



NOTICE OF MEETING

**Environment, Culture and Communities Overview & Scrutiny Panel
Wednesday 23 March 2016, 7.30 pm
Council Chamber, Fourth Floor, Easthampstead House, Bracknell**

To: Environment, Culture and Communities Overview & Scrutiny Panel

Councillor Angell (Chairman), Councillor Porter (Vice-Chairman), Councillors Mrs Angell, Brossard, Finnie, Mrs Ingham, Mrs McKenzie, Mrs McKenzie-Boyle and Mrs Mattick

cc: Substitute Members of the Panel

Councillors Dudley, King OBE, Leake, Ms Miller and Virgo

ALISON SANDERS
Director of Corporate Services

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Panel
Wednesday 23 March 2016, 7.30 pm
Council Chamber, Fourth Floor, Easthampstead House,
Bracknell**

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AGENDA

Page No

1. APOLOGIES FOR ABSENCE/SUBSTITUTE MEMBERS

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

2. MINUTES AND MATTERS ARISING

To approve as a correct record the minutes of the meeting of the Environment, Culture and Communities Overview and Scrutiny Panel held on 12 January 2016.

5 - 8

3. DECLARATIONS OF INTEREST AND PARTY WHIP

Members are requested to declare any disclosable pecuniary or affected interest, including the existence and nature of the Party Whip, in respect of any matter to be considered at this meeting.

Any Member with a Disclosable Pecuniary Interest or an Affected Interest in a matter should withdraw from the meeting when the matter is under consideration and should notify the Democratic Services Officer in attendance that they are withdrawing as they have such an interest. If the Interest is not entered on the register of Members interests the Monitoring Officer must be notified of the interest within 28 days.

4. URGENT ITEMS OF BUSINESS

Any other items which, pursuant to Section 100B(4)(b) of the Local Government Act 1972, the Chairman decides are urgent.

5. PUBLIC PARTICIPATION

To receive submissions from members of the public which have been submitted in advance in accordance with the Council's Public Participation Scheme for Overview and Scrutiny.

OVERVIEW AND POLICY DEVELOPMENT

6. **TRANSFORMATION PROGRAMME**
To receive a report providing an update in respect of the Council's Transformation Programme and outlining ways for Members to provide input into the Programme's strategic reviews. 9 - 44
7. **SCHOOLS ANNUAL ENVIRONMENTAL MANAGEMENT REPORT 2014/15**
To consider the attached Schools Annual Environmental Management Report 2014/15. 45 - 92
8. **BRACKNELL FOREST BOROUGH LOCAL PLAN UPDATE**
A progress update report in respect of the Bracknell Forest Borough Local Plan is attached. 93 - 102
9. **DRAFT OVERVIEW AND SCRUTINY REPORT OF THE REVIEW OF PROCEDURES FOR PLANNING APPLICATIONS AND ENFORCEMENT**
The draft report of the review of procedures for planning applications and enforcement undertaken by a working group of this Panel is attached for consideration. 103 - 144

PERFORMANCE MONITORING

10. **QUARTERLY SERVICE REPORT (QSR) - INFORMATION ITEM**
To update the Panel in respect of the latest available departmental performance as reported in the QSR for the third quarter of 2015/16 (October to December 2015) relating to Environment, Culture and Communities. An overview of the fourth quarter of 2015/16 will also be provided. 145 - 190

Please bring the previously circulated Quarterly Service Report to the meeting. Copies are available on request and attached to this agenda if viewed online.

The Chairman has asked that any detailed or procedural questions arising from the QSR should be referred to the Director of Environment, Culture and Communities in advance. Only issues of strategic importance or of wider implications need then be raised at the meeting.

HOLDING THE EXECUTIVE TO ACCOUNT

11. **EXECUTIVE KEY AND NON-KEY DECISIONS**
To consider scheduled Executive Key and Non-Key Decisions relating to Environment, Culture and Communities. 191 - 196

DATE OF NEXT MEETING

Tuesday 5 July 2016.

ENVIRONMENT, CULTURE AND COMMUNITIES OVERVIEW & SCRUTINY PANEL

12 JANUARY 2016

7.30 - 9.35 PM



Present:

Councillors Angell (Chairman), Porter (Vice-Chairman), Mrs Angell, Brossard, Mrs Ingham, Mrs McKenzie, Mrs McKenzie-Boyle and Mrs Mattick

In Attendance:

Andrea Carr, Policy Officer (Overview and Scrutiny)
Mark Devon, Chief Officer: Leisure & Culture
Janet Dowlman, Head of Environmental Services
Andrew Hunter, Chief Officer: Planning & Transport
Damian James, Head of Performance and Resources
Steve Loudoun, Chief Officer: Environment & Public Protection
Vincent Paliczka, Director of Environment, Culture & Communities

81. Minutes and Matters Arising

RESOLVED that the minutes of the meeting of the Panel held on 22 September 2015 be approved as a correct record and signed by the Chairman.

There were no matters arising.

82. Declarations of Interest and Party Whip

There were no declarations of interest relating to any items on the agenda, nor any indication that Members would be participating under the party whip.

83. Urgent Items of Business

There were no items of urgent business.

84. Public Participation

No submissions had been made by members of the public under the Council's Public Participation Scheme for Overview and Scrutiny.

85. 2016/17 Draft Budget Proposals

Although there was a need for further savings to be identified following notification of the Government grant settlement, the Panel was invited to scrutinise the firm budget proposals before it. The Director of Environment, Culture and Communities presented a report on the key themes and priorities for Environment, Culture and Communities as outlined in the draft budget proposals for 2016/17. The initial preparations for the budget had focussed on the Council's Commitment Budget for 2016/17 – 2020/21, bringing together existing expenditure plans, taking account of approved commitments and the ongoing effects of service developments and efficiencies that were agreed when the 2015/16 budget was set.

A number of changes were proposed to the Commitment Budget since it was last considered by the Executive, amounting in total to an increase for the Council of £1.032m. Of particular interest to the Panel were a departmental saving resulting from the Street Lighting Invest to Save Scheme (-£0.175m) and updated Waste Disposal projections based on the latest tonnages for recycling (£0.179m). The Panel also noted the draft revenue budget pressures for the Department totalling £263,000 for 2016/17, although these were more than outweighed by savings proposals amounting to £1,161,000.

Arising from questions and discussion, the Panel noted the following in relation to the budget pressures and savings proposals:

- In response to the reduction in income at Bracknell Leisure Centre (due to competition from small scale local gyms), plans were in hand to enhance the offer included within the Platinum Card package through discounts on catering and other facilities and working with staff to improve the all round customer experience for users. Officers were recommended to publicise the new package as widely as possible, and particular mention was made of obtaining copy in 'Town & Country' and other local newssheets.
- An outline of the duties of the posts of Strategic Planner (New Communities) and Development Engineer was given, together with reasons for continued funding for them.
- The dispute in relation to the waste Contract had been settled and the additional recycle income was now assured.
- The additional income from increasing charges for brown bin emptying relied in part on continuing to sign up new customers for the service.
- The increases in Cemetery and Crematorium fees and charges were felt to be reasonable and had been set taking into account the fees charged by neighbouring authorities and the quality of the service offered in Bracknell Forest which was valued and appreciated by users.
- The e+card savings arose from lower running costs rather than any reduction in the discounts offered.

Turning to the Capital Programme, the Panel noted that total capital spending proposed for Environment, Culture and Communities in 2016/17 amounted to £20.185m (of which £4.733m was external funding). The most significant project was the Coral Reef Transformation at an estimated £8.358m in 2016/17. The tender process for the project had been reset with prices from contractors now due in by 8 March 2016. The acquisition of the former Magistrates Court building would increase the Council's landholding to support a possible future phase of town centre development. Referring to the new schemes in the programme, Members requested further information on the location of the amenity land adjacent to Crowthorne Road where it was proposed to fell ageing pines and replant native, deciduous trees, and the sites of the road junctions earmarked for traffic signal preventative maintenance. The Panel expressed its support for the Invest-to-Save scheme to provide an additional chapel at the Easthampstead Cemetery and Crematorium.

86. Bracknell Forest Borough Local Plan Update

The Panel considered a report summarising the up to date position on the various documents comprising the Bracknell Forest Borough Local Plan (BFBLP).

The Issues and Options public consultation for the Comprehensive Local Plan (CLP) was due to take place in June/July 2016. The Member Working Group had been

closely involved in steering the work on preparation of a wide range of evidence studies which would support the CLP. The studies included:

- Strategic Housing Market Assessment – close to completion
- Gypsy and Traveller Accommodation Assessment – additional work required to take account of further guidance
- Functional Economic Market Area – the Local Enterprise Partnership (LEP) was leading this work
- Landscape Character Study – first part completed
- Green Belt Review – work to be carried out by consultants, commissioned jointly with Wokingham Borough Council

The Panel also noted that four neighbourhood plan areas had been designated in Bracknell Forest: Binfield, Bracknell Town, Warfield and Winkfield. Consultation was also under way on the designation of Sandhurst neighbourhood area. The Binfield neighbourhood plan had been examined and would be the first to go to a referendum in March.

87. **The Waste Challenge**

The Panel received a report and presentation on the 'Waste Challenge', a review of the current provision of waste collection and disposal services together with an outline of the various challenges that lay ahead in meeting future recycling targets within available budgets and legislative constraints.

Having received details of the breakdown of waste collected and disposed of, the Panel noted the following key points:

- The current recycling rate in Bracknell Forest was 39.3% (compared to 44.7% nationally).
- EU recycling targets were 50% by 2020, 60% by 2025 and 65% by 2030. The country faced substantial fines from the EU if targets were not met, which may be passed onto underperforming Authorities.
- Pre AWC the council were sending 40,000 tonnes to landfill. It had reduced to 12,600 tonnes which gives rise to a significant saving not least in respect of landfill tax now running at £82.60t.
- The council were having to pay and estimated £600,000 a year more than it needed to due to waste was going into the green bin that could either be recycled via the current arrangements or home composted
- If half the recoverable materials from landfill bins could be captured (1,967 tonnes) and 1,564 tonnes could be diverted by home composting/encouraging less food wastage, the recycling rate could be raised to 44.5%.

The Panel received answers to a number of questions on matters of detail. It was noted that the Re3 contract set a limit of 20,000 tonnes on the amount that could go for energy from waste (EfW) treatment. If there was a change to how recycle rates were calculated so as to allow for bottom ash from EfW that was recycled to be included, this would make a significant contribution toward reaching the 50% target. Reference was made to the parts of the Borough with a higher proportion of flats and smaller properties which were less well-suited to accommodating bins and containers for more convenient kerbside collection of recyclable materials. The value of learning from other Councils and stepping up efforts to educate residents to encourage better and more responsible recycling habits were commented on.

The Council would need to formulate its proposals for change by around 2017 so that these could be incorporated in a new collection contract due to start in 2019.

88. Working Group Update Report

The Panel received a progress report of the Working Group reviewing the Council's planning function. The Working Group had met eight times and was due to consider its draft report (containing a number of recommendations for the Executive) at its next meeting in February.

89. Work Programme 2016/17

The Panel considered its Work Programme for 2016/17. There were two future possible review topics remaining in the 2016/17 programme:

- A review of Houses in Multiple Occupation (HMOs) in terms of the Council's involvement.
- To review Parks and Open Spaces.

The Panel agreed to continue reviews in the order as set out in the Work Programme, but not to rule out other suggestions that may come forward during the year.

90. Overview and Scrutiny Progress Report

The Panel received the Overview and Scrutiny bi-annual progress report setting out the activity and developments over the period June to November 2015.

91. Quarterly Service Report - Information Item

The Panel considered the latest trends, priorities and pressures in terms of departmental performance as reported in the QSR for the second quarter of 2015/16 (July to September 2015) relating to Environment, Culture and Communities. The report highlighted exceptional performance, remedial action being taken against under performance, significant changes in risk, significant customer feedback and inspections and significant changes in service use and the associated financial impact.

Arising from a question, the Panel was informed that there was approximately 5 years capacity remaining at the Easthampstead Cemetery. This meant that in order to continue to provide a service for the interment of remains, the Council would need to acquire land and make it suitable for burials.

92. Executive Key and Non-Key Decisions

The Panel received and noted the scheduled Key and Non-Key Executive Decisions relating to Environment, Culture and Communities.

CHAIRMAN

**TO: ENVIRONMENT, CULTURE & COMMUNITIES OVERVIEW & SCRUTINY PANEL
23 MARCH 2016**

**TRANSFORMATION PROGRAMME
Chief Executive**

1 INTRODUCTION

1.1 This paper provides an update on the Council's Transformation Programme and outlines ways for the Commission, Scrutiny Panels and all back bench members to provide input into the programme's strategic reviews.

2 SUPPORTING INFORMATION

Background

2.1 A Transformation Board was established in October 2015 to develop and deliver a programme to fulfil the new Council Plan's commitments to: review the focus and delivery of all services over the next 4 years, charge appropriately for services, including reducing subsidy on some services, and seek opportunities for additional income. This was to be done in the context of the Council needing to find £25m of savings over the next 5 years. The Transformation Programme is a continuous programme of work, aimed at identifying significant savings that can be incorporated into the 2016/17 budget and beyond.

