action to manage the performance of the Local Area Agreement. Further work on partnership scrutiny was delayed as a consequence of delay in the publication of Government guidance, now expected in October/November.

4 Performance indicators, budgets and Bracknell Forest Partnership performance:

- 4.1 Detailed performance against targets are set out at Annex B. Budget information is set out at Annexe C. Work achieved by the Bracknell Forest Partnership is set out Annexe D.

5 Conclusion:

- 4.1 Overall, performance against targets during the last quarter was very good, with a number of key milestones met across the Council and a tangible improvement in the priority areas of adult social care and supporting people.













*Timothy Wheadon
Chief Executive
October 2007*

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Corporate Theme 1: Promote the sustainable development of Bracknell Forest

Key Action/ Outcome:

- 1.1 Lead the regeneration of Bracknell Forest Town Centre
- 1.2 Deliver the annual programme set out in the Local Development Scheme.
- 1.3 Publish and commence a five year programme to develop master-plans for neighbourhood centres in the former New Town areas of Bracknell Forest Borough Council.
- 1.4 Work with partners to ensure that all new developments contain a mix of housing in accordance with the Council's policies that supports long term sustainability.
- 1.5 Deliver the Council's LAA agreement commitment to support economic development and enterprise.







Draft and consult on internal regeneration strategy, based on Town Centre workstreams		
Approve and agree detailed design for Civic Hub		
Support relocation of town centre users displaced by regeneration plans		
Support development of third party sites		
Ensure Members and Scrutiny Function are involved in the development of the Town Centre		
Co-ordinate and implement communication strategies for the town centre regeneration, including the vitality of the town before regeneration, internal communications and the council's element of the project e.g. Civic Hub		
Draft Town Centre management strategy, including Keeping Bracknell Town Centre alive during the redevelopment , ready for consultation		
Develop with BFP a clear statement for carbon reduction in the town centre		Options carbon reduction currently being investigated with English partnerships. Report to Regeneration Committee in Sept 07.
Complete Library Workstream		
Adopt a core Core Strategy which sets the spatial vision and policies for the Borough outlining potential uses for all sites within the settlement area.		
Prepare issues and options for the Amen Corner – Area Action Plan DPD.		
Prepare issues and options for development management policies covering housing and commercial uses		



Shows Key actions that are anticipated to be achieved within timetable, or already have been achieved



Shows Key actions that have not been or are not likely to be achieved on time

and sites.		
Compile list of economic development activity already occurring, and subsequently consider launching an Economic Partnership		Some information held but incomplete. The Economic Partnership has not been progressed due to lack of resources. To be reviewed in December in the light of the new Sustainable Community Plan priorities.
Finalise plans for cultural facilities in the new Civic Hub.		
Commence the statutory processes to implement the outline planning permission and other consents.		
Complete the Sustainable Resource Management Supplementary Planning Document.		
Apply new policies in relation to car parking.		
Apply new policies in relation to limiting the impact of development.		
Apply new policies in relation to the Thames Basin Health Special Protection Area.		
Publish a five year programme of master-plans for neighbourhood centres in the former New Town areas of Bracknell Forest Borough Council.		Awaiting confirmation of funding to begin work in autumn of 2007.
Commence work outlined in the five year master-plans for neighbourhood centres in the former New Town areas of Bracknell Forest Borough Council.		Awaiting confirmation of funding to begin work in autumn of 2007.
Work with partners to ensure that all new developments contain a mix of housing in accordance with the Council's policies, that supports long term sustainability.		
Contribute to the delivery of the Council's LAA agreement commitment to support economic development and enterprise.		
Co-ordinate and implement communication strategies for the town centre regeneration, including the vitality of the town before regeneration, internal communications and the council's element of the project e.g. Civic Hub		
Assess the opportunities for capital investment in youth facilities		
Contribute to the development of enhanced community initiatives		



Shows Key actions that are anticipated to be achieved within timetable, or already have been achieved



Shows Key actions that have not been or are not likely to be achieved on time

Work with Strategic Housing Partnership to develop prioritised affordable housing projects based on Housing Market Assessment and revised Housing Strategy.		
In consultation with Housing Strategic Partnership and Bracknell Forest Homes develop a 5 year programme to deliver affordable housing through use of 75% of housing transfer capital receipt		
Progress designs for Civic Hub to Stage E <i>DCS/ACE</i>		
Develop and implement a Procurement Strategy for the Civic Hub project <i>HoF</i>		
Work with colleagues to complete workstreams and meet project deadlines for provision of new Civic Hub and provide all necessary support, advice and guidance <i>HOS</i>		
Finalise plans for the new democratic offer/suite in the Civic Hub following consultation with Members <i>HDRS</i>		
To complete delegated workstream reports and offer advice and guidance on customer service delivery in the new civic offices <i>HCS</i>		
Develop plans for the necessary adaptations to Time Square <i>HCP</i>		
Secure a confirmed Compulsory Purchase acquisition (CPO) <i>BSoI</i>		
Facilities Management to lead on development of plan to move to new Civic Hub in 2009 in liaison with other departments and Bracknell Regeneration Partnership (BRP). <i>HCP</i>		
Ensure accurate headcount figures are in place to facilitate effective space planning. <i>BHRM</i>		
Review policies around Flexible Working to ensure they support the technological requirements <i>BHRM</i>		
Construct business plans to support Cultural Change workstream activities <i>BHRM</i>		

Corporate Theme 2: Promote sustainable communities through innovative housing strategies and effective maintenance policies

Key Action/ Outcome:

2.1 Implement the outcome of the housing stock options ballot of Council tenants












Shows Key actions that are anticipated to be achieved within timetable, or already have been achieved



Shows Key actions that have not been or are not likely to be achieved on time

- 2.2 Develop choice-based lettings for social housing in partnership with partner housing associations
- 2.3 Increase the number of Council homes that meet the Decent Homes Standard
- 2.4 Increase the number of affordable homes built in the borough in accordance with the Local Area Agreement.
- 2.5 Update the Council's Housing Strategy and submit it to the Government Office for the South East
- 2.6 Implement the Housing Act 2004 in relation to all houses let in multiple occupation.
- 2.7 Implement a programme to ensure 70% of private sector housing occupied by vulnerable people meets the Decent Homes Standard by 2010.

















Develop and implement internal and external communications plan. Develop and implement internal and external communications plan for housing stock transfer.		
If a yes vote, identify implications for the Landscape Team and prepare the team for transfer to the new organisation.		
If a yes vote, identify the implications for highway Adoption and Management.		
By implementing the Council's planning policy seek to increase the number of affordable homes built in the borough in accordance with the Local Area Agreement.		Thames Basin Heaths has restricted all housing delivery within 5km of the SPA including affordable housing. The Executive has agreed a strategy to unlock this and allow affordable housing to be delivered to meet the LAA.
Establish a register of all houses let in multiple occupation in accordance with the Housing Act 2004.		
Licence all housing in multiple occupation in accordance with the Housing Act 2004.		Progress is being made towards licensing HMOs known to the Council. To maintain a register which is up to date, active surveillance and surveys will be part of annual workplans.
To implement a programme of inspection to ensure 70% of private sector housing occupied by vulnerable households meets the Decent Homes Standard by 2010.		Unable to make significant progress in relation to delivery until adoption of new housing strategy and the associated link with the resource needs necessary to implement the programme. The strategy is timed to be completed in March 2008. In the meantime progress is being made in respect of preparation work to enable action to be met. The initial work includes participating in a consultation event in October 2007.
Bracknell Forest Homes (BFH) to be established and transfer of housing stock to be completed by 31 st March 2008.		
Disaggregate the HRA budgets from the general fund budgets.		



Shows Key actions that are anticipated to be achieved within timetable, or already have been achieved



Shows Key actions that have not been or are not likely to be achieved on time







Support managers to identify and plan any TUPE transfer of staff to the new housing association.		
Support the AD Sustainable Communities to prepare the IT systems for transfer to the new Housing Association.		
Separate the staff and resources in the Resources Division ready for transfer to the new Housing Association.		
Develop a CBL scheme for consultation with BFH and other partners by March 2008.		
Implement the approved housing capital programme to increase the percentage of Council Homes that meet the standard during 2007/08.		
Work with Strategic Housing Partnership to develop prioritised affordable housing projects based on Housing Market Assessment and revised Housing Strategy.		
In consultation with Housing Strategic Partnership and Bracknell Forest Homes develop a 5 year programme to deliver affordable housing through use of 75% of housing transfer capital receipt		
Council to adopt Housing Strategy draft for consultation.		Slippage due to prioritisation of stock transfer. Draft for consideration due in November 2007. Final version should meet original target of March 2008.
Council to adopt revised Housing Strategy following consultation process.		
Agree stock valuation with Bracknell Forest Homes <i>DCS/HOS</i>		
Prepare all required plans for transfer and instruct Environmental Surveyors if required <i>HCP</i>		
Prepare transfer contract <i>DCS/HOS</i>		
Submit to DCLG for consent to transfer <i>DCS/HOS</i>		
Complete stock transfer <i>DCS/HOS</i>		
Enter into Transfer Agreement and complete conveyancing <i>BSol</i>		
Disaggregate housing functions from the rest of the Council		



Shows Key actions that are anticipated to be achieved within timetable, or already have been achieved







Shows Key actions that have not been or are not likely to be achieved on time

Provide financial support to the LSVT post ballot project <i>HoF</i>		
Complete staffing transfer and disaggregation of policy procedures and all staffing matters <i>BHRM</i>		
Advise on the impact of the transfer on residual staff and structures in the strategic Housing function <i>BHRM</i>		
Consider the future requirements for payment processing and the role of the Cash Office <i>HCS</i>		
Consider the future requirements for payment processing and the role of the Cash Office <i>HCS</i>		
Produce a timetable for transferring customer enquiries relating to tenants' repairs to the new Housing Association <i>HCS</i>		

Corporate Theme 3: Help create a safer, stronger community which is socially cohesive

Key Action/ Outcome:

- 3.1 Work with partners to reduce the incidence of British Crime Survey Crime within the borough
- 3.2 Seek to reduce the fear of crime in the borough
- 3.3 Work with the Bracknell Forest Partnership to update the Council's Community Cohesion Strategy to cover the period 2007 – 2010
- 3.4 Improve community cohesion through culture and sport in accordance with the targets set out in the Local Area Agreement (3 year target).
- 3.5 Increase the level of community engagement and volunteering activities in the Borough in accordance with the targets set out in the Local Area Agreement
- 3.6 Deliver the commitments in the CYPP for children and young people's safety
- 3.7 Implement the Youth Justice Plan
- 3.8 Support partners in targeted speed reduction campaigns
- 3.9 Implement the electronic proof age scheme through e+.
- 3.10 Develop licensing and related policies which support cohesive communities
- 3.11 Improve safety and the sense of security in Bracknell Town Centre











Restructure the Safer Community Team		
Ensure that Community Safety issues are addressed in the town centre regeneration, through the production of a strategy		
Implement and review the Safer Communities Strategy (CPA)		
Support the development of Neighbourhood Policing arrangements including the use of Police Community Support Officers for reassurance patrolling (Community Plan)		



Shows Key actions that are anticipated to be achieved within timetable, or already have been achieved



Shows Key actions that have not been or are not likely to be achieved on time




Undertake at least three initiatives each year with Crimestoppers (Community Plan)		
Encourage crime deterrent schemes in public car parks such as car valeting and security guards to reduce car crime (Community Plan)		
Work with Bracknell Chamber of Commerce to protect business staff from violence (Community Plan)		
Use preventative and rehabilitative initiatives to reduce offending by Prolific and other Priority Offenders. (Community Plan)		
Work with partners to reduce vehicle crime and provide diversionary activities		
Implement the Domestic Violence Strategy to comply with BVPI 225		
Contribute to the development of the Corporate Community Cohesion Strategy		
Reduce the number of school governor vacancies to 9% of the total by end March 2008, by: <ul style="list-style-type: none"> • persuading and encouraging the promotion of governance by governing bodies; • presence at events and targeted locations (eg Libraries); • ensuring better use of free opportunities available to the Council; • more active participation with the School Governors One Stop Shop; • contact with voluntary and placement organisations; • enhanced information collection and better analytical use of service information already collected; • engaging directly with under-represented social and ethnic groups; • more targeted advertising and enhanced promotional materials. 		
The CYPP details the priorities identified to safeguard children and young people in Bracknell Forest.		
The Youth Justice Plan details the actions identified to reduce the offending of children and young people in Bracknell Forest		



Shows Key actions that are anticipated to be achieved within timetable, or already have been achieved



Shows Key actions that have not been or are not likely to be achieved on time






Produce plan to secure delivery of LAA target on volunteering and engagement, specifically: <ul style="list-style-type: none"> • Special Constables and school governors • Informal volunteering rates Helping residents to influence decisions		
In collaboration with the Youth Service and BRP, identify options for youth provision and inclusion in the town centre		
Provide opportunities to participate in a wide range of arts and leisure services to help reduce crime in the Borough through purposeful diversion.		
Provide comments on the draft Community Cohesion Strategy.		
Implement and maintain work that will improve community cohesion through culture and sport working towards the targets set out in the LPSA/Local Area Agreement which will be next measured in the 2009 residents survey.		
Support partners in targeted speed reduction campaigns by introducing signage and designing traffic calming measures in areas with speed issues.		
Implement an electronic proof of age scheme by using the e+ card.		
Adopt and implement the Council's Gambling Policy.		
Review and redraft the Council's Licensing Policy		
Introduce an upgraded digital CCTV system to Charles Square Car Park		
Join the Park Mark safer parking scheme		
Through Park Mark undertake a full security assessment of the High Street Car Park		
Contribute to the development of the Council's Community Cohesion Strategy particularly inputting the views of those whose voices are seldom heard		
We will aim to increase participation by those who are seldom heard by developing an 'Expert by Experience' project with a target of involving 5 users in the first year		



Shows Key actions that are anticipated to be achieved within timetable, or already have been achieved







Shows Key actions that have not been or are not likely to be achieved on time

Consult on the key areas of change to the Community Cohesion Strategy <i>DCS/ACE</i>		
Publish revised Community Cohesion Strategy <i>DCS/ACE</i>		
Evaluate Bracknell Forest's progress against the revised Equality Standard <i>DCS/ACE</i>		
Support the ACE with the delivery of: BF1500 residents panels Neighbourhood Action Groups and Forums run in conjunction with Thames Valley Police <i>ADC/ACE</i>		
Increase engagement in and awareness of democratic processes amongst members of the public, including young people through Local Democracy Week activities and neighbourhood forums <i>HDRS</i>		

Corporate Theme 4: Increase participation in and enjoyment of art, culture, sport and recreation

Key Action/ Outcome:

- 4.1 Develop a new Cultural Strategy covering 2008-2010
- 4.2 Develop a new Parks and Open Space Strategy
- 4.3 Continue to implement the Council's Heritage Strategy, focussing on historic landscapes and in particular to a) establish an enhanced management regime for Lily Hill Park and b) create a Lottery bid for South Hill Park.
- 4.4 Improve access to Leisure facilities
- 4.5 Increase the percentage of 5 – 16 year olds who spend at least 2 hours per week on high quality PE and School Sport to 85% by 2008
- 4.6 Increase the percentage of adults participating in at least 30 minutes of moderate sport activity on 3 or more days a week (3 year target).
- 4.7 Increase further user satisfaction with library and information services

Develop detailed response to PAYP programme		
Plan building of the trampoline centre at Brakenhale School		
To increase participation in physical education through developing; school – club links, leadership and volunteering opportunities and competition. This is delivered through the School Sport Partnership Programme.		
Make extensive use of opportunities to publicise the services available in Libraries.		



Shows Key actions that are anticipated to be achieved within timetable, or already have been achieved



Shows Key actions that have not been or are not likely to be achieved on time


Modernise the Library service further by introduction of self service facility.		Project delayed by agreement with Executive Member. Awaiting possible move to new Library Management System and development of new library in the Civic Hub
Build a new improved library in Bracknell		
Develop a cultural strategy through review and extension of the existing strategy.		
Commence work on a cultural services self improvement plan.		
Complete the regional commentary for cultural services.		
Establish and support a Public Arts Advisory Panel to ensure innovative and appropriate public art is delivered.		
Write a new Parks and Open Spaces strategy		
Establish an enhanced management regime for Lily Hill Park.		
Create and submit a Lottery bid for South Hill Park.		
Maintain and develop arrangements for vulnerable groups to access 'mainstream' leisure facilities.		
Increase membership of the 'leisure saver' scheme.		
Maintain Charter Mark at 3 of the leisure facilities.		
Maintain and promote services that will contribute towards increasing the percentage of adults participating in at least 30 minutes of moderate physical recreation per week.		
Increase number of LD support workers working in the Leisure services to 4 to offer 7 day access within existing resources		
Develop new ways of organising support i.e. membership schemes for people to access leisure		
Increase use of Direct Payment to facilitate access to leisure facilities for mental health service users		
Detailed Accessibility survey to be carried out of all Council Buildings <i>HCP</i>		



Shows Key actions that are anticipated to be achieved within timetable, or already have been achieved










Shows Key actions that have not been or are not likely to be achieved on time

Detailed programme of access work to be agreed by Community Cohesion Working Group and commented on by the Access Advisory Panel prior to programme commencement. <i>HCP</i>		
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Corporate Theme 5: Protect and improve public health in the Borough

Key Action/ Outcome:

- 5.1 Develop an overarching 'health strategy' for the Borough involving all Council departments and other partners and in particular to review options with the Berkshire East Primary Care Trust to increase provision of health facilities in the borough
- 5.2 Deliver the commitments in the CYPP relating to the health of children and young people
- 5.3 Work with the PCT to improve access to health centres
- 5.4 Implement and enforce new provisions in relation to smoking in work or public spaces
- 5.5 Introduce new 'Catering for Health' and 'Safe Food' awards
- 5.6 Produce a public health report for the Borough














Consult partners and deliver a health and well-being strategy for the Borough		
Review options with the Berkshire East Primary Care Trust to increase provision of health facilities in the borough		
Contribute input from Overview and Scrutiny to the annual 'Healthcheck' declarations by the 4 NHS Trusts		
Support Overview and Scrutiny Working Groups on: Healthcare Funding; Patient Focus; Health Strategy; and Extended Schools/Childrens Centres		
Support health scrutiny members (both BFBC and Joint East Berkshire) in making an effective contribution to debate about and consultation on local health provision		
To ensure all schools are engaged in the healthy schools programme the key priorities will be; - continue link with local partners - continue to manage the healthy school programme - to work with schools and support teachers		
Work with members of the Children and Young People's Strategic Partnership to deliver the commitments in the CYPP relating to the health of children and young people (Actions BH1-6)		



Shows Key actions that are anticipated to be achieved within timetable, or already have been achieved



Shows Key actions that have not been or are not likely to be achieved on time

Promote healthy eating through the school meal service		
Contribute to the overall priorities of the Public Health Working Group (E&L lead)		
Work with Education, Children's Services & Libraries to encourage all schools to join in the Healthy Schools programme.		
Maintain the very high usage of leisure facilities.		
Maintain the delivery of GP referrals to sports and fitness facilities.		
In liaison with the PCT improve footpaths and cycleways and increase the number and frequency of bus routes passing health centres.		A programme of identification of deficiencies needed, with subsequent prioritisation of any improvements identified, however no departmental budget is available for the work. Bus service improvements in particular are very expensive in revenue terms.
Work with Corporate HR to develop a smoking policy in relation to BFBC workplaces.		
Write guidance for staff on enforcing smoking in public places and publicise changes in the law.		
By working with local business and the PCT implement the provisions of the smoking in public places legislation.		
By working with local business and the PCT design and introduce a "Catering for Health" food award.		
By working with local business and the PCT design and introduce a "Safe Food" award.		
Working with the PCT publish a comprehensive annual report on the state of public health within Bracknell Forest.		
Contribute to work programme of Berkshire East Joint Strategic Commissioning Board and implement any joint commissioning proposals agreed by the Board.		
Revise terms of reference of Health and Social Care Partnership Board		

