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**NOTICE OF MEETING**

**OVERVIEW AND SCRUTINY COMMISSION**

**13 MARCH 2008**

**TO: ALL MEMBERS OF THE OVERVIEW AND SCRUTINY COMMISSION**

You are requested to attend a meeting of the above Commission on **13 March 2008 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 Members\***  
Mr G S Anderson and Mr M G Gibbons

**Parent Governor Representative Member\***  
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**

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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**  
**13 March 2008 (7.30 pm)**  
**Council Chamber, Fourth Floor, Easthampstead House, Bracknell.**

**AGENDA**

**Page No**

**1. APOLOGIES FOR ABSENCE/ SUBSTITUTE MEMBERS**

To receive apologies for absence and to note the attendance of any substitute Members.

**2. MINUTES AND MATTERS ARISING**

1 - 8

To approve as a correct record the minutes of the meeting of the Overview and Scrutiny Commission held on 17 January 2008.

**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.

***AUDIT AND INSPECTION***

**5. INTERNAL AUDIT PLAN 2008/09**

9 - 22

To consider the report from the Borough Treasurer.

***PERFORMANCE MONITORING***

**6. PERFORMANCE MONITORING REPORTS (PMR)**

23 - 106

To consider the latest trends, priorities and pressures in terms of the third quarter (October to December) of 2007/08 as reported in the PMRs for:

- a. The Chief Executive's Office and
- b. The Corporate Services Department

**Please bring the previously circulated Performance Monitoring Reports to the meeting. Copies are available on request and attached to this agenda if viewed online.**

**7. PROCUREMENT UPDATE REPORT**

107 - 108

To consider the report from the Borough Treasurer on the Council's procurement activities.

**8. CORPORATE COMMUNITY COHESION STRATEGY 2006/07 - ANNUAL REPORT**

109 - 164

To consider a report by the Director of Corporate Services on the progress made in implementing the three year Community Cohesion Strategy – All of Us.

#### ***OTHER OVERVIEW AND SCRUTINY ACTIVITY***

9. **OVERVIEW AND SCRUTINY QUARTERLY PROGRESS REPORT** 165 - 174  
To note the report of the Assistant Chief Executive.
10. **WORKING GROUP ON THE LOCAL AREA AGREEMENT**  
To receive a verbal progress update on the working group carrying out a review of the Local Area Agreement.
11. **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.
12. **DRAFT ANNUAL REPORT TO COUNCIL ON OVERVIEW AND SCRUTINY** 175 - 206  
Members of the Commission are invited to: consider the draft 2007/08 Annual Report on Overview and Scrutiny; note that comments on the draft report will be invited from the Corporate Management Team and the Executive; and to delegate to the Chairman of the Commission the finalisation of the report.

#### ***HOLDING THE EXECUTIVE TO ACCOUNT***

13. **EXECUTIVE FORWARD PLAN** 207 - 220  
Forthcoming items on the Executive Forward Plan of a corporate nature are attached for consideration.

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**OVERVIEW AND SCRUTINY COMMISSION**  
**17 JANUARY 2008**  
**(7.30 - 10.00 pm)**

Present: Councillors Edger (Chairman), Thompson (Vice-Chairman), Baily, Mrs Birch, Browne, Brunel-Walker, Finnie, McLean, Ms Whitbread, Worrall,

Councillor Beadsley (Substitute for Mrs Beadsley) and Mrs Ryder (Substitute for Councillor Leake)

Mr I. Sharland (Parent Governor Representative)

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

Apologies for absence were received from:

Councillors Mrs Beadsley and Leake  
Mr G S Anderson (Church Representative)  
Mr M G Gibbons (Church Representative)

In attendance: Richard Beaumont, Head of Performance & Scrutiny  
Greg McIntosh, KPMG External Auditors  
Alan Nash, Head of Finance  
Victor Nicholls, Assistant Chief Executive  
Priya Patel, Democratic Services Officer  
Alison Sanders, Director of Corporate Services  
Phil Sharman, District Auditor (Audit Commission)

**48. Minutes and Matters Arising**

**RESOLVED** that, subject to the following amendments, the minutes of the meeting of the Overview and Scrutiny Commission held on 22 November 2007 be agreed as a correct record and signed by the Chairman.

Minute 41 – final paragraph amend ‘Bracknell’ to Bracknell Forest

Minute 37 – second paragraph, first sentence, amend Assistant Chief Executive to Chief Executive.

**49. Declarations of Interest and Party Whip**

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

**50. External Audit Issues**

The Chairman welcomed Greg McIntosh and Phil Sharman to the meeting. The Commission received two presentations, the first from the Council’s previous external auditors KPMG and the second from the Council’s incoming auditors appointed by the Audit Commission.

The representative from KPMG, Greg McIntosh reported that the Report to those charged with Governance before the Commission was slightly outdated as it was

intended to be presented at the Commissions meeting in November 2007, but he had been unable to attend that meeting.

Mr McIntosh reported that there were no major issues of concern in the report, which demonstrated the high standards of financial accounting undertaken by the Council's officers. The report was essentially a tribute to the outstanding standards of financial accounting and reporting that had been undertaken. He informed Members that whilst the report in front of them showed an audit of the Council's accounts, Members would receive another report from KPMG that would give a fuller summary of the audit itself.

The Chairman thanked KPMG for all their work and input to the Council over the last 10 years and wished them well for the future. The Chairman also commended the work of the Council's finance officers in attaining this complimentary audit report.

The Chairman then invited Phil Sharman, District Auditor appointed by the Audit Commission, to address the Commission.

Mr Sharman reported that he would be taking over the external audit work that KPMG had been undertaking for the Council. He stated that he currently held responsibility for the external audit work of Bracknell Forest, Slough and Wokingham Borough Councils, Royal Berkshire Fire & Rescue Service and Berkshire East Primary Care Trust.

One of the fundamental principles of external audit was that auditors were appointed independently of the organisation. In the case of Bracknell Forest, the Audit Commission had appointed its own auditors. He informed Members that the audit fee had been pitched in line with the level of risk that they judged the Borough faced in 2007/08. This took account of the Council's Best Value Performance Plan, use of resources and the Council's Medium Term Financial Strategy. The Council was about to enter a £200m decision in the upcoming year and the risks associated with this had been taken into account.

He went on to say that each year the fee would differ for the Council based on the level of risk for that financial year. In 2006/07 Bracknell Forest had paid the third lowest fee in the Country, for 2007/08 this would increase significantly, from £215,000 to £273,500 due mainly to the increased risks faced by the Council. If the level of risk changed significantly during the year, the fee would be reviewed and adjusted accordingly, in consultation with the Council.

Mr Sharman stated that auditors had an important role to play in upholding the public interest and making sure that decisions were scrutinised sufficiently. They also played an important role in the stewardship of public resources and the corporate governance of public services, which was clearly also in the interests of the Council.

The Head of Finance reported that good practice encouraged the rotation of auditors every five years and therefore the Council was due to receive a change in its auditors.

A Member enquired why, given that Bracknell Forest received one of the lowest grant settlements in the Country, the audit fees had increased considerably, over the previous year. Mr Sharman stated that the Commission consulted widely on fees and this included consultation with the Government. The fees were pitched at a level proportionate to the duties of the organisation, the risks involved and the duties required of the auditor.

In response to Members' queries around why the Audit Commission had appointed its own auditors, Mr Sharman stated that the Audit Commission had a mixed market of supply. 70% of its audit work was carried out directly by the Audit Commission's auditors, whilst the remaining 30% was by firms contracted by the Audit Commission.

Members queried the auditor's planned work around health inequalities. Mr Sharman reported that he would be working with a range of organisations to assess health needs in Berkshire and would look at how effectively these needs were being met. This would involve a consideration of the effectiveness of the Council's function to scrutinise health issues. He would also be looking at the strengths and effectiveness of the various partnerships around health.

The Chairman thanked Mr Sharman for his thorough and informative presentation and for his responses to Members questions. The Chairman asked that Mr Sharman take back the Commission's concerns to the Audit Commission about the significantly increased fee and added that Members looked forward to working in partnership with him and his organisation in the future.

## **51. Performance Monitoring Reports (PMRs)**

The Commission were presented with two reports that considered the latest trends, priorities and pressures in terms of the second quarter (July to September) of 2007/08, for the Chief Executive's Office and the Corporate Services Department, respectively.

### Chief Executive's Office, Performance Monitoring Report

The Assistant Chief Executive reported that in terms of the Civic Hub, Stage D was soon to be approved.

He highlighted that whilst most objectives were on course for achievement, there had been four outcomes where delivery had not proceeded as planned:

- i) Internal Regeneration Strategy – work had been delayed, but a draft framework had been produced and would be considered at the next Executive Briefing.
- ii) Economic Development work – the Economic Partnership had not progressed due to a lack of resources, but this was now in progress.
- iii) Draft Older People's Strategy – this work had been delayed but was now back on track. A discussion paper was currently being circulated.
- iv) Restructure of Overview & Scrutiny to accommodate requirements of the Police and Justice Act. There had been a change in legislation which meant that this restructure would no longer be necessary.

In response to Members queries around the Local Area Agreement, the Assistant Chief Executive stated that the Council would need to choose up to 35 indicators. The number of indicators chosen did not have a bearing on the level of funding allocated.

Members asked if their strong concerns regarding the front elevations of the Civic Hub had been taken on board. The Assistant Chief Executive confirmed that Members' concerns had been taken on board and fed through to the design consultants. He undertook to arrange an additional evening briefing for Members around the Civic Hub.

The Assistant Chief Executive confirmed that the agreed layout of the Council Chamber had now been agreed as a flat floor with a dias. This had been Members' favoured option.

#### Corporate Services Department Performance Monitoring Report

The Director of Corporate Services provided a summary of the progress that the Department had made over the last quarter. She stated that consultation work on the Community Cohesion Strategy was now complete and that the results were being analysed. The Draft Race Equality Scheme had now been agreed in preparation for consultation. The Department had been heavily involved in the completion and costings of many of the work streams and business cases required for the new Civic Centre.

The Department had also continued to support the Town Centre Regeneration project, particularly in respect of Legal and Property Management.

The Director of Corporate Services highlighted that one of the problem areas for the Department had been risk management. It had proved difficult to recruit a Head of Risk Management and this had created serious implications for the Council's risk management work. She was pleased to report that an appointment had been made and there would be a Head of Risk Management in post by the end of January 2008.

She reported that lots of work had been carried out around assessment for transport, in particular Home to School Transport, to ensure that this work was carried out effectively. It was confirmed that actions supporting the Nottingham Declaration were recorded principally in the Environment and Leisure Department's PMR.

In terms of looking forward, the Director of Corporate Services outlined the following areas of work:

- Continuing work to support town centre regeneration
- Civic Centre planning
- Land disposals
- Safety assessments (Asbestos/Legionella)
- Balancing the budget 2008/09, programme to begin addressing the budget gap of £6.2m
- Joint arrangements to be reviewed by Bracknell Forest in consultation with other unitary authorities
- Banking contract tenders were currently being evaluated
- Corporate Risk Register
- New school buildings
- IT refresh and Strategy
- Restructuring
- Head of Audit & Risk Management to start 2008
- Development of Community Cohesion Strategy
- Bracknell Forest Homes
- Neighbourhood forums and action groups
- Merger of receptions, the Department would become responsible for all reception areas in council buildings across the town centre.
- Members allowances
- Review of polling districts
- Change of insurance brokers
- Developing the 3 year work programme for the Customer Contact Strategy.



The Chairman thanked the Assistant Chief Executive and Director of Corporate Services for their informative reports and looked forward to future reports.

**52. Corporate Performance Overview Report (CPOR)**

The Commission were presented with the Chief Executive's Corporate Performance Overview Report (CPOR) for the period July to September 2007/08. The Assistant Chief Executive reported that the CPOR looked across all the Council's services, paragraph 2.1 showed that 94% of actions towards Corporate Themes were on target.

He highlighted that the Audit Commission had rated Bracknell Forest as the 10<sup>th</sup> highest improver in the Country and that this boded well for the forthcoming Corporate Performance Assessment (CPA) gradings. He reported that the Council's Local Development Framework had been declared 'sound' by the Government's Inspector, after an examination in public. This was a significant milestone for the Council, as the first Council in the Thames Valley area and only the fifth in the South East to be declared as sound.

The Assistant Chief Executive reported that overall for the quarter, considerable work had gone into preparing for the CPA, Joint Area Review and related Children and Young People's Inspections. Despite this, the Council's key objectives had continued to be delivered.

During the quarter much work was done in preparing for the September Annual Review Meeting with the Commission for Social Care Inspection. The significant improvement in local adult social care services over the last twelve months was formally recognised in November with the publication of the 2007 star ratings. The Council was awarded two stars and in terms of performance ranked eighteenth in the Country. The foundations to push on towards three star status were in place.

Members asked for more information on CC01 (percentage of people who feel that people get on well in their local area) in future CPOR reports.

There had been a dip in terms of the Council's performance on road safety and this was being looked into. Performance in the area of road safety and road deaths and casualties was being addressed by a working group of the Environment & Leisure Overview & Scrutiny Panel, which had already been set up and had started work.

The Chairman thanked the Assistant Chief Executive for his report and stated that it would be interesting to see the next report arising from the CPA. He thanked all staff in adult social care for their work and commitment, which could be seen from the two star rating achieved by the Council. He felt this was excellent, given the Council's performance in this area two years ago.

**53. Corporate Services Budget Consultation**

The Commission were presented with a report that detailed Corporate Services draft budget proposals for 2008/09. The Chairman queried the increase in Landfill tax shown on page 49 of the report. The Head of Finance stated that this was as a result of an increased cost in disposal tonnage and was unavoidable.

Members asked if the commitment budget had been prepared without taking account of the housing stock transfer. The Head of Finance confirmed that stock transfer had correctly not been included.

Members queried design and print cost reductions and why they were only shown for one year. The Director of Corporate services reported that the design and print service was being used decreasingly by the Council and that its biggest customer was currently the Housing section. This may no longer be the case once the Housing function was transferred. The potential of increasing external use of the service was now being explored more widely.

Members queried the progress around externalisation of the transport function. The Director of Corporate Services stated that she was hoping to move this forward in April/May 2008. An assessment of need had to be completed by Social Care Officers before this work could be progressed.

#### **54. The Council's Budget Consultation**

The Commission considered a report in respect of the Council's draft budget proposals for 2008/09. The Chairman asked that the respective Chairman of each Overview & Scrutiny (O&S) Panel present their area of the budget to the Commission.

The Chairman of the Lifelong Learning and Children's Services O&S Panel, Councillor Mrs Birch, reported that her Panel had considered the draft budget proposals extensively.

She highlighted a number of areas. There had been some major problems with heating at Portman Close and as a result funding was needed to remedy this. School exclusions had dropped significantly showing that the funding committed to this area had been well spent. Income from CD/DVD rental at libraries had fallen. Page 71 of the report showed major school funding for schools, the Council had pledged to ensure that every school in the Borough was a good school. Some of the funding in this area had come from external sources. One of the major areas of funding had been the complete refurbishment of a school kitchen.

The Chairman of the Environment & Leisure O&S Panel, Councillor Brunel-Walker, reported that the increased costs around the waste Private Finance Initiative and Landfill tax had created the greatest areas of unavoidable additional costs.

Councillor Worrall queried how much funding remained in the tree works budget after the reduction of £25,000, officers agreed to provide Councillor Worrall with a response.

Members asked for clarification around whether Bracknell Forest bus passes used by pensioners could be used to travel nationally and were valid before 9.30am.

Councillor Brunel-Walker reported that the Licensing and Safety Committee would be considering taxi fees for the Borough in late January 2008.

The Head of Performance and Scrutiny drew Members attention to the Environment and Leisure fees and asked Members to note that a number of corrections would need to be made to the report before it was submitted to the Council. At present, some fees had been reduced to exclude VAT, whereas not all fees attracted VAT.

Councillor Browne Chairman of the Adult Social Care and Housing Panel stated his Panel had examined the budget proposals. Members queried whether fees charged

to the Adult Social Care section were levied on an hourly or weekly basis and this would be clarified in the budget report to Council.

Members noted that the work being undertaken by the I.T section had been excellent over the past year, in particular the transfer of the server farm to Time Square.

The provision of additional resources in the budget to support the Overview and Scrutiny function was sought.

The Chairman concluded that Overview and Scrutiny had carried out the function of scrutiny of the 2008/09 budget proposals responsibly and thoroughly. He summarised the Commission's final comments as follows:

1. The budget proposals were consistent with the Council's Policies and Objectives.
2. The budget proposals were generally clear and understandable.
3. There were no budget proposals that were unacceptable.
4. The Executive should consider the comments made by the Commission on specific issues in the budget concerning, trees, VAT, concessionary fares, Adult Social Care fees and support for the Overview & Scrutiny function; and take action or advise appropriately.

#### **55. Draft Report of the Medium Term Objectives Working Group**

The Commission were presented with a draft report from the Medium Term Objectives Working Group. Councillor Thompson reported that a letter from the Working Group had been sent to both the Leader and the Chief Executive giving its preliminary appraisal of the MTO statement with particular reference to the Bracknell Forest Sustainable Community Plan. This letter was also considered by the Executive, who subsequently took on board almost all of the points raised in the letter, with satisfactory explanations for the remainder and were thanked by Councillor Thompson for doing so.

The Chairman thanked in particular Mr Sharland, the Parent Governor Representative on the Commission, for his contribution to the process.

The Commission approved the report for transmission to the Executive under cover of a letter to be signed by the Chairman.

#### **56. Overview and Scrutiny Quarterly Progress Report**

The Commission received an information report on the progress of the Overview and Scrutiny function that had been produced for and had been well received by the Corporate Management Team (CMT). The Chairman explained that he felt a report of this kind was significant and conveyed to the wider audience how Overview and Scrutiny operated across the Council. He had asked for it to be submitted to all Scrutiny Panels and the Commission from now on.

The Chairman expressed concern that the Overview & Scrutiny officer team was a very small team, with limited resources, and was now under some pressure from the Reviews now being undertaken. He stated the support O&S Working Groups received from this team in the past was and continued to be excellent.

#### **57. Updates from Panel Chairmen**

Lifelong Learning and Children's Services Overview & Scrutiny Panel

Mrs Birch reported that the Working Group reviewing English as an additional language was progressing its work and had begun to visit schools having met seven Brakenhale students to date. The Extended Services and Children's Centres Working Group was also successfully progressing its work in this area.

Adult Social Care and Housing Overview & Scrutiny Panel

Councillor Browne reported that this Panel had undertaken some linked work with extended schools and that this and other work was progressing well.

Health Overview & Scrutiny Panel

Councillor Browne reported that the Joint East Berkshire Health Overview & Scrutiny Committee would be working with South Buckinghamshire County Council to create a joint response to the NHS Right Care, Right Place statutory consultation.

Environment and Leisure Overview & Scrutiny Panel

Councillor Brunel-Walker thanked officers for their on-going presentations to date to the Panel's Working Groups. The Waste Review Working Group had received a very detailed and informative presentation on waste collection and disposal. The Commission Chairman commented that his information was that the Town and Parish Councils were pleased to have been invited to join the Panel's two working groups.

**58. Executive Forward Plan**

The Chairman referred to page 111 of the report, that related to the Local Area Agreement (LAA). He stated that the Commission had been invited to make a response to this area of work and suggested that a working group be appointed by the Commission to do this.

The Commission agreed that Councillors, Beadsley, McLean, Worrall and the Chairman be appointed to work on a response to the LAA/Community Strategy review consultation which had been requested by 10<sup>th</sup> February 2008. The Chairman informed Members that the Assistant Chief Executive had kindly offered some of his time to assist the Working Group.

**CHAIRMAN**

## OVERVIEW AND SCRUTINY COMMISSION 13 MARCH 2008

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### INTERNAL AUDIT PLAN 2008/09 (Borough Treasurer)

#### **1 PURPOSE OF REPORT**

- 1.1 To seek the Overview and Scrutiny Commission's approval for the proposed Internal Audit Plan 2008/09.

#### **2 SUPPORTING INFORMATION**

##### Background

- 2.1 The Accounts and Audit (Amendment) (England) Regulations require local authorities to "maintain an adequate and effective system of internal audit of its accounting records and of its systems of internal control in accordance with the proper practices in relation to internal control." The Borough Treasurer, as Section 151 Officer, has statutory responsibility for ensuring this requirement is met.
- 2.2 The regulations require conformance with the CIPFA Code of Practice for Internal Audit in Local Government which defines internal audit as follow:-
- "Internal Audit is an assurance function that provides an independent and objective opinion to the organisation on the control environment 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."
- 2.3 Internal Audit's strategy must be to meet the requirements of legislation and also to add value by assisting management to achieve its objectives. This work, however, must be undertaken against a background of the resource constraints that the Council is facing and is likely to continue to face into the foreseeable future.
- 2.4 More specifically, Internal Audit aims to: -
- satisfy the legal requirements of a Local Authority Internal Audit Service, including maintaining an 'adequate and effective' audit of the Council's accounting records and providing an annual opinion on the adequacy of the Council's control environment
  - examine, evaluate and report independently and objectively on the adequacy of management's arrangements to secure the proper use of resources (economy, efficiency and effectiveness)
  - assist management in achieving its objectives, managing its risks and establishing and maintaining adequate systems of internal control
  - assist management in securing proper controls in new and revised manual and computer systems
  - assist management, where appropriate, in the investigation of alleged fraud, theft, corruption or other irregularity

- ensure External Audit can continue to place reliance on Internal Audit's work, to avoid duplication and minimise audit fees.

### Audit Planning

- 2.5 There have been important changes over the last few years, which influence significantly the internal audit planning process. These include, in particular, the increased profile of many aspects of corporate governance: -
- the rise of risk management and the ability, where risk management is properly embedded, to base much of the audit plan on risks identified by management
  - the Annual Governance Statement (AGS) which replaces the Statement on Internal Control (SIC) from 2007/08. The AGS broadens reporting requirements of the SIC by focusing on the overall governance environment. The Annual Head of Internal Audit Opinion provided to those charged with governance supports the AGS by reporting on the adequacy and effectiveness of the organisation's control environment.
  - the External Audit focus on Performance Management, which requires increased Internal Audit review of the corporate and local arrangements for Service Planning, Performance Indicators etc.
  - the requirements of the Comprehensive Performance Assessment (CPA), which requires better and better performance to maintain our current score. Of particular relevance to Internal Audit is the 'use of resources' judgement which feeds into the CPA and which includes a section on Internal Control.
- 2.6 The draft Internal Audit Plan has been developed to focus on those areas of the Council's business that have the greatest influence on the achievement of its objectives. Factors that have been taken into account include:
- Council objectives/priorities
  - Risks identified in the Strategic Risk Register
  - Financial factors – income, expenditure, number/value of transactions
  - Human resource issues – areas of high/low staff turnover, vacancies, new staff in senior positions e.g. headteachers
  - Local knowledge – areas where performance is poor or where limited assurance opinions have been given in the past
  - Changes to regulations
- 2.7 In addition to the above, Internal Audit must also have regard to the requirements of External Audit and undertake some probity work to ensure that the responsibilities of the Section 151 Officer are fulfilled. The draft Internal Audit Plan for 2008/09 therefore includes a range of the more traditional system based audits and anti fraud work. One of the outcomes of this revised approach is that more audits are of a cross-cutting nature ('Corporate Themes').
- 2.8 The proposed Internal Audit plan 2008/09 is attached at Annex A. The aim is to deliver a total of 806 audit days, predominantly through the Council's contractor, Deloitte. The number of days and their timing will need to remain flexible as the precise scope of each audit is agreed and in order to respond to significant developments during the year. If any major changes to the plan are deemed necessary these will be discussed with those members nominated by the Commission to have specific responsibility for audit matters and reported to the Commission in the regular Internal Audit assurance reports.

- 2.9 Departments, Corporate Management Team, External Audit and the Council's contractor, Deloitte, have all been consulted on the contents of the 2008/09 Plan. The approval of the Commission, in its capacity as the Council's Audit Committee, is now requested so that the plan can be finalised and published.

Contact for further information

Sally Hendrick – 01344 352092

sally.hendrick@bracknell-forest.gov.uk

Doc. Ref

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## ANNUAL INTERNAL AUDIT PLAN 2008/09

### SUMMARY OF AUDIT DAYS & RESOURCE ALLOCATION

Directorate			Q1	Q2	Q3	Q4
	2007/08	2008/09				
Chief Executive	0	7	0	7	0	0
Corporate Themes	161	120	16	41	28	35
Corporate Services	328	338	25	70	197	46
Education, Libraries & Children	161	178	94	32	0	52
Environment & Leisure	109	102	35	20	20	27
SS&H	132	97	17	39	15	26
<b>Total Days</b>	<b>891</b>	<b>842</b>	<b>187</b>	<b>209</b>	<b>260</b>	<b>186</b>

Includes 192 computer audit days

### RESOURCE ALLOCATION 2008-09

Provider	
D & T	792
<i>In house</i>	<i>50</i>
	<b>842</b>

In plan in red

# ANNUAL INTERNAL AUDIT PLAN 2008/09

## CORPORATE THEMES

Audit Area		Q1	Q2	Q3	Q4
	2008/09				
Council Restructuring	10		10		
Data Quality & BVPI's	10		10		
Corporate & Ethical Governance	8				8
Data Protection/Freedom of Information	5	5			
Health & Safety	7				7
Voluntary Sector Grants	5				5
Partnerships & Local Area Agreements	10			10	
Contracting & Procurement	10				10
CRB Follow up of 07/08 recs.	3		3		
Follow up of higher risk audits	12	6	3	3	
Hospitality registers	5	5			
IN HOUSE					
<i>Anti-Fraud &amp; Corruption - review &amp; promotion</i>	<i>10</i>			<i>10</i>	
<i>Transfer of Housing Stock</i>	<i>10</i>		<i>10</i>		
<i>Town Centre Re-development</i>	<i>15</i>		<i>5</i>	<i>5</i>	<i>5</i>
<b>TOTAL DAYS</b>	<b>120</b>	<b>16</b>	<b>41</b>	<b>28</b>	<b>35</b>

**ANNUAL INTERNAL AUDIT PLAN 2008/09****CHIEF EXECUTIVES**

<b>Audit Area</b>		<b>Q1</b>	<b>Q2</b>	<b>Q3</b>	<b>Q4</b>
	<b>2008/09</b>				
Print & Design Services	7		7		
<b>TOTAL DAYS</b>	<b>7</b>	<b>0</b>	<b>7</b>	<b>0</b>	<b>0</b>

# ANNUAL INTERNAL AUDIT PLAN 2008/09

## COMPUTER AUDITS

	Directorate		Q1	Q2	Q3	Q4
		2008/09				
AGRESSO (Application) F/up	CS	5			5	
Payment Portal System	CS	8				8
Customer Relations. Management (f/up & change)	CS	6				6
Departmental PC Controls	CS	10	10			
Modern.Gov	CS	8		8		
E-mail Security & Internet Review	CS	14		14		
Forestcare Systems	SS & H	8				8
IT Procurement/Acquisition	CS	10			10	
Leisure Management System	E&L	8	8			
Network Review & Security (inc. Acc. Cont)	CS	15		15		
Payroll & Personnel System F/up	CS	5			5	
Pericles (Hsg. Ben, C Tax & NNDR) F/up	CS	5			5	
Software Licensing Review	CS	8		8		
Webroster (Careworkers)	SS&H	8	8			
BACSTEL (b/f from 07/08)	CS	5		5		
Change Control	CS	8			8	
Anti-virus/spyware/adware	CS	8	8			
Intergrated Children's Services (new system)	E,C & L	12				12
Uniform Planning	E&L	12	12			
e+ New system March 08 (b/f 07/08)	E&L	12			12	
Horizon Library IT System F/up	E,C & L	5				5
CLERIC - New Transport system	CS	12				12
<b>TOTAL DAYS</b>		<b>192</b>	<b>46</b>	<b>50</b>	<b>45</b>	<b>51</b>

## ANNUAL INTERNAL AUDIT PLAN 2008/09

## CORPORATE SERVICES

Audit Area		Q1	Q2	Q3	Q4
	2008/09				
<b>Customer Services</b>					
Cashiers	15			15	
Council Tax	15			15	
NNDR	10			10	
<b>Finance Services</b>					
Bank and Reconciliations	15			15	
Budgetary Control	10			10	
Capital Accounting and Fixed Assets	10			10	
Creditors	15			15	
Debtors	15			15	
Treasury Management	7			7	
Payroll	15			15	
Main Accounting	15			15	
Review points & add. work key systems	25			25	
VAT	10				10
<b>Human Resources</b>					
Sickness recording & reporting	5		5		
<b>Transport</b>					
Fleet & Vehicle Workshop	7	7			
Transport (all services)	10				10
<b>Democratic &amp; Reg. Services</b>					
Members Expenses (Ltd 07/08)	7			7	
Registration Ser. (Ceremonies & Certificates)	5		5		
<b>Information Technology Services - Computer Audits</b>					
AGRESSO (Application) F/up	5			5	
Payment Portal System	8				8
Customer Relations Management f/up & change	6				6
Departmental PC Controls	10	10			
E-mail Security & Internet Review	14		14		
Anti-virus/spyware/adware	8	8			
IT Procurement/Acquisition	10		10		
Network Review & Security (inc. Acc. Cont)	15		15		
Payroll & Personnel System F/up	5			5	
Pericles (Hsg. Ben, C Tax & NNDR) F/up	5			5	
Software Licensing Review	8		8		
Change Control	8			8	
BACSTEL (b/f from 07/08)	5		5		
Modern.gov	8		8		
CLERIC - New Transport system	12				12
<b>TOTAL DAYS</b>	<b>338</b>	<b>25</b>	<b>70</b>	<b>197</b>	<b>46</b>

# ANNUAL INTERNAL AUDIT PLAN 2008/09

## EDUCATION, LIBRARIES & CHILDREN

Audit Area	2008/09	Q1	Q2	Q3	Q4
<b>Performance &amp; Resources</b>					
ICT Services inc. procurement/recharge	5		5		
PLASC/School census	10	10			
<b>Learning, Achievement &amp; Libraries</b>					
Capital exp. Garth Hill Project	7	7			
School Improvement (process for allocation)	5	5			
Governor Services	5		5		
<b>Schools</b>					
Warfield Primary	3	3			
St. Michaels's Sandhurst	5	5			
St. Joseph's R C Primary	3	3			
Owlsmoor Primary	3	3			
Holly Spring Junior (inc. s/ware lic.& ordering)	5	5			
Crownwood Primary	3	3			
College Town Infant	3	3			
Birch Hill Primary	3	3			
Binfield Primary	3	3			
Ascot Heath Junior	3	3			
Harmanswater (Ltd 07/08)	3	3			
Kennel Lane (Ltd 07/08)	3	3			
Garth Hill	5	5			
Edgebarrow	5	5			
St. Michael's Easthampstead (b/f from 07/08)	3	3			
School review/booking time	8	8			
<b>Libraries</b>					
Libraries	10				10
<b>Children's Social Care</b>					
Foster Carers (new payment structure)	5				5
Children (Disabled)	10				10
SEN - Statementing Process & Provision	5		5		
Youth Offending Service	5		5		
<b>Children&amp; Fam. Access &amp; Inclusion</b>					
Youth Services	5				5
Early Years (Family Tree Nursery)	3	3			
Rowan Children's Centre (new)	5		5		
Foxhill Children's Centre	5				5
<b>Computer Audits - none</b>					
ICS	12				12
Horizon Library IT System F/up	5				5
<b>IN HOUSE</b>					
<i>FMSiS</i>	<i>10</i>	<i>8</i>	<i>2</i>		
<i>College Town Junior School</i>	<i>5</i>		<i>5</i>		
<b>TOTAL DAYS</b>	<b>178</b>	<b>94</b>	<b>32</b>	<b>0</b>	<b>52</b>

# ANNUAL INTERNAL AUDIT PLAN 2008/09

## ENVIRONMENT & LEISURE

Audit Area		Q1	Q2	Q3	Q4
	2008/09				
<b>Cultural &amp; Visual Environment</b>					
Landscape Services (inc. Binfield House Nursery)	7				7
<b>Planning &amp; Transport</b>					
Parking (on and off street)	5				5
Development Control	5				5
<b>Environment &amp; Public Protection</b>					
Cemetery & Crematorium	5		5		
Pest & Dog Control	5		5		
Emergency Planning	5		5		
Waste Management	5				5
Highways (Main Contractor -inc. street cleansing & road gully service)	10	10			
<b>Leisure Services</b>					
Cash Spot Checks (BLC, CR & DG)	3			3	
The Look Out	5	5			
Coral Reef inc. catering	5		5		
Easthampstead Park Conference Centre inc. catering	5				5
Downshire Golf inc catering	5			5	
<b>Computer Audits</b>					
UNIFORM Planning System	12	12			
Leisure Management System	8	8			
e+ New system March 08 (b/f 07/08)	12			12	
<b>TOTAL DAYS</b>	<b>102</b>	<b>35</b>	<b>20</b>	<b>20</b>	<b>27</b>

# ANNUAL INTERNAL AUDIT PLAN 2008/09

## SOCIAL SERVICES & HOUSING 2008/09

Audit Area		Q1	Q2	Q3	Q4
	2008/09				
Adult Social Care Imprests	5		5		
Modernisation Agenda	10		10		
<b>Community Care</b>					
Mental Health (Day Services)	7		7		
Short Term Care	7		7		
Older People & PD - Residential	7				7
Section 31 (Aids & Adaptions)	5				5
Financial Assessment & Benefits Checks	5		5		
<b>Sustainable Communities</b>					
Housing Applicant Services	5		5		
Hsg./C Tax Benefits	15			15	
<b>Establishments</b>					
Bracknell Day Services (was BROCC)	3	3			
Downside Resource Centre	3	3			
Heathlands Day Centre	3				3
Waymead Short Term Unit	3				3
The Look In	3	3			
<b>Computer Audits</b>					
Webroster New IT System (Care Workers)	8	8			
Forestcare Systems	8				8
<b>TOTAL DAYS</b>	<b>97</b>	<b>17</b>	<b>39</b>	<b>15</b>	<b>26</b>





# **Performance Monitoring Report**

## **Chief Executive's Office**

**3<sup>rd</sup> quarter October – December 2007/08**

Portfolio holder: Paul Bettison, Leader of the Council  
Assistant Chief Executive: Victor Nicholls

## Section One: Executive Summary

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Key activities this quarter included:


- The CPA Corporate Assessment inspection visit and follow up actions.
- Revised permission (s73 application) approved for the town centre.
- No call in by the Secretary of State of the revised town centre application. No High Court challenge by third parties to the grant of permission.
- Preparation of evidence for the Town centre compulsory purchase order inquiry
- Negotiation with occupiers and landowners to overcome objections to the compulsory purchase order
- Development of Civic Hub designs to RIBA Stage D.
- Development of Time Square refurbishment plan to equivalent of RIBA Stage D
- Planning application for Combined Heat and Power (CHP) for Time Square and Civic Hub submitted and permission granted.
- The Council won two Gold awards in the Chartered Institute of Publications Relations regional awards (Thames and Chiltern area): The best internal communications for the launch of the staff intranet, BORIS; The best public sector campaign for ABC.
- The Communications and Marketing team agreed to lead on communications for the Re3 partners on the project to redevelop Longshot Lane civic amenity site.
- All performance indicators for which the CEx office is responsible are in the top quartile nationally (where comparable data is available)
- Neighbourhood Action Groups have been reviewed and a new format agreed with partners. Implementation is now taking place
- Progressing with Members the work of 15 Overview and Scrutiny (O&S) Working Groups, in addition to on-going work in the O&S Commission and Panels
- Started Community Grant Aid (Voluntary Grants) process
- Completed Community Grants process, completing 2<sup>nd</sup> quarter reporting from voluntary organisations
- Neighbourhood Action Groups (NAG's) now rely on public questionnaire (sent to every household in the borough) as well as public meetings to identify issues
- Analysis of Borough wide survey on neighbourhood priorities was undertaken and results fed into second round of NAGs
- First draft of Community Cohesion strategy produced and taken to Bracknell Forest Partnership (BFP) Board
- Major community event held in November to identify priorities for the revised Sustainable Community Strategy
- Ongoing development of the new Local Area Agreement (LAA)
- As Part 2 of the Fear of Crime Survey, the Bracknell CDRP commissioned university research to identify the levels of fear of crime and anti-social behaviour. Over 5100 questionnaires were sent to households and over 800 were returned. The results of this survey should be presented in the Spring 2008.