2.2 The Board is chaired by the Chief Executive with membership including the Leader of the Council, the Executive Member for Finance and Transformation and Corporate Management Team. Independent consultants from Activist and IESE have been contracted to support the Board in developing the programme, providing external challenge, specialist advice and quality assurance and additional temporary capacity to support some reviews. The membership and objectives of the Board are outlined further in the Board's Terms of Reference at Annex One.

Work Programme

2.3 During autumn 2015 the Board moved quickly to develop a work programme comprising both strategic reviews and other projects. The services chosen for review represent some major areas of expenditure. The reviews commenced in early 2016 and will be delivered at pace through 2016/17 so that the outcomes can be implemented as soon as possible in the second half of the financial year to deliver savings for 2017/18. During autumn 2016 the work programme will be refreshed for 2017/18 and further service reviews and projects identified.

2.4 The overall shape of the work programme for 2016/17 is set out in Table One below:

Strategic Reviews	Other Projects
Council wide support services	Major property reviews
Early intervention/prevention	One Public Estate

Unrestricted

Library review	Devolution
Leisure services review	SEN transport policy
Arts review	School improvement
Citizen and customer contact	NHS integration
Generating additional income	

2.5 Alongside this the Board focussed on the identification of additional savings that could be implemented relatively quickly during 2016/17. In December, it was anticipated that a significant proportion of the £6.044m budget gap would be met from the following five service areas:

- Adult social care commissioning
- Highways and transport
- Welfare and housing
- Cultural and leisure services, and
- Public health

The work to date has identified potential economies of £2.183m from these areas for 2016/17 and these have either been included in the Council's financial plans or are currently subject to consultation.

Delivering the Reviews

2.6 Scoping documents for each review were developed before Christmas and the reviews commenced in January with the formation of project boards. Each review is being planned in four stages; analyse, plan, do and review, using a commissioning mind set to ensure that fundamental questions are asked about why, what, who, how, when and how much. The reviews are starting by analysing needs and service information and project boards are beginning to explore ideas for the new approaches that will be needed.

2.7 The projects that are in the remit of the Environment, Culture and Communities Scrutiny Panel are the Arts, Libraries and Leisure Reviews. For each of these work has begun to start and detailed delivery plans have been completed. Scoping statements have been produced which define what information needs to be collected and the key questions need to be considered in the first 'analyse' phase of the review. The draft scoping statements for the Arts, Leisure and Libraries projects are attached at Annexes Two, Three and Four; members are invited to comment on these drafts.

Local Government Finance Settlement

2.8 Advised by government to plan for a 25-40 per cent cut in revenue support grant over the period to 2019/20 and, having prepared for a 40 per cent cut, we were disappointed to learn of the proposed cut of 80 per cent in December. The Council now needs to make £24.5m savings over the next 4 years, compared to £22 million over 4 years before the settlement.

- 2.9 This means the Transformation Programme will need to deliver faster to achieve the savings needed for 2017/18. The programme will now review all services over 2-3 years rather than 4 years as set out in the Council plan aims. The Council will need to deliver differently in some areas to achieve the savings and the Transformation Board is working to identify and deliver significant savings as quickly as possible through the strategic reviews laid out in Table One. The new capital receipts flexibility announced as part of the Local Government Finance Settlement can be used to help fund and support the reviews, along with the existing transformation reserve.

Governance

- 2.10 Each of the Programme's strategic reviews and projects has been grouped in line with the new Council Plan's six strategic themes:
- Value for money
 - A strong and resilient economy
 - People have the life skills and education opportunities they need to thrive
 - People live active and healthy lifestyles
 - A clean, green, growing and sustainable place
 - Strong, safe, supportive and self reliant communities.
- 2.11 Each group of projects will be scrutinised by a challenge director. The challenge director will be responsible for challenging the scope of the programmes/projects, ensuring synergies between those in that group are realised and bringing an external perspective. Each strategic review or project is led by a director or senior manager responsible for that service, reporting to an Executive Member lead and supported by a project manager. The director or senior manager chairs the project board, whose membership also includes some Chief Officers or Heads of Service who are not involved in that service area to bring some additional external challenge and a wider corporate ownership to the reviews. Annex Five provides a list of each of the strategic reviews and projects and those responsible for each review.
- 2.12 The Executive are regularly updated on the progress of the programme and the Executive Member for Finance and Transformation and the Leader of the Council are responsible for regularly updating and discussing the Programme with the Conservative Group through group meetings. The Chairman of the Transformation Board will brief the Leader of the Opposition.

Member Engagement

- 2.13 There will be a 'Gateway' review process at key decision points in all significant service reviews including those relating to the Arts, Leisure, Libraries and Citizen and Customer Contact, Income Generation and Early Intervention and Prevention to engage the Commission, relevant Overview and Scrutiny Panels and other interested members in contributing to and shaping the reviews. Member's efforts are being focussed on these reviews as they are the most politically sensitive and have the greatest potential for impact on the community. The 'Gateway' reviews will start in April, with reviews completed for the Arts (end of April), Leisure (end of May), Citizen and Customer Contact (mid July) and Libraries (end of July).
- 2.14 These initial 'Gateway' reviews will be at the end of the 'analyse' phase of the reviews asking questions like: do the findings from the 'analyse' phase appear sufficient and sound and have the right issues been addressed and researched and do the outcomes identified to be achieved through the review represent a sensible

and realistic ambition for the future? A further 'Gateway' review will take once recommendations have been developed before a decision paper is taken to the Executive. In the case of the library review it is likely that an additional Gateway Review will take place once options of been developed and before the main public consultation.

- 2.15 In addition to the initial 'Gateway' reviews, and in advance of them, an Overview and Scrutiny Commission member workshop is being organised for 31st March. The purpose of this workshop is to:
- brief members on the scope and methodology being taken within the service review including the commissioning mind set and the analyse, plan, do and reviews phases.
 - outline the project timescales, key milestones and provide an update on the work completed to date.
 - outline the process for the Gateway review to prepare members for the meetings.
- 2.16 Time pressures imposed by the Local Government Finance Settlement means it is important that the Gateway reviews add to the decision making process without creating an administrative burden. We will look to set the dates with relevant Chairmen in the near future and then fix these. Dates will focus on capacity of project teams to prepare work rather than committee cycles.
- 2.17 The detailed process for the 'Gateway' reviews is being developed by the Transformation Board and will be discussed with the Chairman of the Overview and Scrutiny Commission. The workshop being organised for the Commission will go into more detail on the governance and delivery of the programme.

3 EQUALITIES IMPACT ASSESSMENT

- 3.1 All of the proposals coming out of the strategic reviews will be assessed for their impact on the community and staff.

4 STRATEGIC RISK MANAGEMENT ISSUES

- 4.1 Programme and project risk registers are in development and will be regularly monitored by the Programme and project boards. The Programme needs to deliver at pace in 2016/17 which will mean that resources need to be managed carefully to ensure that the Council has sufficient capacity to deliver the level of savings and service changes required, while still continuing to deliver its services effectively. External resources will need to be bought in to support the Programme with project management and specialist advice.

Contact for further information

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Annex One Transformation Board

Terms of Reference

Name of Group	Transformation Board	
Purpose of Group	Responsible for monitoring the progress of the programme and projects, ensuring the portfolio is suitably balanced and resolving issues which may compromise delivery and benefits.	
Authority	Corporate Management Team	
Commencement of group	October 2015	
Venue and Frequency	Easthampstead House, Monthly	
Termination of Group	Upon the decision of the Transformation Board	
Membership extent	Corporate Management Team, the Leader of the Council, the Portfolio Holder for Transformation and Finance with external and programme management support	
Chairman	Timothy Wheadon, Chief Executive	
Membership	Councillor Peter Heydon	Executive Member for Transformation & Finance
	Councillor Paul Bettison	Leader of the Council
	Timothy Wheadon	Chief Executive
	Alison Sanders	Director of Corporate Services
	Alan Nash	Borough Treasurer
	John Nawrockyi	Director of Adult Social Care, Health & Housing
	Victor Nicholls	Assistant Chief Executive
	Vincent Paliczka	Director of Environment, Culture & Communities
	Dr Janette Karklins	Director of Children, Young People & Learning
	Eric Bohl	Activist
	Genny Webb	Head of Performance and Partnerships
	Heather Lumby	iESE
	Caroline Stanger	Activist
	Nikki Gibbons	Chief Officer: Human Resources
Abby Thomas	Programme Manager	
Objectives of Group	<ol style="list-style-type: none"> 1. Agree the initial design of the portfolio and ensure that it is suitably balanced. 2. Monitor delivery of the portfolio including: <ol style="list-style-type: none"> a. Spend against profiled budget b. Resolution of issues 	

	<p>c. Management of risks and dependencies</p> <p>d. Monitoring approved changes</p> <p>3. Review recommendations from and to the Executive (as Member Reference Group)</p> <p>4. Ensure the effectiveness of the Challenge Directors and member Gateway Reviews.</p> <p>5. Approve additions or major changes to any programmes or projects in the portfolio.</p> <p>6. Ensure that any conflicts between the portfolio delivery and business as usual that cannot be resolved at programme level are addressed.</p> <p>7. Where necessary make recommendations for resources to be moved from one programme/project to another to ensure that the portfolio remains balanced.</p> <p>8. Ensure that there are sufficient projects and programmes 'in the pipeline' to ensure that the portfolio remains on course to deliver the council's strategic objectives.</p>
Outcomes/Outputs of Group	<ul style="list-style-type: none"> • To make a significant contribution to the reduction of the Council's budget by £25 million while minimising and mitigating the impact on staff and communities • To review policies and services against the Council's new narrative which focusses on achieving outcomes for the most vulnerable, taking a commissioning approach wherever relevant • Ensuring opportunities to develop self reliant communities are maximised • Evidenced prevention and early intervention approaches are embedded into service delivery and the culture of the organisation
Decision Making Powers	Recommendations to the Executive
External Bodies & Forums	N/A
Dependent groups and/or meetings	Individual project boards
Dependent documents	<p>Programme plan</p> <p>Project scoping templates</p> <p>PIDS</p>
Administrative Arrangements	Democratic Services

Scoping statement template: v0.3

Purpose	<p>Designed to be used as part of the methodology for Bracknell Forest Council's Transformation Programme.</p> <p>The scoping statement's principal purpose is to ensure that the scope of a project is defined in a way that supports the commissioning mind-set and principles built into the methodology for the Transformation Programme.</p>
Version	v0.3
Date	7 March 2016
Changes made	<p>Second draft</p> <p>Guidance moved to a separate document</p> <p>Deletion of potential sources/lead and resources from section 3.</p> <p>Deletion of document as a separate heading</p> <p>Incorporates amendments from Vincent Paliczka</p>

Project	Arts review
Project sponsor	Vincent Paliczka
Author	Andrew Holden
Version	V0.1
Date	29 February 2016
Status	Draft for feedback from Project Board

1. Background (extracts from PID)

PID version number	V2.0
PID date	29 February 2016
PID project description (taken from the PID)	<p>Initial vision for project;</p> <p>The arts make a valuable contribution to the quality of people's lives and so the Council has helped in various ways to support a thriving arts offer in the Borough, but due to the reductions in the Council's funding, it is reviewing all its activities. The arts review will enable the Council and its partners to set a strategy that will identify the part that the arts and culture play in the future success of the Borough. Options for making the Council's and its partners' contributions to the arts affordable for the future will have been explored along with ways of securing the future of the arts in the light of an examination of the evidence of their contribution to the people who live and work in the Borough.</p>

<p>PID aims (taken from the PID)</p>	<p>The project will review the Council's role in supporting arts and culture in the borough and examine the Council's financial contribution to the arts. The initial aims of the project are:</p> <ul style="list-style-type: none"> • To undertake a fundamental review of the Council's support for arts and culture. • To map what arts provision, services and activities exist in the borough, who provides it and the levels of expenditure. • To define the contribution that the arts make to the Council's strategic aims. • To explore and assess alternative delivery models and partners. • To set a strategy that will determine the Council's future contribution to the arts in the Borough. • To develop and consult on a range of options for supporting the arts in the future including with a reduced level of Council funding.
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2. Areas under consideration

<p>Outcome areas (whether social, economic or environmental) or 'wicked issues' likely to be involved</p>	<p>Potential outcome areas may include:</p> <ul style="list-style-type: none"> • reduced revenue cost to the Council. • Increased economic activity, visitors, jobs and skills. • Positive community perceptions of Bracknell as a place to live. • Better resilience, reduced isolation and improved mental health among vulnerable groups.
<p>Preliminary list of services in scope (from PID)</p>	<p>The initial working definition of what constitutes the arts includes:</p> <ul style="list-style-type: none"> • Performing arts, eg music, dance, drama, musicals, opera • Visual arts • Digital media • Crafts • Festivals, carnival, participatory arts • Community arts and learning. <p>All the Council's and partners' support for the arts will be examined, including:</p> <ul style="list-style-type: none"> • South Hill Park. • Creative industries. • Education sector. • Voluntary Sector.
<p>Preliminary list of services not in scope (from PID)</p>	<p>Services and issues not included in scope are:</p> <ul style="list-style-type: none"> • Library service operations (although arts activities within libraries are in scope). • Leisure services and activities. • Parks Management

Conceptual shifts that may be involved	Current approach	Potential future approach
	Standalone investment in SHP	Integrated with partners' investment
	Commercial activities contribute to SHP's activities.	Extensive commercial income generation to support SHP's core activities.
	Output-based performance monitoring	Outcome-based framework and evaluation
	Council as main funder of arts.	Wide range of funding for the arts, including business, community and individuals.
	The Council is a funder of an arts facility.	The Council encourages and promotes the arts throughout the life of the Borough.

