



Innovating, creating...

Bracknell Forest Borough Council Best Value Policy and Performance Plan 2003/04

Draft 3



Making the Plan Accessible	1
Who should read this document?.....	1
Finding your way around this document.....	1
Your Views.....	3
Message from the Executive	4
Members of the Executive.....	4
Section One - The Council’s Corporate Priorities, Performance, and Improvement	5
Introduction.....	6
Sustaining a Focus on What Matters to the People who Live and Work in Bracknell Forest.....	7
Corporate Performance Review and Improvement Planning.....	13
Section Two – Building Corporate Capacity – the ‘How’ Medium-term Objectives	25
Introduction.....	26
Securing Best Value and Improving Service Standards.....	27
Protecting Assets and Making Optimum Use of Facilities.....	47
Modernising the Way We Do Things (seeking continuous improvement).....	57
Section Three – the Council’s Service Delivery Priorities, Performance, and Improvement – the ‘What’ Medium-term Objectives	83
Introduction.....	84
Improving Health and Well-being.....	85
Enhancing Community Safety.....	125
Developing the Local Economy.....	138
Promoting Learning and Educational Achievement.....	151
Protecting and Enhancing the Environment.....	179
Section Four - The Borough’s Finances	213
Introduction.....	214
Conclusion	224

Table of Contents

Annex A: Glossary of Terms	225
Annex B: A Summary of the Functions of the Council	229
Introduction.....	230
Contacts	235
Index (DRAFT)	237

Making the Plan Accessible

Who should read this document?

Government guidance recognises that the primary audiences for this plan are the Council's Members and staff, key partner organisations, and the auditors. However, the Council hopes that this plan is accessible to other stakeholders, including members of the public, who are interested in the Council's past and planned performance. To this end the Council has included a glossary of terms as an annex to this plan.

Furthermore, in addition to this Plan, the Council produces a performance summary by the end of March each year, which highlights key areas of performance. This summary is available from the Council's Policy Development Unit (see contact details below).

Finding your way around this document

The Plan is organised into four sections and there is also an index to help you find specific items.

[Section One - The Council's Corporate Priorities, Performance, and Improvement](#). This includes how we sustain a focus on what matters to the people who live and work in Bracknell Forest, and our corporate performance and improvement plans.

[Section Two – Building Corporate Capacity](#). This includes our performance and improvement plans against the Council's three 'How' Medium-term Objectives:

- [Securing Best Value and Improving Service Standards](#)
- [Protecting Assets and Making Optimum Use of Facilities](#)
- [Modernising the Way We Do Things](#) (Seeking Continuous Improvement)

[Section Three – the Council's Service Delivery Priorities, Performance, and Improvement](#). This includes our performance and improvement plans against the Council's five 'What' Medium-term Objectives:

- [Improving Health and Well-being](#)
- [Enhancing Community Safety](#)
- [Developing the Local Economy](#)
- [Promoting Learning and Educational Achievement](#)
- [Protecting and Enhancing the Environment](#)

[Section Four - The Council's Finances](#), including our performance for 2002/03.

Each of the Council's Medium-term Objectives is reported in the following manner:

- Introduction – outlining the main service areas covered by the Medium-term Objective
- Key Priorities – which summarises our achievements and areas for improvement over the past three years and our plans for the next three years
- Performance Review – which covers three areas:
 - i) Looking back at improvements made over the past three years and our progress against last year's Policy Objectives and Actions,
 - ii) Looking forward at our performance review plans for the next three years and our planned Policy Objectives and Actions for next year, and
 - iii) Our performance indicators, including last year's performance and our targets for the next three years.
- Relevant Strategies and Plans – providing further sources of information

How this document has changed since last year

To ensure that you can continuously track the Council's performance over the years, we will let you know when significant changes have been made to the format of this plan.

Changes have been introduced this year to reflect new statutory guidance. With regard to the performance indicators, there is no longer a statutory requirement for the plan to:

- Compare our performance with that of other local authorities,
- Report our performance two years ago e.g. 2001/02 performance in the 2003/04 plan, and
- Include consultation and efficiency statements.

However, the plan is now required to include a number of new elements including:

- Annual targets over three years for most of the performance indicators,
- Progress against improvement planning over the past three years, and
- Improvements planned for the next three years.

Accordingly this plan has been adjusted to take account of these new requirements. However, the Council operates within a complex and changing environment, and therefore its plans over three years are subject to change. Accordingly, the Council will provide indicative targets and improvement plans for 2004/05 and 2005/06 and review these on an annual basis, making any changes clear to you in the following year's plan.

Summary

Whilst it is not a requirement to do so, it is our intention to create a high-level summary of this document in Autumn 2003 which will highlight the key points.

Integrity of the Information in this Plan

To ensure that you know that the information contained in this Plan is fair and accurate, the Plan is independently audited. The three previous Plans (2000/01, 2001/02, and 2002/03) were all approved as fair and accurate by this independent process. The audit of this Plan will take place in autumn 2003 and the results, which will be available in the winter, will be reported in next year's plan.

Your Views

We would like to hear your views and comments on both the content and format of the Plan. We need to be sure that it is giving you the information that you want, in the way that you want it. It is easy to contact us and there are a number of ways in which you can get in touch with us.

Mail

James Griffin, Senior Policy Officer,
Policy Development Unit, Bracknell Forest Borough Council,
Easthampstead House, Town Square, Bracknell, Berkshire RG12 1AQ

Phone

Contact the Policy Development Unit on 01344 353060

Email

Contact policy.development@bracknell-forest.gov.uk

Web

Details of all Council services can be found at BFOOnline, the Borough Council's website at www.bracknell-forest.gov.uk

Alternative Formats

This plan can be made available in large print, in Braille or on audio cassette. Copies in other languages may also be obtained.

You can obtain these formats by contacting:

James Griffin, Senior Policy Officer,
Policy Development Unit,
Chief Executive's Department,
Bracknell Forest Borough Council,
Easthampstead House,
Town Square,
Bracknell,
Berkshire RG12 1AQ

Telephone: 01344 352173

Email: policy.development@bracknell-forest.gov.uk

An electronic version of this plan is available from the Council's website at www.bracknell-forest.gov.uk

Message from the Executive

Thank you for taking the time to read this, Bracknell Forest Borough Council's annual Policy and Performance Plan. In a single document, the Plan provides you with a comprehensive guide to the Council's contribution to making Bracknell Forest a place where people can thrive; living, learning and working in a clean, safe and healthy environment.

This plan outlines the progress we've made over the past three years (2000/01 – 2002/03), including a detailed account of the Council's performance last year (2002/03).

This plan also looks forward at our plans to continuously improve our performance over the next three years (2003/04 – 2005/06), including annual targets and our response to performance review, including the Comprehensive Performance Assessment.

This plan highlights the vast range of services that we provide as a unitary council. As you will see, there is much that the Council has already achieved and much that we aim to do. We intend to build on our past successes and improve our future performance to make a real difference for people living and working in Bracknell Forest.

We are always interested to hear your views, so please let us know what you think.

Members of the Executive

Councillor Paul Bettison

- Leader of the Council
- Chairman of the Executive
- Member for Council Strategy

Councillor Alan Ward

- Deputy Chairman of the Executive
- Executive Member for Education

Councillor Dale Birch

- Executive Member for Corporate Services

Councillor Gareth Barnard

- Executive Member for Social and Health Care Services & Housing

Councillor Bob Wade

- Executive Member for Policy Implementation

Councillor Terry Mills

- Executive Member for Public & Environmental Services and Parish Liaison

Councillor Mary Ballin

- Executive Member for Planning & Transportation

Councillor Iain McCracken

- Executive Member for Leisure Services

Councillor Peter North

- Executive Member for Emergency Services and Community Safety



Innovating, creating...

Section One - The Council's Corporate Priorities, Performance, and Improvement



Introduction

The Council is a large organisation responsible for a vast range of services. Consequently a corporate approach to service provision is essential if the Council is to successfully balance a number of competing priorities and maintain an overview of the performance of the whole Council.

Section One of this plan reports on the Council's progress in taking the corporate approach. It covers how the Council sustains a focus on what matters to the people who live and work in Bracknell Forest, and the Council's improvement planning response to performance review, particularly external inspection and audit. It highlights the priorities emerging from the Council's Comprehensive Performance Assessment, and how the Council is seeking to 'stretch' its performance in delivering its Local Public Service Agreement.

Sustaining a Focus on What Matters to the People who Live and Work in Bracknell Forest

Performance in the Long-term

The Council ensures a sustained focus on what matters in Bracknell Forest in the long-term by operating within the context of the Community Plan for Bracknell Forest.

The Community Plan is developed with local people and a range of organisations from the public, private, and voluntary and community sectors. It provides these organisations with a clear long-term direction for improving the quality of life for people who live and work in Bracknell Forest.

The Community Plan outlines the following long-term Vision of the place local people want Bracknell Forest to be:

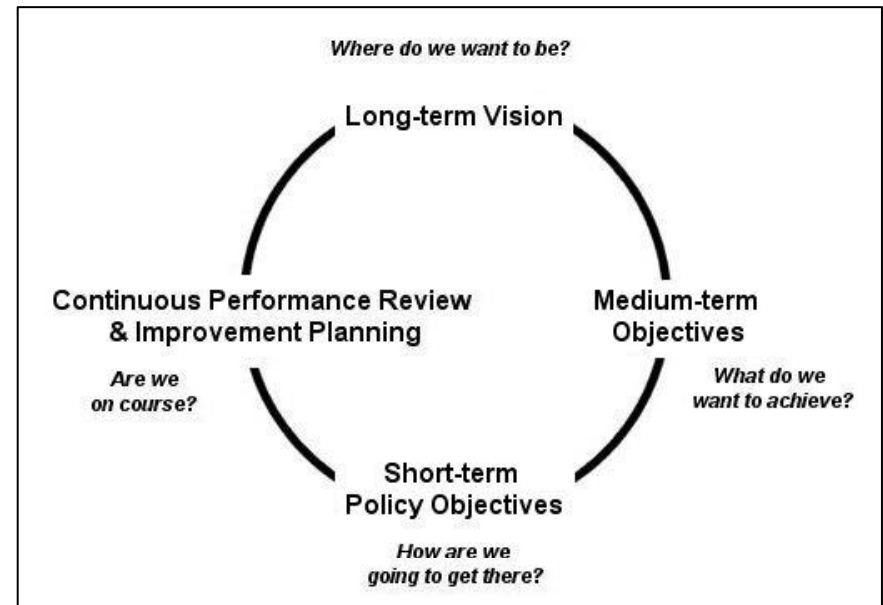
*“To make Bracknell Forest a place where people can thrive;
living, learning and working
in a clean, safe and healthy environment”.*

The Council recognises its role in helping to implement the Community Plan. Accordingly we ensure that our approach to performance in the medium- and short-terms is mindful of the long-term dimension contained in the Community Plan.

The Council has worked with representatives from the public, private, and voluntary and community sectors to begin to establish a Local Strategic Partnership for Bracknell Forest. The Partnership has the potential to ensure a co-ordinated and focused approach to the implementation of the Community Plan, the first version of which was published in autumn 2002.

During 2003/04 the Council will build on these foundations by seeking to establish a formal Local Strategic Partnership for Bracknell Forest.

A copy of the Community Plan is available on the Council's website (www.bracknell-forest.gov.uk) or from the Council's [Policy Development Unit](#).



The Council's Planning Cycle

Performance in the Medium-term

The Council ensures a sustained focus on what matters in Bracknell Forest over the medium-term by translating the long-term Vision into the Council's eight Medium-term Objectives listed below. Five of the Medium-term Objectives define *what* we aim to achieve (see [Section Three](#) of this Plan), and three define *how* we are going to achieve them (see [Section Two](#) of this Plan):

What we aim to achieve (service delivery)

- [Improving Health and Well-being](#)
- [Enhancing Community Safety](#)
- [Developing the Local Economy](#)
- [Promoting Learning and Educational Achievement](#)
- [Protecting and Enhancing the Environment](#)

How we are going to achieve them (corporate capacity)

- [Securing Best Value and Improving Service Standards](#)
- [Protecting Assets and Making Optimum Use of Facilities](#)
- [Modernising the Way We Do Things](#)
(Seeking Continuous Improvement)

The Medium-term Objectives cut across service departments to reflect the fact that realising the Vision requires a 'joined-up' approach to many local issues. Accordingly, this plan is structured around the Council's Medium-term Objectives.

Performance in the Short-term

The Council ensures a sustained focus on what matters in Bracknell Forest over the short-term by translating the eight Medium-term Objectives into service delivery. It does so through a number of detailed Service Plans for each service department that reflect the breadth and depth of the services we provide. Each Service Plan contains a number of short-term Policy Objectives. Details of our Policy Objectives for 2003/04 and progress against our Policy Objectives for 2002/03 are included in this plan. The Service Plans currently cover a time span of one-year back and one year forward.

Performance Review and Improvement Planning

The Council operates within a complex and changing environment. To ensure we sustain a focus on what matters in Bracknell Forest, the Council continuously measures and reviews progress against our objectives. The Council continues to believe in the premise that 'what gets measured is what gets done'. To this end each of the Medium-term Objectives contain:

- Performance indicators against which we report actual performance for last year (2002/03), and target performance for the next three years (2003/04 - 2005/06);
- Progress against last year's Policy Objectives, and our Policy Objectives for this year; and
- Progress against our improvement plans over the past three years (2000/01 – 2002/03), and our future plans for improvement.

The new requirement to report target performance for the next three years was introduced in March 2003. The Council's approach to meeting this requirement will be the subject of refinement over the coming year. However, a corporate target setting workshop supplemented by consideration by Departmental Management Teams and the department's respective Executive Member, has enabled the Council to set indicative targets for years two and three for the established performance indicators for which baseline performance information already exists.

The Council has established a number of mechanisms for monitoring and reviewing performance, including Best Value Reviews, Quarterly Operational Reports for service departments, and staff appraisals. Additionally the Council is in the process of developing a basket of Key Performance Indicators, which will provide a strategic corporate tool to complement the Council's existing performance management framework.

Additionally, the Council's performance is the subject of rigorous review and independent inspection and audit, the findings of which are reported in this plan and include the Comprehensive Performance Assessment. To ensure that you know that the information contained in this Plan is fair and accurate, the Plan is independently audited. The three previous Plans (2000/01, 2001/02, and 2002/03) were all approved as fair and accurate by this independent process.

To ensure the Council's various objectives are continuously updated to reflect performance review, the Council produces a range of improvement plans following service review and external inspection. A summary of our progress in implementing improvements over the past three years and our planned improvements for the next three years is provided in this plan and includes the Comprehensive Performance Assessment Improvement Plan. The Council operates within a complex and changing environment, and therefore its plans over three years are subject to change. Accordingly, the Council will provide indicative targets and improvement plans for 2004/05 and 2005/06 and review these on an annual basis, making any changes clear to you in the following year's plan.

Resourcing Performance Improvement

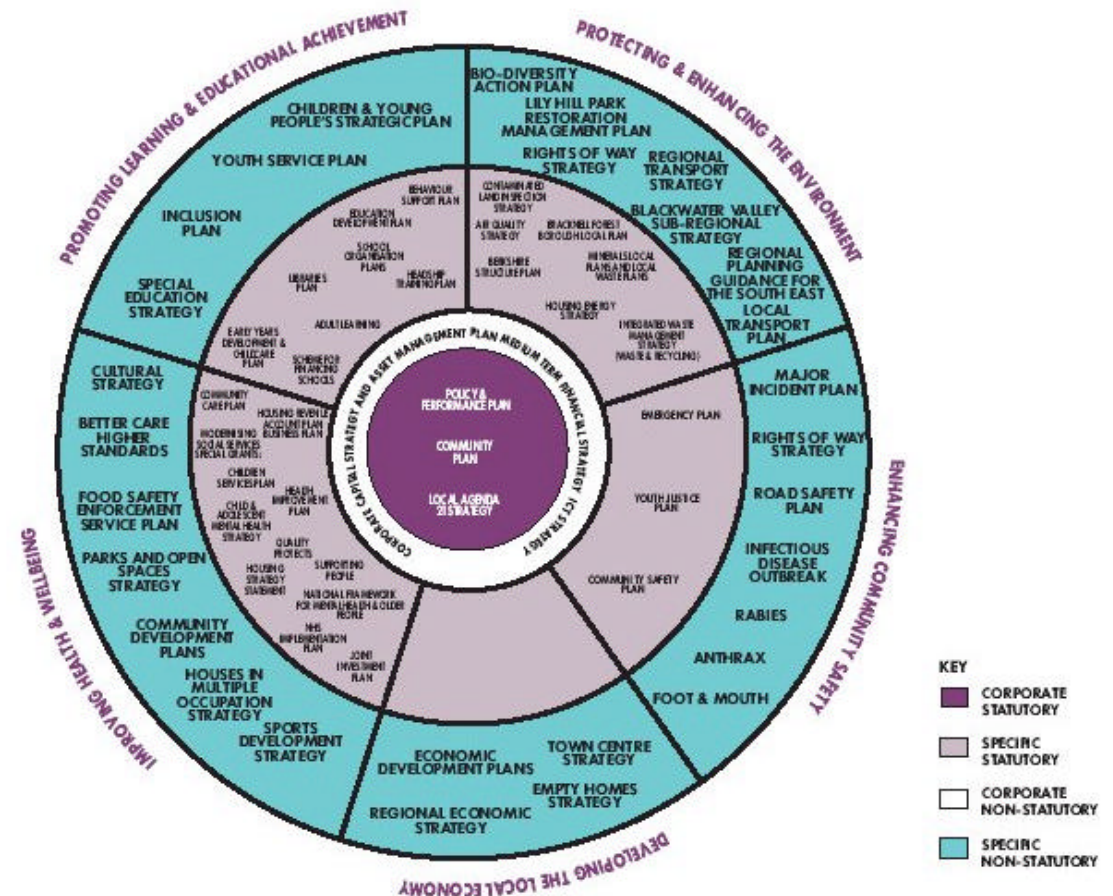
The Council's resources include our financial resources, our human resources (staff), and our physical assets. The Council has a number of established processes for ensuring our resources are aligned to our objectives. These include the Medium Term Financial Strategy and the Annual Budget, and the Human Resource Strategy and annual staff appraisals. The important link between performance and resources is illustrated in the Council's Performance Management Cycle illustrated in Fig [insert number] on page 21.

Council Strategies and Plans

To complement our Medium-term Objectives and Policy Objectives, the Council also produces a number of different plans and strategies. Some of these plans and strategies are legal requirements, relating to national priorities, others relate to more local needs and requirements. At the heart of all of these plans lies the Community Plan, from which stems all the other plans within the Council, and those linked to other agencies.

For ease of reference, all of the plans are shown under the Medium-term Objectives of the Council in the following diagram. More details of each of these strategies or plans

An Overview of Bracknell Forest Borough Council's Strategies and Plans (showing each strategy and plan in relation to the five Medium Term Objectives)



Sustaining a Focus on What Matters to the People who Live and Work in Bracknell Forest

are included at relevant points throughout this whole document, complete with details of contact officers, if you require further information.

[Print room to update this diagram in light of the information in the table below:

	Add	Amend	Delete
Corporate Statutory			Local Agenda 21
Specific Statutory	Housing Renewal Strategy Homelessness Strategy Strategy for Adult Mental Health National Framework for Older People	Housing Strategy Statement to Housing Strategy Health Improvement Plan to Bracknell Forest Local Delivery Plan National Framework for Mental Health and Older People to National Framework for Mental Health	NHS Implementation Plan Community Care Plan Joint Investment Plan
Corporate Non-Statutory	Local Agenda 21 CPA Improvement Plan Procurement Strategy Human Resources Strategy Social Cohesion Strategy (emerging) Risk Management Strategy (emerging)		
Specific Non-Statutory	Key Worker Strategy Social Services and Housing Business Plan		

Performance Context – Looking Outside Bracknell Forest

The Council operates within the Government's national policy context, which includes a number of policy initiatives and performance targets that Government expects all local authorities to deliver. Additionally, the Government has recently worked with the Local Government Association to agree a number of 'Shared Priorities' that both Central Government and Local Government can work towards together. Whilst sustaining a focus on what matters in Bracknell Forest, the Council is mindful of these 'Shared Priorities' and this is reflected in the emphasis on continuous improvement in education in the Council's Local Public Service Agreement and on improved transport in the Council's CPA Improvement Plan. More information on the 'Shared Priorities' can be gained from the Local Government Association website (www.lga.gov.uk).

Sources of Further Performance Information

Given the considerable breadth and depth of the services we provide, inevitably it has not been possible to include details of everything that we do. Therefore we have included contact names and numbers as far as possible, to direct you to the key people within the Council, or to other documents that may be of interest to you.

Corporate Performance Review and Improvement Planning

The Council is committed to the continuous improvement of its services to meet the particular local needs of Bracknell Forest. To this end, the Council takes a corporate view of its performance. The Council operates within a national context in which Government is seeking to improve the performance of all local authorities through a national performance management framework which includes such initiatives as the Comprehensive Performance Assessment, Local Public Service Agreements, and Best Value. The Council seeks to be mindful of the national agenda whilst sustaining a focus on the local priorities that are particular to Bracknell Forest.

Inspection Feedback

Comprehensive Performance Assessment 2002

The Comprehensive Performance Assessment (CPA) is the Audit Commission's new national framework for annually assessing the overall performance of all local authorities. During 2002 the Audit Commission completed an inspection of every county and single tier local authority in England. Consequently local authorities were placed within one of five performance categories: 'Excellent', 'Good', 'Fair', 'Weak', and 'Poor'.

The CPA is a complex mathematical model, but essentially the Council is assessed in two main areas:

- 'How Bracknell Forest is run' i.e. the Council's corporate capacity to deliver continuous improvement in service provision, and
- 'How Bracknell Forest's main services perform'

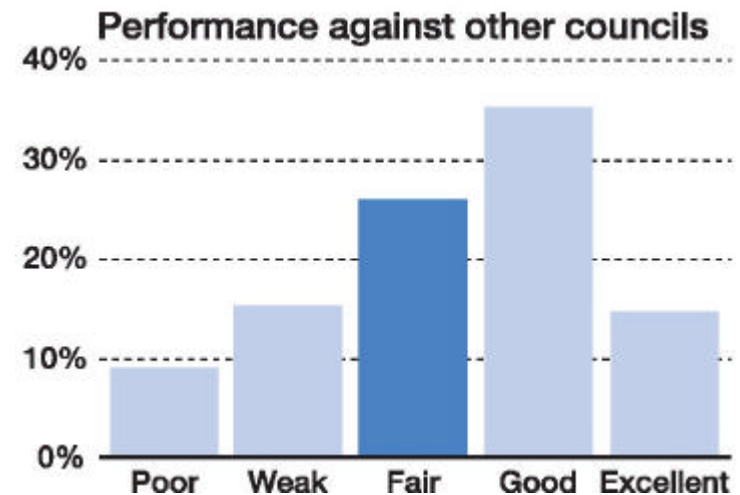
The Council's CPA took place in July 2002 and the results were published in December 2002 in the form of the Audit Commission's CPA Scorecard, which is reported below.

Overall Performance 'Fair'

The Audit Commission's Scorecard reports that in 2002 "Bracknell Forest Borough Council was judged as 'Fair' in the way it provides services for local people. The chart below shows what share of councils also received this rating nationally.

This judgement is based on Bracknell Forest scoring 3 out of 4 on 'how it is run' and 2 out of 4 on 'how its main services perform', where 1 is the lowest score and 4 is the highest. The Council was very close to achieving 4 out of 4 on 'how it is run' and 3 out of 4 on 'how its main services perform'.

The 'Fair' category is nationally recognised as positive and is rewarded with access to freedoms and flexibilities such as a 'lighter touch' inspection programme. However, the Council felt the overall judgement to be an unfair reflection of its performance and had a number of concerns with the mathematical assessment model used. The Council felt strongly that its performance warranted a categorisation of 'Good' and believes that the implementation of its [CPA Improvement Plan](#) will deliver both improved services and a deserved re-categorisation.



How we and other councils performed under Comprehensive Performance Assessment

How is Bracknell Forest Run?

The Audit Commission’s CPA Scorecard reports that in 2002 “The Council delivers a mixed standard of services, but is making improvement in a number of areas. It is taking a national lead in electronic government and the Smart Card for local people is seen as innovative. Public satisfaction with services is good and education improvement is in line with national averages, but social care for children and adults and housing services are weak and need to improve. The Council also needs to address local transport issues. The Council has the ability to improve services but needs to identify resources to fund its ambitious future plans.”

The CPA recognised many of the Council’s corporate strengths, including: a Community Plan that reflects the community’s aspirations, clear and realistic medium-term objectives, a clear focus on priorities maintained over time, good communication systems for partners and residents, performance targets for all service areas, and high public satisfaction with the Council and service performance.

The areas for improvement are fundamental to the CPA Improvement Plan, a summary of which is reported below. A full copy of the corporate assessment report is available by contacting the Council.

How Do Bracknell Forest’s Main Services Perform?

The Audit Commission’s CPA Scorecard reports that “We have assessed core service performance in the service areas shown alongside. Each service is scored on a scale from 1 to 4, with 1 being the lowest and 4 being the highest. Education and social care are given more importance in reaching the overall service score than other areas:

SERVICE PERFORMANCE	1 (LOWEST) TO 4 (HIGHEST)
Education	3 out of 4
Social Care	
• Children’s Services	2 out of 4
• Adult Services	2 out of 4
Environment	2 out of 4
Housing	2 out of 4
Benefits	3 out of 4
Use of Resources	3 out of 4

The CPA recognised many of the Council’s service strengths, particularly in terms of education, libraries and leisure, benefits, and the prudent use of the Council’s resources. However, the Council was concerned that the mathematical model did not recognise recent improvements in the provision of its social care services nor give full recognition to the high standards of environment services – which had previously been awarded Beacon Council status as an exemplar to other local authorities nationally.

CPA Improvement Plan

The CPA in 2002 provided a ‘baseline’ performance judgement, which will be reviewed annually. In response, the Council has put in place a robust improvement plan which provides a focus on the key corporate improvement priorities in the short-term . These priorities are summarised below and a full copy of the CPA Improvement Plan is available from the Policy Development Unit. Additionally, the Council has already made significant progress against these priorities and will continue to review the Medium-term Finance Strategy to ensure that our resources are allocated accordingly (see Section 4 “The Borough’s Finances” for more detail).

Social Cohesion, including Race Equality

To develop a Corporate Social Cohesion Strategy that is widely owned and contributes to reductions in key indicators of deprivation. To develop a [Race Equality Scheme](#) approved by the Commission for Race Equality and compliant with the Race Relations (Amendment) Act.

To date the Council has built on its existing Fair Access Policy by recently publishing a Race Equality Scheme. Additionally the Council is in the process of developing a corporate Social Cohesion Strategy, which we aim to put in place during Autumn 2003.

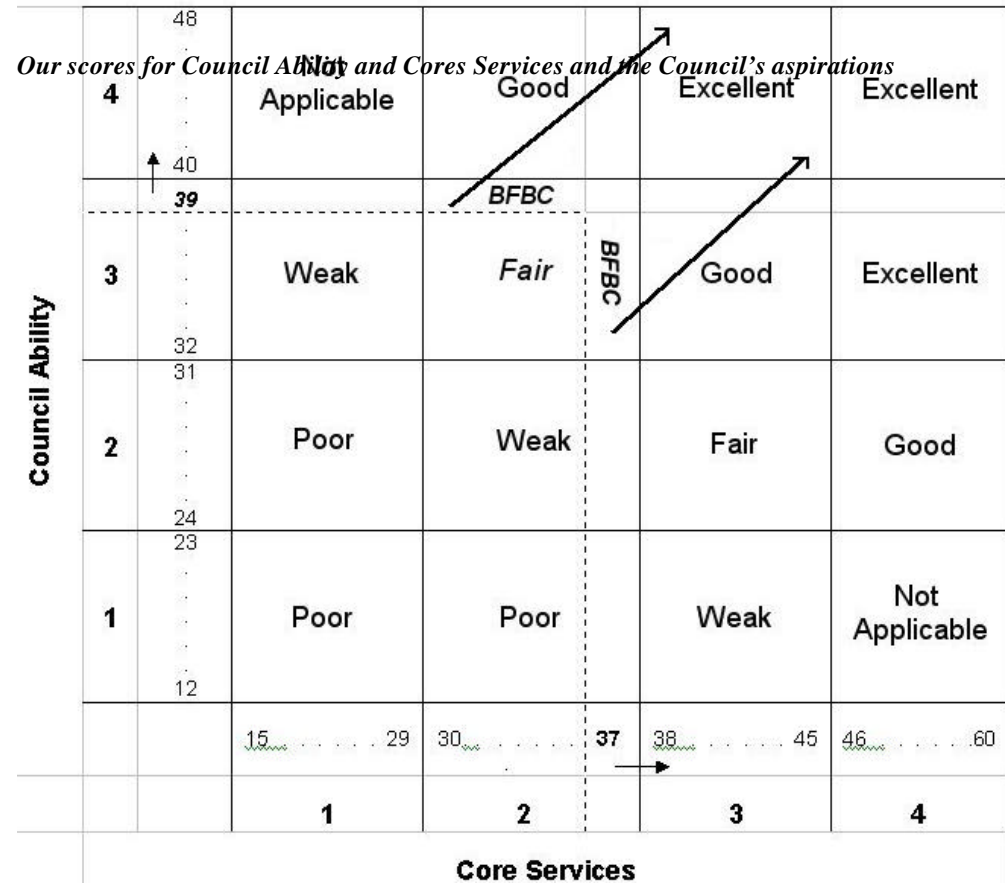
Infrastructure, including Risk Management and Procurement

To develop the role of the Council’s Strategic Risk Management Group and to develop a Procurement Strategy that leads to new cost effective ways of procurement.

To date the Council’s Best Value Review of Finance included a section specifically on procurement and made 15 [recommendations](#) for change . A Strategic Procurement Group with representatives from all Departments has been set up to take forward these recommendations. On 26 March 2003, the Full Council approved a [Procurement Strategy](#) and [Implementation Plan](#) to help deliver these changes in the context of the Council’s Medium Term Objectives.

Scrutiny Processes

To introduce a refocused scrutiny system with an enhanced role in performance management.



To date the Council has concluded a recent review of our existing scrutiny arrangements (introduced in 2001). The review led to the establishment of a Public Scrutiny Commission in May 2003. The Commission scrutinises Executive proposals and decisions and manages the work programme of a number of Scrutiny Panels. The Panels contribute to the development of Council policy to a corporately agreed work programme, offering reports and recommendations to the Executive or the Council. The Panels also monitor service performance.

Transport

To undertake a cross-cutting review of the Council's strategic approach to transport during 2003/04 which seeks to lead to improvements in the relevant performance indicators and the Government Office South East's ranking of our Local Transport Plan.

To date the Council has prioritised performance reviews of both transport provided by the Council, and transport policy. Both reviews are scheduled to take place during 2003/04.

CPA Reassessment 2003/04 and beyond

The Audit Commission is currently consulting on the CPA reassessment methodology for 2003/04 and more will be known in summer 2003/04. Current proposals are to keep the framework broadly the same in the short-term and make fundamental changes from 2005/06. However, in the short-term there is a proposal to significantly increase the number of points that councils have to obtain relative to the 2002 baseline before they can be promoted a category (e.g. from 'Fair' to 'Good'), without the same rule applying for demotion. The Council is fundamentally opposed to this proposal and has made its views known to the Audit Commission.

A Co-ordinated and Proportionate Programme of Service Inspections

The Council's services are the subject of regular and rigorous external inspection, many of which were used to inform the CPA. The details of these inspections and the associated improvement plans are summarised under the respective Medium-term Objective. In addition to the CPA corporate inspection, the inspections that have taken place over the past three years are:

Inspection	Medium-term Objective
Audit Commission Best Value inspection of Legal Services (June 2001)	Securing Best Value and Improving Service Standards
Audit Commission CPA inspection of Housing Repairs and Maintenance (July 2002)	Protecting Assets and Making Optimum Use of Facilities
Joint Review of Social Services (June/July 2000) Social Services Inspectorate inspection of Children's Services (October 2001) Audit Commission Best Value inspection of Leisure Services (March 2002) Social Services Inspectorate inspection of Services to Older People (September 2002) Benefit Fraud Inspectorate CPA inspection of Benefits (September 2002)	Improving Health & Well Being
Ofsted inspection of Youth Services (March 2001) Ofsted inspection of the Local Education Authority (May 2001) Ofsted inspection of Adult Learning (November 2002)	Promoting Learning & Educational Achievement
Audit Commission Best Value inspection of Development Control (September 2001)	Protecting and Enhancing the Environment

In light of previous inspection activity, including the CPA, the Council has negotiated with the relevant inspectorates a co-ordinated and proportionate inspection programme for 2003/04 and beyond which focuses on the priorities identified in the CPA Improvement Plan as follows:

Improvement Priority	Inspection Activity
Improving transport	<p>Contract Management. Stages 1 and 2 of a staged inspection of transport contract management providing challenge, support and guidance on the Best Value Review of the management of the Council's transport contracts (including education, social services, and community transport). Anticipated to start in August 2003 (with report in March 2004) and Stage 3 final inspection in 2004/05.</p> <p>Transport Strategy. Support and guidance to help develop sustainable approaches to transport which meet the Council's Community Plan ambitions. This work will look at strategic/cross boundary issues with adjoining councils. Due September 2003 (with report in March 2004).</p>
Ensuring effective organisational infrastructure, especially in relation to risk management and procurement	Key Workers. Support and guidance to the Council on developing approaches which will help the Council and other local employers address recruitment and retention issues. This work will look at strategic/cross-boundary housing and planning issues. Due August 2003 (with report in March 2004).
Ensuring effective scrutiny processes	No inspection activity planned as covered by the agreed Audit Plan
Promoting social cohesion, including race equality	<p>Social Cohesion. Support and guidance to test the effectiveness of service integration and the social inclusiveness of service provision. Particularly, the Council's approach to housing, Supporting People and customer contact. Due October 2003 (with report in December 2003).</p> <p>Housing Management. Desktop inspection of housing management to review the Council's progress in implementing its housing management action plan and recommendations from previous inspection, and in meeting the Decent Homes Standard. Due December 2003 (with report in March 2004).</p>

Additionally, the inspection programme will also look to monitor improvement in the areas of environment and housing as follows:

Improvement Reporting Activity	Inspection Activity
Environment	<p>Inspection of the Street Scene and Recycling elements of Waste Management services contract. Due February 2004 with a report in April 2004.</p> <p>Desktop assessment likely to include an assessment of new performance indicator data any relevant plans scored by government departments and progress following previous inspections</p>
Housing	Desktop assessment likely to include an assessment of new performance indicator data any relevant plans scored by government departments and progress following previous inspections
Policy and Performance Plan	Qualitative assessment to measure progress in implementing improvement priorities

There may also be a Supporting People inspection scheduled by the Housing Inspectorate and undertaken jointly by the Social Services Inspectorate and the Probation Inspectorate during 2004/05.

The Council's programme of Best Value Reviews also focuses on the areas for improvement identified in the CPA Improvement Plan. Details of this programme are provided in Section One of this Plan under the heading of 'Securing Best Value and Improving Service Standards'.

Local Public Service Agreement (2002/03 – 2004/05)

The Council has entered into a Local Public Service Agreement (Local PSA) with the Government to seek to 'stretch' its performance in twelve key priority areas during a three year period (2002/03 – 2004/05). The 'stretch' in performance seeks to improve key outcomes more quickly and/or to a higher level than would otherwise be the case and includes both national and local targets.

Local PSA Targets

The 12 key priority areas for which Local PSA targets have been set are:

Target		Medium-term Objectives
Provide high quality pre admission and rehabilitation care to older people in Bracknell Forest to help them live as independently as possible by reducing preventable hospitalisation and ensure reduction in delays in moving people over 75 on from hospital	National Target 7	Improving Health and Well Being
Increase the participation of problem drug users in Bracknell Forest's drug treatment programmes	National Target 16	Improving Health and Well Being and Making Bracknell Forest a Safer Place
Reduce the rate of re-offending by young offenders	National Target 21	
Reduce repeated domestic violence	Local Target	
Reduce vehicle crime in Bracknell Forest	National Target 17	Make Bracknell Forest a Safer Place
Reduce the number of people killed or seriously injured in Bracknell Forest in road accidents	National Target 26	
Improving Secondary School Attendance	National Target 5	Promote Learning and Educational Achievement
Improving the Performance of Brakenhale School	Local Target	
Improve the educational attainment of children and young people leaving care of Bracknell Forest aged 16 and over	National Target 9	
Increase use of libraries provided by Bracknell Forest	Local Target	
Increase the percentage of household waste recycled or sent for composting	National Target 22	Protect and Enhance Bracknell Forest's Environment
Cost effectiveness - specific details to be agreed	National Target 30	All

More detail of the Local PSA, including performance to date, is reported in the respective Medium-term Objectives. A full copy of the Local PSA is available from the Council.

In addition to improving service performance in priority areas beyond the level that would be expected if a Local PSA was not put in place, there are two other benefits to the borough of the Local PSA - additional finance and additional freedoms and flexibilities.

Additional Finance

The Government has agreed to provide the Council with two main sources of additional funding, which are:

- A 'pump priming' award of up to £0.718m to establish the schemes and actions to achieve the targets identified in the Local PSA, and
- A 'performance reward grant' of c.£2.4m which will be made available if the Council meets or exceeds the targets set in the Local PSA.

Additional Flexibilities and Freedoms

The Council operates within a strict and complex statutory framework which, in some instances, can present a barrier to performance improvement. The Government has included three additional freedoms and flexibilities in the Council's Local PSA, including greater flexibility in the use of the Standards Fund to assist in 'stretching' the Council's performance in education.

Audit Feedback

Annual Audit Letter 2001/02

The Council is subject to an annual audit of both its financial and management arrangements by the Council's independent external auditors KPMG. This report is known as the Management Letter and is reported publicly to the Councillors. The most recent report highlighted areas of good performance, including:

- A good response to the challenge presented by the Comprehensive Performance Assessment (CPA),
- The Council's Medium-term Financial Strategy, and
- The Council's financial systems and arrangements for the preparation of its accounts

It also identified important challenges for the future, including:

- Taking forward the recommendations arising from the CPA, and
- Significantly strengthening the Council's arrangements for the production of performance information

The Letter also concluded that the recommendations from the previous Annual Audit Letter (2000/01) had largely been achieved.

The Council has responded to these challenges in a number of ways, including preparing the CPA Improvement Plan and aligning the Medium-term Financial Strategy to meet the priorities therein. Additionally, the Council has strengthened its internal mechanisms for the production of performance information, including the development of a revised performance management cycle.

The Council's detailed response to the Annual Audit Letter and an update on progress to date is available from the Council.

External Audit of last year's Policy and Performance Plan

The Council's annual Policy and Performance Plan is subject to an audit by the Council's independent external auditors KPMG. Following the publication of the plan in June 2002, KPMG concluded that, as in previous years, the Council's overall arrangements for producing its Policy and Performance Plan are satisfactory. This 'unqualified' verdict confirms that, for the third year running, the Council has prepared and published its Policy and Performance Plan in accordance with the relevant legislation and statutory guidance from the Office of the Deputy Prime Minister (ODPM).

In keeping with the recommendations in the Annual Audit Letter, KPMG recommended that our arrangements for the production of performance information needed to be significantly improved. Accordingly, the Council has responded by developing an improved programme for the calculation and recording of performance indicator data.

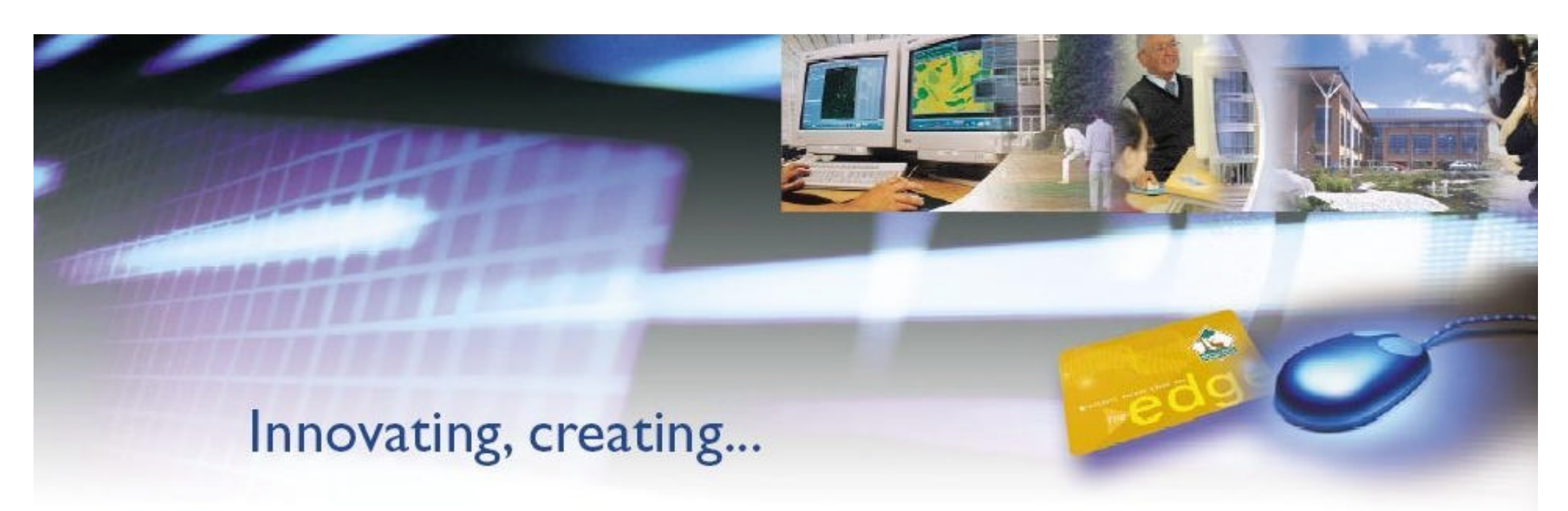
In addition to the annual compliance audit, the Policy and Performance Plan 2003/04 will be the subject of a new qualitative assessment. The Audit Commission will use the Plan to assess councils' approach to improving services. This will then feed into an assessment of whether councils' proposals to improve are sufficiently challenging to make a difference to the quality of local services.

The Council's detailed response to the External Audit of last year's Policy and Performance Plan is available from the Council.

Audit Plan 2002/03 – 2003/04

The Council has agreed an audit plan for the next two years that focuses on the improvement priorities identified in this section. Accordingly the Audit Plan contains work to improve the reporting of performance information and is available from the Council.

	April	May	June	July	August	Sept	Oct	Nov	Dec	Jan	Feb	March	April	May	June	
Executive Dates	10		17	15		16	21	18	16	20	17	16	20	18		
PLANNING CYCLE																
Community Plan		Consultation to revise Ambitions						Draft to CMT	Draft to Executive	Publish Revised Community Plan						
				LSP Launch Event												
Local Development Framework			Issues Consultation to Executive		Consultation with Stakeholders			Community Involvement to feed into Community Plan (above)								
Policy & Performance Plan		Final to CMT	Final to Executive (Published 30 June)	Discuss with Exec emerging objectives & relevance of existing MTO's				MTOs for 2004/05 to 2006/07 determined						Final to CMT	Final to Executive (Published 30 June)	
Service Plans						Service Planning Guidance Published	Service Plans Drafted		Consult on Service Plans		Service Plans Approved by Executive					
Employee Appraisals	Staff appraisals completed										Staff appraisals completed					
Budget			Initial budget discussions with leading members		Budget Working Groups			Executive publishes draft 2004/05 budget proposals			2004/05 Budget agreed by Executive and Council	2004/05 Budget Book published			Report on 2003/04 Outturn	
			Report on 2002/03 Outturn	Commit. Budget Reviewed				Commit. Budget agreed by Executive								
				Officers identify budget options												
MONITORING CYCLE																
Budget Monitoring to CMT			To 30 April	To 31 May	To 30 June	To 31 July	To 31 August	To 30 September	To 31 October	To 30 November	To 31 December	To 31 January	To 28 February	Provisional Outturn		
Quarterly Operations Reports					Publish Quarter 1 in Week 3 (Financial info to 31 May)			Publish Quarter 2 In Week 3 (Financial info to 31 Aug)			Publish Quarter 3 In Week 3 (Financial info to 30 Nov)			Publish Quarter 4 In Week 3 (Financial info to 28 Feb)		
Quarterly Operations Exception Report to CMT, Executive & Scrutiny Commission & Full Quarterly Operations Reports to Scrutiny Panels						Quarter 1 W/c 8 September			Quarter 2 W/c 8 December			Quarter 3 W/c 8 March			Quarter 4 W/c 7 June	



Innovating, creating...

Section Two – Building Corporate Capacity – the ‘How’ Medium-term Objectives



Introduction

The Council has eight Medium-term Objectives.