Corporate Theme 6: Improve outcomes for children and young people

Key Action/ Outcome:

6.1 Implement the actions included in the second year of the CYPP

6.2 Improve the life chances of looked after children by a) reducing the number of days of missed schooling, b) improving Key stage 2 and 3 results and c) increase percentage of children in and out of school hours learning
















Shows Key actions that are anticipated to be achieved within timetable, or already have been achieved



Shows Key actions that have not been or are not likely to be achieved on time

- 6.3 Improve attendance and reduce exclusion at schools
- 6.4 Work with partners to develop, promote and implement a 'Preventative Charter' for all children and young people's services
- 6.5 Work with schools and other partners to ensure that 14 schools offer a full range of extended services and 6 children's centres are established within the Borough
- 6.6 Develop clear transition pathways for young people with physical or sensory disabilities as they reach adulthood
- 6.7 Improve environmental management in schools a) increase the percentage of pupils in LA schools, b) increase recycling in schools, c) improve energy management in schools
- 6.8 Improve further the commissioning of children's service and establish a children's trust

Deliver Actions EA 1-7, PC1-4, EW1-4, WT1 of the CYPP, 2006 - 2009		
Implement actions arising from Consultant's Report on Exclusions		
Issue new guidance with regard to School Attendance Matters		
Implement the Preventative Charter and Self Assessment Toolkit for children and young people's services, reporting to the Children & Young People's Strategic Partnership		
Work with schools and other partners to ensure that 14 schools offer a full range of extended services and 6 children's centres are established within the Borough		
Transition Policy developed and transition arrangements effective.		
Promote recycling in schools through training and workshop events		
Improve & promote energy management in schools through training and workshop events.		
Work with the Children & Young People's Strategic Partnership to develop and establish a children's trust model		
Continue to review and improve the processes involved in the effective recruitment and retention of staff, both on the frontline, including in schools, and across the Department		
Project manage the construction of the new school at Garth Hill		
Lead the Department's preparation for the APA/JAR assessment process.		
Implement ICS software		
Implement ContactPoint		



Shows Key actions that are anticipated to be achieved within timetable, or already have been achieved



Shows Key actions that have not been or are not likely to be achieved on time

Manage competition for development of a new school at Peacock Farm		
Completion of the Portman Close Project		
Maintain high number of attendances on junior teaching course offered through Leisure.		
Maintain high level of contacts through Young People in Sport scheme delivered by Leisure.		
Increase the percentage of pupils in LA schools covered by a school travel plan.		
Increase recycling in schools during 2007/08.		
Improve energy management in schools.		Environmental management reports developed which address improved energy management
Ensure all relevant staff receive training in the transitions pathway		
Review the function of the Transition Panel in preparation for 2008/09		
Finalise Transition Policy and Protocols		
To provide a building service to the Department of Education, Children's Services & Libraries to meet their programme to develop schools and children's centres <i>HCP</i>		
Prepare and circulate School Energy and Environmental Plans and provide advice on these areas when required. <i>HCP</i>		

Corporate Theme 7: Increase participation in adult learning

Key Action/ Outcome:

7.1 Develop an adult learning plan

7.2 Meet the targets set out in Local Area Agreement to meet the learning and training requirements for the town centre regeneration through the SEEDA funded 'Grow your Own' project

7.3 Increase the number of lowest skilled adults, non-employed and under-employed adults to access learning, training and employability skills





Negotiate and produce a Development Plan for Adult Learning as a basis for grant funding from the Learning and Skills Council (Thames Valley) for the Academic Year 2007/8		
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Shows Key actions that are anticipated to be achieved within timetable, or already have been achieved





Shows Key actions that have not been or are not likely to be achieved on time

Prepare an Adult Learning Plan for Executive approval covering the Academic Year 2007/8		
Work through the Grow Our Own Project Team to establish pilot activity in BF to support Regeneration		
Plan and implement programmes of adult learning which target and support those with low skills seeking improved employment opportunities		
Complete the development of the Brakenhale Open Learning Centre		

Corporate Theme 8: Improve services for vulnerable adults and older people

Key Action/ Outcome:

- 8.1 Implement self-directed support for adults with learning difficulties
- 8.3 Implement the commissioning strategy for older people in conjunction with the East Berkshire PCT
- 8.4 Agree timescales for developing commissioning strategies for all client groups
- 8.5 Modernise services for people with a learning disability
- 8.6 Increase the number of people with physical disability being helped to live at home
- 8.7 Improve Adult Protection procedures and awareness with all partners
- 8.8 Implement the action plan for the Supporting People strategy in consultation with the Audit Commission
- 8.9 Increase the take-up of direct payments for all client groups
- 8.10 help older people with dementia to remain longer in the community rather than long term institutional type care
- 8.11 Increase the number of older people being helped to live at home
- 8.12 Deliver a single assessment framework for older people
- 8.13 Agree the strategic framework for services for older people with mental health needs in partnership with PCT and Berkshire health care trust
- 8.14 Provide cultural development opportunities for adults through a) Home library service b) the activities of reading groups in residential homes
- 8.15 Work with partners across the South East to implement a National Intelligence Model in respect of trading standard enforcement.
- 8.16 Finalise and begin implementation of a comprehensive council wide strategy for older people

To deliver a Home Library Service to 37 residential (nursing and care) homes and day centres in the Borough		
To deliver Library materials to individuals confined to their own homes in the Borough		



Shows Key actions that are anticipated to be achieved within timetable, or already have been achieved



Shows Key actions that have not been or are not likely to be achieved on time








To organise reading groups in at least 2 residential homes in the Borough		
To organise reminiscence sessions for older people in at least 4 libraries in the Borough		
Work with partners across the South East to implement a National Intelligence Model in respect of trading standards enforcement.		
Prepare draft Older People's Strategy		Timetable will not be met due to competing pressures and loss of staff. Draft to Executive in December 2007.
Complete the information/training programme for staff, service users and carers.		
Develop flexible ways of accessing Personal Budgets (e.g. e-cards, Individual Service Funds, Brokerage etc).		
Develop a Purchasing Plan to underpin the OP Commissioning Strategy.		
Develop needs analysis for all client groups to inform the commissioning strategies.		
Develop draft commissioning strategies for consultation for all client groups.		
Develop Purchasing Plans for all client groups.		
Review the Health and Social Care Partnership Board Terms of Reference giving consideration to the emerging east Berkshire Partnership structure.		
Appoint an assistant care manager – assistive technology.		
Reduce waiting times for OT Assessments for DFG.		
Raise the profile of adult protection via specific events including the Adult Protection Forum.		
Revise the training programme for adult protection to reflect safeguarding adults policy.		



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Extend the options for e-cards.		
Ensure current Domiciliary Care Service users can use direct payments to retain current provider if possible.		
To develop new expanded Home Care Dementia Team within existing resources.		
To develop a care pathway for older people mental health including a single point of contact.		
Develop an action plan following review of the Older Peoples' Mental Health Strategy.		
Support corporate work in development of Strategy for Older People HOS		
Participate in the training needs analysis for staff and deliver the learning and development requirements <i>BHRM</i>		

Corporate Theme 9: Create and maintain a quality environment

Key Action/ Outcome:

- 9.1 Further improve the standards of open spaces and the visual environment within the borough.
- 9.2 Improve waste management and recycling in the Borough
- 9.3 Incorporate plans for Combined Heat and Power in the designs for the new Civic Hub
- 9.4 Develop a climate change action plan to meet the Council's obligations under the 'Nottingham Declaration'
- 9.6 Review the management plan and future investment need for the London road ex-landfill site
- 9.7 Work with external contractors, land owners and agencies to reduce the amount of fly-tipped rubbish in the borough.


Revise RE3 Communications Strategy with Wokingham and Reading Councils		
Within resources available design and implement projects to improve the standards of open spaces and the visual environment in the Borough.		
Assess the designation merits in respect of a new conservation area around Church Road, Crowthorne and a new conservation area around Monks Alley, Binfield.		



Shows Key actions that are anticipated to be achieved within timetable, or already have been achieved



Shows Key actions that have not been or are not likely to be achieved on time

Develop a joint waste strategy for RE3 with Wokingham and Reading Councils.		
Increase recycling rates in the Borough to 40%.		
Ensure plans for Combined Heat and Power are included in the designs for the new Civic Hub.		
Undertake an energy efficiency audit of the Council's buildings.		
Write and publish an energy strategy for the borough.		
Work with the Head of Property Services to generate and implement initiatives to reduce energy consumption and carbon emissions in Council buildings.		
Develop and implement a Bracknell Forest Climate Change Strategy by 2009.		
Review the management plan and future investment need for the London road ex-landfill site and submit a capital bid for the work.		
Work with external contractors, land owners and agencies to develop plans to reduce the amount of fly-tipped rubbish in the borough.		
Energy Manager to assist consultants by providing information to enable brief to be developed. <i>Corp Property</i>		
climate change action plan by providing information on energy consumption and suggested measures for reduction. <i>Corp Property</i>		

Corporate Theme 10: Improve transport and movement in and around the Borough

Key Action/ Outcome:


- 10.1 Implement and first phase of the LTP2 programme
- 10.2 Implement the Green Travel Plan for the Borough Council
- 10.3 Work with the Government Office for the South East and neighbouring authorities to press for improvement in major junctions in and around the borough.
- 10.4 Continue to support the Airtrack Forum to deliver a direct rail link to Heathrow Airport via Bracknell Forest Borough Council
- 10.5 Create the first phase of the Bracknell Forest traffic model
- 10.6 Enter into a punctuality improvement partnership with First Bus
- 10.7 Complete the first phase of the review of 'A' and 'B' class road speed limits
- 10.8 Produce a highway asset management plan
- 10.9 Produce a draft Highway Network Management Plan



Shows Key actions that are anticipated to be achieved within timetable, or already have been achieved



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10.10 Introduce the national concessionary fares scheme for borough residents		
10.11 Increase the level of public transport uptake and satisfaction		
10.12 Reduce the percentage of journeys to school made by car		
Replace the Mill Lane Bridge.		
Complete the planned programme of highway maintenance		
Implement actions due in 2007/08 from the Green Travel Plan.		
Attend meetings with the Government Office for the South East and neighbouring authorities to press for improvement in major junctions in and around the borough.		
Attend meetings of the Airtrack Forum to lobby for a direct rail link to Heathrow Airport via Bracknell Forest Borough Council.		
Write the first phase of the Bracknell Forest traffic model.		
Write and have signed punctuality improvement agreement with First Bus.		
Complete the first phase of the review of 'A' and 'B' class road speed limits.		
Write, consult on and have published a highway asset management plan.		Slow progress in view of limited resources and Government guidance on the format of financial/service level information.
Write and put out for consultation a draft Highway Network Management Plan.		
Implement and administer the national concessionary fares scheme for borough residents.		
Increase number and frequency of bus and train routes in the Borough.		Tenders invited for bus services to Peacock Farm and Staff College developments to be funded by the development. No prospect of increased rail services in the medium term.
Reduce the percentage of journeys to school made by car by 10%.		Walk to School week promoted in May, with 93% of schools taking part. The "WOW" (Walk once a week) scheme continued through the summer term. The "Safe Routes to School" programme of physical improvements to help walking and cycling to school continued. Provisions of the Education and Inspections Act 2006 continue to be brought in, placing a general duty on Local Authorities to promote the use of sustainable travel and transport. Although appearing under an education act it is almost entirely transport related, and



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		<p>concerns largely highway measures and use. One of the key measures is a requirement to publish a strategy to develop the sustainable travel and transport infrastructure within the authority area. The Councils "Travel to School" transport strategy is a good basis for the development of the new strategy, covering, as it does, most of the range and the approach of the new requirements.</p> <p>NOTE: Government requires a new target for the school journey to be set in July 2007 for 2010/11, which will supersede established targets in the adopted LTP. Surveys are (only) conducted now, by Government instruction, each January. A 10% shift (leaving aside variation due to weather) in one year (or by January 2008, since that is the survey date) is an extremely difficult target to meet and is a very unlikely outcome unless substantial funding is made available.</p>
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Corporate Theme 11: Improve efficiency, effectiveness and access to services

Key Action/ Outcome:

- 11.1 Review the Council's medium term financial strategy in the light of the housing stock transfer ballot
- 11.2 Increase efficiency through delivery of further procurement savings
- 11.3 Implement the Council's Risk Management Strategy and Business Continuity Plan
- 11.4 Complete a review of the joint arrangements established between Berkshire UAs
- 11.5 Implement a programme for the disposal of any surplus assets
- 11.6 Develop and implement infrastructure and support services to deliver mobile and flexible working initiatives
- 11.7 Implement the next phase of the Customer Contact Strategy and stage 2 of the CRM frontline system development
- 11.8 Develop, consult on and implement five year ICT strategy
- 11.8 Develop, consult on and implement five year ICT strategy
- 11.9 Administer the Borough/Parish council elections in accordance with legislation including the Electoral Administration Act
- 11.10 Implement the outcomes of the Council-wide efficiency review and the Support Services Review
- 11.11 Improve access to the planning service.
- 11.12 Establish systems to support integration of work across Children's Services and the sharing of information between professionals
- 11.13 Implement the workforce strategy to d) ensure all practitioners working with children and young people are appropriately qualified, trained and are able to access professional development to support their role
- 11.14 Implement HR and finance self-service provisions for staff and managers



Shows Key actions that are anticipated to be achieved within timetable, or already have been achieved








Shows Key actions that have not been or are not likely to be achieved on time

11.15 Implement the Council's Equality schemes for Gender and Disability

11.16 Review the Council's Race Equality Scheme

11.17 Address issues of community cohesion by working with partners to establish a BME forum and using forum to assess unmet needs


















Undertake Direction of travel self-assessment (CPA)	N/A	Audit Commission have informed us that no DOT self-assessment will be required
Manage annual CPA		
Undertake timely monitoring and assessment/comparison of performance information, highlighting changes in performance appropriately		
Prepare and publish an Annual Report		
Act as a resource to the Council and its services to undertake research – with emphasis on future developments, new legislation and guidance		
Investigate, specify and – subject to resources – implement a performance management system for the whole Council		
Provide support and assistance and co-ordinate any Beacon Council applications		
Seek out and participate in relevant performance benchmarking groups		
Refresh approach to QOR and CPOR reports (as part of this develop plans for a transition from performance monitoring to more of a performance management approach)		
Produce statement assessing the community cohesion and inclusion aspects of the town centre regeneration		
Produce and implement annual departmental communications and marketing forward plans		
Produce Town & Country every quarter		
Answer media enquiries according to the Council's media protocols		
Produce forest views staff newsletter every month		
Conduct staff attitude survey 2007		
Review internal communications strategy as a result of the staff survey		



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Carry out internal and external communications campaigns according to the Council's priorities		
Implement the Council's Risk Management Strategy and Business Continuity Plan		
Implement the outcomes of the Council-wide efficiency review and the Support Services Review		
Shared Processes Group to manage the integrated services agenda (including e-CAF, Information Sharing and IT), in delivering the actions under priority WT4 in the CYPP		
Update recruitment practices in response to departmental requirements to attract appropriately skilled personnel to posts within the children's workforce.		
Provide advice and support on professional development opportunities for school staff and workforce remodelling practices		
Implement the Council's Equality schemes for Gender and Disability		
Contribute to the review of the Council's Race Equality Scheme		
To ensure safe recruitment practice is maintained a system of recording the pre-employment checks will be made operational across the children's workforce.		
Continue to lead the Department in its search for financial efficiency without risking the quality of services provided, nor the effective promotion of school standards and the wider ECM agenda.		
Implement B2B system for Personnel		
Implement IT remote access to school admin network		
Improve accuracy of student address data		
Support performance management within the department including: responding to requests for performance information and analysis; supporting the development of an integrated performance management framework across the department.		
Coordinate department performance and policy returns including service plans; corporate plans; and government returns		
Run a test of the Council's Business Continuity Plan.		
Maintain the OHSAS 18001 quality management system for health and		



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safety in 6 of the leisure sites.		
Provide e-enabled access to leisure services.		
Implement the on-line licensing package.		
Start to implement the e-enabled complaint on-line package for environmental health and trading standards.		
Draft a corporate GIS strategy for 2007-2010.		
Carry out any actions arising from the PWC Council-wide efficiency review.		
Start to research and implement any action from the PWC Council-wide efficiency review.		
Make any structural changes required by the outcome of the Support Services review.		
Enabling and promoting planning applications to be made online through the National Planning Portal.		We are a pilot authority in the national 1App project which is intended to inform the process to enable such applications to be made. The go live date has been delayed at national level.
Enabling and promoting planning applications to be made online through the National Planning Portal.		We are a pilot authority in the national 1App project which is intended to inform the process to enable such applications to be made. The go live date has been delayed at national level.
Enabling comments on planning policy matters to be made on line via Public Access.		We are awaiting the loading of software to enable such comments to be made.
Enabling planning enforcement concerns to be registered and monitored online.		Linked to 11.11(a)
Capturing all the planning history of the borough into the Council's planning database.		
Implement the actions in the Disability Equality Scheme Action Plan.		
Implement the actions in the Gender Equality Action Plan .		
Provide comments on the draft Race Equality Scheme.		Nothing to report at this stage
Support DMT to carry out any changes, for 2007/08 and 2008/09 required by the Council-wide efficiency review.		
Support DMT to start to research and implement any changes in 2009/10 required by the Council-wide efficiency review.		



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Make any structural changes required by the outcome of the Support Services review.		
Produce Action Plan for the department's deliverables in the Equality Schemes.		
Contribute to the review of the Council's Race Equality Scheme.		
Monitor, update and deliver the medium term financial plan with particular emphasis on the delivery of the 2007/08 budget and preparations for the 2008/09 budget <i>BT</i>		
Support transition to a new external auditor <i>HoF</i>		
Implement corporate contracts to achieve procurement savings eg Home to School transport, taxis, banking, insurance, building cleaning. <i>HoF</i>		
As lead authority, provide financial support to the Berkshire Improvement Partnership and the Berkshire Procurement and Shared Services Unit <i>HoF</i>		
Extend the remit of the Integrated Transport Unit to include Social Services transport <i>HoF</i>		
Develop and implement a risk management training programme for Members and officers <i>HoF</i>		Programme drafted but implementation slower than anticipated following inability to recruit a suitable candidate for the post of Head of Audit and Risk Management for a second time. The Council's insurers have been asked to assist with training and their proposal is awaited.
Refresh the Corporate Risk Register <i>HoF</i>		Programme drafted but implementation slower than anticipated following inability to recruit a suitable candidate for the post of Head of Audit and Risk Management for a second time. The Council's insurers have been asked to assist with training and their proposal is awaited.
Joint Arrangements to be reviewed by BFBC in consultation with other Berkshire Unitary Authorities <i>BSol/BT</i>		



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Amendments to Joint Arrangement Agreements <i>BSoI</i>		
Complete a review of the financial aspects of Berkshire joint arrangements/shared services <i>HoF/BSoI</i>		
Work with Department of SS&H to develop property strategy to reduce revenue outgoings as well as raise capital for investment in improved service provision for adults with learning difficulties <i>Corp Property</i>		
Disposal programme to recommence when SPA mitigation measurers approved <i>Corp Property</i>		
Develop and implement infrastructure and support services to deliver mobile and flexible working initiatives. This will support work styles being developed to support the Civic Hub etc. <i>CIO/BHRM</i>		
Implement the CRM work programme for 2007 <i>HCS/CIO</i>		
Produce a CRM programme for 2007 – 2010 <i>HCS/CIO</i>		
Develop, consult on and implement five year ICT Strategy and in particular to increase the online transaction capability of the Council's website including extension of the online payments facility <i>CIO</i>		
Increase use of the online payments facility		
Administer the Borough/Parish Council elections in accordance with legislation including the Electoral Administration Act 2006		
Prepare effectively for, and deliver successfully the 2007 Borough/Parish Council elections; ensuring adequate levels of staff; managing the postal vote opening sessions and maintaining the integrity of the democratic process <i>HDRS</i>		
Implement outcomes of Support Services Review in accordance with agreed action plan <i>DCS/HOS</i>		
Implement agreed programme of works for Corporate Services		



Shows Key actions that are anticipated to be achieved within timetable, or already have been achieved



Shows Key actions that have not been or are not likely to be achieved on time





from Council-wide efficiency review <i>DCS/HOS</i>		
Support Departments of Council to implement agreed programmes of works from Council-wide efficiency review <i>BT/HOS</i>		
Implement the Pay and Workforce Strategy to a) develop improved basic skills for workers to enhance career prospects within the Council b) develop better leadership and management skills within the workforce to improve management competence c) develop clear, viable grow your own routes for a range of professional areas within the Council		
Submit version 3 of the Pay and Workforce Strategy to Employment Committee for endorsement which will include a revised Action Plan to meet the requirements of the Key Actions <i>BHRM</i>		
Ensure 100% staff appraisal return (except for long term sickness) <i>All</i>		
Consider the Council's response to the Modernisation Agenda for the Registration Service <i>HDRS</i>		
Deliver the agreed Member Induction Programme and/or rolling 4 year programme to ensure Member learning and development needs are met <i>HDRS</i>		
Implement HR and Finance 'self-service' provisions for staff and managers <i>BHRM/HoF</i>		
Improve and upgrade the functionality of Yourself Revise the staffing structure of Payroll/HR Systems Administration to create a team able to develop REBUS (Yourself) self-service model for staff and managers <i>BHRM/HoF</i>		
Implement the Council's Equality schemes for Gender and Disability		
Implement actions for Corporate Services in Disability Equality Scheme <i>DCS/HOS</i>		



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Shows Key actions that have not been or are not likely to be achieved on time

Implement actions for Corporate Services in Gender Equality Scheme <i>DCS/BHRM</i>		
Review the Council's Race Equality Scheme <i>DCS/ACE/BHRM</i>		
Work with Bracknell Forest Voluntary Action to establish BME Forum <i>DCS/ACE</i>		
Use Forum to assess unmet need <i>DCS/ACE</i>		

Corporate Theme 12: Improve Corporate Governance and Partnership Working

Key Action/ Outcome:

- 12.1 Undertake a review of the Councils practices against best practice of Corporate Governance and partnership arrangements and implement any consequent amendments
- 12.2 Ensure effective implementation of the Local Government and Public Involvement in Health Act in particular by establishing a new Public Services Scrutiny Board
- 12.3 Support Member development
- 12.4 Lead and co-ordinate the refresh of the Local Area Agreement between the Government and Bracknell Forest Partnership
- 12.5 Lead and co-ordinate the refresh of the sustainable community strategy
- 12.6 Ensure that partners work together to improve outcomes for young people aged 14 to 19, including those who have additional needs.