Key definitions

Arts and Culture: The Review will take a flexible and pragmatic approach to the definition of arts and cultural activity. Starting with current DCMS and ACE-sponsored art forms and creative disciplines, including performing arts (music, theatre, musical theatre, opera, dance) carnival, festivals, participatory arts; visual arts, creative industries, digital media, heritage, and crafts, literature (but not statutory library services).

South Hill Park (SHP): The site including the arts centre and park.

SHP Trust: The independent charity which has a lease from BFC and receives an annual grant to run an arts programme on behalf of BFC.

3. Summary of analytical activities (detail to be included in research brief for each of the four headings).

a. Needs and asset analysis

No	Activity	Tasks	Areas of enquiry
3.a.i	Develop needs and assets analysis	Analyse the contribution of the arts to the Borough and the Council's priorities, examine the current asset base, current arts provision (including in the education sector) and identify gaps in provision.	<ul style="list-style-type: none"> • What part do the arts play in the social and economic life of the borough? • What do the borough, communities and individuals want from the arts? • What are the council's priorities and how do the arts contribute? • What role do the arts play in the priorities of other organisations in the borough? • Which organisations or groups create art and what are the patterns of artistic creativity? • What is the profile of practising artists in the borough? • How are schools helping young people to create, enjoy and celebrate the arts? • What are the demographic and socio-economic trends in the borough and by ward? • Who do we need to consider when ensuring that the council meets its Equality Duty? • What do we know about current participation in the arts – at SHP, through other agencies or venues in the borough, or beyond? • Has the way people participate in arts changed over time? • Does public transport facilitate access to the arts, either at SHP, in the borough or outside? • How do other community organisations and local businesses engage with the arts? • How do we measure success?
3.a.ii		Identify particular contribution of South Hill Park to the Borough's arts and culture, including its programming and support for other arts	<ul style="list-style-type: none"> • What is the output and reach of SHP's programme? • Where do its users come from? • What are the organisations, agencies and networks to which SHP contributes? • How does SHP link with other services including creative education in

	organisations.	schools? • How are people using SHP when they visit?
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b. Research into alternatives

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No	Activity	Tasks	Areas of enquiry
3.b.i	Research the functions that arts and culture serve	Review evidence of the positive impact of arts and culture.	<ul style="list-style-type: none"> • What evidence is there of the role of arts and culture in society and the economy? How robust is that evidence and how significant is it? • At a national or international level • In the borough • In relation particularly to the priorities of the Council: <ul style="list-style-type: none"> ○ health and wellbeing ○ economic impact and tourism ○ community-building and 'place-shaping'
3.b.ii		Examine the evidence of the value of arts and culture to the Borough and the Region.	<ul style="list-style-type: none"> • Where does Bracknell and SHP fit into cultural ecology of locality and region? • What evidence is there of the impact of the arts and culture (relates to measures of success question in 3.a.i)
3.b.iii	Explore funding opportunities.	Examine extent of and potential for individual, external and business funding for arts and culture.	<ul style="list-style-type: none"> • What is current ACE/Lottery and other arts investment in Berkshire and region? • What are the current trends in arts fundraising and philanthropy, individual giving and sponsorship? • Which major organisations in the Borough are already making a contribution and which ones not? What is the nature of their support?
		Explore arts organisations' current income generation and further opportunities.	<ul style="list-style-type: none"> • Where are the borough's arts organisations drawing their funding from? • Given the Council's priorities, the needs of the local community, and the strengths and assets of arts organisations and partners, what are the potential growth areas in voluntary and commercial income?

c. Sourcing options and initial market engagement

No	Activity	Tasks	Areas of enquiry
3.c.i	Examine sourcing options	Consider potential for partnerships in the Borough and the Region to support arts and cultural provision and other sourcing options.	<ul style="list-style-type: none"> • Where might the Council add value or share economies with other arts commissioners? • Where might the Council’s investment collaborate with non-arts providers to deliver shared or aligned outcomes? • Are other providers better placed than the Council to commission outcomes from arts activity? • How effective is SHP Trust as an operating arts organisation? • Could SHP Trust collaborate or combine with others to achieve greater impact and/or economies of scale? • Are there other providers who might be better placed than SHP Trust to deliver outcomes from the arts? • Is SHP a venue that should be retained for arts and cultural use or are there other venues that could be more effective? • What options are there for using the Council’s subsidy to deliver more effective outcomes for and from arts in the Borough?

d. Baselineing

No	Activity	Tasks	Areas of enquiry
3.d.i	Collating baseline costs and performance	Collate expenditure and performance data from key arts providers.	<ul style="list-style-type: none"> • How has Council investment in the arts changed over time? • What are the outputs from Council commissioned arts over time? • What is the expenditure and output of other arts providers in the borough?
		Collate any current benchmarking data, including on other councils' contributions to the arts.	<ul style="list-style-type: none"> • What relevant performance comparisons are there for other arts centres? • What is the pattern of arts investment in similar authorities? • Is there any evidence from authorities where major arts providers have been removed from ACE national portfolio/RFO status?
		Summarise current grant levels and income generation by SHP and other key arts providers.	<ul style="list-style-type: none"> • How has the Council's grant to SHP changed over time? • What is the overall value of the Council's subsidy (eg when including building maintenance)? • What income is being generated from the Council's investment at SHP by public, commercial and voluntary income streams, broken down by: <ul style="list-style-type: none"> ○ Ticketing ○ Events ○ Retail ○ Catering ○ Commercial hires ○ Weddings/events ○ Fundraising • How has this income changed over time? • Could the Council locate activities at SHP to help drive income for SHP to subsidise arts and cultural activities? • What grants and income are being generated by other arts providers in the borough and immediate region?

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Scoping statement template (v1.0)

Purpose	The scoping statement's principal purpose is to ensure that the scope of a project is defined in a way that supports the commissioning mind-set and the principles built into the methodology for the Transformation Programme.
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Project	Leisure review
Project sponsor	Vincent Paliczka
Author	Kevin Franklin and Eric Bohl
Version	V1.0
Date	29 th February 2016
Status	First draft for discussion

1. Background (extracts from PID)

PID version number	2.0
PID date	17 Feb 16
PID project description (taken from the PID)	The review of the Council's leisure services will ensure that all residents can benefit from an attractive, high quality leisure offer in the borough, and that what we do is done well. We will prioritise people and areas with the greatest need, so that people can maximise their opportunities to be fit, active and healthy. We will reduce the overall subsidy for leisure services by ensuring our prices are structured competitively in line with the target market. The review will create a sustainable, long-term plan for the borough's leisure activities that reflects the future needs of the Borough.
PID aims (taken from the PID)	<p>The project will review the Council's role in supporting and providing leisure opportunities in the borough. The initial aims of the project are:</p> <ul style="list-style-type: none"> • To review the Council's provision of leisure services and facilities using the 6 key commissioning questions. • To map what leisure provision, services and activities exist in the borough, who provides it and what strategic fit exists between all providers. • To determine the Council's future role in the leisure market in the borough and its level of subsidy. • To explore and assess alternative delivery models and partners for each leisure facility/service.

2. Areas under consideration

<p>Outcome areas (whether social, economic or environmental) or 'wicked issues' likely to be involved</p>	<p>Potential outcome areas include:</p> <ul style="list-style-type: none"> • Reduced costs through: <ul style="list-style-type: none"> ○ Efficiency improvements. ○ Reductions in subsidy. ○ Cheaper delivery models. • Improved health and well-being through: <ul style="list-style-type: none"> ○ Reductions in obesity, mental ill-health. ○ Reduction in social isolation. • Improved community resilience: <ul style="list-style-type: none"> ○ Reductions in crime. ○ Greater community collaboration and cohesion. • Sustainable future for leisure in borough: <ul style="list-style-type: none"> ○ Vision for Council role in fostering participation. ○ Council role in leisure provision defined within a comprehensive network of accessible facilities for leisure (regardless of ownership or operator). 										
<p>Preliminary list of services in scope (from PID)</p>	<p>The scope will include the following services will be included (currently) as they are all drivers of income:</p> <ul style="list-style-type: none"> • Bracknell Leisure Centre • Coral Reef • Downshire Golf Course • Edgbarrow and Sandhurst Sports Centres • The Look Out • Harmanswater Swimming Pool • Horseshoe Lake Watersport Centre • Catering operations within the facilities. <p>Other facilities, inc schools and other non-Council leisure facilities.</p>										
<p>Preliminary list of services not in scope (from PID)</p>	<p>None excluded initially, but it may not be feasible or realistic to map:</p> <ul style="list-style-type: none"> • Activities (particularly informal) that take place away from facilities • Voluntary club or team activities. 										
<p>Conceptual shifts that may be involved</p>	<table border="1"> <thead> <tr> <th data-bbox="552 1559 938 1608">Current approach</th> <th data-bbox="938 1559 1378 1608">Potential future approach</th> </tr> </thead> <tbody> <tr> <td data-bbox="552 1608 938 1771">Council primary provider for sporting facilities.</td> <td data-bbox="938 1608 1378 1771">Provision to be based on who is best to provide it, e.g. Council, voluntary sector, private sector or mixed economy.</td> </tr> <tr> <td data-bbox="552 1771 938 1850">Service primarily facility based.</td> <td data-bbox="938 1771 1378 1850">Focus is on leisure activities wherever they occur.</td> </tr> <tr> <td data-bbox="552 1850 938 1995">Many school facilities not openly available or not be considered part of the mainstream leisure offer.</td> <td data-bbox="938 1850 1378 1995">School leisure facilities more widely used and promoted beyond school community.</td> </tr> <tr> <td data-bbox="552 1995 938 2029">Significant subsidy by the</td> <td data-bbox="938 1995 1378 2029">Council's subsidy reduced or</td> </tr> </tbody> </table>	Current approach	Potential future approach	Council primary provider for sporting facilities.	Provision to be based on who is best to provide it, e.g. Council, voluntary sector, private sector or mixed economy.	Service primarily facility based.	Focus is on leisure activities wherever they occur.	Many school facilities not openly available or not be considered part of the mainstream leisure offer.	School leisure facilities more widely used and promoted beyond school community.	Significant subsidy by the	Council's subsidy reduced or
Current approach	Potential future approach										
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Many school facilities not openly available or not be considered part of the mainstream leisure offer.	School leisure facilities more widely used and promoted beyond school community.										
Significant subsidy by the	Council's subsidy reduced or										

	council for the current service.	removed.
	Council promotes its own leisure services.	Council champions participation in sport and leisure activities wherever they take place.

Key definitions

- **Community provision:** leisure and recreational services provided by independent or voluntary groups
- **Leisure:** recreational or sports activities wherever they take place.
- **Service:** leisure facilities that are provided by the Council.

3. Summary of analytical activities (detail to be included in research brief for each of the four headings).

a. Needs and asset analysis

No	Activity	Tasks	Areas of enquiry
a1	Develop needs and assets analysis	Analyse needs and assets in the Borough, including private sector and other leisure provision.	<ul style="list-style-type: none"> • What are the needs of the residents and non-residents (commuters) in terms of leisure and recreational facilities and services: <ul style="list-style-type: none"> ○ What are the current borough level health indicators? ○ How are obesity and other health issues being addressed? • What facilities are currently provided by: <ul style="list-style-type: none"> ○ The Council? ○ Other providers? • Are these facilities where the community needs are highest or in more demand? • What are the standards of these assets and what is the condition of current stock and longer term liabilities in terms of maintenance etc.? • What are future needs likely to be, taking into account population trends etc.?
a2		Identify users' and non-users' participation rates, satisfaction, needs and user profiles.	<ul style="list-style-type: none"> • What do we know about the different types of users (and non-users)? • Are residents and users satisfied with current service? • Who uses the facilities the most, e.g. residents local to the facility, commuters, residents of neighbouring councils, etc? • What are the trends in terms of participation? • Does the Council survey users and non-users; what are the quality, quantity, analysis and implementation of results, etc? • For groups and clubs, what involvement/commitments are in place in terms of use and cost? What are the trends in terms of club and group participation?
a3	Establish priority needs	Work with project board to assess key needs and gaps in provision and opportunities.	<ul style="list-style-type: none"> • Are the right facilities being provided and in the right place? • Is the Council identifying and targeting the right users, whether in terms of spend potential or of need? • Is the service providing what the customers want?

b. Research into alternatives

No	Activity	Tasks	Areas of enquiry
b1	Research the future options.	Identify alternative models for the delivery of leisure services.	<ul style="list-style-type: none"> • What options are there beyond what we do already? • Is there likely to be a demand for different types of offer (eg budget gym)? • Are our activities focused largely on our facilities? How could we achieve the right outcomes differently? • What are the pros and cons of each option?
b2		Analyse the current and potential pricing of services and ensure that the consequential impact of pricing options is clearly understood.	<ul style="list-style-type: none"> • Is there a current pricing strategy? • If so, has the strategy been fully implemented? • Have the results and outcomes been analysed for effectiveness? • Has competitor analysis been undertaken? • What are the barriers to price increases? • Is pricing targeted at the Council's priorities? Is there a clear link between the pricing strategy and the corporate priorities? • How does the pricing strategy support priority needs and areas?
b3		Identify the potential financial benefits of further investments in the facilities.	<ul style="list-style-type: none"> • What investment has been made in recent years? • Have the results of this investment been analysed? • Is there potential to expand services into more income generating projects? • Has the potential of the facilities and services been reached? • What would it cost to expand and change the offer? What is the ROI?
b4	Research the market	Confirm the local, regional and national trends in leisure provision and the leisure market and the impact on the Council's market share.	<ul style="list-style-type: none"> • How does the current service compare with competitors locally and nationally in terms of: <ul style="list-style-type: none"> ○ Facility quality? ○ Accessibility? ○ Customer service? ○ Range of activities? • What share of local market has the Council services? • Who are the competitors locally? Is it worth trying to compete with them? • How does the service identify local and national trends and what does it do with the information?
b5		Identify the effectiveness of	<ul style="list-style-type: none"> • Has SWOT analysis been undertaken?