This Section reports on the progress in delivering the three Medium-term Objectives that deal with building the Council’s corporate capacity to improve the services it delivers. These three Medium-term Objectives are:

- [Securing Best Value and Improving Service Standards](#)
- [Protecting Assets and Making Optimum Use of Facilities](#)
- [Modernising the Way We Do Things](#) (Seeking Continuous Improvement)

Securing Best Value and Improving Service Standards

Introduction

Best Value is a key performance management tool by which the Council can turn the vision identified in the Community Plan into effective action. Best Value is about continuously improving all of our services. To assist in this process, we are required to undertake fundamental reviews of our services. As part of these reviews the Council needs to:

- Challenge why services are provided in the way they are,
- Compare our performance against other similar providers,
- Consult with users in the local community to ascertain their views of the service, and
- Decide whether there are different ways of providing the service more competitively.

Procurement forms a key element of the Council's approach to securing Best Value and improving service standards. The Council spends approximately £90m pa on bought-in goods and services. Procurement covers the process by which these are acquired from suppliers and managed throughout their life. Many of the Council's services are provided directly to citizens by contracted suppliers. Other suppliers contribute by supporting services provided by the Council's own staff. Either way, procurement is core to achieving the “Hows” of the Council's Medium Term Objectives. The Byatt Report on local authority procurement “Delivering Better Services to Citizens”, commissioned by the Government and published in June 2001, identified a comprehensive modernisation agenda for council procurement. Bracknell Forest has embraced this via its Best Value Review of Finance, which included a section specifically on procurement making 15 [recommendations](#) for change. A Strategic Procurement Group with representatives from all Departments has been set up to take forward these recommendations. On 26 March 2003, the Full Council approved a [Procurement Strategy](#) and [Implementation Plan](#) to help deliver these changes in the context of the Council's Medium Term Objectives. Key to this will be the simplification and automation of procurement-related processes, in particular the development of electronic trading with suppliers wherever possible.

Consultation plays a key role in informing the Council's approach to securing Best Value and improving service standards. The Council undertakes a range of statutory consultations, including the three yearly Best Value user satisfaction surveys (covering ‘general’ satisfaction, and satisfaction with our following services: benefits, housing, libraries, and planning), which were first conducted in 2000/01 and are due to be conducted again in 2003/04 – the results of these surveys will be reported in next year's Policy and Performance Plan. Consultation also plays a key role in the conduct of Best Value Reviews. The Council supplements this statutory requirement by conducting a number of discretionary consultation exercises to ensure it continues to remain fully apprised of local people's views on key issues e.g. the Council recently commissioned a health survey of all the residents in the Borough.

Key Priorities

The key priorities continue to be implementing the recommendations from the Best Value improvement plans, which are generated following each Best Value review, and completing the Best Value reviews scheduled in the Council's Best Value Review Programme, which is updated each year. The Council's approach to Best Value has developed over the past three years. Initially the Council focused on completing reviews of each of the Council's many services during a five year period. However the Council now places a greater emphasis on:

- Focusing on key corporate priorities. In 2002 the statutory duty to review all services within five years was revoked and, whilst the statutory duty to review all services remains, the Council can now focus its Best Value review process on high priority reviews. This is evident in the Council's latest Best Value Review Programme, which has clear links to the improvement priorities identified by the CPA.

- A proportionate approach to reviews. The Council recognises that undertaking Best Value reviews can take considerable staff resource as each Review involves a considerable amount of work, requiring the attention of a full review team of officers. Accordingly a key factor in the choice of reviews is the likely return on this investment and, therefore, whether a full Best Value review is merited or whether other review processes e.g. Scrutiny reviews would be more appropriate. This is evident in the Council's latest Review Programme, which includes a mix of Best Value reviews and other reviews.
- A 'cross-cutting' approach to reviews. The Council recognises that, in some cases, improved outputs and outcomes for the service user stand the best chance of being realised if the scope of the review 'cuts across' several services. Accordingly the Council's review programme increasingly has an emphasis on 'cross-cutting' reviews e.g. Services to Older People.

Performance Review and Improvement Planning - Looking Back 2000/01 – 2002/03

Previous Performance Reviews

The Council has undertaken a number of Best Value Reviews during this period (see table opposite) and the outcomes of these, including improvements realised, are reported under their respective Medium-term Objective in this plan.

Over the past three years the Council has completed fourteen Best Value reviews. Three of the reviews have been the subject of independent inspection, the judgements for which are based on two criteria: firstly, 'how good is the service?', with four possible judgements of 'Poor', 'Fair', 'Good', or 'Excellent'; and secondly, 'what are the service's improvement prospects?', with four possible judgements of 'Poor', 'Uncertain', 'Promising', and 'Excellent'. To date two of the services have been judged as 'Good' and one as 'Fair', and all three have been judged as having 'Promising' prospects for improvement, which underlines the Council's commitment to continuous improvement.

The 2002/03 Best Value Review programme reported in last year's plan was amended to ensure a greater focus on key priority areas, particularly those identified in the CPA, a drive for more cross-cutting reviews, and the use of review processes other than Best Value Reviews, including scrutiny reviews. The Council has not lost sight of the duty to review all of its services, but welcomes the emphasis on a more focused and proportionate approach.

Accordingly there have been changes to the review programme from that reported last year. The status of last year's review programme is as follows:

- Reviews of Personnel, and Services to Older People have been completed;
- Reviews of housing strategy and enabling, services to vulnerable children, and cemetery and crematorium are due for completion in autumn 2003;
- Reviews of street scene, and services to people with a learning disability were deferred to Year 4, and

The reviews of building asset management and lifelong learning have been deferred as the former was considered relatively low priority in light of the improvement priorities arising from CPA and the latter is the subject of inspection.

The reviews are:

BEST VALUE REVIEW	STATUS	MEDIUM-TERM OBJECTIVES
Legal Services	Completed November 2000. The independent inspection rating was a 'Good Service' (2*) with promising improvement prospects	Modernising the Way We Do Things
Design & Print Services	Completed February 2001	
Finance	Completed May 2002	
Personnel	Completed January 2003	
Building Maintenance and Capital Improvements	Completed July 2001	Protecting Assets and Making Optimum Use of Our Facilities
Car Park Management	Completed August 2001	
Home Support Services (Social Services)	Completed June 2001	Improving Health and Well Being
Services to Older People	Completed April 2003	
Leisure Services (libraries, arts, open spaces, countryside & heritage, sports and leisure facilities, sports development and events, community centres and community development)	Completed February 2002. The independent inspection rating was a 'Good Service' (2*) with promising improvement prospects	Improving Health and Well Being Protecting and Enhancing the Environment
Development Control	Completed March 2001. Inspection rating was a 'Fair Service' (1*) with promising improvement prospects	Protecting and Enhancing the Environment
Youth Service	Completed February 2001	Promoting Learning and Educational Achievement
Home to School Transport	Completed February 2001	
Special Educational Needs	Completed June 2001	
Services to Schools	Completed May 2002	

Policy Objectives for 2002/03 - Where are we now?

SERVICE DEPARTMENT & OBJECTIVES	STATUS
<p>Corporate Services</p> <p>The policy objectives for 2002/2003 were to:</p> <p>Undertake Best Value Review of Personnel Services and implement the Improvement Plans arising from all Best Value Reviews.</p>	<p>Best Value Review of Personnel Achieved. Improvement Plan implementation continues</p>
<p>Education</p> <p>The policy objectives for 2002/2003 were to:</p> <p>To implement the actions arising from the Best Value Review of services to schools</p> <p>To implement the Best Value Review programme for Year 3</p>	<p>On target for completion in accordance with plan</p> <p>Deferred to year 4</p>
<p>Environment Department</p> <p>The policy objectives for 2002/2003 were to:</p> <p>Implement the Improvement Plans arising from Best Value Reviews</p> <ul style="list-style-type: none"> • To meet the targets as per the Best Value Review for the Development Control Service • To meet the targets as per the Best Value Review Car Park Management <p>To implement and participate in the Best Value Review programme for Year three</p> <ul style="list-style-type: none"> • Streetscene • Easthampstead Park Cemetery and Crematorium • Building Asset Management <p>Support the Best Value Reviews being led by other departments</p> <p>To actively participate in the Comprehensive Performance Assessment.</p>	<p>Ongoing</p> <ul style="list-style-type: none"> • BV Improvement Plan for Development Control updated and tasks ongoing. Missed annual targets being rolled forward. • New Car Park Management Contract awarded and commenced March 2003 <ul style="list-style-type: none"> • To commence in July 03 • Work underway, completion expected June 2003. On target. • Review deferred <p>Ongoing</p> <p>Completed</p>
<p>Leisure Services</p> <p>The policy objectives for 2002/2003 were to:</p> <p>Implement the Best Value Improvement Plan - Major step forward achieved in improving recruitment and retention of staff within the major leisure facilities. Improvements made to standard of play areas</p>	

SERVICE DEPARTMENT & OBJECTIVES	STATUS
Implement Cultural Strategy Action Plan	Process set up for implementing and monitoring Action Plan. Preliminary work undertaken on achieving cultural objectives in town centre
Strive to meet DCMS standards defined in the Annual Library Plan	Exceeded 45 hour minimum opening hours for main library by opening Bracknell Library on Wednesdays from 15 th January – average weekly visitor rate of 700 to date on Wednesdays. Opening hours in this library are now 50 per week
Implement Smart Cards where appropriate	Major project under way to provide a new integrated leisure management system for Bracknell Sport & Leisure Centre, Downshire Golf Complex, Edgbarrow Sports Centre and Sandhurst Sports Centre which will provide infrastructure to enable Smartcards to operate. Data capture of library member details started at Binfield Library 5 th December and Bracknell Library 20 th January 2003.
Investigate the development of digitised resources within the Library Service and co-ordinate in training of staff information communication technology with Wokingham Council	Bid made to Heritage Lottery Fund for new town archive. Continuing to work with Wokingham Unitary in library ICT training
Implement the recommendations and actions from the Improvement Plan of the Best Value Review of the Youth Service	The Improvement Plan for the Best Value Review of the Youth Service has been fully completed, although there are opportunities for further development in raising the public profile and promoting the Service
Monitor the contract of Horseshoe Lake	New 5 year contract awarded. 2 x general management inspections, monthly management meetings held on site
Monitor the contract for Harmanswater Leisure Complex	Monthly management meetings
Monitor the performance of Bracknell Sport & Leisure Centre, Coral Reef and Downshire Golf Complex against a performance specification	3 external inspections in 2002 by BSi and IQL. Chartermark submission for renewal Bracknell Sport & Leisure Centre/Coral Reef. Mystery customer service audits performed. 23 internal inspections also performed covering all leisure centre operations
Complete regular market research and respond to findings	Mystery customer service audits completed, internal market research regularly completed. Project consultation – e.g. Bracknell Sport & Leisure Centre female team changing room. Routine customer research has been completed within the leisure centres who respond positively to comments where applicable
Maximise external funding opportunities	A bid for major external funding has been made to Rediscover, a science centre and museum renewal fund, which is a fund provided jointly between the Wellcome Trust, the Wolfson Foundation and Lottery. This scheme if successful will fund a major enhancement to the exhibition space at The Look Out. Bracknell Sport & Leisure Centre is currently working with the athletics club to make a bid for equipment through Sport England and is investigating other opportunities with the Leisure Development Manager's assistance. Two Wildspace! Grants achieved for woodland work. A Berks Environment Trust grant awarded for Caesar's Camp. 3 years funding from PCT secured for employment of Community Development Worker (Health). Secured funding for LPSA bid for libraries - £377,000. Implemented ICT improvements for all libraries from NOF funding of 282,000. Continuing to implement ICT library training with NOF funding.

SERVICE DEPARTMENT & OBJECTIVES	STATUS
<p>Social Services & Housing</p> <p>The policy objectives for 2002/2003 were to:</p> <p>The Council is open and accountable about the information it records and keeps about individual people and how this information is used and managed.</p>	<p>Implement the revised recording policy – complete</p>

Performance Review and Improvement Planning - Looking Forward 2003/04 - 2005/06

Planned Performance Review

This plan includes the outcomes of the reviews that have been completed in the past three years and the Council's Best Value Review Programme for forthcoming years. Our programme of reviews for the next three years (2003/04 – 2005/06) is below and has been informed by the improvement priorities identified in our improvement planning and also with the need to conform to the statutory duty to review all of our services.

Our programme of reviews for the next three years (2003/04 – 2005/06) is as follows:

YEAR 4 (2003/04)	COMPLETION	YEAR 5 (2004/05)	YEAR 6 (2005/06)
Street Scene	January 2004	Early Years Education & Childcare	IT Services (including e-government)
Services to People with a Learning Disability	To be agreed	Services to People with Mental Health Needs	Support for School Improvement
Supported Housing	To be agreed	Housing Management Services	
Benefits (Benchmarking)	March 2004	Communications	
Transport Provided by Bracknell Forest Borough Council (including Home to School Transport, Social Services Transport, Community Transport)	March 2004	Town Centre Management	
		Waste Management	
		Services to Carers	
		Benefits	

In addition, it is anticipated that other review work in 2003/04 will include:- risk management, procurement, scrutiny processes, transport policy, social cohesion (including race equality), powers to trade, planning and e-government.

This review programme is heavily informed by the CPA Improvement Plan to ensure a sustained focus on the key priority areas for improvement. It is anticipated that some of the additional reviews for 2003/04 will be undertaken by the Council's Scrutiny Commission and Overview Panels. This approach recognises that, in line with Government guidance on Best Value and performance improvement, a proportionate review approach is essential to securing Best Value.












Policy Objectives for 2003/04 - Where are we going?

[NB. categorise as implementing existing improvement plans e.g. BVRIPs and undertaking BVRs for 2003/04. Also need to use consistent language e.g. BVR of “Building Maintenance and Capital Improvements” aka “Construction and Maintenance”]

WHAT
Policy objective
<p>To investigate more cost effective ways of securing home to school transport. NB. part of the BVR of Transport Provided by BFBC.</p> <p>To carry out the Best Value Review of Lifelong Learning. NB. this is not in the BVRP!</p> <p>To implement the recommendations of the completed Best Value Reviews:</p> <ul style="list-style-type: none"> • Car Park Management • Construction and Maintenance • Development Control <p>To undertake the Best Value Performance Reviews scheduled for 2003/04 and implement recommendations as appropriate during period:</p> <ul style="list-style-type: none"> • Easthampstead Park Cemetery and Crematorium • Streetscene • Transport <p>Enhance monitoring and education mechanisms for all services</p> <p>Implement the Best Value, Youth Service and Library Improvement Plans</p> <p>Involve users in the development of services</p> <p>Enhance marketing in all services</p> <p>Develop and consolidate partnership working</p> <p>In partnership with Slough Borough Council, improve the availability of books in other languages</p> <p>The Council is open and accountable about the information it records and keeps about individual people and how this information is used and managed.</p> <p>To maximise the benefit to service users from the resources available, and to demonstrate the effectiveness and value for money of the care and support provided, and allow for choice and different responses for different needs and circumstances: and to operate a charging regime which is transparent, consistent and equitable: and which maximises revenue while not providing distortions or dis-incentives which would affect the outcome of care for individuals</p> <p>To ensure that the Benefit System is protected against fraud and error and to minimise the incidence of delay in processing benefit applications</p> <p>Information about individuals is shared safely and securely within and between organisations on a need to know basis</p> <p>Housing Benefits: implement service and key performance indicator improvements identified in the Benefit Fraud Inspectorate Inspection Report (CPA improvement Plan)</p> <p>Co-ordinate and monitor the programme of Best Value and other reviews and ensure that effective change management and rigorous challenge is taking place and also that statutory requirements are adhered to</p>

WHAT
Policy objective
Proactively manage the implementation of the CPA Improvement Plan
Work proactively with the different inspection bodies to ensure that constructive inspection processes lead to improved services for residents
Review the current system of performance reporting using the principle of reporting by exception
Support the achievement of the Local Public Service Agreement (LPSA) targets
Implement the Improvement Plans arising from the Best Value Reviews of Finance, Legal and Personnel Services
Develop new arrangements and/or enter into new contracts for the provision of payroll and internal audit services
Develop a corporate approach to risk management that reflects current best practice

HOW	WHEN	WHO
Actions to be taken	Timeframe or time scale	Service or Unit and Officer responsible
To investigate more cost effective ways of securing home to school transport	December 2003	
To carry out the Best Value Review of Lifelong Learning	March 2004	
To implement the recommendations of the completed Best Value Reviews: <ul style="list-style-type: none"> • Car Park Management • Construction and Maintenance • Development Control 	<ul style="list-style-type: none"> • Annually • Annually • Annually 	John Osbourne, Director of Environment
To undertake the Best Value Performance Reviews scheduled for 2003/04 implement recommendations as appropriate during period by: <ul style="list-style-type: none"> • Easthampstead Park Cemetery and Crematorium • Streetscene • Transport 	<ul style="list-style-type: none"> • August 2003 • January 2004 • January 2005 	Rob Sexton, Trading Standards and Licensing Manager Steve Loudoun, Assistant Director (Sustainability) TBA
Introduce into all operational teams a quality audit tool to measure compliance with recording standards	April 2004	Alex Walters, Head of Children's Services
Complete a review of the existing recording policy		
Complete the Best Value Review of Services to Vulnerable Children and Young People	September 2003	
Complete the Best Value Review of Services to People with a learning disability	October 2004	Simon Pearce, Head of Adult Services

HOW	WHEN	WHO
Actions to be taken	Timeframe or time scale	Service or Unit and Officer responsible
Complete the Best Value Review of Housing Strategy and Enabling Report Benefit Services performance on a monthly basis to the senior management team Implement the Improvement Charter developed in partnership with the DWP Help Team. Implement the key action contained in the HB Business Plan Project managed by the HB Improvement Project Board	September 2003 April 2003   	Genevieve Macklin, Head of Housing Services
Agree / adopt the principles of business excellence and the actions to work towards these principles	July 2003	Vincent Badu, Executive Manager, Strategy, Commissioning, Resources
Establish a project group with responsibilities to audit compliance with data security and confidentiality requirements in the Data Protection Act (1998) Undertake a data security and confidentiality audit across Social Services and Housing Develop and implement a data security and confidentiality improvement plan	August 2003  	Simon Pearce, Head of Adult Services
Produce the annual Policy & Performance Plan Produce the annual Performance Summary	June 2003 March 2004	James Griffin, Senior Policy Officer
Support Best Value Reviews of: <ul style="list-style-type: none"> • Cemetery and Crematorium • Services to People with a Learning Disability 	<ul style="list-style-type: none"> • June 2003 	Kieth Naylor, Policy Officer
<ul style="list-style-type: none"> • Housing Strategy and Enabling • Services to Vulnerable Children and Young People • Street Scene • Benefits 	<ul style="list-style-type: none"> • Sept. 2003 • Sept. 2003  	James Griffin, Senior Policy Officer
<ul style="list-style-type: none"> • Transport Provided by BFBC • Supported Housing 	 	Alan Nash, Assistant Borough Finance Officer
Review and re-launch the Performance Management Toolkit		Belinda Clack, Senior Policy Advisor
Support monthly meetings of the Performance Management Group Publish the CPA Improvement Plan Oversee the implementation of aspects of the CPA Improvement Plan Negotiate and support a programme of Audit Commission inspections	Ongoing April 2003 Ongoing Ongoing	Helen Style, Head of Policy Development

HOW	WHEN	WHO
Actions to be taken	Timeframe or time scale	Service or Unit and Officer responsible
Review the and streamline the current format and timetables for performance reporting	Ongoing	James Griffin, Senior Policy Officer
Ensure that Lexcel accreditation is retained	■	Alex Jack, Borough Solicitor
Convene twice yearly meetings with Directors to discuss provision of Legal Services	■	
Continue with implementation of IT Plan	■	
Review financial processes and staffing structures (recognising the demand for further decentralisation) following the implementation of FIMS	April 2004	Director of Corporate Services / Chris Herbert, Borough Finance Officer
Continue to develop the corporate procurement function and implement best practice	Ongoing	Chris Herbert, Borough Finance Officer
Retender the contract for Internal Audit services	March 2004	
Develop arrangements for the future provision of an in-house payroll service	March 2004	
Continue to develop the role of the Strategic Risk Management Group	Ongoing	
Complete a review of corporate risks and produce a Corporate Risk Register	June 2003	

Performance Indicators 2002/03 – 2005/06

Key: N/A indicates that this information is not applicable for the purpose of this document.

Indicator	Definition	Out turn 2002/03	Target 2002/03	Target 2003/04	Target 2004/05 ¹	Target 2005/06	Further Information
BV 1 (a) Amended 02/03	Does the authority have a Community Strategy developed in collaboration with the local strategic partnership, for improving the economic, social and environmental well being in a way that is sustainable?	Yes	Yes	Yes	N/A	N/A	Development and publication of the Borough's Community Plan in September 2002
BV 1 (b) Amended 02/03	By when (mm, yy) will a full review of the community strategy be completed? If such a review was scheduled for this year, was it completed on time?	Yes	Yes	Mar-04	N/A	N/A	
BV 1 (c) Amended 02/03	Has the authority reported progress towards implementing the community strategy to the wider community this year? If no, by when (mm, yy) will this be undertaken	Yes	Yes	Mar-04	N/A	N/A	
BV 1 (d) Amended 02/03	By when (mm, yy) does the authority plan to have such a strategy in place? Are the partnership arrangements in place to support the production of the strategy?	N/A	N/A	N/A	N/A	N/A	

Indicator	Definition	Out turn 2002/03	Target 2002/03	Target 2003/04	Target 2004/05 ¹	Target 2005/06	Further Information
BV 3 Every 3 years	Citizens satisfied with the overall service provided	N/A	N/A	■	N/A	N/A	
BV 4 Every 3 years	Complainants satisfied with the handling of their complaint	N/A	N/A	■	N/A	N/A	
BV 75 (a) Amended 03/04	Tenant satisfaction - participation in management - all tenants	N/A	To be surveyed 2003/04	82.00%	N/A	N/A	
BV 75 (b) Amended 03/04	Participation in management -black and minority ethnic tenants	N/A	To be surveyed 2003/04	82.00%	N/A	N/A	
BV 75 (c) Amended 03/04	Participation in management - non-black and minority ethnic tenants	N/A	To be surveyed 2003/04	82.00%	N/A	N/A	
BV 80 (a) Every 3 years	Contact/access facilities at benefit office (% strongly agree/agree - all)	N/A	N/A	75.00%	N/A	N/A	
BV 80 (b) Every 3 years	Service in benefit office (% strongly agree/agree - all)	N/A	N/A	75.00%	N/A	N/A	
BV 80 (c) Every 3 years	Telephone service (% strongly agree/agree - all)	N/A	N/A	75.00%	N/A	N/A	
BV 80 (d) Every 3 years	Staff in benefit office (% strongly agree/agree - all)	N/A	N/A	75.00%	N/A	N/A	
BV 80 (e) Every 3 years	Clarity etc. of forms & leaflets (% strongly agree/agree - all)	N/A	N/A	75.00%	N/A	N/A	
BV 80 (f) Every 3 years	Time taken for a decision (% strongly agree/agree - all)	N/A	N/A	75.00%	N/A	N/A	
BV 80 (g) Every 3 years	Overall satisfaction (% strongly agree/agree - all)	N/A	N/A	65.00%	N/A	N/A	
BV 119 (a) Every 3 years	The percentage of residents satisfied with the Local Authority Cultural Services a) sports/leisure facilities	N/A	N/A	70%	N/A	N/A	

Indicator	Definition	Out turn 2002/03	Target 2002/03	Target 2003/04	Target 2004/05 ¹	Target 2005/06	Further Information
BV 119 (b) Every 3 years	The percentage of residents satisfied with the Local Authority Cultural Services b) libraries	N/A	N/A	75.00%	N/A	N/A	
BV 119 (c) Every 3 years	The percentage of residents satisfied with the Local Authority Cultural Services c) museums/galleries	N/A	N/A	60.00%	N/A	N/A	
BV 119 (d) Every 3 years	The percentage of residents satisfied with the Local Authority Cultural Services d) theatres/concert halls	N/A	N/A	60.00%	N/A	N/A	
BV 177 Amended 02/03	Percentage of authority expenditure on legal and advice services which is spent on services which is spent on services that have been awarded the Quality Mark and meet a priority legal need identified in the Community legal Service Partnership strategic plan.	58.56%	N/A	59.00%	59.00%	59.00%	As an amended indicator, direct comparison may not be possible or appropriate.
LP1	Percentage of services graded satisfactory or better on school survey	96.00%	Over 90%	95.00%	95.00%	95.00%	
LP2	Percentage of schools judged satisfactory or better by Ofsted in their inspections of schools	97.44%	100.00%	97.44%	97.44%	100%	Target % are dependent on (i) progress at one school in special measures and (ii) the number of schools in the Borough; this is likely to change over the targets period and will have an effect on the %. Aim: High %

Relevant Strategies and Plans

<u>BEST VALUE POLICY AND PERFORMANCE PLAN</u>	<p>Purpose: To provide information to the public on the performance of the local authority, future action plans and targets for performance</p> <p>Statutory requirement: Yes</p> <p>Legislation: Local Government Act 1999</p> <p>Timing: Annually</p> <p>Responsible Officer: James Griffin 01344 352173, email: james.griffin@bracknell-forest.gov.uk</p>
<u>COMMUNITY PLAN</u>	<p>Purpose: To promote and improve the economic, social and environmental well-being of the community and so contribute to the achievement of sustainable development in the UK</p> <p>Statutory requirement: Yes</p> <p>Legislation: Local Government Act 2000</p> <p>Timing: None specified</p>

	<p>Responsible Officer: Helen Style 01344 355604, email: helen.style@bracknell-forest.gov.uk</p>
<p><u>COMPREHENSIVE PERFORMANCE ASSESSMENT IMPROVEMENT PLAN</u></p>	<p>Purpose: to focus the Council's corporate approach to improvement in light of the Comprehensive Performance Assessment 2002 Statutory requirement: No Legislation: Strong Local Government - Quality Public Services white paper Timing: Short-term Responsible Officer: Helen Style 01344 355604, email: helen.style@bracknell-forest.gov.uk</p>
<p><u>LOCAL AGENDA 21 STRATEGY</u></p>	<p>Purpose: A strategy for achieving sustainable development. Statutory requirement: No Legislation: N/A Timing: By December 2000 Responsible Officer: Pauline Nabarro 01344 352503 or email: pauline.nabarro@bracknell-forest.gov.uk</p>

Protecting Assets and Making Optimum Use of Facilities

Introduction

All the departments throughout the Council have responsibility for the assets within their control. To ensure a corporate approach, the Council has an Asset Management Plan and a Capital Strategy. Additionally, the Council is developing a Risk Management Strategy to ensure the risks associated with its assets and facilities are minimised.

Key Priorities

[Insert text]

Performance Review and Improvement Planning - Looking Back 2000/01 – 2002/03

Previous Performance Reviews

Building Maintenance and Capital Improvements Best Value Review

Scope of the Review

All aspects of building maintenance and capital improvements throughout the Council

Findings of the Review

- 92.3% overall satisfaction of tenants with maintenance service
- Maintenance function is very fragmented throughout the Council
- There is a history of under-spending in the capital programme for the Council
- There are different IT systems in use
- From the consultation element of the review the suggestion for an appointments system and extending the availability of the helpdesk for logging problems were raised

Outcomes of the Review

- Create a free standing ‘Commercial Service Unit’ which will focus on building works and maintenance. At a later stage other functions such as vehicle maintenance and grounds maintenance could be added
- Client arrangements to be rationalised with the creation of a core client, based in the Environment Department, having overall responsibilities for building issues
- The main specification for building maintenance will be updated to cover issues identified by building users and tenants in the consultation exercise, including the introduction of an appointment system and extending the availability of the helpdesk.

Improvements from the Review

- A new commercial unit, Bracknell Forest Services, has been established, with a single helpdesk for all repair calls. Departmental client groups and a core client group have been established and the unit is responsible to a Management Board.
- Savings in excess of £240,000 have been delivered in the first year of operation.
- The percentage of abandoned calls has been reduced to 2.14% in the final quarter of 2002-03.
- 25% of housing reactive and planned maintenance have been market tested.

Audit Commission Inspection of Housing Repairs and Maintenance

[Insert text]

Policy Objectives for 2002/03 - Where are we now?

SERVICE DEPARTMENT & OBJECTIVES	STATUS
<p>Corporate Services</p> <p>The policy objectives for 2002/2003 were to:</p> <p>Maximise the Council's prospects for increasing available funding - Responded to Formula Grant Distribution Review and Capital Receipts Pooling and Social Housing Grant reform proposals.</p> <p>Review the Council's spending plans in the light of available resources.</p> <p>Revenue budget, capital programme and housing revenue account budget process completed for 2003/04</p> <p>Reduce office accommodation costs of the Council</p> <p>Extend the Member Development Programme</p> <p>Improve the Council's decision making processes following the transition to the Executive/Scrutiny model</p> <p>Promote the New Ways of Working Initiative</p> <p>Protect and enhance the Council's position in relation to the local and regional employment market</p> <p>Ensure that all employees can contribute fully to the achievement of</p>	<p>Completed Local PSA negotiations. Secured funding from ODPM for Regional Community SmartCard Project</p> <p>Achieved.</p> <p>Achieved. Edward Elgar House vacated July 2002. Revenue savings of £332,000 p.a., together with £64,000 p.a. from vacating Parr House</p> <p>Strategy approved by the Executive. Some personal development plans for Members in place</p> <p>Completed review of Scrutiny. Planning protocol nearing completion. New constitution monitored/amended by Constitution Review Group</p> <p>Personnel policies in place. Upgrade of telecommunications network progressing. Development work with Solace Enterprises under way to market the Council's innovative work in this area.</p> <p>Recruitment and retention strategy agreed by Council. Flexible benefits package introduced. Support for 'New Ways of Working' continuing. Ongoing review of recruitment and retention with development of new initiatives including the extension of the flexible benefits staff package</p> <p>New appraisal scheme agreed for all non-schools based staff structured on a competency</p>

SERVICE DEPARTMENT & OBJECTIVES	STATUS
<p>corporate objectives</p> <p>Keep all officers and Councilors regularly informed and updated of developments within the Borough Council</p> <p>Increase the number of services that are available to the public via electronic means</p> <p>Increase and promote the use of ICT technologies</p> <p>Improve internal IT service delivery and support</p> <p>Respond to and appraise Members and officers of all relevant new legislation.</p> <p>Implement the revised electoral arrangements resulting from the Periodic Electoral Review for the May 2003 local elections</p>	<p>framework. Personal Development Plans and other training and development programmes continuing</p> <p>Achieved. Regular team briefings. Officer support for Executive and Scrutiny functions reviewed.</p> <p>Achieved, with 60% of services delivered online, a new Internet portal service launched and implementation work progressing well. IEG statement reviewed and updated in October 2002. Customer Contact and CRM Project Board established</p> <p>Achieved. ICT Strategy and three year plan endorsed by Executive in October 2002. Legacy systems replacement project on schedule – financial systems go live 1 April 2003. SmartCard pilot applications extended. Numerous other ICT infrastructure upgrades and new systems implemented</p> <p>Achieved. Help desk system upgraded and new policy guidance published</p> <p>Completed</p>
<p>Education</p> <p>The policy objectives for 2002/2003 were to:</p> <p>To move the Education Department to alternative facilities in the Town Centre as part of the process of rationalising the council's use of its property assets</p>	<p>Completed on time</p>
<p>Environment Department</p> <p>The policy objectives for 2002/2003 were to:</p> <p>Ensuring the effective management of the Council's assets to the benefit of the local community</p> <ul style="list-style-type: none"> • To review the options for the provision of taxi testing • Property disposal strategy • Rating review of operational property • Develop effective service charge arrangements for commercial property • Develop a partnership arrangement for window replacement contract • Update corporate property condition surveys • Update housing property condition surveys • Implement new civic facilities management arrangements 	<ul style="list-style-type: none"> • February 2003 target delayed pending work on Council Depot • Targets incorporated in Corporate Asset Management Plan • Ongoing. 11 completed with £226,200 savings in RV achieved • All property subject to a service charge now being billed • Partnership contract signed : work on site commenced in January 2003 • Completed. Findings fed into capital budget process • 200 house surveys completed : results fed into database • Function taken over

SERVICE DEPARTMENT & OBJECTIVES	STATUS
<ul style="list-style-type: none"> • Re-scoping and re-tender car park management contract • Develop policies for each car park • Implement new penalty charge processing system – target 80% recovery rate • Review (as in BVR) fleet functions 	<ul style="list-style-type: none"> • New car park management contract awarded : and commended March 2003 • New programme for this to be agreed in 2003/4 • Function taken over. Recovery rate of 80% achieved • Disposition reviewed with Head of BFS status quo to remain for present
<p>Leisure Services</p> <p>The policy objectives for 2002/2003 were to:</p> <p>Continue to put in place Asset Management Plans in line with the corporate Asset Management Plan</p> <p>Reduce office accommodation requirements</p> <p>Progress existing and new refurbishment capital projects</p> <p>Complete the strategic review of Easthampstead Park</p> <p>Progress recommendations of Leisure Department Fair Access Action Plan</p> <p>Complete condition surveys and carry out a prioritised planned maintenance programme</p> <p>Consolidate new joint arrangement for home and mobile library service</p> <p>Ensuring the provision of a wide range of good quality learning opportunities and activities in Youth & Community facilities</p> <p>Working with schools and the Education Department, promoting and encouraging community use of schools</p> <p>Ensuring adequate investment in existing Youth & Community facilities</p> <p>Focussing on the needs of young people and developing facilities and services relative to their needs</p>	<p>Completed Sandhurst, Crowthorne and Great Hollands Libraries asset management plans. Disability Access Audit has been carried out on all facilities and a prioritised action plan created by the Access Officer</p> <p>15% reduction achieved in move to Time Square. Also hot desking introduced in Time Square</p> <p>There are currently over 80 projects within the Leisure Services capital programme for 2002/3 of which around 60 are either complete or nearing completion. Introduce new customer counters at Ascot Heath and Birch Hill Libraries. Lighting improved in public areas of Bracknell Library. Further enhancement of the Lending Floor of Bracknell Library being planned</p> <p>Review successfully completed. Decision taken to improve existing facilities. Major refurbishment project completed</p> <p>Major leisure sites have completed access surveys. Access improvements are being made to Edgbarrow Sports Centre this financial year. Additional equipment has been purchased at Bracknell Sport & Leisure Centre to enhance access to the swimming pools. Refurbishment of swimming pool changing rooms at Bracknell Sport & Leisure Centre have improved access for wheelchair users. Current refurbishment of Brasserie at Bracknell Sport & Leisure Centre will improve wheelchair access. Preliminary work has been undertaken on identifying 'Easy Access' routes in the countryside.</p> <p>Conditions surveys completed for leisure department buildings and system of prioritised planned preventative maintenance is in place</p> <p>New stop replacing Owlsmoor Container introduced. Additional public mobile library stops throughout the Borough</p> <p>Over 80 young people received a certificate accrediting their learning and achievement in Youth and Community Service activities this</p> <p>Progress on this objective has been severely hindered by a lack of desire by schools to engage in community use</p> <p>The annual capital building programme has enabled significant investment to be made into improving the building at the centre at Sandhurst</p> <p>The play areas at Worldsend and Pinefields Close have been replaced. - Public consultation undertaken on needs of young people in Beedon Drive open space. Develop LPSA bid for the</p>

SERVICE DEPARTMENT & OBJECTIVES	STATUS
	Library Service focussing on 15-19 year olds. The former John Bell Annexe at Coopers Hill has been transformed, due to partnership work with MIND and Social Services and Housing into a vibrant exciting and highly appropriate environment for young people. It focuses the bulk of its work on meeting the needs of those aged 16-19 having issues in relation to education, employment and training as well as positive life choices
<p>Social Services & Housing</p> <p>The policy objectives for 2002/2003 were to:</p> <p>To maximise the benefit to service users from the resources available, and to demonstrate the effectiveness and value for money of the care and support provided, and allow for choice and different responses for different needs and circumstances: and to operate a charging regime which is transparent, consistent and equitable: and which maximises revenue while not providing distortions or disincentives which would affect the outcome of care for individuals</p> <ul style="list-style-type: none"> • Develop a commissioning strategy and robust process • Consider joint commissioning with neighbouring authorities • Complete the Best Value Review of Services to Older People • Start the Best Value Review of Services to Vulnerable Children and Young People • Start the Best Value Review of Services to People with a learning disability • Start the Best Value Review of Housing Strategy and Enabling • Develop a performance management framework that includes a coherent auditing framework and quality assurance programme • Implement fairer charging guidance for non-residential social care services (stage 1 – 1 Oct 2002, stage 2 – 31 Mar 2003) <p>To ensure that the Benefit System is protected against fraud and error and to minimise the incidence of delay in processing benefit applications</p> <ul style="list-style-type: none"> • To undertake a fundamental review of business processes with the aim of developing a fully comprehensive procedural 	<ul style="list-style-type: none"> • Commissioning Framework report due to DMT June 03. Consultation with stakeholders and conference due in the Autumn • Work includes looking at the opportunities for cross boundary working with Reading Borough Council, West Berkshire District Council, and Wokingham District Council on a joint Key Worker Strategy. There is also a Berkshire-wide group for Supporting People. Collaborative Human Resource arrangements with partner agencies including the PCT and other Berkshire wide councils are taking place. • Completed, extensive user consultation in this review has led to strategic priorities being better determined by local need. • The department has continued to make good progress on this with good engagement from other statutory, voluntary and user/carer partners. The review started in August 2002 and is expected to be completed in September 2003. • Currently awaiting the start of the new Locality Manager at the end of July / August 2003. Anticipate start of BVR in the Autumn. • This is due for completion in September with the final report going to the Executive. • The manager's post is currently vacant and the team is being restructured to enhance performance management. The team monitor how quickly the department performs tasks and to what level. • We have completed all the required changes from April 2003 and we will be revising our policy in the autumn,

SERVICE DEPARTMENT & OBJECTIVES	STATUS
<p>guidance manual available to employees of the Authority</p> <ul style="list-style-type: none"> To participate actively in Department of Work and Pensions sponsored programmes aimed at improving administration or reducing fraud and error. In this year to accommodate & work with the Department of Work and Pensions Housing Benefits Help Team in an assessment of the Benefits Service for Bracknell Forest Regularly and openly report on performance through publication of results in public reception areas Actively work with other sections and directorates to meet service standards and customer expectations, through attendance at team meetings or joint working with clients <p>Work actively with stakeholders aimed at meeting their expectations by a) Re-constituting the Landlords Forum b) implementing regular contact, and meetings, with the CAB & REAP</p> <p>Information about individuals is shared safely and securely within and between organisations on a need to know basis</p> <ul style="list-style-type: none"> Complete a systems audit of data confidentiality and data security and develop an agreed action plan 	<ul style="list-style-type: none"> Complete Performance reports are produced and published in Town and Country which is delivered to every household in Bracknell. The Joint Strategy and Commissioning Group has strengthened its membership with increased representation from the voluntary sector and probation service. The Supporting People Commissioning Body is within the Joint Strategy and Commissioning Group. Joint funded posts between the PCT and Bracknell Forest Borough Council facilitate joint working. Housing and planning have many joint meetings to facilitate joint working on new housing sites and reviewing asset management in the authority. RSL forum to include housing management staff as well as development officers as many of the concerns overlap. Applicant services are in contact with CAB on a case by case basis as well as attending team meetings to update on the latest housing developments, and are part of the CAB induction programme. REAP are based on the same floor and regularly liaise with social services and housing staff. <p>Protocols are being developed between SS&H and Health/PCT/Probation. An example of this is the Multi- Agency Public Protection Arrangements (MAPP), a multi agency panel run by police and probation under Sections 67 & 68 of the Criminal Justice and Court Services Act 2000. MAPP assess and manage potential risk that some offenders pose of causing serious harm and produce a rigorous assessment and robust risk management plan that the agencies agree. Each agency is required to sign up to a protocol which includes confidentiality and how information will be shared and re-signs the agreement each meeting.</p> <ul style="list-style-type: none"> We are working with other agencies across Berkshire to develop an information sharing protocol

Performance Review and Improvement Planning - Looking Forward 2003/04 - 2005/06

Planned Performance Review

Policy Objectives for 2003/04 - Where are we going?

WHAT
<p>Policy objective</p>
<p>To implement the next phase of the Asset Management Plan for Schools</p>

WHAT
<p>Policy objective</p> <p>To review primary and special school provision to optimise the use of education assets.</p> <p>To ensure the effective management of all the Council's assets for the benefit of the community at large by:</p> <ul style="list-style-type: none"> • Maintaining a comprehensive and up-to-date register of all assets under the control of the Education Department • Maintaining a robust condition assessment and survey regime • Advising on future maintenance strategies and funding requirements • Actively developing and scrutinising individual property asset management plans • Improving access to Council owned public buildings • Proactively bringing forward proposals to maximise the use of and/or benefit from property assets including disposal if appropriate <p>Create a 10 year investment plan.</p> <p>Improve access to buildings for disabled people</p> <p>Implement capital improvement schemes and planned preventative maintenance</p> <p>Increase library opening hours</p> <p>Increase young people's participation in the Youth Service</p> <p>Seek out and secure external funding</p> <p>Ensure the best use of existing resources</p> <p>Seek additional/alternative resources made available through bidding processes e.g. Government PFIs or partnership agreements</p> <p>Review the Council's spending plans and maintain the medium-term financial strategy to achieve a balance between Council resources and spending by 2005/06</p> <p>Implement and develop the full functionality of the Council's new Financial Information System</p>

HOW	WHEN	WHO
Actions to be taken	Timeframe or time scale	Service or Unit and Officer responsible
To implement the next phase of the Asset Management Plan for schools	Ongoing	
To review primary and special school provision to optimise the use of education assets	March 2004	
<p>To ensure the effective management of all the Council's assets for the benefit of the community at large by:</p> <ul style="list-style-type: none"> • Maintaining a comprehensive and up-to-date register of all assets under the control of the Department • Maintaining a robust condition assessment and survey regime 	<ul style="list-style-type: none"> • Continuous • Continuous 	<p>Jon Freer, Assistant Director (Streetcare)</p> <p>Chaz Davison, Assistant Director of Resources</p>

Protecting Assets and Making Optimum Use of Facilities

HOW	WHEN	WHO
Actions to be taken	Timeframe or time scale	Service or Unit and Officer responsible
<ul style="list-style-type: none"> Advising on future maintenance strategies and funding requirements Actively developing and scrutinising individual property asset management plans 	<ul style="list-style-type: none"> September 2003 Continuous 	
<ul style="list-style-type: none"> Improving access to Council owned public buildings 	<ul style="list-style-type: none"> March 2004 	Robin Hanbridge, Chief Building Surveyor
<ul style="list-style-type: none"> Proactively bringing forward proposals to maximise the use of and/or benefit from property assets including disposal if appropriate 	<ul style="list-style-type: none"> Continuous 	Stephen Gaimster, Head of Property and Regeneration
Contribute to reducing accommodation costs linked to the New Ways of Working Initiative	■	Vincent Badu, Executive Manager, Strategy, Commissioning, Resources
Complete a review of service support functions	■	
Undertake budget review process	January 2004	Chris Herbert, Borough Finance Officer
Maintain a robust three year planning process which forecasts and monitors service needs and potential resources	Ongoing	
Formulate the revenue budget and capital programme for 2004/05	February 2004	
Identify the strategic financial issues and choices arising from any new legislation or policy initiatives	Ongoing	
Identify and attract additional sources of external funding to help meet the Council's objectives	Ongoing	
Maintain and develop the Council's Financial Information System	Ongoing	Chris Herbert, Borough Finance Officer Nick Harding, Borough ICT Manager

Performance Indicators 2002/03 – 2005/06

There are no performance indicators relevant to this section.

Relevant Strategies and Plans

<p><u>CORPORATE CAPITAL STRATEGY AND ASSET MANAGEMENT PLAN</u></p>	<p>Purpose: To establish a clear and transparent process which rewards strategic planning and good performance and strikes a balance between local decision making and the need to meet national priorities</p> <p>Statutory requirement: No</p> <p>Legislation: N/A</p> <p>Timing: Annual</p> <p>Responsible Officer: Chaz Davison on 01344 351906 or Alan Nash on 01344 352189 or email chaz.davison@bracknell-forest.gov.uk or alan.nash@bracknell-forest.gov.uk</p>
<p>ASSET MANAGEMENT PLAN – LOCAL POLICY STATEMENT</p>	<p>Purpose: Intended to help LEAs with the decision making process on spending on school sites and accommodation.</p> <p>Statutory requirement: Yes</p> <p>Legislation: Required by the DfES</p> <p>Timing: Reviewed annually</p> <p>Responsible Officer: Clare Medland on 01344 354062 or email clare.medland@bracknell-forest.gov.uk</p>

Modernising the Way We Do Things (seeking continuous improvement)

Introduction

The scope of this Medium-term Objective covers a range of services led primarily by the Council's Chief Executive's Unit and Corporate Services Department, including Information Communication Technology, Social Cohesion, Organisational Development, Customer Contact, Political Management Arrangements, Communication, Partnership Working, and Commissioning.