Develop, re-shape and continue to support and facilitate the Neighbourhood Forums and Action Groups		
Support members to develop a work programme for Overview and Scrutiny		
Review and update BFP governance arrangements in light of changing Government agenda		
Develop the LAA performance framework, specifically roll out integrated performance management framework to all key BFP partnerships (CYPP, H&SC, LSP, Crime and disorder) and put plans in place for similar version for departments		
Implement Action Plan to improve the BFP's internal and external communications		
Produce Annual Report of Overview and Scrutiny		
Restructure O&S to accommodate requirements of the Police and Justice Act (and secure necessary changes to		



Shows Key actions that are anticipated to be achieved within timetable, or already have been achieved



Shows Key actions that have not been or are not likely to be achieved on time










Council's Constitution)		
Establish scrutiny arrangements for the Bracknell Forest Partnership		
Lead and co-ordinate the refresh of the Local Area Agreement between the Government and Bracknell Forest Partnership		
Produce six monthly progress review of LAA for Government Office for the South East (GOSE)		
Draft the refresh of the Sustainable Community Strategy		
Produce proposals on a set of voluntary (and benchmarked) quality of Life performance indicators		
Ensure schools have up-to-date information on accredited award schemes and support in developing programmes.		
Support schools following Diploma Gateway outcome (March 2007) in order to develop range of provision from September 2008.		The Diploma Gateway applications were unsuccessful and a subsequent audit identified relatively few planned curriculum developments for September 2008. The 14 – 19 Partnership has undertaken to develop a new Project Plan which will coordinate further developments (including subsequent Diploma Gateway applications) for the period 2008 - 2013. The strengthening of the 14 – 19 Partnership will also provide further support to schools.
Influence providers of learning programmes to match provision with the needs of the learner, including support for teachers in the analysis of data and strategies to promote access to the curriculum and effective interventions.		
Support providers in the development of coordinated delivery models (including timetables) in order to enhance the role of the consortium in broadening the range of available provision		Significant progress has been made with this key action during the past six months. This now needs to be consolidated and combined with curriculum developments in order to ensure that more young people are able to benefit from the broader range of provision available as a result.
Contribute to the Bracknell Forest NEET Strategy coordinated by the Pathways To Success Working Group.		Further development work has been undertaken by the Pathways to Success Working Group. The Strategy now needs to be finalised and integrated into the new 14 – 19 Project Plan.
Embed new arrangements for the delivery of the Connexions Service in Bracknell Forest		
Support senior leaders in schools to evaluate school, group and individual		



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attainment and progress and secure continued improvement.		
Review the terms of reference and membership of the 14 – 19 Partnership.		
Children & Young People's Strategic Partnership work effectively towards strengthening partnership working to address the additional needs of 14 to 19 year olds.		
Implement ContactPoint		
Review to be conducted having regard to best practice guidance from CIPA, ACSeS, DCLG <i>BSol/ACE/Hof</i>		
Partnership Handbook to be amended <i>BSol/ACE/Hof</i>		
Review and develop robust partnership governance arrangements having regard to the Local Government & Public Involvement in Health Bill <i>HDRS/BSol/Hof</i>		
Report to CMT and Executive following enactment identifying implementation stages required and timetable <i>BS</i>		
Report on amendments to Code of Conduct to Council following consideration by the Standards Committee <i>BSol/HDRS</i>		
Advice to Parish Councils on revised Code <i>BSol/HD</i>		
Training sessions for all Borough and Parish Members <i>BSol/HDRS</i>		
Develop and implement a work programme to ensure the effective delivery of the Members' Charter for Learning and Development <i>HDRS</i>		







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Annex B - Detailed information on Key Performance Indicators










Quartile comparative information is included where available, which relates to the 2005/06 financial year which is the latest quartile data available.

Performance	Key Indicator	Progress year to date 2007/08	Target	National Quartile position 05/06	Interpretation of performance/ remedial action
Corporate Theme 2 : Promote sustainable communities through innovative housing strategies and effective maintenance policies					
Quarterly indicators					
-	BV 106 Percentage of new homes built on previously developed land (EL)	Annual indicator	60%	Top quartile = 96.74	Achieved 95%
	BV 63 energy Efficiency – the average SAP rating of local authority owned dwellings	68.11	69	2nd	
	BV 184 a The proportion of LA homes which were non-decent at 1 April 2006	27.35	27.35	2nd	
-	BV 184b The percentage change in proportion of non-decent LA homes between 1 April 2007 and 1 April 2008	Annual indicator	4	Top quartile = 28.3	
	BV 200 Did the local planning authority submit the Local Development Scheme (LDS) by 28 March 2005 and thereafter maintain a three year rolling programme? (EL)	Yes	Yes	n/a	Most recent LDS submitted April 2007 is now approved by GOSE.
	BV 200 b Has the local planning authority met the milestones which the current Local Development Scheme (LDS) sets out (EL)	Yes	Yes	Top	All milestones met or on target to be met



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Performance	Key Indicator	Progress year to date 2007/08	Target	National Quartile position 05/06	Interpretation of performance/ remedial action
	BV 212 Average time taken to re-let LA housing (SSH)	Data not yet available	27	Not known	
	BV 66a Rent collected by the local authority as a proportion of rents owed on HRA dwellings (SSH)	97.03%	97	Bottom	
	Bv 66 b The number of LA tenants with more than 7 weeks of (gross) rent arrears as a percentage of the total number of council tenants (SSH)	6.37%	6.5	3rd	
	BV 66 c Percentage of LA tenants in arrears who have had Notices Seeking Possession served. (SSH)	38%	34	Bottom	
	BV 66d Percentage of LA tenants evicted as a result of rent arrears (SSH)	0.21%	0.15	Top	
	BV 74 a Satisfaction of tenants of council housing with the overall service provided by their landlord: overall satisfaction (SSH)	75	n/a	2nd	
	BV 74 b Satisfaction of tenants of council housing with the overall service provided by their landlord: i) black and minority ethnic tenants (SSH)	70	n/a	2nd	
	BV 74 c Satisfaction of tenants of council housing with the overall service provided by their landlord: ii) non-black and minority ethnic tenants (SSH)	75	n/a	2nd	
	BV 75a Satisfaction of tenants of council housing with opportunities for participation in management and decision making in relation to housing BFS provided by their landlord - all	63	n/a	2nd	



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



Shows Key actions or performance indicators that have not been or are not likely to be achieved on time/ to target

<i>Performance</i>	<i>Key Indicator</i>	<i>Progress year to date 2007/08</i>	<i>Target</i>	<i>National Quartile position 05/06</i>	<i>Interpretation of performance/ remedial action</i>
	tenants (SSH) BV 75 b Satisfaction of tenants of council housing with opportunities for participation in management and decision making in relation to housing BFS provided by their landlord - black and minority ethnic tenants (SSH)	67	n/a	Top	
	BV 75 c Satisfaction of tenants of council housing with opportunities for participation in management and decision making in relation to housing BFS provided by their landlord - non-black and minority ethnic tenants (SSH)	63	n/a	2nd	
	BV 183 b The average length of stay (weeks) in (b) hostel accommodation of households which include dependent children or a pregnant woman and which are unintentionally homeless and in priority need (SSH)	0	0	Top	
	Bv 202 The number of people sleeping rough on a single night within the area of the authority (SSH)	0.10	0.10	2nd	
	Bv 213 Number of households who considered themselves as homeless, who approached the local housing authority's housing advice service(s), and for whom housing advice casework intervention resolved their situation (SSH)	0.96 (43 cases)	3.57 (161 cases)	Bottom	
	BV 64 The number of private sector vacant dwellings that are returned into occupation or demolished during the year as a direct result of action by the local authority (SSH)	13	76	3rd	
Corporate Theme 3: Help create a safer, stronger community which is socially cohesive					



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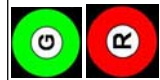
Performance	Key Indicator	Progress year to date 2007/08	Target	National Quartile position 05/06	Interpretation of performance/ remedial action
	E47 Ethnicity of older people receiving assessment (new definition) (SSH)	1.84	1.20	n/a	
	E48 Ethnicity of older people receiving services following as assessment (new definition) (SSH)	1.18	1.00	n/a	
	BV 2a The level of the Equality Standard to which the Authority conforms in respect of gender, race and disability (CEX)	2	2 working towards 3	n/a	
	BV 2b Quality of Race Equality Scheme (RES) and the improvements resulting from its application (CEX)	84%	95%	Top	
	CC01 Percentage of people who feel that their local area is a place where people from different backgrounds can get on well together (CS)	54%	n/a	Bottom	3 year assessment by Audit commission
	BV11a the percentage of top paid 5% of local authority staff who are women at 31 March (CS)	33.38%	37%	2nd	
	BV11b The percentage of the top paid 5% of local authority staff who are from an ethnic minority at 31 March (CS)	5.44%	7%	Top	
	BV 11c the percentage of top paid 5% of local authority staff who have a disability at 31 March (CS)	1.81%	1.16%	3rd	This figure excludes all staff in schools maintained by the authority. Target is to be set once base data is available.
	BV 16 the percentage of local authority employees declaring that they meet the Disability Discrimination Act 1995 disability definition at 31 March	1.81%	1.85%	Bottom	



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<i>Performance</i>	<i>Key Indicator</i>	<i>Progress year to date 2007/08</i>	<i>Target</i>	<i>National Quartile position 05/06</i>	<i>Interpretation of performance/ remedial action</i>
	BV 17 a The percentage of local authority employees from ethnic minority communities at 31 March	2.96%	3.25%	3rd	
	BV 49 Placements for looked after children (ECSL)	19% (06/07)	13%	n/a	This is an area where performance is very volatile. Small changes in cohort (which are frequent) have a significant effect on the statistical performance.
	BV 99a (i) No of people killed or seriously injured (KSI) in road traffic collisions in the previous calendar year (EL)	66	31	Top	KSi casualties increased sharply in 2006, however, detailed analysis does not indicate any pattern within the causation factors. Since the overall KSi trend has been broadly in decline since the baseline period (94-98), the current outturn could represent an anomalous increase.
	BV 99 a (ii) Percentage change in the number of people killed or seriously injured (KSI) in road traffic collisions in the previous calendar year (EL)	-1.6%	-50%	3rd	KSi casualties increased sharply in 2006, however, detailed analysis does not indicate any pattern within the causation factors. Since the overall KSi trend has been
	BV 99 A (iii) Percentage change in the number of people killed or seriously injured (KSI) in road traffic collisions in	-15.3%	-57%	Bottom	Although there is a variance from target, this is the result of the small number involved. KSi casualties increased sharply in 2006, however, detailed analysis does not indicate any pattern within the



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<i>Performance</i>	<i>Key Indicator</i>	<i>Progress year to date 2007/08</i>	<i>Target</i>	<i>National Quartile position 05/06</i>	<i>Interpretation of performance/ remedial action</i>
	the previous calendar year compared to the 1994-98 average (CS)				causation factors. Since the overall KSi trend has been broadly in decline since the baseline period (94-98), the current outturn could represent an anomalous increase.
	BV 99 b (i) Number of children (aged under 16) killed or seriously injured in road traffic collisions in the previous calendar year (EL)	5	3	Top	Although there is a variance from target, this is the result of the small number involved.
	BV 99 b (ii) Percentage change in the number of children (aged under 16) killed or seriously injured (KSI) in road traffic collisions in the previous calendar year (EL)	+25%	0%	Bottom	Although there is a variance from target, this is the result of the small number involved.
	BV 99 b (iii) Percentage change in the number of children killed or seriously injured (KSI) in road traffic collisions in the previous calendar year compared to the 1994-98 average (EL)	-44.4%	-66.7%	2nd	Although there is a variance from target, this is the result of the small number involved.
	BV 99 c (i) Number of people slightly injured in road traffic collisions in the previous calendar year (EL)	378	309	Top	Slight casualties over the last 12 months of data have sharply increased. Detailed analysis does not indicate any pattern within the causation factors. The 2006 figure was below the target and as this 12 months.



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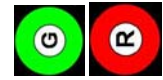
<i>Performance</i>	<i>Key Indicator</i>	<i>Progress year to date 2007/08</i>	<i>Target</i>	<i>National Quartile position 05/06</i>	<i>Interpretation of performance/ remedial action</i>
	BV 99 c (ii) Percentage change in the number of people slightly injured in road traffic collisions in the previous calendar year (EL)	+21.9%	-0.6%	Bottom	Slight casualties over the last 12 months of data have sharply increased. Detailed analysis does not indicate any pattern within the causation factors. The 2006 figure was below the target and as this 12 months.
	BV 99 c (iii) Percentage change in the number of people slightly injured in road traffic collisions in the previous calendar year compared to the 1994-98 average (EL)	-8.7	-25.3	3rd	Slight casualties over the last 12 months of data have sharply increased. Detailed analysis does not indicate any pattern within the causation factors. The 2006 figure was below the target and as this 12 months.
	BV 162 Reviews of child protection cases (ECSL)	100%	100%	Top	
	BV 163 Adoptions of looked after children (ECSL)	7.2%	5%	3rd	Performance varies with changes in cohort (small numbers of adoption cases)
	BFPI Number of school governor vacancies as a percentage of the total (ECSL)	6%	9%	Top	Current performance has exceeded the target of 9% and is among the best in the country. We anticipate



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Performance	Key Indicator	Progress year to date 2007/08	Target	National Quartile position 05/06	Interpretation of performance/ remedial action
					the usual seasonal increase in vacancies in the autumn term 2007, but are confident that we will continue to meet the target for the year.
	BV 126 Domestic burglaries per 1000 households (CEx)	2.64	6.87	Top	
	BV 127a Violent crime per 1000 population (CEx)	4.57	15.72	Top	
	BV 127b Robberies per 1000 population (CEx)	0.14	0.24	Top	
	BV 128 Vehicle crime per 1000 population (CEx)	1.93	10.12	Top	
	Bv 166 a Score against a checklist of enforcement best practice for environmental health (EL)	No information available	100%	(95% could result in 2 nd quartile)	Awaiting outcome of audit by Deloitte Touche for level of compliance and direction as to how to improve score which is currently 95%.
	Bv 166 b Score against a checklist of enforcement best practice for Trading Standards Environmental Health (EL)	90%	100%	3rd	Target should be achieved within time frame
	BV 174 Racial incidents recorded (CEx)	3	30	n/a	



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Performance	Key Indicator	Progress year to date 2007/08	Target	National Quartile position 05/06	Interpretation of performance/ remedial action
	BV 175 Racial incidents resulting in further action (CEX)	100%	100%	n/a	
	BV 215 a Average number of days taken to repair a street lighting fault under the control of Bracknell Forest (EL)	5.92 days	5%	n/a	Achieved 95%
-	BV 215 b Average number of days taken to repair a street lighting fault under the control of a Distribution Network Operator (EL)	20.9 days (06/07)	26 days	n/a	Annual indicator
	BV 225 Actions against domestic violence (CEX)	90%	100	n/a	
Corporate Theme 4: Increase participation in and enjoyment of art, culture, sport and recreation					
-	BFPI Number of 5 – 16 year olds who spend at least 2 hours per week on high quality PE and school sport (ECSL)	79% (06/07)	90%	n/a	Results of new PESSCL survey undertaken by all schools in June/July will be published in Sept/Oct
	BV 219 (b) Percentage of conservation areas in the Local Authority area with an up to date character appraisal (EL)	100%	100%	n/a	All CAs have an up to date character appraisal
	BV220 Composite library indicator (ECSL)	Library Service meets 8 of the 10 PLSS standards and is currently rated 3		n/a	(lowest score is 1, highest is 3). Indicator likely to be discontinued after 2008 with the introduction of a new system of performance management for libraries
-	BV 156 The percentage of authority buildings open to the public in which all public areas are suitable for and accessible to disabled people	35.7% (06/07)	50.6%	n/a	A constraint on delivery of improvement is the scale of budget provision. Individual improvements



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Performance	Key Indicator	Progress year to date 2007/08	Target	National Quartile position 05/06	Interpretation of performance/ remedial action
					required may exceed the total budget provision.
	BFPI To minimise net expenditure by optimising income levels in Leisure (EL)	£2,489,000	£8,860,000	n/a	
	BFPI Number of customer visits/contacts to leisure facilities and sports development (excluding EP Conference Centre but including BFBC facilities operated by third parties). (EL)	612043 (620205)	2,242,000	n/a	Although all facilities have suffered the usual fluctuations associated with seasonal business the overall usage is almost 1% up on previous year
	BV 205 Bracknell Forest's score against a "Quality of Services" 18 points checklist, expressed as a percentage	100%	100%	Top	
	BFPI Number of schools who have achieved the new Health Schools Award (ECSL)	58%	78%	n/a	22 schools have now achieved the National Healthy Schools Standard and we are confident that we will achieve the target for 2007/08
	BV 197 Teenage pregnancies (ECSL)	-40.7%	-23.9%	Top	These figures are calculated by DfES Teenage Pregnancy Unit
Corporate Theme 6: Improve outcomes for children and young people					
	BV 38 % of 5+ A-C GCSEs	59.8%	64%	Top	This indicator is deemed by the DfES to be less relevant than 5*A-C including English and maths