No	Activity	Tasks	Areas of enquiry
		the marketing and promotion of leisure services.	<ul style="list-style-type: none"> • Is there a marketing strategy and plan, is it fully implemented? • Who is responsible for marketing and promotion? Are the responsibilities clear? • What resources are available for promotion and marketing? • How is the effectiveness of marketing strategies analysed and what trends are evident? • What range of media are being used? • What is the brand image of the services? How is the personality of the service being projected?

c. Sourcing options and initial market engagement

No	Activity	Tasks	Areas of enquiry
c1	Examine sourcing options	Identify impact of and potential for alternative delivery models, such as shared services, outsourcing, spin-outs.	<ul style="list-style-type: none"> • What alternatives have been explored previously? • What are the principal options available? What are their merits now? • What are the barriers to outsourcing or sharing? • Are there the the appetite, expertise and resources to pursue a spin-out? • What the advantages and disadvantages of each options in terms of: <ul style="list-style-type: none"> ○ Financial impact? ○ Impact on Council services? ○ Control? ○ Impact on staff? ○ Impact on customers? ○ Risk transfer? • How does council work in collaboration with other bodies, e.g. councils, voluntary groups, associations etc. • Is there evidence that these approaches are more or less beneficial than the traditional sourcing options?
c2		Undertake initial engagement with the market to examine potential for alternative providers.	<ul style="list-style-type: none"> • Who is the potential market? What is its reputation and who are the key players? • What are we asking/trying to establish when we talk to the market? • Is the market likely to engage? How can we best present ourselves? • Should the engagement be limited to certain “players” or wider? • Will the market be honest and open in terms of information and engagement?

d. Baselineing

No	Activity	Tasks	Areas of enquiry
d1	Collating baseline costs and performance	Confirm current service operations and design.	<ul style="list-style-type: none"> • What is the current service design and service offer and how is it managed and organised? • What is the current performance and what are the key factors influencing the performance? • Visual and onsite service review, to include: <ul style="list-style-type: none"> ○ Operational efficiency, ○ Customer facing issues, ○ Customer experience • Are facilities modern, up to date and fit for purpose? • What is the current staffing arrangements? • What are the current business and improvement plans? Are they focusing on the right issues? • What do site, conditions and energy surveys tell us about the buildings?
d2		Collate any current benchmarking data, including pricing comparisons.	<ul style="list-style-type: none"> • Is there any current benchmarking undertaken (eg APSE or similar reports)? • Is a quality service being provided (based on benchmarking and performance comparisons)? • How does the catering service perform? • Are the fees comparable with the competition both within the Borough and neighbouring councils?
d3		Review contribution of previous reviews and studies, update assumptions and test progress against recommendations.	<ul style="list-style-type: none"> • What did the previous studies and audit reports find? • What were their recommendations? • Are those recommendations valid in current market? • What has been implemented and what were the results? • What were the reasons for not implementing if applicable? •
d4		Identify the total cost of services (including lifetime	<ul style="list-style-type: none"> • What are the financial performance trends? • Are the fees and charges targeted?

No	Activity	Tasks	Areas of enquiry
		building maintenance and overhead costs); staffing; and levels of volunteering.	<ul style="list-style-type: none"> • Do subsidised rates target the right customer? • What is the financial analysis of the condition surveys? • What is the impact of not implementing condition surveys? • What are the additional overall costs of running leisure facilities? • Are any facilities uneconomic? Is facility rationalisation required? • What is the true overall lifetime cost of leisure facilities and so what is the true overall net subsidy? • Are the staffing costs within benchmarks? What is the potential impact on the cost of service? • Will the new national living wage impact on cost?

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Libraries Review: Scoping statement

Purpose	The scoping statement's principal purpose is to ensure that the scope of a project is defined in a way that supports the commissioning mind-set and the principles built into the methodology for the Transformation Programme.
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Project	Library service review
Project sponsor	Vincent Paliczka
Author	Sue Mckenzie
Version	0.1
Date	21 Feb 2016
Status	Working draft using V0.2 template

1. Background (extracts from PID)

PID version number	2.0
PID date	16 Feb 16
PID project description (taken from the PID)	The library review will lead to the development of a sustainable and affordable vision for the future of Bracknell's library services which reflects the evidence of the social impact of libraries; the support they provide; and the value placed on them by their users. The vision will harness the potential of new technology and new thinking to make them effective; take account of libraries' role in the community; and prioritise people and areas with the greatest need to help maximise their opportunities to become independent and lead fulfilling lives.
PID aims (taken from the PID)	<p>The project will review the Council's role in supporting and providing library services in the borough. The initial aims of the project are to:</p> <ul style="list-style-type: none"> • In the context of savings already made, further reduce the cost of providing library services. • Review the Council's provision of library services and facilities. • Map the library provision, services and activities in the borough and explore how effectively current provision meets the different needs in each locality. • Review the fundamental role of library services and identify what will be required from the service in the future. • Identify where there are other complementary service and community links that could be explored e.g. libraries as a citizen/customer service resource. • Explore and assess alternative models for delivering library services. • Identify how libraries could support the development of community self-reliance. • Identify effective and affordable options for the future of library service provision in the borough.

2. Areas under consideration

<p>Outcome areas (whether social, economic or environmental) or 'wicked issues' likely to be involved</p>	<ul style="list-style-type: none"> • A library service aligned to resident needs based on sound evidence with appropriate services, locations and opening hours • Reduction in the cost of service provision • Increased volunteering opportunities • Increased use of technology to deliver library services • Increased literacy levels for all ages • Improved health outcomes, including mental health, social isolation, smoking cessation, early prevention • Reduction in duplication of services by increased partnership working with other council departments and agencies
<p>Preliminary list of services in scope (from PID)</p>	<p>The scope will include all services provided by the library service, whether from a library building, from another location, by delivery or online.</p>
<p>Preliminary list of services not in scope (from PID)</p>	<p>School library services.</p>

3. Summary of analytical activities (detail to be included in research brief for each of the four headings).

a. Needs and asset analysis

No	Activity	Tasks	Areas of enquiry
a1	Develop needs and assets analysis	Analyse needs and assets in the Borough in relation to the provision of library services.	<p>What do the borough, communities and individuals really need from a library service?</p> <p>What are the council's priorities?</p> <p>What are the demographic and socio-economic trends in the borough and by ward?</p> <p>Who do we need to consider when ensuring that the council meets its Equality Duty?</p> <p>What do we know about current usage of the library service both overall and of individual libraries?</p> <p>Do we have any information on those who don't use the library service and why?</p> <p>Do we know how people prefer to access library services?</p> <p>How many people in the borough have access to digital technology?</p> <p>How do we know we are buying the books and other materials that meet resident needs?</p> <p>What information do we have about people's expectations of the library service?</p> <p>What assets are used to deliver the service (staff, ICT, facilities, opening hours) and what is their geographical distribution?</p> <p>Has the way people use the library service changed over time?</p> <p>Does public transport facilitate access to library services?</p> <p>How do we measure success?</p>
a2	Confirm needs and assets analysis	Agree statement of Borough's needs and assets that help to address the core purpose of libraries.	

a3	Establish priority needs for people and areas.	Work with project board to assess key needs and gaps in provision and opportunities, taking into account the different needs of different localities.	<p>Is the current library service meeting resident needs across the borough? Are we fulfilling our equality duty? Are resources deployed effectively? What do we think the gaps in provision are, based on the evidence? Is there any over-provision? What are the opportunities? Are library services accessible?</p>
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b. Research into alternatives

No	Activity	Tasks	Areas of enquiry
b1	Research the future options.	Identify alternative models for the future design and purpose of a library service and its changing role and design in the digital age, while fulfilling the Council's statutory duty.	What is the Council's statutory duty? What choices do we have (statutory, essential, optional)? What are the patterns across the country for the delivery of library services? How do others use technology to deliver library services? What have others done that we can learn from? How can we reduce running costs while still fulfilling our obligations? Is there any duplication in Bracknell Forest? What investment, if any, would be needed?
b2		Research the evidence for the educational, economic and social impact of libraries, eg assisting with job hunting or reducing social isolation.	What do Bracknell Forest libraries do now to have positive impact on these areas and does it work? What have others done that we can learn from? What is the national perception of the impact of library services? Which areas should be our priorities? Who should we work with to increase the positive impact? How will we measure the success?

c. Sourcing options and initial market engagement

No	Activity	Tasks	Areas of enquiry
c1	Examine sourcing options	Identify impact of and potential for alternative delivery models, such as shared services, outsourcing and community management.	What do others do and what seems to be working? Could we work in partnership with other council services to reduce duplication? Are there any barriers to partnership working? Are the alternative models sustainable?
		Select other LAs, public and third sector organisations to consult	Are there any opportunities for sharing services or procurement with other authorities? What existing arrangements are in place that we could join? What appetite is there in the community for involvement in running services?
		Select private sector companies to consult (including any current providers)	What options are available for working with the private sector, including existing providers (ie library management systems)? Which providers have a successful track record? Which providers are demonstrating the greatest level of innovation?

d. Baselineing

No	Activity	Tasks	Areas of enquiry
d1	Collating baseline service, costs and performance	Confirm current service offer, budgets, operations and design, including patterns of opening hours.	What are the outputs that the current service provides? Do we have a cost for the whole service /parts /elements?
d2		Map the current library locations and their usage levels, including the suitability of the buildings for a modern library service.	Are the buildings fit for purpose? Are the locations the most suitable for residents' needs?
d3		Collate any current benchmarking data.	Are there any existing benchmarking groups that we belong to/ could join?
d4		Identify staffing deployment and levels of volunteering.	What is the current structure? How many staff and where is the expertise centred? What are the current roles of volunteers?
d5	Summarise current approach	Review current service offer, patterns of usage	What are our current service offerings?
		Identify current technology in use and future plans.	How do we currently deploy technology in the library service?

D6	Research users/non users and their experience	Undertake citizen/customer segmentation and profiling, drawing on MOSAIC, Public Health and other data.	Who uses the service and how? Who uses/doesn't use the service and why? Can we expand the opportunities for paid for services?
		Examine current marketing activities	How do residents know about the library service and what it provides? Is there a perception gap? What can we learn from others? How could we improve the visibility and reach of the service to all residents?
D7	Report on readiness	Develop a summary of the current picture	

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**Transformation Programme
Programme/Project Summary**

Group 1: Value for money

Challenge Director: Janette Karklins

Ref	Programmes/Projects	Executive Member Lead	Project Lead	Strategic Review - Y/N?
1.1	Generating additional income	Cllr Peter Heydon/Cllr Dorothy Hayes	Alan Nash	Yes
1.2	Council wide support services	Cllr Iain McCracken	Alison Sanders	Yes
1.3	Major property reviews	Cllr Peter Heydon	Alison Sanders	No
1.4	One Public Estate	Cllr Peter Heydon	Steve Caplan	No

Group 2: A strong and resilient economy

Challenge Director: John Nawrockyi

Ref	Programmes/Projects	Executive Member Lead	Project Lead	Strategic Review - Y/N?
2.1	Devolution	Cllr Paul Bettison	Victor Nicholls	No

Group 3: Life skills/education

Challenge Director: Alan Nash

Ref	Programmes/Projects	Executive Member Lead	Project Lead	Strategic Review - Y/N?
3.1	Early intervention/prevention	Cllr Gareth Barnard	Janette Karklins	Yes
3.2	SEN Transport Policy	Cllr Gareth Barnard	Janette Karklins	No
3.3	School Improvement	Cllr Gareth Barnard	Janette Karklins	No
3.4	Library review	Cllr Iain McCracken	Vincent Palickza	Yes

Group 4: Active and healthy lifestyles

Challenge Director: Alison Sanders

Ref	Programmes/Projects	Executive Member Lead	Project Lead	Strategic Review - Y/N?
4.1	Leisure services	Cllr Iain McCracken/Cllr Marc Brunel-Walker	Vincent Palickza	Yes
4.2	Arts review	Cllr Iain McCracken/Cllr Marc Brunel-Walker	Vincent Palickza	Yes
4.3	NHS integration	Cllr Dale Birch	John Nawrockyi	No
4.4	Further savings from public health	Cllr Dale Birch	John Nawrockyi	No
4.5	Better Care Fund	Cllr Dale Birch	John Nawrockyi	No

Group 5: Clean and green

Challenge Director: Victor Nicholls

Ref	Programmes/Projects	Executive Member Lead	Project Lead	Strategic Review - Y/N?
5.1	Further savings from highways	Cllr Chris Turrell	Vincent Palickza	No

Group 6: Safe and self reliant communities

Challenge Director: Vincent Palickza

Ref	Programmes/Projects	Executive Member Lead	Project Lead	Strategic Review - Y/N?
6.1	Citizen and Customer Contact	Cllr Iain McCracken	Alison Sanders	Yes
6.2	Further savings from welfare and housing	Cllr Dale Birch	Simon Hendey	No

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**TO: ENVIRONMENT, CULTURE & COMMUNITIES OVERVIEW & SCRUTINY PANEL
23 MARCH 2016**

**SCHOOLS ANNUAL ENVIRONMENTAL MANAGEMENT REPORT 2014/2015
Director of Environment, Culture and Communities**

1 PURPOSE OF REPORT

- 1.1 This Overview and Scrutiny Panel takes an overview of the Council's environmental management although some of the services do not fall under its remit. It has received the Schools Annual Environmental Management Report for several years and it is presented again.