Information Communication Technology

Responsible for all aspects of ICT service delivery, this section provides support to all of the Council's service departments and works within a corporate framework set by the Council's Implementing Electronic Government (IEG) statement, Information and Communication Technology Strategy and three-year plan (*documents are available on the Councils Web Site*).

The section has specific teams responsible for providing a service desk, mainframe, server, desktop and communications operational support, development services, which include e-government and Internet services along with strategic and project support. There are also a number of services provided externally through third party contracts.

More and more services are now available for residents to access via the Internet, as well as a range of information, which is available for anyone. Enabling Council services onto the Internet offers a new access channel and a faster more efficient service to residents. It also gives users the opportunity to get secure access to personal information, like council tax payments, planning information as well as conducting direct online transactions with Council staff. Linked to the Governments Local Government Online (LGOL) Strategy, the Council is working towards delivering a range of services online by the end of 2005

Social Cohesion

The Council recognises the diversity of the local community and acknowledges that it has a duty to ensure that its services are responsive to the different needs of all individuals and sections of that community. Consequently we have developed a Fair Access Policy. To support this Policy all parts of the organisation are required to develop and monitor the delivery of services, which are accessible and appropriate to meet these needs.

This Council fully supports the principles behind the Race Relations Amendment Act and our Fair Access Policy has been designed and updated in light of the requirements of the Commission for Racial Equality. We work hard to monitor the implementation of the Fair Access Policy through our service planning process and it is a specific part of our quarterly operations reporting. Work in this areas will be further strengthened through an emerging Social Cohesion Strategy that will build a framework to accommodate existing and anticipated fair access and equal opportunities legislation.

We also believe that our ability to deliver effective and responsive services is enhanced by having a workforce that generally reflects the local community. Indeed all those associated with or working for the Council have a responsibility to support the successful delivery of services which are accessible to all.

The Council is in the process of developing a corporate social cohesion strategy, which we aim to put in place by Autumn 2003.

Organisational Development

The Corporate Services Department is accountable for the Human Resources function of the Council and therefore has the Corporate Personnel and Training Section as part of its responsibilities. The Council's human resource policies help service delivery in the most cost-effective way which entails a strong emphasis on high levels of personal and professional performance through capturing the “people” element of the Council's operations and thereby:

- Identifying what is necessary to ensure the achievement of the Council's business objectives.
- Preparing and equipping the workforce for change.
- Informing and involving staff and their representatives in the change process.
- Improving the Council's position as an "Employer of Choice".
- Ensuring human resources support the aspirations of moving from a high performing to an excellent Council.

The key activities of the Section include, advising on Organisational Development issues, human resource policy development, industrial relations, contractual and employment law advice, occupational health and welfare, management development, in-house and external training provision and skills development.

The Council recognises the requirement to report its performance against the recently published Code of Practice on Workforce Matters, which requires the Council to certify that all contracts, which were first advertised after 13 March 2003, which involve transfer to staff, comply, where applicable with the Code. However, between the period 13 March 2003 and the time of publications of the plan (June 2003), no such contracts have been advertised by the Council.

Customer Contact Initiative

Customer Contact, both research within the Council and that carried out by external consultants over a number of years confirms that a consistently high percentage of users rate the provision, quality and accessibility of the Council's services as highly effective. In developing the Customer Contact Initiative the Council, far from being complacent, is committed to building on this success.

Political Management Arrangements

The Council has a 'Leader and Executive' model of decision making. Adopted in November 2001, these arrangements are aimed at making the Council's decision-making more open, efficient and accountable. The Executive comprises the Leader plus eight Councillors appointed by the Leader, all of whom are drawn from the majority party group on the Council. The Executive Members each have a 'portfolio' of responsibilities, with six mirroring the Council's departments and three having cross-cutting portfolios .

The remaining thirty three Councillors have roles as members of the regulatory committees, and within the Council's overview and scrutiny function. Following a review of the former 'select committee' system introduced in 2001, the Council established a Public Scrutiny Commission in May 2003. The Commission scrutinises Executive proposals and decisions and manages the work programme of a number of Scrutiny Panels. There are three Scrutiny panels currently. These are Environment, Lifelong Learning and Social Care & Housing. The Panels contribute to the development of Council policy to a corporately agreed work programme, offering reports and recommendations to the Executive or the Council. They also monitor service performance. For further information contact Peter Driver on 01344 352260 or email peter.driver@bracknell-forest.gov.uk

Communication

The Borough Council recognises the importance of effective communications in providing high quality services and is developing a communications strategy to ensure this is achieved. The communications strategy is being led by the Policy Development Unit in the Chief Executive's department and the cross-departmental Information Management Group.

It will arrive at a solid methodology to facilitate a consistent Borough Council message and to capitalise on opportunities to publicise initiatives. It will build on, enhance and seek to maintain the Borough Council's reputation, consolidate key messages and act as guardian of the organisation's brand by controlling the messages we disseminate.

The strategy will take account of much good work that is already being done throughout the organisation and help to plan efficient and cohesive communications both externally and internally to make the most of future opportunities and challenges.

Partnership Working

The Council welcomes the increasing opportunities to plan, fund, commission, and deliver services in partnership with other agencies across the Borough. There is a multiplicity of formal strategic partnerships, which deliver cross-cutting strategies and plans, particularly in the social inclusion and community safety policy areas of the Council's responsibilities. The main strategic partnerships include: the Local Strategic Partnership; the Health and Social Care Partnership Board; the Supporting People Commissioning Body; the Community Safety Partnership; the Youth Justice Board; the Learning Disability Partnership Board; the Children's and Young People's Strategic Partnership; the Drug Action Team; the Bracknell Forest Early Years Development and Childcare Partnership; the Children and Young People's Strategic Partnership; the Bracknell Forest Lifelong Learning Partnership; and Bracknell Forest Creative Partnerships.

The Voluntary Sector Compact and the Tenant and Leaseholder Compact also provide valuable opportunities for strategies and services to be influenced by community and stake-holder views, and for services to be planned and delivered in partnership between agencies in the voluntary, statutory, and private sectors.

The NHS Plan 2000 set the scene for increasing opportunities for partnership working between Social Services' Authorities and the NHS. Close working relationships in Bracknell Forest between the Council and the Primary Care Trust have already resulted in the creation and joint funding of multi-disciplinary teams, and individual posts, as well as exciting opportunities to provide integrated services (such as older persons care and support at Ladybank.) An integrated approach to strategic planning is also taken through the Health and Social Care Partnership Board.

The Council recognises the important role of the Borough's Town and Parish Councils in partnership and has a well established formal mechanism for developing local service delivery initiatives. This mechanism is known as the Town and Parish Council Liaison Group and it has considered a number of partnership working initiatives, including recent consideration of the introduction of Parish Action Plans.

Commissioning

An essential part of modernising how we do things, is to review how services can best be delivered and by whom, in order to deliver high quality services for people in the Borough. Increasingly, the Council commissions services from other agencies, or in partnership, rather than providing the service direct. Other agencies can often access resources or expertise, which may complement the Council's contribution, or which may not be available to the Council (for example, private borrowing or charitable funding). Current examples include: working with Registered Social Landlords to provide new affordable housing in the Borough; and working with the private sector, to provide home care or care home services.

Key Priorities

The following represent the major challenges facing Social Services and Housing in the short and medium-term:

- Following local elections on 1 May a new Council has recently been installed. This, coupled with the appointment of a new Chief Executive in February and the likely appointment of a new Director of Corporate Services in the autumn, will result in a reappraisal and refocusing of the department's objectives and priorities in the short-term.

Modernising the Way We Do Things (seeking continuous improvement)

- The Council has made a major investment by replacing its existing mainframe computer systems. Core financial systems went live on 1 April 2003. The full benefits arising from this investment are expected to be realised over a period of time and there will inevitably be a period of consolidation after such a major structural change to way in which the Council operates.
- The department expects to remain at the forefront of e-government. The Edge Smart Card is expected to expand significantly in the coming months. The Members Online initiative continues to develop and in Sandhurst a pilot scheme has resulted in Council Tax bills being sent electronically for the first time to those residents requesting them.
- The Local Government Bill will also have significant implications for the department and the Council as a whole. New freedoms and trading powers are expected to be introduced and new arrangements around borrowing will mean that the Council must build upon its robust three year financial planning arrangements to maximise the potential benefits from these changes.
- Recruitment and retention continues to be a major issue across all services. Personnel will continue to develop innovative solutions, building upon previous initiatives such as market premiums, golden hellos and flexible benefits packages.
- The department has recently established a procurement function, appointing a Head of Procurement in September 2002. The initial focus will be on implementing the recommendations arising from the Best Value Review of Finance and the Byatt Report. A procurement strategy has been developed already and a Strategic Procurement Group established. The major priority for the coming year is the identification and classification of the procurement community.
- In the last year a review of the Council's scrutiny function has been completed. This has resulted in the former Select Committees being replaced by a Public Scrutiny Commission and a series of Scrutiny Panels. Officers and members are currently working together to draw up suitable work programme for the Commission and associated Scrutiny Panels.
- Under the Licensing Bill 2002 the Council is due to take on responsibility for the licensing role currently performed by the Magistrates Courts. In conjunction with the Environment Department systems and procedures will need to be developed if the Council is to undertake this role effectively.

Performance Review and Improvement Planning - Looking Back 2000/01 – 2002/03

Previous Performance Reviews

Personnel Services Best Value Review

Scope of the Review

[Insert text]

Findings of the Review

[Insert text]

Outcomes of the Review

[Insert text]

Improvements from the Review

- Comparison with other authorities, particularly in relation to the human resource function in the Local Education Authority showed that costs were lower than expected for a LEA of the same size and resources were stretched to provide the level of service required. The Education Personnel team has been increased to improve service delivery.
- The Review indicated concern among managers that there was little or no general access to the Personnel electronic database, and that the system was not user friendly. A combined Payroll/Personnel IT system is currently being procured.
- It is anticipated that a new delivery mechanism for policy information will be implemented in the next three months, including the provision of electronic information via the intranet for managers.

Finance Best Value Review

Scope of the Review

[Insert text]

Findings of the Review

[Insert text]

Outcomes of the Review

[Insert text]

Improvements from the Review

The Implementation Plan arising from the Best Value Review of Finance was agreed by the Council's Executive in June 2002. The plan comprises 37 recommendations and 113 separate actions. Good progress has been made with the implementation and major achievements to date include:

- Decentralisation of services is almost complete. Staff have been transferred to the Environment Department and the final transfer to Leisure Services is due within the next few months.
- Replacement of the Council's mainframe financial systems has progressed, with the core system going live on 1 April 2003. Initially, there will be a period of consolidation before further modules are implemented.
- Payroll arrangements have been reviewed and a decision is imminent on the purchase of a new payroll and personnel system.
- A procurement function has been established, with the appointment of a Head of Procurement in September 2002. The Council has since agreed a procurement policy and implementation plan and a Strategic Procurement Group established.
- A Strategic Risk Management Group has been established under the chairmanship of the Director of Corporate Services, with senior representatives of each Council department. The Council has agreed a risk management policy statement and a corporate risk register is being compiled for approval by members in September 2003.

Design and Print Best Value Review

Scope of the Review

The review included all of the operational aspects, staffing levels and costings of the Design and Print Unit of the Council, and looked at the customer interface, market and future opportunities for design and print services

The review excluded low volume desktop printing; the courier service and the high volume print operation associated with the mainframe, as this latter aspect was considered as part of the mainframe replacement in the Finance Best Value Review.

Findings of the Review

- Customers have a positive attitude to the service, with 94% being very satisfied or satisfied with the service
- The Council has a significant design and print workload, which is likely to increase
- There is a greater need for colour printing, as customers seek greater presentation impact from printed matter
- The in-house Design and Print service offers a high quality competitive service, being 9% cheaper than the nearest comparative Council and other external providers except one. Rates charged for design and typesetting are 28% and 40% below average external rates
- Turnaround times for Committee work cannot be met by external suppliers
- There is approximately £100,000 of work not being processed by the Unit, being sent directly by departments to external providers
- There is spare production capacity within the Design and Print Unit
- There are significant differences in working practices for traditional and digital production machinery
- The management software for the Unit requires upgrading
- The Unit is capable of improvement

Outcomes of the Review

- Retain the in-house service and continue to enhance the contract/workload management role
- Route all of the Council's design and print requirements through the Design and Print Unit to achieve greater discounts with external providers through economies of scale
- Consider the exploration of new markets to fill spare capacity
- Upgrade management software and provide additional administrative resource to support project management of workload
- Consider the acquisition of a digital press to improve efficiency on full colour production
- Improve data transmission reliability between customers and the Unit
- Continue and develop the use of customer surveys and open days to promote the Unit and resolve any problems
- Continue to develop contacts with other Councils who have outsourced their printing operations and assess their experiences

Improvements from the Review

The review team recommended ten key areas for improvement, the key ones listed below:

Digital Press

- Although yet to be implemented in full there has been considerable progress with initial investigations with various suppliers. Discussions are ongoing and consideration is also being taken into account with regards to the IT sections print requirements.

- Ongoing discussions with IT section and the Print room to fully integrate and develop printer replacement strategy.
- The procurement section will advise and produce a full spec. prior to the tendering process.

Estimate / Costing System

- The review indicated a need for improved and faster job estimating and invoicing. This has been achieved through the purchase of a new Print Management system and is now partially up and running. Further Training is ongoing and should be fully operational by October 2003

Open Day's

- The review identified a need to advertise our services and explore new markets. This is to be achieved through a series of open days and workshops. The next open day is planned for September / October 2003.
- Two workshop sessions at Garth Hill School have been carried out and is proving to be successful in the attempt to capture new markets.
- Questionnaires will be issued in conjunction with the open day

Capturing new business

- Discussions are ongoing with Wokingham District Council's Print Section and initial findings are that there is a possibility of capturing new business and working in partnership, thus filling any spare capacity.

Hardware / Software

- Ongoing improvements and training to improve reliability of data transmission.

Policy Objectives for 2002/03 - Where are we now?

SERVICE DEPARTMENT & OBJECTIVES	STATUS
<p>Education</p> <p>The policy objectives for 2002/2003 were to:</p> <p>Become?? one of six national pilots for whiteboards</p> <p>Issue Dual Edge/Connexions card</p> <p>Obtain intranet access for schools</p>	<p>Ongoing</p> <p>Issued</p> <p>In process</p>
<p>Environment Department</p> <p>The policy objectives for 2002/2003 were to:</p> <p>Make services more accessible to the public through an integrated Customer Service Centre (CSC) and the use of e-technologies.</p> <ul style="list-style-type: none"> • To obtain a Quality Award in respect of the quality of consumer advice 	<ul style="list-style-type: none"> • No progress. Delay due to changes in CSC and need to evaluate the work load re development of consumer support network

SERVICE DEPARTMENT & OBJECTIVES	STATUS
<ul style="list-style-type: none"> • Develop a Consumer Support Network for consumer advice in line with DTI advice • To integrate the highway management help desk into the CSC • To consolidate the business case justification for extending the Customer Service Centre across all Council departments • Investment of CRM technology as appropriate <p>To implement the new ways of working initiative to address work life balance and customer needs</p> <ul style="list-style-type: none"> • Roll out New Ways of Working to all staff working in the Environment Department in Time Square • Set up project team to develop strategy for rolling out New Ways of Working throughout the Department • Implement a strategy to agree timetable (including changes to work environment business practices) 	<ul style="list-style-type: none"> • Consultation now completed. Report submitted to DTI • Completed • Ongoing • Ongoing • Significant improvements made to office accommodation as a result of rationalisation. Plan for further changes being developed. • Team established. Ground floor first area to be developed • Main area of development focused around the use of IT in association with the planning process.
<p>Leisure Services</p> <p>The policy objectives for 2002/2003 were to:</p> <ul style="list-style-type: none"> • Increase the range of services available to the public by electronic means • Develop customer consultation arrangements • Promote the new ways of working initiative • Improve communication with staff 	<ul style="list-style-type: none"> • Project under way to install integrated computerised leisure management system across Bracknell Sport & Leisure Centre, Downshire Golf Complex, Edgbarrow Sports Centre and Sandhurst Sports Centre which will improve access to services via electronic means. Redevelopment of community information and introduction of events calendar on BF Online • Customer consultation groups are in place at the major leisure facilities. Ongoing market research is undertaken within the major centres. All three sites have customer focus groups in operation along with club user groups who meet as required, e.g. The Look Out Focus Groups, open days, customer surveys, telephone surveys – all on an annually planned programme. First Children’s Public Library User Survey held in Libraries. Proposal developed for Library User Forum, following review of Friends of Libraries initiative • More flexible working arrangements being employed in the department including working from home, etc. A number of senior staff routinely work from home • Routine staff briefings take place within leisure centres. With the I.T systems improving, faster role out of communications are available. The Normal Operating Plans are constantly under review and new/ revised sections are constantly being issued to staff in the leisure centres. Some leisure centre sites are also undertaking or reviewing a staff newsletter. First departmental newsletter being planned.
<p>Social Services & Housing</p> <p>The policy objectives for 2002/2003 were to:</p> <p>Ensure the best use of existing resources</p> <ul style="list-style-type: none"> • Contribute to reducing accommodation costs linked to the New Ways of Working Initiative 	<ul style="list-style-type: none"> • Work in progress

SERVICE DEPARTMENT & OBJECTIVES	STATUS
<ul style="list-style-type: none"> • Ensure adequate investment into existing facilities, including information technology • Complete a review of service support functions <p>Manage and use information efficiently, using modern technology, and in a way that puts the needs of citizens and people who use services at the centre of service planning and delivery</p> <ul style="list-style-type: none"> • Develop options for housing information systems development as part of the Corporate strategy to replace the Council's mainframe system • Introduce a wide range of e-enabled applications to improve access to and information about Council services • Develop the IT skills of employees in order to enhance their ability to identify and deliver the Council's business strategy <ul style="list-style-type: none"> • Modernise information systems for social care <p>To ensure that staff, including social care staff, are appropriately skilled, trained and qualified, and to promote the uptake of training at all levels</p> <ul style="list-style-type: none"> • Implement core competency model throughout social care disciplines • Develop and implement workforce planning profile • Develop learning and skills strategy • Progress collaborative Human Resources arrangements with partner agencies 	<ul style="list-style-type: none"> • Outside establishments have been connected to the internet to enable access to Bracknell Forest Borough Council intranet facilities. Staff development groups looking at staff development, service delivery and communications set up. • Work completed, outcomes to be reported in Summer. <ul style="list-style-type: none"> • Housing IT systems replacement currently underway specification developed in conjunction with system users. Invitation to tender sent out to interested parties. • A range of forms can be downloaded or are interactive online – such as housing benefit forms and repairs reporting. Information can be accessed through the internet and links are made between the departments as necessary. This information is constantly updated. • Training requirements are monitored as part of the appraisal process and are fed into OD for information. An electronic library has been created using the Trove system holding archived material and information from the LGA, LgiU and Housing Network available on the intranet for all staff to access. • New IT system for social services being implemented. <ul style="list-style-type: none"> • New Codes of Practice for Social Care Workers and Employers has been sent out to all staff who will be affected by the General Social Care Council' • Work in progress • Completed • Joint post with PCT, Learning and Skills Manager starting on 16th June. Will be looking at the competency framework.

Performance Review and Improvement Planning - Looking Forward 2003/04 - 2005/06

Planned Performance Review

The Council's Best Value Review Programme currently has Best Value reviews scheduled for Communications in Year 5 (2004/05) and ICT Services including e-government in Year 6 (2005/06). In addition the Council expects to undertake a Scrutiny review of Social Cohesion in Year 4 (2003/04).

Policy Objectives for 2003/04 - Where are we going?

WHAT
Policy objective
To improve internal and external communication.
To enhance customer contact and improve the working environment for staff by:
<ul style="list-style-type: none">• Improving service delivery to all customers• Enabling a better work / life balance for staff• Improving customer contact and better understanding their needs• Improving management information for planning• Extending access to, and availability of services• Enhancing and accelerating business processes• Enabling staff to work out of office and at home• Utilising remote and mobile work support technologies• Recording more about what we do and keeping customers better informed
Increase electronic access to the Sports Centre and libraries
Develop the partnership with the Connexions Service
Implement the Digital Information Network
Increase community involvement in shaping service delivery
Develop and install a new Leisure Management System
Manage and use information efficiently, using modern technology, and in a way that puts the needs of citizens and people who use services at the centre of service planning and delivery
To ensure that staff, including social care staff, are appropriately skilled, trained and qualified, and to promote the uptake of training at all levels
Partnerships (CPA Improvement Plan)
Interpret national and regional local government policies for Bracknell Forest, to ensure that improving the quality of life for Bracknell Forest residents remains the priority

WHAT
Policy objective
<p>Engage residents and stakeholders in the further development of the Community Plan and Local Strategic Partnership for the Borough</p> <p>Consolidate and develop the Council's policies relating to managing diversity and fair access to service delivery, In the light of new legislation</p> <p>Explore innovative methods of working, involving, where beneficial, other service providers in the delivery of services</p> <p>Explore opportunities for using the "well-being" powers and other freedoms and flexibilities conferred by the Local Government Act 2000 and proposed in the Local Government Bill</p> <p>Project manage the local and national Smartcard projects</p> <p>Maximise the effectiveness of internal and external communications</p> <p>Ensure that efforts are made in all communications to convey the Council's key messages</p> <p>Project the Council's corporate identity clearly and consistently and monitor it to ensure it remains fit for purpose</p> <p>Ensure the Borough's interests and priorities are protected and promoted at local, regional and national level to attract a range of employers as well as to assist the Council in recruiting future employees</p> <p>Ensure residents and stakeholders are kept informed of the Council's work, priorities and achievements so that the Council Tax is viewed as value for money and a better understanding of how it is spent is developed</p> <p>Co-ordinate and support the development of opportunities for residents and stakeholders to become involved in service development</p> <p>Promote and manage the Office of the Mayor of Bracknell Forest, as a focal point for community and civic pride in the Borough</p> <p>Supporting the development of the Council's Scrutiny Function</p> <p>Organise and conduct the full Borough/Parish/Town Council elections in May 2003, based on new ward boundaries, in accordance with new legislation</p> <p>Ensure all Members receive effective induction training and information following the Borough Council elections to assist them in fulfilling their various roles as Councillors</p> <p>Implement revised overview and scrutiny arrangements to ensure that Members who are not on the Executive are able to make an effective contribution to the work of the Council</p> <p>Further develop the Council's corporate New Ways of Working Initiative and assess the potential for introducing more flexible working in the Finance and IT Departments</p> <p>Protect and enhance the Council recruitment position in relation to the local and regional employment market</p> <p>Extend the Council's appraisal system to all non-schools staff</p> <p>Develop and commence implementation of a Customer Contact Strategy to rationalise and improve access to Council services</p> <p>Pro-actively develop partnership agreements, including joint funded posts, with appropriate agencies where these offer service benefits and/or reduced costs</p> <p>Support the development of a corporate social inclusion and community cohesion strategy</p> <p>Increase the number of services that are available to the public via electronic means</p>

WHAT
Policy objective
Implement the Council's ICT and e-Government strategies
Respond to and appraise Members and officers of all relevant new legislation, in particular the Local Government Bill
In conjunction with the Environment Department, develop systems and procedures to ensure that the Council is able to effectively undertake the licensing role currently performed by the Magistrates Courts, and proposed to be transferred to local authorities under the Licensing Bill 2002

HOW	WHEN	WHO
Actions to be taken	Timeframe or time scale	Service or Unit and Officer responsible
To improve internal and external communication	March 2004	
Implement workforce remodelling proposals	Ongoing	
Introduce a wide range of e-enabled applications to improve access to and information about Council services	January 2004 ■ ■	Vincent Badu, Executive Manager, Strategy, Commissioning, Resources
ICT Implementation – Social Services replacement IT system/Housing Services replacement IT system (CPA Improvement Plan)		
Work towards the Investors in People Standard		
Progress collaborative Human Resources arrangements with partner agencies		
Delivering the action plan for the Children's Fund		
Redirect all of Bracknell Forest's resources at Forest Lodge towards supporting this range of commitments, thus ending the Locality's association with Forest Lodge	April 2003 June 2003	Simon Pearce, Head of Adult Services
Bracknell Forest Health and Social Care Partnership Board to make contact with equivalent bodies that incorporate FPHT and RBBHT, to find out what structures exist		
Bracknell Forest Health and Social Care Partnership Board to propose appropriate links in light of this information		
New client database operational by January 2004	January 2004	Genevieve Macklin, Head of Housing Services
New revenue and HB system operational	April 2004	
New repairs database operational by April 2004	April 2004	
New Housing Management and Housing Needs system operational by June 04	June 2004	
Delivering additional support services to children and families in Bracknell Forest (children in the age range 5 – 13)		Alex Walters, Head of Children's Services

HOW	WHEN	WHO
Actions to be taken	Timeframe or time scale	Service or Unit and Officer responsible
<p>Launch the Borough's Local Strategic Partnership</p> <p>Use the LSP to actively engage partner agencies in the revision of the Community Plan</p> <p>Consult residents and stakeholders on revision of the Community Plan Ambitions</p> <p>Publish a revised Community Plan</p> <p>Explore possibilities for joint working with Wokingham</p>	<p>July 2003</p> <p>September 2003</p> <p>January 2004</p> <p>Ongoing</p>	<p>Helen Style, Head of Policy Development</p>
<p>Develop a Socio-economic profile of the Borough to support the development of Plans & Strategies</p>	<p>July 2003</p>	<p>James Griffin, Senior Policy Officer</p>
<p>Publish a Race Equality Scheme</p>	<p>May 2003</p>	<p>Kieth Naylor, Policy Officer</p>
<p>Support approximately four meetings a year of the Town & Parish Council's Liaison Group</p>	<p>Ongoing</p>	
<p>Work with staff to promote the use of Smartcard technology in service areas</p> <p>Improve communication to staff about the Edge Smartcard and what it can do</p> <p>Work with staff to use the introduction of the Edge Smartcard in service areas as a reason to totally review how services are currently delivered with a view to service re-engineering</p> <p>Launch the integrated Edge Card</p> <p>Publish a revised Edge Directory</p> <p>Plan and manage national Smartcard Project events</p> <p>Work with and observe the way other local authorities are modernising services using Smartcard technology and where appropriate adopt best practice</p> <p>Consult regularly with residents to establish their experience with the technology and ensure their expectations of the card are understood/addressed</p>	<p>June 2003</p> <p>June 2003</p>	<p>Jayne Ward, Smart Card Project Manager</p> <p>Nicky Kaye, Smart Card Project Support Officer</p>
<p>Regional SmartCard???</p>	<p>■</p>	<p>■</p>
<p>National SmartCard???</p>	<p>■</p>	<p>■</p>
<p>Publish and implement a Communications Strategy</p> <p>Publish the residents newspaper, Town & Country, quarterly</p> <p>Publish the official Borough Street Map</p> <p>Maintain a proactive and media relations service to support all departments</p>	<p>Ongoing</p> <p>Quarterly</p> <p>April 2003</p> <p>Ongoing</p>	<p>Ashley Perry, Senior Communications Officer</p>
<p>Review existing corporate image and standards</p>		<p>Karen Borrer, Senior Communications Officer</p>

HOW	WHEN	WHO
Actions to be taken	Timeframe or time scale	Service or Unit and Officer responsible
Undertake an employee survey	Spring 2004	
Undertake a programme of media training for officers and Councillors		
Publish the employee newsletter Info@Work monthly	Monthly	Kirsten Shepherd, Communications Officer
Publish a Guide to Local Councillors	May 2003	Kate Tonge, Marketing Officer
Publish a revised Business Guide	January 2004	
Publish a revised Official Borough Guide	Winter 2004	
To enhance customer contact and improve the working environment for staff by: <ul style="list-style-type: none"> Improving service delivery to all customers Enabling a better work / life balance for staff Improving customer contact and better understanding their needs Extending access to, and availability of services Enhancing and accelerating business processes Enabling staff to work out of office and at home Utilising remote and mobile work support technologies Recording more about what we do and keeping customers better informed 	<ul style="list-style-type: none"> Continuous Continuous Continuous Continuous Continuous Continuous Continuous Continuous 	Business Development Manager
<ul style="list-style-type: none"> Improving management information for planning 	<ul style="list-style-type: none"> Continuous 	Vincent Haines, Head of Planning and Building Control
Prepare and complete Induction Programme	June 2003	Peter Driver, Democratic Services Manager
Organise and conduct Local Elections in accordance with new legislation and on the basis of new Borough and Parish Ward boundaries	May 2003	Daphne Gray, Registration Services Manager
Extend Personal Development Plans to all Members who require them	December 2003	
Develop a range of training events throughout the year based on Personal Development Plan requirements	April 2004	
Establish and implement monthly briefing sessions focused on major topics for all Members	Ongoing	
New Members IT training linked to Members Online	Ongoing	
Establish Overview & Scrutiny Commission and Standing Panels	May 2003	
Develop and implement Scrutiny work programme bringing forward Scrutiny reports as appropriate	Ongoing	

HOW	WHEN	WHO
Actions to be taken	Timeframe or time scale	Service or Unit and Officer responsible
<p>Continue to develop the partnership arrangements with Solace Enterprises to commercially market the Council's New Ways of Working initiative</p> <p>Revise the Personnel Framework for New Ways of Working as it is implemented through the further roll out of the programme</p> <p>To monitor the Council's position in relation to the local and regional employment market and report as necessary to Corporate Management Team and the Council on initiatives required to give the Council an advantage over its competitors. This will include revisions to existing initiatives and the promotion of future ones</p> <p>Continue to closely monitor the introduction of the Council's new appraisal scheme</p> <p>To construct and implement a large scale training programme to introduce the new scheme and to ensure managers and staff are aware of its proper use</p> <p>Participate in corporate groups developing a social inclusion and community cohesion strategy</p> <p>Ensure a corporate Training Needs Analysis is constructed from the Personal Development Plans arising as part of the appraisal process; ensure the Corporate Training and Development Strategy reflects the identified training needs of employees</p>	<p>April 2004</p> <p>April 2004</p> <p>Ongoing</p> <p>October 2003</p> <p>October 2003</p> <p>Ongoing</p> <p>February 2004</p>	<p>Tony Madden, Borough Personnel Manager</p>
<p>Develop a Customer Contact and CRM implementation strategy and establish a new corporate change group to oversee its implementation</p> <p>Develop arrangements with partner organisations to achieve the targets set out in the Local Public Service Agreement</p> <p>Develop a comprehensive electronic service delivery strategy and work programme to address the Government's Local Government On-Line strategy and BVPI 157 100% electronic transaction target for 2005</p> <p>Produce and implement the Council's annual Implementing Electronic Government statement (IEG 3)</p> <p>Redesign the Council's Web site and implement a content management system</p> <p>Review and update the Council's Information and Communications Technology strategy covering the period 2003/04 – 2005/06</p> <p>Support the implementation of the replacement mainframe systems, to include social services, housing and revenue applications</p> <p>Implement a phased refresh project for the Members Online system</p> <p>Review and update the Council's Office Automation strategy, including a corporate upgrade to MS Office XP</p> <p>Implement new systems to support Flexible working strategies</p>	<p>June 2003</p> <p>Ongoing</p> <p>Ongoing</p> <p>October 2003</p> <p>January 2004</p> <p>February 2004</p> <p>Ongoing</p> <p>Ongoing</p> <p>September 2003</p> <p>Ongoing</p>	<p>Nick Harding, Borough ICT Manager</p>

HOW	WHEN	WHO
Actions to be taken	Timeframe or time scale	Service or Unit and Officer responsible
Provide ICT support to enable replacement Leisure, Payroll, CRM and Planning systems	Ongoing	
Implement enhanced network security systems – in line with audit recommendations	March 2004	Ian Slee, Assistant Borough ICT Manager
Undertake a strategic review of the options for the Council's 'Edge' initiative during the contract's interim period	June 2003	Nick Harding, Borough ICT Manager Chris Herbert, Borough Finance Officer
Consider consequences and implications for the Council of the Local Government Bill and other legislation	■	Alex Jack, Borough Solicitor Chris Herbert, Borough Finance Officer
Advise Members and appropriate officers of the outcome of such consideration	■	
Determine procedures for the operation of the licensing function once it is transferred to the Council.	■	Alex Jack, Borough Solicitor

Performance Indicators 2002/03 – 2005/06

Key: N/A indicates that this information is not applicable for the purpose of this document.

Indicator	Definition	Out turn 2002/03	Target 2002/03	Target 2003/04	Target 2004/05 ¹	Target 2005/06	Further Information
BV 2 (b) New 03/04	The duty to promote race equality expressed as a percentage against the RES checklist	N/A	N/A	60%	85%	See note	This authority anticipates additional equalities legislation and changes to the bodies that regulate it which will refocus our Fair Access agenda. It is our intention that ALL statutory equalities work will be integrated and progressed within a single and inclusive Fair Access framework and will set our targets for this period in the light of such change.
BV 2(a) Amended 02/03	The level (if any) of the Equality Standard for Local Government to which the authority conforms.	Level 1	Level 1	Level 2	Level 3		
BV 8	The percentage of invoices for commercial goods and services which were paid by the authority within 30 days of such invoices being received by the authority.	84.67%	95.00%	95.00%	95.00%	95.00%	Note: 10.33% variance between outturn and target. Explanation required. Chased by email 16/06/03
BV 9	The percentage of council tax received in year (2002/2003)	97.58%	98.00%	97.40%	97.10%	97.00%	Interpreted as "The percentage of Council Tax tax payers have managed to pay." We expect higher incidences of inability to pay successive tax increases which are above the rate of inflation.
BV 10	The percentage of non-domestic rates due for the financial year which were received by the authority.	99.03%	99.00%	99.00%	99.00%	99.00%	
BV 11 (a)	The percentage of top 5 % of earners that are	36.13%	30.00%	30.00%	35.00%	35.00%	As an amended indicator, direct comparison may

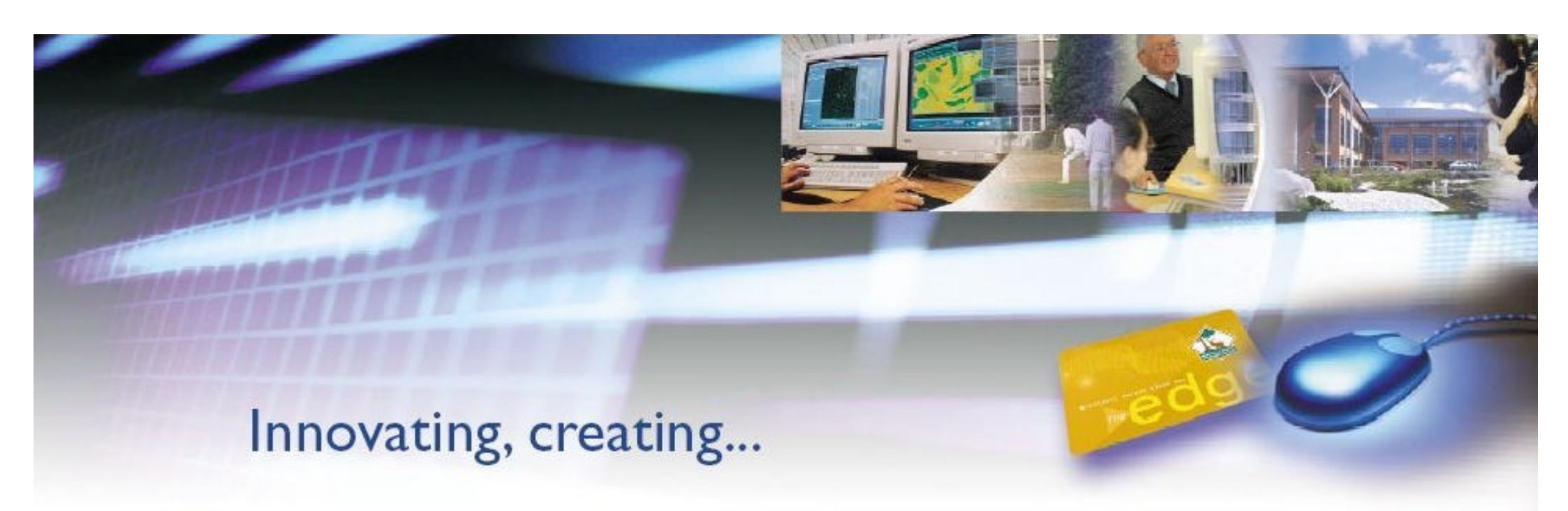
Indicator	Definition	Out turn 2002/03	Target 2002/03	Target 2003/04	Target 2004/05 ¹	Target 2005/06	Further Information
Amended 02/03	women.						not be possible or appropriate.
BV 11 (b) New 02/03	The percentage of top 5 % of earners from black and minority ethnic communities.	6.72%	N/A	4.95%	4.95%	4.95%	As a new indicator, no difference can be calculated.
BV 12	The number of working days/shifts lost due to sickness absence.	9.71	7.00	8.00	8.00	9.00	Note: 27.91% variance between outturn and target. Explanation required.
BV 14	The percentage of employees retiring early (excluding ill-health retirements) as a percentage of the total work force.	0.14%	0.30%	0.30%	0.30%	0.30%	
BV 15	The percentage of employees retiring on grounds of ill health as a percentage of the total workforce.	0.14%	0.12%	0.12%	0.12%	0.12%	
BV 16 (i)	The percentage of local authority employees declaring that they meet the Disability Discrimination Act 1995 disability definition	0.68%	0.44%	1.00%	1.00%	1.00%	
BV 16 (ii)	The percentage of economically active disabled people in the authority area.	11.26%	None set	11.50%	11.50%	11.50%	
BV 17 (i)	The percentage of local authority employees from minority ethnic communities	2.00%	1.80%	2.00%	2.00%	2.50%	
BV 17 (ii)	The percentage of economically active minority ethnic community population in the authority area.	5.03%	None set	5.50%	5.50%	5.50%	
BV 156	The percentage of authority buildings open to the public in which all public areas are suitable for and accessible to disabled people.	10.00%	10.00%	12.00%	14.00%	20.00%	
BV 157 Amended 02/03	The number of types of interactions that are enabled for electronic delivery as a percentage of the types of interactions that are legally permissible for electronic delivery.	60.00%	45.00%	65.00%	80.00%	100.00%	15.00% variance between outturn and target. As an amended indicator, direct comparison may not be possible or appropriate. However, a difference in the outturn from the target is due to the work that the EGGs group have completed on the implementation of applications for eGovernment and also in raising awareness. Also a number of back office systems have been replaced which included web facilities and so have allowed us to reach our target earlier than expected.
BV 164	Does the authority follow the Commission for Racial Equality's code of practice in rented housing and follow the Good Practice Standards for social landlords on tackling harassment included in the Code of Practice for Social Landlords: Tackling Racial Harassment?	Implementation in progress	To adopt the policy	Policy adopted	Policy adopted	Policy adopted	

Indicator	Definition	Out turn 2002/03	Target 2002/03	Target 2003/04	Target 2004/05 ¹	Target 2005/06	Further Information
BV 182 New 02/03	Users who said they were satisfied with the help they received from social services.	57.80%	N/A	N/A	N/A	N/A	A further 31.3% of respondents said they were "quite satisfied" with the help they received
BV 185 New 02/03	Percentage of responsive (but not emergency) repairs during 2002/2003, for which the authority both made and kept an appointment.	68.00%	N/A	70.00%	75.00%	80.00%	As a new indicator, no difference can be calculated.
BV 188 New	The number of decisions delegated to officers as a percentage of all decisions.	N/A	N/A	90.00%	90.00%	90.00%	As a new indicator, no difference can be calculated.
BV 190 New 02/03	Users who said that if they asked for changes to services those changes were made.	54.40%	N/A	N/A	N/A	N/A	A further 38.6% of respondents said changes were made "sometimes".

Relevant Strategies and Plans

ICT DEVELOPMENT PLAN (EDUCATION)	<p>Purpose: Underpins development of the 'National Grid for Learning' by providing a focus for use of new technology in schools</p> <p>Statutory requirement: Yes</p> <p>Legislation: School Standards & Framework Act 1998</p> <p>Timing: One off, revised as appropriate</p> <p>Responsible Officer: Bob Welch</p>
<u>ICT STRATEGY AND 3 YEAR PLAN FOR 2002 - 2005,</u>	<p>Purpose:</p> <p>Statutory requirement:</p> <p>Legislation:</p> <p>Timing:</p> <p>Responsible Officer: Nick Harding, 01344 352126 or email nick.harding@bracknell-forest.gov.uk</p>
HUMAN RESOURCES STRATEGY	<p>Purpose: To identify and plan for existing and anticipated change in the Council in ways that will ensure it can achieve its objectives by investing in its key asset – people.</p> <p>Statutory requirement: No</p> <p>Legislation: None</p> <p>Timing: To be updated every three years</p> <p>Responsible Officer: Tony Madden, 01344 352049 or email tony.madden@bracknell-forest.gov.uk</p>
<u>RACE EQUALITY SCHEME</u>	<p>Purpose: Outlines the Council's strategic approach to the elimination of unlawful racial discrimination; the promotion of equality of opportunity; and, the promotion of good relations between people of different racial groups</p> <p>Statutory requirement: Yes</p> <p>Legislation: Race Relations (Amendment) Act 2000</p>

	<p>Timing: Scheme to be reviewed every three years, action plans to be devised on an annual basis</p> <p>Responsible Officer: Kieth Naylor, 01344 352049 or email kieth.naylor@bracknell-forest.gov.uk</p>
<p>COMMUNICATIONS STRATEGY (EMERGING)</p>	<p>Purpose: To facilitate a consistent framework for internal and external communication in such a way that will build on, enhance and maintain the Borough Council's reputation, consolidate key messages and act as guardian of the organisation's brand.</p> <p>Statutory requirement: No</p> <p>Legislation: None</p> <p>Timing:</p> <p>Responsible Officer: Ashley Perry, 01344 352166 or email tony.madden@bracknell-forest.gov.uk</p>
<p>SOCIAL COHESION STRATEGY (EMERGING)</p>	<p>Purpose: To develop a broader framework to encompass, extend and harmonise the Council's approach to Fair Access that will ensure equal access to services, information and opportunities within the Borough.</p> <p>Statutory requirement: No</p> <p>Legislation: Key element of the Borough's Comprehensive Performance Assessment Improvement Plan</p> <p>Timing: TBA</p> <p>Responsible Officer: Helen Style, 01344 355604 or email hele.style@bracknell-forest.gov.uk</p>



Innovating, creating...

**Section Three – the Council’s Service Delivery Priorities,
Performance, and Improvement – the ‘What’ Medium-term
Objectives**



Introduction

This section reports on the progress in delivering the Medium-term Objectives concerned with the Council’s Service Delivery Priorities, Performance, and Improvement. These five objectives are:

- [Improving Health and Well-being](#)
- [Enhancing Community Safety](#)
- [Developing the Local Economy](#)
- [Promoting Learning and Educational Achievement](#)
- [Protecting and Enhancing the Environment](#)

The work of the Council is currently divided into five main service areas.

- [Corporate Services](#) and [Chief Executive’s Department](#)
- [Education](#)
- [Environment](#)
- [Leisure Services](#)
- [Social Services & Housing](#)

Each of these service areas has now agreed their Policy Objectives with actions and performance targets for next year.

This Section looks **back** at progress against the improvement plans arising from the performance reviews undertaken in the last three years (2000/01 – 2002/03), and provides a detailed account of performance last year (2002/03). This Section also looks **forward** at what the Council intends to achieve next year, complete with indicative targets and improvement plans for 2004/05 and 2005/06.

Although most of the service areas support each of the Medium-term Objectives in one way or another, within each Objective some service areas have a greater role than others. The service areas with specific responsibility for supporting each Objective are indicated under each section. Where other departments are responsible for specified actions these are also detailed.

Improving Health and Well-being

Introduction

The Council adopts a holistic approach through several departments to deliver the Medium-term Objective of *Improving Health and Well-being*. Social Services & Housing delivers the most obvious health improving services. This department works to create and maintain, in partnership with other statutory, private sector and voluntary service providers, a range of flexible and high quality services to residents of Bracknell Forest.

The Environment department creates and protects the environment so that it contributes to maintaining good health. The Leisure Services department also encourages activities that maintain and improve health as well as supporting those that currently suffer from ill health.

Social Services and Housing

Overall the key outcomes for people who use social care services and housing services are to:

- Promote social inclusion
- Promote the independence of children, adults and older people
- Promote the safe care of children and young people within their own and extended families
- Enable affordable and decent housing to meet needs in both the private and public sector

To achieve these outcomes the Council needs to continue to modernise the way in which it does things.