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Performance	Key Indicator	Progress year to date 2007/08	Target	National Quartile position 05/06	Interpretation of performance/ remedial action
	BV 39 % of 5+ A-G GCSEs	94.7%	93%	Top	
	BV 43 SEN a) excluding exceptions b) including exceptions	On target	100% 95%	Top Top	
	BV 45 Absence from secondary schools	Preliminary returns indicate that the target will not be met	6.8	Top quartile= 7.26	
	BV 46 Absence from primary schools	Preliminary returns indicate that the target will be met	4.8	Top quartile= 5.13	
	BV 50 Educational qualifications of looked after children (ECSL)	83.3%	69%	Top	Due to small numbers any cohort change produces large swings in the data
	BV 40 Percentage of pupils on roll at end of Key Stage 2 expected to achieve Level 4 and above in mathematics (ECSL)	79%	85%	Top	
	BV 41 Percentage of pupils on roll at end of Key Stage 2 expected to achieve Level 4 and above in English (ECSL)	87%	87%	Top	
	BV 161 Employment, education etc for care leavers (ECSL)	0.50	0.67	Bottom	Labour Force Survey data not available until September 2007
	BV 181 % of level 5 in Key Stage 3 a) English b) Maths c) Science d) ICT	81% 85% 81% 70%	84% 83% 82% 79%	Top Top Top 2nd	Figure for BV 181 d is based on teacher assessment as there is no KS3 test for ICT



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<i>Performance</i>	<i>Key Indicator</i>	<i>Progress year to date 2007/08</i>	<i>Target</i>	<i>National Quartile position 05/06</i>	<i>Interpretation of performance/ remedial action</i>
	BV 194 % of level 5 in Key Stage 2 a) English b) maths	36% 35%	39% 38%	Top Top	
	BV 221 Youth work	21%	80%	Not on audit commission spreadsheet	Govt target is 65%. Returns are not yet complete. Awaiting outcomes from Duke of Edinburgh award scheme and Youth line
	BV 222 Childcare a) Level 4 or above b) Graduate/ post graduate training	Annual indicator	55% 50%	Annual Indicator	
Corporate Theme 7: Increase participation in adult learning					
	BFPI Report learner numbers and enrolments resulting from Adult Learning Plan (2006/07) (ECSL)	1839 learners from 4626 enrolments (final data confirmed August 2007)	2240 learners	n/a	Includes LAA requirement for 500 adults on First Step Learning Programmes and 200 adults on Family Literacy and Numeracy programmes
	BFPI Report data from Grow Our Own Project to meet LLA targets (ECSL)	0	10 economically inactive or under active assisted in another way with skills development (LAA)	n/a	
	BFPI Successful negotiation of LSC Contract for Adult Learning (ECSL)	Plan submitted on time; further information provided to LSC	Submission to LSC April 2007	n/a	Contract expected June 2007



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Performance	Key Indicator	Progress year to date 2007/08	Target	National Quartile position 05/06	Interpretation of performance/ remedial action
	Successful negotiation of SEEDA Contract for Grow Our Own (ECSL)	Completed	Completed	n/a	Contract completed and received for 2007-09
Corporate Theme 8: Improve services for vulnerable adults and older people					
Quarterly indicators					
-	BV 53 B11 Intensive home care as a proportion of intensive home and residential care (SSH)	Annual indicator	34%	n/a	
-	B12 Cost of intensive social care for adults and older people. Annual Indicator figure quoted is 06/07 outturn (SSH)	Annual indicator	700	Top quartile = 578	
-	B17 Unit cost of home care for adults and older people Annual Indicator figure quoted is 06/07 outturn (SSH)	Annual indicator	15	Top quartile = 16.7	
	C72 Older people aged 65 or over admitted on a permanent basis in the year to residential or nursing care (SSH)	63 Projected outturn at year end	75	Bottom	
	C73 Adults aged 18-64 admitted on a permanent basis in the year to residential or nursing care (SSH)	0	0.4	Top	
	C29 Adults with physical disabilities helped to live at home, per 1,000 population aged 18-64 (SSH)	3.5 projected outturn at year end	3.6	2nd	
	C30 Adults with learning disabilities helped to live at home, per 1,000 population aged 18-64 (SSH)	2.8 projected outturn at year end	3.0	2nd	



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<i>Performance</i>	<i>Key Indicator</i>	<i>Progress year to date 2007/08</i>	<i>Target</i>	<i>National Quartile position 05/06</i>	<i>Interpretation of performance/ remedial action</i>
	C31 Adults with mental health problems helped to live at home, per 1,000 population aged 18-64 (SSH)	5.6 projected outturn at year end	5.8	Top	
	C32 Older people helped to live at home (BVPI 54) , per 1,000 population aged 65+ (SSH)	82.2 projected outturn at year end	90	3rd	
	Bv 53 C28 Intensive home care (BVPI 53) (KT)	12.28 projected outturn at year end	13	2nd	
	BFP1 Library Issues per quarter (ECSL)	4300	4400 per quarter	n/a	Following the upgrade of the library system from Dynix to Horizon, the method of collecting statistics has had to change. (Data on renewals are not collected in the new system.) The new revised indicator and target is lower to reflect this.
	BFP1 Waiting list of new members (ECSL)	No waiting list	Less than 5 per quarter	n/a	
	BFP1 Scheduled stops per visit by van per annum (ECSL)	1274	962	n/a	1274 stops per annum currently scheduled
	BFP1 Attendees at reminiscence sessions	230	240	n/a	2 libraries have had reminiscence sessions this quarter with 230 people attending.



Shows Key actions or performance indicators that are anticipated to be achieved within timetable/ to target, or already have been achieved



Shows Key actions or performance indicators that have not been or are not likely to be achieved on time/ to target

<i>Performance</i>	<i>Key Indicator</i>	<i>Progress year to date 2007/08</i>	<i>Target</i>	<i>National Quartile position 05/06</i>	<i>Interpretation of performance/ remedial action</i>
Corporate Theme 9: Create and maintain a quality environment					
Quarterly indicators					
-	BV 82 (a) (i) Percentage of household waste arisings which have been sent by the Local Authority for recycling (EL)	Figures not available from Re3 contractor	26%	Top Quartile 20.87	
-	BV 82 (a) (ii) Total tonnage of waste arisings sent for recycling (EL)	Figures not available from Re3 contractor	14750	Top Quartile 15126.10	
-	BV 82 (b) (i) Percentage of household waste sent by Bracknell Forest for composting or treatment by anaerobic digestion. (EL)	Figures not available from Re3 contractor	14%	Top Quartile 13.05	
-	BV 82 (b) (ii) Total tonnage of household waste sent for composting or treatment by anaerobic digestion (EL)	Figures not available from Re3 contractor	7952	Top Quartile 8770.30	
-	BV 82 (c) Percentage of the total tonnage of household waste arisings which have been used to recover heat, power and other energy sources. (EL)	Figures not available from Re3 contractor	0	Top quartile = 6.72	
-	BV 82 d (i) Percentage of household arisings which have been landfilled. (EL)	Figures not available from Re3 contractor	60%	Top Quartile 59.41	
-	BV 82 d (ii) Total tonnage of household arisings which have been land filled in the financial year (EL)	Figures not available from Re3 contractor	34,500	Top Quartile 53892.20	
-	BV 84 a Number of kilograms of household waste collected per head of the population. (EL)	Annual indicator	496	Top quartile 394	
-	BV 84 b Percentage change from the previous financial year in the number of	Annual indicator	-0.15%	Top Quartile - 3.79	



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Performance	Key Indicator	Progress year to date 2007/08	Target	National Quartile position 05/06	Interpretation of performance/ remedial action
	kilograms of household waste collected per head of population (EL)				
-	BV 86 Cost of waste collection per household (EL)	Annual indicator	£37.45	Top quartile = 39.48	
-	BV 87 Cost of waste disposal per tonne municipal waste (EL)	Annual indicator	£68.25	Top quartile = 39.46	
	BV 91 a The percentage of population resident in the authority's area served by a kerbside collection of recyclables (EL)	99.7%	99.7%	2nd	
	BV 91 b Percentage of households residents in the authority's area served by kerbside collection of at least two recyclables (EL)	99.7%	99.7%	2nd	
-	BV 199 a The percentage of relevant land and highways that is assessed as having combined deposits of litter and detritus that fall below an acceptable level (EL)	6% (06/07)	9%	Top	Annual indicator
-	BV 199 b Percentage of relevant land and highways from which unacceptable levels of graffiti are visible (EL)	3% (06/07)	4%	3rd	Annual indicator
-	BV 199 c Percentage of relevant land and highways from which unacceptable levels of fly-posting are visible (EL)	0% (06/07)	4%	Top	Annual indicator
-	BV 199 d Year on year reduction in total number of incidents and increase in total number of enforcement actions taken to deal with fly-tipping (EL)	1 (06/07)	2	n/a	Annual indicator



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<i>Performance</i>	<i>Key Indicator</i>	<i>Progress year to date 2007/08</i>	<i>Target</i>	<i>National Quartile position 05/06</i>	<i>Interpretation of performance/ remedial action</i>
	Bv 204 The number of planning appeal decisions allowed against Bracknell Forest's decision to refuse on planning applications, as a percentage of the total number of planning appeals against refusals of planning applications (EL)	46.15%	30%	Bottom	The quarter saw the success in defending appeals falling well below target, a similar situation arose last year but by the close of the year the target was achieved. The situation is being closely monitored.
	BV 205 Quality of Planning Service Checklist	100%	100%	Top	
	Bv 216 a Number of 'sites of potential concern' (within Bracknell Forest) with respect to land contamination (EL)	2322	2308	n/a	This number is all known potential sites not yet investigated. It does not mean that these sites are contaminated – there may be few or no sites actually requiring remediation.
	BV 216 b Number of sites for which sufficient detailed information is available to decide whether remediation of the land is necessary, as a percentage of all 'sites of potential concern'	0	14	Bottom	This will be the first year we intended to proactively inspect sites. Starting cautiously, it was intended to investigate the 14 sites which came out with a higher risk assessment score this year but the EHO taking the lead on this has recently left the authority. Depending on what is found investigating a site with problems could have a high resource demand.
	BV 217 Percentage of pollution control improvements to existing installations completed on time during the current	100%	100%	Top	



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<i>Performance</i>	<i>Key Indicator</i>	<i>Progress year to date 2007/08</i>	<i>Target</i>	<i>National Quartile position 05/06</i>	<i>Interpretation of performance/ remedial action</i>
	financial year (EL) BV 218 a Percentage of new reports of abandoned vehicles (EL)	89%	86%	3rd	The local approach to enforcement has a bearing on performance. It is considered that taking a hard line re recovery of costs and issuing FPNs has had an impact in reducing the number of vehicles being abandoned locally.
	BV 218 b Percentage of new reports of abandoned vehicles removed within 24 hours of the point at which Bracknell Forest is legally entitled to remove the vehicle. (EL)	63%	87%	3rd	At the end of 2006-7 it was commented that this target may be too high where few vehicles need removal and each job is therefore an individual task for the contractor. Last year we only achieved 43% and have changed contractors. The performance of the new contractor is currently being reviewed as performance is not yet up to that anticipated.
Corporate Theme 10: Improve transport and movement in and around the Borough					
Quarterly indicators					
	BV 100 Number of days of temporary traffic controls or road closures on traffic sensitive streets due to local authority road works per km of traffic sensitive streets. (EL)	0.85 days/km	1 day/km	3rd	
	BV 102 Number of local bus passenger journeys originating in Bracknell Forest undertaken in the current financial year.	1,773,634	1,876,000	3rd	Figures to end March 2007



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<i>Performance</i>	<i>Key Indicator</i>	<i>Progress year to date 2007/08</i>	<i>Target</i>	<i>National Quartile position 05/06</i>	<i>Interpretation of performance/ remedial action</i>
	(EL)				
	BV 109a Percentage of major applications determined in 13 weeks. (EL)	81.82%	65%	Top	
	BV 109b Percentage of minor applications determined within 8 weeks. (EL)	96.55%	72%	Top	
	BV 109c Percentage of other applications determined within 8 weeks. (EL)	95.13%	85%	Top	
	BV 165 The percentage of pedestrian crossings with facilities for disabled people as a proportion of all crossings in Bracknell Forest in the current financial year. (EL)	100%	100%	Top	
-	BV 178 The percentage of total length of footpaths and other rights of way which were easy to use by members of the public in the current financial year. (EL)	No information available	100%	Top quartile 81.1	
-	BV 187 Percentage of Category 1, 1a and 2 footway network where structural maintenance should be considered in the current financial year. (EL)	28% (06/07)	25%	3rd	Annual indicator
-	BV 223 (previously BV 96) Percentage of the local authority principal road network where structural maintenance should be considered in the current financial year (EL)	11% (06/07)	12%	n/a	Annual indicator



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<i>Performance</i>	<i>Key Indicator</i>	<i>Progress year to date 2007/08</i>	<i>Target</i>	<i>National Quartile position 05/06</i>	<i>Interpretation of performance/ remedial action</i>
-	BV 224 a (previously BV 97) Percentage of the non-principal classified road network where maintenance should be considered in the current financial year (EL)	19% (06/07)	19%	n/a	Annual indicator
-	BV 224 b Percentage of unclassified road network where structural maintenance should be considered in the current financial year (EL)	24% (06/07)	25%	n/a	Annual indicator
Corporate Theme 11: Improve efficiency, effectiveness and access to services					
	BFP1 Number of teaching assistants with HLTAs in BFBC schools (ECSL)	5 teaching assistants undertaking the assessment during the summer 2007	Increased numbers	n/a	Dependent upon the capacity of schools and TA's to take up offer of training and development
	C51 Direct payments (BVPI 201) (KT) (SSH)	125	150	Top	
	C62 Services for Carers (SSH)	14 projected outturn at year end	15	Top	
	D37 Availability of single rooms (SSH)	100	100	Top	
	D39 Percentage of people receiving a statement of their needs and how they will be met (SSH)	96 projected outturn at year end	98	2nd	



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<i>Performance</i>	<i>Key Indicator</i>	<i>Progress year to date 2007/08</i>	<i>Target</i>	<i>National Quartile position 05/06</i>	<i>Interpretation of performance/ remedial action</i>
	D40 Clients receiving a review (SSH)	72 projected outcome at year end	77	Top	
-	D41 Delayed transfers of care (SSH)	Not available	20	Top quartile = 37	There are difficulties in ascertaining a valid data stream to support this indicator. Work is being undertaken to resolve this situation.
	D54 Percentage of items of equipment and adaptations delivered within 7 working days (BVPI 56) (KT) (SSH)	88 projected outcome at year end	92	2 nd	
	D55 Acceptable waiting times for assessments (BVPI 195) (KT) (new definition) (SSH)	93.8 projected outcome at year end	95	Top	
	D56 Acceptable waiting times for care packages (BVPI 196) (KT) (SSH)	94.4	96	Top	
	E82 Assessments of adults and older people leading to provision of service (new definition) (SSH)	44.8	69	Bottom	
	D75 Practice learning (adults element) (new definition) (SSH)	27	23	n/a	
	BV 8 the percentage of invoices paid on time (CS)	93.1%	95.5%	3rd	Results from a creditors benchmarking club that we have joined shows that the unitary average is 90%. This suggests that we are doing well, relatively speaking, when compared with



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Performance	Key Indicator	Progress year to date 2007/08	Target	National Quartile position 05/06	Interpretation of performance/ remedial action
					our peers. The target may have been set too high.
	BV9 The percentage of Council Tax due for the financial year which were received by the authority (CS)	29.01% (29.18%)	97.5%	Bottom	
	BV 10 The percentage of non-domestic rates due for the financial year which were received by the authority (CS)	35.9% (36.98%)	99.2%	Bottom	
	BFPI Telephone calls answered within 5 rings (CS)	86.7% (65.9%)	82%	n/a	
	BFPI enquiries resolved at first point of contact, whether by telephone, reception or email (CS)	90%	82%	n/a	
	BV 76 b Number of fraud investigations/1000 caseload (SSH)	0.18	0.18	n/a	
	BV 76c Number of fraud investigations/1000 caseload, where work is carried out to gather evidence on a claimant, landlord or associated party who is suspected of HB/CTB fraud (SSH)	7.81	31.8	n/a	
	BV 76 d Number of prosecutions and sanctions/1000 caseload (SSH)	2.66	7.7	n/a	
	BV 78a Speed of processing : Average time (days) for processing new claims (SSH)	34.31	28	3rd	
	Bv 78b Speed of processing: Average time (days) for processing notifications of changes of circumstances (SSH)	12.49	10	2nd	



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<i>Performance</i>	<i>Key Indicator</i>	<i>Progress year to date 2007/08</i>	<i>Target</i>	<i>National Quartile position 05/06</i>	<i>Interpretation of performance/ remedial action</i>
	BV 79a Accuracy of processing: Percentage of cases for which the calculation of the amount of benefit due was correct on the basis of the information available for the decision for a sample of cases checked post-decision (SSH)	99.2	99	3rd	
	BV 79 b (i) The amount of Housing Benefit overpayments (HB) recovered during the period being reported on as a percentage of HB deemed recoverable overpayments during that period. (SSH)	60.07%	70	3rd	
	BV 79b (ii) HB overpayments recovered during the period as a percentage of the total amount of HB overpayment debt outstanding at the start of the period plus amount of HB overpayments identified during the period (SSH)	7.92%	33	Bottom	Year projection 22.71%
	BV 79 b (iii) Housing Benefit (HB) overpayments written off during the period as a percentage of the total amount of HB overpayment debt outstanding at the start of the period, plus amount of HB overpayments identified during the period (SSH)	0%	2.5	n/a	
-	BV 226 Spend on organisations providing legal advice to the community	New indicator – no information available yet		n/a	



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Complaints	Progress this quarter	Progress to date	Interpretation of performance/ remedial action
Education, Children Services & Libraries	Total = 3 Stage 1 = 2 Stage 2 = 0 Stage 3 = 1 Ombudsman = 0	Total = Stage 1 = Stage 2 = Stage 3 = Ombudsman =	
Social Services	Total = 42 Stage 1 = 39 Stage 2 = 3 Stage 3 = 0 Ombudsman = 0	Total = Stage 1 = Stage 2 = Stage 3 = Ombudsman =	
Environment & Leisure	Total = Stage 1 = 0 Stage 2 = 0 Stage 3 = 0 Ombudsman = 1	Total = Stage 1 = Stage 2 = Stage 3 = Ombudsman =	
Corporate Services/ Chief Executives	Total = 1 Stage 1 = 1 Stage 2 = 0 Stage 3 = 0 Ombudsman = 0	Total = Stage 1 = Stage 2 = Stage 3 = Ombudsman =	Home transport query- closed.



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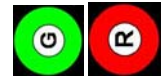
Corporate Health

Audits with limited or no assurance opinions		
Education, Childrens Services & Libraries	None	
Social Services & Housing	None	
Environment & Leisure	None	
Corporate Services & Resources	None	
Chief Executive's Office	None	

Staffing information

	This quarter	Target 07/08	Comments
BV 12 Sickness absence	7.04 days		Annual Indicator – data shown for 06/07
BV 14 Early retirements	0.08%		
BV 15 Ill health retirements	0.08%		

Staff turnover	This quarter	Projected year end	Comments
BFBC 06/07 13.39%			
Education, Childrens Services & Libraries	3.05%	13.36%	



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Social Services & Housing	2.01%	12.2%	
Environment & Leisure	5.04%	17%	
Corporate Services	1.22%	11.02%	
Chief Executive's Office	0%	11.54%	
Staffing information			
Staff sickness	This quarter	Projected year end	Comments
BFBC 06/07 7.04 days			
Education, Childrens Services & Libraries	2.16	8.64	
Social Services & Housing	2.38	9.57	
Environment & Leisure	2	8.01	
Corporate Services	1.22	4.88	
Chief Executive's Office	0.12	0.50	



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Revenue Budget Monitoring – Quarter 1 2007/08

At the end of the first quarter the monthly budgetary control reports for the General Fund reported a potential overspend of £0.272m. Details of individual variances are outlined in each department's Performance Management Reports (PMR). At this stage of the financial year this is manageable within the general contingency provision of £0.200m. However departments have identified further potential risks to the budget through emerging issues of £0.412m mainly relating to Looked After Children and Adult Learning Disability services. These additional risks can largely be contained within the specific contingency of £0.400m set aside for these demand led services. The overall position is a significant improvement on the position being reported at this time last year which projected an overspend of £2.297m. This indicates that many of the overspends identified in 2006/07 have been largely addressed either through the budget build process for 2007/08 or changes to service provision. Subsequent budget monitoring reports to CMT have shown that the predicted outturn has remained manageable reducing the risk of having to implement an in year savings package for the first time in three years.