2 RECOMMENDATION(S)

- 2.1 **That the Panel considers the Schools Annual Environmental Management Report 2014/2015.**

3 REASONS FOR RECOMMENDATION(S)

- 3.1 To enable the Panel to consider the environmental management of the Borough's schools.

4 ALTERNATIVE OPTIONS CONSIDERED

- 4.1 None.

5 SUPPORTING INFORMATION

- 5.1 The required information is contained within the attached report from the Director of Children, Young People and Learning.

**6 ADVICE RECEIVED FROM STATUTORY AND OTHER OFFICERS / EQUALITIES
IMPACT ASSESSMENT / CONSULTATION**

- 6.1 Not applicable as part of this report.

7 STRATEGIC RISK MANAGEMENT ISSUES

- 7.1 Managing the impact of schools' activities on the environment and the financial consequence of poor environmental management can have significant impact on the climate and finance.

Background Papers

None related to this report.

Contact for further information

David Watkins: 01344 354061
david.watkins@bracknell-forest.gov.uk

Andrea Carr: 01344 352122
andrea.carr@bracknell-forest.gov.uk

To: EXECUTIVE MEMBER FOR CHILDREN YOUNG PEOPLE AND LEARNING
DATE: 02 February 2016

SCHOOLS ANNUAL ENVIRONMENTAL MANAGEMENT REPORT 2014/15
Director, Children Young People & Learning

1 PURPOSE OF DECISION

- 1.1 To approve the Schools Annual Environmental Management Report 2014/15.

2 RECOMMENDATIONS

- 2.1 That the Executive Member approves the Schools Annual Environmental Management Report 2014/15.
- 2.2 That Environmental Management is promoted to headteachers and school governors.

3 REASONS FOR RECOMMENDATIONS

- 3.1 The environmental performance of schools is a high profile issue, and one in which many schools are seeking to become accredited under the Eco-Schools programme.
- 3.2 Schools performance also forms part of the Council's overall performance which is managed under the terms of Climate Local.

4 ALTERNATIVE OPTIONS CONSIDERED

- 4.1 None.

5 SUPPORTING INFORMATION

Background

- 5.1 This is the twelfth Annual Environmental Management Report for schools, which began as a CYPL initiative in 2003/04.
- 5.2 The Report is based on consumption/cost data for the previous financial year, and is produced with input from different parts of the Environment Culture & Communities department.

Report Summary

- 5.3 The energy performance of Bracknell Forest Schools compares well against national performance indicators with the majority of schools showing improvement in energy performance.
- 5.4 A more detailed Executive Summary appears on Page 3 of the Report.

Responsibility for Environmental Management

- 5.5 The Executive Member will be aware that while the Council can report on, and provide training and advice on Environmental Management, we cannot control performance. It is schools themselves that ultimately control and manage their resources under local management.

6. CONSULTATION

- 6.1 This report has been drawn up in consultation with officers in ECC:

- Colin Griffin, Team Leader, Climate Change
- Steven Milne, Energy Manager
- Eric Redford, Refuse Contract Management Officer
- Phillip Burke, Travel Plan Co-ordinator

- 6.2 This Report will also be reported to:

- Children, Young People & Learning Planned Works Programme Board
- Copies will be circulated to Headteachers and Chairs of Governors.

- 6.3 The report will also be posted on the Council's website

7. ADVICE RECEIVED FROM STATUTORY AND OTHER OFFICERS

Borough Treasurer

- 7.1 The cost to schools of environmental management is fully funded by government grant and therefore has no direct impact on the Council's financial responsibilities. However, governors have a duty to "seek to achieve efficiencies and value for money" and this report provides advice to help meet that duty.

Borough Solicitor

- 7.2 The contents of this report are noted.

Strategic Risk Management Issues

- 7.3 The Report highlights the need to address Climate Change by reducing carbon emissions, and the Council's need to respond to national and local performance targets. The trend for greater regulation, compliance measures and increased costs associated with Environmental Management issues is likely to be sustained over the foreseeable future.

Equalities Impact Assessment

- 7.4 Not applicable, as this is not a Policy or a Project.

Background Papers

Schools Annual Environmental Management Report 2014/15

Contacts for further information

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Bracknell Forest Council

**Schools Annual Environmental
Management Report**

2014/15

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PART ONE - INTRODUCTION

1.1 Introduction

This is the twelfth annual report on energy management in Bracknell Forest Council (BFC) schools. The report was expanded in 2005/06 to include a section on water however insufficient schools submitted readings for a meaningful water report to be updated. Waste and transport have also been included under the broader heading of environmental management.

Following new Defra and Carbon Trust guidelines in 2008, the purchase of 'green' electricity is no longer recognised as a means of reducing Carbon Dioxide (CO₂) emissions and this is reflected in the reports with historical figures adjusted accordingly

1.2 Executive Summary

- a. At end of March 2015 30 schools in Bracknell Forest (83%) are registered with the Eco-Schools programme. Twenty four of these achieved a bronze award, thirteen achieved a silver award and two achieved a green flag award.
- b. Overall energy costs have increased marginally due to increased electricity, gas and oil prices.
- c. Energy consumption has reduced compared to last year due to warmer weather but is comparable to 2011/12 when weather was similar. However energy performance has decreased from 134 to 136 kWh/m². This is specifically due to increasing electricity use in secondary schools with one school using electricity as a means of space heating.
- d. The environmental impact of energy use, measured by the production of carbon dioxide emissions from burning fossil fuels has reduced marginally since the previous year due to the reduced use of fuel oil as means of heating.
- e. There is scope for improved energy performance in schools, and most schools could make savings through no/low cost housekeeping measures.
- f. The increased provision of schools meals has increased some schools electricity consumption considerably.

1.3 Recommendations

- a) All Schools should register and improve their accreditations under for the Eco-Schools program to provide a management framework and accreditation scheme for environmental management.
- b) Schools should adopt a 'Whole School approach' as recommended by the Carbon Trust that includes pupils, staff, and governors and commit to an Energy Policy Statement. See Appendix B for details of the "Whole School Approach".
- c) Schools should monitor/target their own energy and water use via the web based BF Council supported Systems-Link database as part of their own Energy/Environmental Policy. This allows schools to recognise at an early stage their energy or water consumption is increasing and to take remedial action accordingly.

- d) Where schools cannot monitor their water consumption due to location/access of meter, it is recommended that consultation with appropriate water board is required in terms of either relocating the meter or providing an easy accessible sub-meter within the premises or fitting an automatic meter reading device-the Council Energy Manager can provide assistance on this. Alternatively a no cost measure (but less accurate) would be to enter meter readings into Systems-link as shown on water board invoices.
- e) Schools should obtain energy or water audits where their energy or water consumption is high compared to other similar schools, or where their energy consumption has increased significantly, to identify energy/water saving measures (see Part 2 on Energy and Part 3 on Water).
- f) Schools should implement energy/water saving measures through a combination of management and physical works to their buildings. Where funds for works are not available schools should consider bidding to the Council for capital funding for energy conservation works under the Council Invest-to-Save scheme or the Carbon Trust Salix Interest Free Loan Scheme (via the Council). Those schools willing to participate in either will receive help in the financial appraisal of energy/water saving measures by the Energy Manager

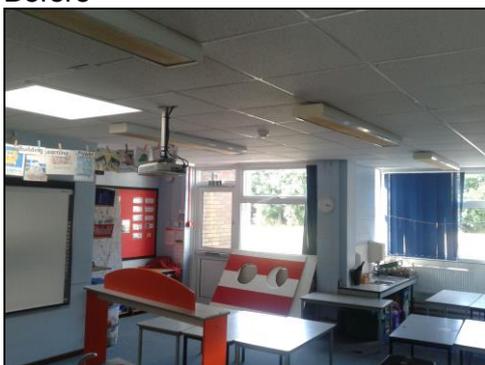


Garth Hill College using the Council Invest to Save scheme installed a 50 kWe Solar Photovoltaic system on the Sports Hall roof.

Recently Binfield Primary School using the Salix Loan Scheme replaced all their existing inefficient lighting by LED lighting. In addition Easthampstead Park School replaced all their sports centre lighting by LED lighting.

Great Holland's Primary replaced all old fluorescent lighting by LED panels in the Summer of 2014 by using the Salix Loan Scheme.

Before



After



- g) Schools should consider participating in the BFC maintenance contract for flush controls.
- h) Schools should audit the waste they produce on site, and implement measures to reduce it.
- i) Schools should increase the scope and scale of recycling on their sites, including taking advantage of the waste recycling service offered under Council's waste contract.
- j) Schools should continue to develop their School Travel Plans to review the transport choices made by the school and the pupils, and introduce measures that promote and encourage more sustainable travel modes.
- k) The Council should give early consideration to the energy performance of plant, buildings and lighting when drawing up the annual planned maintenance program and new works.
- l) The Council should continue to provide training/workshops for schools with respect to good housekeeping and energy awareness, with particular emphasis on saving electricity.

1.4 Scope

The report considers schools performance in the management of energy, and waste in the 2014/15 financial year.

1.5 Purpose

This report has been created in response to strategic policy initiatives at national and local level, including:

- a) EU Directive 2002/91/EC Energy Efficiency: Energy Performance and Buildings, requires energy performance certificates for individual buildings above 1000m², including schools, to be provided on an annual basis. In addition from January 2013 public buildings over 500m² will require a Display Energy Certificate (DEC). This will be applicable to the 2 schools which currently do not have DEC's.
- b) The Climate Change Act (2008) puts into statute the UK's target to reduce carbon dioxide emissions (CO₂) by 80% by 2050, and 26% by 2020 against a 1990 baseline.
- c) The Bracknell Forest Partnership Sustainable Community Plan 2005 "Living Together Working Together", which includes the priority to protect and enhance the environment by increasing energy efficiency and the use of renewable energy while reducing waste and pollution.
- d) Bracknell Forest Council's Medium Term Objective, "To keep Bracknell Forest clean and green".
- e) The Nottingham Declaration on Climate Change was signed by the Council on 27th February 2007. This commits the Council to developing and implementing a local climate change action plan in two years. The Climate Change Action Plan was



published by the Council in October 2008 and updated in July 2010, January 2013 and December 2015.

- i) Energy Performance of Buildings Directive: Air conditioning inspection of buildings. All buildings including schools with an air conditioning load of greater than 12Kw will require an air conditioning energy performance certificate by January 2011.
- j) In April 2010, the Government introduced a system of Feed-in-Tariffs to provide financial incentives for the installation of renewable electricity technologies including solar photovoltaic (PV) systems. FITs are index linked; guaranteed for 20 years for solar PV; and provide an attractive rate of return. St Joseph's Catholic Primary was the first school in Bracknell Forest to install solar PV during 2011. Since then PV systems have been installed in Holly Spring, Crown Wood, Kennel Lane and Garth Hill schools. Meter readings of the Generation meter must be submitted to FIT provider every 3 months to obtain FIT payment.

1.6 Objectives

The objectives of the report are to:

- a) Record and benchmark schools annual performance under environmental management.
- b) Identify priority schools so they can take follow up action.
- c) Identify and analyse trends in environmental management performance by year on year comparison.
- d) To make general recommendations about environmental management in schools.

1.7 Contact

For further information or if there are any queries relating to the contents of this Report please contact:

Chris Taylor
Head of Education Capital & Property
Tel: 01344 354062
chris.taylor@bracknell-forest.gov.uk

1.8 Distribution

- a) This Report will be reported to:
 - Executive Member for Children, Young People & Learning
 - Children, Young People & Learning Departmental Management Team
 - Children, Young People & Learning Planned Works Programme Board
- b) Copies will be circulated to Head Teachers, Bursars and Chairmen of School Governors.
- c) The report will also be posted on the Council's website.

PART TWO - ECO SCHOOLS

2.1 Accredited Environmental Management Scheme

- a) Bracknell Forest Council has adopted the Eco-Schools programme as the overall measure of schools' performance under environmental management.
- b) The Eco-Schools programme provides a simple accredited management framework to enable your school to analyse its operations and become more sustainable. It guides schools through examination of their environmental impact across a wide range of issues including energy, waste, transport etc. The scheme is rooted in a genuine desire to help children become more effective citizens by encouraging them to take responsibility for the future of their own environment. At the same time the school can make financial savings through reducing resource consumption and therefore its utility bills.

2.2 Registration and Recognition

- a) Eco-Schools is run internationally by the Foundation for Environmental Education (FEE). In England it is managed by Keep Britain Tidy.
- b) Eco-Schools begin with registration. Once registered your school will be part of an international group of schools working towards education for sustainable development (ESD) and a better quality of life for local and (through joint action) global communities.
- c) It is also an award scheme that will celebrate your achievements as a school and raise the profile of your school in the wider community.