The vision for Social Care and housing involves:

- Enabling quality services within a robust performance management system and quality framework
- Integrating services to put service users at the heart of the enterprise
- Empowering service users to become involved in the planning of their care, the management of their homes and supported to live the lives they want
- Working in constructive partnerships with the National Health Service, Education, the voluntary sector and other stakeholders to ensure greater integration of services and the provision of seamless care
- Citizens have fair access to information and services, and eligibility criteria for services is well understood and transparent
- Driving forward a culture of care that engages with the hearts and minds, as well as the budgets of those involved
- Retaining and developing staff through good supervision, professional development and appraisal which all contribute to helping staff feel confident and supported

Social Services & Housing provide services to meet a wide range of needs. In broad terms there are three core service areas:

- Adults and older people
- Children, young people and their families
- Housing services

Social Care for Adults and Older People

Adults and older people may be a priority for services if they:

- Are frail
- Have a learning disability
- Have a mental health need
- Have a physical or sensory disability
- Have HIV or AIDS
- Are asylum seekers

Depending upon assessed needs, a range of services could be provided in partnership with other organisations to meet the social care needs of adults and older people.

Services include home care, day care opportunities, meals services, the provision of equipment for daily living and residential and nursing care.

Social Care for Children, Young People and their Families

Children, young people and their families may be a priority for services if:

- A family is caring for a child with a disability or serious illness
- There are concerns about a child's development
- A child or young person is running the risk of getting into trouble by committing offences or is involved in 'risk taking' behaviour
- A family is under considerable stress, for example where the care arrangements of a young person at home may break down
- A child or young person is looked after by the authority
- A family wishes to adopt or foster a child

Services could include family support, short-breaks for children with disabilities, the provision of equipment for daily living for children with disabilities and looking after children and young people.

Housing Services

The department is also responsible for developing a strategic approach to enabling decent housing accommodation in both the public and private sectors and for enabling provision of new social housing. The Council maintains a register of households who have applied for re-housing and prioritises on the basis of need. The Council is landlord of its own housing stock and provides a range of housing applicant and tenant services.

The Benefits Service provides an integrated Housing & Council Tax Benefits service for the residents of Bracknell Forest. In a financial year expenditure on these benefits will be approximately £15m, providing benefit claimants with financial help to meet their obligations to pay rent and council tax. The service also has responsibility for ensuring that the benefits system is protected, as far as is practical, from fraud and error.

Services provided by Housing Services include:

- Housing advice and assistance to homeless households
- Maintaining a housing register and assessing housing need
- Maintaining housing stock and enabling tenant and leaseholder involvement in the process
- Providing landlord services including rent collection and adaptations to properties for people with a disability
- Enabling the provision of new affordable housing in partnership with other organisations
- Administer Housing and Council Tax Benefits
- Monitor Disabled Facilities Grants, Energy Efficiency Improvements and other private sector initiatives provided by the Environment Department

Leisure Services Department

The Leisure Services department also has a strong part to play in Improving Health and Well-being, with the wide range of sports, recreation, countryside and arts facilities and activities that this department delivers.

Environment Department

The Environment department includes an environmental health section, which has the prime responsibility of protecting public health and environmental monitoring. Their work includes inspecting premises for adequate food safety conditions and compliance with Health & Safety, pest and dog control, adequate housing standards in the private sector, air quality monitoring, dealing with pollution issues and environmental monitoring of watercourses and swimming pools.

Key Priorities

The aim of the Social Services & Housing Department is to be a responsive, innovative and flexible organisation, which manages change in a planned and co-ordinated way. Supporting the vision of making Bracknell Forest a place where people can thrive, and take pride in living, learning and working in a clean, safe and healthy environment. The most significant challenges to us are the Governments modernisation agenda, the size of our organisation and its culture and the constant pressure on resources.

Since the SSI and Audit Commission joint review in summer 2000 there has been real improvements in how the Council addresses its responsibilities for social care services. Important ingredients for improvement have been

- Ensuring that the department and its business plan strive to achieve the ambitions set out in the Community Plan.
- Increasingly effective partnerships with NHS organisations and neighbouring Berkshire unitary councils.
- The use of best value reviews to underpin continuous improvement and service user outcomes
- Developing an increasingly stable workforce matched with local professional and practitioner commitment to promoting independence and placing services users at the heart of our enterprise.

Improving Health and Well-being

- Developing reliability and effectiveness through senior management leadership and stability.
- Significantly strengthened financial management.

Over the next three years the department will continue to review services and benchmark improvements against national infrastructures for quality across social care, health and housing, and the Council's Comprehensive Performance Assessment improvement plan.

We will consider, in partnership with local people:

- The feasibility and desirability of establishing joint structures for commissioning and delivery of services , to enable closer integration of health and social care services.
- Development of our enabling and community leadership skills to support programmes linked to the Council's social inclusion responsibilities.
- Leading on the Council's strategies for achieving the aspirations of the Communities Plan.
- Further development of well balanced healthy and sustainable communities.
- Explore opportunities to obtain funding to invest in the councils owned properties as well as improving private sector stock conditions to support community needs for decent, modern and good quality homes.
- Support Key Workers through investment in the provision of new affordable homes to underpin economic success.

Performance Review and Improvement Planning - Looking Back 2000/01 – 2002/03

Previous Performance Reviews

Home Support Services Best Value Review (completed June 2001)

Scope of the Review

The principal focus for this review was whether the existing Home Support Service provision met the needs of existing and potential clients and to identify whether the services could be improved and provide the level and type of service required in the future.

Findings of the review

- That Bracknell Forest are above average when compared to others for providing intensive home care services as a proportion of its overall service
- Higher unit costs for externally purchased services when compared to other authorities
- There is comparable activity between the volume of service provided between Bracknell Forest (51%) and external suppliers (49%)
- There is evidence that some elements of care such as low level support could be purchased externally at a lower cost
- Current limits of the external market provision

Outcomes from the review

- Re-focus the service to make best use of external markets and possible further externalisation
- Externalise low level maintenance services and practical support
- Integrate the in-house Assessment and Re-enablement Team with the in-house Home Support Service, restructuring the management of the sections to delete one co-ordinator post
- Re-focus home support services towards maximising independence
- Assist in the development of the external market

Improvements from the review

Integration of the Bracknell Assessment and Re-ablement Team (BART) was achieved, with some efficiency savings.

The Home Support Service was re-structured June 2002, to comprise three elements of Home Support:

- Purchasing External Provision
- Providing through the in-house Home Support long-term provision.
- A new Intermediate Care Team providing short-term intervention for up to six weeks.

The external market now provides 72% of services with the In House Home Support, long-term team providing the remaining 28%.

The Intermediate Care Team has a high profile and was meeting and exceeding targets after three months operation. Re-focusing part of the service around intermediate care and maximising independence has reduced the number of people needing further care services.

Leisure Services Best Value Review (completed February 2002)

The Best Value Inspectors have concluded that Leisure Services is a good service with promising prospects for improvement in the future.

Scope of the Review

All services covered by the previous Leisure Services Committee e.g.. Libraries, arts, open spaces, countryside and heritage, sports and leisure facilities, Sports Development and events, community centres and community development.

The development of the Cultural Strategy for Bracknell Forest which was concurrent with the review was also considered

Findings from review

- The public value the services that are provided and significant numbers of the public choose to use the services
- Staff are committed to and enjoy providing a public service, but some discontent was evident concerning terms and conditions of employment
- In general the spending on Leisure Services was felt to be about right, with a majority view that Council Tax should not increase to provide additional services
- Access issues were consistently identified with transport and support for the disadvantaged being highlighted
- Inadequate opening hours for libraries was a significant point of concern
- The financial and qualitative performances of the services compared well with national indicators

Outcomes from review

- Investigate the feasibility of establishing a charitable trust to deliver the range of services currently provided through the Leisure Services department
- Improve non-car access to Leisure sites
- Improve access for disabled people to sites
- Develop and agree a medium-term capital investment package focusing on improving the quality of existing facilities
- Improve community involvement in shaping services
- Improve access opportunities for those at risk of social exclusion
- Adults with physical and sensory disabilities and Homelessness – these reviews were started but were found to be too small and specific in terms of their scope. It was therefore decided to include these areas in more cross-cutting reviews in future years.

Inspection of the review

This review was completed in 2001 and was subject to inspection in March 2002. The Inspectors graded the service as 'good' (2**) with 'promising' prospects for improvement. The service is considered good because:

- There is a corporate and service vision expressed through the leisure objectives;
- There is an extensive range of high quality leisure facilities and services delivered that are well used;
- Local people are generally very satisfied with the range and quality of services;
- Staff are knowledgeable, friendly and helpful;
- There are numerous examples of the Service putting policies into practice, resulting in initiatives focused on the needs of local people;
- The Service works in partnership to deliver more than it could working alone; and
- The Service compares well with other councils across a range of indicators

The main recommendations were that the service should:

- Improve its knowledge of customers and non-users, so ensuring that services are developed to meet the needs of existing and potential customers, by:
 - Taking a comprehensive and consistent approach to marketing;
 - Identifying customers' needs and views through service user groups;
 - Developing a range of mechanisms for staff and partner consultation and involvement, particularly on service development and performance issues;
- Increase the use of leisure services and encourage take-up by all sections of the community, by:
 - ☞ Identifying the reasons for declining and changing use;
 - ☞ Evaluating the impact of partnership working and community initiatives in order to influence future service development;
 - ☞ Prioritising resources and taking action to meet the community needs and address the decline in use.

Improvements from the review

ALL SERVICES

- Disability audits of all facilities have been undertaken and specialist equipment installed in Bracknell Sport & Leisure Centre and Easthampstead & Wildridings Community Centre. 41 staff have attended disability awareness training.
- All services have expanded activity with regards to customer and user liaison groups both in general and project specific terms.
- Signage has been improved on cycle trails to direct cyclists to Coral Reef and Sandhurst Dual Use Centre.

RECREATION & AMENITIES

- The 'Carer' Card system has been reviewed to improve access.
- A restructuring of prices across the department has generally reduced admission prices for the disabled and young people still in Education.
- A new Sports Development Officer has been appointed and a Sports Development Plan is being completed.
- A new 'schools to community' scheme is being progressed with 20 schools.
- The design of the Brasserie Café at BSLC and this has been altered to offer a much more efficient operation through a significant capital investment.

OPEN SPACES, COUNTRYSIDE & HERITAGE

- One Green Flag award has been made to a park, following two applications.
- Several liaison and 'friends of' groups have been developed over a wide range of issues: Skate Park Management Group, Lily Hill Park, Westmorland Park, and Bird Feeding Project near Wildspace Woodlands.

LIBRARIES ARTS & INFORMATION

- Bracknell Library's opening hours have been extended by opening on Wednesdays to meet Public Library Standard 4 and increase hours open by 7.5. Almost immediately, 500-600 users on Wednesdays.

- A Digital Information Network has been implemented with 35 PCs installed across all libraries and library staff trained to support

customers in accessing a broad range of information.

COMMUNITY DEVELOPMENT

- A federation of Community Associations has been established and the sharing of good practice is now a regular feature.
- Regular Officer support for meetings of Community Associations, coupled with the development of the Federation has raised the quality of work and improved communication and training

- A jointly funded Community Development Officer (Health) has been appointed by the Borough Council and the Primary Care Trust.

Children Services Inspection by the Social Services Inspectorate

An inspection of Children's Services in the Borough was carried out by the Social Services Inspectorate in October 2001. The inspectors rated the service as serving some people well and with promising' prospects for improvement.

Key Strengths

The SSI report said that a new senior management team had brought stability, ended some dysfunctional dynamics and significantly strengthened financial management so that it had become reliable and effective

At the operational level this had allowed opportunities for changes that had brought real benefits and improvement, and also allowed some good standards in some core services to re-emerge within the general picture. The duty system now worked well.

Key Areas for Improvement

However, services for children with disabilities and their families were still not good enough either at the operational level or in key strategic partnerships.

Stronger strategic engagement within social services and with partner organisations was needed to create more promising prospects for further improvement.

Developing a commissioning approach, focusing more holistically on quality assurance and performance management, carrying out the project sponsorship role within the *Quality Protects* MAP, developing wider business planning, listening to young people and parents, and exploring Best Value should all be better established on the strategic agenda.

Improvements

- Ensure that there is a more consistent approach to early judgements about whether social services is carrying out a section 47 enquiry – and that there is sufficient written record on case files that evidences the process leading to a section 47 enquiry and the decision to proceed to a case conference.
- Ensure that there is a public communications strategy to provide an integrated range of information for the public:
 - ☞ to help young people and parents know how to go about accessing and using social services for children and families;
 - ☞ to encourage adults to offer to be assessed to become service providers (for example, a foster carer)
- Improve the access for personal callers so that it is more welcoming and direct
- Lead partner organisations in implementing interagency assessment of children with disabilities and their families
- Ensure that the reports that Councillors receive about adoption activity include all the detail required by the Department of Health circular LAC(98)20, Adoption – Achieving the Right Balance
- Ensure that there is a senior manager responsible for the overall organisation and effectiveness of the procedure for complaints concerning children's social services
- Ensure that a policy statement is published about how children's social services should respond to needs associated with gender, sexual orientation, ethnicity, religion, culture and disability
- Undertake an early Best Value Review of the service provision side of children's social services
- Give high strategic priority to making social services a needs-led commissioning organisation for services for children and families
- Work to increase management strategic engagement within the department and with partner organisations – with respect to social services for children and families
- Ensure that all the monthly Regulation 22 visits are made to the council's children's homes – and should ensure relevant Councillors are presented with the reports
- Ensure that social services gives sufficient leadership to drawing up and putting into effect an annual business plan for the area child protection committee
- Work with parents and young people who use children's social services to develop a strategic plan for consultation with parents and young people

Most of the recommendations made by the Social Services Inspectorate report have now been fully acted upon, and action on all others is underway. The following is the work that is still in progress:-

- A Best Value Review of services to vulnerable children is almost completed - due to come to an end in May 2003;
- In respect of improving communication, work is underway to improve the Council's website pages re children's services, and to look at developing an interactive website for children and young people as part of the Children's Fund process;
- Work is in progress on developing a user involvement strategy (which will cover all Social Service users, not just children and young people), due to be completed by October 2003.

Services for Older People Inspection by the Social Services Inspectorate

Key Recommendations

- Look for ways to spread (beyond east of Berkshire) its well integrated local strategic partnership work with the NHS – possibly through the Bracknell Forest health and social care partnership board.
- Propose to the PCT that they jointly set and measure 'outcomes indicators' for the work of the independent chair of the new health and social care partnership board.
- Improve the reliability of the home care it organises for older people.
- Plan to increase capacity of places in nursing homes that specialise in responding to mental health needs.
- Improve care management further by concentrating on making it sufficiently needs-led and ensuring it works sufficiently in partnership with primary health care.
- Negotiate with the NHS to operate one integrated system of assessment, monitoring and review for older people with mental health.
- Consistently ensure that older people who are visually impaired have sufficient specialist assessment to promote their independence and safety.
- Measure and monitor the time people wait for an assessment by an occupational therapist (or occupational therapy assistant) as one of their local performance indicators.
- Ensure that users and carers are better informed about how social services will address complaints with independent sector home care providers.
- Aim to ensure that the contracting or service agreement setting arrangements within the commissioning function are consolidated and are broadly similar across the different provider sectors (including in-house).
- Explore with not-for-profit and for-profit providers (either on a within the Borough or an across the east of Berkshire basis) what would be the best way to increase provider participation in dialogue with the council about the council's strategic direction and commissioning intentions.
- Complete its work to become a needs-led commissioning organisation.

Improvements

An inspection of services for older people took place in September 2002. Overall, the judgement was that so far as social services for older people were concerned, the Council was serving some people well and that there were promising prospects for further improvement.

Since the review by the SSI and Audit Commission joint review team in summer 2000, the inspectors noted real improvement in how the Council addressed its responsibilities for services for older people. The council had made the joint review a watershed – after which there had been real progress in how it carried out its leading role for social care services for older people.

A new senior management team had brought stability, ended some dysfunctional dynamics and significantly strengthened financial management so that it had become reliable and effective.

This had been underpinned by good leadership from leading Councillors and a well thought out corporate effort to include and support social services within the overall council vision for modernisation and good standards.

Other important ingredients for improvement were the increasingly effective partnerships with NHS organisations and the two neighbouring ex-Berkshire unitary councils, the use of Best Value Reviews, an increasingly stable workforce, and instances of longstanding local professional and practitioner commitment to promote independence for older people.

Much of the general improvement was relatively new and there were still some significant challenges – albeit ones that senior managers had sometimes already begun to address.

Social Services and Housing Joint Review

Key Improvements

Key improvements since the Joint Review that position social services on an upward trajectory include:

- A strong senior management team providing clear leadership
- Significantly improved financial management and performance management systems
- Development of a strategic business plan 2002-5 for social care and housing services setting out the vision and priorities for action for the coming three to five years.
- Restructuring and improved resourcing of the duty systems for both adult and children's services to ensure timely, consistent and robust assessments
- Within Adults Services, integration of social care and health care services, including joint assessments and a new Intermediate Care Service
- Developed, piloted and now successfully implemented new eligibility criteria for social services for both children's and adult's services to ensure fair access to care services in a consistent way
- Improvements in services to children and adolescents with mental health problems, including the development of 'NRG', a pilot resource centre for young people at risk of developing mental health problems
- New approaches have been taken in engaging with Users and Carers. The Mental Health Forum and Mental Health Steering groups were crucial in the development of the joint PCT, Berkshire Health Care Trust BFBC Mental Health Strategy. New approaches have also been taken in involving Carers, particularly the flexible use of the Carers Grant.
- Increasing the pool of foster carers especially for younger children
- The creation of a joint post with the Primary Care Trust of Health Assessment Co-ordinator to work specifically with looked after children
- Employment of dedicated reviewing officers for domiciliary care to review service and care needs.

Benefits Inspection by the Benefit Fraud Inspectorate

Findings of the Inspection

Overall, we found that Bracknell Forest's Housing Benefit Council Tax Benefit service is currently providing a **Fair** performance.

Bracknell Forest currently demonstrates a number of strengths. These include:

- Good linkages and integration of the benefit service into the wider aims of the Council
- Specific benefit service objectives and a strategy are in place
- A commitment to training and development
- A commitment in Bracknell Forest to improving the performance of its benefits service.

Outcomes from the Inspection

However there are some areas where Bracknell Forest needs to develop further to more fully meet the BFI/DWP Performance Standards framework. These include:

- Performance in the processing of new claims, renewal claims, change of circumstances and the accuracy of case work
- The service work backlog currently stands at 1200 cases
- Although some management information is produced with regard to overall processing performance, the service has experienced difficulty in more fully understanding the make-up of the workflow. We note that the DWP help team has been asked to assist in this area
- Counter fraud performance is weak in the area of sanctions, prosecutions and administrative penalties.

Improvements from the Inspection

- Improvement Plan is in place and being achieved
- The backlog of applications was cleared by the end of 2002
- Restrictions on public access to the service were removed at the beginning of 2002.
- Since the inspection a total of seven fraud sanctions have been achieved.
- In March 2003 upper quartile performance standards in new claims and changes of circumstance were achieved, and it is anticipated that this performance will be sustained throughout 2003-04.

Policy Objectives for 2002/03 - Where are we now?

SERVICE DEPARTMENT & OBJECTIVES	STATUS
<p>Education</p> <p>The policy objectives for 2002/2003 were to:</p> <p>To develop programmes of drugs, alcohol and tobacco education</p> <p>To promote Healthy Schools</p>	<p>Ongoing</p> <p>Increases in accreditation</p>
<p>Environment Department</p> <p>The policy objectives for 2002/2003 were to:</p> <p>To contribute to health promotion within the community</p> <ul style="list-style-type: none"> • Working with the Health Authority develop Smoking Focus Groups within local business • Finalising the transport work with the Primary Care Trust <p>To encourage and promote high standards in retail premises</p> <ul style="list-style-type: none"> • Undertake the annual programme to inspect all premises according to risk and statutory guidance 	<ul style="list-style-type: none"> • Health Authority decided not to proceed but three food hygiene awards which recognised non-smoking areas in catering premises have been awarded in the last quarter. Forty-four businesses currently hold this type of award • Comments now produced on first draft • 100% of programme completed and reported in the performance indicator tables

SERVICE DEPARTMENT & OBJECTIVES	STATUS
<ul style="list-style-type: none"> • Continue to develop and promote the Councils Food Hygiene award scheme • Develop effective service charge arrangements for commercial property <p>To promote healthy and safe workplaces</p> <ul style="list-style-type: none"> • Update the Council Safety Policy and make available via the intranet • Investigate ways of reducing the risk of white finger disease to Council workers • Trial, evaluate and if successful introduce a corporate system to monitor lone workers • Introduce a Safe Driver Policy for fleet users • Introduce a House in Multiple occupation registration scheme and Landlord Forum • Produce a Health and Safety Enforcement Plan to help safe work conditions are maintained in local businesses • Support the National Consumer Week • Review Health & Safety in relation to driver competency • Undertake corporate property asbestos surveys • Update Legionella survey 	<ul style="list-style-type: none"> • Currently six businesses hold this type of award • All property subject to a service charge now being billed • Completed • System to compare white finger disease has been purchased. • Hand-Arm vibration Survey completed in grounds maintenance. Training has been carried out • CMT have adopted Forestcare's new automated Lone Worker Monitoring system and some Environment staff are now taking advantage of the facility. • Systems to ensure safe drivers in progress but target should be revised to March 2003. Policy written but waiting for decision format from Resources • HMO Postal survey has been completed and ongoing risk assessment of premises is taking place. • Annual programme of risk-based inspection to commence during 2003/04 • Plan completed and ratified by the Licensing & Safety Committee in Sept 02. • 100% of programme completed and reported in performance indicators • Completed • RoSPA report received recommendations being actioned. Employees that need further training have been identified as recommended by RoSPA. • Survey of schools completed • All premises with cooling towers visited as part of an outbreak investigation. All the cooling towers registered with the Council are included in a 12 month inspection programme which will be completed by end March 03
<p>Leisure Services</p> <p>The policy objectives for 2002/2003 were to:</p> <p>Organise events and activities to promote healthy living and encourage recreational use of parks and countryside areas</p> <p>Contribute towards developing arts objectives through further investigation of financial support from Southern Arts towards establishing the post of Arts Development Officer for the Council</p> <p>Increasing young people's awareness of health and related issues through planned and targeted work</p> <p>Ensuring the provision of a wide range of community-based</p>	<p>12 events completed Partnership funding secured for a "healthy Walks" Officer. A total of 90 parks and countryside events have been held including Action Grasshopper, healthy walks and special interest walks</p> <p>Investigation delayed due to arts re-structure. Review in light of new partnership opportunity with combined RAB</p> <p>Regular health advice through info-active mobile provision Targeted work in three areas with DAT colleagues</p> <p>All youth club programmes regularly focus on issues around enhancing health and wellbeing.</p>

SERVICE DEPARTMENT & OBJECTIVES	STATUS
<p>opportunities to enhance health and well being of young people</p> <p>Encouraging young people to participate in physically challenging events and activities</p> <p>Continuously improving health and safety management in and around youth buildings</p>	<p>Particular attention has been given to drug education and sexual relationship education</p> <p>20 young people participated in a week long Outward Bound course during the summer holidays involving group and individual challenge exercises, mountain walking and other linked activities</p> <p>Greenway Project includes house for staff warden to increase presence on site. Housing development on site. Staff training developing safety culture in section. All youth work staff with responsibility for buildings have now completed the 4 day IOSH accredited course.</p>
<p>Carrying out health and safety training, risk assessment and safety auditing</p>	<p>Leisure centres invested >£21K on staff training = 7 managers qualified to NEBOSH certificate level or higher. Continuous improvements to the leisure centres via a programme of SUSA Assessments and Risk Assessments. Auditing is carried out via the management contracts officer and external BSi assessor. A tree inspection course was organised for all countryside staff. Water safety risk assessments were undertaken. On going support given to CA's in carrying out risk assessments and developing health & safety policies. Fire safety risk assessment training session for CA's held in December. Manual handling training for all library staff arranged. Health and Safety training roll out programmed devised for medium-term. Safety audit of Health and Safety and Management responsibilities for Libraries undertaken</p>
<p>Continue to operate a large portfolio of Leisure facilities through various means of delivery, maintaining usage where possible, thus contributing to health improvement, community safety through purposeful diversion and local economic development</p>	<p>Renewed management contract further 5 years at Horseshoe Lake. The Dept. continues to successfully operate 9 leisure facilities across the borough. These centres will attract over 1.5 million paying customer visits over the year. Facilities continue to attract the full spectrum of customers participating in the facilities. They include the G.P referrals, teenage groups and people from outside the borough.</p>
<p>Maintain the high quality of sports development provision</p>	<p>Almost 50,000 contacts with young people through the Young People in Sport Scheme. In addition 5000 contacts through the after school programme initiated through the Harbour/ Sportsmatch scheme. Westmorland Park Football and Tennis Clubs successfully established.</p>
<p>Maintain occupational Health & Safety Assessment Series (OHSAS) Health & Safety Accreditation award 18001 at Coral Reef, Bracknell Sport & Leisure Centre, Edgbarrow & Sandhurst Sports Centres, The Look Out Discovery Centre and Downshire Golf Complex</p>	<p>Externally inspected twice by BSi. Accreditation successfully maintained. Now registered for 18 months. Introduced comprehensive system for safety auditing in Feb 02. Safety Culture continues to expand. Accreditation has been maintained and the 6 monthly rolling inspection visits by BSi have been successfully completed</p>
<p>Maintain the GP Referral Scheme</p>	<p>From June 2002 to January 2003 there were 110 new entrants to this scheme. The scheme has been extended through funding from the Bracknell Primary Care Trust, to target coronary heart disease prevention through provision of a health walks co-ordinator. The Health Improvement Officer commenced teaching of phase IV Cardiac Rehabilitation classes in Feb. 2002 at Bracknell Sport & Leisure Centre. There are now 5 instructors qualified in exercise referral. Newsletters are produced to keep all informed.</p>
<p>Work with local community groups to promote self derived healthy living by appointing officer</p>	<p>CD worker health appointed in November 2002. Work with mothers and toddlers at Priestwood and Forest Park, and older people in Bullbrook is beginning to address issues such as healthy eating for children and health needs for senior citizens</p>
<p>Complete a Sports Development Strategy</p>	<p>First draft completed in November 2002. Work on redraft scheduled for completion March 2003</p>

SERVICE DEPARTMENT & OBJECTIVES	STATUS
<p>Social Services & Housing</p> <p>The policy objectives for 2002/2003 were to:</p> <p>To actively involve users and carers in planning services and in tailoring individual packages of care: and to ensure effective mechanisms are in place to handle complaints</p> <ul style="list-style-type: none"> • Develop a user involvement strategy • Implement Viewpoint user survey of all looked after children • Develop user involvement in commissioning services through the Learning Disability Partnership Board, Mental Health Steering Group and Best Value Review of Services for Older People • Further develop consultation with and involvement of the residents (tenants and leaseholders) in setting priorities for the capital programme and developing effective housing investment strategy • Complete a systems audit of the customer response service for Social Services and Housing <p>Ensure fair access to information and services</p> <ul style="list-style-type: none"> • Develop a public communications strategy to provide an integrated range of information for the public • Develop a policy statement for children's services in relation to needs associated with gender, sexual orientation, ethnicity, religion, culture and disability • To review the operation of the reception area in Time Square • Introduce mandatory customer care training for all staff within Social Services & Housing Department <p>To ensure that children are securely attached to carers capable of providing safe and effective care for the duration of childhood</p> <ul style="list-style-type: none"> • Implement out of hours support service for carers • Implement new policies promoting placement of looked after children in family placements • Develop new preventive services for adolescents to avoid entry into the care system <p>To ensure that children are protected from emotional, physical and sexual abuse and neglect (significant harm)</p> <ul style="list-style-type: none"> • Develop and implement systems to track and audit all child protection referrals 	<ul style="list-style-type: none"> • Work in progress • Complete • Work in progress • Work in progress • Work in progress • Work in progress • Work in progress • • • • Complete • Complete • Work in progress

SERVICE DEPARTMENT & OBJECTIVES	STATUS
<p>To ensure that children in need gain maximum life chance benefits from educational opportunities, health care and social care</p> <ul style="list-style-type: none"> • Implement 3 year action plan to reduce unwanted teenage pregnancies • Implement 1 year pilot of resource centre for vulnerable 16-21 year olds at risk of developing mental health problems 	<ul style="list-style-type: none"> • Work in progress • Complete
<p>To ensure that children looked after gain maximum life chance benefits from educational opportunities, health care and social care</p> <ul style="list-style-type: none"> • Implement plan to improve access for looked after children to information technology • Work closely with the appointed health co-ordinator to improve the health of looked after children (re: PAF C19) 	<ul style="list-style-type: none"> • Work in progress •
<p>To ensure that young people leaving care, as they enter adulthood, are not isolated and participate socially and economically as citizens</p> <ul style="list-style-type: none"> • Promote and develop Corporate Parenting working group • Develop high support housing for care leavers 	<ul style="list-style-type: none"> • Work in progress • Work in progress •
<p>To ensure that children with specific social needs arising out of disability or a health condition are living in families or other appropriate settings in the community where their assessed needs are adequately met and reviewed</p> <ul style="list-style-type: none"> • Review the provision of short breaks for children with disabilities • Develop procedures between agencies to enable young people with disabilities to move into adulthood 	<ul style="list-style-type: none"> • Complete action plan under development • Work in progress
<p>To ensure that referral and assessment processes discriminate effectively between different types and levels of need and produce a timely service response</p> <ul style="list-style-type: none"> • Implementation of revised eligibility criteria • Develop use of Family Group Conferencing to strengthen Family Support Strategy 	<ul style="list-style-type: none"> • • Complete
<p>To ensure that referral and assessment processes discriminate effectively between different types and levels of need and produce a timely service response</p> <ul style="list-style-type: none"> • Implementation of revised eligibility criteria • Develop use of Family Group Conferencing to strengthen Family Support Strategy 	<ul style="list-style-type: none"> • Complete • Complete
<p>To ensure through regulatory powers and duties that children in regulated services are protected from harm and poor care standards</p>	

SERVICE DEPARTMENT & OBJECTIVES	STATUS
<ul style="list-style-type: none"> Undertake regulation 22 visits at required frequency <p>To promote the independence of adults assessed as needing social care support arranged by the local authority, respecting their dignity and furthering their social and economic participation.</p>	<ul style="list-style-type: none"> Complete
<p>Implement the Older Peoples National Service Framework, including:</p> <ul style="list-style-type: none"> Implement falls prevention/stroke strategy Single, integrated assessment framework for older people Integrated services for older people with mental illness 	<ul style="list-style-type: none"> Work in progress Work in progress Work in progress
<p>Implement Mental Health National Service Framework, including:</p> <ul style="list-style-type: none"> Introduce improved out of normal hours services Improve crisis intervention 	<ul style="list-style-type: none"> Work in progress
<p>To enable adults assessed as needing social care support to live as safe, full and as normal a life as possible, in their own home wherever feasible</p>	
<ul style="list-style-type: none"> Develop integrated Older Peoples Services Accessible through a single route 	<ul style="list-style-type: none"> Complete within the Local Authority
<p>To ensure that people of working age who have been assessed as requiring community care services, are provided with these services in ways which take account of and, as far as possible, maximise their and their carers' capacity to take up, remain in or return to employment</p>	
<ul style="list-style-type: none"> Through the social fund, implement the welfare to work programme run by MIND 	<ul style="list-style-type: none"> Complete
<p>To work with the NHS, users, carers and agencies to avoid unnecessary admission to hospital, and appropriate placement on leaving hospital: and to maximise the health status and thus independence of those they support</p>	
<ul style="list-style-type: none"> Develop partnership working with the Primary Care Organisation to produce improved intermediate care 	<ul style="list-style-type: none"> Work in progress
<ul style="list-style-type: none"> Work in partnership with the Primary Care Trust and other external agencies to reduce emergency admissions to hospital by improved targeted help 	<ul style="list-style-type: none"> Work in progress
<p>To enable informal carers to care, or continue to care, for as long as they and the service user wish</p>	
<ul style="list-style-type: none"> Implement carer commissioned respite care funded by carers grant 	<ul style="list-style-type: none"> Complete

SERVICE DEPARTMENT & OBJECTIVES	STATUS
<ul style="list-style-type: none"> To review access to and the provision of assessments for carers (re: PAF D42) <p>To plan, commission, purchase and monitor an adequate supply of appropriate, cost-effective and safe social care provision for those eligible for local authority support</p>	<ul style="list-style-type: none"> Work in progress
<ul style="list-style-type: none"> Reconfigure local residential and day services for people with Learning Disabilities Create integrated services for all client groups with local Primary Health Care Develop a local market for Social Care Services in partnership with other local authorities 	<ul style="list-style-type: none"> Work in progress Work in progress Work in progress
<p>To identify individuals with social care needs who are eligible for public support, to assess those needs accurately and consistently, and to review care packages as necessary to ensure that they continue to be appropriate and effective</p> <ul style="list-style-type: none"> Implement and monitor revised eligibility criteria for social care services (re: PAF E50) Introduce a quality assurance system for reviews of packages of care (re: PAF D40) Assess/review the sharing of care plans with service users and their carers (re: PAF D39) 	<ul style="list-style-type: none"> Complete Work in progress Work in progress
<p>To ensure through regulatory powers and duties that adults in regulated services are protected from harm and poor care standards</p> <ul style="list-style-type: none"> Implement national care standards Implement vulnerable adults procedure Provide better housing advice and support to those with housing difficulties Continue to progress the implementation of Supporting People from April 2002 and enhance supported housing options 	<ul style="list-style-type: none"> Complete Complete
<p>Improve housing investment opportunities and bring homes up to modern day standards</p> <ul style="list-style-type: none"> In partnership with Registered Social Landlords review the priorities and set targets for the type and mix of housing development sites especially key worker housing, energy efficient/ eco-homes etc. (this action also applies to policy objective 31) 	<ul style="list-style-type: none"> Work in progress
<p>Target investment in local authority homes to ensure Council homes meet modern day standards</p>	<p>Work in progress</p>

Performance Review and Improvement Planning - Looking Forward 2003/04 – 2005/06

Planned Performance Review

The Council's Best Value Review Programme contains Best Value reviews of Services to People with a Learning Disability in Year 4 (2003/04), Supported Housing in Year 4 (2003/04), Benefits – benchmarking in Year 4 (2003/04) and full review in Year 5 (2004/05), Services to People with Mental Health Needs in Year 5 (2004/05), Housing Management Services in Year 5 (2004/05), and Services to Carers in Year 5 (2004/05).

Policy Objectives for 2003/04 - Where are we going?

WHAT
<p>Policy objective</p> <p>To support schools in the development of child protection procedures</p> <p>To continue to promote the Healthy Schools Initiative</p> <p>To provide a framework in the community to deliver an enhanced “quality of life” through ensuring the long-term economic social environmental well being of the area by ensuring all statutory frameworks are in place in relation to:</p> <ul style="list-style-type: none"> • Air quality • Contaminated land • Health & Safety • Food standards • Development Plans • Road Safety • Community Safety • Community Plan <p>Setting clear deliverable standards for meeting statutory targets</p> <p>Reacting positively to changing demands</p> <p>Fully participating in and developing strategic partnership working targeted at quality of life issues</p> <p>Engaging with the community to increase levels of understanding and community ownership to turn Local Agenda 21 into Local Action 21</p> <p>To ensure that every resident has the ability to live in houses that are fit for the purpose, without overcrowding and risk to health through:</p> <ul style="list-style-type: none"> • Increase the supply of affordable/key worker housing • Conduct a private sector house condition survey • Implement a programme of inspection to ensure standards are monitored in houses let in multiple occupation • Develop a monitoring regime to find and take action in respect of homes in serious disrepair or unfit • Encourage the re-use of empty homes • Develop initiatives to improve insulation and save energy in homes • Promote renewable energy in new development

WHAT
Policy objective
<ul style="list-style-type: none"> • Implement the new scheme in respect of loans and adaptations • Develop initiatives to improve residential parking to alleviate local congestion and improve better use of available space <p>Enhance and maintain a range of sport and recreational facilities to encourage healthy lifestyles</p> <p>Focus on specific communities and individuals to enable them to develop sustainable health improvement initiatives</p> <p>Increase sports activity levels for young people aged 5 – 19.</p> <p>Increase the range and relevancy of support and advisory services for all young people but with an added focus on the vulnerable.</p> <p>Improve access opportunities into leisure facilities for the disadvantaged.</p> <p>Develop and provide resources to stimulate thought and active participation in all elements of culture.</p> <p>To actively involve users and carers in planning services and in tailoring individual packages of care: and to ensure effective mechanisms are in place to handle complaints</p> <p>Ensure fair access to information and services</p> <p>To ensure that children are securely attached to carers capable of providing safe and effective care for the duration of childhood</p> <p>To ensure that children are protected from emotional, physical and sexual abuse and neglect (significant harm)</p> <p>To ensure that children in need gain maximum life chance benefits from educational opportunities, health care and social care</p> <p>To ensure that children looked after gain maximum life chance benefits from educational opportunities, health care and social care</p> <p>To ensure that young people leaving care, as they enter adulthood, are not isolated and participate socially and economically as citizens</p> <p>To ensure that children with specific social needs arising out of disability or a health condition are living in families or other appropriate settings in the community where their assessed needs are adequately met and reviewed</p> <p>To ensure that referral and assessment processes discriminate effectively between different types and levels of need and produce a timely service response</p> <p>To ensure through regulatory powers and duties that children in regulated services are protected from harm and poor care standards</p> <p>To promote the independence of adults assessed as needing social care support arranged by the local authority, respecting their dignity and furthering their social and economic participation</p> <p>To enable adults assessed as needing social care support to live as safe, full and as normal a life as possible, in their own home wherever feasible</p> <p>To ensure that people of working age who have been assessed as requiring community care services, are provided with these services in ways which take account of and, as far as possible, maximise their and their carers' capacity to take up, remain in or return to employment</p> <p>To work with the NHS, users, carers and agencies to avoid unnecessary admission to hospital, and appropriate placement on leaving hospital: and to maximise the health status and thus independence of those they support</p> <p>To enable informal carers to care, or continue to care, for as long as they and the service user wish</p> <p>To plan, commission, purchase and monitor an adequate supply of appropriate, cost-effective and safe social care provision for those eligible for local authority support</p>

WHAT
Policy objective
To identify individuals with social care needs who are eligible for public support, to assess those needs accurately and consistently, and to review care packages as necessary to ensure that they continue to be appropriate and effective
To ensure through regulatory powers and duties that adults in regulated services are protected from harm and poor care standards
Provide for Bracknell's future needs and developing more affordable housing
Enhancing the environment, building sustainable homes and encouraging innovation
Support the work of the Health Forum to maximise the involvement of stakeholders in the developing of local health services and policies in Bracknell Forest
Develop and implement a Corporate Social Inclusion and Community Cohesion Strategy
Support the development of a Key Worker Strategy
Support the voluntary sector in maximising its potential to improve the quality of life of Bracknell Forest residents

HOW	WHEN	WHO
Actions to be taken	Timeframe or time scale	Officer and Service or Unit responsible
To support schools in the development of child protection procedures, building on the work of the Laming Report	March 2004	Alex Walters, Head of Children's Services
To continue to promote the Healthy Schools Initiative, and contribute to the development of healthy menus in schools	Ongoing	■
To provide a framework in the community to deliver an enhanced "quality of life" through ensuring the long-term economic social environmental well being of the area by ensuring all statutory frameworks are in place in relation to:		■
<ul style="list-style-type: none"> Air quality 	<ul style="list-style-type: none"> April 2003 	David Steeds, Environmental Health & Safety Manager
<ul style="list-style-type: none"> Contaminated land Health and Safety Food standards Public Health 	<ul style="list-style-type: none"> March 2004 March 2004 Annual Ongoing 	Steve Loudoun, Assistant Director (Sustainability)
<ul style="list-style-type: none"> Development Plans Road Safety 	<ul style="list-style-type: none"> Annual March 2004 	Neil Matthews, Principal Engineer Traffic and Safety
<ul style="list-style-type: none"> Community Safety 	<ul style="list-style-type: none"> March 2004 	John Osbourne, Director of Environment
<ul style="list-style-type: none"> Community Plan 	<ul style="list-style-type: none"> Ongoing 	Environment DMT

HOW	WHEN	WHO
Actions to be taken	Timeframe or time scale	Officer and Service or Unit responsible
Setting clear deliverable standards for meeting statutory targets	Annually	
Reacting positively to changing demands	Monthly	
Fully participating in and developing strategic partnership working targeted at quality of life issues	Ongoing	
Engaging with the community to increase levels of understanding and community ownership to turn Local Agenda 21 into Local Action 21	Annually	John Osbourne, Director of Environment
To ensure that every resident has the ability to live in houses that are fit for the purpose, without overcrowding and risk to health by:		Steve Loudoun, Assistant Director (Sustainability)
<ul style="list-style-type: none"> Increasing the supply of affordable/key worker housing 	<ul style="list-style-type: none"> Annually 	
<ul style="list-style-type: none"> Conduct a private sector house condition survey Implement a programme of inspection to ensure standards are monitored in houses let in multiple occupation Develop a monitoring regime to find and take action in respect of homes in serious disrepair or unfit Encourage the re-use of empty homes Develop initiatives to improve insulation and save energy in homes Implement the new scheme in respect of loans and adaptations 	<ul style="list-style-type: none"> April 2003 April 2003 Ongoing Ongoing Ongoing April 2004 	David Steeds, Environmental Health & Safety Manager
<ul style="list-style-type: none"> Promote renewable energy in new development 	<ul style="list-style-type: none"> Develop SPG by 31 March 2004 	Victor Nicholls, Head of Planning and Transport Policy
<ul style="list-style-type: none"> Develop initiatives to improve residential parking to alleviate local congestion and improve better use of available space 	<ul style="list-style-type: none"> September 2003 review 	Roger Cook, Transport Development Manager
Develop a user involvement strategy	October 2003	Vincent Badu, Executive Manager, Strategy, Commissioning, Resources
Develop a communications strategy to provide an integrated range of information for the public, and working with a range of partner organisations	October 2003	
Develop Pensioner's Forum to be a more vibrant pensioners reference group, through enhanced Bracknell Forest Borough Council / NHS / Voluntary sector support and promotion	April 2003	Simon Pearce, Head of Adult Services
Pro-active work to consult with older people, based on the roadshow model employed during the older persons Best Value Review. Roadshows to pay particular attention to harder to reach groups.	April 2003	
People with learning disability are members of the Partnership Board and involved in decision making processes / links with advocacy	September 2003	
Further develop consultation with and involvement of the residents (tenants and leaseholders) in setting priorities for the capital programme and developing effective housing investment strategy	Ongoing	Genevieve Macklin, Head of Housing Services
Increase children's involvement in statutory meetings	March 2004	Alex Walters, Head of Children's Services

HOW	WHEN	WHO
Actions to be taken	Timeframe or time scale	Officer and Service or Unit responsible
Implement National Adoption Standards Review adoption policy Audit child protection practice against recommendations contained in Laming report Implement Family Group Conferencing Develop an 'on call' system for the Family and Adolescent Support Team Improve life chances for looked after children by increasing the number of health checks (PAF C19) and numbers of children with personal education plans Improve the educational attainment of children and young people leaving care (PAF A2 / LPSA) Ensure all looked after children have a pathway plan in place by their 16 th birthday Maintain 100% contact with young people who have left care (QP 11) Develop organisation policy and procedures Implement the action plan from the Review of respite care Increase the number of initial and core assessments completed in the required time-scale (QP 7.2, QP 7.3, QP 7.4) Undertake all regulation 33 visits at required frequency	Ongoing March 2004 May 2003 October 2003 April 2003 Ongoing March 2004 Ongoing March 2004 Ongoing March 2004	
Develop a 'transition to adulthood' protocol	September 2003	Vincent Badu, Executive Manager, Strategy, Commissioning, Resources
Implement the Older Peoples National Service Framework, including: <ul style="list-style-type: none"> • Implement falls prevention/stroke strategy • Single, integrated assessment framework for older people 	May 2003 May 2003	Simon Pearce, Head of Adult Services
Review of adaptations budget and Disabled Facilities Grant policy, in light of new Government guidance on Housing Renewal Reforms Review balance of support to Bracknell Forest Borough Council tenants and non-tenants. Improved targeting on higher level needs Consider development of Home Improvement Agencies as part of the Best Value Review of Housing Strategy and Enabling	October 2003 October 2003 October 2003	Genevieve Macklin, Head of Housing Services
Develop capacity within the Community Mental Health Team to provide an assertive outreach model of care to the small numbers of people in Bracknell Forest requiring this	October 2003	Simon Pearce, Head of Adult Services

HOW	WHEN	WHO
Actions to be taken	Timeframe or time scale	Officer and Service or Unit responsible
Strategy to be developed for mental health services for older people in Bracknell Forest, including use of Single Assessment Process / Care Programme Approach and full integration of Community Mental Health Team	May 2003	
Action plan to be developed	July 2003	
Community Mental Health team to be fully integrated	April 2004	
Single Assessment Process / Care Programme Approach to be in place for all service users	April 2004	
Provide high quality pre-admission and rehabilitation care to older people in Bracknell Forest to help them live as independently as possible by reducing preventable hospitalisation & ensuring reduction in delays in moving people over 75 on from hospital (Local Public Service Agreement, CPA Improvement Plan). Recruit nurse consultant	May 2003	
To review access to services, and work with primary healthcare colleagues on simplified access to services	April 2004	
Revise provision of information and communications for carers	September 2003	
Target care to older carers of people with learning disability and carers of adults aged 18-64 with severe and enduring mental health needs	December 2003	
Reshape respite services to meet carers diverse needs	April 2004	
Create integrated services for all client groups with local Primary Health Care	Ongoing	
Develop a local market for Social Care Services in partnership with other local authorities	Ongoing	
Workshops for care managers in needs-led assessments to be set up	June 2003	
Workshops to feed into development of commissioning strategies (East Berkshire and Bracknell Forest)	July 2003	
Partnership work in assessment to be strengthened through introduction of East Berks Single Assessment Pilot (featuring common electronic file)	April 2004	
Development of East Berkshire Commissioning Strategy for social care for older people	June 2003	
Action plan to be drawn up on basis of strategy, with the intention to increase places in nursing homes for older people with mental health needs	June 2003	
Strengthen quality monitoring processes	June 2003	
Improve joint training with in-house and independent providers	November 2003	
Rewrite service specifications for home care, which include standards of reliability and performance	July 2003	
Differences in specifications between independent providers and between independent and in-house providers to be justified and explained	July 2003	■

HOW	WHEN	WHO
Actions to be taken	Timeframe or time scale	Officer and Service or Unit responsible
Review of management arrangements of home care contracting services to be carried out, to ensure even-handedness between different providers	November 2003	■
Tender for service contracts	December 2003	■
Tender for service contracts	April 2004	■
Put in place a quality assurance system for reviews of packages of care (re: PAF D40)	October 2003	Simon Pearce, Head of Adult Services
Introduce a quality assurance customer feedback loop for customers receiving community care assessments	October 2003	
Review / scrutinise all National Care Standard Commission reports as they relate to Bracknell Forest	Ongoing	
Review the Housing Allocations Policy	July 2003	Genevieve Macklin, Head of Housing Services
Develop Homelessness Strategy (CPA Improvement Plan)	July 2003	
Review mechanisms to support tenants in Supported Housing	June 2003	
Seek to extend the scope of some aspects of supported housing to non-Bracknell Forest Borough Council tenants and leaseholders	March 2004	
More people with learning disability living in tenancies with support rather than in residential placements	March 2004	
Complete stock condition surveys in both sectors (CPA Improvement Plan)		
Reconfigure investment to meet Decent Homes' targets (CPA Improvement Plan)		
Explore Home Improvement Agency (CPA Improvement Plan)		
Support approximately four meetings of the Health Forum	March 2004	James Griffin, Senior Policy Officer
Co-ordination of the implementation of the Corporate Social Inclusion and Community Cohesion Strategy through the officer working group	Ongoing	
Support the development of a Key Worker Strategy	July 2003	
Contribute to the feasibility study to examine the proposal for a voluntary groups centre on the Langley Hall site	June 2003	Kieth Naylor, Policy Officer
Administer the Voluntary Sector Grants applications process	February 2003	
Draft any planning obligations under section 106 of the Town and Country Planning Act 1990 which may be required as a prerequisite to obtaining planning permission.	■	Alex Jack, Borough Solicitor
Ensure representation at any public inquiries which may be convened concerning Town Centre redevelopment	■	
Secure legal advice in connection with any Development Agreement	■	

Performance Indicators 2002/03 – 2005/06

Key: N/A indicates that this information is not applicable for the purpose of this document.