Update on the work of the Bracknell Forest Partnership during the quarter

The Bracknell Forest Partnership Board has set its 2007/08 work programme comprising of eight workstreams.

A – Sustainable Community Strategy (SCS) development – to review the Sustainable Community Strategy for publication in Summer 2008.

B – Local Area Agreement (LAA) development – to produce a refresh of the Local Area Agreement in line with new Government guidance (expected Autumn 2007)

C – Performance management – to improve and manage the performance arrangements within Bracknell Forest Partnership, including performance management of the LAA, rolling out integrated performance management across the theme partnerships and developing a web based performance system

D – Communication and engagement – to improve the external and internal communications of Bracknell Forest Partnership in order to improve internal operations and improve performance of perception based targets

E – Governance – to review and amend the governance arrangements of BFP in light of the new LAA guidance expected Autumn 2007.

F – Scrutiny – to develop an approach to joint scrutiny for the work of BFP

G – Specific agendas – to oversee specific agendas where these are not managed currently by a theme partnerships (including community cohesion and engagement and economic management) and respond to new agendas as these might emerge

H – Overview and Operations – to keep an overview of the work programme (amending workstreams) where necessary) and to undertake a self assessment to ensure the continuous improvement of BFP enabling closer links between the constituents parts.

During the last quarter the Board has:

- Signed Bracknell Forest's first LAA
- Developed a web based performance system to support the LAA
- Completed a self assessment which will enable access to central funding for partnership improvement
- Commissioned a 'State of the Borough' report which will form part of the evidence base for the new SCS
- Published a handbook which sets out the structures, work programme and operations of BFP including key contacts and meeting dates

For the next quarter the focus will be on:

- Developing a robust process to update the SCS
- Performance managing the current LAA
- Investigating the possibility of introducing Community TV
- Understanding emerging guidance on the new format for LAAs
- Developing an approach to scrutiny of partnerships

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Extract from the Healthcare Funding Report

4. Conclusions

- 4.1 Every Primary Care Trust (PCT) in England receives an allocation of funds with which it both directly provides healthcare (typically General Practitioners (GP) and Community services) and commissions healthcare from providers (typically hospitals). Since 1976 the allocation of funds is set by reference to the previous year plus an additional sum for inflation and growth (the 'formula'). What determines what each PCT gets is a 'fair shares target' and whilst the allocation may differ from one PCT to another progress towards a geographically fairer distribution of funds has remained an objective.
- 4.2 The fundamental concept is that there should be equal funding for people at equal risk but the most contentious element conceptually is 'need' which is not capable of being measured directly but relies on proxy measures of deprivation. Changes in the formula for allocating funds began in 1997 when criticism of under funding, an 'unmet need', in the industrial and ex-industrial parts of the country shifted funding away from the shire counties. In this context Bracknell Forest is considered a very healthy place to live.
- 4.3 The Working Group is advised that no individual Primary Care Trust has ever been successful in arguing a change in the formula referred to above and such approaches have been seen as 'self-interested lobbying'.

However, the following data of funding for the financial year 2007/08 shows:

Funds available per head of population in England:	£1,388
Target allocation for the former Bracknell Forest PCT:	£1,147
Actual allocation set at:	£1,105
An under-target allocation by:	3.7%

Resulting, when multiplied by the population in the PCT, in an under funding of £4.116M

- 4.4 We can assume that this shortfall was neither challenged nor notified to the 'Council' in specific terms at the time and no evidence exists to suggest it was. Although, in the manner in which the NHS/PCT considered its consultation to be effective at that time it might have been sent to the Director of Social Services and Housing but not articulated in any sense that would have caused concern i.e. because services had not been noticeably cut and the 'need' factor was being serviced satisfactorily. We understand that this data was published in a Department of Health letter dated 9 February 2005 sent by the then national Director of Finance to NHS Chief Executives (PCTs and Trusts) and to Directors of Social Services. The letter gave targets and allocations for the Financial Years 2006/07 and 2007/08. As stated above the assumption is that the significance of this data was not recognised at the time although this cannot be verified with certainty since neither the then Chief Executive of Bracknell Forest PCT nor the Director of Social Services and Housing work in the Borough any longer.

- 4.5 At the same time these figures were available to us the neighbouring Boroughs were funded correctly in the case of Slough whereas the Royal Borough of Windsor and Maidenhead were over funded by 5.8% amounting to £10,606M. They were given by Dr Lise Llewellyn, the Chief Executive Berkshire East PCT, at her briefing to the Health Overview and Scrutiny Panel on 7 December 2006. She could not have anticipated it coming as such a surprise to Panel Members given they, the figures, had been in the public domain for some time.
- 4.6 Research has shown that prior to 2007/08 Bracknell Forest was being funded properly and even benefited from a slight over spend so it cannot be argued that the Borough has been under funded for the four years it was at first thought. However, as matters stand within the newly merged PCT we are likely to be under funded by comparison with the Royal Borough but in parity with Slough for some time to come. Prior to the merger the Department of Health's declared policy was to correct imbalances over time by a process of differential growth and it is known that Bracknell Forest was to receive a 1.5% higher uplift (increase) than Windsor in 2007/08 and smaller percentage rise by comparison with Slough. We believe a strong case exists for pursuing this improvement and should expect this increase to be honoured by the new PCT, as would have been the case had the Bracknell Forest PCT continued to exist.
- 4.7 In the context of funding allocations we are advised of the importance of understanding how deprivation features in the formula. Figures presented show that Slough are compensated by 3% more in their target for need but Bracknell Forest is down rated by 19% giving a differential of 22%. We would not, therefore, expect the merged PCT to skew its financial policies in favour of Slough since that has already been done in the targets and it rests with the Health and Social Care Partnership Board and the Health Overview and Scrutiny Panel to monitor this; especially as the immigrant population is known to be rising in that Borough. We are firm in our belief that it is for Slough and the Berkshire East PCT to make representations to the Government if more funds are needed than those that already exist to support their services and we do not expect a reduction in funding elsewhere to meet any short fall that has arisen.
- 4.8 Regarding governance and procedure around the time of the merger a consultation document was posted on the website of the former Strategic Health Authority that did not mention the capitation position of the three PCTs. Whilst this would probably have made no difference to the final decision it might well have resulted in assurances being given about the continued progress towards the target levels of the constituent parts of the reformed PCT. This lays greater emphasis on our administration to monitor the division of whatever funds are allocated to Berkshire East PCT to ensure that Bracknell Forest gets what it is entitled to by way of need and that this need is accurately researched by us to ensure it is properly identified and subsequently funded.
- 4.9 As already stated the Health Overview and Scrutiny Panel have an important role to play in carrying out scrutiny but the difficulties should not be under estimated. PCTs measure success in health outcome terms; therefore, if Bracknell Forest is seen to be healthier by comparison with other places it could be argued that this factor in itself justifies the amount of money being spent on its existing services; consequently the actual amount of money being spent could be seen as not a critical factor in itself. Our view is that whilst this argument might have substance there is no excuse for not ensuring that health outcomes in Bracknell Forest do continue to rise and that the yardstick should not be a comparison with other areas which may be worse off but with those areas that are even more advanced than we are here. There is a growing

use of data for comparison about levels of service in Hospitals and GP practices and we are entitled to explore this with the PCT to provide the health outcomes in Bracknell Forest we all want to see.

- 4.10 In this context also Dr Llewellyn stated in her interview that she was not committed to any previous levels of spend decided by her predecessors in the former PCTs. However, much is being made of the new Practice Based Commissioning strategy and we must ensure that local interests are being properly considered in this exercise. We understand that this financial year may be the last we will see for some time when large increases are made to NHS budgets (some of which have already been announced). So, we are mindful that if this is the case then further progress to a fairer share of the funds available may be restricted in the years to come and that our efforts to ensure that our share is fair and equitable should not be constrained in this financial year.
- 4.11 In summary the Working Group concludes:
1. It is worthwhile keeping the national formula under review but we should not spend time at the moment seeking to change it.
 2. The PCTs approach to deprivation must be monitored and reminded that Slough already has a 22% premium (£27M) over Bracknell Forest for this.
 3. We should bear in mind that if the PCTs had not merged Bracknell Forest would have received an improved allocation 0.7% relative to Slough and 1.5% relative to The Royal Borough of Windsor and Maidenhead and seek to pursue delivery of this increase in this financial year.
 4. The authority must work with the PCT to gain an understanding not only of the differences in health outcomes locally, but also health provision generally, with a view to reaching equity with our neighbouring authorities quickly.
 5. We should work with the PCT to understand how Practice Based Commissioning will be used locally to achieve equity and over what time scale.
 6. That good monitoring by both the Health Overview and Scrutiny Panel and the Health and Social Care Partnership Board is essential to ensure that the mistakes of the past in failing to identify a shortfall in funding, leading to this review, does not recur and that procedures are put in place between the PCT and ourselves to ensure the probity of the system now and for the future is established as quickly as possible.
- 4.12 Finally, we consider that the aims and objectives of the scoping instructions as stated at paragraph 2.4 of the above report have been met by these conclusions and that if the recommendations are accepted by the Executive the purpose of this review will have achieved its aims and highlighted the way by which this under funding situation arose and in what way future budget setting must be monitored. Furthermore, the Group consider that realistically there is no chance, in the current financial climate in the NHS despite the proposed increases, for lost funds to be redeemed and also that no immediate purpose will be achieved by going on to a second phase of this review. However, this report should be brought back to the Health Overview and Scrutiny Panel in a year's time by the Executive Member for progress to be assessed and judged on its recommendations, after which a report should be submitted to the Overview and Scrutiny Commission.
- 4.13 The Working Group expresses thanks to Dr Lise Llewellyn the Chief Executive of the Berkshire East PCT, and Councillor Dale Birch the Executive Member for Adult Services and Health, for their time and transparent help in assisting us to come to these conclusions; and to our consultant Mr Keith Ford CPFA OBE.

5. Recommendations of the Working Group

5.1 *To Bracknell Forest Borough Council Officers and Members it is recommended that:*

- 5.1.1 Incoming mail addressed blandly to the 'Director of Social Services' should be carefully scrutinised by officers to ensure that the significance of its content is understood and that information detrimental to the provision of health and domiciliary services in Bracknell Forest is recognised and brought to the attention of the appropriate officers and Executive member for action.
- 5.1.2 Berkshire East Primary Care Trust's accounts are annually scrutinised by the Health Overview and Scrutiny Panel from now onwards as a matter of routine.
- 5.1.3 That the terms of reference of the Health and Social Care Partnership Board are reviewed and/or revised to ensure the purpose of this body is functional and beneficial to the residents of Bracknell Forest by comparison with its neighbouring authorities.

5.2 *To Berkshire East Primary Care Trust it is recommended that:*

- 5.2.1 The Berkshire East Primary Care Trust establish if the formula being used for the health funding of Bracknell Forest is correct; as this may be the basis in the future for influencing change through research and publicity.
- 5.2.2 Berkshire East Primary Care Trust honour the improvement planned for the funding of the late Bracknell Forest Primary Care Trust in this financial year i.e. 0.7% more than Slough and 1.5% more than the Royal Borough of Windsor and Maidenhead.
- 5.2.3 Berkshire East Primary Care Trust does not skew its financial policies in favour of Slough on the basis of perceived deprivation since this will have already been recognised in the calculation of financial targets.
- 5.2.4 Having established that Bracknell Forest has the fifth lowest spend for health in England, Berkshire East Primary Care Trust is requested to review GP practices, to establish which had above or below their fair share of funding and make the necessary adjustments.
- 5.2.5 The Berkshire East Primary Care Trust identify the measurement criteria of health outcomes in Bracknell Forest comparing local with national practice in so far as is not now being done. These outcomes and the practical application locally should be formally shared with this authority on a regular basis, enabling it to judge how well the health of its residents is being managed against its own health strategies and generally; so giving it the opportunity to comment on success, concerns and where it sees improvement potential.

5.3 *To both Bracknell Forest Borough Council and Berkshire East Primary Care Trust it is recommended that:*

- 5.3.1 From now onwards a more open dialogue takes place between Berkshire East Primary Care Trust and officers and Executive members of the Council as to where to spend the funding allocation for the Borough and that the improved relationships now existing ensure an informed Executive consistently in touch with the state of health and health funding in Bracknell Forest.

- 5.3.2 Bracknell Forest Council, through its Executive and Health Overview and Scrutiny Panel, are kept informed of discussions on Practice Based Commissioning to ensure that local interests are being served; and that Board papers and any underlying technical working papers are made available for scrutiny.

To The Chairman of the Overview and Scrutiny Commission it is recommended that:

- 5.4 The Chairman should forward a copy of this review report to the Members of Parliament with constituencies in Bracknell Forest, requesting their support for securing equitable healthcare funding for Bracknell Forest. The Chairman should outline the Commission's concerns regarding the fact that Bracknell Forest has the fifth lowest spend per head for health in England; the inequitable failure to apply the full formula funding in Bracknell Forest in 2007/08; and the further risk of diversion of health funding from Bracknell Forest to Slough to address the reported unmet additional health needs in Slough, which in the Commission's view must be met by central funding.

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Dale Birch 01344 778140

Our Ref: DB/GJ/am

5th October 2007

Councillor Bob Edger
Chairman, Overview & Scrutiny Commission
3 Turner Place
College Town
Sandhurst
GU47 0FW

Dear Councillor Edger

Re: Review of Healthcare Funding – Report from a Working Group of the Overview & Scrutiny Commission

Thank you for forwarding me the final version of the report of the Overview & Scrutiny Commission. For the purposes of this response I shall not seek to comment on some of the evidence the working group gathered other than to say in general that the evidence confirms much of my comments to members about local health funding and the need for us as an authority to be vigilant, not so much about national formulae, over which neither we nor any other authority has control, but over the actual commissioning priorities the East Berkshire PCT is proposing and how they appear to be inflicting arbitrary forms of rationing on some of our most vulnerable residents in order to recover operational overspends. A matter I have drawn to the attention of the Joint East Berkshire Health O&S panel at its last meeting.

For clarification, I should point out that the Health and Social Care Partnership Board is chaired on a rotational basis between the Council and the PCT and in fact the PCT are currently in the chair.

For ease of reference, I have set out my response to the recommendations in turn.

- 5.1.1 I note from the text that the matter of whether or not the Council was informed was not actually clarified. However that said I will action this by asking the Director to request from the PCT that he, myself and the Chair of the Health Overview and Scrutiny Panel receive copies of their Board papers. I would also suggest that the recommendation is widened to include all forms of correspondence and contact with the PCT as they do not just interface with this authority via the Director of Social Services and Housing.
- 5.1.2 I concur with the recommendation and offer assistance from staff of the department as appropriate. This should also include the PCTs Local Development Plan which is their plan for the forthcoming year.
- 5.1.3 I concur with the recommendation. This has been actioned and 24 September was the second meeting of the Board under these new terms of reference. I have attached these as Annexe 1 to this response.

I have naturally left the recommendations for Berkshire East PCT for the Chief Executive to respond to. The joint recommendation responses are:

- 5.3.1 I intend to ensure that the development of a constructive dialogue as mentioned in my

evidence continues so that the improvements identified are built on. It must be recognised though, that even if we as a Council are more informed, and able to influence decisions, many of the funding decisions will be taken by the PCT Board and they in turn are influenced greatly by the SHA. I draw your attention again to my genuine concerns over future local health funding and the move by the SHA and PCT to move their care responsibilities on to us in order to ease their own budget management problems.

Members will shortly see the final version of the Health and Wellbeing Strategy to which the PCT has contributed openly and which is designed to draw together all our dealings over health and wellbeing with all our health and care partners. This strategy will form the basis of our ongoing relationship with the PCT and all other health and care providers. I'm pleased to report that a Health O&S working group made a valued contribution to its creation.

5.3.2 I concur with the recommendations and look forward to seeing future presentations at Scrutiny Panels.

The importance I place on driving forward the local health and wellbeing agenda cannot be overstated. As Councils come under increasing pressure from their health partners to fund things that they traditionally have and should fund we will have to stay vigilant and be tough in our dealings to ensure that proper funding is maintained for keeping people healthy and living longer in good health. When their health does suffer we must make sure they get the right care in the right place at the right time without the cost falling on hard pressed Council Tax payers.

I know you share my objectives in this area and once again I thank you and the working group for their contribution to what will I'm sure be an ongoing task.

Yours sincerely

A handwritten signature in black ink, appearing to read 'D. Birch', written on a light-colored background.

Councillor Dale Birch
Executive Member, Adult Services, Health & Housing
Encl

HEALTH AND SOCIAL CARE PARTNERSHIP BOARD

TERMS OF REFERENCE

1. PURPOSE

- (a) To establish the needs of the local population of Bracknell Forest through a joint strategic needs assessment and ensuring user and carer involvement.
- (b) To approve joint commissioning of services and support for older people and disabled , people with learning disabilities, with mental health difficulties, long term conditions and Aids/HIV where an integrated response is required and to monitor and evaluate these arrangements when they have been established.
- (c) To promote the use of pooled budgets or other health act flexibilities, where necessary, in relation to all of the work of the board.
- (d) To contribute to the broader work of the Bracknell Forest Partnership's Sustainable Community Strategy, the Local Area Agreement and the Health and Well-being Strategy
- (e) To report to the Bracknell Forest Partnership and liaise with other theme partnerships reporting to it
- (f) To develop joint targets in relation to priorities.
- (g) To produce an annual work programme and monitor its implementation.
- (h) To ensure that the groups reporting to the Partnership Board (see appendix 2) contribute appropriately to the Board's objectives..
- (i) To share relevant information between partners
- (j) Respond to government initiatives and consultations concerning adult social care and health on behalf of the partners.
- (k) Exercise oversight of such functions as may be determined by the Partnership or the partner agencies.

NB: This Partnership Board is responsible for commissioning services for adults. Services for Children are covered by the Children's and Young People's Partnership.

2. RISK

Each report to the partnership should highlight any potential risks and relevant mitigating factors. Risks to projects or to the partnership should be discussed at meetings and a clear record of any decisions in relation to risks should be made.

3. DECISIONS

Partners shall bring along their own expertise to the decision making process, but decisions will be taken in the overall interest of the Sustainable Community Strategy and the Local Area Agreement. The partnership will endeavour to reach consensus on matters for decision. Where votes are invoked, each representative will have one vote, carrying equal weight. Decisions will be made on a simple majority basis and will require a quorum of at least one member from Berkshire East Primary Care Trust, Bracknell Forest Borough Council and the voluntary sector forum.

3. FREQUENCY AND DURATION

The meetings will take place on a quarterly basis. Each meeting will be no longer than two hours in duration.

4. ADMINISTRATION

The meetings will be administered by Democratic Services at Bracknell Forest Borough Council.

All venues considered for meetings will be accessible.

5. MEMBERSHIP

See Appendix 1.

Membership of the partnership will be reviewed on an annual basis.

The chair of the partnership will alternate every twelve months between Bracknell Forest Borough Council and Berkshire East Primary Care Trust.

6. LINKS TO OTHER PLANNING ARRANGEMENTS

A number of groups/boards report to the Partnership Board to assist it in delivering on its key tasks and are listed in Appendix 2.

NB: This Board covers those services that are jointly commissioned within Bracknell Forest Borough boundaries. The Berkshire East Joint Strategic Commissioning Board is responsible for jointly commissioning services across the three unitary authorities within Berkshire East.