- The CDRP is finalising its first Strategic Assessment which comprises an audit of the key community area concerns in Bracknell together with a list of priorities which will inform the Partnership Plan due on 1 April 2008.
- A Drug House Protocol and Information Exchange Protocol have been updated by the CDRT and are currently nearing completion.
- BCS Crime is currently 19.5% down on the same period last year with the current projection being that BCS crime will end on 20.6% down at year-end.

## Section Two: Progress against Service Plan

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The Chief Executive's Office Service Plan contains 72 detailed actions to be completed in support of the 12 Corporate Themes for 2007/08. Annex A provides information on progress against each of these detailed actions; overall 66 actions are anticipated to be achieved or already have met targets , whilst only three are causing some concern . There are also three actions where the responsibility has moved to another department or is no longer required.

The three actions that are causing concern  relate to:

- Internal regeneration strategy for town centre. This was delayed due to resource pressures related to the sign off of Stage C of the civic hub. The draft framework for the strategy was presented to the Executive at its briefing on 6 November. Internal and stakeholder Consultation is due in February 2008, and the draft strategy will be ready for approval by the end of March 2008.
- Economic development – a list of all existing economic activity was due to be compiled with a view to assessing whether to launch an Economic Partnership. This target is now superseded by the formation of a multi-agency officer group. Work is ongoing to combine this group with the existing Lifelong Learning Partnership, to form a new Economic Development and Learning Partnership. Good progress is now being met. New work is ongoing to respond to the Government's recent Sub-National review of Economic Development. One key area is helping to shape a new Berkshire-wide economic development board.
- Older Persons Strategy – the original timetable will not be met due to competing pressures and loss of staff. A discussion paper was published before Christmas; work is now progressing well and a draft strategy will be presented to the Executive in April 2008.

## Section Three: Resources

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### Staffing

See Annex B for more detailed information

### Budget

See Annex C for more detailed information

### Revenue

See commentary in Corporate Services Department Performance Monitoring report

### Capital

See commentary in Corporate Services Department Performance Monitoring report

### Complaints

Stage	Number of complaints in the quarter	Specific commentary on complaints
1	0	N/A
2	0	N/A
3	0	N/A
Ombudsman*	0	N/A

\*The Chief Executive's Office were involved in responding to 5 Ombudsman complaints affecting Service Departments during quarter 3.

### Internal audit assurances

(Where internal audit carried out with limited or no assurance)

Service area	Issues with limited or no assurance and remedial action to be taken
	No Internal Audit Reports affecting the Chief Executive's Office were issued in quarter 3

## Section Four: Forward Look

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Key activities during the next quarter:

- Approval of Civic Hub RIBA stage D and commencement of RIBA Stage E
- Procurement and selection of primary contractor for civic hub
- Completion of CHP designs
- First site analysis of CAB and New Hope relocations completed
- Finalising the CPA Corporate Assessment and Direction of Travel Reports, and preparing the improvement plan.
- Ongoing development and preparation of the Sustainable Community Strategy
- Ongoing development of the LAA for 2008/09
- Continue to support the Overview and Scrutiny process, including 16 Working Groups
- Continue to develop the Economic Development and Learning Partnership
- Voluntary Sector Codes of Good Practice report to Executive
- Strategic Assessment of Crime & Disorder within the Borough to be completed followed by new 3 year Crime & Disorder Plan
- Co-ordinate preparation of all quarterly Performance Monitoring Reports, prepare 3<sup>rd</sup> quarter Corporate Performance Overview Report
- Prepare quarter 3 LAA performance monitoring report
- Progress the town centre Compulsory Purchase Orders including giving evidence at the public inquiry in February.
- Facilitate the Town Centre Partnership
- Preparation of Community Cohesion Strategy
- Proposals for new IT system for performance management for the Council
- Working with other Berkshire councils and SEEDA to respond to the Sub National Review of Economic Development.

### Communications








- Town & Country - the next edition is due to be published at the beginning of March.
- RE3 – lead the implementation of the Communications plan for the Longshot Lane civic amenity site redevelopment.
- Bracknell Forest Homes launch – plan the joint event and associated activities with Bracknell Forest Homes
- Update key publications: Street map and A-Z of services.
- Welcome Pack – produce a new borough-wide pack with partners for all residents new to the area.
- Bracknell Forest Partnership Communications – Update communications plan and produce forward calendar of events.
- Bracknell town centre regeneration – implement joint communications strategy with BRP. Implement Civic hub communications plan and support town centre events.

- Forest views – produced monthly as per schedule.
- Corporate messages – produce monthly.

## Annex A: Progress against detailed actions from Service Plan

### Corporate Theme 1: Promote the sustainable development of Bracknell Forest

#### Key Action/ Outcome: 1.1 Lead the regeneration of Bracknell Forest Town Centre

Action 1.1.1: Draft and consult on internal regeneration strategy, based on Town Centre workstreams		Draft framework produced for November Executive Briefing. Stakeholder and internal consultation due February 08. Draft Strategy for approval by end March 2008.
Action 1.1.2: Approve and agree detailed design for Civic Hub		Stage D was received from the developers but to a standard to enable approval and commencement of next design stage. Still on target to meet March deadline.
Action 1.1.3: Support relocation of town centre users displaced by regeneration plans		Further investigation to relocation of CAB and New Hope has been ongoing. Site analysis started
Action 1.1.4: Support development of third party sites		Enid Wood House, 3M, Camp Moss and the market negotiations ongoing. Application submitted for Enid Wood House.
Action 1.1.5: Ensure Members and Scrutiny Function are involved in the development of the Town Centre		On going. O&S members decided not to include this in their 2007/08 work programme. Members updated regularly through Performance Monitoring Reports from CEx Office and Corporate Services department.
Action 1.1.6: 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		Ongoing implementation of over-arching strategy and specific projects.
Action 1.1.8: Draft Town Centre management strategy, including Keeping Bracknell Town Centre alive during the redevelopment , ready for consultation		Partnership established. Further meeting set up in February for main steering group and smaller action group meetings set up for January to further discuss ideas that came out of







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



Action 1.1.9: Develop with BFP a clear statement for carbon reduction in the town centre		November's meeting and business planning workshop. Report on potential for renewables in town centre commissioned and completed, to inform future work.
<b>Key Action/ Outcome: 1.5 Deliver the Council's LAA agreement commitments to support economic development and enterprise</b>		
Action 1.5.1: Through the BFP, facilitate the LAA commitments to support economic development and enterprise		Most of the detailed actions are progressing satisfactorily, and initial progress on the envisaged Economic Theme Partnership is underway. See commentary above.
Action 1.5.2: Undertake research into the economic profile of the borough		Completed and presented to the BFP board.
Action 1.5.3: Compile list of economic development activity already occurring, and subsequently consider launching an Economic Partnership		Some information held but incomplete. The Economic Development and Learning Partnership has started to be formed and is making good progress. This target superseded as a consequence. Considerable work ongoing to respond to the Sub National Review of Economic Development.

## Update on Strategic risks identified from Service Plan

<b>Risk identified</b> <small>[indicate whether Service Plan or new]</small>	<b>Update</b>
Delay in CPO programme	No change to risk profile
Reliance on third party decisions and prevailing market conditions	No change to risk profile
Internal capability	No change to risk profile
Member capacity	No change to risk profile
Changing national priorities and government policy	Sub National Review of Economic Development has required joint working with other Berkshire Councils and SEEDA, which was not planned for when the current Service Plan was drafted. Capacity



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

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

Key Action/ Outcome: 1.1 Implement the outcome of the housing stock options ballot of Council tenants

Action 1.1.1 Develop and implement internal and external communications plan for housing stock transfer.		Joint plan agreed with Bracknell Forest Homes. Implementation ongoing
Action 1.1.6: 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		Ongoing implementation of over-arching strategy and specific projects eg. civic hub communications plan.

## 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





Action 3.1.1: Restructure the Safer Community Team		Complete
Action 3.1.2: Ensure that Community Safety issues are addressed in the town centre regeneration, through the production of a strategy		Closer links with the regeneration team through relocation within CEx office. Regular meetings with Regeneration Officers, closer working with Bracknell town centre businesses have been developed. Regular meetings held with the development of town centre CCTV. No specific strategy produced to date although on track.
Action 3.1.3: Implement and review the Safer		Most of the actions of the 2005 – 08 Safer Communities



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




Communities Strategy (CPA)			
Action 3.1.4 Support the development of Neighbourhood Policing arrangements including the use of Police Community Support Officers for reassurance patrolling (Community Plan)			Strategy have now been completed. The crime & disorder agenda has moved on in the three years and the CDRT are now preparing the draft Community safety Plan for 2008 – 11. All NAGs and Neighbourhood Forums now established. CDRT supports the NAGs & Forums wherever possible. Contributions are made to the deployment of the PCSOs to meet the needs of both council and the police.
Action 3.1.5; Undertake at least three initiatives each year with Crimestoppers (Community Plan)			<p>Crime stoppers initiatives have been used in the following during 2007:</p> <ul style="list-style-type: none"> <li>• CS criminal damage signs in Great Hollands</li> <li>• CS promoted at EP School during the Damilola Taylor Trust presentation. Maggie Cannon also attended.</li> <li>• CS info in ALL Larceny packs; over 2,500 distributed so far</li> <li>• CS info in 40,000 letters distributed to residents before Xmas (burglary prevention)</li> </ul> <p>CS promoted during week of action, in particular at The Meadows</p>
Action 3.1.6 Encourage crime deterrent schemes in public car parks such as car valeting and security guards to reduce car crime (Community Plan)			Security guards have been employed at the three council car parks, the Look Out, Coral Reef and the Leisure Centre. There has been a marked reduction in Theft from Vehicles from these locations since the guards started in June 07
Action 3.1.7: Work with Bracknell Chamber of Commerce to protect business staff from violence (Community Plan)			Bracknell Chamber of Commerce have been consulted on this matter. They have conducted their own survey and work has been done with them to promote resources to address domestic violence among their staff.








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

Action 3.1.8: Use preventative and rehabilitative initiatives to reduce offending by Prolific and other Priority Offenders. (Community Plan)		There was a cohort of 14 PPOs in 2005. The data on their level of offending is collected annually and the indications are that there will be a reduction over the 3 year period.
Action 3.1.9: Work with partners to reduce vehicle crime and provide diversionary activities		Auto crime (theft of & theft from M/V) is on course to reach its 3 year community safety strategy reduction target but is likely to fall short of its LPSA 2 target. Theft from motor vehicle offences are on course to reach the LPSA target
Action 3.1.10: Implement the Domestic Violence Strategy to comply with BVPI 225		All 11 indicators of BVPI 225 have been met with the exception of the statement to be contained within tenancy agreements. This will be met by the adoption of the Bracknell Forest Homes TA to be introduced in Feb 08. BVPI 225 is to be discontinued at the end of this year (2007 – 08)

#### Key Action/ Outcome: 3.21 Seek to reduce the fear of crime in the Borough




Action 3.2.1: Undertake University based research into fear of crime		The second phase of the Fear of Crime research has been undertaken and the data is currently being evaluated. The results will be published in the spring of 2008
Action 3.2.2: Host a conference on negative perceptions of crime and alcohol misuse		Perceptions of Crime / Alcohol conference held at the Grange Hotel Bracknell on 17 <sup>th</sup> May 2007
Action 3.2.3 Ensure community cohesion questions are included in consultations and used as part of an evidence base for prioritising interventions to promote community cohesion.		Undertaken October 07 as part of cross-borough NAG consultation.
Action 3.3.3 Prepare annual report for community cohesion strategy		Complete. Report received by Executive in December. Due to go to BFP in January 08.
Action 3.5.1 Community Engagement – as per Corporate		Work is ongoing in this area.



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







Services Department Service Plan – CEX office to advise and assist			
Action 3.5.2: Monitor Voluntary Sector grants on a quarterly basis		Ongoing	
Action 3.5.3: Produce plan to secure delivery of LAA target on volunteering and engagement, specifically: <ul style="list-style-type: none"> <li>• Special Constables and school governors</li> <li>• Informal volunteering rates</li> </ul> Helping residents to influence decisions		Special Constable and School Governor numbers exceeding planned target profile. Other targets to be measured in BVUSS 2009. Third neighbourhood speedwatch initiative launched Dec 07.	
Action 4.1.1: In collaboration with the Youth Service and BRP, identify options for youth provision and inclusion in the town centre		Officers following up meeting with Youth coordinator, in March 08. Ongoing talks have taken place with various interested individuals in Connexions, Youth Forum, Education, Children's Services and 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

Performance	Indicator Reference	Performance Indicator	Performance to date	Target for 2007/08	National quartile comparison	Comments
	BV 2a	The level of the Equality Standard to which the Authority conforms in respect of gender, race and disability	Annual indicator	Level 2 working towards Level 3	n/a	06/07 outturn was Level 2
	BV2b	Quality of the Race Equality Scheme (RES) and the improvements resulting from its application	84%	95%	Top	The Racial Incidents Advisory Forum (RIAF) meets monthly and includes representation from all minority groups. It reports into the Corporate Cohesion Group (BFBC) and is still developing.
	BV126	Domestic burglaries per 1000 households	7.02	6.87	Top	Forms 1 of the sub-priorities of the CDRP Strategic Assessment under Reducing Crime.
	BV127a	Violent crime per 1000 population	12.93	15.72	Top	
	BV127b	Robberies per 1000 population	0.37	0.24	Top	Many of these are random with no pattern and mostly involve young victims & offenders. Work continues in schools to encourage personal safety.
	BV128	Vehicle crime per 1000 population	6.54	10.12	Top	

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

	<b>BV174</b>	<b>Racial incidents recorded</b>	<b>9</b>	<b>30</b>	<b>n/a</b>	<b>Below target. 4 incidents took place this quarter, 3 of which were within Bracknell Schools.</b>
	<b>BV175</b>	<b>Racial incidents resulting in further action</b>	<b>100%</b>	<b>100%</b>	<b>Top</b>	<b>All actioned.</b>
	<b>BV225</b>	<b>Actions against domestic violence</b>	<b>90%</b>	<b>100%</b>	<b>n/a</b>	<b>Only 1 indicator outstanding: DV statement to be contained within tenancy agreement which will be met by the adoption of the Bracknell Forest Homes Housing Association in February 2008. BVPI 225 is to be discontinued from 2008/09.</b>








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



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

Action 5.1.1: Consult partners and deliver a health and well-being strategy for the Borough		Complete
Action 5.1.2: Review options with the Berkshire East Primary Care Trust to increase provision of health facilities in the borough		On going discussions and brief prepared.
Action 5.1.3: Contribute input from Overview and Scrutiny to the annual 'Healthcheck' declarations by the 4 NHS Trusts		Action for early 2008 (Completed on time in 2007)
Action 5.1.4: Support Overview and Scrutiny Working Groups on: Healthcare Funding; Patient Focus; Health Strategy; and Extended Schools/Childrens Centres		All working groups being supported, including additional groups to those cited.
Action 5.1.5 : Support health scrutiny members (both BFBC and Joint East Berkshire) in making an effective contribution to debate about and consultation on local health provision		Ongoing

Key Action/ Outcome: 8.16 Finalise and begin implementation of a comprehensive council wide strategy for older people

Action 8.16.1: Prepare draft Older People's Strategy		Timetable slipped due to competing pressures and loss of staff. Work now progressing well. Discussion paper approved by Executive in December 2007. Stakeholder consultation ongoing. Draft strategy to Executive in April 2008.
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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



## Corporate Theme 9: Create and maintain a quality environment

Action 9.2.1: Revise RE3 Communications Strategy with Wokingham and Reading Councils		Communications plan developed for Longshot Lane by Bracknell Forest and agreed by Reading and Wokingham.
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## Corporate Theme 11: Improve efficiency, effectiveness and access to services











Action 11.0.1: Support and facilitate the work of the Berkshire Improvement Partnership		Supported via participation in Berks Heads of Policy Group, but facilitation role being carried out by Slough BC
Action 11.0.2: Undertake value for money self-assessment for Comprehensive performance Assessment (CPA)	n/a	Complete
Action 11.0.3: Undertake Direction of travel self-assessment (CPA)	n/a	No self assessment required. Draft DOT statement now received
Action 11.0.4: Manage annual CPA		Major project proceeding as planned – results due in February 2008
Action 11.0.5: Undertake timely monitoring and assessment/comparison of performance information, highlighting changes in performance appropriately		Ongoing. Summary analysis of performance information now provided in the CPOR and comparisons with national quartiles given.
Action 11.0.6: Prepare and publish an Annual Report		Complete - 2006/07 Annual Report approved by Executive and Council, and published by 30 June, followed by designed version.



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








Action 11.0.7: Act as a resource to the Council and its services to undertake research – with emphasis on future developments, new legislation and guidance		Ongoing
Action 11.0.8: Investigate, specify and – subject to resources – implement a performance management system for the whole Council		Phase 2 of RBFRS system about to commence for LAA target monitoring. Potential IT systems being investigated for use within the Council.
Action 11.0.9: Provide support and assistance and co-ordinate any Beacon Council applications		Advice being provided as and when required within the annual Beacon Council award cycle.
Action 11.0.10: Seek out and participate in relevant performance benchmarking groups		Ongoing. BFBC have now joined the PWC Unitary Authority benchmarking club.
Action 11.10.1: Advise new Council Executive on prioritising current and future Corporate Themes and outcomes		On course for completion - new MTO's being submitted for approval at February Council meeting.
Action 11.10.2: 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)		Complete
Action 11.15.1 Equalities Schemes – as per Corporate Services Service Plan – Cex office to advise and assist		Disability Equality Scheme in place – first annual report to be prepared in January 08.
Action 11.16.1 Race Equality - as per Corporate Services Service Plan – Cex office to advise and assist		Draft scheme prepared and consultation still underway.
Action 11.17.1 As per Corporate Services Service Plan, CEx office to advise and assist with Community Cohesion in particular setting up a BME forum.		Currently working with Bracknell Voluntary Action who facilitate the BME forum.
Action 11.17.2 : Produce statement assessing the community cohesion and inclusion aspects of the town		Ongoing.



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

centre regeneration			
11.18.1: Produce and implement annual departmental communications and marketing forward plans			Plans produced. Ongoing implementation.
11.18.2: Produce Town & Country every quarter			Produced as per schedule. Next edition is March 2008.
11.18.3: Answer media enquiries according to the Council's media protocols			Ongoing
11.18.4: Produce forest views staff newsletter every month			Produced as per schedule.
11.18.5: Conduct staff attitude survey 2007			Staff survey carried out in May 2007. Results and actions plans published on BORIS.
11.18.6: Review internal communications strategy as a result of the staff survey			Internal Communications Strategy agreed by CMT and published on BORIS
11.18.7: Carry out internal and external communications campaigns according to the Council's priorities			Ongoing, including consultation on Council objectives 2008-2011; Council restructure; Take Pride/Influencing decisions; launch of Bracknell Forest Homes; Re3.











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

## Corporate Theme 12: Improve Corporate Governance and Partnership Working






Action 12.0.1: Develop, re-shape and continue to support and facilitate the Neighbourhood Forums and Action Groups		This round of NAGs (until end January) will complete the setting of priorities for 2008.
Action 12.0.2 Provide training opportunities for Overview and Scrutiny Members to enhance their effectiveness		Training opportunities have been offered.
Action 12.0.3: Support members to develop a work programme for Overview and Scrutiny		Complete – work programme developed, consulted on and finalised. Now being delivered.
Action 12.1.1: Review and update BFP governance arrangements in light of changing Government agenda		New Government LAA arrangements do not require Area Based Grant financial decisions to be made by BFP. Therefore no change of governance arrangements required.
Action 12.1.2: 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		IPM framework now in place for CYPSP and CDRP. Other theme partnerships to follow later in the year.
Action 12.1.3: Implement Action Plan to improve the BFP's internal and external communications		BFP Handbook published to support internal communications. Annual conference held November 2007. Investigating procurement of Community TV. Action plan published for Jan 08 to Jan 09, updated as a consequence of discussions with partners.
Action 12.1.4: Produce Annual Report of Overview and Scrutiny		Action due later (2006 Annual Report produced on time)
Action 12.2.1: Ensure effective implementation of the Local Government and Public Involvement in Health Act in particular by establishing a new Public Services Scrutiny		See 12.2.2. Position uncertain pending government guidance.



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

Board			
Action 12.2.2: Restructure O&S to accommodate requirements of the Police and Justice Act (and secure necessary changes to Council's Constitution)	N/A		The O&S provisions of the Policy and Justice Act were not 'Commenced' , have been repealed, and are being reviewed by the Government.
Action 12.2.3: Establish scrutiny arrangements for the Bracknell Forest Partnership			O&S Commission and BFP Board briefed. Detailed arrangements await issue of government guidance.
Action 12.4.1: Lead and co-ordinate the refresh of the Local Area Agreement between the Government and Bracknell Forest Partnership			Evidence base developed and published to web. Inclusion criteria agreed with CMT/BFP/Executive. Long list of improvement themes drafted for stakeholder consultation in Jan/Feb 08.
Action 12.4.2: Produce six monthly progress review of LAA for Government Office for the South East (GOSE)			Six month performance reported to CMT and BFP in Nov 07.
Action 12.5.1: Draft the refresh of the Sustainable Community Strategy			Evidence base developed and published to web. Outline framework drafted for stakeholder consultation in Jan/Feb 08.
Action 12.5.2: Produce proposals on a set of voluntary (and benchmarked) quality of Life performance indicators			This work is being incorporated into the development of the Sustainable Community Strategy for 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

## Annex B: Staffing information

### Staffing Levels

	Establishment Posts	Staffing Full Time	Staffing Part Time	Total Posts FTE	Vacant Posts	Vacancy Rate
Chief Executive	2	1	1	1.81	0	0
Chief Executives Office	32	23	9	28.46	2	5.8%
<b>Department Totals</b>	<b>34</b>	<b>24</b>	<b>10</b>	<b>30.27</b>	<b>2</b>	<b>5.56%</b>

Increase in staff level this quarter as a result of the Print Room transferring into Communications.

### Staff Turnover

For the quarter ending	31 December 2007	3.85%
For the year ending	30 December 2007	19.23%

### Turnover.

2006/7 total turnover for the Council: 13.39% excluding schools

2005/6 turnover for local authorities in the South East 17.3% excluding schools  
Source: LG Pay and Workforce Strategy survey 2006

### Sickness Absence

	All employees, average days sickness absence per FTE
<b>Bracknell Forest Borough Council 06/07</b>	7.04 days
<b>[Comparator data to be provided]</b>	days

Bracknell Forest Borough Council 06/07, all employees, average days sickness absence per employee: 5.3 days

All sectors employers in South East 05/06: average days sickness absence per employee, 7.3 days  
Source: Chartered Institute of Personnel and Development – figure supplied by South East Employers

Staff Sickness (1 October 07 to 30 December 07)

Section	Total staff FTE	Number of days sickness	Average per employee (FTE)	Projected annual average per employee (FTE)
Chief Executive Q3	1.81	0	0.00	4.41
Chief Executive's Office Q3	28.46	20.5	0.72	1.14
<b>Department Totals YTD</b>	<b>30.27</b>	<b>30.5</b>	<b>1.00</b>	<b>1.34</b>

## **Annex C: Financial information**

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The Chief Executive's Office financial information is included in the Performance Monitoring Report for the Corporate Services Department





# **Performance Monitoring Report**

for

## **Corporate Service Department**

**3<sup>rd</sup> quarter 2007/08**  
**October - December 2007**

Portfolio holder: Cllr Iain McCracken  
Director: Alison Sanders

## Section One: Executive Summary

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This is the third Corporate Services' Performance Monitoring Report for 2007/08. The report focuses on the progress made by the Department during the third three months of this year from September to the end of December 2007 against the objectives, actions and performance targets set out in the Department's Service Plan 2007/08.

I would like to draw attention to the following highlights from the first quarter:

1. CPA

- Considerable work was spent on preparation for the CPA inspection in October. All Heads of Service were interviewed as part of the process.

2. Civic Hub & Town Centre

- Design work completed to Stage D and work-streams for stage C have begun.
- Continuing support for the Town Centre regeneration project, particularly in respect of Legal and Property Management.
- Completion of the section 106 agreement for the revised Town Centre planning permission.

3. Transfer of Housing Stock

- Considerable progress has been made on the project to transfer the housing stock to Bracknell Forest Homes. Corporate Services are co-ordinating this project across the Council.

4. Community Cohesion & Equalities

- Equalities Sub Group established to oversee the work of the Borough Council on service and staff equalities.
- Bracknell Forest Borough Council's Gender Equality Scheme was approved by the Executive in November 2007.
- Work underway on ethnic communities profile stage 2.

5. Customer Services

- Having considered the future requirements for payment processing and the role of the Cash Office, from 2 January 08, the opening hours of the payment counter service are 9.30am to 2.30pm, Monday to Friday.
- The CRM contract is interlinked with the Corporate Customer Contact Strategy which has been endorsed by the Council's Executive on 20 November 07.
- Improvements to online payments software. In the 9 months from April to December 07, there were 22,987 payments online with a total value of £3.24m (in the same period in 2006: 20,070 payments online with a total value of £2.76m).
- The new automated speech recognition telephone payment service for council tax payments, available all day everyday, went live on 28 February 07. In the 9 months from April to December 07 there were 1,740 payments of council tax with a total value of £255k.

6. Democratic & Registration Services

- Local Democracy Week ran successfully from 15-19 October 2007, during which the Mayor spoke to the Youth Parliament about democracy and governance.

- Training for Parish Councils was held on 31 October 2007, exceeding the deadline by two months due to very prompt adoption of Code by most Parish and Town Councils.
- A work programme to ensure the effective delivery of the Members' Charter for Learning and Development was agreed by the Member Steering Group at its meeting in November.

#### 7. Finance

- Preparations are underway for the 2008/09 budget and beyond with a range of projects identified under the 'Balancing the Budget' programme to address the forecast budget gap of £6.2m over the next 3 years.
- The latest budget monitoring report was submitted to CMT in December and projected an overspend of £65,000 in 2007/08. This is a significant improvement on the position being reported at this time last year and indicates that many of the overspends identified in 2006/07 have been largely addressed either through the budget build process 2007/08 or changes to service provision.
- On 28 January the Audit Commission announced the Use of Resources scores as part of the overall Comprehensive Performance Assessment framework. Overall the Council scored 3 (out of 4), but within the financial reporting theme scored top marks i.e. 4 out of 4. Bracknell Forest is one of only four unitary authorities in the country to achieve full marks for financial reporting and the only one in the South East

#### 8. Human Resources

- The centralisation of the punching of HR data has now started following the recruitment of an administrator.
- The electronic management systems project to store all personnel records has made important progress.
- Significant work has been done on the new pension arrangements which come into effect in April 2008.
- The detailed restructuring arrangements for the council have required significant input over the quarter.

#### 9. Corporate Property

- Completion of conditional agreement to surrender leasehold interest in Enid Wood house.
- We are continuing work to improve public access to Council buildings in order to achieve our objective to make as many of our buildings as possible accessible to all.

#### 10. ICT Services



- Major upgrade to CRM System, FrontLine achieved
- Completed replacement of desktop machines three months early and under budget
- Completed refresh of Member's equipment
- Began pilot project assessing new telephone technology for the Civic Centre

#### 11. Legal Services

- Preparatory conveyancing and transfer of contracts work for Voluntary Stock Transfer.
- Advising on the health/social services interface.

## Section Two: Progress against Service Plan

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The Corporate Services Department Service Plan contains 96 detailed actions to be completed in support of the 12 Corporate Themes for 2007/08. Annex A provides information on progress against each of these detailed actions; overall 77 actions are anticipated to be achieved or already have been achieved , whilst only 4 are causing some concern .

Progress on some of the more critical actions is positive, particularly in respect of Bracknell Forest Homes, where implementation is progressing in accordance with the plan and timetable for this project.

The 4 actions that are causing concern  relate to risk management and reviewing joint arrangements between Berkshire Unitary Authorities.

Key Action/ Outcome: 11.3

### **Implement the Council's Risk Management Strategy and Business Continuity Plan**

Implementation has been slower than anticipated following inability to attract a suitable candidate for the post of Head of Audit and Risk Management. An appointment has now been made and good progress is anticipated in the forthcoming months. An initial briefing session for members has been organised for 18<sup>th</sup> February. The Council's insurers have been assisting in the interim, with updating the corporate risk register being their primary focus.