Indicator	Definition	Out turn 2002/03	Target 2002/03	Target 2003/04	Target 2004/05 ¹	Target 2005/06	Further Information
BV 49	Stability of placements of children looked after by the authority by reference to the percentage of children looked after on 31st March in any year with three or more placements during the year.	10.50%	10.00%	11.00%	11.00%	11.00%	
BV 50	Educational qualifications of children looked after (interface indicator with education services) by reference to the percentage of young people leaving care aged 16 or over with at least 1 GCSE at grades A*- G, or General National Vocational Qualification (GNVQ).	66.70%	55.00%	70.00%	70.00%	70.00%	11.7% needs explanation
BV 51 Amended 02/03	Costs of services for children looked after by the authority by reference to the gross weekly expenditure per looked-after child in foster care or in a children's home.	£932.00	£901.00	£999.00	£999.00	£999.00	As an amended indicator, direct comparison may not be possible or appropriate.
BV 52 Amended 02/03	Cost of intensive social care for adults and older people by reference to the average gross weekly cost of providing care for adults and elderly people.	£654.00	£739.00	£615.00	£610.00	£605.00	This measure covers both residential care and intensive home support. Expansion of intensive support to people living at home as resulted in a reduction in the number of placements in nursing home care, thus bringing about an overall reduction in the costs of intensive support.
BV 53	Intensive home care per 1,000 population aged 65 or over.	9.00	10.00	12.00	13.00	14.00	10.00% variance needs explanation
BV 54	Older people helped to live at home per 1,000 population aged 65 or over. (PAF C32)	96.00	92.00	100.00	105.00	110.00	11.11% variance needs explanation
BV 55 To be deleted 03/04	Clients receiving a review as a percentage of adult and older clients receiving a service.	79.00%	80.00%	N/A	N/A	N/A	
BV 56 To be deleted 03/04	Percentage of items of equipment costing less than £1,000 delivered within seven working days.	92.00%	95.00%	N/A	N/A	N/A	
BV 58	Percentage of people receiving a statement of their needs and how they will be met.	97.00%	100.00%	100.00%	100.00%	100.00%	
BV 62	The proportion of unfit private sector dwellings made fit or demolished as a direct result of action by the local authority	0.00%	0.00%	4.00%	4.00%	4.00%	

Indicator	Definition	Out turn 2002/03	Target 2002/03	Target 2003/04	Target 2004/05 ¹	Target 2005/06	Further Information
BV 64 Amended 02/03	The number of private sector vacant dwellings that are returned into occupation or demolished during 2002/03 as a direct result of action by the local authority	0.00%	0.00%	35.00%	35.00%	35.00%	As an amended indicator, direct comparison may not be possible or appropriate.
BV 66 (a)	Local authority rent collection and arrears: proportion of rent collected	96.65%	97.00%	■	■	■	The indicator used as a weekly performance monitoring tool.
BV 74 (i) Amended 02/03	Satisfaction of tenants of council housing with the overall service provided by their landlord: with results further broken down by i) black and minority ethnic tenants.	To be surveyed 2003/04	To be surveyed 2003/04	82.00%	N/A	N/A	As an amended indicator, direct comparison may not be possible or appropriate.
BV 74 (ii) Amended 02/03	Satisfaction of tenants of council housing with the overall service provided by their landlord: with results further broken down by ii) non-black and minority ethnic tenants.	To be surveyed 2003/04	To be surveyed 2003/04	82.00%	N/A	N/A	As an amended indicator, direct comparison may not be possible or appropriate.
BV 76 (a) New 03/04	Number of claimants visited/1000 caseload	N/A	N/A	100	110	120	
BV 76 (b) New 03/04	Number of fraud investigators/1000 caseload	N/A	N/A	0.75	0.75	0.75	
BV 76 (c) New 03/04	Number of fraud investigations/1000 caseload	N/A	N/A	100	100	100	
BV 76 (d) New 03/04	Number of prosecutions and sanctions/1000 caseload	N/A	N/A	3	4	5	
BV 76 To be deleted 03/04	Security: whether the authority has a written and pro-active strategy for combating fraud and error which embraces specified initiatives including those sponsored by the Department of Works and Pensions, which is communicated regularly to all staff. (Yes/No)	Yes	Yes	N/A	N/A	N/A	
BV 78 (a)	Speed of processing: Average time for processing new claims (days)	57	46	36	36	35	The Benefits Service was in a backlog situation for three-quarters of the reporting year. The backlog was eliminated in January 2003
BV 78 (b)	Speed of processing: Average time for processing notifications of changes of circumstance (days).	16	12	9	9	8	
BV 78 (c)	Speed of processing: Percentage of renewal claims processed on time.	54.00%	75.00%	85.00%	85.00%	90.00%	
BV 79 (a)	Accuracy of processing: Percentage of cases for which the calculation of the amount of benefit due was correct on the basis of the information available for the decision for a sample of cases checked post-decision	92.00%	95.00%	98.00%	96.00%	98.00%	

Improving Health and Well-being

Indicator	Definition	Out turn 2002/03	Target 2002/03	Target 2003/04	Target 2004/05 ¹	Target 2005/06	Further Information
BV 79 (b)	Accuracy of processing: The percentage of recoverable overpayments (excluding Council Tax Benefit) that were recovered in the year.	33.00%	68.00%	68.00%	35.00%	38.00%	The majority of overpayments created are only recoverable via ongoing benefit. The statutory deduction makes it difficult to recover overpayments quickly. Many overpayments exceed £1000 and subsequently will take a number of years to recover. The target was overly optimistic. New monitoring procedures are now in place.
BV 114 Amended 02/03	The adoption by the authority of a Local Cultural Strategy. Score against a checklist of the guidance in 'Creating Opportunity' guidance issued in December 2000.	93.75%	93.75%	93.75%	93.75%	100%	Cultural strategy produced and adopted in 2002. Outturn is based on 15 out of the 16 guidance checklist questions being 'Yes' & just one (6b) being 'No'
BV 161	Employment, education and training for care leavers.	87.50%	70.00%	80.00%	82.00%	85.00%	The out-turn represents an improvement over the target, with more care leavers in education etc than forecast. Because of the small numbers involved, a change of one in absolute numbers can bring about a large percentage variation.
BV 162	Reviews of child protection cases.	100%	100%	100%	100%	100%	
BV 163	Adoptions of children looked after.	3.00%	5.00%	7.00%	8.00%	10.00%	
BV 166 (a)	Score against a checklist of enforcement best practice for environmental health	6.54	7.50%	7.50%	7.75%	8.00%	
BV 166 (b)	Score against a checklist of enforcement best practice for environmental health/trading standards	6.54	7.50%	7.50%	7.75%	8.00%	
BV 183 (i) New 02/03	The average length of stay (weeks) in (i) bed and breakfast accommodation of households which include dependent children or a pregnant woman and which are unintentionally homeless and in priority need.	2.35	N/A	2.00	2.00	2.00	As a new indicator, no difference can be calculated.
BV 183 (ii) New 02/03	The average length of stay (weeks) in (ii) hostel accommodation of households which include dependent children or a pregnant woman and which are unintentionally homeless and in priority need.	60.52	N/A	50.00	50.00	50.00	As a new indicator, no difference can be calculated. This includes planned stays in PACT hostels for young mothers.
BV 184 (a) New 02/03	The proportion of LA homes which were non-decent at 1 April 2002.	2.60%	N/A	2.50%	2.00%	1.50%	As a new indicator, no difference can be calculated.
BV 184 (b) New 02/03	The percentage change in proportion of non-decent LA homes between 1 April 2002 and 1 April 2003.	0.00%	N/A	4.00%	20.00%	25.00%	As a new indicator, no difference can be calculated.
BV 195 (i)	Acceptable waiting time for assessment. For new	N/A	N/A	75.00%	100%	100%	

Indicator	Definition	Out turn 2002/03	Target 2002/03	Target 2003/04	Target 2004/05 ¹	Target 2005/06	Further Information
New 03/04	older clients, the average of (i) the percentage where the time from first contact to beginning of assessment is less than 48 Hours (i.e. 2 calendar days)						
BV 195 (ii) New 03/04	Acceptable waiting time for assessment. For new older clients, the average of (ii) the percentage where the time from first contact to completion of assessment is less than or equal to 4 weeks (i.e. 28 calendar days)	N/A	N/A	75.00%	100%	100%	
BV 196 New 03/04	Acceptable waiting time for care packages. For new older clients, the percentage where the time from completion of assessment to provision of all services in a care package is less than or equal to 4 weeks (i.e. 28 calendar days)	N/A	N/A	75.00%	100%	100%	
BV 197 New 03/04	Change in rate of conceptions to females aged under 18	N/A	N/A	34.00	34.00	34.00	
Bv 198 New 03/04	Rate of problem drug misusers in treatment	N/A	N/A	11.00	13.20	15.80	The targets are based on the known data reported to the national Drug Treatment Monitoring System. It is known that many clients refuse consent for their details to be collected centrally, and the number receiving treatment is roughly 3 times the number reported.

Relevant Strategies and Plans

BRACKNELL FOREST LOCAL DELIVERY PLAN	<p>Purpose: Key strategic document for Bracknell Forest Primary Care Trust (PCT). It describes the key objectives and actions the PCT will take over the three years 2003-06. It replaces the Health Improvement and Modernisation Plan (which had been the responsibility of the former Berkshire Health Authority), and sets out how the PCT will work to achieve the national targets set out in the NHS Plan and the National Service Frameworks. Document is prepared jointly with Bracknell Forest Borough Council and other stakeholders.</p> <p>Statutory requirement: Yes</p> <p>Legislation: NHS Priorities and Planning Framework 2003-06</p> <p>Timing: Annual</p> <p>Responsible Officer: Simon Pearce on 01344 351458 or email simon.pearce@bracknell-forest.gov.uk</p>
HOUSING REVENUE ACCOUNT BUSINESS PLAN	<p>Purpose: Contains details of planned programmes, expenditure and outputs</p> <p>Statutory requirement: Yes</p> <p>Legislation: Housing Act 1996</p> <p>Timing: Annual</p>

	<p>Responsible Officer: Genevieve Macklin on 01344 351688 Or email genevieve.macklin@bracknell-forest.gov.uk</p>
<u>HOUSING STRATEGY</u>	<p>Purpose: To detail the Council's proposals for housing development and improvement in both public and private sectors Statutory requirement: Yes Legislation: Housing Act 1996 Timing: 5 yearly with annual review Responsible officer: Genevieve Macklin 01344 351688 or email genevieve.macklin@bracknell-forest.gov.uk</p>
HOUSING RENEWAL STRATEGY	<p>Purpose: Includes needs assessment, stock condition assessments, standards, options for adaptation, maintenance and sustainability of private and public sector housing Statutory requirement : Yes Legislation: S.I. 1860 / 2002 Timing: Interim Strategy July 2003</p>
<u>HOMELESSNESS STRATEGY</u>	<p>Purpose: Includes needs assessment, priorities, action plan for addressing homelessness, preventing homelessness, and providing housing services for homeless people. Statutory requirement: Yes Legislation: Homelessness Act 2002 Timing: July 2003 Responsible Officer: Marion Harris on 01344 351610 or e-mail marion.harris@bracknell-forest.gov.uk</p>
<u>SUPPORTING PEOPLE</u>	<p>Purpose: Joint Strategy between Housing, Health, Social Services and the National Probation Service for meeting the housing and support needs of vulnerable people. Splits support costs from housing related costs and pools them in the Supporting People Grant. New standards and monitoring systems are introduced. Statutory requirement: Yes Legislation: Supporting People 1998/9 Timing: Implementation April 2003 Supporting People Strategic Plan – 5 years Responsible Officer: Vincent Badu on 01344 351935 or email vicent.badu@bracknell-forest.gov.uk</p>
<u>FOOD SAFETY ENFORCEMENT SERVICE PLAN</u>	<p>Purpose: Outlines how the authority will deal with relevant aspects of food safety / hygiene Statutory requirement: No Legislation: N/A Timing: Annual Responsible Officer: Robert Sexton on 01344 352530 or email robert.sexton@bracknell-forest.gov.uk</p>

HOUSES IN MULTIPLE OCCUPATION STRATEGY	<p>Purpose: To detail the authority's approach to identifying and addressing issues at houses in multiple occupation, ensuring that a holistic approach is adopted.</p> <p>Statutory requirement: No</p> <p>Legislation: N/A</p> <p>Timing: 5 yearly, with annual review</p> <p>Responsible Officer: David Steeds on 01344 352530 or email david.steeds@bracknell-forest.gov.uk</p>
COMMUNITY DEVELOPMENT PLANS	<p>Purpose: To optimise use of community facilities and provide a focus for increased voluntary activity in this area</p> <p>Statutory requirement: No</p> <p>Legislation: N/A</p> <p>Timing: Every 3 years</p> <p>Responsible Officer: Tricia Bennett on 01344 354126 or email tricia.bennett@bracknell-forest.gov.uk</p>
PARKS AND OPEN SPACES STRATEGY	<p>Purpose: To provide strategic direction and set out the context for the management and development of parks and open spaces of recreational value</p> <p>Statutory requirement: No</p> <p>Legislation: N/A</p> <p>Timing: Covers at least 3 years</p> <p>Responsible Officer: Helen Tranter on 01344 354102 or email helen.tranter@bracknell-forest.gov.uk</p>
<u>CULTURAL STRATEGY</u>	<p>Purpose: An integrated strategy for all cultural issues within the Borough</p> <p>Statutory requirement: No</p> <p>Legislation: N/A</p> <p>Timing: Five years</p> <p>Responsible Officer: Vincent Paliczka on 01344 354181 or email vincent.paliczka@bracknell-forest.gov.uk</p>
SPORTS DEVELOPMENT STRATEGY	<p>Purpose: to guide the development of sport in schools and the community</p> <p>Statutory requirement: No</p> <p>Legislation: N/A</p> <p>Timing: 5 years</p> <p>Responsible Officer: Chris Vaal on 01344 354108 or email chris.vaal@bracknell-forest.gov.uk</p>
CHILDREN SERVICES PLAN	<p>Purpose: Providing information about need, current resources and proposals for change.</p> <p>Statutory requirement: Yes</p> <p>Legislation: The Children Act 1989</p>

	<p>Timing: 3 years updated annually</p> <p>Responsible Officer: Vincent Badu on 01344 351935 or email vincent.badu@bracknell-forest.gov.uk</p>
NATIONAL FRAMEWORK (NSF) FOR MENTAL HEALTH	<p>Purpose: A framework for developing mental health services locally, with clear guidance from central government, led by health service but joint with social services.</p> <p>Statutory requirement: Yes</p> <p>Legislation: Local Authority Circular</p> <p>Timing: On-going</p> <p>Responsible Officer: Simon Pearce on 01344 351458 or email simon.pearce@bracknell-forest.gov.uk</p>

STRATEGY FOR ADULT MENTAL HEALTH SERVICES IN BRACKNELL FOREST	<p>Purpose: A strategy for local services for adult mental health, developed jointly between health and social services.</p> <p>Statutory requirement: No</p> <p>Legislation: None</p> <p>Timing: April 2002</p> <p>Responsible Officer: Simon Pearce on 01344 351458 or email simon.pearce@bracknell-forest.gov.uk</p>
NATIONAL FRAMEWORK (NSF) FOR OLDER PEOPLE	<p>Purpose: A framework for developing health and social care services for older people locally, with clear guidance from central government, led by health service but joint with social services.</p> <p>Statutory requirement: Yes</p> <p>Legislation: Local Authority Circular</p> <p>Timing: On-going</p> <p>Responsible Officer: Simon Pearce on 01344 351458 or email simon.pearce@bracknell-forest.gov.uk</p>
<u>BETTER CARE, HIGHER STANDARDS</u>	<p>Purpose: A joint local charter with Health, setting out local standards across Housing, Health and Social Services and any action to be taken if standards are not met</p> <p>Statutory requirement: Yes</p> <p>Legislation: Local Authority Circular</p> <p>Timing: Ongoing</p> <p>Responsible Officer: Simon Pearce on 01344 351458 or email simon.pearce@bracknell-forest.gov.uk</p>
CHILD AND ADOLESCENT MENTAL HEALTH STRATEGY	<p>Purpose: Developed jointly with Social Services and Health to provide mental health services for children and young people. The strategy is developed jointly with Health and attracts specific grant resources in order to do this.</p> <p>Statutory requirement: Yes</p> <p>Legislation: National Priorities guidance for Health and Social Services</p> <p>Timing:</p> <p>Responsible Officer: Vincent Badu on 01344 351935 or email vicent.badu@bracknell-forest.gov.uk</p>
QUALITY PROTECTS	<p>Purpose: Management action plans required to address national objectives for children's services. The QP Management Action Plan (QP MAP) is developed with Health, Education and Social Services & Housing and a range of other stakeholders.</p> <p>Statutory requirement: Required by the Department of Health</p> <p>Legislation: Performance management requirement which relates back to the Children Act 1989</p> <p>Timing: Periodic review required</p> <p>Responsible Officers: Alex Walters on 01344 351529 or email alex.walters@bracknell-forest.gov.uk</p>

<p>MODERNISING SOCIAL SERVICES SPECIAL GRANTS: CARERS GRANT</p>	<p>Purpose: To enable carers to take a break from caring Statutory requirement: Yes Legislation: Part of Govt Strategy 'Caring about Carers' & Section 93 LGA Act 2000 Timing: New 3yr. Cycle as of 2001. Plans reviewed yearly. Responsible Officer: Simon Pearce on 01344 351458 or email simon.pearce@bracknell-forest.gov.uk</p>
<p>PROMOTING INDEPENDENCE GRANT</p>	<p>Purpose: To improve co-operation between local authorities and NHS bodies so that the local authority may, by the provision of additional services, promote the independence of people eligible to receive community care services & meet their need for services more effectively Statutory requirement: Yes Legislation: Section 46 NHS & Community Care Act 1990 & Section 93 LGA Act 2000. Timing: Yearly plans building on each other Responsible Officer: Simon Pearce on 01344 351458 or email simon.pearce@bracknell-forest.gov.uk</p>
<p>TENANTS' AND LEASEHOLDERS' PARTICIPATION COMPACT</p>	<p>Purpose: A document setting out how local authorities and their tenants will work together, defining how tenants can influence and shape the decisions on housing issues Statutory requirement: Yes Legislation: N/A Timing: Ongoing Responsible Officer: Vincent Badu on 01344 351935 or email vincent.badu@bracknell-forest.gov.uk</p>

Enhancing Community Safety

Introduction

As part of its Sustainability unit, the Environmental Standards and Safety Section of the Environment department has overall responsibility for the preparation, updating, monitoring and co-ordination of the Council’s Community Safety Strategy. This Strategy is prepared in conjunction with a range of agencies and organisations external to the Council, e.g.. the Police.

Indeed increased community safety can only be achieved through joint effort and the Bracknell Forest Community Safety Partnership has been established to bring together a variety of different organisations to work together to combat nuisance, anxiety, crime and disorder in the Borough.

“By involving the whole community, we will continue to make Bracknell Forest a safe and pleasant place in which to live and work.”

Within the Council the actions under the Community Safety Strategy are supported and implemented by all service areas right across the Council

Key Priorities

Looking back

- Community Safety Strategy for 2002/03 agreed and published
- Stretching target for reducing vehicle crime agreed in LPSA

Looking forward

- Delivery of a reduced rate of vehicle crime

Performance Review and Improvement Planning - Looking Back 2000/01 – 2002/03

Previous Performance Reviews

To date the Council has not undertaken a Best Value Review of Community Safety.

Policy Objectives for 2002/03 - Where are we now?

SERVICE DEPARTMENT & OBJECTIVES	STATUS
Education The policy objectives for 2002/2003 were to: To support schools in the development of emergency procedures To enhance school security To develop and promote strategies for reducing truancy, bullying	Completed Ongoing Progress through national strategies and CMCD project

SERVICE DEPARTMENT & OBJECTIVES	STATUS
and racial harassment in schools	
<p>Environment Department</p> <p>The policy objectives for 2002/2003 were to:</p> <p>Play a lead role in the implementation of the Community Safety Strategy</p> <ul style="list-style-type: none"> • Implementation of traffic safety programme • Finalising new targets for reduced traffic accidents as part of the Public Service Agreement • Reviewing targets for reducing car crime with Thames Valley Police • Finalising Service Level Agreement for speed camera operations/enforcement • Meet the objectives and targets under each of the present themes in the Community Safety Strategy • Attend Police Liaison meetings to engage local communities <p>To ensure that the Council is able to respond in the event of a civil emergency</p> <ul style="list-style-type: none"> • To train 10 new emergency contact officers • To undertake a joint exercise with other agencies to test the Borough's Emergency Plan • Review all emergency plans to ensure they are current • Review of the highway winter maintenance service 	<ul style="list-style-type: none"> • 2002/03 programme now complete • Completed in LPSA • Completed in LPSA • Completed • Underway • Underway • Two Emergency contact officers been recruited to replace officers who have left the Council's employment. The training of existing ECOs is ongoing • Desk top exercise undertaken in May. • Exercise to test ability to set up emergency contact centres throughout Berkshire held in September. Emergency Contact Centre set up and maintained available through period of fire strike. • During Operation Laurel in March the EOC was set up. • Focus on improving supporting guidance. Emergency response arrangements reviewed in light of fire strike • Completed
<p>Leisure Services</p> <p>The policy objectives for 2002/2003 were to:</p> <p>Improve community safety and promote good standards of behaviour in parks and open spaces</p> <p>Participating in the Community Safety strategy, in particular to complete the objectives in relation to young people</p>	<p>Staff now attend Police Sector Meetings. Undergrowth has been cleared back on several footpaths, including Quelm Lane</p> <p>Water fountain installed at skate park at request of young people. The Infoactive Bus in Owlsmoor, Crowthorne and North Ascot has been particularly successful in offering youth work opportunities to young people in areas of perceived community safety concern</p>

SERVICE DEPARTMENT & OBJECTIVES	STATUS
<p>Contributing to the activities of the Youth Offending Team in association with other partnership agencies</p> <p>Providing purposeful leisure opportunities as diversionary activities</p> <p>Supporting, educating and counselling young people at risk</p> <p>Improving security at all youth and community facilities where feasible</p> <p>Supporting a wide range of initiatives to increase social cohesion</p> <p>Supporting local and regional crime prevention and crime reduction initiatives</p> <p>Maintain security of leisure facilities and make improvements where possible and funding priorities permit</p> <p>Maintain current free use of Sandhurst Sports Centre by the Youth Service</p>	<p>A pilot detached work project with the YOT in Great Hollands was begun in February 2003</p> <p>Teen circuits at Bracknell Sport & Leisure Centre. Leisure centres provide major facilities for local sports clubs who have large numbers of young people attending, e.g. Bracknell Athletics Club, Bracknell Swimming Club, Edgbarrow Trampoline Club, various martial arts clubs. The junior activity clubs being groups for young people aged 11-13 in association with Town and Parish Councils provide effective diversionary leisure activities</p> <p>NRG operating a day time drop in service for young people aged 16-19, not engaged in education, employment or training is effectively meeting the needs of its client group. Youthline advice counselling and information service is available for young people aged 13-19 at its afternoon and evening sessions as well as in some secondary schools.</p> <p>Houses built to provide overlooking at The Greenway / Sandhurst Youth Club. No further progress has been made although there are currently plans in hand for work at Priestwood Youth Centre</p> <p>On going support given to 2 Community liaison groups</p> <p>Support for the skate park has continued. A water fountain has been installed</p> <p>The following leisure sites have pooled their resources Bracknell Sport & Leisure Centre, Coral Reef, Downshire Golf Complex, Edgbarrow and Sandhurst Sports Centres to employ a security company to assist staff during the evenings and weekends. Also Bracknell Sport & Leisure Centre has had its alarm system brought up to date to comply with latest NACOSS standards. Houses built to provide overlooking at Sandhurst Sports Centre</p> <p>The three one hour sessions in the Main Hall continue to be well used by the Youth Service</p>
<p>Social Services & Housing</p> <p>The policy objectives for 2002/2003 were to:</p> <p>Ensure the efficient administration of information for the Youth Offending Team</p> <ul style="list-style-type: none"> • To continue to complete 100% of pre-sentence reports in the required timescale • Continue to implement quality assurance systems to monitor quality of reports (i.e. Viewpoint) <p>Confronting young offenders with the consequences of their offending</p> <ul style="list-style-type: none"> • Further develop range of restorative options available to victims of offending 	<ul style="list-style-type: none"> • All pre sentence reports are submitted within the frames requested by the Courts. However these are often longer than those of the YJB so the amount of PSRs submitted within National Standards time frames is only 85%, slightly lower than national targets. • Work in progress <p>80% of all interventions include a Restorative Justice element exceeding the national targets</p> <ul style="list-style-type: none"> • Work in progress

SERVICE DEPARTMENT & OBJECTIVES	STATUS
<p>Intervene to tackle risk factors for young offenders</p> <ul style="list-style-type: none"> • Continue to provide and increase anger management programmes • To improve provision of mental health services for adolescents experiencing poor mental health through the recruitment of specialist posts • Implement strategy to reduce involvement of looked after children in offending behaviour <p>Punishment is proportionate to the seriousness of the offence for young offenders</p> <ul style="list-style-type: none"> • Improve equality in sentencing/ procedures • Monitor congruence level between report proposals and sentence <p>Encouraging reparation to victims of young offenders</p> <ul style="list-style-type: none"> • Provide restorative justice training for practitioners • Reinforcing the responsibilities of parents/ carers • Agree protocol with Thames Valley Police on appropriate adult provision • To promote parental involvement in reviews of Community Orders and young people subject to DTO (Drug testing and treatment order) <p>Reducing the fear of crime from young offenders</p> <ul style="list-style-type: none"> • Continue to publicise the work of the Youth Offending Team to increase public understanding 	<ul style="list-style-type: none"> • Work in progress • The CAMHS Grant was used in 2002/03 to continue the funding of 0.5 FTE Social Worker, who, in line with the CAMHS Strategy has: undertaken a liaison role with the CAMHS Team, held cases where there are specific mental health issues and provided consultation and advice to the staff and foster carers within the department. • Work in progress • Work in progress • Work in progress • Complete • 70% of parents participating in Parenting Programs (voluntary and court ordered) stated that they are either satisfied or very satisfied • Complete • Work in progress • As appropriate

Performance Review and Improvement Planning - Looking Forward 2003/04 – 2005/06

Planned Performance Review

A Best Value Review of Community Safety is not currently part of the Council's Best Value Review Programme for 2003/04 – 2005/06.

Policy Objectives for 2003/04 - Where are we going?

WHAT
Policy objective
To support schools in the continued development of emergency and offsite procedures.
To enhance school security
To develop further strategies for reducing truancy, bullying and racial harassment in schools.
Involving the whole community continue to make Bracknell Forest a safe and pleasant place in which to live and work by actioning objectives under priority themes as highlighted by the crime audit and contained in the Community Safety Strategy 2002 – 2005 by:
<ul style="list-style-type: none"> Monitoring performance and ensure the strategy remains focussed on key issues Meeting all targets in relation to key Government priorities
To ensure that the Council is able to respond in the event of a civil emergency by:
<ul style="list-style-type: none"> Continually updating the Council's Emergency Plan, including providing regular training exercises to test the procedures detailed in the Plan
Provide a range of safe quality venues where young people can access services.
Improve by design the safety of parks and open spaces.
Offer information, advice and guidance to young people at risk of crime.
Ensure the efficient administration of information for the Youth Offending Team
Confronting young offenders with the consequences of their actions
Work to reduce the rate of re-offending by young people (Local Public Service Agreement, Comprehensive Performance Assessment)
Intervene to tackle risk factors for young offenders
Punishment is proportionate to the seriousness of the offence for young offenders
Encouraging reparation to victims of young offenders
Reducing the fear of crime from young offenders
Support the development of the Community Safety Strategy to make the Borough a safer place

Performance Indicators 2002/03 – 2005/06

Key: N/A indicates that this information is not applicable for the purpose of this document.

Indicator	Definition	Out turn 2002/03	Target 2002/03	Target 2003/04	Target 2004/05 ¹	Target 2005/06	Further Information
BV 126 (a)	Number of recorded domestic burglaries per 1000 households	8.60	5.40	4.50	3.90	See note	The target was not achieved because of the strong performance in 2001/2002 and revisions in crime reporting. Targets for 2005/06 will be set subject to the Community Safety Conference prior to that period.
BV 126 (b)	Percentage of recorded domestic burglaries	N/A	N/A	N/A	N/A	N/A	Local Authorities are not required to report on this measure.
BV 127 (a) Amended 02/03	Violent offences committed by a stranger per 1,000 population	Not available for Bracknell Forest	Not available for Bracknell Forest	Not available for Bracknell Forest	Not available for Bracknell Forest	Not available for Bracknell Forest	Thames Valley Police currently report combined figures for Bracknell Forest and the Royal Borough of Windsor and Maidenhead. This is an amended indicator and Thames Valley Police will be able to report data specific to this authority by end 2003/04.
BV 127 (b) Amended 02/03	Violent offences committed in a public place per 1,000 population						
BV 127 (c) Amended 02/03	Violent offences committed in connection with licensed premises per 1,000 population						
BV 127 (d) Amended 02/03	Violent offences committed under the influence per 1,000 population	This data was not recorded by Thames Valley Police in 2002/03	Not available	Not available	Not available	Not available	This is an amended indicator and Thames Valley Police will be able to report data specific to this authority in 2003/04.
BV 128 (a)	Number of vehicle crimes per 1,000 population	16.30	14.30	13.10	12.10	Not available (see note)	The target was not achieved because of the strong performance in 2001/2002 and revisions in crime reporting. Targets for 2005/06 will be set subject to the Community Safety Conference prior to that period.
BV 128 (b)	Percentage of vehicle crimes detected	N/A	N/A	N/A	N/A	N/A	Local Authorities are not required to report on this measure.
BV 174	The number of racial incidents recorded by the authority per 100,000 population.	24.63	25.00	23.70	22.80	21.90	Based on 27 incidents within a Borough population of 109600. Although we cannot influence this indicator directly, we are working with a range of bodies to progress a number of activities to support the race and equality agenda. We therefore expect these to lead to positive outcomes as reflected in our targets for 174. We have used the Registrar

Enhancing Community Safety

Indicator	Definition	Out turn 2002/03	Target 2002/03	Target 2003/04	Target 2004/05 ¹	Target 2005/06	Further Information
							General's Mid-2001 population figure for the basis of our forecast.
BV 175	The percentage of racial incidents that resulted in further action.	100%	None set	100%	100%	100%	Based on 100% achievement in 2002/03, we feel it would be appropriate to maintain this level of achievement.
BV 176	The number of domestic violence refuge places per 10,000 population, which are provided or supported by the authority.	0.36	0.36	1.00	1.00	1.00	

Relevant Strategies and Plans

COMMUNITY SAFETY STRATEGY	<p>Purpose: Aims to reduce fear of crime and to create a safer environment for local people</p> <p>Statutory requirement: Yes</p> <p>Legislation: Crime and Disorder Act 1998</p> <p>Timing: Every 3 years, reviewed annually</p> <p>Responsible Officer: Tony Rounthwaite on 01344 352506 or email tony.rounthwaite@bracknell-forest.gov.uk</p>
<u>EMERGENCY PLAN</u>	<p>Purpose: Establishment of civil protection arrangements for the maintenance of services during any emergency</p> <p>Statutory requirement: Yes</p> <p>Legislation: Civil Defence Regulations 1993</p> <p>Timing: Every two years</p> <p>Responsible Officer: Louise Shepherd on 01344 352505 or email louise.shepherd@bracknell-forest.gov.uk</p>
YOUTH JUSTICE PLAN	<p>Purpose: To ensure a coherent resourced plan for the provision of inter-agency youth offending teams and youth justice services to deal with young offenders in the community.</p> <p>Statutory requirement: Yes</p> <p>Legislation: Crime and Disorder Act 1998</p> <p>Timing: Annual</p> <p>Responsible Officer: Alex Walters on 01344 351529 or email alex.walters@bracknell-forest.gov.uk</p>
MAJOR INCIDENT PLAN	<p>Purpose: Sets standards for services e.g.. crisis centres for people with mental health problems living in the community.</p> <p>Statutory requirement: No</p> <p>Legislation: N/A</p> <p>Timing: Periodic review required</p> <p>Responsible Officer: Simon Pearce on 01344 351458 or email simon.pearce@bracknell-forest.gov.uk</p>
RABIES	<p>Purpose: Sets out proposals to work with MAFF and other agencies in the control of infectious diseases</p> <p>Statutory requirement: No</p> <p>Legislation: Animal Health Act 1981</p> <p>Timing: Periodic review required</p> <p>Responsible Officer: Robert Sexton on 01344 352580 or email robert.sexton@bracknell-forest.gov.uk</p>

ANTHRAX	<p>Purpose: Sets out proposals to work with MAFF and other agencies in the control of infectious diseases Statutory requirement: No Legislation: Animal Health Act 1981 Timing: Periodic review required Responsible Officer: Robert Sexton on 01344 352580 or email robert.sexton@bracknell-forest.gov.uk</p>
FOOT & MOUTH	<p>Purpose: Sets out proposals to work with MAFF and other agencies in the control of infectious diseases Statutory requirement: No Legislation: Animal Health Act 1981 Timing: Periodic review required Responsible Officer: Robert Sexton on 01344 352580 or email robert.sexton@bracknell-forest.gov.uk</p>
INFECTIOUS DISEASE OUTBREAK	<p>Purpose: Sets out proposals to work with MAFF and other agencies in the control of infectious diseases Statutory requirement: No Legislation: Animal Health Act 1981 Timing: Periodic review required Responsible Officer: David Steeds on 01344 352530 or email david.steeds@bracknell-forest.gov.uk</p>
RIGHTS OF WAY STRATEGY	<p>Purpose: To direct the management and improvement of the rights of way network Statutory requirement: No Legislation: Wildlife and Countryside Act 2000 Timing: Two year Responsible Officer: Helen Tranter on 01344 354102 or email helen.tranter@bracknell-forest.gov.uk</p>
ROAD SAFETY PLAN	<p>Purpose: Sets out the Council's plans to secure reduction in traffic related accidents Statutory requirement: No, but forms the basis for funding bids Legislation: A New Deal for Transport White Paper Timing: 5 years assessed annually after 2001 Responsible Officer: Roger Cook on 01344 351903 or email roger.cook@bracknell-forest.gov.uk</p>

Developing the Local Economy

Introduction

The main service area with responsibility for supporting the Medium-term Objective of *Developing the Local Economy* is the Environment department, as part of its Planning and Transport Policy Section.

Although this section has overall responsibility for preparing and co-ordinating the Council’s Economic Strategies, this is supported by most service areas across the Council, as well as working with external agencies.

Key Priorities

Transport

Looking back

- Delivery of improvements for all modes of transport
- Participation in the Thames Valley Study
- Participation in the Regional Transport Strategy
- Signed a Bus Quality Partnership with First Group
- Development of a transport strategy to support town centre regeneration

Looking forward

- Improved rating of our Transport work
- Increasing the level of funding for Transport
- Revising targets for transport
- Programme of transport improvements
- Development of accessibility planning
- Delivery of improvements through the personalised travel planning project
- Implementation of the Councils own Travel Plan

Planning, policy and development control

Looking back

- Development control judged to be a fair service with promising prospects for improvement
- Adopted the Borough Local Plan
- Introduced several supplementary planning guidance note and local development briefs
- Secured substantial sums of money to help mitigate against the impact of new development

Looking forward

- Development control judged to be an excellent service with full on line access by the public
- Local Development Framework in place
- Development briefs in place for all major sites

Redevelopment – key sites

Looking back

- Prepared a master plan for Bracknell Town Centre
- Formed the Bracknell Regeneration Partnership
- Secured agreement for the redevelopment of a further Enterprise Centre in the Borough

Looking forward

- Obtain an outline planning consent for Bracknell Town Centre in accordance with the master plan
- Secure the redevelopment of Crowthorne Village Centre in line with the principles of the development brief
- Prepared a strategy for dealing with the Council's own key sites

Performance Review and Improvement Planning - Looking Back 2000/01 – 2002/03

Previous Performance Reviews

Development Control Best Value Review

Scope of the Review

The review covered the following services – Borough land sales, pre-planning application advice, processes for planning and other related applications, record keeping, administrative support, technology and new developments, reception services, services that are 'bought-in' i.e.. from other departments or from private companies, the decision-making processes, input from Councillors, enforcement and appeals

The review did not include Building Control services, codes of practice or planning policies as these were due to be covered by other Best Value Reviews

Findings of the Review

- The provision of Development Control Services is a statutory responsibility of the Council. However there is some discretion e.g.. pre-application advice
- 78% of applicants or agents were fairly or very satisfied with Development Control Services
- 95% of visitors to the Reception at Time Square were able to obtain the information they required within five minutes and were able to speak to the responsible officer in 89% of cases
- There is a good service provided by committed staff, but there is a lack of emphasis on performance i.e.. to reach the target of processing 80% of applications within 8 weeks.
- There is an ongoing national debate on the issue of speed versus quality in reaching decisions on planning applications. A local performance indicator has been developed to assess the value added to a proposed development as a result of negotiations with the applicant
- Planning applications can now be viewed on the Council's website which is in line with e-government targets and provided improved access to information. Although further development of IT facilities could streamline the processing and recording of applications

Outcomes of the Review

- Review information including correspondence from the service, guidance leaflets, and create a new information pack for pre-application discussions
- Develop and implement proposals for electronic storage/retrieval of planning application information
- Review the system of decision-making i.e.. decisions that are made by Committee/Councillors and those delegated to officers
- Achieve accreditation under ISO 9002
- Review services currently bought in to determine value for money
- Introduce electronic management system for monitoring progress on applications
- Review and monitor consultation arrangements
- Secure agreement for an objective for Development Control Service

Inspection Feedback

Development Control – this review was completed in 2001/02 and was subject to inspection in November 2001. The Inspectors graded the service as ‘Fair’ (1*) with ‘promising’ prospects for improvement. The main recommendations were:

- To improve service effectiveness by agreeing the long-term direction for the Council and the Development Control Service, reviewing the Committee structure and size, and speeding up the processing of applications
- To improve performance management by aligning corporate, service and individual staff objectives, ensuring better monitoring of performance by using national and local performance indicators
- To improve external communication by ensuring customers have better quality information and guidance, developing a ‘customer charter’ and council-wide enforcement guidance and allowing better public access at Committee meetings
- To improve internal communications in line with the corporate communication strategy, ensuring the service is ‘joined up’ with other services, speeding up internal communications and ensuring staff training and communication is relevant and timely and procedures and manuals are kept up to date.

Improvements from the Review....

- System of delegation to officers reviewed and updated
- Leaflets and planning application forms updated and put on web site
- Progress made towards updating Uniform system
- Planning Officer duty officer system implemented
- Customer service centre now deals with initial contact with planning service

Additionally, it is anticipated that the following progress will be made:

- 1 Further progress towards electronic delivery of service and upgrading computer systems
- 2 Further review of Development Control procedures

Car Park Management Best Value Review

Scope of the Review

The management of Council owned and operated off-street car parks e.g.. management of town centre charging car parks, council owned service yards in the town centre, Crowthorne car parks, non-charging car parks at neighbourhood shopping centres, enforcement processes, support services, objectives for car parks, policies and staffing and the interface with the business sector

The following areas were not included in the review – on-street car parking in residential and non-residential areas, dedicated car parks associated with residential accommodation, the Council's employee car parking and any commercial units associated with car parks

Findings of the Review

- Car parks have a major role to play in the delivery of the Council's Medium-term Objectives, in particular, 'Developing the Local Economy' and 'Protecting and Enhancing the Environment'
- Car parks are a major capital asset, the charging car parks provide an annual income of approximately £300,000
- Out of town car parks – important in the development of local economy and viability of neighbourhood shopping parades. There are no inspection regimes in place and they are not actively managed
- Crowthorne car parks – currently the responsibility of the private management contractor, which is costly and yields no income to the Council
- Town centre car parks- these are operated by the private sector. There is a high level of satisfaction amongst users and the service falls just outside of the upper levels of performance in terms of efficiency. The current management contract should be improved prior to re-tendering with enforcement penalty charge notices in need of better processes and performance targets
- Various cost savings identified

Outcomes of the Review

- Clarify responsibility for managing off-street car parking
- Develop a policy for each car park with performance indicators
- Establish a formal inspection regime for all car parks
- Review the scope of the car park management contract
- Make car park 7 a council staff only car park
- Review and update all parking orders
- Adopt a streamlined penalty enforcement process
- Establish a programme to refurbish lifts and stairwells in multi-storey car parks
- Review security in pay and display car parks

Improvements from the Review

- The town centre car park management contract has been re-scoped and re-let from 1 March 2003.
- One pair of lifts has been replaced in High Street car park.
- A streamlined penalty enforcement process has been implemented and the recovery rate has increased from 53% to over 80%.
- Pay & Display Parking Orders are being redrafted.

Policy Objectives for 2002/03 - Where are we now?