2.3 Three Levels of Award:

- a) Bronze award - self-assessed via website leading to a certificate
- b) Silver award - self-assessed via website leading to a certificate.
- c) Green Flag - the highest level, externally assessed leading to a certificate and Flag.



2.4 Participation and progress

- a) By the end of March 2015, 30 state schools and 6 independent schools were registered with the Eco-Schools programme in Bracknell Forest. Awards received to date include 25 Bronze, 12 Silver and 2 Green Flags. The Borough's first Green Flag award was achieved by Sandy Lane Primary School in September 2009 followed by Ascot Heath Infant in November 2013.
- b) Please refer to Table 1.

2.5 Support from Bracknell Forest Council

The Council is keen to support local schools on the Eco-Schools programme as we believe it is an effective way of combining good utility management with environmental education. Officers from across the Council are available to offer support to schools on the Eco-Schools programme on the 9 topics within the programme; these include energy, biodiversity, healthy living, litter, school grounds etc.

2.6 Contact

For further information please contact:

Hazel Hill
Sustainable Energy Officer
Tel: 01344 352536
Hazel.hill@bracknell-forest.gov.uk

Table 1: Bracknell Eco-Schools - March 2015

No.	School	Registered	Award	Date
1	Birch Hill Primary	30/09/05	Bronze	14/09/07
2	Harmans Water Primary	01/10/05	Bronze Silver	17/06/08 17/06/08
3	Uplands Primary	11/11/05	Bronze Silver	01/04/09 14/04/09
4	Great Hollands Primary	18/11/05	Bronze Silver	27/02/07 27/03/08
5	Warfield CE Primary	23/11/05	Bronze	04/10/06
6	Meadow Vale Primary	02/01/06	Bronze Silver	30/10/06 20/05/10
7	Sandy Lane Primary	27/01/06	Bronze Silver Green Flag	24/03/06 12/01/07 25/09/09 & 14/03/12
8	College Town Infant & Nursery	22/06/06	Bronze Silver	19/11/07 08/02/13
9	Holly Spring Junior	04/10/06	Bronze	18/06/09
10	Wooden Hill Primary & Nursery	16/10/06	Bronze	07/11/07
11	College Town Junior	05/11/06	Bronze Silver	09/07/08 09/07/08
12	Ranelagh School	10/01/07	Bronze Silver	10/05/07 16/07/10
13	Ascot Heath Junior	31/01/07	Bronze Silver	27/02/07 08/05/08
14	New Scotland Hill Primary	30/01/07	Bronze Silver	27/11/08 24/03/11
15	Wildmoor Heath	24/03/07	Bronze	10/12/08
16	Crown Wood Primary	21/05/07	Bronze Silver	04/10/12 18/07/13
17	Edgbarrow Secondary School	12/09/07	Bronze	17/06/09
18	St Micheal's CE Primary Easthampstead	08/11/07	Bronze	01/04/08
19	Sandhurst Secondary School	02/06/08		
20	Ascot Heath Infant	23/01/08	Bronze Silver Green Flag	05/07/09 22/10/10 27/11/13
21	St. Josphe's Primary	09/06/08		
22	Crowthorne Primary	13/06/08	Bronze	21/07/10
23	Whitegrove Primary	05/12/08		
24	The Rowans	24/03/09	Bronze	17/06/09
25	The Pines	26/04/09	Bronze	27/06/09
26	Wildridings Primary	18/05/09	Bronze	01/07/09
27	Binfield CE Primary	13/01/10		
28	Brakenhale School	26/04/11	Bronze	27/04/11
29	Garth Hill College	14/11/13		
30	Winkfield St Mary's	14/10/13	Bronze	07/07/14

PART THREE - ENERGY

3.1 Scope

Energy in this case includes gas, oil, biomass and electricity used to provide heating, domestic hot water, lighting and general power within BFC schools in the 2014/15 financial year. The report considers energy under three main headings:

1. **Energy Cost:** The cost of energy at each school, which fluctuates in the marketplace.
2. **Energy Consumption:** The use of energy by schools as a single annual figure in kilowatt-hours (kWh).
3. **Energy Environmental Impact:** the impact on the environment, measured as the amount of Carbon Dioxide (Kg CO₂) released into the atmosphere through burning fossil fuels.

3.2 Data

- a) The energy data used within the report is based on actual meter readings taken by schools in the financial year 2014/15, except where a school shares a common boiler house which is not sub-metered. In this case the gas/oil is apportioned according to the schools own financial calculations.



Note: For Display Energy Certificates (DECs) oil tank readings must be taken at beginning and end of each assessment period. If readings are not taken, then it is assumed the tank is empty at the beginning or end of the assessment period resulting in higher oil consumption than expected. As such gauge readings must be taken on a monthly basis.

- b) The report relies heavily on the accuracy of the data that has been used, and schools are requested to check the data carefully for their site to identify any anomalies in terms of the cost consumption of energy or floor area. Schools can view this data via the Systems-link website login www.systems-link.co.uk/webreports/ Please report any data anomalies or queries to Steven Milne, Council Energy Manager, Tel: 01344 351518 or e-mail: steven.milne@bracknell-forest.gov.uk.
- c) By March 2011 automatic meter readers (AMRs) were installed on all major gas and electricity meters in addition to the statutory half-hourly meters already installed. This eliminates the need for manual meter reading at these sites, reducing potential billing errors.

3.3 Benchmarking

Schools performance in the management of energy is benchmarked in the report:

- a) Against other schools, within the primary and secondary sectors.
- b) Against the previous year to indicate trends in performance since 2004/05.
- c) Schools are benchmarked via Display Energy Certificates (DECs) in a later report which take into account of occupancy and actual useable floor area.

3.4 Summary of Energy Cost, Consumption and Environmental Impact

The following data has been derived from invoices and meter readings.

Table 2 - Energy Consumption (kWh)

FUEL TYPE					% Increase / Decrease		
	2011/12	2012/13	2013/14	2014/15	on 2011/12	On 2012/13	On 2013/14
Elec	6,452,750	6,842,822	6,919,788	6,949,542	7.70%	1.56%	0.43%
Gas	7,006,381	9,485,277	8,745,255	8,775,207	25.25%	-7.49%	0.34%
Oil	3,404,768	3,572,370	2,932,963	2,764,580	-18.80%	-22.61%	-5.74%
Biomass	316,320	158,300	325,749	158,300	-49.96%	0.00%	-51.40%
Totals	17,180,219	20,058,769	18,923,755	18,647,629	8.54%	-7.04%	-1.46%

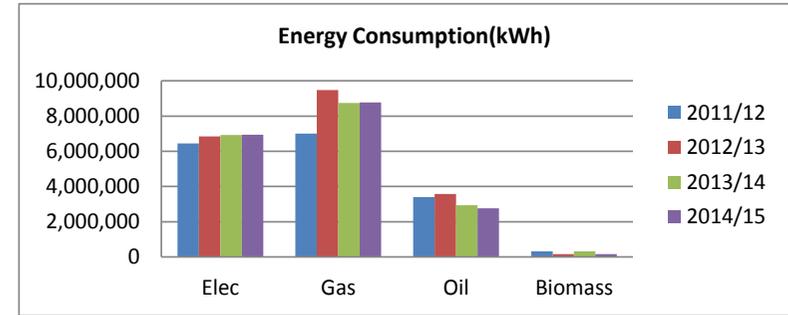


Table 3 - Weather Corrected Consumption(kWh/m²)

Item						% Increase / Decrease		
		2011/12	2012/13	2013/14	2014/15	On 2011/12	On 2012/13	On 2013/14
Consumption (kWh)	Electricity	6,452,750	6,842,822	6,919,788	6,949,542	7.70%	1.56%	0.43%
	Fossil Fuels	10,869,008	10,648,678	11,324,921	11,608,944	6.81%	9.02%	2.51%
	Total	17,321,758	17,491,500	18,244,710	18,558,485	7.14%	6.10%	1.72%
Floor Area (m ²)		131,376	134,909	136,315	136,315	3.76%	1.04%	0.00%
Consumption (kWh/m ²)	Electricity	49	51	51	51	3.80%	0.51%	0.43%
	Fossil Fuels	83	79	83	85	2.94%	7.89%	2.51%
	Total	132	130	134	136	3.14%	4.73%	1.72%

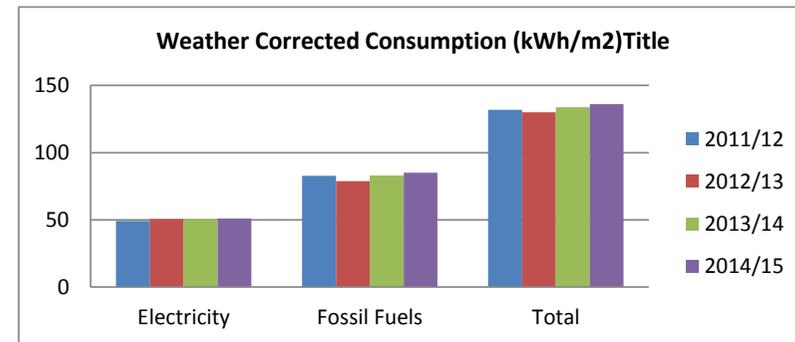


Table 4 - Energy Cost (£)

FUEL TYPE					% Increase / Decrease		
	2011/12	2012/13	2013/14	2014/15	On 2011/12	On 2012/13	On 2013/14
Elec	613,838	675,760	731,492	748,392	21.92%	10.75%	2.31%
Gas	232,074	318,962	304,393	301,686	30.00%	-5.42%	-0.89%
Oil	181,909	192,026	147,244	110,855	-39.06%	-42.27%	-24.71%
Biomass	12,143	6,266	13,005	6,269	-48.37%	0.05%	-51.80%
Totals	1,039,964	1,193,013	1,196,134	1,167,202	12.23%	-2.16%	-2.42%

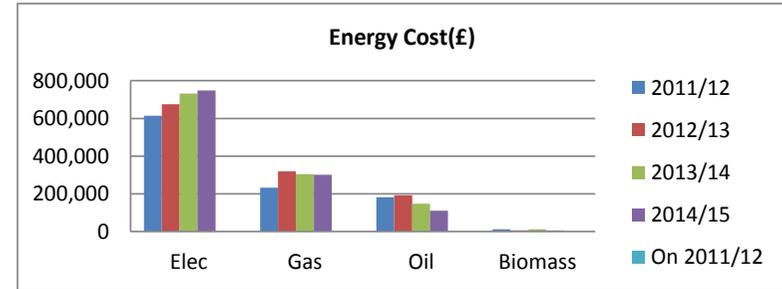
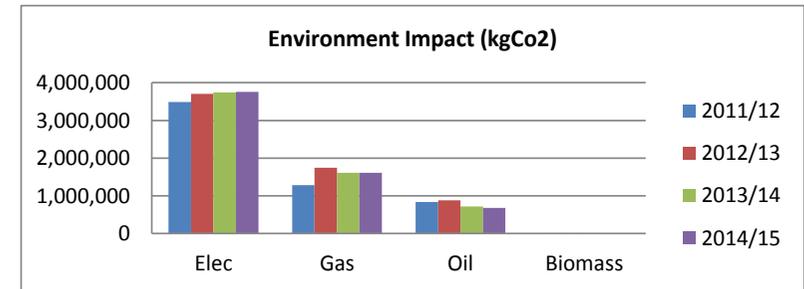


Table 5 - Environmental Impact (kgCO₂)

FUEL TYPE					% Increase / Decrease		
	2011/12	2012/13	2013/14	2014/15	On 2011/12	On 2012/13	On 2013/14
Elec	3,490,938	3,701,967	3,743,606	3,759,702	7.70%	1.56%	0.43%
Gas	1,286,372	1,743,416	1,609,127	1,614,638	25.52%	-7.39%	0.34%
Oil	836,166	877,327	720,297	678,944	-18.80%	-22.61%	-5.74%
Biomass	8,224	4,116	8,469	0	-100.00%	-100.00%	-100.00%
Totals	5,621,700	6,326,825	6,081,499	6,053,284	7.68%	-4.32%	-0.46%



3.5 Contact

For further information or if there are any queries relating to the energy contents of this report please contact:

Steven Milne

Borough Energy Manager

Tel: 01344 351518

steven.milne@bracknell-forest.gov.uk

3.6 Energy Cost

- a) To compare energy costs within BFC schools, each school type i.e. Primary, Secondary, and Special schools are separated into groups and ranked in terms of their 'Total energy cost per floor area' (£/m²) as shown in Table 6. The lowest energy cost per floor area is ranked one whereas the highest energy cost per floor area is ranked thirty for Primary schools, and six for Secondary Schools.
- b) Despite increased gas and electricity unit costs, energy costs have reduced due to reduced energy consumption due to milder weather and much reduced use of expensive fuel oil.
- c) It is therefore important for Head Teachers and Bursars to adopt energy efficiency practices and measures within their school. Effective energy management can reduce energy consumption without any loss of service, provide usable cost savings and is of benefit to environment.
- d) Electricity remains the greatest fuel cost affecting schools budgets due to its high unit price. Direct electric heating should be avoided as a means of heating schools. There has been a considerable increase in energy costs in those schools which have received new school meals kitchens. Also school meal sales have increased from 3,300 to 5,042 per day in 2014/15 since the introduction of Universal Infant Free School Meals from September 2014.