Key Action/ Outcome: 11.4

### **Complete a review of the joint arrangements established between Berkshire Unitary Authorities established on Local Government Reorganisation**

A schedule of Joint Agreements and financial provisions have been prepared and discussed at the Berkshire Finance Officers Group. No changes to the existing financial arrangements have been agreed at this stage. However, pressure of work within the Legal Services Section has dictated that the review is unlikely to be completed in this Municipal Year, although most of the major joint arrangements have been reviewed and revised agreements are being put in place for some of the arrangements (2 actions affected).

## Transport

The new home to school transport contracts commenced at the beginning of the autumn term. Whilst a number of issues arose around the implementation, these have been largely resolved and the contracts are now operating smoothly. This is reflected in the lower level of complaints that have been received during the quarter. In addition to this, meetings with parents have been arranged to continue the earlier dialogue and assist with the monitoring and continuing improvement of home to school transport services.

Other activities during the quarter include:

- Preparations for the closure of the existing workshop facility have continued. The workload will reduce in February with the transfer of approximately 70 vehicles to Bracknell Forest Homes. This coincides with the retirement of one of the fitters. It is anticipated that all servicing and maintenance will be outsourced in November when the workshop foreman retires. It is anticipated that this will contribute towards the savings included in the 'Balancing the Budget' programme.
- The in-house service transporting pupils from a number of schools to the John Nike centre has been running successfully for a number of months and a second service transporting pupils to Cable and Wireless for ICT training is due to commence shortly. Both services have resulted in savings in taxi fares paid by the department and produced a modest income stream for the Integrated Transport Unit (ITU).
- Discussions have continued with Social Services to identify a pilot project which, if successful, will lead to the integration of all social services transport within the ITU. Specifying requirements at a time when service provision is being reviewed is proving difficult and may result in some delays in implementation.
- The new routing and scheduling software is due to be installed shortly followed by a period of user acceptance testing. The go live date is expected to be during March.

## Section Three: Resources

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### Staffing

See Annex B for more detailed information

Importantly, during the quarter we have recruited to the posts of Assistant Borough Solicitor and the Head of Audit and Risk Management, who are due to start at the beginning of January. The appointment of these posts will be key to addressing those actions currently causing some concern. During the interim periods, these posts and others still waiting to be filled, including Senior Valuer and Chief Building Surveyor, have been covered by a mixture of internal and agency staff. The post of Chief Building Surveyor is being advertised in January. Where problems have been experienced we have worked closely with the Borough's Recruitment Strategy Manager to explore how this can be improved e.g. through wider advertising, emphasising different aspects of the post etc.

### Budget

See Annex C for more detailed information

### Revenue

The original cash budget was £15.949M but a net increase in budgets of £0.538M brought the approved cash budget to £16.487M in the last Quarterly Report. The current approved cash budget is £16.654M, an increase of £0.167M which is due to the following virements:

- £0.095M There is a risk that additional income from the sale of SmartConnect licenses will not be achieved. This is to be funded from Contingency Reserve.
- £0.045M The pay award was agreed and paid in November with the additional 0.475% over the estimated award funded from the Contingency Reserve.
- £0.025M Specialist consultancy agreed to be funded by CMT from the Contingency Reserve to support the PWC procurement initiatives within Finance - Procurement
- £0.007M Funding for a Seymour House Reception post moving under Customer Services, transferred from Education Children's Services & Libraries Department.
- -£0.005M The part year saving achieved from the November start of the newly awarded building cleaning contract, managed by Corporate Property – Facilities.

A net overspend of £0.194M is currently being reported. The variances are analysed as follows:

#### PMR1

- £0.017M Increase in printing costs of the annual billing for Council Tax and Business Rates.
- -£0.019M Saving arising from the new Occupational Health contract (-£0.010M), a reduction in staff membership at the Council's leisure centres (-£0.004M) and external income generated from providing training courses to outside organisations (-£0.005M).

- £0.014M Loss of rental income due to the Community Mental Health Team vacating office space within Time Square from 19<sup>th</sup> October.
- Increased costs of members allowances and Independent Review Panel (£0.012M) and early estimate of members training needs (£0.002M) offset by forecast extra income from marriages and ceremonies (-£0.014M).

#### **PMR2**

- £0.008M Increased costs from an additional member added to the executive.
- £0.015M 2006/07 budget proposals identified a £0.015M saving from replacing the black and white printer. The printer has not yet been replaced as the Invest to Save capital scheme did not prove viable and the budget needs reinstating.
- £0.175M Following the change of external auditors District Audit (the new external auditors) have assessed the audit fees and identified increased risks and therefore more audit fee is required. This fee may be further increased in the future. In addition the previous auditors (KPMG) charged when the work was done, mostly after the end of the financial year but District Audit will charge before the work is done so in 2007/08 there will be some double charges. The CPA inspection costs are also higher than expected.
- -£0.020M - Centralisation of Property budgets & managed job vacancies have led to savings in the training, equipment, furniture, office stationery & computer purchase budgets in Property Services during the current financial year. All currently vacant posts are anticipated to be filled in the new financial year so no savings are anticipated during 2008/09.

#### **PMR3**

- £0.061M An additional pressure is forecast in the Print and Design Service due to reduced levels of internal work to date offset only partly by additional external income achieved.
- -£0.15M A combination of the forecast numbers of children using the Home to School Transport service for the remainder of the financial year, the fall of two Easter holidays within this financial year and the revised contract prices will result in a forecast saving of £0.015M.
- -£0.042M A detailed review of the likely expenditure to be incurred until Outturn throughout the department has enabled a total saving of £0.042M to be reported across Finance, Human Resources, ICT, Legal and Customer Services. These savings will be achieved from equipment purchase, supplies and services and office stationery budgets and from internal training courses.

### **Capital**

Details of the Corporate Services and Chief Executive's Departmental capital programme are reported in Appendix C. The 2007/08 programme for the year is £3.432M. This is £0.318M more than last reported due to addition of two invest to save schemes – Energy £0.126M and Server Refresh £0.192M.

The approved capital budget for 2007/08 has been re-profiled to more accurately reflect the likely cash spend. The approved budget has therefore been split into a cash budget for 2007/08 totalling £2.741M which will be used to monitor performance and a cash budget for 2008/09 of £0.691M which represents the anticipated carry forward.

The overall expenditure to date represents 43% of the 2007/08 cash budget with a further 12% committed.

According to financial regulations, departments are required to manage their budgets to ensure that the overall department's capital programme is not exceeded. The following significant variance is reported - £0.026m unallocated on Network refresh project has now been allocated to support the Telephony Pilot project for the purchase of phones, servers and development work. Therefore the Network refresh project is showing an underspend of £0.026m and the Telephony Pilot project is showing an overspend of £0.026m.

### **Invest to Save Bids**

On 21 November Corporate Management Team agreed that funding of £63,000 should be released from the Invest to Save budget for the refurbishment and re-launch of the Body Logic Fitness Suite at Edgbarrow Sports Centre. The investment will be in new equipment, building improvements and promotional costs. The expectation is that the investment will result in 50 new customers generating additional income of £14,100 p.a.



## Complaints

Stage	Number of complaints in the quarter	Specific commentary on complaints
1	14	<ol style="list-style-type: none"> <li>1. Council taxpayer sent a reminder notice, which was, in fact, correct.</li> <li>2. Whistleblowers Policy &amp; Procedure – resident made comment that staff should be informed.</li> <li>3. x5 complaints were about Home to School Transport – the majority related to the late arrival of taxis and this has been raised with the relevant contractors.</li> <li>4. x4 complaints were about Council drivers and these have been referred to the appropriate managers within either Bracknell Forest Services or Landscape Services.</li> <li>5. x2 complaints were from suppliers about the late payment of invoices and these are being followed up by the relevant departments.</li> <li>6. Charging for agendas – procedure for agenda amended so that public hard copies are now available prior to meetings.</li> </ol>
2	None	
3	None	
Ombudsman	None	

## Internal audit assurances

(Where internal audit carried out with limited or no assurance)

Service area	Issues with limited or no assurance and remedial action to be taken
Member Services	<u>Member Expenses – Limited Assurance</u> Some expenses not fully reflected in the required statutory publication as they are not always paid directly to Members but paid from the Council to the service provider e.g. hotel/phone bills. Work is underway to review the information provided in the annual Member Payments Notice in order to give effect to the internal audit recommendation.

## **Section Four: Forward Look**

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The following summarises some of the key challenges facing the Department in the final quarter of 2007/08.

### Civic Hub & Town Centre

1. Continue to support the Town Centre Regeneration project, particularly with regard to Legal and Property matters.
2. Town Centre CPO. The public inquiry into objections will commence on 14<sup>th</sup> February 2008.
3. Progress the development of the Council's plans for the design of the new Civic Hub and operational requirements of the future Civic Centre. This includes the requirement for internal space planning/ furniture procurement and the development of plans for the Council Chamber.

### Transfer of Housing Stock

1. Complete all tasks required to transfer stock on 11<sup>th</sup> February 2008.
2. Lead the Council's work in the transfer of the housing stock to Bracknell Forest Homes, including the disaggregation of support services.
3. Complete all Service Level Agreements with Bracknell Forest Homes.
4. Full implementation of the Bracknell Forest Homes' staffing structures and assessment of residual staffing structures.
5. Continue with all property work for the transfer of housing stock.
6. Completion of technology issues associated with the transfer of Housing stock.

### Community Cohesion & Equalities

1. Finalise, approve and publish 'All of Us' Community Cohesion Strategy.
2. Finalise, approve and publish the reviewed race Equality Scheme.
3. Complete annual monitoring of the Disability Equality Scheme.
4. Publish and implement the Gender Equality Scheme.
5. Planning and beginning implementation of actions to progress the Council along the Equality Standard for Local Government.

### Customer Services

1. Complete business case and installation of self-service capability for FrontLine.
2. Complete the analysis of the tenders for the computer telephony integration (CTI)
3. Calculate the annual tax-base for council tax purposes, which includes a review of the discounts for "long-term" empty homes. The tax-base feeds into the budget cycle for 08/09, and the eventual setting of next year's council tax in February 08.
4. Annual billing of council tax and business rates.
5. Merger of management and staff from Social Services & Housing reception in Time Square with Customer Services.

### Democratic & Registration Services

1. Support and clerk the next round of Neighbourhood Action Groups in January 2008.
2. Present the Independent Remuneration Panel's report to Council.
3. Complete the process to transfer Registrars so that they become local authority employees.

4. Prepare effectively for, and deliver successfully, the Town Council by-election on 7 February 2008.
5. Prepare for the re-introduction of the RON (Register On-line) system for birth registrations.
6. Recruit to the vacant posts of Democratic Services Officer and Secretary to the Majority Group.
7. Maintain committee servicing standards pending the recruitment to the Democratic Services Officer post.
8. Prepare effectively for, and arrange, meetings with Members to develop their Personal Development Plans

#### Finance

1. Ensure that all work associated with the 2008/09 budget is completed so that the Council can agree its budget and Council Tax before the statutory deadline.
2. Prepare for the final accounts process.
3. Award and implement new banking and insurance contracts.
4. Finalise the new corporate risk register and make arrangements for the future training of officers and members.
5. Implement new routing and scheduling software within the Integrated Transport Unit.

#### Human Resources

1. Advise on strategic HR issues relating to the Council's restructuring.
2. Implement actions arising from the restructuring particularly in relation to recruitment to the senior management level
3. Assist with the disaggregation of support services for the new departments including HR, IT and finance.
4. Complete the Adult Workforce Strategy.
5. Manage the implementation of systematic longer term Workforce Planning.
6. Implement Travel Plan actions arising from the PWC report.
7. Manage the annual Flexible Benefits process.

#### Corporate Property Services

1. Continue preparing land disposals as part of the Council's disinvestment strategy.
2. Continue work to assess risk of fire, asbestos and legionella.
3. Support the development of a strategy for Bracknell Market.







#### ICT Services

1. Complete testing of e-mail archiving product and develop and deliver roll-out plan
2. Development of technology strategy to support agreed ICT strategy

#### Legal Services

1. Review and amend the Council's Constitution to give effect to the Local Government and Public Involvement in Health Act 2007.
2. Provide legal and financial support in connection with the possible outsourcing of Leisure Services management.

## Annex A: Progress against detailed actions from Service Plan

<b>Corporate Theme 1: Promote the sustainable development of Bracknell Forest</b>			
Key Action/ Outcome 1.1b)			
<b>Complete all necessary business plans for Civic Hub operation including:</b>			
Progress designs for Civic Hub to Stage E DCS/ACE			Stage D report was rejected in December 2007. Discussions with BRP to resolve the situation. Unlikely to impact on delivery of the building to timetable.
Develop and implement a Procurement Strategy for the Civic Hub project HoF			A strategy and implementation programme has been developed and a review of requirements is underway.
Work with colleagues to complete workstreams and meet project deadlines for provision of new Civic Hub and provide all necessary support, advice and guidance HOS			Work-streams for Stage D are almost complete. Business cases are all complete. Work-streams for Stage E are have begun.
Finalise plans for the new democratic offer/suite in the Civic Hub following consultation with Members HDRS			The initial designs for the layout of the Council Chamber have been discussed and a preferred option agreed. Work is now in hand to finalise the layout for the democratic offer.
To complete delegated workstream reports and offer advice and guidance on customer service delivery in the new civic offices HCS			All work-streams have been completed on time and the relevant reports have been endorsed by CMT. Advice on guidance for customer service delivery is ongoing.
Develop plans for the necessary adaptations to Time Square HCP			Work to prevent water ingress through glazing is complete. Work to develop cost plan for roof and air conditioning

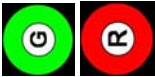


Shows Key actions that are anticipated to be achieved within timetable, or already have been achieved








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

		replacement is underway.
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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

Key Action/ Outcome: 1.1d)		
<ul style="list-style-type: none"> <li>Secure a confirmed Compulsory Purchase acquisition (CPO) <i>BSol</i></li> </ul>		CPO made 23 <sup>rd</sup> July. Public inquiry commences on 14 February 2008.
Key Action/ Outcome: 1.1e)		
<b>Prepare relocation plan for Council to new civic accommodation including:</b>		
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>		Plan to be developed when location of Departments agreed.
Ensure accurate headcount figures are in place to facilitate effective space planning. <i>BHRM</i>		Headcount figures updated for new organisation structure. Locations of staff agreed.
Review policies around Flexible Working to ensure they support the technological requirements <i>BHRM</i>		Flexible working is subject to a corporate wide study by NOMAD to ensure a consistent approach going forward.
Construct business plans to support Cultural Change workstream activities <i>BHRM</i>		Business plan agreed for furniture requirements, others to be constructed as necessary.



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

## Strategic risks identified from Service Plan

<b>Risk identified</b> <small>[indicate whether Service Plan or new]</small>	<b>Update</b>
Delay in programme for development of Town Centre	Planned occupation of new civic hub scheduled for late 2009/early 2010.
Delay in Compulsory Purchase acquisition – the confirmation of a CPO rests with the Secretary of State following a public inquiry to consider any objections	Inquiry commences 14 February 2008. Likely Inspector's Report in Summer 2008.
Inappropriate designs being produced	Some delay in agreement of Stage D designs
Inability to recruit interim Head of Procurement	Interim Head of Procurement now in position.
Procurement team involved in too many initiatives – ensure priorities are clearly identified and communicated	Corporate Management Team considered priorities and resourcing on 26 September. Priorities have been clarified and additional resources have been put in place.
BRP decide not to proceed	

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










Key Action/ Outcome 1.	Implement the outcome of the housing stock options ballot of Council Tenants
<b>Following the result of the tenants' ballot:</b>	
a) Agree stock valuation with Bracknell Forest Homes DCS/HOS	 Considerable work undertaken to prepare for valuation. Agreement has been reached.
b) Prepare all required plans for transfer and instruct Environmental Surveyors if required HCP	 Draft plans prepared and Member consultation complete. Environmental survey results being considered.



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

c) Prepare transfer contract <i>DCS/HOS</i>		Draft contract has been prepared for discussion.
d) Submit to DCLG for consent to transfer <i>DCS/HOS</i>		Work is in accordance with project plan. Stage 1 documentation sent to CLG.
e) Complete stock transfer <i>DCS/HOS</i>		Project on course for transfer 11 February 2008.
f) Enter into Transfer Agreement and complete conveyancing <i>BSol</i>		External solicitors have been engaged to draft the Transfer Agreement. Satisfactory progress is being made. Conveyancing operations are underway.
g) Disaggregate housing functions from the rest of the Council <i>DCS/HOS-</i>		Work well underway and Service Level Agreements are being prepared. Staff TUPE lists agreed.
h) Provide financial support to the LSVT post ballot project <i>HoF</i>		Proceeding in accordance with project plan.
i) Complete staffing transfer and disaggregation of policy procedures and all staffing matters <i>BHRM</i>		TUPE list now completed. Pension information supplied to Berkshire Pension Fund for Admitted Body application. All other HR issues on track for completion by transfer date.
j) Advise on the impact of the transfer on residual staff and structures in the strategic Housing function <i>BHRM</i>		Residual staff affected now identified. All departments will need to address the staffing implications arising from the withdrawal of HRA funding. Strategic Housing to be initially located in Social Services & Housing department and then transferred to Environment, Culture and Communities Department with effect from 01/04/08.
k) Consider the future requirements for payment processing and the role of the Cash Office <i>HCS</i>		Detailed work is underway to specify the requirements for the secure payment processing office in the new Civic office. This work is linked with 'Balancing the Budget' report CS04. Cash




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



		Office has been reviewed and discussions have been held with Bracknell Forest Homes on an SLA. From 2 January 08, the opening hours of the payment counter service are 9.30am to 5pm, Monday to Friday.
I) Produce a timetable for transferring customer enquiries relating to tenants' repairs to the new Housing Association HCS		Tenants repairs helpline was transferred to Housing on 11 September 2007. The staff involved will transfer to the new Housing Association in February 2008.



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



## Strategic risks identified from Service Plan

<b>Risk identified</b> <small><i>[indicate whether Service Plan or new]</i></small>	<b>Update</b>
Bracknell Forest Homes (BFH) experiences delays in setting up or appointing key staff	Most key staff are now appointed with ongoing recruitment for the rest.
There are unknown legal, property or financial issues	These are closely monitored.
Stock Transfer does not proceed	Work is in place to progress transfer.
Dispute over plans	This will be resolved in the negotiations.
Negotiations on transfer value not completed in time	Plans are in place to try to achieve timely negotiations.

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

Key Action/ Outcome 3.3:

### Work with the Bracknell Forest Partnership to update the Council's Community Cohesion Strategy to cover the period 2007 - 2010


<ul style="list-style-type: none"> <li>Consult on the key areas of change to the Community Cohesion Strategy DCS/ACE</li> </ul>		Consultation now complete – results are being analysed. Consultation carried out during summer 2007. 'All of Us' strategy to be reported to the Executive on 18 <sup>th</sup> March and due for publication subsequently.
<ul style="list-style-type: none"> <li>Publish revised Community Cohesion Strategy DCS/ACE</li> </ul>		Strategy due to be published in April 2008.



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





<ul style="list-style-type: none"> <li>Evaluate Bracknell Forest's progress against the revised Equality Standard DCS/ACE</li> </ul>		Progress on standard shows Level 2, working towards level 3 – determined by Equality Sub Group in November 08. Now developing an action plan to progress to Level 3 in 2009.
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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






Key Action/ Outcome: 3.5			
<b>Increase the level of community engagement and volunteering activities in the Borough in accordance with the targets set out in the Local Area Agreement</b>			
<ul style="list-style-type: none"> <li>Support the ACE with the delivery of: <ul style="list-style-type: none"> <li>2 BF1500 residents panels</li> <li>Neighbourhood Action Groups and Forums run in conjunction with Thames Valley Police ADC/ACE</li> </ul> </li> </ul>			<ul style="list-style-type: none"> <li>One residents' panel has been held to ascertain views on Community Cohesion Strategy, Gender Equality Scheme and Cultural Strategy. The following panel in Dec 07 consulted on the budget and Medium Term objectives.</li> <li>The refreshed format NAGs kicked off in September and will run until Christmas.</li> </ul>
<ul style="list-style-type: none"> <li>Increase engagement in and awareness of democratic processes amongst members of the public, including young people through Local Democracy Week activities and neighbourhood forums HDRS</li> </ul>			<p>Local Democracy Week took place from 15-19 October. The Mayor spoke to the Youth Parliament about democracy and governance.</p> <p>The Democratic Services Team supports the Neighbourhood Action Groups on an on-going basis</p>



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

Performance	Indicator Reference	Performance Indicator	Performance to date	Target for 2007/08	National quartile comparison	Comments
 OR  OR 	BVPI, PAF etc [A for annual or Q for quarterly]	[Brief description]			[indicate whether top, 3 <sup>rd</sup> , 2 <sup>nd</sup> or bottom quartile]	
	CC01	Percentage of people who feel that their local area is a place where people from different backgrounds can get on well together	54%	n/a		Three year assessment by Audit Commission
	CC02	Percentage of people who disagree that their local area is a place where people from different backgrounds can get on well together	12%	n/a		Three year assessment by Audit Commission

## Update on Strategic risks identified from Service Plan

Risk identified	Update
Loss of key staff	Lead officer for Local Democracy Week has resigned and an alternative lead has now been identified.
Lack of community interest	
Breakdown in relationship with partners	
Local Democracy Week	Our ability to spend a significant amount of time on this project was affected





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<ul style="list-style-type: none"> <li>No current budget for project work</li> <li>Lack of interest from Members, officers, schools or members of the public</li> </ul>	by the Council's focus on the JAR.
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<b>Corporate Theme 4:</b> Increase participation in and enjoyment of art, culture, sport and recreation		
Key Action/ Outcome: 4.4		
<b>Improve access to Leisure facilities and in particular to a) develop opportunities for vulnerable groups to access 'mainstream' facilities.</b>		
a)	Detailed Accessibility survey to be carried out of all Council Buildings <i>HCP</i>	 Access surveys complete. Work programme in progress.
b)	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>	 Report has been agreed by respective groups. Work programme in progress.



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

Performance	Indicator Reference	Performance Indicator	Performance to date	Target for 2007/08	National quartile comparison	Comments
 OR 	BVPI, PAF etc [A for annual or Q for quarterly]	[Brief description]			[indicate whether top, 3 <sup>rd</sup> , 2 <sup>nd</sup> or bottom quartile]	
	(A)	The percentage of authority buildings open to the public in which all public areas are suitable for and accessible to disabled people	35.7%	50.6%		A constraint on delivery of improvement is the scale of budget provision. Individual improvements required may exceed the total budget provision.

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## Update on Strategic risks identified from Service Plan

### Risk identified

*[indicate whether Service Plan or new]*

Constraint on budget preventing the programme being implemented in full  
Loss of key staff

### Update


Budget provision available for a phased programme.  
Chief Building Surveyor post not yet filled.




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

<b>Corporate Theme 6:</b> Improve outcomes for children and young people			
Key Action/ Outcome: 6.5			
<b>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</b>			
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>			Programme determined by Education, Children's Services & Libraries Department being met. Support has been provided to Garth Hill College Project, Brakenhale School and others.

Key Action/ Outcome: 6.7			
<b>Improve environmental management in schools, in particular to improve energy management in schools</b>			
Prepare and circulate School Energy and Environmental Plans and provide advice on these areas when required. <i>HCP</i>			Completed April 2007.

## Update on Strategic risks identified from Service Plan

<b>Risk identified</b> <small>[indicate whether Service Plan or new]</small>	<b>Update</b>
Loss of key staff	Chief Building Surveyor post not yet filled.





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



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<b>Corporate Theme 8:</b> Improve services for vulnerable adults and older people			
Key Action/ Outcome: 8.16			
<b>Finalise and begin implementation of a comprehensive Council-wide strategy for older people</b>			
a)	Support corporate work in development of Strategy for Older People <i>HOS</i>		Corporate Services nominee attending Corporate Working Group.
b)	Participate in the training needs analysis for staff and deliver the learning and development requirements <i>BHRM</i>		Pro-active engagement with department on development needs and workforce strategy for Adult Care.

## Update on Strategic risks identified from Service Plan




<b>Risk identified</b> <small>(Service Plan )</small>	<b>Update</b>
Effective engagement with staff and managers to ensure the Training Needs Analysis is accurate, relevant and affordable	Regular communication with all parties, plan on track for completion, no significant risk.



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

<b>Corporate Theme 9:</b> Create and maintain a quality environment			
Key Action/ Outcome: 9.3			
Incorporate plans for combined heat and power in the designs for the new Civic Hub <i>HCP</i>			Incorporated into the designs and draft capital programme.
Energy Manager to assist consultants by providing information to enable brief to be developed. <i>HCP</i>			Information supplied to consultants.
Key Action/ Outcome: 9.4			
<b>Develop a climate change action plan to meet the Council's obligations under the 'Nottingham Declaration' and in particular to a) undertake an energy efficiency audit c) reduce energy consumption and carbon emissions in Council buildings</b>			
Work with the Department of Environment & Leisure to develop climate change action plan by providing information on energy consumption and suggested measures for reduction. <i>HCP</i>			Energy Manager working with and attending meetings chaired by the Director of Environment & Leisure to develop action plan.

## Update on Strategic risks identified from Service Plan

<b>Risk identified</b> <small>[indicate whether Service Plan or new]</small>	<b>Update</b>
Town Centre Regeneration not implemented	Plans in place to progress regeneration.
Civic Centre plans not implemented	Plans in place to progress Civic Centre.



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



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

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<b>Corporate Theme 11: Improve efficiency, effectiveness and access to services</b>			
Key Action/ Outcome: 11.1			
<b>Review the Council's medium term financial strategy in the light of the housing stock transfer ballot</b>			
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>			The Council's budget proposals for 2008/09 were agreed, for consultation, by the Executive in December. The latest budget monitoring report was submitted to CMT in December and projected an overspend of £65,000 in 2007/08. This is a significant improvement on the position being reported at this time last year and indicates that many of the overspends identified in 2006/07 have been largely addressed either through the budget build process 2007/08 or changes to service provision. Departments continue to review their planned expenditure to ensure that spending is within budget by the end of the financial year.
Support transition to a new external auditor HoF			Meetings held with the Audit Commission to agree audit plan, audit fee and future working arrangements with internal audit. The District Auditor, Phil Sharman, will attend a future meeting of the Overview and Scrutiny Commission to discuss future arrangements and the audit fee in particular.



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Key Action/ Outcome: 11.2			
<b>Increase efficiency through delivery of further procurement savings</b>			
Implement corporate contracts to achieve procurement savings eg Home to School transport, taxis, banking, insurance, building cleaning. HoF			Home to School transport, taxi and building cleaning contracts implemented in 2007. Banking contract tenders currently being evaluated. Insurance tenders due to be returned by 18 <sup>th</sup> January.
As lead authority, provide financial support to the Berkshire Improvement Partnership and the Berkshire Procurement and Shared Services Unit HoF			Support ongoing.
Extend the remit of the Integrated Transport Unit to include Social Services transport HoF			Discussions held with Social Services and a trial project identified. Detailed specification now being worked up to enable costs and benefits to be quantified. Further integration dependent upon future developments in service provision within Social 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





Key Action/ Outcome: 11.3			
<b>Implement the Council's Risk Management Strategy and Business Continuity Plan</b>			
Develop and implement a risk management training programme for Members and officers <i>HoF</i>			Implementation slower than anticipated following inability to recruit a suitable candidate for the post of Head of Audit and Risk Management. An appointment has now been made and good progress is anticipated in the forthcoming months. An initial briefing session for members has been organised for 18 <sup>th</sup> February. The Council's insurers have been assisting in the interim, although their initial focus will be to update the corporate risk register.
Refresh the Corporate Risk Register <i>HoF</i>			As above.



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Key Action/ Outcome: 11.4		
<b>Complete a review of the joint arrangements established between Berkshire Unitary Authorities established on Local Government Reorganisation</b>		
Joint Arrangements to be reviewed by BFBC in consultation with other Berkshire Unitary Authorities <i>BSol/BT</i>		A schedule of Joint Agreements and financial provisions have been prepared and discussed at the Berkshire Finance Officers Group. No changes to the existing financial arrangements have been agreed at this stage. <i>Hof</i>
		Pressure of work within the Legal Services Section has dictated that the review is unlikely to be completed in this Municipal Year, although most of the major joint arrangements have been reviewed and revised agreements are being put in place for some of the arrangements. <i>BSol</i>
Amendments to Joint Arrangement Agreements <i>BSol</i>		Amended Agreements for some of the Joint Arrangements have been put in place. Pressure of work within the Legal Services Section has meant that not all Agreements will be amended this Municipal Year.
Complete a review of the financial aspects of Berkshire joint arrangements/shared services <i>HoF/BSol</i>		A schedule of Joint Agreements and financial provisions have been prepared and discussed at the Berkshire Finance Officers Group. No changes to the existing financial arrangements have been agreed at this stage. <i>Hof</i>




Key Action/ Outcome: 11.5	
<b>Implement a programme for the disposal of any surplus</b>	



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assets			
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 Corp Property			Options being developed in partnership with the Department of Social Services & Housing.
Disposal programme to recommence when SPA mitigation measurers approved Corp Property			Disposal programme being developed.
Key Action/ Outcome: 11.6			
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. CIO/BHRM			<p>Project manager assigned and proprietary work begun. Initial work being undertaken to document what is in place already and cataloguing business needs such as Single Assessment Process (SAP) in Adult Services and the Common Assessment Framework (CAF) in Children’s Services. Also assessing usefulness of Blackberry technology for specific staff and working with colleagues in HR to ensure that policies support mobile and flexible working (see also Key Action 1.1e).</p> <p>Documentation for managers to assess individual requests for mobile and flexible working prepared. Work now beginning on work capturing the corporate vision in light of Civic accommodation requirements underway.</p> <p>We have recently appointed Nomad to assist in carrying out a survey of staff to see which posts would be suitable for home, mobile or flexible working. This work will include the development of a corporate vision for these working practices.</p>





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		the HR processes necessary to support them and a corporate approach to financing to ensure the sustainability of such initiatives. This is being closely aligned with the accommodation strategy with regard to the new Civic Centre and as a result the Director of Corporate Services is the project sponsor.
<b>Key Action/ Outcome: 11.7</b>		
<b>Implement the next phase of the Customer Contact Strategy and stage 2 of the Customer Relationship Management (CRM) frontline system development covering improved telephony, customer self-service and roll out to other receptions</b>		
Implement the CRM work programme for 2007 HCS/C/O		Work on the CRM development program is ongoing. Key tasks include: the implementation of trees related processes in mid-November 07; and a system upgrade was completed in December 07 – the first since going live 12 months ago. Tenders for the computer telephony integration have been analysed against the specification of requirements and a gap analysis is being prepared. The development of customer self-service is still work in progress.
Produce a CRM programme for 2007 – 2010 HCS/C/O		The CRM contract is interlinked with the Corporate Customer Contact Strategy which has been endorsed by CMT on the 5 September 07, the members Customer Contact Monitoring group on the 27 September 07 and the Council's Executive on 20 November 07.



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

Key Action/ Outcome: 11.8			
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 C/O		ICT Strategy agreed by Executive at the end of July. Taken to O&S in September. Communications strategy underway to inform all of content. Work has begun with the ICT Steering Group to work up detailed work programme, this includes a corporate technology strategy, developing the Professionalism in IT agenda for all staff involved in providing the service and working up detailed work programmes with each departmental management team.	
Increase use of the online payments facility HCS		In the 9 months from April to December 07, there were 22,987 payments online with a total value of £3.24m (in the same period in 2006: 20,070 payments online with a total value of £2.76m). The new automated speech recognition telephone payment service for council tax payments, available all day everyday, went live on 28 February 07. In the 9 months from April to December 07 there were 1,740 payments of council tax with a total value of £255k.	