SERVICE DEPARTMENT & OBJECTIVES	STATUS
<p>Corporate Services</p> <p>The policy objectives for 2002/2003 were to:</p> <p>Facilitate the modernisation of Bracknell Town Centre through the provision of legal and financial support and advice</p>	<p>Achieved. Legal and financial advice will continue to be provided</p>
<p>Education</p> <p>The policy objectives for 2002/2003 were to:</p> <p>To provide places for local employees in a new Town Centre Nursery to enhance recruitment and retention</p> <p>To work with partners in the Lifelong Learning Partnership to develop and implement a basic skills strategy</p>	<p>Opens March 2003</p> <p>Strategy approved and funded</p>
<p>Environment Department</p> <p>The policy objectives for 2002/2003 were to:</p> <p>Promote the regeneration of Bracknell town centre</p> <ul style="list-style-type: none"> • To finalise The Town Centre Masterplan • Agree Masterplan • Develop a planning application • Develop a town centre strategy • Produce supplementary planning guidance • Develop a property strategy <p>Work in partnership with the business community in developing services to meet their needs</p> <ul style="list-style-type: none"> • Introduce in partnership with the Health Authority a Healthy Eating Award • To develop the local Transport Plan objectives 	<ul style="list-style-type: none"> • Masterplan finalised and launched at Environment Fair in September. Targets met. • Masterplan agreed by Council July 2002 • In progress for December 2003 • Evolving process through 2002 and beyond • On target for December 2003 • In progress <ul style="list-style-type: none"> • Format of award to be agreed following pilot. Ongoing survey to pilot award completed. To be implemented in 2003/04 • Ongoing

SERVICE DEPARTMENT & OBJECTIVES	STATUS
<ul style="list-style-type: none"> • Working with Local Businesses develop an Approved Garage Scheme to benefit the consumer • Regular meetings with the Bracknell Business Travel Forum <p>Promoting an equitable and mixed trading environment</p> <ul style="list-style-type: none"> • Support the National Food Safety Week • Seminar for Local Businesses on Health and Safety 	<ul style="list-style-type: none"> • Carried forward for 2003/04 • Ongoing. Good progress made. • Contribution to Food Safety Week included a series of information sessions and exhibitions was held at libraries and medical practices in the Borough • Health & Safety training to 13 businesses
<p>Leisure Services</p> <p>The policy objectives for 2002/2003 were to:</p> <p>Continue to maintain wide ranging and quality Leisure Services which make the borough an attractive place to live and work</p> <p>Continue to provide a Tourist Information Centre</p> <p>Maintain and develop the links with South Hill Park particularly and with other organisations to improve the range and quality of the arts within the borough</p> <p>Ensuring the provision of a wide range of good quality learning facilities and activities</p> <p>Ensuring wide use of community-based information technology to promote the Borough</p> <p>Develop “Creative Partnerships” to help increase cultural activities in the borough</p> <p>Progress Community Woodland Project</p> <p>Encourage community development by working with volunteers, Clubs and Societies</p> <p>Complete the Cultural Strategy for Bracknell Forest</p> <p>Continue to support the development of Community Associations and the use of Community Centres to meet the needs of their communities</p>	<p>The department continues to operate a range of award winning quality leisure Refurbishment of libraries, increase of training in and awareness of the benefits of the use of ICT offered to the public via library training sessions. Draft specification for new Bracknell Library</p> <p>The Tourist Information Centre located at The Look Out continues to receive close to 2,000 enquiries a year</p> <p>Head of Libraries, Arts and Information and Director of South Hill Park meet twice quarterly to discuss issues relating to the Partnership agreement which is being reviewed. Library staff work with Community and Education staff in South Hill Park on reader development, particularly reading clubs</p> <p>Best Value inspection team acknowledged the quality of the library service</p> <p>Cyberspace at Bracknell Sport & Leisure Centre. UK Online status awarded to libraries as part of national People’s Network. The Youth and Community IT highway allowing public access to the internet at 21 different community sites across the borough, offer a major potential for development of this area of work</p> <p>One meeting and one visit organised. Initiatives being developed. Visit to Epsom Library as part of implementation of town centre theme</p> <p>Community participation has been encouraged by the Woodlands Project Officer and a range of events held</p> <p>Countryside volunteer events for special needs groups have continued. Contributed to development of voluntary sector compact. Support given to groups in accessing funding. Community Funday in Easthampstead & Wildridings supported</p> <p>Strategy completed. Creative Partnership established</p> <p>Federation of community associations established and continuing to develop. Work on community profiling has begun in 2 areas. Publicity leaflets and newsletters supported. The successful establishment of the Bracknell Federation of Community Associations has been a key feature in moving this objective forward</p>

SERVICE DEPARTMENT & OBJECTIVES	STATUS
<p>Support a wide range of community issues to increase social cohesion by developing positive relationships between young people and their communities</p> <p>Extend opportunities for young people's direct involvement in the decision making process that impact on their lives</p> <p>Secure funding for a Community Arts Development Officer</p>	<p>This remains a service challenge across the borough, often due largely to differing perceptions rather than realities of relationships between young people and their communities.</p> <p>The election for the Bracknell Forest Members of the Youth Parliament – January 2003 demonstrated clearly the significant progress which has been achieved during the last year. Young people planned and operated the entire event which involved ballot boxes, in each of the six secondary schools and resulted in a massive 40% turn out by the electorate. The challenge now will be to identify appropriate methods of using this interest and commitment in wider decision making schemes across the Council.</p> <p>Funding delayed due to review of arts budget following RAB notification of inability to fund support</p>
<p>Social Services & Housing</p> <p>The policy objectives for 2002/2003 were to:</p> <p>Enabling the provision of affordable housing for key workers and local people unable to access the private market</p> <ul style="list-style-type: none"> • Establish a key worker planning group working in partnership with local businesses and Registered Social Landlords to explore opportunities to develop affordable housing for key workers • To undertake a benefits take-up campaign within the Borough to ensure that anyone with a valid right to benefit makes an application and receives the benefit to which they are entitled 	<ul style="list-style-type: none"> • The Key Worker Strategy group has been formed which includes members of the local authority, health, fire-fighters, police, housing providers and other local employers. The aim is to develop a strategy that covers all aspects of key worker recruitment and retention. A survey was carried out by sending out a questionnaire to local employers to try to establish what people wanted for key workers. The full Council agreed in August 2002 that the percentages of affordable housing should be raised from 20% to 23% for affordable housing and 15% for key worker housing should be provided on qualifying sites under s.106 of the Town and Country Planning Act. A Supplementary Planning Guidance has been published for consultation in May 03 to increase these percentages. • Campaign ended 2002, 548 applications were received resulting in 47 applicants receiving higher benefits. Tenancy support officer averages 400 visits per annum aimed at maximising residents income. Regular promotions are carried out in the Tenants and Leaseholders Newsletter. Coffee mornings are held at sheltered housing units to promote the service. New campaign for 2003 due to start August/ September 03.

Performance Review and Improvement Planning - Looking Forward 2003/04 – 2005/06

Planned Performance Review

The Council's Best Value Review Programme 2003/04 – 2005/06 currently contains the following reviews relating to Developing the Local Economy: Transport Provided by Bracknell Forest Borough Council in Year 4 (2003/04), and Town Centre Management for Year 5 (2004/05). Additionally a review of Transport Policy is also scheduled in the short term.

Policy Objectives for 2003/04 - Where are we going?

WHAT
Policy objective
<p>To work with partners in the Lifelong Learning Partnership to develop a learning strategy to support the regeneration of Bracknell</p> <p>To continue to implement a basic skills strategy</p> <p>To secure the regeneration of Bracknell Town Centre by:</p> <ul style="list-style-type: none"> • Developing and submitting a planning application in line with the adopted Masterplan • Considering the planning application in a manner satisfactory to GOSE • Developing integrated strategic and design guidance • Developing a Town Centre Strategy • Securing a framework (partnership) agreement between major town centre landowners • Developing an implementation plan <p>To ensure the long-term viability and vitality of the community by:</p> <ul style="list-style-type: none"> • Promoting sustainable development • Linking spatial and transport plans with the Community Strategy • Ensuring the principles of sequential development are supported and delivered • Managing growth in a sustainable way • Ensuring the Borough's infrastructure is capable of supporting planned growth • Taking a proactive role in guiding the development of major sites including the preparation of planning briefs, Masterplan and supplementary planning guidance where appropriate e.g. Bracknell Town Centre, Amen Corner, Met Office sites • Identifying areas with potential for development in so doing to maximise wider community benefits and/or financial opportunity • Supporting regional developments which support the local economy and sustainable communities (e.g. Airtrack) <p>To promote a mixed, sustainable and equitable trading environment to ensure the long-term viability of the business community by:</p> <ul style="list-style-type: none"> • Working in partnership with the business community in developing services to meet their needs • Managing future development to ensure sustainable growth • Targeting promotional activity to ensure that Bracknell Forest is the Borough of Opportunity and a place to do business in. <p>Through Libraries, provide a range of personal and business computing and information services</p> <p>Create and maintain a forum through which young people can influence the future development of the borough</p> <p>Develop plans for new libraries in Bracknell and Crowthorne</p> <p>Support local communities in creating sustainable and vibrant areas in which to live and work</p> <p>Enabling the provision of affordable housing for key workers and local people unable to access the private market</p> <p>To maximise income from benefits to the residents of Bracknell Forest</p> <p>Support the development of the Bracknell Town Centre Strategy including the outline planning application</p>

WHAT
Policy objective
Develop and implement a Transition Strategy in line with the Masterplan for Bracknell town to raise awareness of Bracknell Town Centre as a retail, cultural and learning centre, in the region and nationally Lead the development of the design brief for a new civic building in the redeveloped town centre Facilitate the modernisation of Bracknell Town Centre through the provision of legal and financial support and advice

HOW	WHEN	WHO
Actions to be taken	Timeframe or time scale	Service or Unit and Officer responsible
To provide places for the children at local employees at the Town Centre Nursery to enhance recruitment and retention	Opening April, rising to full capacity by September 2003	
To work with partners in the LLP to implement a basic skills strategy	Revised strategy produced by June 2003	
To secure the regeneration of Bracknell Town Centre by: <ul style="list-style-type: none"> • Developing and submitting a planning application in line with the adopted Masterplan • Securing a framework (partnership) agreement between major town centre landowners • Developing an implementation plan • Considering the planning application in a manner satisfactory to GOSE • Developing integrated strategic and design guidance 	<ul style="list-style-type: none"> • To be determined • To be determined • To be determined • To be determined • To be determined 	Stephen Gaimster, Head of Property and Regeneration Vincent Haines, Head of Planning and Building Control Victor Nicholls, Head of Planning and Transport Policy
<ul style="list-style-type: none"> • Developing a Town Centre Strategy 	<ul style="list-style-type: none"> • To be determined 	John Osbourne, Director of Environment
To ensure the long-term viability and vitality of the community by: <ul style="list-style-type: none"> • Promoting sustainable development • Linking spatial and transport plans with the Community Strategy 	<ul style="list-style-type: none"> • Ongoing • September 2003 	Victor Nicholls, Head of Planning and Transport Policy

HOW	WHEN	WHO
Actions to be taken	Timeframe or time scale	Service or Unit and Officer responsible
<ul style="list-style-type: none"> • Taking a proactive role in the development of major sites including the preparation of planning briefs where appropriate e.g. Bracknell Town Centre. Amen Corner. Met Office sites • Identifying areas with potential for development in so doing to maximise wider community benefits and/or financial opportunity • Managing growth in a sustainable way • Ensuring the Borough's infrastructure is capable of supporting planned growth • Supporting regional developments which support the local economy (e.g. Airtrack) 	<ul style="list-style-type: none"> • Review September 2003 • Review September 2003 • Annually • Annually • Review September 2003 	
<ul style="list-style-type: none"> • Ensuring the principles of sequential development are supported and delivered 	<ul style="list-style-type: none"> • Annually 	Vincent Haines, Head of Planning and Building Control
<p>To promote a mixed, sustainable and equitable trading environment to ensure the long-term viability of the business community by:</p> <ul style="list-style-type: none"> • Working in partnership with the business community in developing services to meet their needs • Targeting promotional activity to ensure that Bracknell Forest is the Borough of Opportunity and a place to do business in. 	<ul style="list-style-type: none"> • Review September 2003 • Review September 2003 	Environment DMT
<ul style="list-style-type: none"> • Managing future development to ensure sustainable growth. 	<ul style="list-style-type: none"> • Annually 	Victor Nicholls, Head of Planning and Transport Policy
<p>To ensure a framework is in place with a managed approach to development by :</p> <ul style="list-style-type: none"> • Promote, control and monitor development proposals to ensure they are in accordance with the current development plan • Make preparations for implementing any firm proposals arising from the green paper on modernising planning 	<ul style="list-style-type: none"> • Annual • August 2003 	Steve Loudoun, Assistant Director (Sustainability)
<ul style="list-style-type: none"> • To identify the need for and making alterations to the development plan • Start the preparatory work associated with the Local Development Framework requirements 	<ul style="list-style-type: none"> • Annual • December 2003 	Victor Nicholls, Head of Planning and Transport Policy
<ul style="list-style-type: none"> • Continue to play a significant role in the development and implementation of emerging regional and sub-regional strategies 	<ul style="list-style-type: none"> • September 2003 	Jon Freer, Assistant Director (Streetcare)

HOW	WHEN	WHO
Actions to be taken	Timeframe or time scale	Service or Unit and Officer responsible
Explore opportunities to develop affordable housing for key workers	SPG consultation starts May 03 to go to July 03 Executive.	Genevieve Macklin, Head of Housing Services
To undertake a benefits take-up campaign within the Borough to ensure that anyone with a valid right to benefit makes an application and receives the benefit to which they are entitled	September 2003	
Develop and a Transition Strategy that is linked to the Community Safety Strategy and Community Plan	Ongoing	Graham Mountford, Town Centre Manager
Continue to monitor best practice from other towns and implement ideas	Ongoing	
Implement the 2003-04 'Be There' campaign with an exciting promotional calendar of events	Ongoing	
Increase contribution to budgets by letting of promotional space in Charles Square	Ongoing	
Commission architects to develop a design brief for a new civic building in the redeveloped town centre	July 2003	Leanne Casellas, Corporate Projects Officer

Performance Indicators 2002/03 – 2005/06

There are no performance indicators relevant to this section.

Relevant Strategies and Plans

ECONOMIC DEVELOPMENT PLANS	<p>Purpose: All local authorities undertaking economic development activity are required to prepare an annual strategy. Typically these will detail past achievements and forward objectives.</p> <p>Statutory requirement: No</p> <p>Legislation: N/A</p> <p>Timing: Annual</p> <p>Responsible Officer: Bev Hindle on 01344 351185 or email bev.hindle@bracknell-forest.gov.uk</p>
REGIONAL ECONOMIC STRATEGY	<p>Purpose: To provide details on the economic development of the Region</p> <p>Statutory requirement: No</p> <p>Legislation: N/A</p> <p>Timing: Every 5 years</p> <p>Responsible Officer: SEEDA</p>

EMPTY HOMES STRATEGY	<p>Purpose: To detail the Council's approach to addressing the issue of empty homes within the Borough</p> <p>Statutory requirement: No</p> <p>Legislation: N/A</p> <p>Timing: 5 yearly, with annual review</p> <p>Responsible Officer: David Steeds on 01344 352530 or email david.steeds@bracknell-forest.gov.uk</p>
TOWN CENTRE STRATEGY	<p>Purpose: Primarily dealing with management issues. Separate although complementary to the planning strategy embodied in the Local Plan</p> <p>Statutory requirement: No</p> <p>Legislation: N/A</p> <p>Timing:</p> <p>Responsible Officer: Stephen Gaimster on 01344 351232 or email stephen.gaimster@bracknell-forest.gov.uk</p>
<u>HOUSING STRATEGY</u>	<p>Purpose: To detail the Council's proposals for housing development and improvement in both public and private sectors</p> <p>Statutory requirement: Yes</p> <p>Legislation: Housing Act 1996</p> <p>Timing: 5 yearly with annual review</p> <p>Responsible officer: Genevieve Macklin 01344 351688 or email genevieve.macklin@bracknell-forest.gov.uk</p>

Promoting Learning and Educational Achievement

Introduction

The main service area responsible for supporting the Medium-term Objective of *Promoting Learning and Educational Achievement* is the Education department.

This department covers education in its widest sense, from provision for children of pre-school age to education opportunities of any age. However also closely involved with this area of work is Leisure Services and Social Services. Indeed all three service areas work together where appropriate.

The Education department has strategic responsibility for securing sufficient places for children in schools and other provision, for raising standards and for ensuring that the individual needs of children and young people are met. The department manages a substantial capital programme to provide places and improve accommodation and facilities.

Most children under five years old receive early years education from either attendance at a nursery class attached to one of the Borough’s schools or from a provider in the independent, private or voluntary sectors. The Education department services the Early Years Development and Childcare Partnership which co-ordinates this provision within the Borough. Education for children of school age is provided in infant, junior, all age primary and secondary schools. Pupils who have special educational needs are either educated in one of the Borough’s schools in Kennel Lane Special School, in a special school outside of the Borough or in an alternative setting as required. Children who have been excluded from school may be educated in the Borough’s Pupil Referral Units for both primary and secondary pupils, or through other alternative provision.

On leaving school the Council provides support for some pupils attending local colleges and also arranges student support for those attending higher education institutions.

The department has a leading role in the Lifelong Learning Partnership to secure adult education opportunities and further the development of lifelong learning throughout the Borough.

Support to schools includes both challenge and support. It is concerned with delegated management, the delivery of teaching and learning, personnel management, information and communications technology and financial management, property and contract management and school government.

Support for schools is provided through advice, training, targeted resources and intervention where necessary, as well as through school governor support and training.

Key Priorities

The Education Department has developed into one of the most effective in the country according to Ofsted, with strengths in strategic planning and support for schools. Its key achievements during the last three years have been:

- The establishment of an effective early years service which has met the demand for pre-school places for three and four year olds. The Education Department has established a new town centre nursery and Children’s Information Centre.
- The literacy and numeracy strategies have been introduced to primary schools and are well established. Primary schools’ performance has increased each year and there are now two beacon primary schools.
- The Key Stage 3 strategies are being introduced and adapted to Bracknell Forest’s schools’ needs.

Promoting Learning and Educational Achievement

- Performance in Key stage 4 is below the national average but improving with extensive support from the Education Department.
- Two secondary schools have been assisted in achieving specialist status.
- A strategy for improving performance in sixth forms is also in place and arrangement for greater collaboration between schools being developed.
- The support for pupils with special Educational needs was also highly rated by Ofsted.
- Substantial support has been provided for schools in challenging circumstances.
- An extensive programme of improvements to school buildings has been carried out.
- The council has met targets for the introduction of ICT in schools and is a pilot authority for the use of interactive whiteboards in primary schools.
- Adult and Community Learning is well regarded, and two open learning centres are now fully functioning.
- Highly regarded management support services provided for and procured on behalf of schools.

The key priorities for the next three years will be to:

- Implement the new primary strategy.
- Review primary schools' accommodation in South Bracknell and remove surplus places.
- Continue to support the improvement of performance of secondary schools, especially The Brakenhale School.
- Review the future role of Kennel Lane special school.
- Establish collaborative sixth form arrangements and, with partners, the new Centre for Post-16 studies at Wick Hill/Garth Hill.
- Bring in new approaches to behaviour and attendance management.
- Develop support for the arts and sport.
- Improve further participation in lifelong learning.
- Work with schools to develop effective arrangements for their workforce that benefit the education of pupils
- Seek to secure funding to continue to renew and refresh school buildings

Performance Review and Improvement Planning - Looking Back 2000/01 – 2002/03

Previous Performance Reviews

Youth Service Best Value Review

Scope of the Review

[Insert text]

Findings from Review

[Insert text]

Outcomes from Review

[Insert text]

Improvements from the Review

- The range of activities has been broadened to include a Babysitting Course, DJ Course, Graffiti Art, Girls work, Anger Management, Coached Sports, Youth Forum.
- Face to face youth work delivery has been increased from 3 to 5 sessions per week.
- The public profile for the service has been improved through recruitment and retention roadshows, improved press coverage; and the development of promotional materials.
- Partnership working has been developed, with the NRG project being a particular success
- Continued development of opportunities for young peoples voice to be heard through Bracknell Youth Forum, Members of the Youth Parliament and as part of Connexions Service.
- Partnership work with Town and Parish Councils to ensure geographic access to of Youth Service activities

Special Educational Needs Best Value Review*Scope of the Review*

Identifying children with special educational needs (SEN), investigation of the statementing process, the administrative costs of arranging a statement, effectiveness of provision and alternative ways of meeting needs, provision of funding delegated to schools, provision of support services for children with SEN, monitoring and audit of the statement review process and the quality monitoring of provision, policies and reporting procedures

Findings of the Review

- The service focuses on meeting statutory duties, but beyond this it carries out functions that are a professional response to the more general, discretionary duties in legislation
- The processes for identifying and assessing children are efficient and effective
- Performance has improved and is in line with, or better than comparable authorities
- Objectives written into statements of SEN are not specific, measurable, achievable, realistic and time-orientated i.e.. not 'SMART'
- The need for self-evaluation and accountability within the services is recognised
- The possibility of placing pupils in local LEA special schools has diminished so more placements are being made in costly (non-LEA) special schools
- Cost of provision in non LEA schools has risen
- Parents rate the service highly
- Schools rate the quality and timeliness of services as good or very good
- There is a low rate of complaints and appeals

Outcomes of the Review

- For the Borough Council to continue to provide the service as there are unlikely to be significant advantages in changing to a different form of provider
- To develop and implement a 'SMART' approach to writing SEN statements

Improvements from the Review

- Improved mediation arrangements.
- Extended local provision to avoid some out of Borough special school placements, e.g. through opening of the special resource at Great Hollands Infant School.

Services to Schools Best Value Review

Scope of the Review

[Insert text]

Findings from the Review

[Insert text]

Outcomes from the Review

[Insert text]

Improvements from the Review

- The brochure promoting Borough Council services to schools has been amended along the lines determined by the Review
- The Service Level Agreements have been re written to take account on the outcomes of the review
- A new cleaning contract is being negotiated
- The grounds maintenance contract has been reviewed on an individual basis with each school

- To extend local provision so as to avoid some non LEA special school placements
- To enhance benchmarking comparisons to enable continued monitoring of performance and value
- To identify options to be implemented for financial savings

- A reduction in the number of new formal assessments of SEN and the overall proportion of the school population with a statement of SEN by further developing expertise in schools and capacity to target general resources to meet the SEN of a higher proportion of pupils.
- Improved planning and monitoring of residential placements for children with special or additional educational needs or who are looked after by the local authority.

- The capacity of the Personnel team is being increased from summer 2003
- Schools have been given access to the Borough Council's Intranet
- Individual services are being improved along the lines set out in the Review Improvement Plan.

Ofsted inspection of the Local Education Authority

In May 2001 the Education Department were inspected by Ofsted, the National Inspectorate for Education Standards. The results were excellent with the report stating that 'the new LEA has made a good start (since Unitary status). Elected Members have quickly and confidently assumed responsibility for education, and have established a clear vision and strategy. They are well advised by the Director of Education, who with his senior colleagues provides excellent professional leadership for the service. A productively challenging and mutually confident relationship with schools has been established which is characterised by very effective consultation. The Local Education Authority is strongly customer focused and has excellent mechanisms for canvassing schools' views. Its capacity to achieve continuous improvement through self-review is admirable. In many areas of its work, the Local Education Authority provides a model for others to follow.'

As well as identifying areas of strength, the inspectors also identified a few areas of weakness. These were:

- Support for gifted and talented pupils
- Provision for pupils who have no school place
- Support for behaviour
- The effectiveness of measures taken to combat racism
- The effectiveness of measures taken to combat social exclusion

A detailed action plan to address all of these areas has been developed and incorporated into the overall Education Development Plan for the Council. For further details of this plan please contact Allison Fletcher on 01344 354185 or email allison.fletcher@bracknell-forest.gov.uk.

The inspectors concluded that 'this is a very good Local Education Authority and with very capable senior officers, there is no doubt that it has good capacity to address its few weaknesses.'

Ofsted Inspection of the Youth Service

During March 2001 the Youth Service of the Council also received an inspection from Ofsted. This found that the Council's Youth Service 'is an improving service which has made good progress in building partnerships with other agencies and developing focused project work with young people at risk of social exclusion. Young people achieved satisfactory standards in the majority of sessions, although youth work in some sessions did not provide sufficient challenge to raise the performance of the more able young people. There are, however, significant weaknesses in the management and delivery of youth work which limit the positive impact of recent developments. Through the Best Value Review, the Youth Service has recognised some of these weaknesses and has put in place measures to tackle these. However, given the resources available to it, the service is in contact with a relatively small number of young people within its target age range and does not respond adequately to the needs of particular groups of young people. The service has high unit costs and lacks a clear strategic plan for the development of youth work. Currently therefore, the service provides unsatisfactory value for money.'

However the Inspectors recognised that considerable progress had been made in the Youth Service to improve the quality of youth work and to further raise the standards of young people's achievement and recommended the following:

- Define and make explicit the strategy for the development of youth work in a way which reflects the educational principles of the work and sets out the services priorities
- Provide stronger curriculum leadership
- Establish a framework of needs assessment and planning
- Ensure that youth work adds value to and extends young people's experience and learning
- Improve the quality of record keeping and data analysis
- Build on the capacity of full-time and part-time youth work staff to provide effective youth work.
- For further information on the Ofsted Inspection of the Youth Service contact Susie Roberts on 01344 354104 or email susie.roberts@bracknell-forest.gov.uk.

Oftsted Inspection of Adult Learning (Report March 2003)

Overall judgement

The quality of provision is adequate to meet the needs of those receiving it. Learning is good in community development programmes, visual and performing arts and hospitality, sports and leisure. Learning is satisfactory in information and communication technology, languages and for learners with learning difficulties and/or disabilities. Leadership and management and equality of opportunity are satisfactory. Quality assurance arrangements are not satisfactory.

Key strengths

- effective strategic direction of adult and community learning
- productive partnership arrangements to widen participation
- good use of scarce resources to target hard-to-reach learners
- good teaching and learning
- achievement of significant personal development and social skills
- good resources for community learners

Key weaknesses

- insufficient monitoring of quality assurance arrangements
- inadequate use of data to inform planning
- ineffective advice and guidance for learners
- lack of formal systems to record learner's progress
- insufficient work with subcontractor to ensure the provision reflects the needs of adult and community learning

Other improvements needed

- better monitoring of contractor's promotion of equality of opportunity
- better sharing of good practice

[Full Report at <http://www.ali.gov.uk/>]

Policy Objectives for 2002/03 - Where are we now?

SERVICE DEPARTMENT & OBJECTIVES	STATUS
<p>Education</p> <p>The policy objectives for 2002/2003 were to:</p> <p>All learners will have appropriate opportunities</p> <p>All learning will be in a suitable environment</p> <p>All schools will be good schools</p>	<p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p>
<p>Environment Department</p> <p>The policy objectives for 2002/2003 were to:</p> <p>Work with the community to promote healthy and sustainable lifestyles</p>	

SERVICE DEPARTMENT & OBJECTIVES	STATUS
<ul style="list-style-type: none"> • Support the European Health and Safety Week • Promoting activities in walk to school week • Promoting cycle training schemes with young people 	<ul style="list-style-type: none"> • Unable to support due to staff vacancies. Item 8 was our contribution to European Health & Safety Week. • Completed • Completed
<p>Leisure Services</p> <p>The policy objectives for 2002/2003 were to:</p> <p>Complete implementation of a digital information network in Libraries</p> <p>Continue to train staff and public in the use of ICT</p> <p>Consolidate IAG accreditation</p> <p>Explore reader development initiatives in Libraries with South Hill Park Arts Centre</p> <p>Ensure the organisation and delivery of programmes of youth work activities for young people across the borough</p> <p>Encourage the delivery of locally based programmes of Lifelong Learning for young people and adults</p> <p>Lead and co-ordinate the development of the Council's strategy for services to young people, in particular, in relation to the Connexions Service</p> <p>Continue to provide wide ranging lesson programmes at the major centres</p> <p>Maintain usage of the interactive science exhibition at The Look Out Discovery Centre</p>	<p>Completed February 2003 on time and within budget. UK Online status awarded for all libraries launch at Binfield Library on 18th February</p> <p>Staff at the leisure centres have received training in a range of software packages to suit there needs which were identified via the appraisal system. Cyberspace at Bracknell Sport & Leisure Centre assists the public in the use of I.T provision. Open learning centre at the Talk Shop opened in partnership with Great Hollands Neighbourhood Organisation. First year training underway. Additional resources from Bracknell Forest allocated to help with implementation of training for the length of the NOF project</p> <p>Reviewed management information for monitoring use. Attendance at county wide sessions for sharing of good practice</p> <p>Completed. Jubilee celebrations included reminiscence writing and reading sessions in libraries organised by South Hill Park Arts Centre</p> <p>All youth centres and projects plan for learning outcomes for young people as part of every session. Many of these activities are now accredited externally providing the opportunity to receive recognition for their achievement in informal learning environments. 135 participants in the Duke of Edinburgh programme</p> <p>Bracknell Sport & Leisure Centre has a wide range of sport related courses to assist young people and adults alike. Homework and study support clubs held on a weekly basis in some libraries. The Community Development Officer has successfully instigated several new initiatives alongside community associations in areas such as information technology, local history, art and physical activity, focussed mainly on older people. Highly successful Babysitting courses undertaken at Edgbarrow Youth Centre</p> <p>The Berkshire Connexions Service was launched officially on 2nd January 2003 and the Service in Bracknell begun on that date, focussing, initially on CfBt Advice and Guidance at Amber House. The Youth Service has agreed an outline Service Level Agreement with Berkshire Connexions and has received a contract for £125,000 for delivery of an aspect of the Service in Bracknell.</p> <p>April to December 2002 circa 130,000 attendances at organised classes provided by the leisure centres. In partnership with South Hill Park, a diverse range of arts education classes are offered</p> <p>April to December 2002 over 70,000 attendances</p>

SERVICE DEPARTMENT & OBJECTIVES	STATUS
<p>Social Services & Housing</p> <p>The policy objectives for 2002/2003 were to:</p> <p>To ensure that children looked after gain maximum life chance benefits from educational opportunities, health care and social care</p> <ul style="list-style-type: none"> • Improve educational achievements for looked after children through recruitment of designated post 	<ul style="list-style-type: none"> • Work in progress

Performance Review and Improvement Planning - Looking Forward 2003/04 – 2005/06

Planned Performance Review

The Council's Best Value Review Programme 2003/04 – 2005/06 currently contains the following Best Value Reviews that relate to Promoting Learning and Educational Achievement: Early Years Education and Childcare in Year 5 (2004/05), and Support for School Improvement in Year 6 (2005/06). Additionally there is an education dimension to other Best Value Reviews e.g. the home to school transport dimension of the Best Value Review of Transport Provided by Bracknell Forest Borough Council in Year 4 (2003/04).

Policy Objectives for 2003/04 - Where are we going?

WHAT
<p>Policy objective</p>
<p>All learners will have appropriate opportunities</p> <p>All learning will be in a suitable environment</p> <p>All schools will be good schools (see detailed actions below)</p> <p>To ensure a framework is in place with a managed approach to development by:</p> <ul style="list-style-type: none"> • Promote, control and monitor development proposals to ensure they are in accordance with the current development plan • To identify the need for and making alterations to the development plan • Start the review of the Local Development Framework requirements • Make preparations for implementing any firm proposals arising from the green paper on modernising planning • Continue to play a significant role in the development and implementation of emerging regional and sub-regional strategies <p>In partnership with Reading and Wokingham and using the PFI credits of £37m to develop and implement an integrated waste management strategy which will minimise waste, increase recycling and composting and develop alternatives to landfill through mechanical biological treatment and energy recovery by:</p> <ul style="list-style-type: none"> • Match or exceed local performance standards for recycling set under Best Value • Contribute to longer term targets for recycling in the National Waste Strategy 2000 • Through the key stages of the procurement process invite private sector firms to bid for delivering integrated waste services. <p>Deliver learning programmes that meet young people's personal and social development needs.</p>

WHAT
Policy objective
Promote higher standards of reading and literacy skills
Raise and recognise achievements and aspirations in young people
Support all those undergoing education including school children, students and life long learners
Maximise the opportunities for lifelong learning through cultural activities and particularly in partnership with South Hill Park.
To ensure that children looked after gain maximum life chance benefits from educational opportunities, health care and social care

HOW	WHEN	WHO
Actions to be taken	Timeframe or time scale	Service or Unit and Officer responsible
Develop an area strategy for 14 - 19 provision	September 2003	
Maximise the impact of the Connexions service	From launch in April 2003	
Extend further the opportunities for adult and community learning, and improve monitoring of provision	New plan by June 2003	
Increase the range and number of high quality early years places	Ongoing	
Revise the School Organisation Plan during 2003/4 and continue to manage the supply of school places	September 2003	
Improve facilities at Edgbarrow, and secure a masterplan for the Garth Hill / Wick Hill site.	Summer 2003	
Complete the establishment of a Neighbourhood Nursery in the Town Centre	During Summer 2003	
Improve disabled access to more establishments	Strategy April 2003	
Extend broadband technology to the majority of schools	March 2004	
Provide improved ICT support to schools	September 2003	
We will implement the activities in the second year of the new Education Development Plan for 2002/07	Ongoing	
In partnership with Reading and Wokingham and using the PFI credits of £37m to develop and implement an integrated waste management strategy which will minimise waste, increase recycling and composting and develop alternatives to landfill through mechanical biological treatment and energy recovery by: <ul style="list-style-type: none"> Match or exceed local performance standards for recycling set under Best Value 	March 2004	Janet Dowlman, Waste Management

HOW	WHEN	WHO
Actions to be taken	Timeframe or time scale	Service or Unit and Officer responsible
		and Recycling Officer
<ul style="list-style-type: none"> Contribute to longer term targets for recycling in the National Waste Strategy 2000 Through the key stages of the procurement process invite private sector firms to bid for delivering integrated waste services. 	<p>October 2004</p> <p>October 2004</p>	Re3 Project Manager
Improve the educational achievement of children and young people leaving care aged 16 or over (Local Public Service Agreement).		Alex Walters, Head of Children's Services

Performance Indicators 2002/03 – 2005/06

Key: N/A indicates that this information is not applicable for the purpose of this document.

Indicator	Definition	Out turn 2002/03	Target 2002/03	Target 2003/04	Target 2004/05 ¹	Target 2005/06	Further Information
BV 30 To be deleted 03/04	Percentage of 3-year-olds receiving a good quality, free, early years education place in the voluntary, private or maintained sectors.	67.30%	82.20%	N/A	N/A	N/A	Out of date population data was used to calculate the target last year. BFBC funding policy is that funding is based on provision starting at the beginning of term after the child's 3rd birthday. All children that present themselves to a registered provider are funded.
BV 33	Youth Service expenditure per head of population in the Youth Service target age range.	£90.77	£82.25	£94.44	£96.25	£98.06	The difference between the target and out turn figures for 2002/03 is due to the revised method of apportioning corporate recharging. All future targets are at current cost estimate.
BV 34 (a)	Percentage of primary schools with 25% or more of their places unfilled.	6.10%	6.10%	6.50%	9.70%	9.70%	The number of primary schools in the Borough is likely to change over the targets period and will have an effect on the %. Aim: about 10%. The Authority needs to balance the costs of over-capacity with the needs of parental choice.
BV 34 (b)	Percentage of secondary schools with 25% or more of their places unfilled.	16.70%	16.70%	16.70%	16.70%	16.70%	16.7% represents one school only. Places are required to meet expected needs from future housing growth. Aim: about 10%. The Authority needs to balance the costs of over-capacity with the needs of parental choice.
BV 36 (a) To be deleted 03/04	Expenditure per pupil in local education authority schools in respect of nursery and primary pupils aged under five.	£3,530.00	£3,520.00	N/A	N/A	N/A	Out turns 2002/03 are estimated.

Indicator	Definition	Out turn 2002/03	Target 2002/03	Target 2003/04	Target 2004/05 ¹	Target 2005/06	Further Information
BV 36 (b) To be deleted 03/04	Expenditure per pupil in local education authority schools in respect of primary pupils aged five and over.	£3,220.00	£3,180.00	N/A	N/A	N/A	
BV 36 (c) To be deleted 03/04	Expenditure per pupil in local education authority schools in respect of secondary pupils aged under 16.	£4,050.00	£3,980.00	N/A	N/A	N/A	
BV 38	Percentage of 15 year old pupils in schools maintained by the local education authority achieving five or more GCSEs at grades A* - C or equivalent.	45.50%	52.00%	56.00%	57.00%	57.00%	Detailed explanation of variance can be found in the report to the School Performance Advisory Panel in November 2002. Targets are built up from school predictions, modified by challenge from the LEA. 2005/6 is beyond the statutory education planning period so the target for this year is still provisional.
BV 39 Amended 02/03	Percentage of 15 year old pupils in schools maintained by the local education authority achieving 5 GCSEs or equivalent at grades A* - to G including English and Maths.	92.50%	See note	93.00%	96.00%	96.00%	This figure included in the DfES performance tables is the former indicator where 5+A*-G performance does not necessarily include grades in English and mathematics. The change to this indicator for 2001 /2002 means that previous targets and indicators are not comparable. Targets are built up from school predictions, modified by challenge from the LEA. 2005/6 is beyond the statutory education planning period so the target for this year is still provisional.
BV 40	Percentage of pupils in schools maintained by the local education authority achieving Level 4 or above in the Key Stage 2 Mathematics test.	76.70%	80.00%	83.00%	86.00%	86.00%	Detailed explanations of variance can be found in the report to the School Performance Advisory Panel in November 2002.
BV 41	Percentage of pupils in schools maintained by the local education authority achieving Level 4 or above in the Key Stage 2 English test.	79.70%	86.00%	86.00%	87.00%	87.00%	Targets are built up from school predictions, modified by challenge from the LEA. 2005/6 is beyond the statutory education planning period so the target for this year is still provisional.
BV 43 (a)	Percentage of statements of special educational need issued by the authority in a financial year and prepared within 18 weeks (a) excluding those affected by "exceptions to the rule" under the SEN Code of Practice.	100.00%	100.00%	100.00%	100.00%	100.00%	It is understood that Audit Commission / DfES are working on a more sensitive and appropriate range of PIs for special education. This PI will show no change (continued 100% performance). However the "with exceptions" is likely to show a decrease in performance due to weaker performance by Health Service professionals in submitting statutory reports.
BV 43 (b)	Percentage of statements of special educational need issued by the authority in a financial year and prepared within 18 weeks (b) including those	74.00%	85.00%	85.00%	88.00%	90.00%	It is understood that Audit Commission / DfES are working on a more sensitive and appropriate range of PIs for special education. This indicator

Indicator	Definition	Out turn 2002/03	Target 2002/03	Target 2003/04	Target 2004/05 ¹	Target 2005/06	Further Information
	affected by "exceptions to the rule" under the SEN Code of Practice.						takes insufficient account of poor compliance by other statutory agencies in submitting advice for statements. Despite several attempts to influence NHS performance the considerable difficulties in recruiting and retaining Health Service professionals has adversely affected this indicator.
BV 44	Number of pupils permanently excluded during the year from all schools maintained by the local education authority per 1000 pupils at all maintained schools.	1.84	2.00	1.80	1.4	1.4	
BV 45	Percentage of half days missed due to total absence in secondary schools maintained by the local education authority.	8.40%	See note.	8.00%	7.50%	7.50%	The indicator used in years up to 2001/2 was based on unauthorised absence only – indicator now uses total absence. Previous targets are not comparable.
BV 46	Percentage of half days missed due to total absence in primary schools maintained by the local education authority.	5.20%	See note.	5.00%	5.00%	4.90%	
BV 48	Percentage of schools maintained by the local education authority - subject to special measures.	2.56%	0.00%	2.56%	2.56%	0.00%	One school went into special measures in October 2002. Prior to this no school had been subject to special measures.
BV 115 To be deleted 03/04	The cost per physical visit to public libraries.	£3.58	£3.30	N/A	N/A	N/A	
BV 117	The number of physical visits per 1,000 population to public library premises.	4.70	4.70	4.80	5.00	5.05	
BV 118 (a) Every 3 years	The percentage of library users who found the book to borrow	N/A	N/A	86.00%	N/A	N/A	
BV 118 (b) Every 3 years	The percentage of library users who found the information they were looking for	N/A	N/A	75.00%	N/A	N/A	
BV 118 (c) Every 3 years	The percentage of library users who were satisfied with the library overall	N/A	N/A	93.00%	N/A	N/A	
BV 159 (a) Amended 02/03	The percentage of permanently excluded pupils provided with alternative tuition of: (a) 5 hours or less	18.00%	See note	0.00%	0.00%	0.00%	Indicator amended so comparison not possible with targets set previously. Indicator now phrased in terms of 'education provided' (not attended) and revised definition of hours between all BVPI 159 indicators.

Indicator	Definition	Out turn 2002/03	Target 2002/03	Target 2003/04	Target 2004/05 ¹	Target 2005/06	Further Information
BV 159 (b) Amended 02/03	The percentage of permanently excluded pupils provided with alternative tuition of: (b) 6-12 hours	20.00%	See note	0.00%	0.00%	0.00%	
BV 159 (c) Amended 02/03	The percentage of permanently excluded pupils provided with alternative tuition of: (c) 13-19 hours	35.00%	See note	0.00%	0.00%	0.00%	
BV 159 (d) Amended 02/03	The percentage of permanently excluded pupils provided with alternative tuition of: (d) 20 hours or more	27.00%	See note	100%	100%	100%	
BV 170 (a)	The number of visits to/usage of museums per 1,000 population.	N/A	N/A	N/A	N/A	N/A	This authority does not own or support any museums and therefore this indicators is N/A.
BV 170 (b)	The number of those visits that were in person per 1,000 population.	N/A	N/A	N/A	N/A	N/A	
BV 170 (c)	The number of pupils visiting museums and galleries in organised school groups.	N/A	N/A	N/A	N/A	N/A	This authority does not own or support any museums and no organised school groups have been undertaken or are currently planned to Bracknell Gallery at South Hill Park, therefore no response can be given.
BV 181 (a) New 02/03	Percentage of 14-year old pupils in schools maintained by the local education authority achieving Level 5 or above in the Key Stage 3 test in: a) English	68.00%	New indicators, therefore no targets set	76.00%	81.00%	81.00%	The requirement to set targets for the end for Key Stage 3 was introduced for 2003/2004. Targets are built up from school predictions, modified by challenge from the LEA. 2005/6 is beyond the statutory education planning period so the target for this year is still provisional.
BV 181 (b) New 02/03	Percentage of 14-year old pupils in schools maintained by the local education authority achieving Level 5 or above in the Key Stage 3 test in: b) Mathematics	70.00%		76.00%	80.00%	80.00%	
BV 181 (c) New 02/03	Percentage of 14-year old pupils in schools maintained by the local education authority achieving Level 5 or above in the Key Stage 3 test in: c) Science	71.00%		74.00%	77.00%	77.00%	
BV 181 (d) New 03/04	Percentage of 14-year old pupils in schools maintained by the local education authority achieving Level 5 or above in the Key Stage 3 test in: d) ICT	N/A	N/A	70.00%	75.00%	75.00%	
BV 192 (a) New 03/04	Average days access to relevant training and development	N/A	N/A	4	4	4	
BV 192 (b) New 03/04	Average number of QTS teachers per 10 non-maintained settings	N/A	N/A	1:10	1:10	1:10	
BV 193 (a) New 03/04	School budgets / School Funding Assessment (SFA)	N/A	N/A	97.80%	97.80%	97.80%	

Indicator	Definition	Out turn 2002/03	Target 2002/03	Target 2003/04	Target 2004/05 ¹	Target 2005/06	Further Information
BV 193 (b) New 03/04	Increase in school budgets / increase in SFA	N/A	N/A	101.50%	100%	100%	
BV 194 (a) New 03/04	% of pupils in schools maintained by the LEA achieving Level 5 or above in KS2: English	N/A	N/A	33.00%	38.00%	38.00%	Targets are built up from school predictions, modified by challenge from the LEA. 2005/6 is beyond the statutory education planning period so the target for this year is still provisional.
BV 194 (b) New 03/04	% of pupils in schools maintained by the LEA achieving Level 5 or above in KS2: Maths	N/A	N/A	32.00%	34.00%	34.0%	

Relevant Strategies and Plans

<u>EDUCATION DEVELOPMENT PLAN</u>	<p>Purpose: LEAs plans for raising standards in schools – primarily a statement of proposals for school improvement and a statement of performance targets. Takes into account other DfES plans. The plan sets targets, is inspected by Ofsted and is reviewed annually.</p> <p>Statutory requirement: Yes</p> <p>Legislation: School Standards and Framework Act 1998</p> <p>Timing: 5 year plan. Next renewal - April 2002</p> <p>Responsible Officer: Allison Fletcher on 01344 354185 or email alison.fletcher@bracknell-forest.gov.uk</p>
POST INSPECTION ACTION PLAN	<p>Purpose: LEAs plans for implementing the recommendations of the Ofsted inspection of the LEA in 2001. The plan will be reviewed annually.</p> <p>Statutory requirement: Yes</p> <p>Legislation: School Standards and Framework Act 1998</p> <p>Timing: 3 year plan. Next renewal – January 2005</p> <p>Responsible Officer: Allison Fletcher on 01344 354185 or email alison.fletcher@bracknell-forest.gov.uk</p>
ADULT LEARNING PLAN	<p>Purpose: Specifies the provision and support of Adult Education in Bracknell Forest, as a basis of grant funding (currently based upon Secretary of State's guarantee). Plan sets targets for participation, range and access; it includes details of future developments and quality assurance.</p> <p>Statutory requirement: Required by the DfES (LSC)</p> <p>Legislation: N/A</p> <p>Timing: Annual from August 2002</p> <p>Responsible Officer: David Jones on 01344 354036 or email david.jones@bracknell-forest.gov.uk</p>
<u>EARLY YEARS DEVELOPMENT AND CHILDCARE PLAN</u>	<p>Purpose: Describes fulfilment of statutory duty and develop a strategy for improvement. The plans do set targets and are externally reviewed</p> <p>Statutory requirement: Yes</p> <p>Legislation: Schools Standard & Framework Act 1998</p>

	<p>Timing: 3 year plan from 2001 Revised annually in February</p>
--	--

	<p>Responsible Officer: Karen Frost on 01344 354024 or email karen.frost@bracknell-forest.gov.uk</p>
--	--

SCHOOL ORGANISATION PLAN	<p>Purpose: Compares existing and future supply/demand. Details the LEAs policy for meeting demand and any action required</p> <p>Statutory requirement: Yes</p> <p>Legislation: School Standards & Framework Act 1998</p> <p>Timing: 5 years, reviewed annually, published annually.</p> <p>Responsible Officer: Alison Sanders on 01344 354185 or email alison.sanders@bracknell-forest.gov.uk</p>
BEHAVIOUR SUPPORT PLAN	<p>Purpose: Detailing arrangements for dealing with behaviour and discipline problems</p> <p>Statutory requirement: Yes</p> <p>Legislation: School Standards & Framework Act 1998</p> <p>Timing: 3 year plan revised annually.</p> <p>Responsible Officer: Martin Gocke on 01344 354009 or email martin.gocke@bracknell-forest.gov.uk</p>
SCHEME FOR FINANCING SCHOOLS	<p>Purpose: Sets out financial conditions and other material governing funding relationship between schools and their LEA</p> <p>Statutory requirement: Yes</p> <p>Legislation: School Standards & Framework Act 1998</p> <p>Timing: One – off revised as appropriate, usually annually</p> <p>Responsible Officer: Paul Clark on 01344 354054 or email paul.clark@bracknell-forest.gov.uk</p>
CHILDREN'S AND YOUNG PEOPLE'S STRATEGIC PLAN	<p>Purpose: Outlines how the authority intends to provide co-ordinated services for vulnerable children.</p> <p>Statutory requirement: No</p> <p>Legislation: N/A</p> <p>Timing: Every XX years, reviewed annually</p> <p>Responsible Officer: Martin Gocke (jointly with other departments and agencies) on 01344 354009 or email martin.gocke@bracknell-forest.gov.uk</p>
SPECIAL EDUCATION STRATEGY	<p>Purpose: Outlines how the authority intends to provide for the inclusion of pupils with SEN within schools. Further details in future.</p> <p>Statutory requirement: No</p> <p>Legislation: N/A</p> <p>Timing: Every three years, reviewed annually</p> <p>Responsible Officer: Keith Stapylton on 01344 354047 or email keith.stapylton@bracknell-forest.gov.uk</p>

YOUTH SERVICE PLAN	<p>Purpose: To identify the key focus for work with young people in response to national and local initiatives</p> <p>Statutory requirement: No</p> <p>Legislation: N/A</p> <p>Timing: Annual</p> <p>Responsible Officer: Susie Roberts on 01344 354104 or email susie.roberts@bracknell-forest.gov.uk</p>
LIBRARIES PLAN	<p>Purpose: Reviews the service, sets targets and compares performance</p> <p>Statutory requirement: Yes</p> <p>Legislation: Section 2 of Public Libraries and Museums Act 1964</p> <p>Timing: 2 parts – and annual and a 3 year plan</p> <p>Responsible Officer: Ruth Burgess on 01344 354103 or email ruth.burgess@bracknell-forest.gov.uk</p>

Protecting and Enhancing the Environment

Introduction

The main service area responsible for supporting the Medium-term Objective of *Protecting and Enhancing the Environment* is the newly formed Environment department. The Social Services and Housing Department also has a significant role, with respect to Housing Strategy and Enabling, and Housing Renewal.