Appendix 1

Membership of the Health and Social Care Partnership Board

1. The Bracknell Locality Non-Executive Member for Berkshire East Primary Care Trust and the Executive Member for Adult Social Care, Health and Housing for Bracknell Forest Borough Council.
2. The Director of Adult Social Services for Bracknell Forest Borough Council and the Director of Localities for Berkshire East Primary Care Trust
3. A representative from Bracknell Forest Voluntary Sector Forum

Those invited to attend and advise the board are:

Chief Executive (or a representative) – Bracknell Forest Borough Council

Assistant Director - Community Care, Social Services and Housing – Bracknell Forest Borough Council

Director of Environment and Leisure (or a representative) – Bracknell Forest Borough Council

Head of Commissioning, Social Services and Housing – Bracknell Forest Borough Council

Assistant Director for Bracknell Locality - Berkshire East Primary Care Trust

Member of Berkshire East Professional Executive Committee

Chief Executive (or a representative) – Heatherwood and Wexham Park Hospital Trust

Chief Executive (or a representative) – Berkshire Healthcare Trust

Assistant Director of Offender Management – Thames Valley Probation Service

Director of Bracknell Forest Voluntary Action

Director of Public Health (or representative)

To be invited as appropriate

Director of Education, Children's Services and Libraries (or a representative) – Bracknell Forest Borough Council

Senior Partnerships Manager – Thames Valley Police

Berkshire Care Association

A representative from Royal Berkshire Fire and Rescue Service

Appendix 2

Reporting to the Health and Social Care Partnership Board

Learning Disabilities Partnership Board

Mental Health LIT

Older People's Strategy Group

Older People's Forum

Carers' Forum

Public Health Steering Group

Physical Disabilities and Sensory Needs Strategy Group

Safeguarding Adults Board

From Ben Bradshaw MP, Minister of State for Health Services and
Minister for the South West



Richmond House
79 Whitehall
London
SW1A 2NS

Tel: 020 7210 3000

PO00000233079

The Rt Hon Andrew Mackay MP
House of Commons
Westminster
London SW1A 0AA

01 OCT 2007

Doc Andrew,

Thank you for your letter of 7 August to Alan Johnson enclosing a report from Councillor Bob Edger, Chairman of the local Overview and Scrutiny Committee about healthcare funding in Bracknell Forest. I am sorry for the delay in replying.

It is for Primary Care Trusts (PCTs) in partnership with Strategic Health Authorities and other stakeholders to determine how best to use their funds to meet national and local priorities for improving health, tackling health inequalities and modernising services. This process provides the means for addressing local needs within the health community.

It is for PCTs to ensure that suitable commissioning arrangements are in place to meet the needs of their population. The circulars *HSC2002/007 (Securing Service Delivery: Commissioning Freedoms of Primary Care Trust)* and *HSC 1998/198 (Commissioning in the New NHS)* provide further information.

I would like to reassure both you and Councillor Edger that funding is allocated to PCTs on the basis of relative needs of their populations. Allocations are made on a fair funding formula that directs funding to those areas of greatest need. I am informed that the old Bracknell Forest PCT (now part of the new Berkshire East PCT) did, in the past, receive as an area one of the lowest amounts of funding per head as the population is reported to be relatively young and healthy. However, although the area may not receive the same level of funding as more deprived areas, neither will it be made to subsidise funding in other PCT areas. For the current financial year (2007/08) the PCT has received £467.6million, a six per cent increase in real terms.

When the funding formula was improved in 2002/2003 it was agreed to stage the changes over time. This was to allow PCTs who were "over-funded", according to the new formula, time to adjust their spending levels. The Bracknell Forest area is now at its target level of funding.

I hope this reply is helpful.

With best wishes,



BEN BRADSHAW

Chairman: Sally Kemp
Chief Executive: Lise Llewellyn
Professional Executive Chair: Dr Adam Greig

Ref: LL/Gateway

14 November 2007

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www.berkshireeast-pct.nhs.uk

Dear Councillor Edger,

Thank you for the opportunity to respond to the report on healthcare funding within Bracknell Forest. I hope in our evidence to the committee you were reassured that Berkshire East PCT intends to work with the council to develop services for the residents of Bracknell Forest.

I will now take this opportunity to respond formally to the recommendations for the PCT in the report.

1. Establishment that the formula for allocation of resource to Bracknell Forest is correct. As stated in the working document evidence the key mechanism by which finances will be allocated to the residents of Bracknell Forest is through practice based commissioning. The formula that the PCT will use (and indeed has used this year) is the correct national formula. This takes into account resident numbers but also deprivation, age and sex of the population. However the PCT is also working with national working groups to ensure that the population size which is key to determining national allocation is correct. A useful piece of joint work in the future for Bracknell Forest would be to ensure that as new developments are completed and new residents move into the area they are encourage to both register with a GP and register on the electoral role since both are key in determining population size.
2. In allocating budgets to the practices throughout Berkshire East practices in Bracknell Forest in general have received more than their historical share - this being based on previous use of services. As mentioned above this allocation is based on the numbers, age, sex and deprivation of the local population. There has been no alteration of this allocation on the basis of the utilization of services by residents of other parts of Berkshire East.
3. The driver for financial allocation of practice based budgets which is the route for allocation of the vast majority of the resources of the PCT will be through the national formula which as stated in the report already takes into account the issue of deprivation.

4. Berkshire East PCT has allocated all practices in Bracknell with their fair shares budget based on the national formula, and this will continue to be the way in which resources are allocated.
5. Berkshire East PCT is working with Bracknell Forest council to develop a joint strategic health needs assessment and working through the LAA process will develop joint health targets so that both organisations and the general public can see the measurable improvements in health outcomes. We expect this to be a key driver for the LAA process.
6. Berkshire East PCT welcomes the opportunity to work constructively with Bracknell Forest council, and will share our budget planning and progress on health improvements.
7. Berkshire East PCT will readily share developments in practice based commissioning and will share any technical documents that underpin our work.

Hopefully these comments address the recommendations of the report fully and at the next committee I will happily answer any questions but also update the board on the progress of the local practice based commissioning consortium.

Yours sincerely,

Lise Llewellyn
Chief Executive



Review of the Council's Health and Wellbeing Strategy

**Report by a Working Group of the
Health Overview and Scrutiny Panel**

November 2007

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Acknowledgements

The Working Group would like to express their thanks to the following people for their co-operation and time. All those who have participated in the review have been thanked for their contribution and provided with a copy of this report.

Councillor Dale Birch, Executive Member for Adult Services, Health and Housing

The following Officers from Bracknell Forest Borough Council:

Victor Nicholls, Assistant Chief Executive
Richard Beaumont, Chief Executive's Office

1. Foreword by the Lead Member

This report records the outcome of a Working Group of the Health Overview and Scrutiny Panel, established to review the Council's proposed new Health and Wellbeing Strategy. The following Panel members were appointed to carry out this review:

Councillor Ian Leake, Chairman Health Overview and Scrutiny Panel (Lead Member)

Councillor Jan Angell

Councillor Clifton Thompson

Councillor Tony Virgo

This review demonstrates how Overview and Scrutiny can and does make a constructive input to the formulation of Council policies, and how we are influencing important issues in a timely way through proactive engagement with the Council's political and operational leadership.

2. Background

- 2.1 On 14 June 2007, the Health Overview and Scrutiny Panel considered the Council's consultation draft Health and Wellbeing Strategy, which was presented by the Executive Member for Adult Services, Health and Housing¹. The Panel was advised that the strategy had originated as a way of mapping the work of all partners in the health sector. This initial mapping exercise had grown into the overarching Health and Wellbeing structure which aimed to consider the majority of public services provided such as planning future housing development or leisure facilities within the Borough from a health perspective. The Health and Wellbeing Strategy was currently being consulted upon, and the Executive Member was keen to receive the comments of the Panel as part of this consultation.
- 2.2 The Health Overview and Scrutiny Panel agreed that the Health Strategy Working Group which the Panel had formed prior to the local elections be re-established from the current Panel membership to consider and feedback on the strategy by 6 September 2007. The Strategy would be considered by the Working Group in the context of the PCT Commissioning Strategy and the Panel's responses to the consultation on this, with the assistance of the Assistant Chief Executive.
- 2.3 The scope of the review was to consider the draft health and Wellbeing Strategy in more detail, to advise the Executive on how best to develop the draft Strategy to ensure it met the needs of the borough's residents, and to report back to the Health Overview and Scrutiny Panel, and subsequently the Overview and Scrutiny Commission.

¹ The minutes of the Health Overview and Scrutiny Panel meeting can be found at [http://democratic.bracknell-forest.gov.uk/Published/C00000147/M00001481/\\$\\$\\$Minutes.doc.pdf](http://democratic.bracknell-forest.gov.uk/Published/C00000147/M00001481/$$$Minutes.doc.pdf)

3. Investigation and Information Gathering

- 3.1 The working group met on 17 and 24 August. The Working Group determined their terms of reference and methodology for this review, as set out in Appendix 1. The Working Group considered the draft Health and Wellbeing Strategy with reference to the Berkshire East PCT Commissioning Strategy and an example of good practice from another local authority.
- 3.2 The Working Group reached preliminary conclusions on the draft strategy. These were set out in a letter to the Council's Executive Member for Adult Services, Health and Housing, attached at Appendix 1.
- 3.3 The Working Group decided to seek a meeting with the Executive Member for Adult Services, Health and Housing and the Assistant Chief Executive, to discuss the preliminary conclusions and recommendations set out in the letter, such that this could be taken into account during the Executive's consultation period.
- 3.4 The Working Group met the Executive Member for Adult Services, Health and Housing and the Assistant Chief Executive on 19 September, to discuss the observations in our letter. The meeting was constructive, and we were given to understand that our suggestions would be acted upon in the next version of the draft strategy. The Working Group resolved to set out its understanding of the outcome of that meeting in writing, and wrote accordingly to the Executive member on 21 September (Appendix 2)
- 3.5 On 16th October, full Council approved the Health and Wellbeing Strategy, which had been amended in the light of consultation². The covering paper to Council stated that all of this Working Group's suggestions had been incorporated into the final strategy document, save one minor suggestion concerning the use of appendices. The relevant extract from the Council paper is at Appendix 3.

4. Conclusions

- 4.1 The Working Group notes that the Health and Wellbeing strategy incorporated all the working Group's recommendations, save one minor suggestion concerning the use of appendices, which we do not regard to be essential.
- 4.2 The Working Group is pleased to note that, in a letter of 5th October 2007 concerning the *Review of Healthcare Funding – Report from a Working Group of the Overview & Scrutiny Commission*, the Executive Member for Adult Services, Health and Housing said he was pleased to report that a Health Overview and Scrutiny working group made a valued contribution to the creation of the final Health and Wellbeing Strategy.

² The minutes of the Council meeting can be found at [http://democratic.bracknell-forest.gov.uk/Published/C00000141/M00001538/\\$\\$\\$Minutes.doc.pdf](http://democratic.bracknell-forest.gov.uk/Published/C00000141/M00001538/$$$Minutes.doc.pdf)

5. Recommendations of the Working Group

To Bracknell Forest Borough Council's Executive and Chief Executive it is recommended that:

- 5.1 No further action is needed on the recommendations of the working group as these have been adequately actioned in the final version of the Health and Wellbeing strategy approved by full Council.

Health Overview & Scrutiny Panel

Chairman: Councillor Ian Leake
Vice Chairman: Councillor Alan Browne



Councillor Dale Birch
Executive Member for Adult Services, Health and Housing
Bracknell Forest Borough Council

28 August 2007

Dear Dale,

Easthampstead House
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Berkshire
RG12 1AQ
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DX 33611 Bracknell
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www.bracknell-forest.gov.uk

DRAFT HEALTH AND WELLBEING STRATEGY

You will recall, at the meeting of the Health Overview and Scrutiny Panel on 14th June, inviting the input of the Panel to the Council's draft Health and Wellbeing Strategy.

The Panel formed a working group, comprising myself as lead Councillor, and Councillors Angell, Thompson and Virgo. The group have now met twice and agreed the scope for the review. This is attached.

The group have reached some preliminary conclusions on the draft strategy, detailed below, which we would like to discuss with you and Victor Nicholls (lead officer) at your earliest convenience. This will enable us to make a formal report before your deadline, which we understand to be 20th September.

The group welcomed the concept of the strategy, and as the Health Scrutiny Panel have previously indicated, see this as a very necessary vehicle to draw together all the activities contributing to the health and wellbeing of the Borough's residents. We are also of the view that the strategy will need refinement and improvement in the light of practical experience. That said, we do feel that there are some aspects of the draft which need immediate attention if the strategy is to be broadly fit for purpose at the outset. Our initial thoughts on these points are:

- 1) There needs to be a clearer definition of 'wellbeing'.
- 2) Having set that definition, we think the strategy needs to say more about the importance of housing and a good diet, to cite just two examples, together with a 'where we are now and where we want to be' statement. Timescales also need to be indicated. Generally, the group think the

balance of the strategy focuses more on health than critical wellbeing issues.

- 3) The strategy would benefit from a more comprehensive exposition of the health and wellbeing profile of the Borough's population, identifying significant geographical variations within the Borough. We believe that having this clearer 'starting point' would greatly help in understanding priorities and strategic direction.
- 4) In terms of the document's structure, we suggest it would help to put all the supporting material and first level analyses into appendices.
- 5) As this strategy is effectively an 'umbrella' document for other plans and strategies, such as the Sustainable Community Plan and the Local Area Agreement, it would be helpful to list all of them in a bibliography.
- 6) As the strategy is bound to evolve and it is rarely possible to get things entirely right first time around, we would welcome a commitment in the document for the strategy to be reviewed during its first year of use.
- 7) It is not clear who is to have overall responsibility for implementing, monitoring, and updating the strategy. We believe that this should be clearly stated and identified. We would have comments on this point.
- 8) The strategy seems to be, in the main, an amalgam and distillation of various plans and other documents already in circulation. It would help if there was a clearer exposition of exactly what added value is given by the strategy, and how this is to be measured in terms of outcomes.
- 9) The strategy would benefit from a much clearer statement of the changes to the borough's health and wellbeing profile which the Council and its partners aspire to achieve over a specified term.

We are keen to work with the Executive and officers to ensure a first class Health and Wellbeing strategy for the borough, and we look forward to a constructive dialogue on our provisional views. We would also like to explore with you at our meeting the best way forward for the review and completing the strategy.

If we are to meet the projected timescale, we will need to meet with you and Victor by 4 September at the very latest, so I would ask you to let me know a couple of dates which would be convenient for you both, as soon as possible.

Yours sincerely,

Councillor Ian Leake
Chairman of the Health Overview & Scrutiny Panel

Copy: Councillors Thompson, Angell, Virgo.
Victor Nicholls

BRACKNELL FOREST BOROUGH COUNCIL
HEALTH OVERVIEW AND SCRUTINY PANEL
14 JUNE 2007

WORK PROGRAMME 2007 – 2008

Terms of Reference for:

HEALTH AND WELLBEING STRATEGY OVERVIEW AND SCRUTINY WORKING GROUP

Purpose of this Working Group / anticipated value of its work:

To advise the Executive on how best to develop the draft Health and Wellbeing Strategy to ensure it meets the needs of the borough's residents

Key Objectives:

1. To comment on the draft Health and Wellbeing Strategy (HWBS) and to make recommendations and comments on it
2. To identify any critical areas not covered in the document
3. To identify any areas where environment issues may affect health issues
4. To identify any areas where health need discrimination is to be avoided, to reach 'hard to reach' groups.
5. To make recommendations on how the strategy should be implemented and monitored.

Scope of the work:

1. Examination of the draft Health and Wellbeing Strategy (HWBS).
2. Reference to best practice.
3. Interviews with key members and officers

Not included in the scope:

Detailed personal health issues

Terms of Reference prepared by:

Terms of Reference agreed by:

Working Group structure: A group of members from the Health Overview and Scrutiny Panel, comprising Councillors Jan Angell, Ian Leake, Tony Virgo, and Cliff Thompson

Working Group Lead Member: Councillor Leake

Portfolio Holder: Councillor Dale Birch, Executive Member for Adult Services, Health and Housing

BACKGROUND:

The minutes of the Health Overview and Scrutiny Panel of 14 June 2007 record:

10. Health Strategy

The Panel considered the BFBC Draft Consultation Health and Wellbeing Strategy presented by the Executive Member for Adult Services, Health and Housing. The Panel was advised that the strategy had originated as a way of mapping the work of all partners in the health sector. This initial mapping exercise had grown into the overarching Health and Wellbeing structure which aimed to consider the majority of public services provided such as planning future housing development or leisure facilities within the Borough from a health perspective. The Health and Wellbeing Strategy was currently being consulted upon, possibly to include the BF1500 panel and the PCT and the Executive Member was keen to receive the comments of the Panel as part of this consultation.

It was agreed that the Health Strategy Working Group which the Panel had formed prior to the local elections be re-established from current Panel membership to consider and feedback on the strategy by 6 September 2007. The Strategy would be considered by the Working Group in the context of the PCT Commissioning Strategy and the Panel's responses to the consultation on this, with the assistance of the Assistant Chief Executive.

SPECIFIC QUESTIONS FOR THE PANEL TO ADDRESS:

1. What added value will this strategy bring?
2. Who oversees the implementation of the strategy and 'right care right place'?
3. Are the health needs of the borough's residents and the provision of services fully reflected in the strategy?
4. Are the wellbeing needs of the borough's residents and the provision of services fully reflected in the strategy?

INFORMATION GATHERING:

Witnesses to be invited

Name	Organisation/Position	Reason for Inviting
Councillor Dale Birch	BFBC Executive Member for Adult Services, Health and Housing	To raise questions on the draft strategy
Victor Nicholls	BFBC Assistant Chief Executive (lead officer)	To raise questions on the draft strategy
TBC	Berkshire East PCT	To enquire about the PCT's views on the strategy

Site Visits

Location	Purpose of visit
None	

Key Documents / Background Data / Research

1. Draft Health and Wellbeing strategy
2. Examples of other Councils' strategies
3. PCT Commissioning Strategy
4. Overview and Scrutiny Report into healthcare funding, July 2007

TIMESCALE

Starting: 17 August 2007

Ending: 13 September 2007

OUTPUTS TO BE PRODUCED

1. Report to Executive (for clearance with Health Overview and Scrutiny Panel, and Overview and Scrutiny Commission)

REPORTING ARRANGEMENTS

Body	Date
Health Overview and Scrutiny Panel	13 September 2007
Overview and Scrutiny Commission	17 September 2007

MONITORING / FEEDBACK ARRANGEMENTS

Body	Details	Date
Health Overview and Scrutiny Panel	Oral reports at each meeting	
Overview and Scrutiny Commission	Oral reports at each meeting	

Health Overview & Scrutiny Panel

Chairman : Councillor Ian Leake
Vice Chairman : Councillor Alan Browne



Councillor Dale Birch
Executive Member for Adult Services, Health and Housing
Bracknell Forest Borough Council

21 September 2007

Dear Dale,

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DRAFT HEALTH AND WELLBEING STRATEGY

The Working Group dealing with the draft strategy wish to thank you and Victor Nicholls for making yourselves available last Wednesday to respond to our letter of 28th August 2007.

Following our discussions, the Working Group feel that the following points emerged and were agreed:

1. All the points and issues raised in our letter were valid and would be addressed in the completed document.
2. The revised document would be shorter, more focussed, be more readable and have 'punch'.
3. A bibliography would be attached making reference to other BFBC plans, documents and supporting evidence contained in appendices.
4. The Working Group would supply a definition of 'well-being' which would be used and/or taken into account in incorporating a definition in the document. While accepting the view that the definition of well-being should not be prescriptive, it was thought the definition should be capable of assessment against criteria.
5. Apart from incorporating the matters specifically identified in our previous letter, the Group were of the clear view that specific health criteria related to Bracknell Forest should be contained in an appendix in such a way that improvement in outcomes could be measurable and monitored.

The group were aware of the short self-imposed time-scale that was imposed on the completion of this non-statutory strategy. Ideally, we felt more time should be given to allowing a fuller input. However, the assurance given that the points made would be incorporated in the final document submitted to the Executive, together with the provisions of section 16 of part 4.5 of the Constitution, satisfied the group that they were content to let matters proceed on the agreed basis.

The Group wish the Council well in the JAR and CPA reviews.