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Key Action/ Outcome: 11.9	
<p>Administer the Borough/Parish Council elections in accordance with legislation including the Electoral Administration Act 2006 HDSR</p>	<div data-bbox="331 1122 408 1200"></div> <p>2007 Elections completed successfully. Mini canvass undertaken in March resulted in a net gain of 446 electors and as a result there was very little feedback on election day or in the run-up, on discrepancies on the register. Turnout across the Borough was 34%.</p> <p>50 polling stations across the Borough were equipped and fully staffed. Nomination papers for 250 candidates (107 for the Borough) were processed and 10,449 postal votes were issued for all elections.</p> <p>Postal vote opening was managed successfully over 5 days, in accordance with the new legislation that required the capturing and scanning of personal identifiers. As a result the count was held on the Friday for the first time.</p> <p>The Bullbrook Town Council election was countermanded due to the death of one of the candidates and was then successfully delivered on 14 June. Given problems experienced with printing of ballot papers and postal vote forms, we tested in house printing which was very successful albeit on a much smaller scale.</p> <p>See above.</p>
<p>Prepare effectively for, and deliver successfully the 2007 Borough/Parish Council elections; ensuring adequate levels of</p>	<div data-bbox="1129 1122 1206 1200"></div>



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



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staff; managing the postal vote opening sessions and maintaining the integrity of the democratic process	HDRS		
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
Shows Key actions that are anticipated to be achieved within timetable, or already have been achieved



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Key Action/ Outcome: 11.10		
<b>Implement the outcomes of the Council-wide efficiency review and the Support Services Review</b>		
Implement outcomes of Support Services Review in accordance with agreed action plan DCS/HOS		Outcomes have been implemented.
Implement agreed programme of works for Corporate Services from Council-wide efficiency review DCS/HOS		Work is underway on those areas agreed to progress. Other workstreams await agreement.
Support Departments of Council to implement agreed programmes of works from Council-wide efficiency review BT/HOS		Programme prepared and support being provided for some of the initial projects.

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Key Action/ Outcome: 11.13		
<b>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 BHRM</b>		
		Basic skills training implemented in key areas eg social care. Leadership Programme at National Levels 3, 5 and 7 are currently offered. Proactive programme of bursaries etc now in place for trainee Social Workers.
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 BHRM		The Pay & Workforce Strategy is being actioned in line with the agreed Action Plans after agreement by the Employment Committee on 13 June 2007. Likely to need improvements in Workforce Planning approach in next cycle.





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Ensure 100% staff appraisal return (except for long term sickness) <i>All</i>		99% of staff in the Corporate Services Department have had annual staff appraisals and where appropriate personal development plans have been submitted to HR.
Consider the Council's response to the Modernisation Agenda for the Registration Service <i>HDRS</i>		Awaiting more information regarding the process so that potential benefits/disbenefits to the Council can be evaluated.
Deliver the agreed Member Induction Programme and/or rolling 4 year programme to ensure Member learning and development needs are met <i>HDRS</i>		Initial Member induction programme is now complete and is being evaluated. The Member Development Charter Steering group considered the L&D programme for the next 3 years at its meeting in November.

Key Action/ Outcome: 11.14		
Implement HR and Finance 'self-service' provisions for staff and managers <i>BHRM/HoF</i>		Project Plan now agreed by DMT and testing of training and absence modules has now begun.
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>		Team now created. Self-service requirements part of agreed forward plan for REBUS Systems Manager. Revised staffing structure now implemented. Steering group established and an initial programme of work agreed. Projects include the setting up of a separate payroll in preparation for stock transfer and updating the business case for implementing the Yourself absence module. The centralisation of the punching of HR data has now started following the recruitment of an administrator. Extensive liaison with the supplier has been necessary to ensure the work plan is kept on track.



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Key Action/ Outcome: 11.15			
Implement the Council's Equality schemes for Gender and Disability		Disability Equality Scheme now implemented and due for annual review in January 08. Gender Equality Scheme Action Plan approved and due for implementation.	
Implement actions for Corporate Services in Disability Equality Scheme DCS/HOS		Part year review of action plan undertaken and showing good progress. Annual review due to commence in January 08.	
Implement actions for Corporate Services in Gender Equality Scheme DCS/BHRM		Actions to follow in accordance with agreed timescales.	
Key Action/ Outcome: 11.16			
Review the Council's Race Equality Scheme DCS/ACE/BHRM		Draft Race Equality Scheme is being consulted on and the consultation is due to close on the 20.01.08. A final version of the RES will be produced in February 08; due for approval and publication in March 08.	
Key Action/ Outcome: 11.17			
<b>Address issues of community cohesion by a) working with partners to establish a Black &amp; Minority Ethnic Forum and b) using the Forum to assess unmet need</b>			
Work with Bracknell Forest Voluntary Action to establish BME Forum DCS/ACE		ASP forum in place. Dialogue has begun with representatives and senior council officers supported the Annual General Meeting.	




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Use Forum to assess unmet need	DCS/ACE		To follow from above in using the Forum for consultations.
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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







Performance	Indicator Reference	Performance Indicator	Performance to date	Target for 2007/08	National quartile comparison	Comments
 OR  	BVPI, PAF etc [A for annual or Q for quarterly]	[Brief description]	<i>Last year's performance in brackets</i>		[indicate whether top, 3 <sup>rd</sup> , 2 <sup>nd</sup> or bottom quartile]	
	B2(a) (A)	Equality Standard for Local Government <i>Policy Officer - Equalities</i>	2 (2)	2 working towards 3		A timeline has been produced for progressing to Level 5 during 2014. A working group has been established to progress equality standard work specifically.
	BV 8	Invoices paid on time <i>HoF</i>	92.6%	95.5%		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 our peers. We may have set our target too high
	BV 9 (Q)	The percentage of Council Tax due for the financial year which were received by the Authority. <i>HCS</i>	At 31 Dec 07, 85.37% of the current years council tax had been collected. (97.5%)	97.5%		85.11% at 31 Dec 06



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	BV 10 (Q)	The percentage of non-domestic rates due for the financial year which were received by the Authority <i>HCS</i>	At 31 Dec 07, 90.85% of the current years business rates had been collected. (99.2%)	99.2%	91.11% at 31 Dec 06
	BV11 (a) (A)	The percentage of the top paid 5% of local authority staff who are women at 31 March. <i>BRHM</i>	33.38%	37%	Targets at this level will see BFBC achieve 2 <sup>nd</sup> quartile performance (<39.05% and >28.20%) by 2008 Annual indicator
	BV11 (b) (Amended 05/06) (A)	The percentage of the top paid 5% local authority staff who are from an ethnic minority at 31 March <i>BRHM</i>	5.44%	7%	Annual indicator
	BV11 (c) (New 05/06) (A)	The percentage of top paid 5% of local authority staff who have a disability at 31 March. <i>BRHM</i>	1.81%	1.16%	This figure excludes all staff in schools maintained by the authority. Annual indicator
	BV 16 (A)	The percentage of local authority employees declaring that they meet the Disability Discrimination Act 1995 disability definition at 31 March <i>BRHM</i>	1.81%	1.85%	Annual indicator
	BV 17(a) (Amended 05/06) (A)	The percentage of local authority employees from ethnic minority communities at 31 March. <i>BRHM</i>	2.96%	3.25%	Annual indicator



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

	BV156 (A)	The percentage of authority buildings open to the public in which all public areas are suitable for and accessible to disabled people. <i>HCP</i>	(35.7%)	50%		Annual Monitoring
	BFPI 080 (Q)	Telephone calls answered within 5 rings <i>HCS</i>	84.3% for the period April –Dec 07	82%		Figure at the end of the previous quarter was 83.2% for the period Apr – Sept 07.
	BFPI 085 (Q)	Enquiries resolved at first point of contact, whether by telephone, reception or email <i>HCS</i>	90%+	82%		Last Quarter's figure = 90%+



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

## Update on Strategic risks identified from Service Plan

<b>Risk identified</b> <small>[indicate whether Service Plan or new]</small>	<b>Update</b>
Capacity of the Council to re-engineer business processes	Processes that are added to the CRM Frontline system are subject to re-engineering prior to being mapped for CRM. This principle is endorsed by the CRM Programme Board.
Loss of key staff	Regular workforce monitoring is undertaken.
Significant reduction in resources available to the Council	Regular budget monitoring is undertaken
Failure of change of circumstances of a major contractor or partnership	Regular contract monitoring is undertaken.
Loss of systems and data	Business continuity plans are in place.
Lack of acceptance/resistance to systems change	Regular updates on change are provided to staff.
Impact of charges arising from the regulatory framework affecting local government	Legislative changes are routinely evaluated.
Other Berkshire authorities willingness to participate in a review of joint arrangements	Discussions underway with other authorities.
Finance/Procurement teams involved in too many initiatives – ensure priorities are clearly identified and communicated	Regular workload monitoring is undertaken.
SPA Mitigation Measures not approved	Mitigation measures approved.
Loss of postal vote data and failure of IT systems	Recovery plans in place.
Lengthy count due to uncertainty of process for personal identifiers for postal votes	Count completed.
Risk of under collection of tax	Processes that are added to the CRM Frontline system are subject to re-engineering prior to being mapped for CRM. This principle is endorsed by



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






	the CRM Programme Board.
--	--------------------------



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





<b>Corporate Theme 12: Improve Corporate Governance and Partnership</b>			
Key Action/ Outcome: 12.1			
<b>Undertake a review of the Council's practices against best practice of Corporate Governance and partnership arrangements and implement any consequent amendments</b>			
Review to be conducted having regard to best practice guidance from CIPA, ACSeS, DCLG <i>BSol/ACE/Hof</i>			Initial internal audit review completed and final recommendations reported.
Partnership Handbook to be amended <i>BSol/ACE/Hof</i>			Partnership Toolkit has been approved by CMT. Review of existing partnerships against the Toolkit will commence shortly.
Review and develop robust partnership governance arrangements having regard to the Local Government & Public Involvement in Health Bill <i>HDRS/BSol/Hof</i>			The Bill received Royal Assent on 30 <sup>th</sup> October 2007. A report will be submitted to Executive briefing in March.
Key Action/ Outcome: 12.2			
Ensure effective implementation of the Local Government and Public Involvement in Health Act <i>BSol</i>			The Bill received Royal Assent on 30 <sup>th</sup> October 2007. A report will be submitted to Executive briefing in March.
Report to CMT and Executive following enactment identifying implementation stages required and timetable <i>BSol</i>			See above.



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

Key Action/ Outcome: 12.3		
<b>Support Member development by a) reviewing the Code of Conduct for Members following the issue by the Government of the proposed revised Model Code b) implementing the Members' Charter for training and development c) leading a comprehensive Member induction programme</b>		The Code of Conduct was reviewed and adopted on 11 July 2007. Training was provided for all Borough and Parish councillors. The interim inspection for the Members' charter was very positive and our direction of travel has been approved. The Member Steering Group will consider a L&D Programme at its next meeting.
Report on amendments to Code of Conduct to Council following consideration by the Standards Committee <i>BSol//HDRS</i>		Revised Code of Conduct adopted 11 July 2007.
Advice to Parish Councils on revised Code <i>BSol//HDRS</i>		All Parish Councils advised of new Code.
Training sessions for all Borough and Parish Members <i>BSol//HDRS</i>		Training session for Borough Members has been carried out and second session was held for those who could not attend the first one. Training for Parish Councils was held on 31 October 2007 but two month deadline was exceeded due to very prompt adoption of Code by most Parish and Town Councils.
Develop and implement a work programme to ensure the effective delivery of the Members' Charter for Learning and Development <i>HDRS</i>		A work programme was agreed by the Member Steering Group at its meeting in November.



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



## Update on Strategic risks identified from Service Plan

<b>Risk identified</b> <small>[indicate whether Service Plan or new]</small>	<b>Update</b>
Loss of key staff	Staff workload and deployment monitored.
Significant reduction in resources	Resources routinely monitored.
Lack of Member interest and/or officer support	Regular discussions held with officers and Members.



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

## Annex B: Staffing information

### Staffing Levels

	Establishment Posts	Staffing Full Time	Staffing Part Time	Total Posts FTE	Vacant Posts	Vacancy Rate
Directorate	2	2	0	2	0	0
Democratic and Registration	33	21	12	28.66	0	0
Finance	53	41	17	46.79	3	6.41
Legal Services	15	12	3	13.79	3	21.75
HR & OD	21	19	2	20.41	0	0
ICT Services	49	46	3	47.2	1	2.12
Property	42	32	8	37.89	6	15.84
Customer Services	46	32	14	40.53	0	0
<b>Department Totals</b>	<b>261</b>	<b>205</b>	<b>59</b>	<b>237.27</b>	<b>13</b>	<b>5.48</b>

### Staff Turnover

For the quarter ending	31 December 2007	1.23
For the year ending	31 December 2007	7.92

2006/07 total turnover for the Council: 13.39% excluding schools  
 2005/6 turnover for local authorities in the South East 17.3% excluding schools  
 Source: LG Pay and Workforce Strategy survey 2006

### Sickness Absence

	All employees, average days sickness absence per FTE
<b>Bracknell Forest Borough Council 06/07</b>	7.04 days
<b>BVPI 12 Unitary average</b>	9.6 days

Bracknell Forest Borough Council 06/07, all employees, average number of days sickness absence per employee: 5.3 days

All sectors employers in South East 05/06: average number of days sickness absence per employee, 7.3 days  
 Source: Chartered Institute of Personnel and Development – figure supplied by South East Employers

Staff Sickness (1 October 07 to 31 December 07)

<b>Section</b>	<b>Total staff FTE</b>	<b>Number of days sickness</b>	<b>Average per employee (FTE)</b>	<b>Projected annual average per employee (FTE)</b>
Directorate	2	0	0	0
Customer Services	41.34	52.5	1.27	5.5
Democratic Services	28.66	94.5	3.3	7.61
Finance	42.39	64.5	1.52	4.06
Human Resources	20.41	28	1.37	4.96
ICT	45.12	54	1.2	3.72
Legal	10.8	13	1.2	13.95
Property Services	30.34	71	2.34	6.86
<b>Department Totals</b>	<b>221.06</b>	<b>377.5</b>	<b>1.71</b>	<b>5.63</b>

96

Customer Contact Initiative	142.7	113.7	43.3	25.3	113.7	29.0	0.0	Outstanding issues are being pursued with the supplier & staged payments are being made to the supplier. <b>A balance of £0.029M is currently unallocated and will not be spent during 2007/08. Therefore the cash budgets have been amended to show a change in profile.</b>
Mobile Working	68.6	68.6	46.7	21.0	68.6	0.0	0.0	Electronic Data Records Management System as part of Civic Hub workstream.
<b>Capital Programme - CS (prior to 2007/08)</b>	<b>246.0</b>	<b>217.0</b>	<b>90.0</b>	<b>46.3</b>	<b>217.0</b>	<b>29.0</b>	<b>0.0</b>	
<b>Percentages</b>			<b>37%</b>	<b>19%</b>	<b>88%</b>		<b>0%</b>	
<b>CS Schemes commenced 2007/08</b>								
General Building Maintenance	119.2	82.8	50.9	0.0	82.8	36.4	0.0	On programme. 40% completed.
IT Developments	365.7	295.7	124.3	16.7	295.7	70.0	0.0	06/07 projects underway- Email archive/LAN Refresh. 07/08 projects identified & spend committed. Single Sign-Off/Identity management/Civic Hub technologies. Cash profile amended to reflect current information. £0.020M additional spend already moved to 2008/09 re Civic

												Hub Technologies
Case Management Software	30.0	10.0	0.0	0.0	10.0	20.0	0.0	Contract awarded with implementation programme agreed.	Inventions for quotations have been dispatched with a return date of 18/01/08. <b>Cash Budget profile amended to reflect likely spend of £0.020M into 2008/09.</b>			
Transport - Routing & Scheduling Software	50.0	45.0	0.0	32.0	45.0	5.0	0.0	New system installed & working	Mapping data now agreed. Contracts awaiting signature by Cleric. Data from current system has been sent to Cleric.			
CRM/Telephony Upgrade	140.0	42.0	1.0	0.0	42.0	98.0	0.0	Completion end of year.	Business requirements drafted. Initial contact with suppliers. Procurement process underway.			
Capital Programme - CS (current year schemes)	704.9	475.5	176.2	48.7	475.5	229.4	0.0					
Percentages			25%	7%	67%		0%					
Capital Programme - CS [all schemes]	950.9	692.5	266.2	95.0	692.5	258.4	0.0					
Percentages			28%	10%	73%		0%					
Council-wide Schemes - prior to 2007/08												
ICT Maint Prog - Network Refresh	40.0	40.0	13.1	0.6	13.7	0.0	-26.3		Look Out & Binfield PABX replacement underway. Remaining £0.026M			

[illegible]





IP Telephony Pilot Project	70.0	70.0	28.6	41.6	96.3	0.0	26.3	Network, completed and installed.
Capital Programme - Council-wide (current year schemes)	2409.9	1977.1	904.4	240.1	2003.4	432.8	26.3	Pilot underway. Funding for the additional purchase of phones, server and development work has been identified from Network Refresh
Percentages			38%	10%	83%		1%	
Capital Programme - Council-wide (all schemes)	2,480.9	2,048.1	917.5	240.7	2,048.1	432.8	0.0	
Total Capital Programme	3,431.8	2,740.6	1,183.7	335.7	2,740.6	691.2	0.0	
Percentages			34%	10%	80%		0%	

**CORPORATE SERVICES / CX OFFICE BUDGET MONITORING - NOVEMBER**

Department	Original Cash Budget 2007/2008	Virements & Budget C/Fwds	NOTE	Current Approved Cash Budget	Spend to Date %	Department's Projected Outturn	Variance Over/(Under) Spend	Variance This Month	NOTE	Variance Supported by CMT
	£000	£000		£000	%	£000	£000	£000		£000
<b>Director of CS</b>										
Director of Corporate Services	248	13	2	261	55	261	0	0		0
<b>Head of Democratic &amp; Registration Services</b>										
Democratic & Support Services	785	-1	2	784	62	784	0	0		0
Member and Mayoral Services	885	2	2	887	67	909	22	0		22
Registration of Births, Deaths & Marriages	-18	0		-18	150	-32	-14	0		-14
Registration of Electors / Elections	222	-1	2	221	79	221	0	0		0
	1,874	0		1,874	65	1,882	8	0		8
<b>Head of Customer Services</b>										
Local Tax Collection	448	11	2	459	-521	476	17	0		17
Customer Services	844	-57	2	787	74	774	-13	-13	6	0
	1,292	-46		1,246	-145	1,250	4	-13		17
<b>Head of Legal Services</b>										
	830	2	2	832	60	820	-12	-12	5	0
Legal										





**TO: OVERVIEW AND SCRUTINY COMMISSION  
13 MARCH 2008**

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## **PROCUREMENT UPDATE (Borough Treasurer)**

### **1 INTRODUCTION**

- 1.1 The Council spends in excess of £90m p.a. on the procurement of external goods and services. The recently approved revenue budget proposals contain annual savings of £370,000 (£200,000 in 2008/9 and a further £170,000 in 2009/10) to be generated through procurement.
- 1.2 Jo Alderson, Head of Procurement, will give the Commission a brief presentation outlining the achievements to date and proposed procurement activity in the future.

### **2 SUGGESTED ACTION**

- 2.1 **The Commission are asked to note the continued progress being made by the procurement function.**

### **3 SUPPORTING INFORMATION**

- 3.1 The current Comprehensive Spending Review (CSR07) requires three per cent a year to be saved by the public sector up to 2010/11 to release £30 billion to frontline services. Local councils have been assigned a target of £4.9 billion. A large proportion of these savings will be achieved by procurement. As outlined in Para. 1.1, the Council has incorporated significant procurement savings in its current budget proposals.
- 3.2 The vehicle for delivering the majority of these savings will be the Corporate Procurement Team, working with the Council's Strategic Procurement Group, together with the Berkshire Procurement and Shared Services Unit (BPSSU).
- 3.3 The previous Head of Procurement is currently seconded to the BPSSU with cover being provided by contract staff and some consultancy work.
- 3.4 Major contracts over the past 18 months have included photocopiers (MFDs), PVCU Windows & Doors, Metered Electricity, Building Materials and Stores Provision, Transport services and Buildings Cleaning.
- 3.5 Good progress is currently being made against the revenue budget savings of £200,000 for 2008/9. The main sources of saving are expected against the forthcoming energy and insurance contracts.

3.6 Other significant departmental projects recently or currently supported by the corporate procurement team include:

- Banking Services
- Berkshire Energy Procurement (TVPF)
- Civic Hub project
- Dementia Nursing Homes (BPSSU lead)
- Garth Hill College
- Independent Fostercare Agencies (Wokingham BC lead)
- Insurance Services
- Integrated Children's System (ICS) software
- Learning Disabilities Care Services
- Learning Platform software for schools
- Library Stock (CBC frameworks)
- Links (Reading BC lead)
- Private Healthcare

Background Papers

None

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## OVERVIEW AND SCRUTINY COMMISSION 13 March 2008

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### CORPORATE COMMUNITY COHESION STRATEGY 2006/07 – ANNUAL REPORT (Director of Corporate Services)

#### **1 INTRODUCTION**

- 1.1 This paper presents the Overview and Scrutiny Commission with a detailed progress report on the implementation of the Council's Corporate Community Cohesion Strategy during 2006/07.

#### **2 SUGGESTED ACTION**

- 2.1 **That Appendix 1, the Council's Community Cohesion Annual Report for 2006/07 be noted.**

#### **3 SUPPORTING INFORMATION**

- 3.1 In May 2004 the Council approved a three year corporate strategy for promoting community cohesion in Bracknell Forest. The 'All of Us' Community Cohesion Strategy was a fundamental part of the Council's CPA Improvement Plan and continues to be the key vehicle for meeting the Council's statutory duties under various equalities legislation, including the Race Relations Amendment Act 2000. Therefore effective implementation of the Strategy was considered crucial and it was agreed that an Annual Report would be submitted to Members detailing progress to date.

- 3.2 The progress that the Council has made in implementing Community Cohesion during 2006/07 is detailed in the Annual Report in Appendix 1 and is evident in two key performance measures against which the success of the Strategy is judged, namely

✓ All of the 72 Key Tasks in the Strategy have been completed within their respective timescales, with the majority ahead of schedule

✓ Of the 25 performance indicators where information is available, the Council's performance has seen 12 improve, 8 remain stable and only 5 decline.

- 3.3 The major performance indicator by which the Council is measuring its progress in Community Cohesion is "the percentage of people who feel that people from different backgrounds get on well together". This has been measured by survey in 2003 and 2006. The results show that there has been a dramatic improvement, with those that agree with this statement increasing from 66% in 2003 to 81% in 2006, which brings the Council into the top 2<sup>nd</sup> quartile when compared nationally. (Top quartile results are 84% and above).

Key pieces of work in the last 12 months

- 3.4 One of the major pieces of work undertaken to support the Community Cohesion Strategy has been the completion of the Black and Minority Ethnic groups audit. Detailed mapping of service data availability has been undertaken with partners and

key data sources for ethnic community service users has been identified. Further work has been completed to provide a detailed geographical mapping across the Borough of all key service user groups by ethnicity to provide an ethnic community profile.

- 3.5 Members attention is also drawn to a sample of case studies of where the Council has successfully applied the principles contained in the Community Cohesion Strategy during 2006/07. These case studies are outlined on pages 5-10 of Appendix 1.

Where do we go in the future?

- 3.6 There is no doubt the Council has performed well against the tasks and targets it set in the first strategy for Community Cohesion. However there is a recognition that nationally the approach to community cohesion issues has matured over the last couple of years and the approach the Council adopts to ensure maximum cohesion will need to mature in a similar way.

- 3.7 The publication of the report 'Our Shared Future' by the Commission for Cohesion and Integration, is also leading the way forward by identifying key areas where Local Authorities can help improve community cohesion. These are:

- Firstly, the sense of **Shared Futures**..... - an emphasis on articulating what binds communities together rather than what differences divide them, and prioritising a shared future over divided legacies
- Secondly, an emphasis on a new **model of rights and responsibilities**..... – one that makes clear both a sense of citizenship at a national and local level and the obligations that go along with membership of a community, both for individuals or groups
- Thirdly, an ethic of hospitality – a new emphasis on **mutual respect and civility** that recognises that alongside the need to strengthen the social bonds within groups, the pace of change across the country reconfigures local communities rapidly, meaning that mutual respect is fundamental to issues of integration and cohesion.
- A commitment to equality that sits alongside the need to deliver **visible social justice**, to prioritise transparency and fairness and build trust in the institutions that arbitrate between groups

- 3.8 There is clearly a need to keep the momentum of the first strategy alive with the development of a further strategy to take the Community Cohesion work forward beyond 2008. The new community cohesion strategy will need to ensure that these key areas are included and that locally we build a strategy that is meaningful to the people of Bracknell Forest.

- 3.9 Work has begun on the development of a new strategy which is due to be approved this Spring.

- 3.10 The progress of the strategy will continue to be monitored by a working group (Community Cohesion & Engagement Working Group), with representatives from all the departments across the Council. From September 2007 this group was expanded to include representatives from key partners in Bracknell. This has proved to be of great benefit, in enhancing partnership working, but to share data and expertise across a wide range of equalities and cohesion issues. In addition to this an Executive Member has been appointed as the lead Member for community cohesion from May 2007.



### Background Papers

Community Cohesion Strategy and various working papers.

### Contact for further information

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# **“All of Us” in Bracknell Forest**

A Corporate Strategy for Promoting Community Cohesion  
2004/05 – 2006/07

## **Progress Report**

**Autumn 2007**



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# Introduction

This document details the progress made to date by Bracknell Forest Borough Council in promoting community cohesion within the Borough in accordance with the Council's three year Strategy (2004/05 – 2006/07).

The Council has made considerable progress in implementing the Strategy and this is evident in the two key performance measures against which the success of the Strategy will be judged, namely:

- ✓ All of the seventy two Key Tasks in the Strategy have been completed within their respective timescales, with the majority ahead of schedule.
- ✓ Of the 25 performance indicators where information is available, the Council's performance has seen 12 improve; 8 remain stable, and only 5 decline.

In light of this progress, the Council is well placed to build on its achievements and to move the Community Cohesion agenda further forward via the current development of its new strategy for 2008- 2011.

# **A Quick Guide to Community Cohesion**

## **What is Community Cohesion?**

A further development of social inclusion, community cohesion is a term and concept arising from the Cattle Report following the riots in Oldham and Burnley in summer 2001.

A cohesive community is one where:

- there is a common vision and a sense of belonging for all communities
- the diversity of people's backgrounds and circumstances are appreciated and positively valued
- those from different backgrounds have similar life opportunities
- strong and positive relationships are being developed between people from different backgrounds in the workplace, in schools and within neighbourhoods

## **Why is Community Cohesion important to the Council?**

Because community cohesion is about recognising four important principles:

- Opportunity: everyone in Bracknell Forest is provided with the same opportunities
- Accessibility: everyone is able to access opportunities, service and facilities
- Inclusion: no one is excluded from accessing services, facilities or opportunities
- Difference: different groups in the community and different people have different needs and need different levels of services and support in order to have the same opportunities, accessibility and to be included.

Carrying out the Council's business with these four principles in mind is what the Council is there to do. Community Cohesion therefore is a critical part of all that we do.

Because community cohesion is about understanding and addressing the needs of all of our customers in what is an increasingly diverse population, with different risk factors related to different communities. In doing so, the Council's approach to community cohesion will be both meaningful and proportionate.



## The 'All of Us' Strategy – An Executive Summary

The first Community Cohesion Strategy set out the Council's approach to promoting community cohesion within the Borough. In this annual report for the last year of the strategy, we aim to demonstrate that we have contributed to strengthening community cohesion in Bracknell Forest.

### Vision

Our Vision is:

***To make Bracknell Forest a place where all people can thrive, living, learning and working in a clean, safe and healthy environment***

### Aims

We want Bracknell Forest to be a Borough where:

- There is a shared vision and a sense of belonging for all communities
- The diversity of people's backgrounds and circumstances is appreciated and positively valued
- Those from different backgrounds have similar life opportunities
- Strong and positive relationships are being developed between people from different backgrounds in the workplace, in schools and within neighbourhoods.

### Goals

We will strive to realise our vision and aims by working hard to achieve six goals. These are:

1. Promoting community cohesion through community leadership
2. Promoting community cohesion through solid, innovative, sustained partnerships
3. Promoting community cohesion through a willingness to recognise and confront difficult social issues
4. Promoting community cohesion through practical and visible targeted projects
5. Promoting community cohesion through participative, community and public involvement in shaping action
6. Promoting community cohesion by reviewing progress

### Actions

We turned these six goals into action through the delivery of a three year Implementation Plan.

## Measures

We have measured the success of this Strategy in three ways:

- Firstly, the extent to which we achieved the key tasks and outcomes in the three-year Implementation Plan.
- Secondly, the extent to which performance improved in our 'basket' of community cohesion indicators (see *Community Cohesion Performance Indicators*).
- Thirdly by celebrating some of the tangible improvements that had been made in the community (see *Our Successes*).

Our headline indicator will be:

***The proportion of people who feel that their local area is  
a place where people from different backgrounds  
can get on well together***

# Community Cohesion in Bracknell Forest – Our Successes

## IntergenerationAL Projects

Through the Council's initiative to extend community services in and around schools, a variety of inter-generational projects have started, involving older people being in school. The aim was for pupils to benefit from some extra help and for older people to get involved in community life and develop themselves.



Senior citizens and pupils from Great Hollands Primary School have lunch together.  
(l-r) Jenny Rycroft, Charly Toya-Richardson (6) have a chat over lunch.  
\*PIC BY STEWART TURKINGTON\*

In Great Hollands, The Pines and Sandy Lane Primary schools, lunch clubs are running at which older people buy a meal and eat it alongside pupils at the school. At the Pines Primary School the lunch club developed into a reminiscence session for the older people, which helped the older pupils in their project work on the 1950s and 1960s. This led to a craft project in which a 'home corner' with a difference was created. The older people worked with the pupils to craft a 1950s sitting room complete with lamp standards and record player.

This work has helped build relations between the Pines school and local older residents.



At Sandy Lane Primary School, in response to needs of the older people at the lunch club, ICT training started in September 2007. At Great Hollands Primary school several lunch club members are now supporting the school with volunteer effort including helping with knitting and guitar classes.

The inter-generational projects have therefore enabled children to learn from the wisdom of their elders and also allowed older people access to training and volunteering opportunities. A better understanding across the generations and a chance to build relationships has led to a real community feel in and around the schools.

Bracknell Forest has won many awards in the **Britain in Bloom** competition including the regional award for **Best Community Engagement**.

Work with the **Nepali community in Sandhurst** has resulted in improved confidence of children.

## Special Sports Fun Day

The Special Sports Fun Day for people with disabilities was organised and held at Bracknell Leisure Centre in June this year for the 13<sup>th</sup> time! The event was officially opened by the Mayor of the Borough of Bracknell Forest, Cllr Gill Birch.

The day was a great success, attracting over 300 participants! Contestants took part in a variety of events, including wheelchair races, bean bag throwing, tennis ball throwing, long jump, shot putt, high jump, javelin, 100m, 200m and relay and each category winner was awarded a trophy.



**Northern parishes Arts Week** – lots of activities for everyone to get involved over half term.

**Employment** for people with learning disabilities in our parks.

Categories included:

- Assisted wheelchair user
- Electric wheelchair user
- Self propelled wheelchair
- Poor walker without aid
- Good walker (not runner) without aid
- People who can just manage to run
- People who can run fairly easily
- Best athletes



Competitors came from across the Borough including representatives from Cranstock, Priors Day Services, Reading Education and Training Centre, Oakbridge, Southern Archway, Ravenswood, Bracknell Day Services, Brunel, WROC, Ellerman Resource Centre, Leisure Plus and West Berkshire Mencap.

## Neighbourhood Action Groups

As a result of Neighbourhood Action

Groups (NAGs) Bracknell Forest residents can easily raise their concerns and make a real difference to their communities.

**Yours Gardens competition** – recognised community efforts to enhance the natural landscape.

The Council and Police developed a Neighbourhood Management model of engaging with the community to identify issues of concern to 14 identified neighbourhoods in the Borough and to establish Neighbourhood Action Groups to address these issues in a multi-agency and inclusive way.

Communities are able to contribute through forums and questionnaires sent to every home in the Borough. Each forum has a senior council officer, local police beat officer, neighbourhood sergeant and a police community support officer (PCSO) assigned to it and who attend every meeting and ensure that key messages and concerns are fed back into their organisation.

The scheme has been running in Bracknell Forest for 3 years and has proved a great success. Examples of actions arising from the scheme include projects in Binfield, where the speed limit in Tilehurst Lane is set to be cut from 40mph to 30mph next year, and Crowthorne, where a film night was set up for teenagers. Additionally the chairs of the 14 NAGs have now been invited to join the Local Area Policing Board, an advisory group set up by the Police Authority, to become a 'critical friend' to the Local Police Area commander to test the effectiveness of policing services delivered locally.

The Neighbourhood Action Groups are

a great example of how the community can have a really positive impact on the Council's services. By working with issues at a local level and involving everyone affected, real concerns in Bracknell Forest are being targeted efficiently and effectively.