Environment Department

This department became fully operational from 1st April 2002 following the merger of the former Planning & Transportation and the Public & Environmental Services departments.

The department’s objective is ‘to secure and promote the maintenance of a safe and sustainable local environment that is economically viable and reflective of all social needs.’ In order to deliver this objective the department is organised into three divisions: Sustainability, Streetcare and Resources.

Sustainability

The Sustainability Division has responsibility for planning control including developer negotiations and enforcement, development planning and transport policies, urban design, building control, dangerous structures, food safety, infectious disease control, health & safety, home safety, housing standards and renovation grants, community safety, emergency planning, local agenda 21, pest control, dog warden, animal welfare, Easthampstead Park Cemetery and Crematorium, public mortuary, pollution control, economic development, weights and measures, consumer safety, licensing and trading standards.

Streetcare

The Streetcare Division has responsibility for managing activities in the street, the traffic, environment, safety and maintenance. These include traffic management, traffic calming, speed management, traffic signals, pedestrian crossings, road safety, traffic orders, cycle training, promoting transport initiatives, socially necessary bus services, community transport, safe routes to schools, highway improvement, parking problems, highway and landscape advice to development control, highway improvements, maintenance of roads, footways, cycleways, street lights, bridges, subways, highway drainage, land drainage, street cleansing, refuse collection, recycling, landscape and open space maintenance, trees, litter bins, waste disposal, vehicle access crossings, monitoring activities of utility companies, urban traffic control and traffic monitoring.

Resources

The Resources Division has responsibility for design, construction and improvement and maintenance of all Council property (with the exception of day to day repairs to housing), land and property valuation services, town centre regeneration, management of the Council’s commercial estate, leases, licences, easements and wayleave agreement, public car parks and the lorry park, facilities management of the civic offices and central depot complex, energy efficiency of public buildings, the Council’s fleet of vehicles and plant including workshops, the Council’s Operators licence, Council property records and Corporate Asset Management planning.

In order to support the work of the three divisions and to enhance service delivery the department operates a Customer Service Centre. The Centre aims to provide multi-channel accessibility to information and customer services staff are empowered to deal with and resolve multiple enquiries at the first point of contact.

Leisure Services

The Leisure Services department also supports this Medium-term Objective via the Open Spaces, Countryside and Heritage section. This section has responsibility for parks, open spaces, play areas, nature reserves, countryside parks and public rights of way. Recreational routes include the Ramblers Route, The Cut Riverside Park, The Blackwater Valley path and several circular walks. Visitor Service encourage use of these areas through information, interpretation and events. Heritage activities include support for the Berkshire Record Office (archives), management of the iron age hill fort at Caesars Camp, restoration of a heritage landscape at Lily Hill Park, heritage leaflets, Wildlife Heritage Sites and development of a strategy for audit appraisal, collection and storage of heritage resources. Work on wildlife conservation includes protecting the 'Bracknell 24' biodiversity species. Partnership work takes place with other local authorities in promoting the Blackwater Valley Recreation and Countryside management Service, with Parish and Town Councils on open space provision and with local residents on voluntary conservation work.

Key Priorities

Waste

Looking back

- Improved the Civic Amenity Site and Local Community Recycling sites and thereby encouraged major improvements in recycling
- Agreed to stretching targets for waste recycling in the Local Public Service Agreement

New Town Inheritance

Looking back

- Achieved Beacon status for Managing a Quality Environment
- Undertook many local environmental improvement schemes throughout the Borough
- Continued the woodland replacement scheme and introduced thousands of native tree species

New Legislation

Looking back

- Introduced arrangements in relation to air quality monitoring and review
- Completed the review of potentially contaminated land sites

Looking forward

- Enhanced recycling rates
- Increased rates of composting with new facility
- Signing up to a new PFI waste contract

- Put in place robust condition survey regimes for both property and highway infrastructure

Looking forward

- Continue to invest in maintenance of our assets to prevent deterioration
- Commence rolling programmes of renewal to the elements of the visual environment within the Borough

Looking forward

- Adopted the new licensing proposals in respect of liquor and public entertainment
- Introduced a scheme in relation to the registration and inspection of all houses let in multiple occupation as required by the new laws

- Adopted new decision making practices in relation to development control and regional planning

Performance Review and Improvement Planning - Looking Back 2000/01 – 2002/03

Previous Performance Reviews

To date the Council has not undertaken any Best Value Reviews relating to Protecting and Enhancing the Environment.

Policy Objectives for 2002/03 - Where are we now?

SERVICE DEPARTMENT & OBJECTIVES	STATUS
<p>Education</p> <p>The policy objectives for 2002/2003 were to:</p> <p>To include energy efficiency measures in all suitability and sufficiency related projects in schools – ongoing</p>	
<p>Environment Department</p> <p>The policy objectives for 2002/2003 were to:</p> <p>To fully integrate sustainable development concepts into the land use, transport and other policies of the Council</p> <ul style="list-style-type: none"> • To maximise opportunities to realise section 106 funding to benefit the local economy, the environment and the local community • Undertake an Urban Potential Study for the Borough • Review the application of PPG3 • Ensure that replacement windows are fitted in accordance with the new requirements • Produce and consult on planning and design briefs • Develop a partnership arrangement for window replacement contract • To work with the LA 21 Impact Group to ensure sustainable development concepts are fully integrated into the policies of the Council • To complete and promote a BFBC travel plan • Prepare and submit an Annual Progress Report on the Local Transport Plan • Monitoring of Local Transport Plan performance indicators • Produce report on traffic growth/reduction in Bracknell Forest. 	<ul style="list-style-type: none"> • Ongoing • Ongoing – will be tied into LDF review timetable • Select Committee considered application of PPG 3. Presentation to Town & Parish Liaison Committee given • Advert placed to fill a new self funding post in order to do this work • Ongoing • Partnership contract signed : work on site commenced in January 2003 • Ongoing • Travel Plan co-ordinator appointed. Revised programme to be presented to CMT 18 June • Completed • Part A completed – APR submission • Completed

Protecting and Enhancing the Environment

SERVICE DEPARTMENT & OBJECTIVES	STATUS
<ul style="list-style-type: none"> • Respond to the Regional Transport Strategy. • Prepare and publish the Road Safety Plan <p>To promote quality of life throughout all sectors of the community</p> <ul style="list-style-type: none"> • To develop a Council Policy on Travellers <ul style="list-style-type: none"> • Participate in the National Energy Promotion Week • Acquire and implement a contaminated land package <ul style="list-style-type: none"> • Support the National campaigns to benefit local air quality and reduce noise • Undertake a Local House Condition Survey <ul style="list-style-type: none"> • To review the LA 21 strategy to reflect local action including progress against the agreed menu of quality of life indicators • To develop the "Development Futures" project • Work with the Health Panel to identify improvements that the Department can contribute to improving the health of the community <p>To maintain and improve the visual and living environment</p> <ul style="list-style-type: none"> • To fully implement the Code of Good Practice for Highway Maintenance • To lead a fundamental review of street services • To implement parking solutions as agreed in the Capital Programme • To establish resources required to create a land drainage service to deal with flooding and the requirements of PPG25 • To increase the proportion and range of materials we are able to recycle • To re-tender the Waste Disposal Contract • Integrated waste management and recycling initiatives in partnership with Reading and Wokingham <p>To aid movement of people and goods in the Borough</p> <ul style="list-style-type: none"> • To actively participate in the Thames Valley Multi-Modal Study • To work in partnership with the Blackwater Valley Authorities on 	<ul style="list-style-type: none"> • Completed • Final plan submitted to GOSE <ul style="list-style-type: none"> • Travellers PAG reported on progress made in context of potential changes in legislation awaiting new government legislation. Government consultation paper produced - responses by 23 May 03 • The theme was Energy Efficient Week. Road shows at 3 sites in the Borough and 4 school presentations were made • Options being investigated – presentation given by MVM Systems and discussion with current user at Elmbridge Borough Council. Cost comparison being sought from other companies • Planned to support Noise Action Day in June and Don't Choke Britain campaign in June <ul style="list-style-type: none"> • Fieldwork to private stock condition survey completed. Interim report findings due on 9 May 2003. Public stock being surveyed by in-house team. Housing & SS to commission a public stock condition housing survey which is currently out to tender • On target for December 2003 <ul style="list-style-type: none"> • To be part of LDF review (and roll-forward of the community plan). Ongoing • Ongoing <ul style="list-style-type: none"> • Underway. Insurer have now agreed the processes • Review deferred due to restructuring, renewed start July 03 • Underway <ul style="list-style-type: none"> • Completed • New materials to be collected in 03/04 including plastics • Completed – contract awarded • Re³ project underway <ul style="list-style-type: none"> • Completed. Considered by Environment Select Committee in January 2003 • Completed

SERVICE DEPARTMENT & OBJECTIVES	STATUS
<p>a mass transit study</p> <ul style="list-style-type: none"> • To work with the Bracknell Business Travel Forum to identify short and medium-term solutions to congestion • To implement the safe routes to school programme • To develop the policy for school safety and 20mph zones • To build our own traffic management team to deliver services in the Borough • To review the provision of Road Safety Services • To implement the schemes identified for implementation in the Local Transport Plan Programme 	<ul style="list-style-type: none"> • Ongoing • Completed • Completed • Appointments made and new team all in post • Road Safety Officer and Assistant appointed • Completed
<p>Leisure Services</p> <p>The policy objectives for 2002/2003 were to:</p> <p>Implement Parks and Open Spaces Strategy</p> <p>Implement Bracknell Forest Biodiversity Action Plan</p> <p>Progress Lily Hill Park Restoration project</p> <p>Prepare Heritage Strategy in order to promote a sense of place</p> <p>Prepare Countryside Recreation Strategy</p> <p>Comply with Countryside and Rights of Way Act by establishing Local Access Forum</p> <p>Keep the Definitive Map of Public Rights of Way up to date by processing diversion applications, claimed paths, etc. -</p> <p>Provide new open spaces to serve new developments, in conjunction with the Planning section</p> <p>Carry out refurbishment/maintenance of existing facilities to maintain their aesthetic appearance</p> <p>Maintain current energy efficiency measures within Bracknell Sport</p>	<p>Green Flag Award received for Popes Meadow. The Greenway Project was officially opened by the Mayor in July. Parish Parks Partnership has been set up. A grant to Bracknell Town Council has enabled drainage of Calfridus Way Playing Fields. Basketball hoop installed at Westmorland Park.</p> <p>Biodiversity Forum established and working well. Many small scale local initiatives taking place. Six woodlands designated as Local Nature Reserves. Woodland at Hayley Green purchased</p> <p>A grant of £964,000 has been awarded by the Heritage Lottery Fund for restoration works. An active 'Friends of' group with over 50 members has been set up</p> <p>A series of visits by a Member Working Group have taken place and a report is to be prepared for Lifelong Learning Select Committee</p> <p>No progress made. This will be replaced by a PPG17 study on open spaces, sport and recreation</p> <p>Appointments to Access Forum made. First meeting to take place in March</p> <p>The current backlog is now 2 claims and 7 RUPP reclassifications. Report prepared on future of TRO on Devils Highway</p> <p>Work has continued on RAF Staff College, Peacock Farm, Church Hill House and other smaller sites</p> <p>Condition surveys for all facilities have been completed. Rolling programme of planned preventative maintenance in operation. Large number of major refurbishment projects also completed, e.g. Bracknell Sport & Leisure Centre pool changing rooms, improvements to Bodyworks, and improvements to the water features at Coral Reef. Improvements made at Westmorland Park, Popes Meadow, Longhill Park and the Binfield Copses</p> <p>Combined heat and power systems continue to operate successfully. The gas and electricity</p>

Protecting and Enhancing the Environment

SERVICE DEPARTMENT & OBJECTIVES	STATUS
<p data-bbox="136 209 891 240">& Leisure Centre and Coral Reef</p> <p data-bbox="136 280 891 336">Increasing the awareness of young people and the community to environmental issues</p> <p data-bbox="136 376 891 408">Reducing dependency on cars by sustaining local provision</p> <p data-bbox="136 504 891 536">Reducing energy consumption in Youth & Community facilities</p> <p data-bbox="136 576 891 632">Encouraging young people to actively participate in environmental improvements</p>	<p data-bbox="891 209 1944 264">consumption is monitored on a monthly basis and results brought to managers' attention. Also, Poolcure system in operation at Coral Reef</p> <p data-bbox="891 280 1944 360">Action Grasshopper Countryside Playscheme. At Trax Youth Centre, North Ascot, young people are undertaking an environmental improvement project to create a useable outdoor space utilising funds from Communities against Drugs</p> <p data-bbox="891 376 1944 488">Smaller community based sports centres continue to operate successfully. Coral Reef and Bracknell Sport & Leisure Centre are connected to a network of good cycle routes, they have secure provision for cycles which can be monitored. 98% of households in Bracknell Forest live within 2 miles of a local library providing leisure, learning and information support</p> <p data-bbox="891 504 1944 560">All heating programmes have been reviewed and adjusted to minimise consumption. Drive to promote good practice is energy use is ongoing</p> <p data-bbox="891 576 1944 632">Youth Service curriculum has included debates and discussions on pollution. Young people have been involved in garden project schemes</p>
<p data-bbox="136 644 891 676">Social Services & Housing</p> <p data-bbox="136 692 891 724">The policy objectives for 2002/2003 were to:</p> <p data-bbox="136 740 891 772">Promote environmentally friendly, energy efficient homes</p> <p data-bbox="136 788 891 868">In partnership with Registered Social Landlords review the priorities and set targets for the type and mix of housing development sites especially key worker housing, energy efficient/ eco-homes etc</p> <p data-bbox="136 1043 891 1123">Through specific planning initiatives, new build private sector housing incorporates energy efficient technology and integrated public transport for sustainable communities</p>	<p data-bbox="891 740 1944 772">Promotion of energy efficient bulbs and kettles at public events.</p> <p data-bbox="891 788 1944 1027">Supplementary Planning Guidance developed in conjunction with planning to go out for consultation. Key Worker Strategy Group formed. Work has continued with Registered Social Landlord's to look at energy efficient homes. Timber framed construction, and off site manufacturing are two methods used to produce two different housing schemes which will be completed in 2003/4. Options including Registered Social Landlord's being the developer for whole sites are being explored with partners to enable a true mix of market and affordable/key worker housing to be developed. The Supplementary Planning Guidance (currently being consulted on) will raise the percentage of affordable and key worker housing on qualifying sites in the borough.</p> <p data-bbox="891 1043 1944 1123">Working with Planning through section 106 agreements Social services and housing aim to encourage and work with planning to implement this through S.106 agreements. Work continues with Registered Social Landlords to encourage use of energy efficient technology.</p>

Performance Review and Improvement Planning - Looking Forward 2003/04 – 2005/06

Planned Performance Review

The Council's Best Value Review Programme 2003/04 – 2005/06 contains the following reviews relating to Protecting and Enhancing the Environment: Street Scene in Year 4 (2003/04)

Policy Objectives for 2003/04 - Where are we going?

WHAT

Policy objective

To include energy efficiency measures in all suitability and sufficiency related projects in schools

To ensure the Borough is presented and maintained in a clean, attractive and healthy way by:

- Setting clear and balanced standards for grounds, street and highway maintenance
- Ensuring performance specifications are set to achieve the agreed standards
- Promoting high standards in privately owned land
- Ensuring adequate re-investment in the new town inheritance and throughout the Borough
- Ensuring that new developments contribute to and enhance the visual environment
- Providing access and urban design advice on all suitable applications
- Provide advice on how to improve access to existing buildings
- Promote renewable energy in new development

Manage the streetscene in a proactive manner e.g.

- Rationalising street furniture
- Controlling on street and illegal parking
- Dealing with abandoned vehicles
- Flytipping
- Positively responding to acts of vandalism

Protect the local historic environment

To aid movement of people and goods in the Borough by:

- Producing and improving the Council's performance as evidenced through the Annual Progress Report on the LTP
- Producing an Annual Road Safety Plan
- Implementing the Bus Information Strategy
- Completing the safe routes to school programme for Borough schools by 2006
- Participating in regional and sub regional transportation activities including the current development of policies and strategies
- Implementing of the speed management strategy and associated programme
- Developing and implementing the BFBC Travel Plan and encouraging its adoption in schools and businesses
- Setting up and monitoring programme for Travel Plans required as part of a section 106 agreement
- Reviewing the Local Transport Plan to develop the plan to be submitted in July 2006
- Implementing the outcomes of the Thames Valley Multi-Modal Study and plans to reduce congestion
- Developing packages of transport improvements for the Borough's main business areas

Implement and develop the bio-diversity plan

Protecting and Enhancing the Environment

WHAT
Policy objective
Achieve Green Flag status in two new sites
Preserve and make available information about Bracknell Forest
Improve Public Rights of Way
Develop a heritage strategy for the borough
Promote environmentally friendly, energy efficient homes

HOW	WHEN	WHO
Actions to be taken	Timeframe or time scale	Service or Unit and Officer responsible
To include energy efficiency measures in all suitability and sufficiency related projects in schools	Ongoing	
To ensure the Borough is presented and maintained in a clean, attractive and healthy way by: <ul style="list-style-type: none"> Setting clear and balanced standards for grounds, street and highway maintenance. Ensuring performance specifications are set to achieve the agreed standards Ensuring adequate re-investment in the new town inheritance and throughout the Borough Manage the streetscene in a proactive manner, e.g. rationalising street furniture, controlling on street and illegal parking, dealing with abandoned vehicles and flytipping, Positively responding to acts of vandalism. 	<ul style="list-style-type: none"> January 2004 Annually Review September 2003 Annually 	Jon Freer, Assistant Director (Streetcare)
<ul style="list-style-type: none"> Promoting high standards in private owned similar assets 	<ul style="list-style-type: none"> Annually 	Steve Loudoun, Assistant Director (Sustainability)
<ul style="list-style-type: none"> Protect the historic local environment Ensuring that new developments contribute to and enhance the visual environment 	<ul style="list-style-type: none"> Annually Ongoing 	Vincent Haines, Head of Planning and Building Control
<ul style="list-style-type: none"> Providing access and urban design advice on all suitable applications 	<ul style="list-style-type: none"> Ongoing 	Victor Nicholls, Head of Planning and Transport Policy
<ul style="list-style-type: none"> Provide advice on how to improve access to existing buildings 	<ul style="list-style-type: none"> Annually 	Ann Groves, Access & Mobility Officer
To aid movement of people and goods in the Borough by: <ul style="list-style-type: none"> Producing an Annual Progress Report on the LTP and an Annual Transport Report Participating in regional and sub regional transportation activities including the current development of policies and strategies Reviewing the Local Transport Plan to develop the plan to be submitted in July 2006 	<ul style="list-style-type: none"> Submit report by July 2003 Continuous Submit by Jul 2006 	Jon Freer, Assistant Director (Streetcare)

HOW	WHEN	WHO
Actions to be taken	Timeframe or time scale	Service or Unit and Officer responsible
<ul style="list-style-type: none"> Implementing the outcomes of the Thames Valley Multi-Modal Study and plans to reduce congestion 	<ul style="list-style-type: none"> Review March 2004 	
<ul style="list-style-type: none"> Producing an Annual Road Safety Plan Implementing of the speed management strategy and associated programme Implementing the Bus Information Strategy 	<ul style="list-style-type: none"> Submit report by July 2003 Continuous Submit report by July 2003 	Neil Matthews, Principal Engineer Traffic and Safety
<ul style="list-style-type: none"> Completing the safe routes to school programme for Borough schools by 2006 Developing and implementing the BFBC Travel Plan and encouraging its adoption in schools and businesses Setting up and monitoring programme for Travel Plans required as part of a section 106 agreement Developing packages of improvements for our main business areas 	<ul style="list-style-type: none"> Continuous Continuous Continuous March 2004 	Roger Cook, Transport Development Manager
Through specific planning initiatives, new build private sector housing incorporates energy efficient technology and integrated public transport for sustainable communities	Ongoing	Genevieve Macklin, Head of Housing Services

Performance Indicators 2002/03 – 2005/06

Key: N/A indicates that this information is not applicable for the purpose of this document.

Indicator	Definition	Out turn 2002/03	Target 2002/03	Target 2003/04	Target 2004/051	Target 2005/06	Further Information
BV 63	Energy Efficiency – the average SAP rating of local authority owned dwellings.	50.50	53.00	53.00	55.00	57.00	
BV 82 (a)	Percentage of the total tonnage of household waste arisings which have been recycled.	17.75%	18.00%	13.00%	16.00%	17.00%	
BV 82 (b)	Percentage of the total tonnage of household waste arisings which have been sent for composting.	Of which 12.39% recycled, and 5.36% composted	82 (a) and 82 (b) combined	Recycled only 6.00%	8.00%	10.00%	
BV 82 (c)	Percentage of the total tonnage of household waste arisings, which have been used to recover heat, power and other energy, sources.	0.00%	0.00%	0.00%	0.00%	0.00%	
BV 82 (d)	Percentage of the total tonnage of household waste arisings which have been landfilled.	82.25%	82.00%	81.00%	76.00%	73.00%	
BV 84	Number of kilograms of household waste	511.00	450.00	495.00	495.00	495.00	11.98% variance between outturn and target. The

Protecting and Enhancing the Environment

Indicator	Definition	Out turn 2002/03	Target 2002/03	Target 2003/04	Target 2004/051	Target 2005/06	Further Information
	collected per head.						original target was based on a higher population figure than that determined in the Census 2001.
BV 86	Cost of waste collection per household	£25.19	£25.50	£25.95	£26.73	£27.53	
BV 87	Cost of waste disposal per tonne municipal waste	£41.25	£45.90	£43.50	£45.80	£50.20	Note: -11.27% variance between outturn and target due to lower priced contract for 2002/03. Future years' landfill tax will increase by £3 per annum from 2005/06
BV 89 Amended 03/04	People satisfied with cleanliness standard in their area	N/A	N/A	75.00%	N/A	N/A	
BV 90 (a) Amended 03/04	People satisfied with household waste collection	N/A	N/A	91.00%	N/A	N/A	
BV 90 (b) Amended 03/04	People satisfied with waste recycling	N/A	N/A	80.00%	N/A	N/A	
BV 90 (c) Amended 03/04	People satisfied with waste disposal (local tips)	N/A	N/A	80.00%	N/A	N/A	
BV 91 Amended 02/03	Percentage of population resident in the authority's area served by a kerbside collection of recyclables.	97.00%	98.00%	98.00%	99.00%	99.00%	As an amended indicator, direct comparison may not be possible or appropriate.
BV 96 Amended 02/03	Condition of principal roads.	11.30%	6.00%	12.00%	13.00%	14.00%	Performance against this indicator is dependent upon the amount of budget received by the Council. As an amended indicator, direct comparison may not be possible or appropriate.
BV 97 (a)	Condition of non-principal roads	13.70%	8.50%	13.70%	13.60%	13.50%	
BV 97 (b)	Condition of unclassified roads	23.50%	7.50%	23.50%	23.50%	23.50%	
BV 99 (a) (i)	Number of road accidents per 100,000 population: (a) pedestrians (i) killed/seriously injured	10.00	11.00	9.60	9.20	8.80	These figure are collated for calendar years. The percentage variance between out-turns and anticipated numbers of incidents for:
BV 99 (a) (ii)	Number of road accidents per 100,000 population: (a) pedestrians (ii) slight injuries	31.00	33.00	30.40	30.10	29.80	99 (c) (ii) at -42.86% and 99 (e) (ii) at 47.00%

are observed when expressed as a percentage of a small number of incidents.

Indicator	Definition	Out turn 2002/03	Target 2002/03	Target 2003/04	Target 2004/051	Target 2005/06	Further Information
BV 99 (b) (i)	Number of road accidents per 100,000 population: (b) pedal cyclists (i) killed/seriously injured	5.50	6.00	5.10	4.80	4.50	
BV 99 (b) (ii)	Number of road accidents per 100,000 population: (b) pedal cyclists (ii) slight injuries	31.90	29.00	30.90	30.40	29.90	
BV 99 (c) (i)	Number of road accidents per 100,000 population: (c) two-wheeled motor vehicle users (i) killed/seriously injured	11.90	17.00	11.70	11.40	11.10	
BV 99 (c) (ii)	Number of road accidents per 100,000 population: (c) two-wheeled motor vehicle users (ii) slight injuries	33.80	34.00	32.90	32.60	32.30	
BV 99 (d) (i)	Number of road accidents per 100,000 population: (d) car users (i) killed/seriously injured	23.70	25.00	23.00	21.40	19.80	
BV 99 (d) (ii)	Number of road accidents per 100,000 population: (d) car users (ii) slight injuries	281.90	293.00	279.90	278.60	277.30	
BV 99 (e) (i)	Number of road accidents per 100,000 population: (e) other vehicle users (i) killed/seriously injured	1.80	2.00	1.70	1.60	1.50	
BV 99 (e) (ii)	Number of road accidents per 100,000 population: (e) other vehicle users (ii) slight injuries	28.30	15.00	27.40	27.00	26.60	
BV 100 Amended 02/03	Number of days of temporary traffic controls or road closure on traffic sensitive streets or the road was closed, due to local authority road works or utility street works per km of traffic sensitive streets. (Exclude traffic controls at road works that were completed in less than a day).	0.00	0.00	0.00	0.00	0.00	As an amended indicator, direct comparison may not be possible or appropriate.
BV 102	Local bus services (passenger journeys per year)	The bus operator has not provided the relevant information	1,840,000	See note	See note	See note	The Council is reliant on bus operators for the provision of this data and cannot at this stage set targets until the outturn is known.
BV 103 Every 3 years	Respondents satisfied with public transport information	N/A	N/A	■	N/A	N/A	
BV 104 Every 3 years	Respondents satisfied with local bus service	N/A	N/A	■	N/A	N/A	

Protecting and Enhancing the Environment

Indicator	Definition	Out turn 2002/03	Target 2002/03	Target 2003/04	Target 2004/051	Target 2005/06	Further Information
BV 106	Percentage of new homes built on previously developed land	65.00% Estimate	60.00%	65.00%	65.00%	65.00%	The necessary information to calculate BVPI 106 will not be available before October 2003 but hopefully this year it may be possible to provide an accurate figure by June 2003.
BV 107	Planning cost per head of population	■	£17.24	■	■	■	Out turn figure is only available from July.
BV 109 (a) Amended 02/03	Percentage of planning applications determined in line with the Government's new development control targets to determine: (a) 60% of major applications in 13 weeks	31.00%	29.00%	60.00%	60.00%	60.00%	As an amended indicator, direct comparison may not be possible or appropriate.
BV 109 (b) Amended 02/03	Percentage of planning applications determined in line with the Government's new development control targets to determine: (b) 65% of minor applications in 8 weeks	53.00%	56.00%	65.00%	65.00%	65.00%	As an amended indicator, direct comparison may not be possible or appropriate.
BV 109 (c)	Percentage of planning applications determined in line with the Government's new development control targets to determine: (c) 80% of other applications in 8 weeks.	78.00%	74.00%	80.00%	80.00%	80.00%	
BV 111 Every 3 years	Applicants satisfied with the [planning] service received	N/A	N/A	80.00%	N/A	N/A	
BV 119 (e) Every 3 years	The percentage of residents satisfied with the Local Authority Cultural Services e) parks and open spaces	N/A	N/A	80.00%	N/A	N/A	
BV 165 Amended 02/03	The percentage of pedestrian crossings with facilities for disabled people.	91.70%	95.20%	92.30%	96.40%	100.00%	The measurement criteria for this indicator have changed, direct comparison with targets is not possible or appropriate.
BV 178	The percentage of total length of footpaths and other rights of way which were easy to use by members of the public	99.3%	100%	100%	100%	100%	
BV 179	The percentage of standard searches carried out in 10 working days.	96.31%	99%	97.00%	97.00%	97.00%	
BV 180 (a) New 02/03	Energy consumption/m2 of local authority operational property, compared with comparable buildings in the UK as a whole.	■	■	■	■	■	I'm not sure if the is going to apply to any of the buildings that we provide figures for but possible reasons for not providing a building based NPI would be that the building has no utility meters (supplied from another building). Possibly the energy use is unrelated to the floor area. E.g. leisure facilities where the amount of energy used is directly related to the number of people attending rather than floor area. That information not yet known but where large

Indicator	Definition	Out turn 2002/03	Target 2002/03	Target 2003/04	Target 2004/051	Target 2005/06	Further Information
							changes are identified an explanation will be provided.
BV 180 (b) Amended 03/04	Average lamp circuit energy consumption for streetlights, compared with the national average wattage	N/A	N/A	399	399	399	
BV 180 (b) New 02/03	Average lamp circuit wattage compared with average consumption/wattage by local authorities in the UK.	399	None set	N/A	N/A	N/A	
BV 186 (a) New 02/03	The percentage of the principal road network where major structural treatment is not considered necessary, divided by the authority's average structural expenditure per kilometre on the principal road network over the past three years.	0.01	N/A	0.01	0.01	0.01	As a new indicator, no difference can be calculated.
BV 186 (b) New 02/03	Percentage of the non-principal road network where major structural treatment is not considered necessary, divided by the authority's average structural expenditure per kilometre on the non-principal road network over the past three years.	0.03	N/A	0.03	0.03	0.03	As a new indicator, no difference can be calculated.
BV 187 New 02/03	Condition of footways	■	N/A	■	■	■	As a new indicator, no difference can be calculated.
BV 199 New 03/04	Cleanliness of relevant land and highways	N/A	N/A	Less than 30% of relevant land below EPA grade B	See note.	See note.	2003/04 is a national target. Future targets to be based on first year's results.
BV 200 (a) (1) New 03/04	Do you have a development plan (or alterations to it) that has been adopted in the last 5 years and the end date of which has not yet expired?	YES & NO Compliance - and unexpired and less than 5 years old up to 22 August 2002 THEN Non-compliance	■	NO - Non-compliance - unexpired BUT more than 5 years old. Review of SP not timetabled for adoption until	NO & YES - Non-compliance - unexpired BUT more than 5 years old until December 2004 THEN Compliance	YES - Compliance - unexpired and less than 5 years old	

Protecting and Enhancing the Environment

Indicator	Definition	Out turn 2002/03	Target 2002/03	Target 2003/04	Target 2004/051	Target 2005/06	Further Information
		e – unexpired BUT more than 5 years old after 22 August 2002		December 2004	e (unexpired and less than 5 years old) after December 2004 when BSP 2001 - 2016 is timetabled for adoption.		
BV 200 (a) (2) New 03/04	Do you have a development plan (or alterations to it) that has been adopted in the last 5 years and the end date of which has not yet expired?	YES - Compliance – unexpired and less than 5 years old	■	YES & NO - Compliance – unexpired and less than 5 years old up to 9 December 1998 THEN Non-compliance – unexpired BUT more than 5 years old after 9 December 2003	NO Non-compliance – unexpired BUT more than 5 years old	NO - Non-compliance – unexpired BUT more than 5 years old	Compliance or relevance of PI TBA by May 2003 Reason for +/- 10% variance Targets & Outturns 2002/03 Additional Information
BV 200 (a) (3) New 03/04	Do you have a development plan (or alterations to it) that has been adopted in the last 5 years and the end date of which has not yet expired?	YES - Compliance - unexpired and less than five years old	■	YES - Compliance - unexpired and less than five years old	YES - Compliance - unexpired and less than five years old	YES - Compliance - unexpired and less than five years old	Compliance or relevance of PI TBA by May 2003 Reason for +/- 10% variance Targets & Outturns 2002/03 Additional Information
BV 200 (a) (4) New 03/04	Do you have a development plan (or alterations to it) that has been adopted in the last 5 years and the end date of which has not yet expired?	YES- Compliance - unexpired	■	YES- Compliance - unexpired	YES- Compliance - unexpired	YES- Compliance - unexpired	Compliance or relevance of PI TBA by May 2003 Reason for +/- 10% variance Targets & Outturns 2002/03 Additional Information

Indicator	Definition	Out turn 2002/03	Target 2002/03	Target 2003/04	Target 2004/051	Target 2005/06	Further Information
		and less than five years old		and less than five years old	and less than five years old	and less than five years old	
BV 200 (b) (1) New 03/04	If "no", are there proposals on deposit for an alteration or replacement with a published timetable for adopting those alterations or the replacement plan within three years?	YES - Deposit Draft Berkshire Structure Plan 2001 - 2016 on Deposit March 2002 and timetabled for adoption December 2004. Deposit Draft Incorporating Changes published March 2003	N/A	YES - Deposit Draft Berkshire Structure Plan 2001 - 2016 on Deposit March 2002 and timetabled for adoption December 2004. Deposit Draft Incorporating Changes published March 2003	YES - Deposit Draft Berkshire Structure Plan 2001 - 2016 on Deposit March 2002 and timetabled for adoption December 2004. Deposit Draft Incorporating Changes published March 2003	Not Applicable	Compliance or relevance of PI TBA by May 2003 Reason for +/- 10% variance Targets & Outturns 2002/03Additional Information
BV 200 (b) (2) New 03/04	If "no", are there proposals on deposit for an alteration or replacement with a published timetable for adopting those alterations or the replacement plan within three years?	N/A		NO & YES - Review of the Waste Local Plan for Berkshire timetabled for Deposit (after 9 December 2003) in February 2004 and adoption late 2005 to mid-2006	YES - Review of the Waste Local Plan for Berkshire timetabled for Deposit in February 2004 and adoption late 2005 to mid-2006	YES - Review of the Waste Local Plan for Berkshire timetabled for Deposit in February 2004 and adoption late 2005 to mid-2006	Compliance or relevance of PIReason for +/- 10% variance Targets & Outturns 2002/03Additional Information
BV 200 (b) (3) New 03/04	If "no", are there proposals on deposit for an alteration or replacement with a published timetable for adopting those alterations or the	N/A	N/A	N/A	N/A	N/A	

Protecting and Enhancing the Environment

Indicator	Definition	Out turn 2002/03	Target 2002/03	Target 2003/04	Target 2004/051	Target 2005/06	Further Information
	replacement plan within three years?						
BV 200 (b) (4) New 03/04	If "no", are there proposals on deposit for an alteration or replacement with a published timetable for adopting those alterations or the replacement plan within three years?	N/A	N/A	N/A	N/A	N/A	

Relevant Strategies and Plans

AIR QUALITY STRATEGY	<p>Purpose: Outlines how the authority intends to comply with statutory air quality standards</p> <p>Statutory requirement: Yes</p> <p>Legislation: Environment Act 1995</p> <p>Timing: Variable</p> <p>Responsible Officer: Frank Goodall on 01344 352540 or email frank.goodall@bracknell-forest.gov.uk</p>
CONTAMINATED LAND INSPECTION STRATEGY	<p>Purpose: Outlines how the authority will approach dealing with issues around identifying and assessing contaminated land sites in the Borough.</p> <p>Statutory requirement: Yes</p> <p>Legislation: Environmental Protection Act 1990</p> <p>Timing: July 2001</p> <p>Responsible Officer: Frank Goodall on 01344 352540 or email frank.goodall@bracknell-forest.gov.uk</p>
HOUSING ENERGY STRATEGY	<p>Purpose: Compliance with the law to reduce local CO₂ emissions from residential properties to comply with national targets for energy consumption</p> <p>Statutory requirement: Yes</p> <p>Legislation: Home Energy Conservation Act 1996</p> <p>Timing: Annual review linked to the Housing Strategy</p> <p>Responsible Officer: Hazel Hill on 01344 354100 or email hazel.hill@bracknell-forest.gov.uk</p>
BIO-DIVERSITY ACTION PLAN	<p>Purpose: To establish a baseline, devise an action plan and targets and monitor progress on enhancing biodiversity, i.e.. the variety of life living things, plants, animals and their habitats and ecosystems</p> <p>Statutory requirement: No</p> <p>Legislation: N/A</p> <p>Timing: Every 3 years</p> <p>Responsible Officer: Helen Tranter on 01344 354102 or email helen.tranter@bracknell-forest.gov.uk</p>
LILY HILL PARK RESTORATION MANAGEMENT PLAN	<p>Purpose: To guide the restoration of this Victorian designed landscape park and to provide a basis for implementation of a Heritage Lottery Project</p> <p>Statutory requirement: No</p> <p>Legislation: N/A</p> <p>Timing: Ten years</p>

Protecting and Enhancing the Environment

	<p>Responsible Officer: Helen Tranter on 01344 354102 or email helen.tranter@bracknell-forest.gov.uk</p>
<p>BERKSHIRE STRUCTURE PLAN (adopted 1995 – being revised to 2016)</p>	<p>Purpose: The Structure Plan sets out strategic planning policies for the Borough. It is prepared jointly by the Berkshire Unitary Authorities.</p> <p>Statutory requirement: Yes</p> <p>Legislation: Town & Country Planning Act 1990</p> <p>Timing: To 2016</p> <p>Responsible Officer: Victor Nicholls on 01344 351902 or email victor.nicholls@bracknell-forest.gov.uk</p>
<p>BRACKNELL FOREST BOROUGH LOCAL PLAN (anticipate adoption 2002)</p>	<p>Purpose: Sets out planning policies and proposals to guide development at the local level.</p> <p>Statutory requirement: Yes</p> <p>Legislation: Part II of the Town & Country Planning Act 1990 as amended</p> <p>Timing: To 2006</p> <p>Responsible Officer: Victor Nicholls on 01344 351902 or email victor.nicholls@bracknell-forest.gov.uk</p>
<p>MINERALS LOCAL PLANS AND WASTE LOCAL PLANS</p>	<p>Purpose: Balances the need to produce minerals with protecting the environment and people's quality of life. Prepared jointly with other Berkshire Unitary Authorities</p> <p>Statutory requirement: Yes</p> <p>Legislation: Town & Country Planning Act 1990</p> <p>Timing:</p> <p>Responsible Officer: John Waterton on 01344 351179 or email john.waterton@bracknell-forest.gov.uk</p>
<p>BLACKWATER VALLEY SUB-REGIONAL STRATEGY</p>	<p>Purpose: To optimise future economic growth. Identify areas where labour supply is constraining growth and take positive measures to relieve this problem either by the provision of more housing or by improvements to public transport. Provisions of strategy to be reflected in structure and local plans, local transport plans and other relevant strategies. Will be the product of joint working with other Blackwater Valley authorities.</p> <p>Statutory requirement: No, but RPG9 requires mandatory joint working</p> <p>Legislation: N/A</p> <p>Timing: Responsible officer Bev Hindle on 01344 351185 or email bev.hindle@bracknell-forest.gov.uk</p>
<p>REGIONAL PLANNING GUIDANCE FOR THE SOUTH EAST (approved by Government March 2001)</p>	<p>Purpose: To provide a regional framework for the preparation of local authority development plans, and other strategies such as local transport plans, Regional Assemblies' strategies, and economic development plans. Review will be prepared by SEERA in conjunction with South East authorities</p> <p>Statutory requirement: No</p> <p>Legislation: N/A</p> <p>Timing: Review needed before 2006</p>

	<p>Responsible Officer: Victor Nicholls on 01344 351902 or email victor.nicholls@bracknell-forest.gov.uk</p>
LOCAL TRANSPORT PLAN	<p>Purpose: To pursue national transport objectives by strategic allocation of resources at the local level. It includes performance indicators and targets to be linked to the Road Traffic Reduction Act 1997</p> <p>Statutory requirement: No, but forms the basis for funding bids</p> <p>Legislation: A New Deal for Transport White Paper</p> <p>Timing: 5 years assessed annually after 2001</p> <p>Responsible Officer: Sue Cuthbert on 01344 351168 or email sue.cuthbert@bracknell-forest.gov.uk</p>
REGIONAL TRANSPORT STRATEGY	<p>Purpose: to provide a regional framework to develop transport in the region, recognising the Regional Economic Strategy and the output of multi-model studies. This strategy will set the framework for Local Transport Plans and the development of public transport networks and trunk road route management strategies</p> <p>Statutory requirement: Requirement of Regional Planning Guidance</p> <p>Legislation: N/A</p> <p>Timing: Draft now going for consultation, to be adopted in 2003</p> <p>Responsible Officer: SEERA/ Jon Freer on 01344 351907 or email jon.freer@bracknell-forest.gov.uk</p>
ANNUAL PROGRESS REPORTS (of the Local Transport Plan)	<p>Purpose: To provide annual updates on progress to meeting LTP targets and objectives</p> <p>Statutory requirement: No, but required for funding</p> <p>Legislation: A New Deal for Transport White Paper</p> <p>Timing: Annually</p> <p>Responsible Officer: Bev Hindle on 01344 351185 or email bev.hindle@bracknell-forest.gov.uk</p>
INTEGRATED WASTE MANAGEMENT STRATEGY (WASTE & RECYCLING) (not yet written)	<p>Purpose: To plan and implement proposals for municipal waste management projects</p> <p>Statutory requirement: Yes</p> <p>Legislation: Environment Protection Act 1990</p> <p>Timing: Ongoing</p> <p>Responsible Officer: Raymond Whitehead on 01344 352510 or email raymond.whitehead@bracknell-forest.gov.uk</p>
RIGHTS OF WAY STRATEGY	<p>Purpose: To direct the management and improvement of rights of way network</p> <p>Statutory requirement: No</p> <p>Legislation: Wildlife and Countryside Act 2000</p> <p>Timing: Two year</p> <p>Responsible Officer: Helen Tranter on 01344 354102 or email helen.tranter@bracknell-forest.gov.uk</p>

Protecting and Enhancing the Environment

<u>HOUSING STRATEGY</u>	<p>Purpose: To detail the Council's proposals for housing development and improvement in both public and private sectors</p> <p>Statutory requirement: Yes</p> <p>Legislation: Housing Act 1996</p> <p>Timing: 5 yearly with annual review</p> <p>Responsible officer: Genevieve Macklin 01344 351688 or email genevieve.macklin@bracknell-forest.gov.uk</p>
HOUSING RENEWAL STRATEGY	<p>Purpose: Identifies needs, stock condition assessments, priorities and options for adaptation, standards and sustainability of private and public sector housing</p> <p>Statutory requirement: Yes</p> <p>Legislation: S.I. 1860 / 2002</p> <p>Timing: Interim Strategy July 2003</p> <p>Responsible officer: To be added</p>



Innovating, creating...