3.7 How Can I Minimise Energy Cost in my School?

- a) The recommended mechanism for reducing costs is to join the BFC fuel purchasing contracts. All schools are currently included.
- b) Check invoices - tariff rates, readings and VAT via the Systemslink web site.
- c) Order oil when demand is low and not affected by weather conditions.
- d) Reduce energy consumption (see below).



Table 6 - Energy Cost 2014/15(£/m²)

Site	Rank	Floor Area 14/15	Electricity Cost	Gas Cost	Oil Cost	Biomass Cost	Total Cost	% of Expenditure	14/15 £/m ²	Prev Yr 13/14 £/m ²	Trend
Primary Schools											
The Pines(Excludes Behaviour Support)	1	2,128	8,021	3,801	0	0	11,822	2.4%	5.56	5.49	1%
Crown Wood Primary	2	3,431	11,981	9,641	0	0	21,623	4.4%	6.30	5.82	8%
St Josephs Catholic Primary (VA)	3	1,430	5,779	394	3,036	0	9,209	1.9%	6.44	7.71	-16%
St Michaels CE Primary, S'hurst (VA)	4	1,323	5,320	3,289	0	0	8,608	1.7%	6.51	7.25	-10%
Sandy Lane Primary	5	3,598	12,915	11,571	0	0	24,486	5.0%	6.81	6.36	7%
St Michaels CE Primary, E'hamp (VA)	6	1,386	6,485	3,059	0	0	9,544	1.9%	6.89	7.56	-9%
Fox Hill Primary (incl. Rowans Childs Centre)	7	2,047	10,789	1,080	2,449	0	14,318	2.9%	6.99	7.88	-11%
Meadow Vale Primary	8	3,932	14,389	13,348	0	0	27,737	5.6%	7.05	7.61	-7%
Wildmoor Heath Primary	9	1,094	4,927	3,446	0	0	8,372	1.7%	7.65	7.75	-1%
Jennett's Park CE Primary (VA)	10	2,444	8,440	10,345	0	0	18,785	3.8%	7.69	7.40	4%
College Town Infants & Nursery	11	1,682	7,576	5,397	0	0	12,972	2.6%	7.71	8.37	-8%
St Margaret Clitherow Catholic Primary (VA)	12	1,144	6,250	2,669	0	0	8,919	1.8%	7.80	7.94	-2%
Winkfield St Marys CE Primary	13	1,036	4,606	3,492	0	0	8,097	1.6%	7.82	8.42	-7%
Binfield CE Primary (VA)	14	2,152	11,796	5,220	0	0	17,017	3.5%	7.91	9.30	-15%
Holly Spring Schools Combined	15	4,127	23,271	10,270	0	0	33,541	6.8%	8.13	7.78	5%
Wooden Hill Primary & Nursery	16	1,878	9,919	5,838	0	0	15,757	3.2%	8.39	8.06	4%
Ascot Heath Infant	17	925	4,719	3,086	0	0	7,805	1.6%	8.44	7.54	12%
New Scotland Hill Primary	18	1,405	7,966	1,144	2,767	0	11,878	2.4%	8.45	8.63	-2%
Birch Hill Primary	19	2,416	12,573	7,881	0	0	20,454	4.2%	8.47	8.18	4%
Warfield CE Primary	20	1,413	7,995	3,985	0	0	11,980	2.4%	8.48	8.76	-3%
Whitegrove Primary	21	2,298	9,905	10,115	0	0	20,020	4.1%	8.71	6.98	25%
College Town Junior	22	1,819	8,864	572	6,708	0	16,144	3.3%	8.88	8.30	7%
Great Hollands Primary	23	3,295	16,215	13,404	0	0	29,619	6.0%	8.99	8.31	8%
Owismoor Primary	24	2,318	12,462	8,489	0	0	20,951	4.3%	9.04	7.16	26%
Wildridings Primary	25	2,739	14,426	2,043	8,415	0	24,884	5.1%	9.09	8.42	8%
Harmans Water Primary	26	3,512	23,271	2,306	7,687	0	33,265	6.8%	9.47	8.47	12%
Crowthorne CE Primary	27	1,182	5,760	5,782	0	0	11,543	2.3%	9.77	9.29	5%
Ascot Heath CE Junior	28	1,416	9,506	341	4,917	0	14,764	3.0%	10.43	8.83	18%
Uplands Primary	29	1,432	6,963	8,638	0	0	15,601	3.2%	10.89	9.99	9%
Cranbourne Primary	30	1,522	6,936	6,246	4,287	0	17,468	3.5%	11.48	11.92	-4%
Sub Totals		62,524	280,026	153,447	40,265	0	473,739	1	8	8	0
Special Schools											
Kennel Lane (Special School)	1	4,674	26,961	19,919	0	0	46,880	100.0%	10.03	9.81	2%
Secondary Schools											
Sandhurst Comp (incl. Sp Cen)	1	13,417	56,287	11,509	12,413	0	80,209	12.4%	5.98	9.61	-38%
Brakenhale Comp (excl. OLC)	2	12,045	67,607	4,510	28,824	0	100,941	15.6%	8.38	8.58	-2%
Edgbarrow Comp (Excludes Sp Cen)	3	10,535	59,969	29,398	0	0	89,367	13.8%	8.48	7.98	6%
Easthampstead Park Community Comp	4	12,952	71,680	39,665	0	0	111,345	17.2%	8.60	8.46	2%
Ranelagh (Academy)	5	10,343	50,557	23,514	29,352	0	103,423	16.0%	10.00	9.87	1%
Garth Hill	6	9,825	135,304	19,725	0	6,269	161,298	24.9%	16.42	12.18	35%
Sub Totals		69,117	441,405	128,321	70,589	6,269	646,583	100.0%	9.35	9.50	-2%
Totals		136,315	748,392	301,686	110,855	6,269	1,167,202	100	8.56	8.77	-2%

3.8 Energy Consumption

- a) Energy consumption in kWh/m² is set out on Table 7 below. This has been taken directly from meter readings.
- b) As shown in Table 8, energy consumption data for gas and oil has then been adjusted for ambient temperature using the formulae described in Appendix A. Primary, Secondary and Special Schools are shown as separate groups, but ranked in terms of their 'Total Weather Corrected energy consumption per floor area (including electricity). As with cost/m² the lowest is ranked as one whereas the highest is ranked thirty for a Primary school and six for a Secondary school.
- c) For both Primary and Secondary Schools only 50% of schools show an improvement in energy performance.
- d) Since 2007/08 however overall Energy Performance of Schools has improved each year with the exception of 2013/14.

3.9 How Can I Reduce Energy Consumption in my School?

- a) Form a working group to review energy use in your school.
- b) Adopt a whole school approach that involves pupils, staff and governors. (See Appendix B).
- c) Undertake an energy awareness campaign. Contact Hazel Hill, Sustainable Energy Officer on 01344 352536 or hazel.hill@bracknell-forest.gov.uk
- d) Undertake recommendations as given in 2009/10 Display Energy Certificate Advisory Reports.
- e) Ensure all major energy using plant and air conditioning has a maintenance contract associated with it.
- f) Ensure all IT equipment is switched off or has automatic shut down facilities for out of school hours.



Table 7 - Energy Consumption 2014/15 (kWh/m²)

Site	Rank	Floor Area 14/15	Electricity kWh	Gas kWh	Oil kWh	Biomass kWh	Total Consumption kWh	14/15 Weather Corrected kWh	14/15 Weather Corrected kWh/m2	13/14 Weather Corrected kWh/m2	Trend
Primary Schools											
The Pines(Excludes Behaviour Support)	1	2,128	75,288	101,981	0	0	177,269	176,492	82.94	88.71	-7%
Fox Hill Primary (incl. Rowans Childs Centre)	2	2,047	96,622	23,454	72,850	0	192,926	192,193	93.89	107.62	-13%
St Michaels CE Primary, E'hamp (VA)	3	1,386	61,851	84,838	0	0	146,688	146,042	105.37	117.59	-10%
St Josephs Catholic Primary (VA)	4	1,430	53,976	7,132	93,306	0	154,413	153,648	107.45	113.17	-5%
New Scotland Hill Primary	5	1,405	73,933	26,363	55,159	0	155,455	154,834	110.20	115.48	-5%
Meadow Vale Primary	6	3,932	135,907	300,773	0	0	436,680	434,388	110.48	117.07	-6%
Holly Spring Schools Combined	7	4,127	194,825	265,125	0	0	459,950	457,930	110.96	110.98	0%
College Town Junior	8	1,819	85,073	14,819	109,296	0	209,188	208,242	114.48	107.86	6%
Jennett's Park CE Primary (VA)	9	2,444	78,872	204,686	0	0	283,557	281,998	115.38	114.91	0%
St Margaret Clitherow Catholic Primary (VA)	10	1,144	60,722	73,844	0	0	134,567	134,004	117.14	115.16	2%
Crown Wood Primary	11	3,431	112,995	295,077	0	0	408,071	405,823	118.28	94.18	26%
Wildmoor Heath Primary	12	1,094	45,853	87,624	0	0	133,478	132,810	121.40	130.80	-7%
St Michaels CE Primary, S'hurst (VA)	13	1,323	53,232	108,806	0	0	162,038	161,209	121.85	127.50	-4%
Harmans Water Primary	14	3,512	152,271	58,735	219,490	0	430,496	428,375	121.97	123.11	-1%
College Town Infants & Nursery	15	1,682	70,065	139,929	0	0	209,994	208,928	124.21	142.10	-13%
Binfield CE Primary (VA)	16	2,152	120,141	152,070	0	0	272,210	271,051	125.95	153.07	-18%
Sandy Lane Primary	17	3,598	121,880	340,783	0	0	462,663	460,066	127.87	131.07	-2%
Winkfield St Marys CE Primary	18	1,036	42,805	98,209	0	0	141,014	140,266	135.39	142.45	-5%
Warfield CE Primary	19	1,413	76,140	118,089	0	0	194,229	193,329	136.82	135.73	1%
Ascot Heath Infant	20	925	46,540	80,801	0	0	127,341	126,725	137.00	121.51	13%
Uplands Primary	21	1,432	63,691	134,339	0	0	198,030	197,006	137.57	151.49	-9%
Wildridings Primary	22	2,739	142,611	50,204	187,034	0	379,849	378,041	138.02	124.67	11%
Birch Hill Primary	23	2,416	120,736	224,070	0	0	344,806	343,099	142.01	140.74	1%
Wooden Hill Primary & Nursery	24	1,878	92,732	177,233	0	0	269,965	268,614	143.03	131.89	8%
Great Hollands Primary	25	3,295	112,647	392,997	0	0	505,644	502,649	152.55	162.27	-6%
Owlsmoor Primary	26	2,318	117,543	238,549	0	0	356,093	354,275	152.84	123.39	24%
Ascot Heath CE Junior	27	1,416	93,753	992	123,720	0	218,465	217,514	153.61	116.85	31%
Crowthorne CE Primary	28	1,182	52,989	150,062	0	0	203,051	201,907	170.82	166.04	3%
Whitegrove Primary	29	2,298	95,284	320,647	0	0	415,931	413,488	179.93	116.47	54%
Cranbourne Primary	30	1,522	63,985	182,499	125,782	0	372,266	369,917	243.05	206.43	18%
Sub Totals		62,524	2,714,961	4,454,729	986,636	0	8,156,327	8,114,862	129.79	126.23	3%
Special Schools											
Kennel Lane (Special School)	1	4,674	258,858	582,475	0	0	841,333	836,894	179.05	184.60	-3%
Secondary Schools											
Edgbarrow Comp (Excludes Sp Cen)	1	12,952	525,961	794,437	0	0	1,320,398	1,314,344	101.48	116.27	-13%
Sandhurst Comp (incl. Sp Cen)	2	10,535	507,598	348,556	340,230	0	1,196,384	1,191,135	113.06	135.82	-17%
Brakenhale Comp (excl. OLC)	3	12,045	608,394	118,399	750,429	0	1,477,222	1,470,601	122.09	112.33	9%
Easthampstead Park Community Comp	4	13,417	608,961	1,209,649	0	0	1,818,610	1,809,392	134.86	139.62	-3%
Ranelagh (Academy)	5	9,825	463,598	702,078	687,285	0	1,852,961	1,842,374	187.52	166.30	13%
Garth Hill	6	10,343	1,261,210	564,884	0	158,300	1,984,394	1,978,883	191.33	152.73	25%
Sub Totals		69,117	3,975,722	3,738,003	1,777,944	158,300	9,649,969	9,606,729	138.99	137.30	1%
TOTALS		136,315	6,949,542	8,775,207	2,764,580	158,300	18,647,629	18,558,485	136.14	133.84	2%

Table 8 - Weather Corrected Consumption 2014/15 (kWh/m²)