**Easthampstead Park Cemetery & Crematorium** has adapted to cater for differing cultural beliefs.

## Health Awareness

As part of the links between the project to extend services in an around schools and health services, a health event was held for the Priestwood community, targeted at both young and old people. The aim of the event was to raise awareness of health issues among the community and provide local people with the opportunity to talk to health care professionals.



The day was organised in conjunction with Berkshire East Primary Care Trust and provided a wide range of health activities such as health MOTs, keep fit sessions, beauty treatments and information on health eating, stopping smoking and alcohol awareness.

**From Here to Maturity:** a dance project for older people, where they can socialise and keep fit.



There was a good attendance and 35 people, mostly older people, had a health MOT. These checked blood pressure, weight, height, BMI, % body fat, peak flow, carbon monoxide levels and included a lifestyle questionnaire on diet, alcohol intake, drugs and mental health questions.



The event was deemed a great success by both the local people who attended and the professionals. Attendees found the event informative and professionals benefited from the chance to meet with the community and promote their work.

The annual **'Streetlife' festival** has increasingly added local groups and talents to the programme of events over the last few years.

Bracknell Forest was awarded a **commendation** in the Association of Town Centre Management South East of England Regional Awards **for promoting community safety** through the Bracknell Business Against Crime Initiative.

## Black History Month



Black History month is held throughout Britain every October and provides opportunities for people to explore the positive contribution black culture has made through a variety of events, exhibitions and workshops. This is the third year that Bracknell Forest Borough Council has participated in this national celebration of Britain's rich cultural heritage.

This year Bracknell Forest's Black History Month focused on culture and stories contributed by local people and visiting artists and was delivered by the communities themselves, the Additional Support Programme, South Hill Park Arts Centre and Bracknell Forest Borough Council.

Events included:

- Speakers corner
- Rhyme and rhythm
- Abraham Wilson's Delta Blues Project
- Bridging Nations: Africa and the Internet
- Spoken Word Workshop led by the Beyonder
- International Exhibition of Cultural Awareness.

## Additional Support Programme (ASP) 1<sup>st</sup> AGM and Open Event

The Additional Support Programme (ASP) was set up through the national Change Up programme with separate and dedicated funding. The main aim of the programme is to provide BME, traveller and faith communities with a voice and to enable those communities to be meaningfully engaged in service delivery and decision making at local and regional level.

The group held a very successful first Annual General Meeting (AGM) and Open Event on 22 November at Easthampstead Baptist Church attended by over 60 people. The evening included a keynote speaker, Jeff Hinds from the Wokingham Borough Black and Minority Ethnic (BME) Forum, together with 'question time' panel of invited guests namely Tim Wheadon, Chief Executive of Borough Council, Alison Sanders, Director of Corporate Services at the Borough Council, Sally Kemp, Chair of Berkshire East Primary Care Trust, and Simon Bowden, Thames Valley Police Local Area Commander. Many varied questions were asked of the panel within the time available, but as there was so much interest and many more questions waiting, the ASP will be holding more 'panels' and in their planned open meetings in the year.

## Hot Streets

As part of our aim to improve community cohesion and community safety in Bracknell Forest, Royal Berkshire Fire and Rescue Service is teaming up with both Thames Valley Police and Neighbourhood Watch groups in a new

initiative called Hot Streets.

This approach allows us to focus on specific target groups within the area, which may be at increased risk. Along with the Crime Reduction Officers and the Neighbourhood Watch Co-ordinator, Margaret Weber, we are able to identify these areas and provide a number of services to a specific street in one day, including free Home Fire Safety checks (HFSCs) which take place in people's own homes, providing fire safety checks, advice on making an escape plan, plus the installation of smoke alarms where necessary. Home Security Checks and advice on reducing the risk of crime in both your home and street are also offered. The focus is solely preventative and allows us to differentiate the Hot Streets name from existing patrols and punitive action. Although still in its early days, two successful Hot Streets have been carried out in the Great Hollands area, and one in Mount Pleasant flats. All of these resulted in an excess of twenty HFSCs having been carried out on the day, and further bookings taken for HFSCs to be completed at a later date. The partnership initiative seems to be working extremely well, with all involved in agreement that it is a very productive way of delivering our messages. It is hoped that these, as well as continuing to offer free Home Fire Safety Checks to anyone residing in the Borough, will help to make people that bit safer in their homes and prevent the incidence of fire and crime in the future. We plan to take the Hot Street initiative forward into the coming year and continue to build on its successes.

Giving presentations to schools and community groups and striving to get our fire safety and road traffic

a message out to the public continues to be a priority for Royal Berkshire Fire and Rescue Service. This December the crews will be in Bracknell Town Centre, along with Thames Valley Police and the Ambulance Service, to promote safe driving, providing a detailed road traffic collision demonstration and warning of the dangers involved with drink driving.

In these ways we hope to improve community cohesion in the Borough and strongly believe that by working in partnership, we can all help each other to deliver our messages and achieve our goals in a far more productive and agreeable way.



## Modernising Day Services

In Bracknell Forest we have taken a strong line on our approach to modernising day service. As has now been identified in Valuing People Now, this should not be a move from large buildings to smaller buildings, whilst little of substance changes in the lives of individuals.

As identified in our framework developed in 2003, we are seeking to ensure that people with learning disabilities have the same range of opportunities as anybody else. Below are just two areas in which we have developed new and successful approaches to enabling ordinary lifestyle.

### Employment

We have an agreement with A4e, a mainstream employment agency, to work in partnership to enable skills development, and access to employment.

We are working with Leisure and environment Services, and Housing to create a social firm, with a range of contracts to create sustainability.

Learning disability services now employ 5 people with learning disabilities

Leisure and Environment department are seeking to create tailored employment opportunities suitable for people with learning disabilities.

### Sports and Leisure

Four members of staff from the LD service are now based within the Leisure service, 7 days a week, offering:-

- \* Additional support to participate in all the activities on offer, as and when required.

- \* Training to Leisure Centre staff to enable them to respond to the needs of people with learning disabilities

- \* We have negotiated a simpler charging structure for membership of the Leisure Centre, and activities within a range of BFBC site, which can be pre-purchased using the e+ card.

People can either pay for this themselves, or have the money as a direct payment straight "onto" the card, thus making access simpler for people who have difficulties managing cash.

We are working with the centralised transport unit to use our vehicles and transport staff differently to offer a "dial-a-ride" type of service to enable access to the increasing range of opportunities on offer.

With Leisure services, we have jointly purchased a hoist and changing table to enable people with more complex needs to use Coral Reef.



## The Council's Progress to date

The Council has made considerable progress in implementing the Strategy and this is evident in the two key performance measures against which the success of the Strategy has been judged, namely:

- ✓ All of the seventy two Key Tasks in the Strategy are on track to be completed within their respective timescales, with the majority ahead of schedule.
- ✓ Of the 25 performance indicators where information is available, the Council's performance has seen 12 improve, 8 remain stable, and only 5 decline.
- ✓ The major performance indicator by which the Council measured its progress in Community Cohesion is "the percentage of people who feel that people from different backgrounds get on well together". This has been measured by survey in 2003 and 2006. The results show that there has been a dramatic improvement, with those that agree with this statement increasing from 66% in 2003 to 81% in 2006, which brings the Council into the top 2<sup>nd</sup> quartile when compared nationally. (Top quartile results are 84% and above).

Of these 5, 1 is still in the top quartile (BV 39 15 year olds with 5 GCSEs or equivalent at A\*-Gs), 1 is in the second quartile (BV 3 satisfaction with overall service), two remain in the third quartile (BV 126a domestic burglaries per 1000 population and BV 74b BME tenant satisfaction) and 1 (BV 174a racial incidents per 1000 population) is where the methods of reporting and recording racial incidents has improved and therefore it is not a surprise that more incidents are being reported.

# Implementation Plan: progress to date

## 1: Promoting community cohesion through community leadership

	Key Tasks – community leadership	Outcomes	Responsibility	Timescale	Progress at May 2007
1.1	Continue to set and maintain corporate standards in relation to the Council's legal obligations, as an employer, service provider, and community leader, under equalities legislation	A non-discriminatory Council which promotes equality of opportunity and good relationships between different communities in the Borough	Director of Corporate Services & Resources	2004/05 - 2006/07	Good progress. Race Equality Scheme, approved by the Race Equality Council, established. Preparations underway for next Race Equality Scheme 2007-2010. Disability Equality Scheme and Gender Equality Schemes prepared within timescales. Awareness workshops run for Members and staff, facilitated by Lord Ouesley. Equalities Impact Assessment framework established and continues to be rolled out through Departmental Working Groups. Race Audit of Social Services & housing completed. Progress in introducing community cohesion implications into committee reports.
1.2	Adopt the final version of the Community Cohesion Strategy, following full consultation with a range of stakeholders	Stakeholder involvement in Strategy development A comprehensive reference document & 3 year plan to improve community cohesion	Executive	2004/05	Good progress. Good response from consultees. Strategy reflected the consultation results. Adopted by Executive 18 May 2004. Work in progress to refresh the Strategy for 2008 -2011. Initial consultation undertaken.

	<b>Key Tasks – community leadership</b>	<b>Outcomes</b>	<b>Responsibility</b>	<b>Timescale</b>	<b>Progress at May 2007</b>
1.3	Amend the Bracknell Forest vision statement to make explicit a commitment to all people who live work and visit the Borough and use the Council's services.	Clear commitment to improving community cohesion by the Council	Director of Corporate Services & Resources	2004/05	Good progress. Amended vision appeared in the Corporate Plan 2004/05 and in the 'All of Us' promotional material.
1.4	Establish political champions for community cohesion by including it within the portfolios of all Executive Members.	Clear commitment to improving community cohesion by the Council	Director of Corporate Services & Resources	2004/05	Good progress. In Standing Orders since May 2004. The Leader is the 'Champion' for community engagement and cohesion. 'All of Us' briefing for Members took place in June 2004. Bracknell Forest Partnership to lead on Community Cohesion – agreed February 2007. A new Community Cohesion Executive Member since May 2007.
1.5	Establish a Corporate Community Cohesion Working Group (CCCWG) with lead responsibility for championing & delivering the Strategy.	Promoting community cohesion is an integral part of the way the Council works	Director of Corporate Services & Resources	2003/04	Good progress. Regular CCCWG meetings since January 2004. CCCWG has made significant progress in implementing the Strategy. Chaired by the Director of Corporate Services. Clear terms of reference and good departmental and cross-cutting membership. Departmental Working Groups established and represented on the Corporate Working Group to ensure strategic and operational issues are resolved. From September 2006 the CCCWG

	<b>Key Tasks – community leadership</b>	<b>Outcomes</b>	<b>Responsibility</b>	<b>Timescale</b>	<b>Progress at May 2007</b>
					merged with the Community Engagement working group to ensure improved supportive working. Working Group expanded to include representatives from PCT, Police, Fire & Rescue and Voluntary Sector since January 2007. New Community Cohesion Executive Member since March 2007.
1.6	Ensure promoting community cohesion is clearly reflected in the Council's annual service planning process	Promoting community cohesion is an integral part of the way the Council works	Head of Performance & Improvement	Annually	Good progress. Senior management workshop in May 2004 to ensure 'All of Us' reflected in 2004/05 Service Plans. CCEWG considered requirements for 2005/06 and 2007/08 Service Plans and budgets and Service Plans audited to ensure community cohesion was included.
1.7	Expand the Equalities Checklist in Best Value reviews to include community cohesion implications.	Promoting community cohesion is an integral part of the way the Council works	Head of Performance & Improvement	2004/05	Good progress. New checklist published in the Council's Performance Management Toolkit and used in the two most recent Reviews.
1.8	Include guidance on how to integrate community cohesion into the Council's purchasing requirements in the second edition of the forthcoming procurement manual (June 2005)	Promoting community cohesion is an integral part of the way the Council works.	Head of Procurement	2005/06	Satisfactory progress. Community cohesion included in the Council's approach to procurement. More work is being undertaken in 2007/08 and beyond to ensure the processes are in place.

	<b>Key Tasks – community leadership</b>	<b>Outcomes</b>	<b>Responsibility</b>	<b>Timescale</b>	<b>Progress at May 2007</b>
1.9	Ensure that promoting community cohesion is part of the Council's grant allocation process in a way that is proportionate to the capacity of the applicant & continues to maximise the accessibility of the process to all applicants	Promoting community cohesion is an integral part of the way the Council works.	Head of Strategy & Partnerships	2004/05	Good progress. As a result of the Lifelong Working Group review, the grants policies and procedures will be redrafted for 2006/07 to promote community cohesion.

## 2: Promoting community cohesion through solid, innovative, and sustained partnerships

2	Key Tasks - partnerships	Outcomes	Responsibility	Timescale	Progress at March '07
2.1	Encourage Town & Parish Councils to develop their own community cohesion statements	Clear commitment to improving community cohesion by partner organisations	Director of Corporate Services	2004/05	Satisfactory progress. Town and Parish Councils fully involved in consultation on draft Strategy and will be involved in Community Engagement.
2.2	Strengthen the Local Strategic Partnership & show a commitment to community cohesion	Clear commitment to improving community cohesion by partner organisations	Strategy & Partnerships	2004/05	Good progress. Community Plan review included community cohesion as cross-cutting throughout all the Community Plan themes. Bracknell Forest Voluntary Action are acting as Champion for community engagement. Partners are making funding contributions to the delivery of the Community Engagement Strategy. New Sustainable Community Strategy work has begun.
2.3	Restructure the Chief Executive's Office to increase capacity for partnership working & co-ordination of the Council's approach to community cohesion	Clear commitment to improving community cohesion by partner organisations	Strategy & Partnerships	2004/05	Good progress. Increased capacity to accelerate 'All of Us' mainstreaming and development of the Bracknell Forest Partnership.
2.4	Continue to adhere to the Bracknell Forest Voluntary Sector Compact to ensure	Clear commitment to improving community cohesion	Director of Environment &	2004/05 - 2006/07	Satisfactory progress. Strategy & Partnership Team provide

2	<b>Key Tasks - partnerships</b>	<b>Outcomes</b>	<b>Responsibility</b>	<b>Timescale</b>	<b>Progress at March '07</b>
	effective working relationships with the voluntary sector	cohesion by partner organisations	Leisure		additional capacity to support the Compact.

### 3: Promoting community cohesion by addressing the most difficult social issues in the locality

3	Key Tasks – addressing the difficult issues	Outcomes	Responsibility	Timescale	Progress at March '07
3.1	Develop & implement a single simple comprehensive system of 'Community Cohesion Impact Assessments', capable of meeting the Council's statutory duties & being used as part of an evidence base for prioritising interventions to promote community cohesion	Greater evidence of community cohesion needs & priorities	Director of Corporate Services & Resources	2004/06	Satisfactory progress. Single Equalities Impact Assessment system approved and rolled out to Departmental Working Groups for completion by 2005/06. Structure, programme of action, and a process of support is in place. Findings to be actioned by 2006/07.
3.2	To develop a Black & Minority Ethnic stakeholder profile in Bracknell Forest & to assess Black & Minority Ethnic infrastructure requirements & use as part of an evidence base for prioritising interventions to promote community cohesion	Greater evidence of community cohesion needs & priorities	Head of Performance & Improvement	2004/05 Revise to 2005/06	Satisfactory progress. Progress has been made on this task in mapping demographic BME groups. This is to be completed in June 2007. BFVA have made good progress in assessing the BME infrastructure requirements and aim to establish a BME forum by October 2007.
3.3	Geographically map the Indices of Deprivation in Bracknell Forest & use as part of an evidence base for prioritising interventions to promote community cohesion	Greater evidence of community cohesion needs & priorities	Head of Performance & Improvement	2004/05	Good progress. Indices of Deprivation 2004 mapped at Super Output Area level. Participating in the GOSE Community Cohesion Network exercise for mapping Community Tensions.
3.4	Ensure community cohesion questions are	Greater evidence	Head of	2003/04 &	Good progress.



3	<b>Key Tasks – addressing the difficult issues</b>	<b>Outcomes</b>	<b>Responsibility</b>	<b>Timescale</b>	<b>Progress at March '07</b>
	included in consultations & use as part of an evidence base for prioritising interventions to promote community cohesion	of community cohesion needs & priorities	Performance & Improvement	2006/07	<p>Supplementary questions included in the 2003/04 and 2006/07 Best Value User Satisfaction General Survey.</p> <p>Corporate approach to taking account of community cohesion issues in consultation and other forms of engagement being promoted through the Corporate Community Engagement Strategy.</p> <p>SS&amp;H Race Audit report recommends that the Department includes guidance and training on race related questions</p>

#### 4: Promoting community cohesion by developing and implementing a realistic number of practical and visible targeted projects

4	Key Tasks - Targeted Projects	Outcomes	Responsibility	Timescale	Progress at March '07
4.1	Continue to raise awareness of equalities issues through impact assessment on human resource issues, particularly through major programme of training & development	A non-discriminatory Council which promotes equality of opportunity & good relationships between different communities	Borough Human Resources Manager.	Annually	Good progress. 'All of Us' now a fundamental part of staff induction and management training programmes. 'All of Us: Inclusive Excellence' workshops with Lord Ouesley for staff, Members, and partners. Mandatory training for all senior managers on 'Enhancing Community Cohesion'. A range of other equalities based training being run To ensure training on RRAA2000 for all SS&H staff
4.2	Implement a range of initiatives to ensure the frontline workforce of Bracknell Forest Services reflect the composition of the community it serves	A non-discriminatory Council which promotes equality of opportunity & good relationships between different communities within the Borough.	Assistant Director (Sustainable Communities)	2004/05 - 2006/07	Good progress. 2004/05 focus on Bracknell Forest Services which now provides more support for Modern Apprentices and strives towards recruitment from a more diverse background.
4.3	Fully implement Climbie Action Plan developed in response to the Local Authority self audit	A reduction in the risk of harm to vulnerable children	Head of Children & Families Services	2004/05	Good progress. Fully implemented.

<b>4</b>	<b>Key Tasks - Targeted Projects</b>	<b>Outcomes</b>	<b>Responsibility</b>	<b>Timescale</b>	<b>Progress at March '07</b>
4.4	Implement access improvements to Council owned buildings (£100,000 annual budget)	Improved access to Council owned buildings	Director of Corporate Services	Annually	Satisfactory progress. Programme of works identified and are being costed.
4.5	Implement Accessible Hackney Carriage policy leading to a rolling programme of wheelchair accessible Hackney Carriages as current vehicles come up for replacement	Improved access to licensed taxis for people who use wheelchairs	Head of Trading Standards & Services	2004/05 - 2006/07	Satisfactory progress. Policy continues to be implemented and number of wheelchair accessible Hackney Carriages has increased in 2004/05. Of the 85 taxis 40 have front swivel seats and 17 are fully accessible to wheelchairs
4.6	Continue to work in partnership to support the Shopmobility scheme in Bracknell town centre	Improved access to the town centre for disabled/mobility impaired people	Bracknell Shopmobility Management Committee	2004/05 - 2006/07	Good progress. Partnership scheme launched May 2004, currently has 66 members and is run by a management committee.
4.7	Continue to promote & enable the improvement of public transport by giving access to buses in infrastructure improvements e.g. the regeneration of Bracknell Town Centre.	Improved transport provision in the Borough	Assistant Director Streetcare	Annually	Satisfactory progress. The town centre planning consent makes provision for significant improvements identified in the planning application. A number of infrastructure upgrades have been made, including Information Points and kerbs.
4.8	Continue to facilitate the development & implementation of a range of Mobility Schemes	Improving accessibility to the public highway for disabled/mobility impaired	Assistant Director Streetcare	Annually	Good progress. Programme of works being implemented and some complete

4	Key Tasks - Targeted Projects	Outcomes	Responsibility	Timescale	Progress at March '07
		people			e.g. raised kerbs at bus stops.
4.9	To relaunch the Council's Leisure Saver Pass as an integral part of the Council's E+ smartcard.	Increased opportunities for people on low incomes to improve their health & social interaction by participating in affordable leisure activities	Assistant Director Leisure	2004/05	Good Progress. The Leisure Saver Scheme was launched in January 2005. Borough Residents that qualify for the scheme may receive discounts of up to 70% on a range of activities at the Council's Sport and Leisure Facilities. As at March 2007 there were 152 people in the Leisure Saver Scheme (112 adults, 31 juniors and 9, 60+)
4.10	Ensure that stretching performance in promoting community cohesion is a central tenet of the development & implementation of the second Local Public Service Agreement in Bracknell Forest.	Service improvements, over & above what they would have been without the Local Public Service Agreement, in twelve priority areas that positively impact on community cohesion	Head of Performance & Improvement	2004/05 – 2006/07	Satisfactory progress, 'All of Us' has influenced the choice of LPSA2 targets being negotiated with the Office of the Deputy Prime Minister.
4.11	Continue to promote & enable the involvement of local schools in developing sustainable transport solutions within the Borough through the Safe Routes to School initiative	The Council's approach to improving transport solutions in the Borough will promote community cohesion	Assistant Director Streetcare	Annually	Satisfactory progress. 26 LEA schools have formally signed-up fully developed travel plans to promote enhanced accessibility for all
4.12	Continue to promote & enable the involvement of local businesses in	The Council's approach to improving transport	Assistant Director Streetcare	Annually	Satisfactory progress. The Bracknell Forest Transport

4	Key Tasks - Targeted Projects	Outcomes	Responsibility	Timescale	Progress at March '07
	developing sustainable transport solutions within the Borough through Business Travel Plans	solutions in the Borough will promote community cohesion			Partnership meets to discuss transport of which travel plans plays a role. Additional Travel Plans are secured through the planning process, as well as in schools so that future generations of employees learn and understand how to travel sustainably.
4.13	Continue to promote & enable the involvement of community transport providers in developing sustainable transport solutions in the Borough through the development & management of the Community Transport Contract	The Council's approach to improving transport solutions in the Borough will promote community cohesion	Assistant Director Streetcare	Annually	Satisfactory progress. A Service Level Agreement has now been finalised with Keep Mobile and is working well.
4.14	Accessibility Modelling Tool development in conjunction with MVA & Department for Transport	The Council's approach to spatial planning & the Local Development Framework will promote community cohesion.	Assistant Director Streetcare	2004/06	Good progress. The Local Transport Plan included accessibility as a key theme and that access to Health facilities was an issue to be addressed. Work has commenced on this programme.
4.15	To continue to provide Council communications & services in a range of media & formats.	The Council's communications will be accessible to all communities within the Borough	Head of Communications	Annually	Good progress. Corporate Media & Translation Statement (adopted June 2004) provides corporate standard for ensuring documents can be

4	Key Tasks - Targeted Projects	Outcomes	Responsibility	Timescale	Progress at March '07
					<p>provided in alternative formats subject to need.</p> <p>Corporate Guidance &amp; Criteria for Monitoring &amp; Managing Personal Research (approved June 2004).</p> <p>SS&amp;H Race Audit report recommends translating documents into the relevant languages</p>
4.16	<p>Continue to ensure that recruitment literature reflects equalities requirements in relation to a supporting the claim that Bracknell Forest is an equal opportunities employer e.g. the "Two Tick" disability symbol.</p>	<p>The Council's communications will be accessible to all communities within the Borough</p>	<p>Borough Human Resources Manager.</p>	<p>Annually</p>	<p>Good progress.</p> <p>Recruitment Strategy Manager has reviewed and updated the recruitment literature to ensure all potentially discriminatory information requirements are removed from the application process.</p> <p>Recruitment Strategy Manager is a member of the Departmental Community Cohesion Working Group.</p> <p>Equalities requirements and commitment to 'All of Us' reflected in relevant literature including work related to advertising mediums.</p> <p>Initiatives in place to continue to improve the diversity of the</p>

4	Key Tasks - Targeted Projects	Outcomes	Responsibility	Timescale	Progress at March '07
					workforce, including taking on board new legislative requirements e.g. Age Disability
4.17	Develop a strategy for specialist domiciliary care for people with dementia.	The needs of all communities within the Borough are reflected in the Council's service provision	Head of Long Term Care / Home Care Manager	2004/05	Good progress. The service has now been fully evaluated, outcomes available within the evaluation document. This established team continues to provide a valuable service. Funding for this service will continue through LPSA2.
4.18	Evaluate the impact of the Consistency Management & Cooperative Discipline Programme on behaviour, attendance & standards in schools & consider its extension to other schools.	Raising achievement in schools	Assistant Director Learning, Achievement & Libraries / Assistant Director Access and Inclusion	2004/06	Good progress. Programme is embedded in three schools. Programme being established in primary schools.
4.19	To develop mobile youth provision in Bracknell Forest	Improved social and educational facilities for young people.	Head of Youth Service	2005/06 - 2006/07	Good progress In place.
4.20	Promote importance of emotional health wellbeing through Healthier Schools, Personal Social Health Education, Drugs Awareness & peer mediation schemes.	Children and young people have better emotional health and well being and are equipped to respond to a range of issues that face them	Assistant Director Learning Achievement & Libraries / Assistant Director Access and Inclusion	2004/06	Good progress in all areas. Programme for implementing the revised Health Schools standard is in place and proceeding in line with implementation targets. Social and Emotional Aspects of

4	Key Tasks - Targeted Projects	Outcomes	Responsibility	Timescale	Progress at March '07
					Learning (SEAL) programme being piloted in Bracknell Forest schools
4.21	Implement a choice based letting scheme for our own housing stock	To help people to be housed where they want to be housed.	Head of Housing Strategy & Needs	2004/05	Good progress. Capital budget approved. Two –year Project Plan prepared and reported to DMT and CMT. Phase 1 – Policy Review – to be completed by March 2007. Phase 2 – IT implementation to be completed March 2008. Report submitted to SC&H Overview & Scrutiny Panel June 2006
4.22	Work towards the closer integration of services for Children, Young People & Families across Council departments & partner agencies.	To implement the proposals set out in the Children Bill to improve outcomes for children & families	Chief Executive	2004/06	Good progress. New department created in May 2005. Project management structures in place. Children and Young People's Strategic Plan produced in April 2006
4.23	Improve the provision for pupils with English as a second language.	To improve educational outcomes & educational inclusion of these children	Assistant Director Learning, Achievement & Libraries (LAL)	2004/05	Good progress but provision needs to be expanded to meet recent increase in demand. Service now provided within the Education and Libraries



4	Key Tasks - Targeted Projects	Outcomes	Responsibility	Timescale	Progress at March '07
					<p>Department EAL network established for school co-ordinators to develop approaches to identification, assessment and provision. Handbook and resources to support schools available on the BFinclusion website</p> <p>Focussed support available for newly arrived pupils and their families</p> <p>Working through the extended schools and children's centres programme and the Library Service to provide materials</p>
4.24	Review & update the Local Education Authority's Social Inclusion Plan & to implement the revised version	To improve educational outcomes & to contribute to Social Inclusion	Assistant Director Access and Inclusion	2004/05 - 2006/07	<p>Good progress.</p> <p>Plan has been replaced by the Children and Young People's Strategic Plan published in April 2006</p>
4.25	Continue to work through schools to prepare children & young people for living in a diverse society	To improve outcomes for children & young people	Assistant Director Learning Achievement & Libraries / Assistant Director Access & Inclusion	2004/05 - 2006/07	<p>Good progress.</p> <p>A comprehensive programme of initiatives based around three key themes: (i) minority ethnic achievement, (ii) provision for children with English as a second language, and (iii) developing schools' capacity to educate</p>

4	Key Tasks - Targeted Projects	Outcomes	Responsibility	Timescale	Progress at March '07
					children to live in a diverse society. Working in partnership with UNICEF to develop the 'Rights in Respecting School' initiative. Working on global dimension across the curriculum. Developing further the relationship with the Travellers Education Consortium to provide better support in schools
4.26	Implement the recommendations of the Best Value Review into services for Vulnerable Children.	To improve outcomes for children, young people & their families	Assistant Director Children's Social Care/ Assistant Director Access & Inclusion	2004/05 - 2006/07	Satisfactory progress. Improvement Plan in place and being implemented in line with the timescales in the Plan.
4.27	Develop the Town Centre Nursery into a Children's Centre & establish 'satellite' centres in nearby schools.	To increase service provision & promote strong & positive relationships through a meeting point for parents	Early Years & Childcare Manager	2004/05 - 2005/06	Good progress. Superseded by the programme to develop 6 childrens centres in Bracknell Forest. These will be in place by April 2008.
4.28	Investigate the feasibility of developing one extended school in Bracknell Forest. Specifically, to commission a corporate community audit, in liaison with schools, which provides the evidence to help schools determine priorities & enables support from the Borough Council to be co-ordinated & focussed most	To make the school a hub for the local community & address a variety of educational & social needs.	Assistant Director Learning Achievement & Libraries / Assistant Director Access & Inclusion	2004/05	Good progress. A corporate community audit was published in February 2005. An Extended schools and childrens centres: Strategy for extending provision, was subsequently published in October 2005. Since this time implementation has progressed on a phased basis,

<b>4</b>	<b>Key Tasks - Targeted Projects</b>	<b>Outcomes</b>	<b>Responsibility</b>	<b>Timescale</b>	<b>Progress at March '07</b>
	effectively. It will also provide an assessment of schools' capacity & willingness to develop & manage extended provision.				driven by 8 Area Steering Groups with local accountability for delivery against local community needs. All schools have built on their current provision and many meet the criteria for being fully extended.
4.29	Review approaches to funding of provision for pupils with special educational needs in Bracknell Forest Schools.	A method of funding pupils with SEN in mainstream schools which better enables resources to support inclusion	SEN Manager	2004/05 - 2005/06	Satisfactory progress. Consultation has taken place and the outcome is that there is no change to the existing arrangements. Further discussions to take place with schools with a view to considering revised arrangements from April 2008
4.30	Work with East Berkshire partners to agree reconfigured model for Mental Health Inpatient Services	The needs of all communities within the Borough are reflected in the Council's service provision	Assistant Director Adult Services / Locality Manager, Mental Health	2005/06	Satisfactory progress. Progress has been made but has been overtaken by the new PCT Commissioning Plan for patient services which will be consulted on in 2008. Work still progressing on model - the broad agreement is challenged by the financial position of BHCT.
4.31	Continue to promote the Council's crematorium as a multi-faith service	The needs of all communities within the Borough are reflected in the Council's service	Cemetery & Crematorium Manager	2004/05 - 2006/07	Satisfactory progress. Policy statement provides for a diverse range of funeral services. Inter-nomination chapel for

4	Key Tasks - Targeted Projects	Outcomes	Responsibility	Timescale	Progress at March '07
		provision			cremation or burial service is provided whatever the faith.
4.32	To develop an Older People's Renewal Strategy	Review with partners the strategy and all services for older people, including support services, sheltered housing & care provision.	Assistant Director Sustainable Communities / Assistant Director Adult Services	2005/06	Good progress The Commissioning Strategy for services to older people was agreed by the Executive in March 2007.
4.33	Establish an Assessment Advice & Treatment centre to provide a full range of substance misuse services to Bracknell Forest residents	The needs of all communities within the Borough are reflected in the Council's service provision	Drug & Alcohol Action Team Co-ordinator and Commissioner	2004/05	Good progress. The treatment centre has been opened for almost a year and has been so successful that it has been expanded into the adjacent unit. Due to the regeneration of the town centre a new location is being sought for New Hope.
4.34	Integration of care pathways in line with models of care as indicated in the Adult Drug Treatment Plan 2004/05	The needs of all communities within the Borough are reflected in the Council's service provision	Drug & Alcohol Action Team Co-ordinator and Commissioner	2004/05	Good progress. The East Berkshire Models of Care Documentation is now being widely used and will shortly be posted on the Intranet for use by professionals. The models of care documentation are under revision. This is due to changes in the way that DAAT's will report. In September DAAT's will move towards monitoring

4	Key Tasks - Targeted Projects	Outcomes	Responsibility	Timescale	Progress at March '07
					outcomes.
4.35	Raise awareness of community cohesion amongst children & young people by Local Agenda 21 promotional work in schools	The needs of all communities within the Borough are reflected in the Council's service provision	Environmental Co-ordinator	2004/05 – 2006/07	Satisfactory progress. Programme ongoing.
4.36	Continue to develop business & community ownership of the local environment as a contributing factor to community cohesion by developing a Business Partnership on Environmental issues & by Environment Improvement Grants	The needs of all communities within the Borough are reflected in the Council's service provision Pride in the Borough as a place where people want to live, work & visit	Environmental Co-ordinator	2004/05 – 2006/07	Satisfactory progress. Programme ongoing.
4.37	Implement the Education of Looked-after Children Strategy monitored by the Children & Young People Local Strategic Partnership	The needs of all communities within the Borough are reflected in the Council's service provision	Assistant Director Children's Social Care/ Assistant Director Access and Inclusion	2005/06	Good progress. Strategy implemented in accordance with timescales within the strategy and regularly monitored. New LPSA targets have been negotiated for 2007/08.
4.38	Implement & review Homelessness Strategy, minimising use of Bed & Breakfast accommodation	The needs of all communities within the Borough are reflected in the Council's service provision	Head of Housing Strategy & Needs	2004/05	Good progress. Strategy being implemented and targets being met. Homelessness Forum re-established to review and refresh priorities and targets.