Section Four - The Borough's Finances



Introduction

The Corporate Services department is responsible for finance within the Council. The finance section provides financial advice, financial monitoring, accounting, budgeting, banking, auditing, insurance and the payment and collection of all monies due (including local taxation). The section has five main specialist areas: corporate and advisory service, treasury management, revenue services, risk management and insurance services and internal audit service.

The Council is required by legislation to account for expenditure in three distinct categories:

- **General Fund Revenue Account** This includes day to day spending on all services except those directly relating to Council housing. Expenditure is financed mainly from Government grant (Revenue Support Grant), Business Rate income and Council Tax.
- **Housing Revenue Account** Included within this account is all expenditure on the day to day management of the Council's housing stock. Expenditure is principally funded from Council house rents.
- **Capital** All improvements and enhancements to the Council's assets are included in this category. This expenditure is financed partly from the sale of capital assets, government grant support and contributions from developers.

An analysis of planned expenditure for 2002/03 is set out below. More detailed information is available in the Council's Budget Book.

Performance Review

General Fund Revenue Account

Each year the Council sets out its spending plans for the year ahead and these are approved by the full Council in late February. In 2002/03 the Council budgeted to spend £90.2m. It is currently estimated that expenditure during the year will be slightly below the approved level.

The Borough Council plans to spend £100.5m in 2003/04 on its general fund services. This represents an 11% increase on last year but is more than £2m below the level of spending assumed by the Government.

The main aims of the budget package are to:

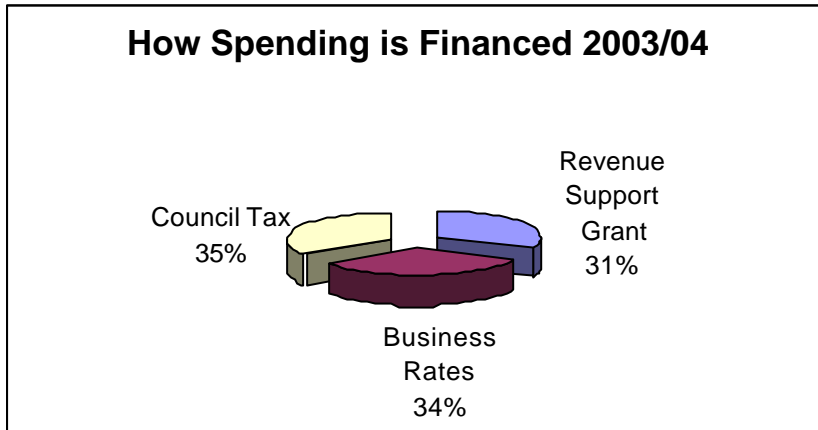
- Provide funding to further improve and develop the key service areas of Education and Social Services;
- Protect the Local Education Authority services so that it can continue to provide effective leadership and support to schools;
- Re-invest in Leisure Services;
- Maintain investment in improving the quality of the visual and physical environment;
- Maintain investment in all other existing front-line services;
- Implement the Council's Comprehensive Performance Assessment Improvement Plan.

As part of the overall budget strategy, service departments were asked to identify service developments, budget pressures and economies. In total, £4.7m worth of service developments and pressures have been included within the budget, mainly for Social Services and Education. To help balance the budget, economies totalling just under £1.9m have been identified focussing primarily central and departmental administration and these are incorporated in the budget plans. Just under £1.9m of savings have been identified, including over £400,000 from repaying debt inherited from Berkshire County Council. This continues the Council's record of achieving 2% efficiency savings year on year.

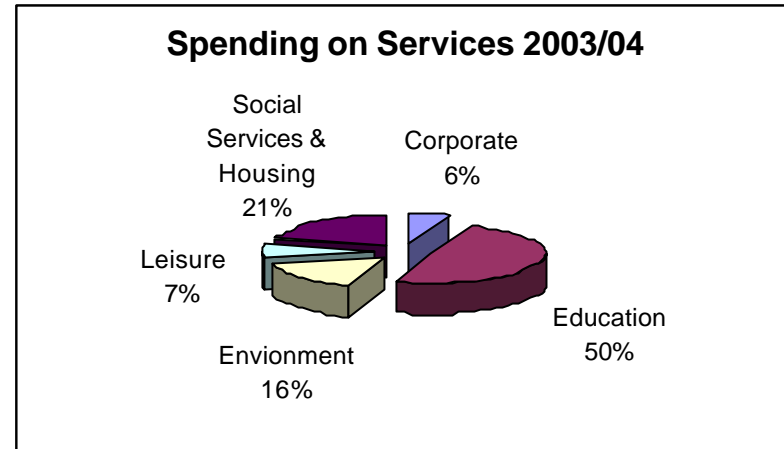
The Council's expenditure together with a deficit of £0.05m on the Collection Fund will be financed by £3.6 m of general revenue balances and by income from the following sources:

	£ m
Council Tax	33.5
Revenue Support Grant	30.2
Business rates	33.2
Total	96.9

How Spending is Financed 2003/2004



Spending on Services 2003/2004



Council Tax for 2003/2004

Residents who live in a Band D property will be paying £810 for the Borough Council's services in 2003/04, an increase of 7.9% (£1.13 per week) over 2002/03. Council Tax bills also include the precepts made by the parish in which residents live and the Thames Valley Police Authority. Individual tax bills will depend on the property valuation, parish location and any available relief.

Service Department	Gross Expenditure £'000	Income £'000	2003/2004 Budget £'000
Corporate Services	13,377		7,118
Education	68,592		58,669
Environment	26,498		19,669
Leisure Services	16,970		8,937
Social Services & Housing	46,105		25,259
Cost of Services	171.542	51.890	119.652
Capital Financing Charges			(19.778)
Levies			
Berkshire Combined Fire Authority			3,495
Environment Agency (Flood Defence)			633
Magistrates Court			160
			4.288
Sub Total			104.162
Housing Revenue Account			(3,824)
Reading Borough Council – Debt			933
Interest			(246)
LPSA Grant			(317)
Contingency			400
Contribution from Capital Resources			(600)
Total Expenditure			100.508
Use of General Fund Balances			(3,610)
Bracknell Forest's Budget Requirement			96.898
Deficit on Collection Fund			51
Amount to be met by Council Tax and Government Grants			96.949

Housing Revenue Account

The [Housing Revenue Account](#) (HRA) is a ring fenced statutory account that must include all expenditure and income related to the provision, management and maintenance of housing provided by the Council. The purpose of the "ring fencing" is to ensure that no costs relating to such housing are met by the Council Tax or that rents do not subsidise the Council Tax

The two main activities undertaken within the HRA can be identified as follows

- Housing Management.
- Property and Client Services.

The Housing management section manages the Council's mixed tenure estates dealing with a wide range of issues. It is responsible for collecting rents in excess of £19m annually and for rent arrears management. The property and client services section manages the repairs and maintenance function of the Council's housing stock. It assesses the condition of the stock and develops programmes to maintain the quality and function of the Borough's housing accommodation.

In 2002/03 the Council budgeted to draw £0.063m from reserves to balance the Housing Revenue Account budget. It is currently estimated that an underspend of around £0.3m will occur at the year end, which will be added to working balances.

The Government introduced Rent Restructuring in 2002/03. The level of subsidy payable by the Government and the rent levels that it expects Local Authority Landlords to adhere to are governed by the new target rent calculation. The authority is expected to converge its actual rent levels in line with this target over the next 9 years. This translates into a guideline increase for 2003/04 of 3.6%.

In line with the Council's commitment to involve tenants in major decisions affecting their housing, a consultation exercise was carried out with all tenants during January 2003. Due to the lack of flexibility surrounding local rent determinations Tenants were informed about the impact of rent restructuring and the fixed level of the rent increase. The main focus of the consultation was the impact of the proposed budget pressures and economies identified. Overall, the response was positive with, over 14% (865) of the total tenant body responding to the survey. Approximately 73% of tenants that responded to the survey were very or fairly satisfied with the Housing Service they receive. Tenants highlighted a number of essential areas for future investment and these will be used to develop next year's plans.

Tenants will also benefit from a £1.5m capital improvement package which is being funded from the Council's capital resources. This package will continue the rolling programme of UPVC window replacements, central heating upgrades, welfare aids and adaptations and other improvements.

	2002/03 Original Budget £'000	2002/03 Current Budget £'000	2003/04 Original Budget £'000
Income			
Dwelling Rents (gross)	-19,146	-19,146	-19,626
Non-dwelling rents (gross)	-1,218	-1,218	-1,245
Heating Charges	-206	-197	-201
Leaseholder's Charges for services & facilities	-216	-216	-223
Other Charges for services and facilities	-320	-320	-330
Shared Items	-180	-180	-333
Total Income	-21,286	-21,278	-21,958
Expenditure			
Repairs and Maintenance	4,447	4,443	4,511
General Management	3,028	3,029	3,153
Special Services	2,596	2,591	2,613
Rents, Rates, Taxes and other charges	272	272	276
Rent Rebates	8,024	8,024	8,795
Negative Subsidy Transfer to the General Fund	4,225	4,225	3,824
Capital Charges	26,760	26,760	26,424
Total Expenditure	49,352	49,344	49,596
Net Cost of Services	28,066	28,066	27,638
Capital Charges	-23,000	-23,000	-22,600
Interest Receivable	-1,459	-1,459	-1,223
Net Operating Expenditure	3,607	3,607	3,815
Working Balance	63	63	9
Transfer from Major Repairs Reserve	-3,670	-3,670	-3,824
Total Net Cost-HRA	0	0	0

Capital Expenditure

Each Year, the Council agrees a programme of capital schemes for the next three years. These schemes are funded from three main sources:

- The Council's accumulated capital receipts and/or revenue balances;
- Government grants
- Other external contributions

The capital programme for 2002/03 consisted of £21.7m on projects and programmes determined by Service Departments plus £5.8m as the Council's contribution to Social Housing Schemes which is fully reimbursed by the Housing Corporation. The projected outturn is £15.937m (73% of approved expenditure) which is higher than performance in 2001/02 when 66% of the budget (excluding LASHG) was spent.

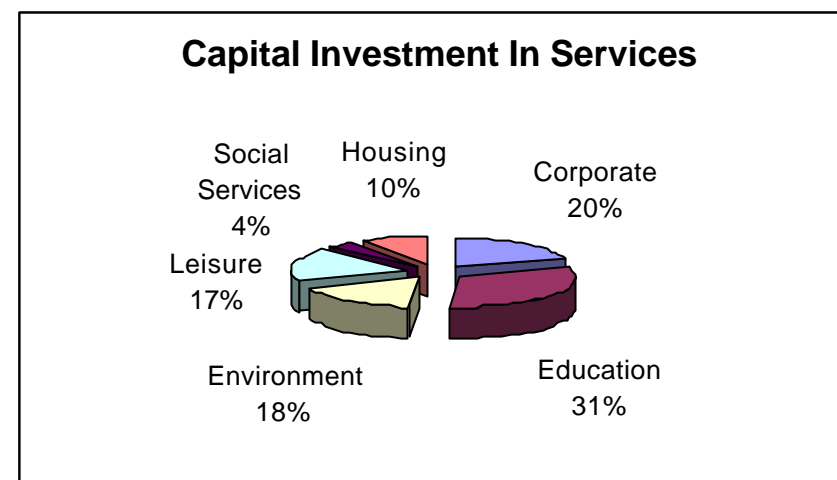
The Council's total usable capital receipts at 31 March 2003, which are potentially available to fund capital schemes, will be approximately £18.5m, after allowing for the planned repayment of £15m of debt inherited from the former County Council. During 2003/04, it is anticipated that £7.55m of new capital receipts will be generated as a result of council house and other asset sales. The accumulated receipts do, however, generate significant income in interest receipts, which are included in the revenue budget.

In accordance with its Corporate Capital Strategy the Council has developed a three year capital programme covering the period 2003/04 - 2005/06. In setting the three-year programme the Council has agreed to fund £10.1m of new schemes for 2003/04 from its own capital receipts and £7m from external grants and contributions. Details of the approved three-year capital programme for 2003/04 to 2005/6 are shown below:

Service Department	2003/04 £'000	2004/05 £'000	2005/06 £'000	
Corporate Services		3,208	2,282	1,322
Education		4,995	2,610	2,280
Environment		2,926	2,871	2,871
Leisure		2,659	1,698	1,426
Social Services & Housing		653	679	587
Housing Improvement Programme		1,525	1,400	400
Total		15,966	11,540	8,886
Funded By:				
Capital Receipts		10,075	10,175	7,996
External Grant & Contributions		5,891	1,365	890
		15,996	11,540	8,886

The proposals for 2004/05 and 2005/06 are likely to exceed the resources available. In addition there is uncertainty surrounding the level of resources that will be available for 2004/05 onwards. Consequently, the programme for those years needs to be seen as indicative and will need to be reviewed comprehensively along with any potential new schemes which are identified at this time next year. Some examples of the major capital schemes planned are:

	2003/04	
	£'000	
Education		
School Improvement Projects		£808
Continuation of Edqbarrow School access and admin improvements		£400
Devolved capital to schools		£1,141
<u>Maintenance of school buildings</u>		<u>£1,452</u>
Total		£3,801
Environment	£'000	
Local Transport Plan		£1,850
<u>Amenity improvements</u>		<u>£75</u>
Total		£1,925
Leisure	£'000	
Lily Hill Park restoration		£1,140
<u>New entrance doors and walkway at Coral Reef</u>		<u>£175</u>
Total		£1,315
Social Services and Housing	£'000	
Housing Improvement Programme		£1,525
<u>Re-provision of community health services</u>		<u>£80</u>
Total		£1,605
Corporate Services	£'000	
Customer contact programme		£300
<u>Replacement of Council Tax and Business Rates software</u>		<u>£700</u>
Total		£1,000



Capital Investment in Services as a percentage of total capital expenditure

Trading Accounts

The Council is required to publish planned and actual expenditure for all significant internal trading operations. Details are set out below.

Leisure Management

	2002/2003 Forecast	2002/2003 Actual	2003/2004 Forecast
	£000's	£000's	£000's
Turnover	5,182	5,208	5,710
Surplus/(Loss)	0	(172)	0

The Council operates a trading operation for Leisure Management, which was originally set up under the Compulsory Competitive Tendering (CCT) process. This operation covers the Bracknell Sports & Leisure Centre, Coral Reef (which is an indoor water centre) and an 18 hole Golf Course. The catering function within these sites is also included. The operation's financial target for 2002/03 was to break even. The £172,000 loss was due to a substantial reduction in usage at Coral Reef, principally due to the opening of a new, similar facility in Basingstoke. The existence of an ongoing income deficit has been recognised in the 2003/04 budget.

Building Maintenance

	2002/2003 Forecast	2002/2003 Actual	2003/2004 Forecast
	£000's	£000's	£000's
Turnover	4,300	4,357	4,500
Surplus/(Loss)	50	35	50

The Council operates a trading operation for Building Maintenance, which was originally set up under the Compulsory Competitive Tendering (CCT) process. It provides comprehensive jobbing maintenance covering all the main trades to most of the Council's properties, although the largest volume of work is in relation to Council houses. The operation's financial target for 2002/03 was to achieve a surplus of £50,000. The actual surplus is expected to be slightly lower.

Landscape Contract

	2002/2003 Forecast	2002/2003 Actual	2003/2004 Forecast
	£000's	£000's	£000's
Turnover	1,668	1,765	1,883
Surplus/(Loss)	(13)	(260)	(18)

The current contract was awarded on 1 October 1999 to the Landscape Services section of Bracknell Forest Borough Council. The contract covers work on amenity land, parks and open spaces, housing land and the majority of the authority's schools. Programmed works on grass cutting, maintaining beds and borders, strimming and weedkilling account for most of the expenditure but in addition there are tree works, additional works and materials. The operation's financial target is to break even each year excluding capital charges on the Nursery. The contract is running at a deficit due mainly to the number of productive hours used in the calculation of the charges not being achieved as well as the times set for some of the tasks. The Director of Environment is currently reviewing the operation of the contract in the light of these factors and customers' existing budgets.

Housing Management

	2002/2003 Forecast	2002/2003 Actual	2003/2004 Forecast
	£000's	£000's	£000's
Turnover	1,420	1,433	1,436
Surplus/(Loss)	0	0	0

The Authority operates an internal contract for Housing Management services that was tendered under Compulsory Competitive Tendering. The contract covers the management of dwellings and garages including void, lettings, transfers, repairs requests and administration of sales under the Right to Buy scheme. In addition the contractor inspects estate areas, including blocks of flats and other grouped dwellings and is actively involved in tenants' and leaseholders' participation and welfare issues. Following the Best Value Review of repairs and maintenance a small number of functions were transferred to the Building Maintenance contract. The target for the contract is to break even each year.

Car Parks

	2002/2003 Forecast	2002/2003 Actual	2003/2004 Forecast
	£000's	£000's	£000's
Turnover	1,380	1,350	1,380
Surplus/(Loss)	(586)	(5)	(285)

The off-street car parks comprise both multi-storey and surface. The car parks are administered and patrolled on behalf of the council by Central Parking System UK. Income arises from the sale of season tickets to local businesses and other organisations for their staff, daily charges from shoppers and other casual users and the letting of commercial units under one of the multi-storey car parks. The car park account includes notional depreciation and interest costs (capital charges) of £0.54m in 2002/03 and £0.82m in 2003/04. Excluding this element, the cash surplus in each of the two years will be around £0.5m.

More detailed financial information is contained in the Council's Annual Budget Book. For copies of this or more detailed information please contact in the first instance Stuart McKellar Assistant Borough Finance Officer on 01344 352179 or email stuart.mckellar@bracknell-forest.gov.uk.

Looking Forward 2003/04 - 2005/06

[Insert text, including how the MTFS has been realigned to deliver the CPA Improvement Plan]

Conclusion

We hope that you have enjoyed reading this Plan and that you now have a better idea of the work we do and our plans and aspirations for the forthcoming year.

We will be publishing a similar document to this each year, which will enable you to see how well we have performed and if we have been able to meet the priorities and targets that we have set out here.



Innovating, creating...

Annex A: Glossary of Terms



Annex A: Glossary of Terms

ACPI	Audit Commission Performance Indicator set by the Audit Commission. Numbering is set by the Audit Commission
Audit Commission	The Audit Commission is an independent body responsible for ensuring that public money is used economically, efficiently and effectively.
CCT	Compulsory Competitive Tendering
CSC	Customer Service Centre
Best Value Inspectorate	■
Best Value Review	The principal means by which councils consider new approaches to service delivery and set demanding performance targets
BFOne	The Borough Council's website which can be found at www.bracknell-forest.gov.uk
BVPI	Best Value Performance Indicators set by the Government, with numbering as dictated by Government designed to measure performance in key areas of local government and the emergency services
Community Plan	The Local Government Act 2000 requires the Council to take the lead on the development of a strategy for community development to develop the economic, social and environmental well being of the Borough. The Plan aims to bring together the aims of the different parts of the public sector such as local police and health partners and the business, community and voluntary sectors.
Comprehensive Performance Assessment (CPA)	CPA is administered by the Audit Commission and is about helping local councils improve local services for their communities. The Audit Commission will form a judgement on the performance and proven corporate capacity of every single tier and county council in England by the end of 2002. Once a judgement has been formed, the Audit Commission will produce a 'balanced scorecard' for every authority, available to the public.
DfES	■
HRA	Housing Revenue Account, a ring fenced statutory account that must include all expenditure and income related to the provision, management and maintenance of housing provided by the Council
ICT	Information Communications Technology
Info@Work	The Borough Council's staff newsletter
LEA	Local Education Authority
Local PI	Local Performance Indicator set locally by the Borough Council
KPMG	■
ODPM	Office of the Deputy Prime Minister
Ofsted	Office of Standards in Education
PSA – Public Service Agreement	A negotiated agreement between each local authority and central government in which the local authority agrees to work towards a number of stretching performance targets over a three year period in return for specific additional freedoms and flexibilities. Additional finance is available as a "performance reward grant" depending on achievement of the agreed targets.
SEN	Special Educational Needs
SSI	Social Services Inspectorate
Town and Country	The Borough Council's newspaper, delivered to every home in the Borough



Innovating, creating...

Annex B: A Summary of the Functions of the Council



Introduction

The Council provides a wide range of functions through 5 service departments and the Chief Executives Office. A description of these services is given below.

Chief Executive's Department

The Policy and Communications Team supports the work of the Chief Executive and the Executive in developing, implementing and communicating the key policies of the whole Council. We also aim to develop the local and national profile of Bracknell Forest Borough Council as a centre of local government excellence. The Policy and Communications Team's main functions include:

- Performance Management: Ensuring compliance with the Best Value regime; CPA Improvement Planning; Change Management and service improvement
- Policy Development: Community Planning and development of the Local Strategic Partnership; Developing new policies and implementing legislation such as Local Government Act 2000 and the Race Relations Amendment Act; Social Inclusion and Community Cohesion; Supporting e-Government policy development

Corporate Services

The Corporate Services department contains five separate sections responsible for Finance, Information Technology, Legal Services, Personnel, Member and Registration Services.

Within each of these sections a wide range of activities and functions are carried out. These functions fall into three main categories:

- direct public services (e.g. revenue collection, electoral registration, reception services, web site provision)

- Internal and External Communications: Provision of a media relations service to departments; Production of the Borough Council's newspaper "Town and Country" and the staff journal "Info@Work"; The Mayor's Office; Corporate Complaints; The Employee Survey
- In addition to: Managing the national and local Smart Card projects; Managing the Town Centre; Supporting the Scrutiny Function.

- core management responsibilities (setting standards and ensuring that the organisation functions legally within a robust financial framework and acts as a good employer)
- support to service departments (providing advice to front-line departments on a wide range of issues)

The range of functions mean that the Corporate Services Department is unique within the Council in that it directly impacts upon, and supports the work of all other departments. As such it is in many ways analogous to the "glue" which bonds the organisation together.

Education Department

The Department covers education in its widest sense, from provision for children of pre-school age to education opportunities of any age.

The service has strategic responsibility for securing sufficient places for children in schools and other provision, for raising standards and for ensuring that the individual needs of children and young people are met. The Department manages a substantial capital programme to provide places and improve accommodation and facilities.

Most children under five years old receive early years education from either attendance at a nursery class attached to one of the Borough's schools or from a provider in the independent, private or voluntary sectors. The Education Department services the Early Years Development and Childcare Partnership which co-ordinates this provision within the Borough. Education for children of school age is provided in infant, junior, all age primary and secondary schools. Pupils who have special educational needs are either educated in one of the Borough's schools, in Kennel Lane Special School, in a special school outside the Borough or in an alternative setting as required. Children who have been excluded from school may be educated in the Borough's Pupil Referral Units for both primary and secondary pupils, or through other alternative provision.

On leaving school the Council provides support for some pupils attending local colleges and also arranges student support for those attending higher education institutions.

The Department has a leading role in the Lifelong Learning Partnership to secure adult education opportunities and further the development of lifelong learning throughout the Borough.

Work in the area of school improvement includes both challenge and support. It is concerned with delegated management, effective teaching and learning, personnel management, information and communications technology and financial management, property and contract management and school governance.

Support for schools is provided through advice, training, targeting of resources and intervention where necessary, as well as through school governor support and training.

The main services provided by the Education Department are:

- Support for raising pupils' achievement in schools and other provision
- Support for schools in management, in the delivery of the curriculum and in setting and achieving challenging targets
- Planning and providing Early Years and Childcare Services
- Planning for schools and school places
- Admissions to schools
- Education transport
- Support for pupils and families welfare
- Adult education and lifelong learning
- Awards and benefits, including the arrangement of student support for Higher Education
- Supporting schools in raising levels of pupil attendance
- Setting and allocating school budgets
- Support for school governors
- Assessment of special educational needs and securing the provision of special education.
- Providing ICT, personnel and financial advice and support to schools
- Maintaining and developing all education properties.

Environment

The Environment Department was created as a result of the decision to merge the former Planning & Transportation, and Public & Environmental Services Departments. It became fully operational on 1st April 2003. It has 3 divisions: Sustainability, Streetcare, and Resources.

The Department is responsible for protecting the health, safety and well-being of local residents, and those who work in and visit Bracknell Forest, to sustain and enhance the physical environment, ensure fair and adequate trading and protect the rights of consumers in the marketplace. It deals with buildings, public spaces, roads, property, surveying, contract management,

property maintenance and waste disposal. The department is committed to maintaining and enhancing the best quality local environment for residents, businesses and users of facilities of the Borough. As such, it has a legal responsibility in ensuring sustainable development and a better quality of life through the concepts of Local Agenda 21. It also plays a lead role in emergency planning and community safety and therefore has direct links to internal partnerships such the Youth Offending Team, and external partners such as Thames Valley Police, the local Primary Care Trust and the Royal Berkshire Fire and Rescue Service.

Social Services & Housing

The Social Services and Housing Department works in partnership with other agencies to help to meet the support and housing needs of local people.

The key targets that the department is working towards are:

- Promoting social inclusion
- Promoting the independence of children, adults and older people
- Promoting the safe care of families and young people within their own and extended families
- Enabling affordable and decent housing to meet needs in both the public and private sector.

Social Services can arrange or provide home care, residential and day services to help people stay independent and to support carers, as well as a range of services to support families and protect children. Our service users include older people, those with a disability or long-term illness, people with mental health problems and children in need.

Housing Services are responsible for the management and maintenance of Bracknell Forest Borough Council's housing and sheltered housing, advice and assistance for homeless people, keeping a register of people applying for housing, maintaining the Borough's 'out of hours' and 'Lifeline' service (Forestcare) and supporting the development of affordable housing with partner organisations. The Benefits section is responsible for the administration of Housing and Council Tax Benefits. Part of this responsibility extends to fraud and recovery operations under the 'Cheat Chasers' banner.

Leisure Services

Leisure activities provided by the Borough Council attract approximately 6.5 million visitors per year through a broad range of services that are wholly reliant on the voluntary participation by users:

The Library and Information Service exists to provide a comprehensive library and information service to everyone who lives, works or studies in the borough. It does this by providing a wide range of services that support the recreational, learning, and information needs of the community. These include borrowing books, videos and DVD's; free access to the internet; an extensive range of information available in written and electronic formats, and a wide range of materials that encourage lifelong learning and appreciation of heritage and culture.

An extensive range of recreation facilities attracts in excess of 1.9m customers per year by providing high value and high quality services. These are Bracknell Sport & Leisure Centre, Coral Reef Water World, The Look Out Discovery Centre, Edgbarrow and Sandhurst Sports Centres, Horseshoe Lake Watersports Centre, Downshire Golf Complex, Harmans Water Sports Centre and Easthampstead Park Conference and Training Centre. The Community Sports Development team encourages participation in sport by working with schools and voluntary sports clubs and by directly managing an exciting range of sporting events including the Bracknell Half Marathon.

The Youth and Community Service is made up of four main areas of work.

- The Council provides active support to Community Centres and Associations which operate 14 locally based buildings providing opportunities for the whole community
- The Youth Service provides a network of seven centres, clubs and projects for young people in order to encourage purposeful activity and personal learning opportunities

- Dance in the Community enables young people to participate in youth dance groups and this project also delivers the widely regarded Berkshire Youth Dance Company
- The Duke of Edinburgh's Award offers young people ages 14-25 the opportunity to undertake a range of projects leading to their Bronze, Silver or Gold award.

The Countryside, Open Spaces and Heritage Service is responsible for 60 open spaces, countryside areas and nature reserves, together with 25 children's play areas and nearly 50 miles of public rights of way. These are managed by an active Ranger Team that encourage informal recreation, landscape and nature conservation purposes. They support the wealth of plants, animals and landscapes in our diverse countryside. Attracting over 4 million users per annum, the service works hard to balance conservation and heritage issues against the need to encourage healthy lifestyles in families and individuals.

Collectively, the Leisure Department also maximises the impact of leisure services in creating a quality environment in which to live study and work by forging practical partnerships delivering real benefits to the community.

Examples include work with the Bracknell Primary Care Trust to provide a GP Referral scheme and Community Health Development Officer; with Town and Parish Councils to provide additional activities for young people and to improve the visual environment; with the private sector to provide events and a Community Sports Development Officer; Providing arts opportunities with South Hill Park; with Sport England and the Education Department to provide an Active Sports Officer; and with regional partners and lottery boards to provide significant new investments such as the £1m award in March 2003 to restore Lily Hill Park. All sectors in the community also come together in the "Creative Partnership" to collectively deliver the ambitions in the Borough's Cultural Strategy - "Life is for Living".

Contacts

NAME	TITLE	TELEPHONE	EMAIL ADDRESS
Vincent Badu	Executive Manager, Strategy, Commissioning, Resources	01344 351935	vincent.badu@bracknell-forest.gov.uk
Karen Borrer	Senior Communications Officer	01344 352018	karen.borrer@bracknell-forest.gov.uk
Leanne Casellas	Corporate Projects Officer	01344 352066	leanne.casellas@bracknell-forest.gov.uk
Belinda Clack	Senior Policy Advisor	01344 352173	belinda.clack@bracknell-forest.gov.uk
Roger Cook	Transport Development Manager	01344 351903	roger.cook@bracknell-forest.gov.uk
Chaz Davison	Assistant Director of Resources	01344 351906	chaz.davison@bracknell-forest.gov.uk
Peter Driver	Democratic Services Manager	01344 352260	peter.driver@bracknell-forest.gov.uk
Jon Freer	Assistant Director (Streetcare)	01344 351907	jon.freer@bracknell-forest.gov.uk
Daphne Gray	Registration Services Manager	01344 352024	daphne.gray@bracknell-forest.gov.uk
James Griffin	Senior Policy Officer	01343 352173	james.griffin@bracknell-forest.gov.uk
Ann Groves	Access & Mobility Officer	01344 351146	ann.groves@bracknell-forest.gov.uk
Robin Hanbridge	Chief Building Surveyor	01344 351201	robin.hanbridge@bracknell-forest.gov.uk
Nick Harding	Borough ICT Manager	01344 352126	nick.harding@bracknell-forest.gov.uk
Chris Herbert	Borough Finance Officer	01344 355694	chris.herbert@bracknell-forest.gov.uk
Alex Jack	Borough Solicitor	01344 355679	alex.jack@bracknell-forest.gov.uk
Nicky Kaye	Smart Card Project Support Officer	01344 352323	nicola.kaye@bracknell-forest.gov.uk
Steve Loudoun	Assistant Director (Sustainability)	01344 352501	steve.loudoun@bracknell-forest.gov.uk
Genevieve Macklin	Head of Housing Services	01344 351688	genevieve.macklin@bracknell-forest.gov.uk
Stuart McKellar	Assistant Borough Finance Officer	01344 352179	stuart.mckellar@bracknell-forest.gov.uk
Tony Madden	Borough Personnel manager	01344 352049	tony.madden@bracknell-forest.gov.uk
Neil Matthews	Principal Engineer Traffic and Safety	01344 351163	neil.matthews@bracknell-forest.gov.uk
Graham Mountford	Town Centre Manager	01344 353080	graham.mountford@bracknell-forest.gov.uk
Alan Nash	Assistant Borough Finance Officer	01344 352180	mailto:alan.nash@bracknellforest.gov.uk
Kieth Naylor	Policy Officer	01344 352174	kieth.naylor@bracknell-forest.gov.uk

Annex B: A Summary of the Functions of the Council

NAME	TITLE	TELEPHONE	EMAIL ADDRESS
Victor Nicholls	Head of Planning and Transport Policy	01344 351902	victor.nicholls@bracknell-forest.gov.uk
John Osbourne	Director of Environment	01344 352500	john.osbourne@bracknell-forest.gov.uk
Simon Pearce	Head of Adult Services	01344 351458	simon.pearce@bracknell-forest.gov.uk
Ashley Perry	Senior Communications Officer	01344 352166	ashley.perry@bracknell-forest.gov.uk
Rob Sexton	Trading Standards and Licensing Manager	01344 352580	rob.sexton@bracknell-forest.gov.uk
Kirsten Shepherd	Communications Officer	01344 352136	kirsten.shepherd@bracknell-forest.gov.uk
Ian Slee	Assistant Borough ICT Manager	01344 352123	ian.slee@bracknell-forest.gov.uk
Helen Style	Head of Policy Development	01344 355604	helen.style@bracknell-forest.gov.uk
Kate Tonge	Marketing Officer	01344 352105	kate.tonge@bracknell-forest.gov.uk
Alex Walters	Head of Children's Services	01344 351529	alex.walters@bracknell-forest.gov.uk
Jayne Ward	Smart Card Project Manager	01344 352147	jayne.ward@bracknell-forest.gov.uk

Index (DRAFT)

This index is draft and needs to be checked.

A	BV 118 (b).....	137	BV 170 (b).....	138	BV 2 (b).....	64
	BV 118 (c).....	137	BV 170 (c).....	138	BV 200 (a).....	155, 156
Audit Commission	BV 119 (a).....	35	BV 174.....	110	BV 200 (b).....	156, 157
13, 14, 16, 20,	BV 119 (b).....	35	BV 175.....	111	BV 3.....	34, 135, 136
33, 40, 73, 80, 136, 177	BV 119 (c).....	35	BV 176.....	111	BV 30.....	135
Scorecard.....	BV 119 (d).....	36	BV 177.....	36	BV 33.....	135
	BV 119 (e).....	154	BV 178.....	154	BV 34 (a).....	135
	BV 12.....	64, 110	BV 179.....	154	BV 34 (b).....	135
B	BV 126 (a).....	110	BV 180 (a).....	154	BV 36 (a).....	135
Best Value	BV 126 (b).....	110	BV 180 (b).....	155	BV 36 (b).....	136
Inspection of Development	BV 127 (a).....	110	BV 181 (a).....	138	BV 36 (c).....	136
Control.....	BV 127 (b).....	110	BV 181 (b).....	138	BV 38.....	136
16	BV 127 (c).....	110	BV 181 (c).....	138	BV 39.....	136
Inspection of Legal Services.....	BV 127 (d).....	110	BV 181 (d).....	138	BV 4.....	35, 95, 136, 137
16	BV 128 (a).....	110	BV 182.....	65	BV 40.....	136
Inspection of Leisure Services ..	BV 128 (b).....	110	BV 183 (i).....	98	BV 41.....	136
16	BV 14.....	65	BV 183 (ii).....	98	BV 43 (a).....	136
Performance Indicators 1, 2, 8, 16,	BV 15.....	65, 137, 138	BV 184 (a).....	98	BV 43 (b).....	136
17, 20, 31, 46, 80, 82, 83, 115,	BV 156.....	65	BV 184 (b).....	98	BV 44.....	137
116, 117, 124, 145, 160	BV 157.....	65	BV 185.....	65	BV 45.....	137
Best Value Performance Indicator	BV 159 (a).....	137	BV 186 (a).....	155	BV 46.....	137
BV 134, 35, 36, 64, 65, 66, 97,	BV 159 (b).....	137	BV 186 (b).....	155	BV 48.....	137
98, 99, 110, 111, 137, 138, 139,	BV 159 (c).....	138	BV 187.....	155	BV 49.....	95
153, 154, 155	BV 159 (d).....	138	BV 188.....	65	BV 50.....	95
BV 10.....	BV 16 (i).....	65	BV 190.....	66	BV 51.....	96
64, 153, 154	BV 16 (ii).....	65	BV 192 (a).....	138	BV 52.....	96
BV 100.....	BV 161.....	98	BV 192 (b).....	138	BV 53.....	96
153	BV 162.....	98	BV 193 (a).....	138	BV 54.....	96
BV 102.....	BV 163.....	98	BV 193 (b).....	138	BV 55.....	96
153	BV 164.....	65	BV 194 (a).....	138	BV 56.....	96
BV 103.....	BV 165.....	154	BV 194 (b).....	139	BV 58.....	96
153	BV 166 (a).....	98	BV 195.....	98	BV 62.....	96
BV 104.....	BV 166 (b).....	98	BV 196.....	98	BV 63.....	151
153	BV 17 (i).....	65	BV 197.....	99	BV 64.....	96
BV 106.....	BV 17 (ii).....	65	BV 199.....	155	BV 66 (a).....	96
153	BV 170 (a).....	138	BV 2.....	64, 155, 156, 157	BV 74 (i).....	96
BV 107.....						
154						
BV 109 (a).....						
154						
BV 109 (b).....						
154						
BV 109 (c).....						
154						
BV 11 (a).....						
64						
BV 11 (b).....						
64						
BV 111.....						
154						
BV 114.....						
97						
BV 115.....						
137						
BV 117.....						
137						
BV 118 (a).....						
137						

Annex B: A Summary of the Functions of the Council

BV 74 (ii).....	96	BV 99 (b) (i).....	153	Comprehensive Performance		H	
BV 75 (a).....	35	BV 99 (b) (ii).....	153	Assessment4, 6, 9, 13, 19, 28, 36,		Housing Management17, 30, 60, 88,	
BV 75 (b).....	35	BV 99 (c) (i).....	153	67, 74, 108, 165, 177		168, 173	
BV 75 (c).....	35	BV 99 (c) (ii).....	153	Corporate Performance Assessment		Housing Revenue Account164, 167,	
BV 76.....	97	BV 99 (d) (i).....	153	10, 13, 14, 15, 16, 17, 18, 19, 25,		168, 177	
BV 76 (a).....	97	BV 99 (d) (ii).....	153	26, 30, 31, 32, 33, 58, 60, 93, 95,			
BV 76 (b).....	97	BV 99 (e) (i).....	153	109, 173, 177, 181			
BV 76 (c).....	97	BV 99 (e) (ii).....	153	CPA Improvement Plan10, 13,		I	
BV 76 (d).....	97			14, 15, 17, 18, 19, 30, 32, 33,		Inspections	
BV 78 (a).....	97	Best Value Reviews		58, 60, 93, 95, 109, 173, 181		Best Value inspection of	
BV 78 (b).....	97	Building Asset Management.....28		Council Tax52, 59, 64, 73, 76, 81,		Development Control..... 16	
BV 78 (c).....	97	Cemetery And Crematorium28,		97, 164, 165, 166, 167, 168, 171,		Best Value inspection of Legal	
BV 79 (a).....	97	31, 32, 33, 143		183		Services..... 16	
BV 79 (b).....	97	Housing Strategy And Enabling		CPA Improvement Plan		Best Value inspection of Leisure	
BV 8.....	35, 64, 151, 15232, 33, 43, 93, 143		Infrastructure..... 15		Services..... 16	
BV 80.....	35	Lifelong Learning31, 32, 50, 51,		Social Cohesion.10, 15, 17, 49, 58		Joint Review of Social Services 16	
BV 80 (a).....	35	118, 121, 126, 132, 147, 182		Transport16, 17, 27, 30, 31, 32,		Ofsted inspection of Adult	
BV 80 (b).....	35	Personnel26, 27, 28, 32, 40, 49,		33, 92, 113, 114, 118, 120, 122,		Learning..... 16	
BV 80 (c).....	35	52, 53, 62, 129, 181, 185		123, 133, 145, 147, 149, 150,		Ofsted inspection of the Local	
BV 80 (d).....	35	Review Programme25, 30, 58, 88,		151, 160, 161, 171, 185, 186		Education Authority..... 16, 130	
BV 80 (e).....	35	108, 120, 133, 148				Ofsted inspection of Youth	
BV 80 (f).....	35	Services To Older People16, 26,				Services..... 16	
BV 80 (g).....	35	27, 43					
BV 82 (a).....	151	Services To People With A		E		L	
BV 82 (b).....	151	Learning Disability.... 30, 33, 88		Executive		Landscape Contract..... 172	
BV 82 (c).....	151	Services To Vulnerable Children		Message from the.....i, 4		Landscape Services..... 173	
BV 82 (d).....	151	And Young People 32, 33, 43		Executive Members		Leisure Management..... 58, 172	
BV 84.....	151	Street Scene..... 17, 30, 33, 148		Councillor Alan Ward..... 4			
BV 86.....	152	BFOnline, The Borough Council's		Councillor Bob Wade..... 4			
BV 87.....	152	website.....3, 177		Councillor Dale Birch..... 4			
BV 89.....	152	Bracknell Forest Borough Council		Councillor Gareth Barnard..... 4			
BV 9.....	64, 152, 153	Vision..... 7, 8		Councillor Iain McCracken..... 4			
BV 90 (a).....	152	Building Maintenance27, 31, 39,		Councillor Mary Ballin..... 4			
BV 90 (b).....	152	172, 173		Councillor Paul Bettison..... 4			
BV 90 (c).....	152	Business Rate..... 164, 171		Councillor Peter North..... 4			
BV 91.....	152	Bv 198.....99		Councillor Terry Mills..... 4			
BV 96.....	152						
BV 97 (a).....	152	C		G			
BV 97 (b).....	152	Capital Expenditure..... 170		General Fund Revenue Account164,			
BV 99 (a) (i).....	152	Car Parks..... 173		165			
BV 99 (a) (ii).....	152	Community Associations.....78, 119					

Protecting and Enhancing the Environment, 8, 16, 27, 70, 117, 143, 145, 148	Houses In Multiple Occupation Strategy..... 100	Bracknell Forest Borough Local Plan160	Berkshire Structure Plan..... 160
Protecting Assets and Making Optimum Use of Our Facilities 27	Infectious Disease Outbreak.... 113	Child And Adolescent Mental Health Strategy102	Post Inspection Action Plan..... 139
Securing Best Value and Improving Service Standards, 8, 16, 18, 24, 25	Lily Hill Park Restoration Management Plan..... 159	Children Services Plan101	Quality Protects 102
P	Local Agenda 21 Strategy:..... 37	Community Plan 7, 9, 14, 17, 25, 34, 36, 59, 60, 61, 73, 89, 91, 124, 177, 181	Race Equality Scheme 15, 61
Plans, Non-Plans, Statutory	Local Transport Plan..... 160	Contaminated Land Inspection Strategy159	Regional Transport Strategy ... 161
Anthrax..... 113	Major Incident Plan 112	Early Years Development And Childcare Plan.....139	Road Safety Plan 113
Better Care, Higher Standards 102	Parks And Open Spaces Strategy 101	Emergency Plan.....112	Scheme For Financing Schools 140
Bio-Diversity Action Plan..... 159	Rabies 112	Housing Energy Strategy.....159	School Organisation Plan..... 140
Blackwater Valley Sub-Regional Strategy..... 160	Regional Economic Strategy ... 124	ICT Development Plan (Education).....66	Supporting People 100
Community Development Plans 100	Regional Planning Guidance For The South East..... 160	Integrated Waste Management Strategy161	Youth Justice Plan 112
Corporate Capital Strategy And Asset Management Plan..... 47	Rights Of Way Strategy..... 113	Libraries Plan.....141	Public Bodies
Cultural Strategy..... 101	Rights Of Way Strategy 161	Minerals Local Plans And Waste Local Plans160	Primary Care Trust 29, 43, 44, 51, 57, 78, 80, 81, 82, 84, 87, 99, 183, 184
Empty Homes Strategy..... 125	Special Education Strategy 140	Modernising Social Services Special Grants (1) Carers103	Thames Valley Police 105, 107, 110, 166, 183
Food Safety Enforcement Service Plan..... 100	Sports Development Strategy ..101	Modernising Social Services Special Grants (2) Promoting Independence Grant103	R
Foot & Mouth 113	Town Centre Strategy 125	Plans	Race Relations (Amendment) Act 2000..... 15, 66
	Youth Service Plan 141		S
	Plans, Statutory		Service Plan8
	Adult Learning Plan 139		T
	Annual Progress Reports (Of The Local Transport Plan)..... 161		Trading Accounts 172
	Asset Management Plan – Local Policy Statement..... 47		
	Behaviour Support Plan..... 140		