Yours sincerely,

Councillor Ian Leake

Chairman of the Health Overview & Scrutiny Panel

Copy: Councillors Thompson, Angell, Virgo.
Victor Nicholls

Extract From Council Agenda papers, 18 October 2007

Annexe 2: Summary of consultation comments received and suggested response to the Health and Wellbeing Strategy.

Consultee	Consultee Comments	Response
Health Overview and Scrutiny Panel	A clearer definition of wellbeing	Definition added
	More detail on housing and diet for example, along with more on where we are now and where we want to be. More detail on timescales and greater focus on wellbeing.	New section added on Implementation, Monitoring and Review. Additional references to diet added and additional emphasis on well-being.
	Greater detail on geographical variations within the Borough to help understand priorities and strategic direction.	The need for geographical variations to be taken into account has been added as action JSNA2. The Joint Strategic Needs Assessment will also consider in more detail the health status of different communities in the Borough.
	Suggest putting supporting material and first level analyses into appendices.	No change proposed.
	List linking strategies in a bibliography.	Bibliography added.
	Would welcome commitment to review the Strategy in the first year.	Commitment added.
	Greater clarity on responsibility for implementing, monitoring and updating.	New section on Implementation and Monitoring added.
	Greater explanation of the 'added value' of this Strategy, and how to be measured.	As above plus additional paragraph added at 2.9 of the Strategy regarding the 'added value' of this strategy.

	<p>Suggest there should be a clearer statement of the changes to the borough's health and well-being profile which the Council and its partners aspire to achieve over a specified term.</p>	<p>The Strategy identifies that the first review will establish baseline data and with partners identify the need for additional targets and timescales. Many of the actions identified are already set out in other plans and strategies.</p>
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Review of the Council's Medium Term Objectives

**Interim Report by a Working Group of the
Overview and Scrutiny Commission**

November 2007

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Acknowledgements

The Working Group would like to express their thanks to the following people for their co-operation and time. All those who have participated in the review have been thanked for their contribution and provided with a copy of this report.

Councillor Paul Bettison, Leader Bracknell Forest Borough Council

The following Officers from Bracknell Forest Borough Council:

Timothy Wheadon, Chief Executive
Victor Nicholls, Assistant Chief Executive
Richard Beaumont, Chief Executive’s Office

1. Foreword by the Lead Member

This interim report records the outcome of a Working Group of the Overview and Scrutiny Commission, established to review the Council's proposed new high-level corporate objectives for 2008-2011. The following Commission members were appointed to carry out this review:

Councillor Clifton Thompson, Vice Chairman Overview and Scrutiny Commission (Lead Member)
Councillor Mrs Gill Birch
Councillor Alan Browne

This review demonstrates how Overview and Scrutiny can and does make a constructive input to the formulation of Council policies, and how we are influencing important issues in a timely way through proactive engagement with the Council's political and operational leadership.

This report will be finalised following the Overview and Scrutiny Commission's next meeting on 22nd November, when the outcome of the Council's Executive meeting on 20th November will be known. Members of the Commission are asked to delegate to the Lead Member, Councillor Thompson, finalising any ensuing changes to the report, in agreement with the Chairman of the Overview and Scrutiny Commission.

2. Background

- 2.1 On 13th September 2007, the Overview and Scrutiny Commission's comments were sought, as an urgent item, on the proposed new Medium Term Objectives (MTO's) for the Council, which had been published for the Executive meeting on 18th September.
- 2.2 The MTO's translate the Council's long term vision – 'To make Bracknell Forest a place where all people can thrive: living, learning and working in a clean, safe and healthy environment – and the Council's elements of the Sustainable Community Plan¹ - into objectives for the medium-term. The MTO's were due to be updated following the local government elections in 2007.
- 2.3 Members of the Commission were concerned that they had not been given sufficient time to consider the objectives, and it was highlighted that Overview and Scrutiny's involvement in these matters was of importance. The Commission noted the objectives in the paper but did not deem it appropriate to endorse them and expressed a wish to be involved in the related consultation exercise.² The

¹ The Sustainable Community Plan can be found at <http://www.bracknell-forest.gov.uk/sustainable-community-strategy-2005.pdf>

² The minutes of the Overview and Scrutiny Commission meeting can be found at [http://democratic.bracknell-forest.gov.uk/Published/C00000151/M00001573/\\$\\$\\$Minutes.doc.pdf](http://democratic.bracknell-forest.gov.uk/Published/C00000151/M00001573/$$$Minutes.doc.pdf)

Commission decided to form a working group, comprising Councillors Thompson (lead member), Mrs Birch and Browne, to consider the MTO's in more detail and report back to the Commission. Members also expressed the view that they wished to be more involved in Council policy formation.

- 2.4 At their meeting on 18th September 2007, the Council's Executive considered a proposal from the Assistant Chief Executive to approve new Medium Term Objectives (MTO's) for the Council³. The Executive determined to make some changes to the MTO's, and agreed that the public's views should be invited.
- 2.5 The consultation on the new MTO's is due to end on 5th November 2007, and the Executive are due to meet on 20th November to consider officers' advice on any changes to the new MTO's in the light of that consultation and the Working Group's provisional recommendations.
- 2.6 The scope of the review was to consider the MTO's in more detail and report back to the Overview and Scrutiny Commission.

3. Investigation and Information Gathering

- 3.1 The working group met on 25th September. The Working Group considered the MTO statement with particular reference to the Bracknell Forest Sustainable Community Plan, and set out in a letter to the Council's Leader and the Chief Executive its preliminary appraisal, attached at Appendix 2.
- 3.2 The Working Group decided to seek a meeting with the Council's Leader and the Chief Executive, to discuss the provisional conclusions and recommendations set out in the letter, such that this could be taken into account during the Executive's consultation period.
- 3.3 The Working Group met the Council's Chief Executive and Assistant Chief Executive on 12th October, and subsequently the Council's Leader on 15th October, to discuss the observations about the MTO's in the letter. Both meetings were very constructive. Arising out of this it was agreed that note would be taken of points in the letter at the meeting of the Executive of the 20th November prior to consideration by this Commission at this meeting and subject to any further views of the Commission's members as in 3.4.
- 3.4 On 16th October, all Members of the Overview and Scrutiny Commission were invited to give their views on the MTOs and the letter. No views have been expressed to the Working Group.
- 3.5 A report will be given to this meeting of the meeting of the Executive of the 20th November as regards MTO's and the Working Group's appraisal in the letter.

4. Conclusions

- 4.1 The MTO's were generally considered to be appropriate and represented a significant piece of work in relation to the future direction of the Borough.

³ The minutes of the Executive meeting can be found at [http://democratic.bracknell-forest.gov.uk/Published/C00000102/M00001559/\\$\\$MDocPackPublic.pdf](http://democratic.bracknell-forest.gov.uk/Published/C00000102/M00001559/$$MDocPackPublic.pdf)

4.2 The independent consideration of the MTO's by the Working Group was of benefit in giving rise to a constructive critical appraisal of the MTO's and is a useful precedent to be considered in developing future policies and strategies.

4.3 It is anticipated that to the extent that the observations in the letter of the 1st October are not accepted satisfactory explanation will have been given to the Working Group.

5. Recommendations of the Working Group

5.1 That the letter of the 1st October at Appendix 2 be noted.

5.2 That the report of the meeting of the Executive on the 20th November be noted.

5.3 That the work of the Working Group be regarded as concluded subject to any further work considered appropriate consequent on the meeting of the Executive.

5.4 That the conclusion in 4.2 be passed to the Leader of the Council and the Chief Executive.

Bracknell Forest Borough Council

Medium Term Objectives

2007-11 (As considered by the Executive on 18th September 2007)

Four over-arching priorities:

Priority one: a Town fit for the 21st century

Priority two: protecting and enhancing our environment

Priority three: promoting health and well-being

Priority four: safe and secure

Priority one: a town fit for the 21st century:

1 To build a vibrant Bracknell town centre that residents are proud of by:

- starting construction work on the new retail centre and leisure facilities
- delivering 200 new homes in and around Bracknell Town centre
- improving access to the new town centre by providing
 - extensive new parking facilities
 - a major package of junction improvements
 - more bus lanes and a “park and ride” scheme
- constructing and opening a new Bracknell library, new Civic Offices and a high quality “Jubilee Gardens”
- ensuring local people gain the skills for employment in the new town centre

Priority two: protecting and enhancing our environment:

2 To keep our parks, open spaces and leisure facilities accessible and attractive by:

- Restoring South Hill Park grounds
- Preparing a new cultural strategy for the Borough
- Reviewing management options for leisure sites in order to maintain quality and generate secured investment
- Preparing a new parks and open spaces strategy
- Improving the quality of the countryside and open space by targeted projects and by engaging the voluntary sector

3 To promote sustainable housing and infrastructure development by:

- Producing a Local Development Framework that protects the Green Belt and balances the demand for new housing with the need to protect the wider environment
- Uses the planning regime to ensure that all new housing developments are matched by appropriate investment in infrastructure
- Implementing a strategy to mitigate the impact of development on the Thames Basin Heath Special Protection Area
- Implementing the local transport plan
- Transferring the Council's housing stock to Bracknell Forest Homes
- Providing more choice for social housing applicants through the introduction of Choice Based Lettings.
- Increasing the number of affordable houses in the Borough, including directly funding 250 new units

4 Keep Bracknell Forest “clean and green” by:

- Increasing recycling rates to 50%
- Establishing a “fast response” team and increasing environmental enforcement activity to reducing the amount of litter in the Borough
- Developing a local climate change strategy by 2009
- Improving energy management in Council and school facilities
- Reducing the level of fly tipping in the borough
- Developing a joint waste strategy

Priority three: promoting health and well-being:

5 To improve health and well being within the Borough by:

- Developing and implementing a comprehensive health strategy for the Borough, in partnership with the PCT which identifies clear priorities for improving health and well-being
- Working with the PCT to secure more outpatient and diagnostic facilities in the Borough
- Increasing our focus on prevention such as the number of adults participating in at least 30 minutes of moderate exercise per week
- Producing an annual report on public health
- Implementing and monitoring the ban on smoking in public spaces
- Working with the PCT to improve mental health services for children and young people

6 To improve the outcomes for children and families through the Children and Young People's Plan by:

- Ensuring all schools are good schools and continuing to raise standards
- Making sure there are enough good school buildings for an expanding borough, including building a £35m replacement for Garth Hill College
- Commissioning a wide range of “extended services”, including opportunities in music and sport
- Establishing six new children's centres to give families access to integrated multi-agency services for young children
- Investing in new youth facilities and targeted youth support

- Helping schools manage behaviour and supporting young people at risk of exclusion from education, training or employment opportunities
- Setting up effective integrated services for children and young people with special educational needs and disabilities
- Improving the lives of children in care through better corporate parenting and effective commissioning of placements
- Putting in place new measures to ensure the safety and wellbeing of children and young people

7 To promote independence and choice for vulnerable adults and older people by:

- Modernising services for vulnerable adults and older people by reducing reliance on residential care and improving access to community based services.
- Increasing the number of people having direct control of the budgets for their care
- Developing a Borough-wide Strategy for Older People
- Improving the Council's star rating for Adult Social Services by 2008
- Providing advice and support to vulnerable people to help maintain them in their own homes

8 Seek to ensure that every resident feels included and able to access the services they need by:

- Appointing an Executive member with specific responsibility for Community Cohesion and related strategies
- Using innovative methods of engaging local residents in decisions that affect them, particularly targeting "hard to reach" groups to listen to their views
- Creating a new customer contact centre in Bracknell that allows people to access all services
- Improving support in schools for minority ethnic communities with English as an additional language needs.
- Implementing a DES and GES and reviewing the Council's Race Equality Scheme
- Increasing access to services by electronic means
- Improving community cohesion through culture and sport

Priority four: create a borough where people are, and feel, safe:

9 To reduce crime and increase people's sense of safety in the Borough by:

- Working with the police to reduce crime [recorded by the British Crime Survey] by _% by 2011
- Reduce the number of people who fear crime by _% by 2011
- Expanding the CCTV network coverage in the Borough
- Use "speedwatch" anti-speeding teams to reduce the incidence of speeding

- Reducing the number of people, particularly young people, abusing drugs and alcohol

And

10 To be accountable and provide excellent value for money by:

- Maintaining Council Tax levels in the lowest quarter of all unitary authorities
- Implementing a four year “efficiency” programme to reduce spending to sustainable levels
- Creating clear accountable governance structures for working in partnership with other organisations in the Borough

Overview & Scrutiny Commission

Chairman : Councillor Bob Edger OBE
Vice Chairman : Councillor Cliff Thompson



1st October 2007

TO: The Leader of the Council, Chief Executive
C.C.: Councillors Mrs Birch and Browne, Assistant Chief Executive

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Dear Councillor Bettison and Mr Wheadon,

OVERVIEW AND SCRUTINY REVIEW OF THE DRAFT MEDIUM TERM OBJECTIVES 2007/11

The Overview and Scrutiny Commission, at their meeting on 13 September 2007, decided to set up a Working Group to review the Council's draft Medium Term Objectives (MTO's) for 2007-11.

The Working Group, comprising myself as lead Member, with Councillors Mrs Birch and Alan Browne, met on 26 September, and I am writing to let you know our provisional appraisal, which we would like to discuss with you before composing our formal report.

General

The Working Group agreed with all statements in the draft MTO's, and do not propose any deletions. However, we do suggest that the MTO statement could be improved in a number of respects, as set out below.

We are concerned that the MTO statement does not give sufficient recognition to important aspects of the Sustainable Community Plan (SCP), the overarching plan for the Borough.

Aspects we draw attention to are:-

- MTO 4 should refer the Nottingham declaration.

- MTO2 refers to preparing a new cultural strategy for the Borough but in context this is limited to the physical aspects of keeping parks, open spaces and leisure facilities accessible and attractive.
- Priority 3 of the SCP (Improving health and well-being) is included as part of priority 3 of the MTO's referring to promoting health and achievement and specifically MTO 5, but both are silent on wider well-being issues. A separate Working Group is reviewing the Council's draft Health and Well-being strategy. That Group will make its own observations. We however observe that the 2006/07 MTO 4, which was to improve art, culture, sport and recreation provision within the Borough was expressed to link with Priority 3 of the SCP. In the MTO's the closest reference is to improving community cohesion through culture and sport under the last bullet point of MTO 7 (inclusion and access to services).
We therefore recommend that either priority 3 (health and achievement) includes a provision similar to MTO4 of 2006/7 in relation to the cultural strategy (to promote quality of life) or it is included under the proposed 5th priority referred to below
- Priority 6 of the SCP, Improving travel and transport, should be included in the MTO's.

Partnerships

In our view, the MTO statement makes insufficient reference to partnerships, indeed the statement looks quite 'insular'. We think it essential to recognise the value and importance of partnership working, the increasing inter-dependencies between partner organisations, and the Bracknell Forest Partnership merits an explicit reference.

We think the MTO statement is sparse and inconsistent in its references to principal partners. For example the PCT are mentioned three times in MTO 5, yet the Police and Fire & Rescue Service are not mentioned anywhere.

MTO 10 – Overall Issues

Due to the importance of the objectives added to the end of Priority 4, as they are central to everything the Council does, they warrant more prominence. We suggest it would be better to have a fifth priority, that would capture running the Council well, with explicit references to partnership working, effective strategic corporate governance, community engagement, quality of life and the achievement of value for money.

Other Observations

In MTO 5, is working with the PCT solely to improve services for children and young people?

The Sustainable Community Plan is in need of updating. We understand that work is under way for its revision and will be pleased to know of progress made.

Four years is a long time, and since nothing remains static, the statement should include a commitment to review and update the MTO's annually.

In recognition of their importance we request that consideration be given to the MTO's being brought before Council for approval.

We hope that you can accept these observations and recommendations in the constructive spirit with which they are put forward.

In order to provide timely input to the Executive's consideration of the draft MTO's, the Working Group request an early meeting with you and would appreciate a meeting in the period 10-12 October.

Yours sincerely

**Councillor Cliff Thompson
Vice Chairman, Overview & Scrutiny Commission**

OVERVIEW AND SCRUTINY COMMISSION 22 NOVEMBER 2007

NEIGHBOURHOOD ACTION GROUPS (Assistant Chief Executive)

1. INTRODUCTION

- 1.1 This paper details the changes that have been proposed to the neighbourhood consultation process (in particular the Neighbourhood Action Groups or NAGs) and is an update on the current situation with regard to neighbourhood engagement.

2. SUGGESTED ACTION

- 2.1 **That the Commission notes this report.**

3. SUPPORTING INFORMATION

The Bracknell Forest Partnership adopted a jointly resourced Community Engagement Strategy with Thames Valley Police, one element of which is supporting the Neighbourhood Consultation process. In 2005, the first Neighbourhood Forums were held in order to identify local issues that residents considered to be priorities. A review of this process was undertaken in January 2006, at which it was decided to keep this approach under ongoing review. In March 2007 a Working Group was set up to consider the efficiency of Neighbourhood Forums and developments in the way that neighbourhoods are consulted in the light of advances in Neighbourhood Policing and community expectations.

Context

- 3.1 Neighbourhood Action Groups (NAGs) are driven by Central Government's "Neighbourhood Policing" agenda in which neighbourhoods must be consulted once a year. A public forum was identified as the best mechanism to undertake this, subject to a review of effectiveness. A pilot project was set up in October 2005 and a review of the process was taken to the Executive in March 2006, where it was decided to keep the process under review.

Review from the Police of the Thames Valley pilot project

- 3.2 "The pilot project of Neighbourhood Forums and Neighbourhood Action Groups has done much to support the implementation of Neighbourhood Policing within Bracknell Forest. However, further work needs to be done in order to empower the NAGs to drive their own problem solving agenda. The pilot has identified the need for NAGs to employ a range of consultation methods to ensure that they are addressing appropriate issues from their communities. They need to ensure representational engagement from hard to reach groups and encourage more involvement from the Voluntary Sector. The membership of the NAG should ensure a balance between elected members and the community, and they should all have a competent and appropriate Chair"

Review of the project in Bracknell Forest

- 3.3 Over the last year, attendance at the Neighbourhood Forums has been very patchy (ranging from 3 people to 20). The forums are seen as Council led by the members of the local NAG who are not fronting the Forum to seek residents' views. Attendance at the NAGs has also been variable.
- 3.4 The process of neighbourhood engagement (and NAGs and Forums specifically) has been discussed in the Developing Neighbourhood Consultation Working Group. Below is the summary feed back from this review taken to the Community Cohesion & Engagement Working Group in April and also feedback from the meetings of the Developing Neighbourhood Consultation Working Group, comprising officers from the Police, Voluntary Sector, the Council's Youth Services, Children's Services and the Community Development Officer.
- 3.5 Recommendations from the Council's Community Cohesion and Engagement Working Group:
- ensure NAGs set their own agendas and don't feel coerced into selecting priorities that may not be most significant ones to them.
 - ensure NAGs reflect makeup of the community they cover.
 - develop strong links between NAGs and other forums and groups
 - provide high quality training to NAG members to ensure they work effectively and do not become dominated by single issue groups.
- 3.6 Recommendation from Developing Neighbourhood Consultation Working Group:
- Make each NAG the local decision making body (rather than the Forum) with the responsibility for consulting in their Neighbourhood, and work towards becoming constituted bodies with the ability to draw down funding.
 - Review membership - NAGs to have a core membership consisting of the Police Neighbourhood officer, Borough/parish/ town councillors, community safety team, youth workers, head teachers, businesses and community representatives, extended schools officers and efforts to be made to include youth representation at each meeting.
 - Co-option onto group – NAG to have ability to co-opt appropriate officers of Council and partner agencies onto group
 - Stick to 1 – 2 appropriate themes of work to improve local community and identify these by undertaking a consultation of the Neighbourhood through an annual public forum and a questionnaire to find out what key local issues are.
 - NAGs to link with other groups/networks within their area e.g. extended schools, and engage with appropriate regional and national groups.
 - Suggest could also be used as a surgery for local Members to help residents with their concerns.
 - Use as a mechanism for consultation, engagement and involvement in the Council's decision making processes (e.g. Community Cohesion strategy, planning policies).
 - Schedule a rolling, coordinated program of publicity/ advertising to engage residents using existing networks, Council publications, community workers, BFVA, parish magazines etc. NAGs could also be encouraged to publish their own publicity in their own community outlining "who's who" and publishing contact details.
 - Hold a program of training for all chair people (suggested topics include "How to Chair Effective Meetings", Introduction to Council Services").