<b>4</b>	<b>Key Tasks - Targeted Projects</b>	<b>Outcomes</b>	<b>Responsibility</b>	<b>Timescale</b>	<b>Progress at March '07</b>
4.39	Implement review of the Council's adaptations & disabled facilities grant policies to enhance housing improvement services.	Improved access to their homes for people with disabilities	Head of Long Term Care / Principal Occupational Therapist / Head of Housing Strategy & Needs / Environmental Health Manager	2005/06	Satisfactory progress. Comprehensive Review in place to consider the level of investment needed to meet demand for adaptations. A new Adaptations Panel to be established to prioritise expenditure of Housing Capital Budget. Use of the Home Improvement Agency has progressed works for DFG.
4.40	Develop detailed commissioning strategies for all client groups in conjunction with the Primary Care Trust	The needs of all communities within the Borough are reflected in the Council's service provision	Joint Strategy & Commissioning Group Manager Strategy Policy and Partnerships (SS&H)	2005/06	Satisfactory progress. Now being progressed jointly with partner agencies in the East Berkshire Joint Strategy and Commissioning Board, reflecting new PCT organisation.
4.41	Review & remodel day opportunities for people with learning disabilities.	The needs of all communities within the Borough are reflected in the Council's service provision	Locality Manager, Learning Disability Services & Partnership Board	2005/06	Excellent progress during last year. The Council is a 2 <sup>nd</sup> wave national pilot for in control and development plan approved by Executive in early 2007. Range of opportunities for employment, access to leisure and arts have been created as part of access to wider community.

<b>4</b>	<b>Key Tasks - Targeted Projects</b>	<b>Outcomes</b>	<b>Responsibility</b>	<b>Timescale</b>	<b>Progress at March '07</b>
4.42	Deliver Council policy on supply of affordable & key worker housing	The needs of all communities within the Borough are reflected in the Council's service provision	Director of Social Services & Housing / Assistant Director of Environment & Leisure	2005/06	Satisfactory progress. The Social Services and Housing Department and the Environment and Leisure department continue to work in partnership to deliver the Council's Supplementary Planning Guidance of 23% affordable and 15% key worker housing on all relevant sites
4.43	Establish a Home Improvement Agency within the Borough subject to successful grant application	The needs of all communities within the Borough are reflected in the Council's service provision	Supporting People Manager/Environmental health Manager	2005/06	Satisfactory progress. The Home Improvement Agency established 01/04/05 following successful grant bid. Working with Environment to promote services.
4.44	Implement the strategy to reduce re-offending of young people referenced within the Youth Justice Plan	The needs of all communities within the Borough are reflected in the Council's service provision	Youth Offending Team Manager	2004/05	Good progress. The actions in the 2005/06 Youth Justice Plan were mostly achieved and those which are ongoing and work in progress have been carried forward into the 2007/08 Youth Justice Plan, which was signed off by Chief Officers of the funding partner agencies at the end of April 2007. Bracknell Forest YOS performance in relation to the national KPI targets set for Youth Offending Services remained of a

4	Key Tasks - Targeted Projects	Outcomes	Responsibility	Timescale	Progress at March '07
					<p>good standard and where targets were not achieved actions have been included in the 2007/08 Youth Justice plan to improve performance. Reoffending rates measured at the end of 2006, show a decrease of 24% in pre court interventions, 33% in first tier penalties and 8% in community penalties.</p>



## 5: Promoting community cohesion by encouraging public involvement in shaping action in their areas

5	Key Tasks - Public Involvement	Outcomes	Responsibility	Timescale	Progress at March '07
5.1	Develop & implement a Community Cohesion Communication Plan to raise awareness of & commitment to promoting community cohesion in the Borough.	Increased engagement with 'vulnerable' &/or 'harder to reach groups'.	Director of Corporate Services & Resources	2004/05 - 2006/07	Good progress. CCEWG to finalise the Community Cohesion Strategy in 2004/05. Delivered a number of initiatives in 2004, including: (i) staff, Member and partner workshops with Lord Ouesley; (ii) briefing packs and intranet/internet pages (iii) strategy summary published; (iv) articles in public and staff newsletters; and (v) partnership and community events. Briefing held with all themed Partnerships on progress on the Community Cohesion strategy.
5.2	Develop a corporate &, where possible, partnership approach to public consultation, involvement, & community development, which promotes community cohesion & consistently enables all communities within the Borough to engage in the Council's decision-making processes.	Increased engagement with 'vulnerable' &/or 'harder to reach groups'. The needs of all communities within the Borough are reflected in the Council's service provision.	Head of Strategy & Partnerships	2004/05 - 2006/07	Good progress. Corporate Community Engagement Strategy in place and being implemented. Partnership approach to Community Engagement endorsed via Bracknell Forest Partnership with commitment to promote through themed partnership boards. Resource for Citizens' Panel (BF1000) procured. Go live date summer 2005. Handbook of Engagement Guidance currently being developed. Online delivery scheduled for summer 2005.

5	Key Tasks - Public Involvement	Outcomes	Responsibility	Timescale	Progress at March '07
5.2					<p>Increased capacity of community infrastructure being developed through 5 pilot neighbourhood groups in conjunction with Thames Valley Police Authority</p> <p>Training for staff in the use of community engagement</p> <p>A register of planned engagement activity to ensure a more co-ordinated approach and to reduce the risk of overloading local people with engagement initiatives</p>
5.3	Work with local community on access issues through the Access Advisory Panel	Increased engagement with 'vulnerable' &/or 'harder to reach groups'.	Director of Corporate Services	Annually	<p>Satisfactory progress.</p> <p>Developing work with partners on key issues e.g. access to railway station and town centre development.</p> <p>Planning for engagement in new areas of statutory requirements i.e. Disability Equality Scheme</p>
5.4	Develop mechanisms & forums e.g. Voice of Experience Conference to involve older people in service planning	Increased engagement with 'vulnerable' &/or 'harder to reach groups'.	Assistant Director Adult Services / Head of Long Term Care	2005/06	<p>Good progress.</p> <p>The Voice of Experience IV took place on 17<sup>th</sup> November 2006. A multi-agency group delivered the conference which was themed 'Living Longer, Living better in the Community.' The event was developed in consultation with the Older Peoples Forum. Throughout 2006 older people were consulted and involved with the development of the Older People's</p>

5	Key Tasks - Public Involvement	Outcomes	Responsibility	Timescale	Progress at March '07
					commissioning strategy.
5.5	Continue to promote the Youth Forum as a vehicle for the involvement of young people in public life	Increased engagement with 'vulnerable' &/or 'harder to reach groups'.	Assistant Director Access & Inclusion	Annually	Good progress. Continuing programme of work.
5.6	Continue to ensure that Member Champions represent the interests of target groups	Increased engagement with 'vulnerable' &/or 'harder to reach groups'.	Head of Democratic Services	Annually	Satisfactory progress. Member champions remain active. The Leader is the nominated Champion for Engagement for elected members. Additional Member Champions have been appointed.
5.7	Further develop Customer Focus Groups in the Council's leisure facilities	The needs of all communities within the Borough are reflected in the Council's service provision	Director of Environment & Leisure	Annually	Satisfactory progress. Continuing programme of work.

## 6: Promoting Community Cohesion by Reviewing Progress

6	Key Tasks – Reviewing Progress	Outcomes	Responsibility	Timescale	Progress at March '07
6.1	Regular consideration of progress in promoting community cohesion with stakeholders	A publicly accountable approach to monitoring progress in promoting community cohesion.	Head of Strategy & Partnerships	2004/05	Good progress. Detailed report produced on how consultation responses informed final version of the Strategy. Annual monitoring report to Public Scrutiny Commission. A range of communication initiatives have been undertaken. Targets for emerging Community Plan currently being developed to include community cohesion.
6.2	Continue to develop & promote equality issues through the annual reporting to Council of ethnicity, age, gender, disability, religion, belief, & sexual orientation with regard to monitoring mechanisms such as: staff employed, applicants for employment / training, training received, grievance & disciplinary procedures, & leavers	A publicly accountable approach to monitoring progress in promoting community cohesion.	Borough Human Resources Manager.	Annually	Good progress. Annual reporting on procedures in place for ethnicity, age, gender, and disability and information widely available through the Council's intranet and on the Council website.
6.3	Undertake a Scrutiny review of the performance of the Council's Community Cohesion Strategy	A publicly accountable approach to monitoring progress in promoting community cohesion.	Director of Corporate Services	2006/07	Satisfactory progress. Briefing session with Public Scrutiny Commission June 2004. Annual monitoring report to Public Scrutiny Commission.
6.4	Further develop the existing 'basket' of community cohesion performance indicators & include within the	More sophisticated measurement of the	Director of Corporate	2004/05	Satisfactory progress. Six monthly progress to CCCWG

6	Key Tasks – Reviewing Progress	Outcomes	Responsibility	Timescale	Progress at March '07
	Council's performance management framework	local nature of community cohesion in Bracknell Forest	Services		September 2004. Some indicators have been included in Quarterly Operations Reports e.g. equalities checklist (BVPI 2a).

# Community Cohesion Performance Indicators: progress to date

## Introduction

The Council's 'All of Us' Community Cohesion Strategy covers the three year period 2004/5 – 2006/7. One of the three measures of success of the Strategy is the extent to which performance improved in our basket of community cohesion indicators. Therefore, the Council's performance to date against the basket of community cohesion performance indicators has been mapped in Table 1 below to show the following:

- ✓ The Council's actual and comparative performance in the past three years (2004/05 and 2006/07) and the extent to which that has changed. The outturn figures published at the end of June 2007 are used.
- ✓ The comparative performance against the quartiles of all the councils in England. The performance figures for the respective quartiles are reported to give an indication of the performance change necessary to change quartile
- ✓ The Council's target performance for 2005/06 and 2006/07

## Results

The major performance indicator by which the Council measured its progress in Community Cohesion is "the percentage of people who feel that people from different backgrounds get on well together". This has been measured by survey in 2003 and 2006. The results show that there has been a dramatic improvement, with those that agree with this statement increasing from 66% in 2003 to 81% in 2006, which brings the Council into the top 2<sup>nd</sup> quartile when compared nationally. (Top quartile results are 84% and above).








Of the 25 performance indicators where information is available, the Council's performance has seen 12 improve; 8 remain stable, and only 5 decline.

Of these 5, 1 is still in the top quartile (BV 39 15 year olds with 5 GCSEs or equivalent at A\*-Gs), 1 is in the second quartile, (BV 3 satisfaction with overall service provided), two remain in the third quartile (BV 126a domestic burglaries per 1000 population and BV 74b BME tenant satisfaction) and 1 (BV 174a racial incidents per 1000 population) is where the methods of reporting and recording racial incidents has improved and therefore it is not a surprise that more incidents are being reported.









Table 1 – the Council's actual and target performance against the Community Cohesion Unit's 'basket' of performance indicators







BVPI	Definition	Position against All England Quartiles (2005/06) comparing against 06/07 performance	Performance		BFBC Variance 2004/05 – 2006/07	BFBC Targets	
			2004/05	Pre-audit 2006/07		2005/06	2006/07
40	Pupils with Level 4 or above in Key Stage 2 Maths	Top	76.0%	79%	+3.0%	83.0%	83.0%
41	Pupils with Level 4 or above in Key Stage 2 English	Top	83.0%	86%	+3.0%	84.0%	84.0%
45	Half days missed due to total absence in secondary schools	2nd	7.1%	7.5%	-0.4%	7.3%	6.9%
2(b)	Duty to promote race equality checklist score	Top	68.0%	84%	+16%	100%	100%
175	Racial incidents that resulted in further action.	Top	100.0%	100%	0.0%	100.0%	100.0%
3	Satisfaction with overall service provided	2nd	59.8%	55.7%	-4.1%	-	-

BVPI	Definition	Position against All England Quartiles (2005/06) comparing against 06/07 performance	Performance		BFBC Variance 2004/05 – 2006/07	BFBC Targets	
			2004/05	Pre-audit 2006/07		2005/06	2006/07
75 (a)	Tenant satisfaction with participation opportunities in housing services management		59%	63%	4% 	-	-
11(a)	Top 5% of earners that are women	2nd	33.84%	33.38%	-0.46% 	32.0%	35.0%
39	15 year olds with 5 GCSEs or equivalent at grades A* - to G	Top	94.3%	92.3%	-2.0% 	96.0%	92.0%
126(a)	Recorded domestic burglaries (per 1K households)	3rd	8.0%	10.78%	-2.78% 	8.9%	7.9%
74(b)	BME tenant satisfaction with landlord service	3rd	75%	70%	-5% 	-	-
38	15 year olds with 5 GCSEs or equivalent at grades A* - to C	Top	52.4%	59.4%	+7.0% 	57.0%	62.0%
44	Pupils permanently excluded (per 1K pupils)	-	2.37	This indicator is no longer measured as a Best Value indicator.			
50	Young people leaving care aged 16 or over with at least 1 GCSE at grades A* - G	top	71.4%	83%	+11.6% 	60.0%	67.0%



		Position against All England Quartiles (2005/06) comparing against 06/07 performance	Performance		BFBC Variance 2004/05 – 2006/07	BFBC Targets	
BVPI	Definition		2004/05	Pre-audit 2006/07		2005/06	2006/07
74(a)	Tenant satisfaction with landlord service: overall satisfaction	3 <sup>rd</sup>	75.8%	75%	-0.8% 	-	-
165	The percentage of pedestrian crossings with facilities for disabled people.	Top	96.3%	100%	+3.7% 	100.0%	100.0%
74(c)	Non-BME tenant satisfaction with landlord service	3 <sup>rd</sup>	75.8%	75%	-0.8% 	-	-
156	Council buildings suitable for and accessible to disabled people	-	18.60%	35.7%	+17.1% 	23.8%	34.6%
54	Aged 65+ helped to live at home (per 1K pop)	3 <sup>rd</sup>	61.50	82.7%	+21.2% 	70.0%	70.0%
128(a)	Vehicle crimes (per 1K pop).	3 <sup>rd</sup>	13.00	12.75	-0.25 	12.50	11.01
164	Follow the CRE's code of practice in rented housing and the harassment GP Standards	-	Yes	Yes	Yes 	Yes	Yes
2(a)	Equality Standard for Local Government level (1-5 where 5 is highest)	-	1 68% towards Level 2	1	0 	2	3

BVPI	Definition	Position against All England Quartiles (2005/06) comparing against 06/07 performance	Performance			BFBC Variance 2004/05 – 2006/07	BFBC Targets	
			2004/05	Pre-audit 2006/07			2005/06	2006/07
17(a)	BME local authority employees	2 <sup>nd</sup>	1.97%	2.96%		+0.99% 	2.0%	3.0%
127(a)	Violent offences by a stranger (per 1K pop)	3 <sup>rd</sup>	No data	18.35%		N/A	16.68%	Not set due to lack of baseline data
174	Racial incidents recorded by the authority (per 100K pop)	-	18.0	23.21		-5.21% 	21.90	18.00
198	Change (2002/3 - 2003/4) in the number of problem drug misusers accessing treatment	-	No data	Revised format means performance not yet known and targets cannot be set				
CC01	% of people who feel that their local area is a place where people from different backgrounds can get on well together	-	66%	81%		15% 		
CC02	% of adults surveyed who feel that they can influence decisions affecting their local area	-	27.1%	25.3%		-1.8% 		
CC03	% of adults surveyed who feel that race relations has got better over the last 3 years	-	No data available to support this indicator					

# Feedback from independent sources: progress to date

The Council's approach to promoting community cohesion has been the subject of feedback. This feedback has been generally positive; however there are some areas which the Council needs to address as part of the last year of the current strategy and the development of a new strategy for future years. The details of the feedback are outlined below.

## Positive Feedback

### Local Government Association (LGA)

The Local Government Association published guidance on Community Cohesion matters in November 2005. The work being carried out in Bracknell Forest has been included in this guidance as an example of best practice. *(insert name of document where BFBC is quoted and used as best practice case study)*

### Annual Performance Assessment

Various issues concerning community cohesion were raised and explored during the Annual Performance Assessment during June 2006. All of these were responded to positively and to the satisfaction of the assessors. Youth Forums and 'Tell Us' conferences for children and young people are well established and there is positive dialogue with disabled children and young people and their carers. One area identified for improvement is the monitoring of appropriateness of BME groups on the Child Protection register.

### Supporting People

Relating specifically to the Community Cohesion agenda the inspection report following the Supporting People Programme made the following recommendations:

- Identify with providers and other stakeholders, the gaps in housing-related support services for vulnerable people and ensure a plan to meet those needs is developed over time (within 9 months)
- Improve information produced for users, providers and the general public on the Supporting People programme in Bracknell Forest, including more detailed information on fairer charging and products targeted at specific groups, for instance, learning disability clients
- The monitoring of the take up of Supporting People services, by diverse communities should be undertaken, to ensure appropriate access

### Social Care Services for Older People

During May 2006 an inspection of social care services for older people took place in Bracknell Forest. The outcome of the inspection was that Bracknell Forest were serving some people well, with promising capacity for improvement. However, delivering the intended outcomes of the Community Cohesion Strategy was identified as one of the key factors on which rested the Council's plans to accelerate the pace of change and support the further modernisation and sustained improvement of services.

The 'Community Cohesion Strategy itself had real potential', however the inspectors believed that this had not yet been realised. 'The Council had taken an approach which focused on analysing the needs of those already being served. Management should ensure that there are systems in place to identify, map, analyse and respond to those who are hard to reach.'

# Conclusions & Challenges for the future

To date the Council has made considerable progress in implementing the Strategy and this is evident in the two key performance measures against which the success of the Strategy has been judged, namely:

- ✓ All of the seventy two Key Tasks in the Strategy are on track to be completed within their respective timescales, with the majority ahead of schedule.
- ✓ Of the 25 performance indicators where information is available, the Council's performance has seen 12 improve, 8 remain stable, and only 5 decline.
- ✓ The major performance indicator by which the Council measured its progress in Community Cohesion is "the percentage of people who feel that people from different backgrounds get on well together". This has been measured by survey in 2003 and 2006. The results show that there has been a dramatic improvement, with those that agree with this statement increasing from 66% in 2003 to 81% in 2006, which brings the Council into the top 2<sup>nd</sup> quartile when compared nationally. (Top quartile results are 84% and above).

In light of this progress, the Council is well placed to take forward this work as the basis for further development with the preparation and implementation of the next Community Cohesion Strategy.

## Challenges

Clearly there are some challenges for the Council to take forward into the development of a new Strategy for future years. There are two major aspects that the Council will need to consider. Since the development of the existing strategy the demographics and make-up of the communities within Bracknell Forest has changed.

The second major aspect is that during 2006 a number of new pieces of equality related legislation came into force. The Council's strategy will be the 'glue' that links all of these equality, engagement and cohesion aspects together into one concise, pragmatic document.

There is no doubt that the Council has performed well against the tasks and the targets it set in the first strategy for Community Cohesion. However there is a recognition that nationally the approach to community cohesion issues has matured over the last couple of years and the approach the Council adopts to ensure maximum cohesion will need to mature in a similar way.

As part of the development of the new strategy, the Council needs to address the feedback from external sources. There is growing evidence of the difficulty that the Council, along with other councils, has in engaging with hard to reach groups, which stems from the difficulty in identifying these groups. So one of the main challenges will be to identify the 'hard to reach' groups, building on the intelligence of these communities from different services across the Council and to ensure access to services for all parts of the community.

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## OVERVIEW AND SCRUTINY COMMISSION 13 MARCH 2008

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### OVERVIEW AND SCRUTINY PROGRESS REPORT (Assistant Chief Executive)

#### **1 INTRODUCTION**

- 1.1 This is the second quarterly progress report on Overview and Scrutiny (O&S).

#### **2 SUGGESTED ACTION**

- 2.1 That this quarterly progress report be noted.

#### **3 SUPPORTING INFORMATION**

##### Overview and Scrutiny Working Groups

- 3.1 The attached table sets out the current status of the 17 O&S Working Groups. The number of groups has grown as the programme has been expanded (e.g. the review of the Local Area Agreement) or on request (e.g. the review of road accident casualties). This represents a heavy and ambitious programme, increasingly demanding on member and officer time. The involvement of departmental link officers is continuing to be very useful, as is the factual briefing session and close consideration to the careful scoping of reviews at the outset.

##### Overview and Scrutiny Commission

- 3.2 The O&S Commission continues to meet on a two-monthly cycle. Its next meeting is on 13 March, when the main items will include: the Draft Annual Report of O&S, the Annual Report on Community Cohesion, the Quarter 3 Performance Monitoring Reports, a Procurement update report, and the Internal Audit Plan for 2008/09. The Commission's agenda continues to be substantial, with pressure for a 'slot' at the meetings.
- 3.3 The Commission, along with the Panels, completed its scrutiny of the Council's 2008/09 budget proposals in the last cycle of meetings, the outcome of which will be reported to Council at its meeting on 27 February.

##### Environment and Leisure O&S Panel

- 3.4 The Panel continues to meet on a three-monthly cycle. Its next meeting is on 3 March. In addition to on-going reviews of departmental performance, members have considered items including the mystery customer visit reports for leisure operations, the 2008/09 budget proposals and progress on the Local Development Framework. The main work of the Panel is being progressed through the working groups (see attached), which are progressing well.

#### Health O&S Panel

- 3.5 The Panel continues to meet on a three-monthly cycle. Its next meeting is on 6 March. In addition to on-going reviews of performance, members have considered items including the PCT Budget, Continuing Healthcare funding, the outcome of the Working Group on the Health and Wellbeing Strategy, and they have met with the Healthcare Commission to prepare for commenting on the annual 'Healthcheck' declarations by NHS organisations serving the Borough. There is a heavy programme of responding to NHS consultations. Working Groups are making progress, as attached.

#### Lifelong Learning and Children's Services O&S Panel

- 3.6 The Panel continues to meet on a three-monthly cycle, including at locations outside Council buildings. The Panel is now up to strength with Teacher representatives. The Panel's next meeting is on 26 March. In addition to on-going reviews of departmental performance, members have considered items including the 2008/09 budget proposals, the Annual Performance Letter for Children's Services, and the Ofsted report for Adult and Community Learning. Working Groups are making progress, as attached.

#### Adult Social Care and Housing O&S Panel

- 3.7 The Panel continues to meet on a three-monthly cycle. In addition to on-going reviews of performance, members have met the award-winning Dementia Team in Adult Social Care, and considered items including the 2008/09 budget proposals, the CSCI annual meeting and performance rating, and the Supporting People action plan. The Panel's next meeting is on 11 March. Working Groups are making progress, as attached.

#### Joint East Berkshire Health O&S Committee

- 3.8 The Committee continues to meet on a three-monthly cycle, rotating between the three Council's venues, with the next meeting on 6 March in Bracknell, as part of the new combined Committee with Buckinghamshire County Council, as agreed by Council on 30 January 2008. The Committee has a considerable programme of responding to NHS consultations, and is represented on the Berkshire East PCT's Strategy Implementation Group. Specific issues considered by the Committee have included the results of the National Patient Survey, the Berkshire East PCT budget and the annual Healthcheck declarations process. The Committee has agreed that the Royal Borough of Windsor and Maidenhead will take over the Charing and officer support for this Committee at the end of this municipal year.

#### Other issues

- 3.9 The Council's Corporate Assessment Report by the Audit Commission contains very positive comments on the Council's Overview and Scrutiny function, some excerpts of which are set out below:-

*"Overview and scrutiny is good, rigorously challenging performance and this leads to improved services. This is evident in the recent improvements made in adult social services and in the robust challenge it is pursuing to increase health funding for the area."*



*The Councils overview and scrutiny function provides good challenge to the Council Executive and this has been used effectively to review and maintain focus on priority areas such as in environmental issues and in improving adult social services and health funding.*

*Scrutiny is effective in challenging and supporting policy development.*

*Scrutiny capacity to challenge and support the Council's executive is good. It has good officer support and engages actively in the scrutiny of performance and decision-making."*

- 3.10 The first quarterly report was drawn to the attention of the Chairman of the O&S Commission after CMT's consideration. The Chairman asked for it to be included in the published papers for the Commission and the Panels, where the report was well-received by members.
- 3.11 External networking on O&S in the last quarter has included: attending SEE conferences; and Cllr Edger visited Wycombe District Council in November to relate how our O&S function works. The Council will also have O&S attendance at a Centre for Public Scrutiny conference in February on the scrutiny of Local Strategic Partnerships.
- 3.12 Quarterly review meetings between O&S Chairmen, Vice Chairmen, Executive Members and Directors are taking place regularly for the Commission and the panels, with the exception of the Lifelong Learning and Children's Services O&S Panel whose first review meeting will be held in March. Agenda-setting meetings continue to be held, usually in combination with the review meetings.

Contact for further information

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# OVERVIEW AND SCRUTINY WORKING GROUPS – 2007/08

Position at 20 February 2008

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Overview and Scrutiny Commission								
WORKING GROUP	MEMBERS	DEPT. LINK OFFICER	O&S LEAD OFFICER	SCOPING	DRAFT REPORT / SUBMISSION	FINAL REPORT / SUBMISSION	EXECUTIVE RESPONSE	CURRENT STATUS
Medium Term Objectives	Thompson (Lead), Mrs. Birch & Browne	Victor Nicholls	Richard Beaumont	√	√	√	√	<b>Completed</b> – final report forwarded to Leader and Chief Executive.
Healthcare Funding	Edger (Lead), Leake, Beadsley, Browne	Lise Llewellyn Glyn Jones	Katie Dover/RB	√	√	√	√	<b>Completed</b> - Executive and PCT response considered by O&SC in Nov 07. Referred on to Health Panel.
Scrutiny of Local Area Agreement Process (including O&S input into the draft LAA)	Edger (Lead), Beadsley & McLean	Victor Nicholls	Priya Patel/Katie Dover					Meeting held with Victor Nicholls, and input to LAA finalised. Scrutiny of LAA process to follow.

**Adult Social Care and Housing Overview and Scrutiny Panel**

WORKING GROUP	MEMBERS	DEPT. LINK OFFICER	O&S LEAD OFFICER	SCOPING	DRAFT REPORT / SUBMISSION	FINAL REPORT / SUBMISSION	EXECUTIVE RESPONSE	CURRENT STATUS
Carers	Mrs. Shillcock (Lead), Simonds & Turrell	Mira Haynes	Andrea Carr	√				6 <sup>th</sup> meeting to consolidate information received and agree the way forward on 21 Feb 2008.
Care Homes	Browne (Lead), Baily & Blatchford	Glyn Jones	Andrea Carr					Visits to care homes / services have been held. 1 <sup>st</sup> meeting being arranged.
Social Care Modernisation Agenda	Leake (Lead), Mrs. Shillcock & Virgo	Zoë Johnstone	Andrea Carr	√				5 <sup>th</sup> meeting being held on 22 Feb to consolidate information received and agree the way forward
Supporting People	Mrs. Shillcock (Lead) & Browne	Stuart Mudie	Andrea Carr	√	Ongoing			Ongoing monitoring. Working Group has been invited to attend Supporting People Commissioning Board.

**Environment and Leisure Overview and Scrutiny Panel**

WORKING GROUP	MEMBERS	DEPT. LINK OFFICER	O&S LEAD OFFICER	SCOPING	DRAFT REPORT / SUBMISSION	FINAL REPORT / SUBMISSION	EXECUTIVE RESPONSE	CURRENT STATUS
Strategic Review of Waste	Brunel-Walker (Lead), Mrs. Angell, Beadsley, Mrs. Ryder, Mrs. McLean (Binfield), Wade (Crowthorne), Allen (S'hurst & Ms Healy (Warfield)	Steve Loudoun / Janet Dowlman	Andrea Carr	√				5 <sup>th</sup> meeting arranged for 4 March to possibly interview reps of SITA, Waitrose and the Executive Member. Some progress towards identifying findings has been made.
Street Cleaning / Street Scene	Finnie (Lead), Finch, Mrs. McCracken, Leake (Binfield), Mrs. Thompson (Crowthorne), Mrs. Cupper (S'hurst), & Parks (Warfield)	Steve Loudoun	Andrea Carr	√				4 <sup>th</sup> meeting to take place on 8 April to consolidate information received and agree the way forward.

Community Arts Development Plan	Mrs. Fleming, McLean & Finnie	Helen Tranter	Andrea Carr					Head of Culture & Visual Environment to progress the Plan shortly.
Road Accidents	Finch (Lead) Virgo Mrs. McCracken & McLean. Richard Owen, Thames Valley Safer Roads Partnership	Roger Cook	Richard Beaumont	√				Third meeting held on 11/2/08. Information gathering complete and conclusions being prepared.

Health Overview and Scrutiny Panel								
WORKING GROUP	MEMBERS	DEPT. LINK OFFICER	O&S LEAD OFFICER	SCOPING	DRAFT REPORT / SUBMISSION	FINAL REPORT / SUBMISSION	EXECUTIVE RESPONSE	CURRENT STATUS
Patient Focus	Mrs. Mattick, Browne (Lead), Virgo Mrs. Angell	Glyn Jones	Katie Dover	Drafted awaiting Cllr Leake's confirm				Met on 4 Oct and 1 <sup>st</sup> Nov 2007 Awaiting date for next meeting
Health and Wellbeing Strategy	Leake (Lead), Thompson, Virgo	Victor Nicholls	Richard Beaumont	√	√	√	√	<b>Completed</b> - Draft report adopted by O&SC on 22

								November and Health Panel on 6 December
Extended Services & Children's Centres (Joint with LL&CS OSP)	Leake (Lead), Mrs. Birch, Mrs. Angell, Mrs. McCracken, Burrows, Beadsley	Graham Symonds / Karen Frost	Katie Dover	WGp agreed scope  Cllr Leake to confirm				Met 18 Sept, 5 Nov & 3 <sup>rd</sup> Dec 2007 9 <sup>th</sup> and 16 <sup>th</sup> Jan and 7 <sup>th</sup> Feb 2008. Met a variety of key people. A series of visits to ASGs & Childrens Centres arranged. Will also visit primary schools.

**Joint East Berkshire Health Overview and Scrutiny Committee**

WORKING GROUP	MEMBERS	DEPT. LINK OFFICER	O&S LEAD OFFICER	SCOPING	DRAFT REPORT / SUBMISSION	FINAL REPORT / SUBMISSION	EXECUTIVE RESPONSE	CURRENT STATUS
Hospital Discharge Procedures	Baily, Coad (Slough BC), Napier (RB W&M)		Andrew Scott (RB W&M) [Katie Dover to liaise]					1 <sup>st</sup> mtg held in Dec at WAM. Cllr Leake to meet with them to discuss scope and progress
Annual Health Check	All committee members allowed to contribute		Katie Dover					Meeting on 6 <sup>th</sup> March

Lifelong Learning and Children's Services Overview and Scrutiny Panel								
WORKING GROUP	MEMBERS	DEPT. LINK OFFICER	O&S LEAD OFFICER	SCOPING	DRAFT REPORT / SUBMISSION	FINAL REPORT / SUBMISSION	EXECUTIVE RESPONSE	CURRENT STATUS
English as an Additional Language	Mrs. McCracken (Lead), Burrows, Ms Whitbread & Mr. Ian Sharland	Tony Eccleston	Andrea Carr	√				Working Group have met on 3 occasions and visited Brakenhale School & Garth Hill College. Visits to primary schools and meeting to interview EAL Specialist & Language Support teachers being arranged for March 2008.
Extended Schools & Children's Centres (Jointly with HO&SP)	<b>See Health O&amp;S Panel</b>							

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# Overview and Scrutiny Annual Report 2007/08

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April 2008

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## Further Information

Please contact Bracknell Forest Borough Council's Performance and Scrutiny team on 01344 352283 or by email to [richard.beaumont@bracknell-forest.gov.uk](mailto:richard.beaumont@bracknell-forest.gov.uk) to obtain this report in another language, or if you would like any further information on this report, or to request copies of any of the individual reports referred to.

For further information on the work of Overview and Scrutiny in Bracknell Forest, please visit our website on <http://www.bracknell-forest.gov.uk/scrutiny>

## **1      ANNUAL REPORT ON THE OVERVIEW AND SCRUTINY FUNCTION**

This Annual Report, on the Overview and Scrutiny function of Bracknell Forest Borough Council, is submitted to Council for consideration under the terms of its Constitution.

In this last year we have seen the consolidation and development of the scrutiny process, that was started under the leadership of my predecessor, Councillor Michael Sargeant, and which has been reported upon with favour recently by a Corporate Performance Assessment inspection team.

This municipal year's work was helped from the start by the previous administration identifying a number of issues for scrutiny, which ensured that newly elected Panels had something to build on from the start. These were developed and added to, creating a challenging programme of reviews that are now being worked upon. By necessity this work will continue into the next municipal year.

An encouraging aspect of this part of the Council's commitment to transparent and efficient administration (amply demonstrated by its achieving a 4-star grading recently), is the way by which Members are now engaged in scrutiny. I believe the Executive has recognised the contribution scrutiny can make to its decision-making responsibilities and that this input has had some influence and impact; which is outlined in the individual Panel reports in this document.

Another important development is the way in which both Panels and the Commission have been asked to look at emerging matters outside the planned programme. Although this places pressure on members to respond quickly we have coped successfully so far. In this respect it is important that sufficient flexibility is allowed in the work programme to ensure that responses of this kind are effective and have value and my colleagues and I are conscious of this.

I am also aware of the added pressures placed on our small Overview and Scrutiny team of officers at times. The professional way in which they support and advise the scrutiny working groups is excellent and they deserve much credit for this. A case does exist for additional resource to be committed to enhance the scrutiny commitment, and I am encouraged that changes are in train to address this and to tackle the growing agenda which Government has signalled with the scrutiny of partnerships.

In conclusion, I believe the value of this service has been well-demonstrated over the last year and that our Overview and Scrutiny performance will go from strength to strength. Our procedures must adapt and develop to the changes taking place around us and I have every confidence in our ability to do this.

I commend this report to the Council.



**Councillor RC Edger OBE**  
**Chairman Overview and Scrutiny Commission**

**April 2008**

## **2 STRUCTURE AND DEVELOPMENT OF OVERVIEW AND SCRUTINY AT BRACKNELL FOREST**

### **Legal and Constitutional Background**

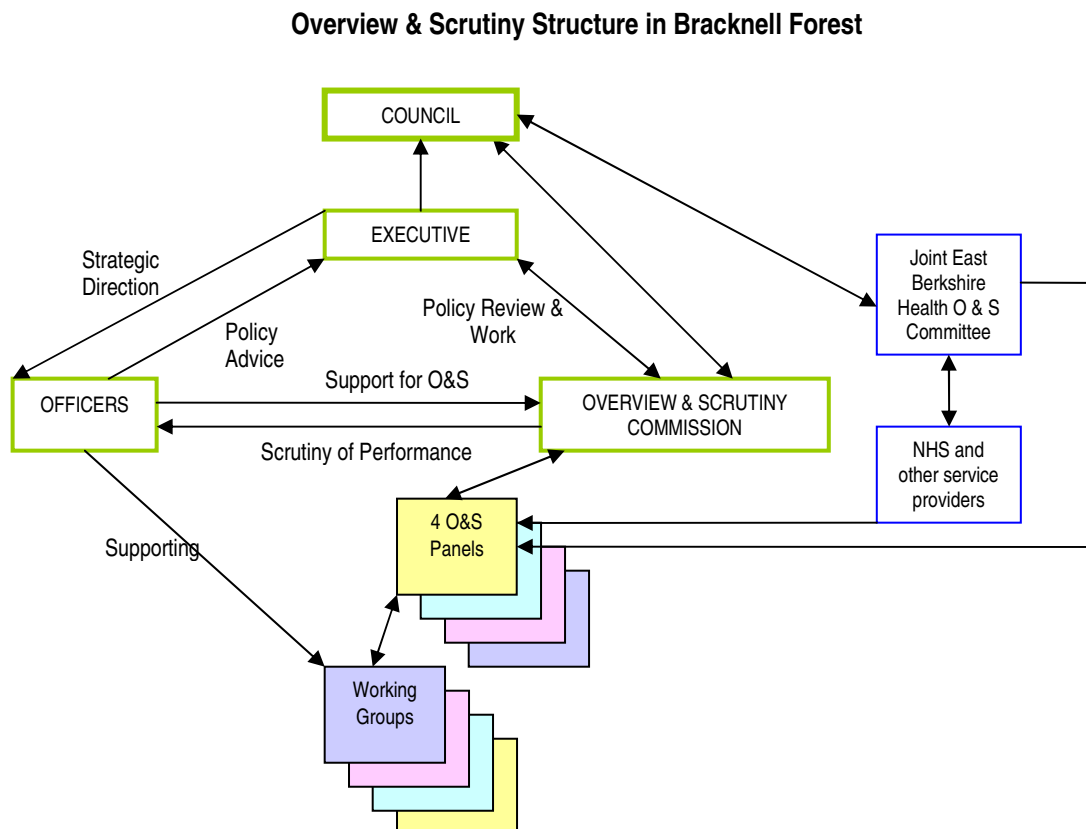
2.1 Overview and Scrutiny (O&S) has been a legal requirement on Local Authorities since 2001, under the Local Government Act 2000. Parts 3 and 4.8 of the Council's Constitution set out the framework for Overview and Scrutiny at Bracknell Forest. The Overview and Scrutiny Commission and Panels have two main functions, namely, holding the Executive to account ("scrutiny") and conducting policy reviews into areas of the Council's services with a view to making recommendations for improvement ("overview"). Operating in a similar vein to select committees in the House of Commons, the work of Overview and Scrutiny falls broadly into the following areas:

- Holding the Council's Executive (its main decision making body) to account in the public interest to enable more transparent and effective decision making. This includes the power to 'call-in' unimplemented decisions and refer them back to the decision maker for reconsideration with possible suggestions for improvement.
- Supporting the development of effective policies and initiatives which have a beneficial impact on the community through policy review and development. Policy reviews are generally undertaken by working groups of the Commission and Panels comprising a small number of Councillors and co-opted members who, with the support of officers, undertake investigative work, consult stakeholders, take evidence and carry out occasional site visits before formulating recommendations for improvement.
- Contributing to continuous improvement in services through monitoring quarterly departmental performance reports and the implementation of improvement plans.
- Having a positive impact on the work and outcomes of external agencies and providers of public services. Although work to date has concentrated mainly on health providers, the scrutiny of other organisations which provide services to residents of the Borough is increasing, in line with legislation and government policy.
- Aiding Councillors in engaging with their communities and playing the role of community representatives and leaders.

Overview and Scrutiny is non-partisan, and a consensual approach is adopted by members. Its main value is in holding the Council and other service providers to account, rigorously monitoring performance, and in its capacity to inform and influence the actions of the Council and its partners. This is all aimed at helping to make sure that Bracknell Forest residents get good and improving services and a better quality of life.

## Overview and Scrutiny Structure

2.2 The following diagram depicts Overview and Scrutiny's structure and relationship with the Executive, officers, and external organisations.



2.3 The Overview and Scrutiny function at Bracknell Forest is coordinated by the Overview and Scrutiny Commission. The coordination role of the Commission includes developing a work programme of overview and scrutiny reviews and policy development projects and, with Council approval, appointing a number of Overview and Scrutiny Panels. There are currently four Overview and Scrutiny Panels, namely Lifelong Learning and Children's Services, Adult Social Care and Housing, Environment and Leisure, and Health. This structure is kept under review to ensure it remains efficient. The O&S Commission and Panels establish Working Groups as necessary to progress specific reviews, and the Working Groups in 2007/08 are listed in Appendix 2.

## Organisation of Overview and Scrutiny Work

2.4 In addition to its coordination and general role, the Overview and Scrutiny Commission specifically concentrates on the activities of the Chief Executive's Office and the Corporate Services Department, with the same functions as the

Panels below; it acts as the Council's audit committee; and it undertake its own cross-cutting reviews when required.

2.5 The terms of reference of the Lifelong Learning and Children's Services, Adult Social Care and Housing and Environment and Leisure Overview and Scrutiny Panels are:

- To conduct identified scrutiny reviews or policy development projects preparing evidence based reports with recommendations for consideration by the Overview and Scrutiny Commission.
- At the request of the Overview and Scrutiny Commission, to review decisions made or actions taken in connection with the discharge of any Council functions and to consider any matter affecting the Borough or its inhabitants.
- To monitor performance through the Council's Quarterly Performance Monitoring Reports, questioning the relevant executive portfolio holders and senior officers reporting to the Overview and Scrutiny Commission where necessary.

2.6 The Health Overview and Scrutiny Panel undertakes all the statutory functions of a scrutiny committee in accordance with section 7 of the Health and Social Care Act 2001 relating to reviewing and scrutinising health service matters.

2.7 The work of the Commission and Panels is steered by a work programme which is agreed by the Commission at the beginning of each municipal year in consultation with the Executive and Corporate Management Team. The work programme features policy reviews and performance monitoring in relation to policy objectives, performance targets and particular service areas through regular performance/audit reports and budget consultation and monitoring. The Work Programme is flexible, allowing the addition of new reviews as the need arises.

2.8 To facilitate the well-informed, smooth and effective working of O&S, Bracknell Forest has developed a number of arrangements including:

- Induction and refresher training for Members on O&S, this having been particularly important for newly elected Councillors in 2007.
- Quarterly meetings between each O&S Chairman, Vice-Chairman, relevant Executive Portfolio holder and Director, to discuss recent and planned O&S activities in each Panel's/Commission's area, and for agenda planning purposes.
- Quarterly reports to the Corporate Management Team on all O&S activity, and published with the Commission and Panel meeting papers.
- An O&S 'Protocol' setting out the various responsibilities of O&S Members, Directors and other officers in regard to the production of reports and other working arrangements.
- Having departmental link officers on all O&S reviews, to brief Members and to advise on the focus and methodology for reviews.
- An enhanced and more informative section on O&S on the Council's website.

- Engaging independent experts to assist O&S Members on specialised reviews, and bringing partner organisations such as Town and Parish Councils into our reviews as appropriate.
- Developing our external contacts on O&S. For example, Bracknell Forest hosted a visit from O&S Members in Herefordshire County Council; we have regularly attended South East Employers and Centre for Public Scrutiny conferences; we presented to O&S members and officers from the West Berkshire councils our experience of the Joint East Berkshire Health O&S Committee; and we visited Wycombe District Council to relate how our O&S function works.

2.9 The Council's Overview and Scrutiny Members also take their work out into the community. For example in 2007/08, the Lifelong Learning and Children's Services Panel had a meeting in Garth Hill college and had a tour of the new development site, a Working Group met some of the Carers in the Borough at a tea party at a local church, and another Working Group visited Bracknell Leisure Centre to see at first hand the provision of leisure facilities for adults with learning disabilities.

*Councillors visiting Bracknell Leisure Centre*



2.10 Bracknell Forest's Overview and Scrutiny arrangements were independently assessed by the Audit Commission in 2007/08 as part of the Corporate Assessment of the Council, and their report of February 2008 made the following comments:

*"Overview and scrutiny is good, rigorously challenging performance and this leads to improved services. This is evident in the recent improvements made in adult social services and in the robust challenge it is pursuing to increase health funding for the area.*

*The Councils overview and scrutiny function provides good challenge to the Council Executive and this has been used effectively to review and maintain focus on priority areas such as in environmental issues and in improving adult social services and health funding.*

*Scrutiny is effective in challenging and supporting policy development.*

*Scrutiny capacity to challenge and support the Council's executive is good. It has good officer support and engages actively in the scrutiny of performance and decision-making."*



**3 OVERVIEW AND SCRUTINY COMMISSION**  
**Chairman – Councillor Bob Edger OBE**  
Vice Chairman – Councillor Clifton Thompson



The Commission met five times in the 2007/08 municipal year in addition to an Annual Meeting held for the purpose of appointing its Chairman and Vice Chairman. Details of the Commission's membership and dates of meetings are in Appendix 1. The work of the Commission during the year, summarised below, centred on corporate issues. Through co-ordination of the work of the Overview and Scrutiny Panels, including consideration and approval of the work programme, the Commission also maintained coverage of the full range of the Council's activities and those of its Health partners.

Overview and Policy Development

The Commission reviewed and approved reports raised by Working Groups of the Overview and Scrutiny Commission and Panels for the onward consideration by the Executive, including: reviews of Healthcare Funding; the draft Health and Well Being Strategy, and the Council's Medium Term Objectives. In all cases the Commission was satisfied with the response received from the Executive. It also contributed to, and monitored the progress of important Council policy areas, such as the Community Cohesion Strategy, Neighbourhood Action Groups and the ICT Strategy. The Commission received briefings on Community Safety, the Local Area Agreement and legislative changes in prospect concerning the scrutiny of partner organisations, these being continuing matters for attention.

Performance Monitoring

Commission members reviewed the performance of the Corporate Services Department and the Chief Executive's Office, mainly through their Quarterly Performance Monitoring Reports, allowing them to question Executive Members and officers in detail about the trends, pressures and priorities for these areas. They also maintained a rolling review of the Council's Corporate Performance Overview quarterly reports. The Commission's conclusions and recommendations were wide-ranging, for example asking the Council to provide further information on proposals to maintain the commercial heart of Bracknell town centre during its regeneration, crime rates, and residents' satisfaction with bus services. Members were generally reassured by the high standards of performance set and adhered to, and will continue to keep under review the few exceptions encountered, such as the need to speed up the roll-out of the Council's strategic risk management arrangements.

Holding the Executive to Account

The Commission kept a watching brief on the Executive's decisions and forward plan, raising various issues including the Neighbourhood consultation process, and it had no occasion to make or review any "call-ins" during 2007/08. The Commission was pleased that Executive Members regularly attended its meetings.

The Commission received the Executive's responses to the Overview and Scrutiny reports on the reviews of Libraries, Youth Provision, Anti-Social Behaviour, and Healthcare Funding, and discussed those responses directly with the Executive

members and officers concerned.

### Budget Consultation

The Commission considered the Council's budget proposals for 2008/09 and questioned officers on them, and in the consultation response drew attention to: the need to correct some fees; the need for further information on some fees; and a request for a larger budget to support Overview and Scrutiny work.

### Working Groups

The Commission established three Working Groups to progress the scrutiny of specific issues:

#### Medium Term Objectives

Established to review the Council's proposed new high-level corporate objectives for 2008-2011, the Working Group made a number of recommendations to revise the draft Medium Term Objectives, most of which were accepted by the Executive. This review demonstrated how Overview and Scrutiny makes a constructive input to the formulation of Council policies, and how we have influenced important issues in a timely way through proactive engagement with the Council's political and operational leadership.

#### Healthcare Funding

This need for this review arose from the Berkshire East Primary Care Trust disclosing that Bracknell Forest had been under funded since 2002 by about £4m annually, by reference to the government formula for Primary Care Trusts. The report of the Working Group made a number of recommendations to the PCT and the Council's Executive Member, and the Commission was satisfied with their responses. We also drew the Commission's concerns to the attention of the Borough's Members of Parliament, and these were subsequently raised with the government's Health Minister. The Health Overview and Scrutiny Panel is continuing to monitor the healthcare funding for the Borough.

#### Scrutiny of the Local Area Agreement

A Working Group was formed to provide an input from Overview and Scrutiny into the Council's consultation on the 'Improvement Themes' for the new Local Area Agreement (LAA) from April 2008. The Working Group intends to continue its work to review the wider governance and other arrangements for the LAA.

### Audit and Inspection

Two members of the Commission continued to act as Lead Members on audit issues.

Commission members regularly reviewed reports by the Council's internal and external auditors, and paid particular attention to the relatively few issues of concern in those reports. The Commission was encouraged by the very positive annual report on governance, also the Annual Audit and Inspection Letter by the External Auditors, and the Internal Audit Annual Assurance Report and Statement on Internal Control.

The Commission wrote formally to the Council's internal audit contractors about delays in progressing internal audit work due to under-resourcing and received positive reassurances that the necessary resources would be deployed in future.

The Commission received a presentation from the District Auditor of the Audit Commission on their audit approach, consequent on the transfer of external audit appointment from KPMG.

A further meeting of the Commission is scheduled to take place on 13 March 2008 before the end of the current municipal year and it is anticipated that the meeting will consider the Internal Audit Plan for 2007/08, the draft Annual Report of O&S, the annual report on Community Cohesion, the Quarter 3 Performance Monitoring Reports, and a Procurement update report.

Looking to the future, a range of strategic reviews which it is believed the Commission could usefully pursue in the 2008/09 municipal year is set out in Appendix 3.

#### 4 ADULT SOCIAL CARE AND HOUSING OVERVIEW AND SCRUTINY PANEL

**Chairman – Councillor Alan Browne**

Vice Chairman – Councillor Ian Leake



The Panel will have met four times during the 2007/08 Municipal year in addition to an Annual Meeting held for the purpose of appointing its Chairman and Vice Chairman. Details of the Panel's membership and dates of meetings are set out in Appendix 1. The work of the Panel during the year, summarised below, centred on the Council's Social Services and Housing Department, which provides a wide range of adult social care and housing services to residents of the Borough including the vulnerable.

##### Overview and Policy Development

Panel members were kept informed of proposals to transfer the Council's housing stock to Bracknell Forest Homes, reviewed implementation of the Supporting People Action Plan and were updated on the review of the Adult Treatment Plan by the Drug and Alcohol Action Team. Members also visited Social Services centres and services in the Borough.

##### Performance Monitoring

The performance of the Social Services and Housing Department was reviewed by the Panel primarily through its Performance Monitoring Reports which gave Members an opportunity to question the Executive Member and officers in detail about the trends, pressures and priorities for this service area. This led to a number of questions and requests for further information and action including the take up of Direct Payments, the length of stay in temporary accommodation, partnership working and inspection of the Council's housing stock prior to transfer. Performance was also reviewed through monitoring the action plan for adult social care and consideration of the Commission for Social Care Inspection's annual review meeting and performance rating. The latter reflected the remarkable improvement in performance achieved during the course of one year leading to Social Services being awarded a grading of two stars out of a possible maximum of three and being ranked as the 18<sup>th</sup> best performer in the Country.

##### Working Groups

The Panel established three working groups to review the following areas:

Carers – This Working Group is exploring the nature and range of information describing services available to carers, assessing the accessibility of services to support carers and examining the delivery and quality of services to carers. The review is progressing well and the Working Group has interviewed internal and external witnesses and spoken to a group of carers. It is anticipated that the review will be completed in summer 2008.

Social Care Modernisation Agenda – This review seeks to build Members' understanding of the social care modernisation agenda, which provides for adults with learning and other disabilities and seeks to offer them greater choice and

independence in their lives, and to assess the Council's progress in implementing this modernisation agenda, with particular reference to adults with learning disabilities in the light of the 'Valuing People' guidance from the Department of Health and best practice nationally. The Working Group has made good progress and is expected to conclude its work in summer 2008.

Care Homes – The purpose of this Working Group is to explore the operation of the Council's Care Homes and establish how the Council satisfies itself that Council-supported Care Homes are run well and to recommend actions to address any identified service shortcomings. The review is in its early stages and has commenced with visits to Social Services centres and services.

#### Holding the Executive to Account

The Panel kept a watching brief on the Executive's decisions and reviewed relevant Executive forward plan items at each meeting. It has not had occasion to make or review any 'call-ins' during 2007/08 to date.

#### Budget Consultation

The key themes and priorities for the Social Services and Housing Department as outlined in the Council's draft budget proposals for 2008/09 were examined by the Panel. Members sought clarification as to whether fees charged to the Adult Social Care section were levied on an hourly or weekly basis.

A further meeting of the Panel is scheduled to take place on 11 March 2008 before the end of the current municipal year when it is anticipated that the Panel will consider departmental performance through the Performance Monitoring Report for the third quarter of 2007/08, part II of the Director of Social Services and Housing's action plan, Executive forward plan items and a progress report on the Panel's working groups will be received.

Looking forward, a range of strategic reviews which the Panel could usefully pursue in the 2008/09 municipal year is set out in Appendix 3.



*Panel Members meeting the Council's award-winning Adult Social Services Dementia Team*

## 5 ENVIRONMENT AND LEISURE OVERVIEW AND SCRUTINY PANEL

**Chairman – Councillor Marc Brunel-Walker**

Vice Chairman – Councillor James Finnie



Three meetings of the Panel took place during the 2007/08 Municipal year in addition to the Annual Meeting, which was held for the purpose of appointing its Chairman and Vice Chairman. A further meeting of the Panel is due to be held in March 2008. Details of the Panel's membership and dates of meetings are set out in Appendix 1. The work of the Panel during the year, summarised below, centred on the Council's Environment and Leisure Department, which provides a wide range of important front line services to millions of people and businesses every year.

### Overview and Policy Development

Panel members contributed to the development of the Council's Local Development Framework, and were kept informed of developments on Emergency Response planning, the Best Value Review of Leisure Services, the Community Arts Development Plan, the outcome of Mystery Customer Visits and the Corporate Travel Plan.

### Performance Monitoring

The Panel reviewed the performance of the Environment and Leisure Department mainly through their Performance Monitoring Reports, allowing it to question Executive Members and officers in detail about the trends, pressures and priorities for this major service area. This gave rise to a number of issues which the Panel have kept a watching brief on, including for example the 'bring banks', and staff turnover and sickness absence rates.

### Working Groups

The panel established three Working Groups to progress the scrutiny of specific issues:

Waste Review This strategic review of waste disposal, refuse collection and recycling includes the examination of progress of the new waste Private Finance Initiative Re3 contract and also the experience of the first year of the Alternative Bin Collection (ABC) scheme. The Working group has made good progress, and is likely to conclude its work in May 2008.

Street Cleaning/Street Scene This group is reviewing the standard of street cleansing throughout the Borough with a view to identifying measures to reduce the amount of litter. As a possible second stage to the review, this might extend to consider the wider environmental aspects of the street scene and possible improvements. The Working Group is likely to conclude its work in the summer of 2008. The membership of this group and the Waste Review group includes Councillors from the Borough's Town and Parish Councils, who have made a very valuable contribution.

Road Accident Casualties In response to a request from the Council's Executive, and in partnership with Thames Valley Police, this group is reviewing the reported

performance on road accident casualty rates. This should result in a fuller understanding of the true performance trends, and inform the development of improved means of performance measurement. The Working Group plans to conclude its work in Spring 2008.

#### Holding the Executive to Account

The Panel kept a watching brief on the Executive's decisions and forward plan, and were pleased that Executive Members regularly attended meetings of the Panel. The Panel did not have occasion to make or review any 'call-ins' during 2007.

#### Budget Consultation

The Council's budget proposals for 2008/09 were reviewed by the Panel. It considered that the Environment and Leisure Department provide good value for money, but noted inaccuracies in some fee rates, for subsequent correction.

Looking to the future, a range of strategic reviews which the Panel could usefully pursue in the 2008/09 municipal year is set out in Appendix 3.



**HEALTH OVERVIEW AND SCRUTINY WORK**  
**a) HEALTH OVERVIEW AND SCRUTINY PANEL**  
**Chairman – Councillor Ian Leake**  
 Vice Chairman – Councillor Alan Browne



The Panel met on three occasions during the 2007/2008 year, with the final meeting scheduled to take place on 6<sup>th</sup> March 2008. In addition, an Annual Meeting was held for the purpose of appointing the Panel's Chairman and Vice Chairman. Details of the Panel's membership and meeting dates are in Appendix 1. The statutory remit of the Panel is to monitor the work and performance of the Berkshire East Primary Care Trust (PCT) and to hold it to account for proposed or actual changes in service provision. This year the Panel has focused on the PCT budget and related issues, campaigning for the 'health space/complex' in Bracknell and providing input into the 'Right Care, Right Place' NHS consultation process. A further important task was providing strategic input into the Health and Wellbeing Strategy document of the Borough Council.

Overview and Policy Development

- (i) The Panel made strategic input and direction into the development of the Council's Health and Wellbeing Strategy for the Borough (see below).
- (ii) The Panel took part in the continuing work of the Berkshire East Primary Care Trust and their consultation "Right Care, Right Place", before the development of the Trust's commissioning strategy which was published in May 2007. Further work will be done on the commissioning strategy now it has been published.
- (iii) The Health Panel asked the O&S Commission to establish a working group to look at health funding issues. Members of the Panel took part in the working group of the Overview and Scrutiny Commission to look at the concerns of past under-funding and possible insufficient future funding. The final report of the group was referred to the Overview and Scrutiny Commission, confirmed by the Health Panel which put forward its observations on the report, after which it was submitted to the PCT, the Council's Executive Member, also Members of Parliament for the Borough, and the report was subsequently raised with the government's Health Minister.
- (iv) In examining the PCT's budget the panel raised questions relating to the drug budget, the availability and provision of drugs, funding for a 'health space/complex', the 'continuing health care' funding problems and the Minister's confusing statement and the release of about £10m from the Strategic Health Authority's budget.

Performance Monitoring

- (i) The Panel were again involved in the Annual Healthcare check system, run by the Healthcare Commission for assessing and reporting on the performance standards within the PCT and NHS Trusts in Bracknell Forest. Trust performance was assessed against the 24 core standards provided by the Government, covering the seven key areas of safety; clinical and cost effectiveness, governance, patient focus, accessible and responsive care, the care environment, amenities and public health. This contributed to the Healthcare Commission's assessment of the PCT's performance.



(ii)	The Panel raised concerns about the temporary closure of the maternity unit at Heatherwood Hospital during August and requested the Chief Executive of Heatherwood and Wexham Park Hospital Trust to explain the situation. This response, together with the stated reasons for closure, will be re-examined in the light of new information provided by the national media in relation to the stated reasons for the closure.
<u>Working Groups</u>	
(i)	A Working Group of the Health Panel undertook detailed analysis of the council's draft health and wellbeing strategy. Various meetings culminated in a report in November 2007 which advised the Executive on the Panel's views of the development of the draft Strategy to ensure it met the needs of the borough's residents. The report was taken back to the Health Overview and Scrutiny Panel, and the Overview and Scrutiny Commission. The Panel's recommendations were subsequently adopted and a positive response received with regards to its contribution to the Strategy.
(ii)	A working Group has been set up to look at the Borough's Extended Schools and Children's Centres. The Group has met with several professionals working in the furtherance of children's centres and towards the end of the municipal year are planning to visit schools and area steering groups to look at provision, the associated challenges and involvement of health care professionals.
(iii)	A third working group was initiated to look at various aspects of concern to residents: the work is beginning with scrutiny of the 'out of hours' General Practitioner service.
<u>Holding the Executive to Account</u>	
(i)	As the vast majority of the Panel's work is associated with the provision of services by the PCT and NHS Trusts, there has been no reason for the Panel to make or require a "call-in procedure" during the year.
(ii)	The Executive responded positively to the guidance and work of the Panel in development of the Health and Wellbeing Strategy and the report on Healthcare Funding.
(iii)	The PCT and the NHS Trusts have been called to account for their activities on a number of occasions during the year and the Panel has forcefully expressed the desires of the Council and residents on these occasions. This included reminding an NHS Trust of its obligations to consult the Panel on service changes, in line with the established protocol.
<u>Budget Consultation</u>	
During the year the Panel maintained ongoing monitoring of the Berkshire East Primary Care Trust's budget. Particular reference has been made to the areas of their budget relating to the supply of drugs, the funding of continuing care, querying exactly how much of the funding allocation would be provided for the Borough. The Panel noted, with some concern, that the release by the SHA of some £10 million previously withheld from the PCT's budget had been returned. It appeared that while this fact was not reported to the panel, the money seems to have been used to achieve a 'balanced budget' with no additional services provided.	

A further meeting of the Panel is scheduled to take place on 6 March 2008, i.e. before the end of the current municipal year. It is anticipated that the meeting will consider issues raised at previous meetings for follow up action, LINKs information, the Healthcare Commission's Annual Health Check, feedback from the current stage of the Right Care, Right Place consultation as well as hearing from Governors of Frimley Park Hospital. Monitoring the PCT budget and the funding of the 'health space/complex' remains a key priority.

Looking forward, a range of strategic reviews which the Panel may pursue in addition to its current ongoing work for the 2008/09 municipal year is set out in Appendix 3.

## **b) JOINT EAST BERKSHIRE HEALTH OVERVIEW AND SCRUTINY COMMITTEE**

### **Chairman – Councillor Ian Leake**

Vice Chairmen – Councillors Asghar Majeed (Royal Borough of Windsor and Maidenhead) and Robert Plimmer (Slough Borough Council)

This Committee, formed jointly with the Royal Borough of Windsor and Maidenhead and Slough Borough Council, commenced formally in January 2007. The Committee's membership is set out in Appendix 1. The Committee's role is to carry out health scrutiny reviews and consider health issues across the whole of the Berkshire East PCT's area. A Joint Constitution for the committee has been established and the Committee is chaired on a rotational basis annually, with a Bracknell Forest Borough Council Councillor chairing the Committee initially.

The Joint East Berkshire Health Overview and Scrutiny Committee have met on three occasions during 2007/2008 with the final meeting scheduled to take place on 20<sup>th</sup> March 2008. Details of the Joint Committee's membership and dates of meetings are in Appendix 1. The work of the Joint Committee during the year, summarised below, focussed on health issues of concern and priority relating to the development of health services, health policy and the structure of their supporting organisations serving east Berkshire.

<u>Overview and Policy Development</u>  The Joint Committee took part in the Right Care, Right Place consultation and formed a Joint Committee with Buckinghamshire County Council to be formally consulted on the issues of reconfiguration of services in the east Berkshire area.  The Joint Committee has received various reviews of the services provided by the PCT and is particularly concerned about alleged health inequalities within the area and how the PCT is going to obtain and distribute additional funding to service these perceived needs.
<u>Performance Monitoring</u>  The Joint Committee was also involved in the Annual Healthcheck system, forming a working group to look at the joint responses that could be made on the performance of the NHS Trusts in East Berkshire against the 24 core standards provided by the Government.
<u>Working Groups</u>  The Joint Committee formed a working group to look at the issue of discharge procedures from hospitals in the area. The work of the group is ongoing and is hoping to report later this calendar year.
<u>Holding the Executive to Account</u>  This matter is not applicable to this committee.
<u>Budget Consultation</u>  This matter is covered in the Policy development section. Again, the Committee

were surprised and disappointed to learn that the Ministers statement alleging additional funding for Continuing care was just 'paper money'. No real additional resources have been provided.

Further meetings of the Committee are scheduled to take place on 6<sup>th</sup> and 20<sup>th</sup> March 2008 before the end of the current municipal year. It is anticipated that the meetings will consider issues raised at the previous meetings for follow up, and in addition, LINKs information, the annual Healthcare Commission Healthcheck and feedback from the current stage of the Right Care, Right Place consultation.

## 7 **LIFELONG LEARNING AND CHILDREN'S SERVICES OVERVIEW AND SCRUTINY PANEL**

**Chairman – Councillor Mrs Gill Birch**

Vice Chairman – Councillor Ms Denise Whitbread



The Panel has met on three occasions to date during the 2007/08 Municipal year, one of which was at a local secondary school to give members an appreciation of the development proposals for the site and give them an opportunity to engage more closely with the community. In addition, an Annual Meeting was held for the purpose of appointing its Chairman and Vice Chairman. A further meeting of the Panel is due to be held on 26 March 2008. Details of the Panel's membership and dates of meetings are set out in Appendix 1. The work of the Panel during the year, summarised below, centred on the Council's Education, Children's Services and Libraries Department, which provides a wide range of important front line services to the community.

### Overview and Policy Development

Panel members were kept informed of proposals to development Garth Hill College and its site, the placement of looked after children, the refresh of the Children and Young People's Plan and staff recruitment and retention. Members commented on library proposals for the new civic hub and overviewed the development of library and community / voluntary sector grant policy stemming from the overview and scrutiny reviews previously undertaken in these areas.

### Performance Monitoring

The Panel reviewed the performance of the Education, Children's Services and Libraries Department mainly through its Performance Monitoring Reports, allowing Members to question Executive Members and officers in detail about the trends, pressures and priorities for this major service area. This gave rise to a number of questions and requests for further information including the number of users accessing the libraries on-line system, the take up rate of school meals, comparative figures on the number of young people not in education, employment or training in Bracknell Forest and figures relating to the number of fixed term exclusions from the Borough's schools and boys' attainment levels. Performance was also reviewed through consideration of the Annual Performance Assessment Letter for Children's Services and the Ofsted Report on Adult and Community Learning.