- Before the start of the autumn round of Action groups, hold a meeting of all the Chairs to explain the new process and to adopt the Terms of Reference.

3.7 An important part of the review process is Members' views; they were sent a questionnaire, the results of which were given orally at Executive Briefing. Three key questions were asked:

- 1) Have you been involved with your local Forum/NAG?
- 2) Do you think the NAGs/Forums are well run?
- 3) Do you think they are effective?

and Members have been asked to rate their answers on a sliding scale of 1 to 5 Where 1 is "very poor" and 5 is "very good".

Of the 7 Members who replied:

Only one had not been involved in NAGs up to now but was keen to start.

2 felt the NAGs were "very well run" and "very effective".

1 felt they were "badly run" and "not effective"

2 felt that they were run "OK", but "not effective"

1 felt that they "could do better"

Are the NAGs effective?

3.8 The Department of Communities and Local Government advises that there is no one measure for the effectiveness of these community engagement structures and the national picture is one of a struggle to put an effective benchmark in place. However, there is scope to involve the Action Groups directly in monitoring future progress and one of the benchmarks for Bracknell Forest could be whether there is an increase in the "influencing decisions" indicator when the final measure is taken in 2009.

Drivers for Change

3.9 The Key Lines of Enquiry (KLOEs) for the Council's CPA Assessment by the Audit Commission show that a mechanism enabling dialogue between the Council and its residents is in place and effective. Previous themes in KLOEs in 2005 included Theme 1, "Ambition for the Community". Key Question 1.2 of Theme 1 was "Are ambitions based on a shared understanding amongst the Council and partner organisations of local needs"? The evidence asked for is, inter alia, that "... community organisations are encouraged to give their views and are supported where necessary in doing so". A key structure in this process is the Neighbourhood Action Group.

3.10 Another compelling motivator is one of the Council's current Local Area Agreement/Local Public Service Agreement targets which relates to community leadership. This brings with it a reward grant, 80% of which is linked to a survey question on perception: "Do you feel able to influence local decisions?" Members should note that this is a requirement by Government in all LPSA's/LAA's. Currently a project plan is being developed by the Chief Executive's Office to encourage residents to feel that they can influence what is happening locally. The project has four strands and all are aimed to improve:

- feedback from consultations
- engagement and take up of Neighbourhood Action Groups.

- communication about local issues
 - transparency of the democratic process.
- 3.11 In order to enable residents to see the direct links between raising a local issue and action taking place on that issue, a project is being planned where the messages to residents will be in the form of “You said.... We did.....” and a report detailing this plan will be taken to CMT early in July. One key aspect of this mechanism is the growth and development of the mechanism for Neighbourhood consultation.
- 3.12 Taking this all into account, in July 2007, the Council’s Executive approved changes to the way that the neighbourhood engagement processes are organised in time for the autumn round of NAGs and Neighbourhood Forums (NFs), which are now underway.
- 3.13 A training session for all Chairmen of the Action Groups was held in September to explain the new processes for the groups and to enable chairs to share any concerns, or examples of best practice with others in the same situation. The training was attended by half the Chairmen and was supported by Bracknell Forest Voluntary Action (BFVA) and the Federation of Community Groups.
- 3.14 One of the first actions of the NAGs was to consider adopting Terms of Reference and a Model Constitution in order to ensure that they are properly organised. This would also enable the NAGs to access support from the Federation of Community Groups, or BFVA.
- 3.15 Although originally a Neighbourhood Policing agenda, the Council has taken an active role – servicing and shaping the NAGs and Forums. However, the Council has limited resources available and in order to build on the successes already achieved, partners are asked to actively support this engagement process by helping to facilitate the NAGs attending the NFs, contributing toward the venue costs and the cost of any publicity.
- 3.16 The Safer and Stronger Communities Trust is currently being explored to pay for additional practical support.

4. CURRENT SITUATION

- 4.1 A borough wide consultation with residents was launched in September, to coincide with the autumn round of Neighbourhood Forums. The purpose of this was three fold:
- i) to ask residents to identify their three priority areas that they would like to see action on.
 - ii) to complement consultation taking place at the Forums by extending it deeper into all the neighbourhoods.
 - iii) and to publicize the existence, dates and times of the Neighbourhood Action Groups.
- 4.2 To date there have been upward of 1000 responses, which are being collated by neighbourhood and entered into a database specifically designed for the purpose.
- 4.3 It is envisaged that initial results will feed back into the winter round of NAGs and, together with the results from the autumn round of Neighbourhood Forums, will enable them to set more meaningful priorities for their particular neighbourhoods.

- 4.4 It is also proving to be an excellent data gathering exercise, with issues being raised in the questionnaires which affect other Council services (such as Planning, Trading Standards, Environment and Leisure) These are being fed back to the appropriate services as they arise.
- 4.5 It is planned to take an update on the process to the Executive early in the New Year.
- 4.6 A diagram of the current process is attached at Annex A.
- 4.7 Further review of the Neighbourhood Action Groups should be considered in 2008/09

Web link to “Developing the Neighbourhood Consultation Process” report and Appendices.

<http://www.bracknell-forest.gov.uk/liv-neighbourhood-engagement.htm>

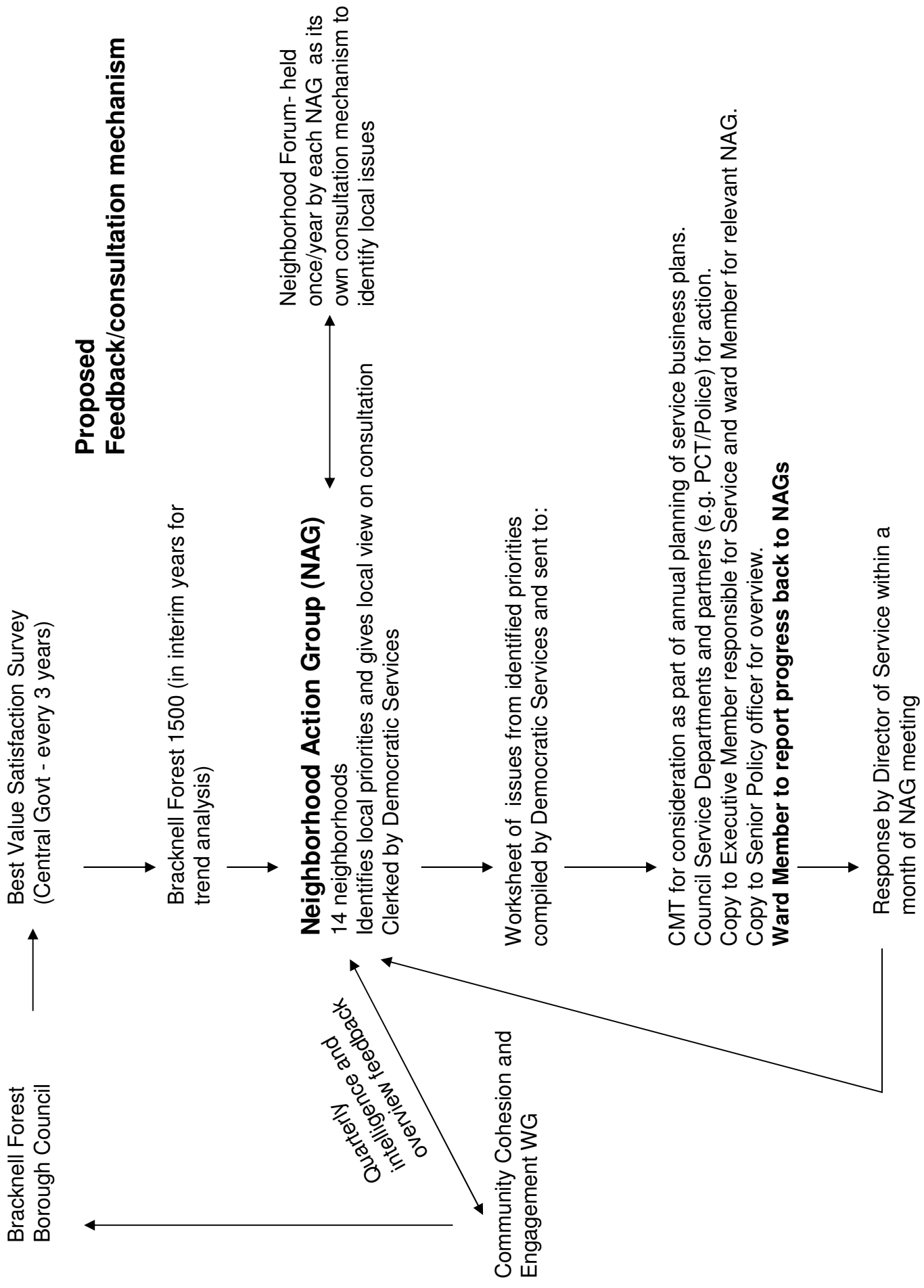
Web link to Dates and locations of Autumn Neighbourhood Forums

<http://www.bracknell-forest.gov.uk/living/liv-housing/liv-neighbourhood-forums/liv-neighbourhood-areas.htm>

Victor Nichols, Assistant Chief Executive

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OVERVIEW & SCRUTINY COMMISSION

EXECUTIVE WORK PROGRAMME: Chief Executive's/Corporate Services

REFERENCE	I008395
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TITLE: Review of Polling Districts and Polling Places

PURPOSE OF DECISION: To report to the Executive on the outcome of the review polling districts and polling places by the Electoral Review Steering Group.

FINANCIAL IMPACT: None.

WHO WILL TAKE DECISION: Executive

PRINCIPAL GROUPS TO BE CONSULTED: None.

METHOD OF CONSULTATION: None.

DATE OF DECISION: 20 Nov 2007

REFERENCE	I006637
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TITLE: Gender Equality Scheme 2007-2010

PURPOSE OF DECISION: To agree the final Gender Equality Scheme and Action Plan following consultation.

FINANCIAL IMPACT: Within existing budget.

WHO WILL TAKE DECISION: Executive

PRINCIPAL GROUPS TO BE CONSULTED: Voluntary sector groups, officers, service departments, BF1500, Police, Fire, Berkshire East PCT and Bracknell Forest Partnership.

METHOD OF CONSULTATION: Meetings with interested parties
Presentation
Questionnaires

DATE OF DECISION: 20 Nov 2007

REFERENCE	I008846
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TITLE: Local Area Agreement Criteria for Inclusion

PURPOSE OF DECISION: Bracknell Forest is required to produce a new style Local Area Agreement (LAA) by June 2008. As part of this process a set of inclusion criteria is needed.

These criteria will be used to convert the broad set of evidence data into a list of up to 35 improvement themes that will be included in the LAA. This paper presents these draft criteria for endorsement.

FINANCIAL IMPACT: The Council currently receives significant income from specific grants covering all aspects of council services. An exercise has been undertaken to identify all the different funding streams that are currently in place in order that these grants can be mapped to the specific services that rely upon this grant income. It is estimated that over £8m of specific grants were received in 2007/08. It is still unclear which of these specific grants will be rolled-up into General Grant and which will be included within the Local Area Agreement Grant. It is expected that further guidance will be given by the Government as part of the Spending Review announcement that is due shortly, however this is unlikely to indicate the level of grant at an individual authority, but should give some scope to anticipate what funds will be pooled.

The greater risk however is in the final announcement of the Local Area Agreement Grant when authorities will be told of their final allocation which, given the co

WHO WILL TAKE DECISION: Executive

PRINCIPAL GROUPS TO BE CONSULTED: Not applicable.

METHOD OF CONSULTATION: The outline process includes steps for consultation with all key stakeholders including partners and the private, community and voluntary sectors. The extent of this consultation will depend upon the final guidance and timetable from Government.

DATE OF DECISION: 20 Nov 2007

REFERENCE	I008508
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TITLE: Customer Contact Strategy 2007 - 2010

PURPOSE OF DECISION: To agree the Customer Contact Strategy for the Borough Council.

FINANCIAL IMPACT: Within the existing budget.

WHO WILL TAKE DECISION: Executive

PRINCIPAL GROUPS TO BE CONSULTED: Corporate Management Team
Customer Contact Monitoring Group (Members)
CRM Programme Board
Customer and Communications Group
ICT Steering Group
Website Content Group
Staff through Directors

METHOD OF CONSULTATION: Meetings within the Council

DATE OF DECISION: 20 Nov 2007

REFERENCE	I008889
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TITLE: Corporate Performance Overview Report

PURPOSE OF DECISION: To inform the Executive of the performance of the Council over the second quarter of 2007/08

FINANCIAL IMPACT: None

WHO WILL TAKE DECISION: Executive

PRINCIPAL GROUPS TO BE CONSULTED: None

METHOD OF CONSULTATION: None

DATE OF DECISION: 18 Dec 2007

REFERENCE	I008920
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TITLE: Older People's Strategy - Discussion Paper

PURPOSE OF DECISION: In anticipation of the changes to the community that will occur with the rapid growth in the over 50 population, the Council is developing an Older People's Strategy with our partners to plan and improve outcomes for the Borough's older people of today and tomorrow. The report includes an attached Discussion Paper, on the issues that we believe the Strategy will have to address, for the Executive to consider and comment upon as part of a wider consultation.

FINANCIAL IMPACT: Consultation costs will be funded from existing budgets.

WHO WILL TAKE DECISION: Executive

PRINCIPAL GROUPS TO BE CONSULTED:

METHOD OF CONSULTATION: The discussion paper and questionnaire will be circulated to

CMT
 Executive
 All Councillors
 Chairs of Themed Partnerships
 BFP and other
 Youth Forum
 Senior Citizens Forum
 Working Groups (including Community Cohesion and Engagement Working Group, Equalities sub-group)

DATE OF DECISION: 18 Dec 2007

REFERENCE	I005767
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TITLE: Draft General Fund Revenue Budget 2008/09

PURPOSE OF DECISION: To agree draft budget proposals for consultation.

FINANCIAL IMPACT: To be determined.

WHO WILL TAKE DECISION: Executive

PRINCIPAL GROUPS TO BE CONSULTED: Council tax payers and business rate payers.

METHOD OF CONSULTATION: To be determined.

DATE OF DECISION: 18 Dec 2007

REFERENCE	I005765
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TITLE: Draft Capital Programme 2008/09 - 2010/11

PURPOSE OF DECISION: To agree draft budget proposals for consultation.

FINANCIAL IMPACT: To be determined.

WHO WILL TAKE DECISION: Executive

PRINCIPAL GROUPS TO BE CONSULTED: Council tax payers and business rate payers.

METHOD OF CONSULTATION: To be determined.

DATE OF DECISION: 18 Dec 2007

REFERENCE	I006639
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TITLE: Community Cohesion Strategy 2007-2010 - "All of Us" and Annual Report on 2006/07

PURPOSE OF DECISION: To agree the next three years' Community Cohesion Strategy.

FINANCIAL IMPACT: Within existing budget.

WHO WILL TAKE DECISION: Executive

PRINCIPAL GROUPS TO BE CONSULTED: Voluntary sector groups, officers, service departments, BF1500, Police, Fire, Berkshire East PCT and the Bracknell Forest Partnership.

METHOD OF CONSULTATION: Meetings with interested parties
Presentation

DATE OF DECISION: 18 Dec 2007

REFERENCE	I005763
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TITLE: Draft Housing Revenue Account (HRA) 2008/09

PURPOSE OF DECISION: To agree draft budget proposals for consultation.

FINANCIAL IMPACT: To be determined.

WHO WILL TAKE DECISION: Executive

PRINCIPAL GROUPS TO BE CONSULTED: Council tax payers and business rate payers.

METHOD OF CONSULTATION: To be determined.

DATE OF DECISION: 18 Dec 2007

REFERENCE	I005761
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TITLE: Draft Budget Proposals 2008/09

PURPOSE OF DECISION: To agree draft budget proposals for consultation.

FINANCIAL IMPACT: To be determined.

WHO WILL TAKE DECISION: Executive

PRINCIPAL GROUPS TO BE CONSULTED: Council Tax payers and business rate payers.

METHOD OF CONSULTATION: To be determined.

DATE OF DECISION: 18 Dec 2007

REFERENCE	I008410
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TITLE: Race Equality Scheme 2007 - 2010

PURPOSE OF DECISION: To agree a Race Equality Scheme for the Borough Council.

FINANCIAL IMPACT: Within existing budget

WHO WILL TAKE DECISION: Executive

PRINCIPAL GROUPS TO BE CONSULTED:

METHOD OF CONSULTATION: Website, written document and consultation with a wide variety of groups; staff, members; community groups; interest groups.

DATE OF DECISION: 22 Jan 2008

REFERENCE	I008475
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TITLE: Regeneration Strategy

PURPOSE OF DECISION: Now that the legal agreement to deliver the first phase of the regeneration has been exchanged, the Council needs to establish its long term aim for regeneration in the Borough. It is therefore proposed that a Regeneration Strategy is developed.

FINANCIAL IMPACT: To be confirmed.

WHO WILL TAKE DECISION: Executive

PRINCIPAL GROUPS TO BE CONSULTED: Partners, stakeholders and the public.

METHOD OF CONSULTATION: Widespread consultation has taken place and will continue to do so as part of the Local Development Framework process, the Best Value General Survey, the Town Centre Masterplan consultation and the Community Plan consultation.

DATE OF DECISION: 22 Jan 2008

REFERENCE	I008892
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TITLE: Corporate Performance Overview Report

PURPOSE OF DECISION: To inform the Executive of the performance of the Council over the third quarter of 2007/08

FINANCIAL IMPACT: None.

WHO WILL TAKE DECISION: Executive

PRINCIPAL GROUPS TO BE CONSULTED: None

METHOD OF CONSULTATION: None

DATE OF DECISION: 12 Feb 2008

REFERENCE	I005776
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TITLE: General Fund Revenue Budget 2008/09

PURPOSE OF DECISION: To approve the General Fund Revenue budget 2008/09 for submission to Council.

FINANCIAL IMPACT: To be determined.

WHO WILL TAKE DECISION: Executive

PRINCIPAL GROUPS TO BE CONSULTED: Council tax payers and business rate payers.

METHOD OF CONSULTATION: Widespread consultation with stakeholders via meetings and the Council's website.

DATE OF DECISION: 12 Feb 2008

REFERENCE	I005774
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TITLE: Capital Programme 2008/09-2010/11

PURPOSE OF DECISION: To approve the capital programme 2008/09 to 2010/11 for submission to Council.

FINANCIAL IMPACT: To be determined.

WHO WILL TAKE DECISION: Executive

PRINCIPAL GROUPS TO BE CONSULTED: Council tax payers and business rate payers.

METHOD OF CONSULTATION: Widespread consultation with stakeholders via meetings and the Council's website.

DATE OF DECISION: 12 Feb 2008

REFERENCE	I005772
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TITLE: Housing Revenue Account (HRA) 2008/09

PURPOSE OF DECISION: To approve the Housing Revenue Account 2008/09 for submission to Council.

FINANCIAL IMPACT: To be determined.

WHO WILL TAKE DECISION: Executive

PRINCIPAL GROUPS TO BE CONSULTED: Council Tenants.

METHOD OF CONSULTATION: To be determined.

DATE OF DECISION: 12 Feb 2008

REFERENCE	I005770
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TITLE: Budget Proposals 2008/09

PURPOSE OF DECISION: To recommend to Council General Fund, HRA and Capital Budgets for 2008/09.

FINANCIAL IMPACT: To be determined.

WHO WILL TAKE DECISION: Executive

PRINCIPAL GROUPS TO BE CONSULTED: Council tax payers and business rate payers.

METHOD OF CONSULTATION: Widespread consultation with stakeholders via meetings and the Council website.

DATE OF DECISION: 12 Feb 2008