### Working Groups

In addition to the review of extended services and children's centres being undertaken jointly with the Health Overview and Scrutiny Panel, a working group of this Panel has been reviewing the impact of the growing number of pupils with English as an additional language (EAL) in the Borough's schools. This has involved identifying the key issues for schools arising from the increasing number of EAL pupils and focusing on addressing a high priority issue and recommending actions to tackle it. As part of its review work the Working Group is visiting local schools to interview teachers and pupils.

#### Holding the Executive to Account

The Panel have kept a watching brief on the Executive's decisions and reviewed relevant Executive forward plan items at each meeting. It has not had occasion to make or review any 'call-ins' during 2007/08 to date.

#### Budget Consultation

The Panel considered the key themes and priorities for the Education, Children's Services and Libraries Department as outlined in the Council's draft budget proposals for 2008/09 noting the low level of Government grant and a continuing reduction in specific grants. Areas highlighted by the Panel included funding to completely refurbish a school kitchen and remedy heating problems at Portman Close; the significant drop in school exclusions indicating that the funding committed to this area had been well spent; and a reduction in the rental of CD/DVDs from libraries. Some of the funding towards delivering the Council's pledge that every school in the Borough was a good school had come from external sources.

Looking forward, a range of strategic reviews which the Panel could usefully pursue in the 2008/09 municipal year is set out in Appendix 3.

## 8. FUTURE DEVELOPMENTS

### Budget Scrutiny

- 8.1 Scrutiny of the Council's budget proposals is an important annual task for Overview and Scrutiny. We intend developing our approach to this, using budget scrutiny training for Members, and adopting a thematic approach to key budget issues, for co-ordinated reviews across the O&S Commission and the Panels. We regard this to be particularly important given the continually growing pressures on the Council's budgetary position.

### Overview and Scrutiny of Partner Organisations

- 8.2 The Overview and Scrutiny function is expanding due to the *Local Government and Public Involvement in Health Act*, also in relation to the Bracknell Forest (Local Strategic) Partnership, as required by the Partnership's Governance Protocol, which states: *'The Council shall facilitate the scrutiny of the work of the Partnership through its Overview and Scrutiny process. The process shall include scrutiny of the membership of the Partnership and how organisations and individuals are selected for representation'*. There is also an on-going government review of the local accountability arrangements for the Police. The Overview and Scrutiny Commission will continue to keep abreast of developments in this field, and adjust the work programme as necessary. Currently, the Commission has established a working group to contribute to the development of the new Local Area Agreement, and to provide a continuing input to the governance and other arrangements for the Bracknell Forest Partnership.

### Structure of Overview and Scrutiny

- 8.3 Recognising the restructuring of the Council from three Service Departments to two from April 2008, the provisions of the Local Government and Public Involvement in Health Act, also prospective further changes to legislation surrounding the scrutiny of Partner Organisations, the structure of the Overview and Scrutiny function in Bracknell Forest requires reviewing. This is appropriate for the incoming Overview and Scrutiny Commission to consider. The Commission will consult interested parties on any proposal, and any restructure of O&S would require Council approval to a change to the Council's Constitution.

### Indicative Work Programme for 2008/09

- 8.4 The indicative work programme for Overview and Scrutiny in 2008/09, set out in Appendix 3, aims to continue the strategic and effective approach to O&S coverage. The work of many of the Working Groups currently in progress will extend into the next municipal year, we must be mindful of the limitations on both Members' and Officers' time, and we also need to allow space for additional review topics which experience tells us will arise during the year. The indicative work programme will be considered by the newly appointed Commission and Panels after the Council's Annual Meeting in May, and the ensuing programme will be subject to consultation with the Council's Executive and Corporate Management Team, as required by the Constitution.

**Membership and Meeting Dates - Overview and Scrutiny Commission, O&S  
Panels and Joint East Berkshire Health O&S Committee**

**Overview and Scrutiny Commission**

Members: Councillors Edger (Chairman), Baily, Mrs Beadsley, Mrs Birch, Browne, Brunel-Walker, Finnie, Leake, McLean, Thompson (Vice-Chairman), Ms Whitbread, and Worrall.

Church Representatives:  
Mr Anderson and Mr Gibbons

Parent Governor Representatives:  
Mr I Sharland, Vacancy

Meeting Dates: 23 May, 7 June, 19 July, 13 September, 22 November 2007,  
17 January, 13 March 2008

**Adult Social Care and Housing Overview and Scrutiny Panel**

Members: Councillors Browne (Chairman), Baily, Blatchford, Dudley, Harrison, Leake (Vice-Chairman), Simonds, Turrell and Mrs Shillcock.

Tenants and Leaseholders Panel Representative:  
Mr R Gristwood

Meeting Dates: 23 May, 19 June, 25 September 2007, 10 January, 11 March 2008

**Environment and Leisure Overview and Scrutiny Panel**

Members: Councillors Brunel-Walker (Chairman), Mrs Angell, Beadsley, Finch, Finnie (Vice-Chairman), Mrs Fleming, Mrs McCracken, McLean, and Mrs Ryder.

Meeting Dates: 23 May, 4 June, 11 September 2007, 2 January, 3 March 2008

**Health Overview and Scrutiny Panel**

Members: Councillors Leake (Chairman), Mrs Angell, Baily, Browne (Vice-Chairman), Mrs Shillcock, Thompson, and Virgo.

Co-Optees: Mrs Isabel Mattick (Patient & Public Involvement Forum), two vacancies

Meeting Dates: 23 May, 14 June, 6 September, 6 December 2007, 6 March 2008



#### Lifelong Learning and Children's Services Overview and Scrutiny Panel

Members: Councillors Mrs Birch (Chairman), Mrs Barnard, Mrs Beadsley, Burrows, Mrs McCracken, Osborne, Mrs Ryder, Ms Whitbread (Vice-Chairman), and Ms Wilson.

Church Representatives:  
Mr Anderson and Mr Gibbons

Parent Governor Representatives:  
Mr I Sharland, Vacancy

Teacher Representatives:  
Mrs Draper, Miss Richardson, and Mr Wheaton

Meeting Dates: 23 May, 4 July, 19 September, 19 December 2007, 26 March 2008

#### Joint East Berkshire Health Overview and Scrutiny Committee

Members: Councillors Leake (Chairman), Browne, and Mrs Shillcock (Bracknell Forest BC); Councillors Majeed (Vice Chairman), Mrs Evans and Mrs Napier (Royal Borough of Windsor and Maidenhead); Councillors Plimmer (Vice Chairman), Mrs Coad and Mrs Dodds (Slough Borough Council)

Meeting Dates: 21 June, 20 September 2007, 10 January, 20 March 2008

**Overview and Scrutiny Working Groups In 2007/08**

<b><u>Overview and Scrutiny Commission</u></b>	
WORKING GROUP	MEMBERS
Medium Term Objectives	Thompson (Lead), Mrs. Birch & Browne
Healthcare Funding	Edger (Lead), Leake, Beadsley, Browne
Scrutiny of Local Area Agreement Process (including O&S input into the draft LAA)	Edger (Lead), Beadsley & McLean
<b><u>Adult Social Care and Housing Overview and Scrutiny Panel</u></b>	
WORKING GROUP	MEMBERS
Carers	Mrs. Shillcock (Lead), Simonds & Turrell
Care Homes	Browne (Lead), Baily & Blatchford
Social Care Modernisation Agenda	Leake (Lead), Mrs. Shillcock & Virgo
Supporting People	Mrs. Shillcock (Lead) & Browne
<b><u>Environment and Leisure Overview and Scrutiny Panel</u></b>	
WORKING GROUP	MEMBERS
Strategic Review of Waste	Brunel-Walker (Lead), Mrs. Angell, Beadsley, Mrs. Ryder, Mrs. McLean (Binfield), Wade (Crowthorne), Allen (Sandhurst) & Ms Healy (Warfield)
Street Cleaning / Street Scene	Finnie (Lead), Finch, Mrs. McCracken, Leake (Binfield), Mrs. Thompson (Crowthorne), Mrs. Cupper (Sandhurst), & Parks (Warfield)
Community Arts Development Plan	Mrs. Fleming, McLean & Finnie
Road Accidents	Finch (Lead), Mrs. McCracken, McLean, and Virgo. Richard Owen, Thames Valley Safer Roads Partnership
<b><u>Health Overview and Scrutiny Panel</u></b>	
WORKING GROUP	MEMBERS
Patient Focus	Mrs. Mattick, Leake (Lead), Virgo Mrs. Angell

Health and Wellbeing Strategy	Leake (Lead), Thompson, Virgo
Extended Services & Children's Centres (Joint with LL&CS OSP)	Leake (Lead), Mrs. Birch, Mrs. Angell, Mrs. McCracken, Burrows, Beadsley
<b><u>Joint East Berkshire Health Overview and Scrutiny Committee</u></b>	
<b>WORKING GROUP</b>	<b>MEMBERS</b>
Hospital Discharge Procedures	Baily, Mrs Coad (Slough Borough Council), Mrs Napier (Royal Borough of Windsor & Maidenhead)
Annual Health Check	All committee members allowed to contribute
<b><u>Lifelong Learning and Children's Services Overview and Scrutiny Panel</u></b>	
<b>WORKING GROUP</b>	<b>MEMBERS</b>
English as an Additional Language	Mrs. McCracken (Lead), Burrows, Ms Whitbread & Mr. Ian Sharland
Extended Schools & Children's Centres (Jointly with Health O&S Panel)	See Health O&S Panel

**Indicative Work Programme for Overview and Scrutiny in 2008/09**

The determination of the Overview and Scrutiny Work Programme for the forthcoming year is a matter for the newly appointed members of the Commission and its Panels. To help inform that decision, and having taken note of the future developments set out in section 8 of this report, our experience and the views offered by others, the current members of the Overview and Scrutiny Commission set out below an indicative programme of the main topics which we consider are worthy of review. The proposed indicative work programme below will necessarily be subject to refinement and updating. It will also require consultation with the Executive and the Corporate Management Team, as required by Part 3 (2.2) of the Council's Constitution.

The work programme for the Joint East Berkshire Health Overview and Scrutiny Committee, of which Bracknell Forest BC is a member, is determined separately by that Committee.

<b>OVERVIEW AND SCRUTINY COMMISSION</b>	
1.	<b>Co-ordination of the work of the Overview and Scrutiny Panels</b>
2.	<b>Routine Monitoring of the performance of the Council's corporate functions</b>  To include the Bracknell Town Centre regeneration and the building of the new Civic Hub.
3.	<b>Audit Committee duties</b>  To include the review of plans and the reports of both internal and external audit.
4.	<b>Periodic review of the Council's strategic risk management arrangements</b>
5.	<b>Working Group on the Local Area Agreement</b>  To carry out an on-going review of the new Local Area Agreement and the activities of the Bracknell Forest (Local Strategic) Partnership
6.	<b>2009/10 Budget Scrutiny</b>  Note – each of the O&S Panels will also scrutinise the budget proposals in their departmental areas.
7.	<b>Exercising pre-decision scrutiny by reference to the Executive Forward Plan</b>
8.	<b>Review of the Council's Reorganisation</b>  To review the delivery of the Council's reorganisation from three Service Departments to two in April 2008.

<b>ADULT SOCIAL CARE AND HOUSING OVERVIEW AND SCRUTINY PANEL</b>	
1.	<b>Monitoring the performance of Adult Social Services and Housing</b>
2.	<b>Monitoring the implementation of the action plans for Supporting People and Adult Social Care</b>
3.	<b>Review of action taken in response to the Panel's report on Anti-Social Behaviour</b>
4.	<b>Exercising pre-decision scrutiny by reference to the Executive Forward Plan</b>
5.	<b>Carers</b>  To complete the work of the working group undertaking a detailed review of the Council's arrangements for carers.
6.	<b>Care Homes</b>  To continue the work of the working group on Care Homes in the Borough.
7.	<b>Social Care Modernisation Agenda</b>  To complete the work of the working group undertaking a detailed review of the Council's implementation of the social care modernisation agenda, with particular reference to services for adults with learning disabilities.
8.	<b>The Council's Strategic Housing Function</b>  Following the transfer of the Council's housing stock, to review the Council's strategic housing role, including the interface with Registered Social Landlords and addressing the Borough's needs for Affordable Housing.
<b>ENVIRONMENT AND LEISURE OVERVIEW AND SCRUTINY PANEL</b>	
1.	<b>Monitoring the performance of Environment and Leisure services</b>
2.	<b>Exercising pre-decision scrutiny by reference to the Executive Forward Plan</b>
3.	<b>Contributing to the development of the Community Arts Development Plan</b>
4.	<b>Strategic review of waste</b>  To complete the work of the working group undertaking the review of the new waste Private Finance Initiative RE3 contract and the experience of the first year of Alternative Bin Collection.
5.	<b>Street cleaning / street scene</b>  To complete the work of the working group undertaking a detailed review of the Council's performance in this area.

6.	<b>Road Accident Casualties</b>  To complete the work of the working group undertaking the review of road accident casualties.
7.	<b>Climate Change and the Nottingham Declaration</b>  To review progress on implementing the actions flowing from the Council signing the Nottingham Declaration, and in applying the new performance indicators set by government.
8.	<b>Leisure Trust</b>  To monitor developments on the potential creation of a Leisure Trust.
<b>HEALTH OVERVIEW AND SCRUTINY PANEL</b>	
1.	<b>Monitoring the implementation of the Borough's Health and Well-Being Strategy</b>
2.	<b>Monitoring the Berkshire East Primary Care Trust's budget for health care in the Borough</b>
3.	<b>Extended Schools/Children's Centres</b>  To complete the work of the working group undertaking a detailed review of Extended Schools/Children's Centres jointly with the Lifelong Learning and Children's Services Overview and Scrutiny Panel.
4.	<b>Patient focus</b>  To complete the work of the working group undertaking a detailed review centred on General Practitioner services.
5.	<b>In conjunction with the Joint East Berkshire Health Overview and Scrutiny Committee, monitoring the performance of the Berkshire East PCT</b>
6.	<b>Contributing to the annual 'Health Check' process and responding to consultations by the PCT and NHS Trusts operating in the Borough.</b>
7.	<b>Maternity Services</b>  To review the quality and operations of maternity services in the Borough, with reference to the latest Healthcare Commission's assessment that Heatherwood and Wexham Park Hospitals Trust give a 'fair performing' service.
8.	<b>The PCT's New Commissioning Strategy</b>  To monitor the Berkshire East PCT's Commissioning Strategy, following the 'Right Care Right Place' consultation.

<b>LIFELONG LEARNING AND CHILDREN'S SERVICES OVERVIEW AND SCRUTINY PANEL</b>	
1.	<b>Monitoring the action taken by the Executive to earlier reports by the Panel</b>
2.	<b>Monitoring the performance of Education, Children's Services and Libraries</b>
3.	<b>Exercising pre-decision scrutiny by reference to the Executive Forward Plan</b>
4.	<b>Refreshed Children and Young People Plan 2007</b>  To complete the work of the working group reviewing the refreshed Children and Young People Plan with particular reference to 'English as an Additional Language' (EAL).
5.	<b>Extended Schools/Children's Centres</b>  To complete the work of the working group undertaking a review of Extended Schools/Children's Centres jointly with the Health Overview and Scrutiny Panel.
6.	<b>Adult Learning</b>  A strategic review, with particular reference to the new funding arrangements.

Note – This programme may need to be amended to meet new requirements arising during the year.

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## OVERVIEW & SCRUTINY COMMISSION

**EXECUTIVE WORK PROGRAMME:** Chief Executive's/Corporate Services

REFERENCE	I010511
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**TITLE:** Acceptance of Insurance Tender

**PURPOSE OF DECISION:** To agree the Council's insurer and their terms from 1 April 2008

**FINANCIAL IMPACT:** Revenue savings anticipated

**WHO WILL TAKE DECISION:** Director of Corporate Services

**PRINCIPAL GROUPS TO BE CONSULTED:** N/A

**METHOD OF CONSULTATION:** None

**DATE OF DECISION:** Before 10 Mar 2008

REFERENCE	I010441
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**TITLE:** Financial Reporting Process 2008/09

**PURPOSE OF DECISION:** To agree the detailed Budget Book which forms the basis of the Council's scheme of Virement

**FINANCIAL IMPACT:** Within existing budget

**WHO WILL TAKE DECISION:** The Leader

**PRINCIPAL GROUPS TO BE CONSULTED:** Not applicable

**METHOD OF CONSULTATION:** None

**DATE OF DECISION:** Before 11 Mar 2008

REFERENCE	I010623
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**TITLE:** Contract award for the Provision of Card Acquiring Services

**PURPOSE OF DECISION:** Contract award for the Provision of Card Acquiring Services.

**FINANCIAL IMPACT:** Budgetary impact included in report.

**WHO WILL TAKE DECISION:** Director of Corporate Services

**PRINCIPAL GROUPS TO BE CONSULTED:** Service managers responsible for card acquiring income.

**METHOD OF CONSULTATION:** Retained consultant to advise on market and assist in formulating tender documentation. Contract advertised under EU rules.

**DATE OF DECISION:** 12 Mar 2008

REFERENCE	I010547
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**TITLE:** Right Care, Right Place - A Public Consultation

**PURPOSE OF DECISION:** The purpose of this report is to brief the Executive in relation to two public consultations currently being undertaken by the NHS. These are Berkshire East PCT Right Care, Right Place and Our NHS, Our Future from Berkshire Healthcare NHS Foundation Trust.

The report identifies key points to be made in a formal response by the Council to both consultations.

**FINANCIAL IMPACT:** None

**WHO WILL TAKE DECISION:** Executive

**PRINCIPAL GROUPS TO BE CONSULTED:** None

**METHOD OF CONSULTATION:** None

**DATE OF DECISION:** 18 Mar 2008

REFERENCE	I010412
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**TITLE:** Corporate Assessment Final Audit Commission Report and Improvement Plan

**PURPOSE OF DECISION:** As part of the wider Corporate Performance Assessment "The Harder Test", the Audit Commission published on 19 February 2008 their final report on their Corporate Assessment of Bracknell Forest Borough Council. This report sets out the main findings of the report and highlights the areas of improvement which the Audit Commission has recommended that Bracknell Forest Borough Council should review.

In order to address the areas of improvement identified, Bracknell Forest Borough Council have developed a Corporate Assessment Improvement Plan, whose actions will be included and monitored through service plans of the relevant directorate. The Plan will be shared with

the Audit Commission.

**FINANCIAL IMPACT:** No financial implications

**WHO WILL TAKE DECISION:** Executive

**PRINCIPAL GROUPS TO BE CONSULTED:** None

**METHOD OF CONSULTATION:** None

**DATE OF DECISION:** 18 Mar 2008

REFERENCE	I010414
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**TITLE:** Annual Audit and Inspection Letter - Audit 2007/08

**PURPOSE OF DECISION:** To inform the Executive of the Annual Audit and Inspection Letter which has been received from the Council's Relationship Manager who will be attending the meeting to present the letter and answer questions from the Executive.

**FINANCIAL IMPACT:** None

**WHO WILL TAKE DECISION:** Executive

**PRINCIPAL GROUPS TO BE CONSULTED:** None

**METHOD OF CONSULTATION:** None

**DATE OF DECISION:** 18 Mar 2008

REFERENCE	I009107
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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:** No financial implications.

**WHO WILL TAKE DECISION:** Executive

**PRINCIPAL GROUPS TO BE CONSULTED:** None

**METHOD OF CONSULTATION:** None

**DATE OF DECISION:** 18 Mar 2008

<b>REFERENCE</b>	I010010
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**TITLE:** Grants Decision

**PURPOSE OF DECISION:** The Council awards grants to community and voluntary organisations each year under Community Grant Aid. The Council's procedures state that revenue funding grants are available to contribute to the core functions of an organisation that enable it to develop and maintain services which Bracknell Forest Borough Council has identified as supporting one or more of the Council's Medium Term Objectives.

This report outlines recommendations for awards under revenue funding. The total amount to be awarded would use the budget available and the evaluation process of each application has been undertaken with that in mind.

**FINANCIAL IMPACT:** Four revenue grant applications have been received for 2008/09, with the amount requested exceeding the funds available. The report outlines recommendations for awards under revenue funding. The total amount to be awarded would use the budget available and the evaluation process of each application has been undertaken with that in mind.

**WHO WILL TAKE DECISION:** Executive Member for Leisure, Corporate Services and Public Protection

**PRINCIPAL GROUPS TO BE CONSULTED:** Voluntary Sector organisations

**METHOD OF CONSULTATION:** Consultation with the Council's Finance and Legal departments and Executive Member has taken place. Voluntary Sector organisations will be given a period of 2 weeks to make representations once indicative funding is allocated.

**DATE OF DECISION:** 18 Mar 2008

<b>REFERENCE</b>	I010416
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**TITLE:** Local Area Agreement Shortlist of Outcomes for Endorsement

**PURPOSE OF DECISION:** Bracknell Forest Borough Council, as a unitary authority, has a duty to produce a Sustainable Community Strategy and Local Area Agreement (LAA). Once finalised, the Sustainable Community Strategy must be agreed at Full Council in accordance with the Local Authorities (Functions and Responsibilities) Regulations 200/2853. It is intended for these regulations to be amended to ensure that the LAA will also need to be approved by Full Council.

The purpose of this report is to approve the draft 35 Local Area Agreement improvement targets for submission to GOSE.

**FINANCIAL IMPACT:** The key financial risk is in the announcement of the Area Based Grant (ABG) when authorities are told of their final allocation which, given the constraints of public spending and the opportunity to 'fine-tune' central budgets may be less than the equivalent level of grants received in 2007/08. As such, it is important that an exercise is undertaken to establish the level of current funding and the risks associated with any reduction in that funding. The approach will be to include the transition of ABG as part of the normal budget process for 2008/09 to ensure that any shortfall is identified as part of the Council's overall financial settlement.

**WHO WILL TAKE DECISION:** Executive

**PRINCIPAL GROUPS TO BE CONSULTED:** Theme Partnerships  
Statutory Regional Partnerships  
Overview & Scrutiny

**METHOD OF CONSULTATION:** The framework has been consulted on with a wide range of groups.

**DATE OF DECISION:** 18 Mar 2008

REFERENCE	I010164
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**TITLE:** The Avenue, Easthampstead Park

**PURPOSE OF DECISION:** To approve the sale of freehold interest in roadway, subject to existing rights at The Avenue, Easthampstead Park (Access road to Beaufort Park).

**FINANCIAL IMPACT:** Revenue savings anticipated capital receipt

**WHO WILL TAKE DECISION:** Executive

**PRINCIPAL GROUPS TO BE CONSULTED:** Not applicable

**METHOD OF CONSULTATION:** None

**DATE OF DECISION:** 18 Mar 2008

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:** 18 Mar 2008

REFERENCE	IO10217
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**TITLE:** 6 Ramslade Cottages, Broad Lane, Bracknell

**PURPOSE OF DECISION:** Sale of house requiring major works. Property surplus to the Council's requirements.

**FINANCIAL IMPACT:** Capital Receipt  
Revenue savings anticipated.

**WHO WILL TAKE DECISION:** Executive

**PRINCIPAL GROUPS TO BE CONSULTED:** Not applicable.

**METHOD OF CONSULTATION:** Not applicable.

**DATE OF DECISION:** 18 Mar 2008

REFERENCE	IO10069
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**TITLE:** 2008/09 Treasury Management Strategy

**PURPOSE OF DECISION:** To approve the Strategy and note the Prudential Indicators which will need to be approved by Council.

**FINANCIAL IMPACT:** Within existing budget

**WHO WILL TAKE DECISION:** Executive

**PRINCIPAL GROUPS TO BE CONSULTED:** Not applicable.

**METHOD OF CONSULTATION:** None

**DATE OF DECISION:** 18 Mar 2008

<b>REFERENCE</b>	I006807
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**TITLE:** Discretionary Rate Relief - New Application

**PURPOSE OF DECISION:** To consider any applications for relief.

**FINANCIAL IMPACT:** Within existing budget.

**WHO WILL TAKE DECISION:** Executive Member for Leisure, Corporate Services and Public Protection

**PRINCIPAL GROUPS TO BE CONSULTED:** None.

**METHOD OF CONSULTATION:** None.

**DATE OF DECISION:** Before 31 Mar 2008

<b>REFERENCE</b>	I010067
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**TITLE:** Voluntary Sector Compact and Codes of Practice

**PURPOSE OF DECISION:** The compact on Relations between Government and the Voluntary and Community Sector (VCS) in England (Compact), first introduced in 1998, is the written understanding formalising the codes of practice by which Government and the Sector should work together. It is an agreement between Government and the Sector to improve their relationship for mutual advantage and community gain. Periodically the Compact is refreshed and Bracknell Forest Voluntary Action (BFVA) is currently in the process of revising this way of working, as laid out in the Codes of Good Practice relating to Volunteering, Black Minority Ethnic and oluntary Community Sector Groups, Funding, Procurement and Commissioning.

**FINANCIAL IMPACT:** Recommendations:

In the light of the expectations of local authorities defined in the new National Indicator Sets and the consultation underway on a revised local Compact:

- 1) either three year funding for the VCS be reconsidered
- 2) indicative grant funding approval be given earlier in the budget cycle in order to eliminate uncertainty from VCS organisations, and the issue of redundancy notices to VCS employees.
- 3) payments to the VCS continue to be made quarterly in advance and this process be formalised as part of the revised Compact.

**WHO WILL TAKE DECISION:** Executive

**PRINCIPAL GROUPS TO BE CONSULTED:** Assistant Chief Executive

Director of Corporate Services

Borough Treasurer

BFVA - have taken document out to wide consultation among local voluntary groups for 4 months

**METHOD OF CONSULTATION:** Document out for consultation.

**DATE OF DECISION:** 15 Apr 2008

<b>REFERENCE</b>	I010211
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**TITLE:** CDRP Partnership Plan

**PURPOSE OF DECISION:** Executive agreement to the Crime and Disorder Reduction Partnership (CDRP) Partnership Plan for reducing crime and disorder within the Borough within the next three years. The Plan belongs to the CDRP but the Borough Council is one of the statutory partners along with the Police, the Police Authority, the Fire Service and the PCT. The Plan will contain the agreed community safety Local Area Agreement targets and will be refreshed annually.

**FINANCIAL IMPACT:** Funding is covered by grants

**WHO WILL TAKE DECISION:** Executive

**PRINCIPAL GROUPS TO BE CONSULTED:** All Partners

Wider Community

**METHOD OF CONSULTATION:** Extensive consultation among all partners and the wider community. This Plan follows the research in the CDRP Strategic Assessment.

**DATE OF DECISION:** 15 Apr 2008



<b>REFERENCE</b>	I010006
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**TITLE:** Old Manor Car Park

**PURPOSE OF DECISION:** To establish options for the future development of the site.

**FINANCIAL IMPACT:** Within existing budget

**WHO WILL TAKE DECISION:** Executive

**PRINCIPAL GROUPS TO BE CONSULTED:** None

**METHOD OF CONSULTATION:** None

**DATE OF DECISION:** 15 Apr 2008

<b>REFERENCE</b>	I009916
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**TITLE:** Community Cohesion Strategy 2007-2010

**PURPOSE OF DECISION:** To consider the revised Community Cohesion Strategy for the period to 2010.

**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  
Consultation Document

**DATE OF DECISION:** 15 Apr 2008

<b>REFERENCE</b>	I010213
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**TITLE:** Annual Report

**PURPOSE OF DECISION:** To approve the Bracknell Forest Borough Council Annual Report for 2007/08.

**FINANCIAL IMPACT:** None

**WHO WILL TAKE DECISION:** Executive

**PRINCIPAL GROUPS TO BE CONSULTED:** Not applicable.

**METHOD OF CONSULTATION:** The plans for 2008/09 are consistent with the Bracknell Forest Sustainable Community Strategy and Local Area Agreement which have been consulted on separately.

**DATE OF DECISION:** 20 May 2008

REFERENCE	I010447
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**TITLE:** Capital Outturn 2007/08

**PURPOSE OF DECISION:** To note the 2007/08 capital programme outturn.

**FINANCIAL IMPACT:** Within existing budget

**WHO WILL TAKE DECISION:** Executive

**PRINCIPAL GROUPS TO BE CONSULTED:** None

**METHOD OF CONSULTATION:** None

**DATE OF DECISION:** 24 Jun 2008

REFERENCE	I010449
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**TITLE:** Revenue Outturn 2007/08

**PURPOSE OF DECISION:** To note the 2007/08 revenue expenditure outturn

**FINANCIAL IMPACT:** Within existing budget

**WHO WILL TAKE DECISION:** Executive

**PRINCIPAL GROUPS TO BE CONSULTED:** None

**METHOD OF CONSULTATION:** None

**DATE OF DECISION:** 24 Jun 2008

<b>REFERENCE</b>	I010008
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**TITLE:** Bracknell Town Centre Regeneration Strategy

**PURPOSE OF DECISION:** To confirm a Strategy for the regeneration of Bracknell Town Centre.

**FINANCIAL IMPACT:** None.

**WHO WILL TAKE DECISION:** Executive

**PRINCIPAL GROUPS TO BE CONSULTED:** Town Centre Stakeholders

**METHOD OF CONSULTATION:** External consultation

**DATE OF DECISION:** 22 Jul 2008

<b>REFERENCE</b>	I010453
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**TITLE:** Commitment Budget 2009/10 - 2011/12

**PURPOSE OF DECISION:** To approve changes to the commitment budget

**FINANCIAL IMPACT:** Within existing budget

**WHO WILL TAKE DECISION:** Executive

**PRINCIPAL GROUPS TO BE CONSULTED:** N/A

**METHOD OF CONSULTATION:** None

**DATE OF DECISION:** 22 Jul 2008

<b>REFERENCE</b>	I010545
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**TITLE:** Capital Strategy

**PURPOSE OF DECISION:** To agree the Council's Capital Strategy for 2009/10 onwards

**FINANCIAL IMPACT:** None at this time

**WHO WILL TAKE DECISION:** Executive

**PRINCIPAL GROUPS TO BE CONSULTED:** Capital Group

**METHOD OF CONSULTATION:** The Council's internal capital group

**DATE OF DECISION:** 22 Jul 2008

REFERENCE	I010465
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**TITLE:** Calculation of Council Tax Base - 2009/10 Local Council Tax discounts - 2009/10

**PURPOSE OF DECISION:** To agree calculation of council tax base for 2009/10 and the level of local council tax discount offered for 2009/10

**FINANCIAL IMPACT:** To be determined

**WHO WILL TAKE DECISION:** Director of Corporate Services

**PRINCIPAL GROUPS TO BE CONSULTED:** Not applicable.

**METHOD OF CONSULTATION:** None

**DATE OF DECISION:** Before 26 Nov 2008

REFERENCE	I010455
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**TITLE:** Draft Capital Programme 2009/10 - 2011/12

**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 Taxpayers and business ratepayers

**METHOD OF CONSULTATION:** To be determined

**DATE OF DECISION:** 16 Dec 2008

REFERENCE	I010457
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**TITLE:** Draft General Fund Revenue Budget 2009/10

**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 taxpayers and business rate payers

**METHOD OF CONSULTATION:** To be determined

**DATE OF DECISION:** 16 Dec 2008

REFERENCE	I010459
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**TITLE:** General Fund Revenue Budget 2009/10

**PURPOSE OF DECISION:** To approve the General Fund Revenue Budget 2009/10 for submission to Council

**FINANCIAL IMPACT:** To be determined

**WHO WILL TAKE DECISION:** Executive

**PRINCIPAL GROUPS TO BE CONSULTED:** Council taxpayers and business ratepayers

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

**DATE OF DECISION:** 10 Feb 2009

REFERENCE	I010461
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**TITLE:** Capital Programme 2009/10 - 2011/12

**PURPOSE OF DECISION:** To approve the capital programme 2009/10 - 2011/12 for submission to Council

**FINANCIAL IMPACT:** To be determined

**WHO WILL TAKE DECISION:** Executive

**PRINCIPAL GROUPS TO BE CONSULTED:** Council taxpayers and business ratepayers

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

**DATE OF DECISION:** 10 Feb 2009

<b>REFERENCE</b>	I010463
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**TITLE:** Financial Reporting Process 2009/10

**PURPOSE OF DECISION:** To agree the detailed Budget Book which forms the basis of the Council's scheme of virement

**FINANCIAL IMPACT:** Within existing budget

**WHO WILL TAKE DECISION:** The Leader

**PRINCIPAL GROUPS TO BE CONSULTED:** N/A

**METHOD OF CONSULTATION:** None

**DATE OF DECISION:** Before 10 Mar 2009