School	Rank	Floor Area m2								Weather Corrected Consumption kWh/m2							
		2007/08	2008/09	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2007/08	2008/09	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15
The Pines(Excludes Behaviour Support)	1	2903.00	2128.00	2128.00	2128.00	2,128	2,128	2,128	2,128	125.05	105.52	101.36	104.10	91.43	92.82	88.71	82.94
Fox Hill Primary (incl. Rowans Childs Centre)	2	2047.00	2047.00	2047.00	2047.00	2,047	2,047	2,047	2,047	135.02	134.88	124.49	116.89	111.28	114.72	107.62	93.89
St Michaels CE Primary, E'hamp (VA)	3	1386.00	1386.00	1386.00	1386.00	1,386	1,386	1,386	1,386	205.86	185.10	126.52	132.98	137.57	116.38	117.59	105.37
St Josephs Catholic Primary (VA)	4	1374.00	1373.80	1373.80	1373.80	1,374	1,430	1,430	1,430	147.57	131.92	128.57	132.35	119.79	109.66	113.17	107.45
New Scotland Hill Primary	5	1362.00	1362.30	1362.30	1362.30	1,405	1,405	1,405	1,405	131.90	129.05	127.62	120.41	108.91	104.89	115.48	110.20
Meadow Vale Primary	6	3098.80	3098.80	3098.80	3098.80	2,980	3,554	3,932	3,932	150.40	151.89	152.49	149.83	147.44	118.09	117.07	110.48
Holly Spring Schools Combined	5	2982.00	2982.00	2982.00	2982.00	2,982	4,127	4,127	4,127	141.63	137.51	141.31	128.92	129.92	113.85	110.98	110.96
College Town Junior	4	1782.00	1782.00	1782.00	1782.00	1,819	1,819	1,819	1,819	108.08	103.86	114.34	108.33	96.22	99.84	107.86	114.48
Jennett's Park CE Primary (VA)	7	0.00	0.00	0.00	n/a	2,444	2,444	2,444	2,444	n/a	n/a	n/a	n/a	85.11	115.67	114.91	115.38
St Margaret Clitheroe Catholic Primary (VA)	8	1144.00	1144.00	1144.00	1144.00	1,144	1,144	1,144	1,144	129.27	125.35	115.24	109.88	103.96	112.76	115.16	117.14
Crown Wood Primary	2	2297.70	2297.70	2297.70	2297.70	2,403	2,403	3,431	3,431	159.04	158.63	159.55	152.02	149.27	124.14	94.18	118.28
Wildmoor Heath Primary	19	1093.60	1093.60	1093.60	1093.60	1,094	1,094	1,094	1,094	120.52	158.43	125.62	137.30	109.49	125.88	130.80	121.40
St Michaels CE Primary, S'hurst (VA)	18	1322.00	1321.90	1321.90	1321.90	1,323	1,323	1,323	1,323	149.58	135.54	142.30	126.52	116.01	120.01	127.50	121.85
Harmans Water Primary	15	3512.00	3512.00	3512.00	3512.00	3,512	3,512	3,512	3,512	114.68	136.33	112.32	105.16	111.69	128.46	123.11	121.97
College Town Infants & Nursery	24	1540.00	1515.00	1682.00	1682.00	1,682	1,682	1,682	1,682	171.77	160.55	168.31	150.61	148.57	154.79	142.10	124.21
Binfield CE Primary (VA)	27	2138.00	2138.00	2138.00	2138.00	2,152	2,152	2,152	2,152	137.01	155.59	137.46	137.80	138.46	150.27	153.07	125.95
Sandy Lane Primary	20	3258.00	3258.00	3258.00	3379.00	3,598	3,598	3,598	3,598	130.56	125.32	130.41	150.68	133.30	137.35	131.07	127.87
Winkfield St Marys CE Primary	25	1036.00	1036.00	1036.00	1036.00	1,036	1,036	1,036	1,036	157.73	190.99	160.62	140.19	148.18	149.48	142.45	135.39
Warfield CE Primary	22	1413.00	1413.20	1413.20	1413.20	1,413	1,413	1,413	1,413	184.72	193.24	174.37	146.21	142.15	138.07	135.73	136.82
Ascot Heath Infant	14	913.00	925.00	925.00	925.00	925	925	925	925	105.41	105.55	113.41	126.24	117.07	116.42	121.51	137.00
Uplands Primary	26	1432.00	1432.00	1432.00	1432.00	1,432	1,432	1,432	1,432	146.32	137.70	126.97	124.51	110.83	116.17	151.49	137.57
Wildridings Primary	17	2739.00	2739.00	2739.00	2739.00	2,739	2,739	2,739	2,739	157.50	133.31	150.99	127.03	121.26	129.96	124.67	138.02
Birch Hill Primary	23	2416.10	2416.10	2416.10	2416.10	2,416	2,416	2,416	2,416	151.25	143.01	140.38	136.81	131.65	140.76	140.74	142.01
Wooden Hill Primary & Nursery	21	1896.00	1896.00	1896.00	1896.00	1,878	1,878	1,878	1,878	152.60	159.01	139.50	138.00	135.22	121.64	131.89	143.03
Great Hollands Primary	28	3295.00	3295.00	3295.00	3295.00	3,295	3,295	3,295	3,295	174.44	189.32	178.38	161.02	210.30	162.14	162.27	152.55
Owlsmoor Primary	16	2314.80	2314.80	2314.80	2314.80	2,318	2,318	2,318	2,318	119.65	120.56	132.28	116.03	100.30	132.32	123.39	152.84
Ascot Heath CE Junior	11	1415.50	1415.50	1415.50	1415.50	1,416	1,416	1,416	1,416	161.51	166.98	151.81	147.05	135.76	147.93	116.85	153.61
Crowthorne CE Primary	29	1181.50	1181.50	1181.50	1181.50	1,182	1,182	1,182	1,182	139.87	169.05	160.55	162.98	152.95	161.55	166.04	170.82
Whitegrove Primary	10	2292.30	2292.30	2292.30	2292.30	2,298	2,298	2,298	2,298	167.86	159.74	175.45	148.41	131.65	136.18	116.47	179.93
Cranbourne Primary	30	1421.00	1421.00	1421.00	1421.00	1,522	1,522	1,522	1,522	208.18	177.29	189.01	174.04	177.56	211.88	206.43	243.05
Sub Totals		57,005	56,218	56,385	56,506	59,343	61,118	62,524	62,524	146.64	146.54	141.89	134.96	129.89	129.75	126.23	129.79
Special Schools	Rank	2007/08	2008/09	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2007/08	2008/09	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15
Kennel Lane (Special School)	1	3,530	3,530	3,530	3,530	3,530	4674.00	4674.00	4674.00	298.07	278.61	270.61	259.93	212.72	165.56	184.46	179.05
Secondary Schools	Rank	2007/08	2008/09	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2007/08	2008/09	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15
Edgbarrow Comp (Excludes Sp Cen)	1	8,247	8,247	8,247	10,202	10,202	10,535	10,535	10,535	1,653	158.96	147.61	122.94	124.64	118.92	116.27	101.48
Sandhurst Comp (incl. Sp Cen)	2	9,825	9,825	9,825	9,825	9,825	9,825	9,825	9,825	1,653	149.13	149.71	112.72	131.44	124.81	135.82	113.06
Brakenhale Comp (excl. OLC)	3	13,135	11,075	11,075	11,764	11,764	12,045	12,045	12,045	1,653	149.81	151.78	148.09	115.73	97.15	112.33	122.09
Easthampstead Park Community Comp	4	12,952	12,952	12,952	12,952	12,952	12,952	12,952	12,952	1,653	144.46	137.72	150.50	116.70	125.10	139.62	134.86
Ranelagh (Academy)	5	11,469	11,469	11,469	11,469	10,343	10,343	10,343	10,343	1,653	165.19	175.02	163.24	149.84	164.73	166.30	187.52
Garth Hill	6	12,615	12,615	12,615	13,016	13,417	13,417	13,417	13,417	1,653	130.71	125.20	160.59	139.92	135.24	152.73	191.33
Sub Totals		68,243	66,183	66,182	69,228	68,503	69,117	69,117	69,117	154.50	148.83	147.16	142.95	129.38	127.14	137.30	138.99
Totals		128,778	125,930	126,096	129,263	131,376	134,909	136,315	136,315	154.95	151.45	148.26	142.00	131.85	129.65	133.84	136.14

3.10 Energy Environmental Impact

- a. The burning of fossil fuels releases greenhouse gasses into the atmosphere, principally Carbon Dioxide (CO₂), which is considered to be responsible for Climate Change through global warming.
- b. Each fuel type has a different intensity of Carbon Dioxide emitted per kilowatt-hour of energy used as shown in Appendix A. Consequently fuel type and quantity has a varying impact on the environment in term of Carbon Dioxide emissions. Carbon Dioxide emissions are also subject to correction for ambient temperature. In Table 9, the total figure for weather-corrected Carbon Dioxide emissions has then been ranked by floor area (kgCO₂/m²)
- c. The increase in weather-corrected Carbon Dioxide emissions in 2013/14 as compared to the previous year is mainly attributable increased electricity consumption.

3.11 How Can I Minimise Energy Environmental Impact in my School?

- a) Replace existing 15 year old plus oil /gas fired boiler plant by modern high efficiency gas fired boiler plant or biomass boiler plant (requires a technical assessment).
- b) Consider implementing a renewable energy scheme for your school.
- c) Reduce consumption (see above)



Table 9 - Energy Environmental Impact 2014/15 (CO₂/m²)

Site	Rank	Floor Area 14/15 (m2)	Elect kgCO2	Gas kgCO2	Oil kgCO2	Biomass kgCO2	Total Fuel kgCO2	14/15 Weather Corrected Fuel CO2	14/15 Weather Corrected Fuel CO2/m2	13/14 Weather Corrected Fuel CO2/m2	Trend
Primary Schools											
The Pines(Excludes Behaviour Support)	1	2,128	40,731	18,765	0	0	59,495	59,352	27.89	29.17	-4%
Meadow Vale Primary	2	3,932	73,526	55,342	0	0	128,868	128,446	32.67	38.49	-15%
Jennett's Park CE Primary (VA)	3	2,444	42,670	37,662	0	0	80,332	80,045	32.75	32.14	2%
Crown Wood Primary	4	3,431	61,130	54,294	0	0	115,424	115,010	33.52	30.37	10%
St Michaels CE Primary, E'hamp (VA)	5	1,386	33,461	15,610	0	0	49,071	48,952	35.32	39.08	-10%
Sandy Lane Primary	6	3,598	65,937	62,704	0	0	128,641	128,163	35.62	36.50	-2%
Fox Hill Primary (incl. Rowans Childs Centre)	7	2,047	52,273	4,316	17,891	0	74,479	74,310	36.30	40.21	-10%
St Michaels CE Primary, S'hurst (VA)	8	1,323	28,799	20,020	0	0	48,819	48,666	36.78	39.87	-8%
St Josephs Catholic Primary (VA)	9	1,430	29,201	1,312	22,915	0	53,428	53,243	37.23	39.11	-5%
Holly Spring Schools Combined	10	4,127	105,400	48,783	0	0	154,183	153,812	37.27	35.32	6%
Wildmoor Heath Primary	11	1,094	24,807	16,123	0	0	40,929	40,807	37.30	39.31	-5%
College Town Infants & Nursery	12	1,682	37,905	25,747	0	0	63,652	63,456	37.73	42.98	-12%
Winkfield St Marys CE Primary	13	1,036	23,157	18,071	0	0	41,228	41,090	39.66	44.01	-10%
Great Hollands Primary	14	3,295	60,942	72,311	0	0	133,253	132,702	40.27	44.10	-9%
St Margaret Clitherow Catholic Primary (VA)	15	1,144	32,851	13,587	0	0	46,438	46,335	40.50	40.86	-1%
Uplands Primary	16	1,432	34,457	24,718	0	0	59,175	58,987	41.19	44.89	-8%
College Town Junior	17	1,819	46,024	2,727	26,842	0	75,593	75,367	41.43	40.23	3%
New Scotland Hill Primary	18	1,405	39,998	4,851	13,546	0	58,395	58,255	41.46	43.04	-4%
Harmans Water Primary	19	3,512	82,379	10,807	53,904	0	147,090	146,597	41.74	42.32	-1%
Binfield CE Primary (VA)	20	2,152	64,996	27,981	0	0	92,977	92,764	43.11	51.81	-17%
Ascot Heath Infant	21	925	25,178	14,867	0	0	40,046	39,932	43.17	39.66	9%
Wooden Hill Primary & Nursery	22	1,878	50,168	32,611	0	0	82,779	82,530	43.95	42.46	3%
Birch Hill Primary	23	2,416	65,318	41,229	0	0	106,547	106,233	43.97	43.90	0%
Warfield CE Primary	24	1,413	41,192	21,728	0	0	62,920	62,755	44.41	47.03	-6%
Owlsmoor Primary	25	2,318	63,591	43,893	0	0	107,484	107,150	46.23	37.28	24%
Crowthorne CE Primary	26	1,182	28,667	27,611	0	0	56,279	56,068	47.43	47.35	0%
Whitegrove Primary	27	2,298	51,549	58,999	0	0	110,548	110,098	47.91	36.81	30%
Wildridings Primary	28	2,739	77,153	9,238	45,933	0	132,323	131,903	48.16	44.40	8%
Ascot Heath CE Junior	29	1,416	50,720	182	30,384	0	81,287	81,054	57.24	45.74	25%
Cranbourne Primary	30	1,522	34,616	33,580	30,890	0	99,086	98,595	64.78	57.71	12%
Sub Totals		62,524	1,468,794	819,670	242,305	0	2,530,769	2,522,676	40	40.30	0%
Special Schools											
Kennel Lane (Special School)	1	4,674	140,042	107,175	0	0	247,217	246,401	52.72	53.98	-2%
Secondary Schools											
Edgbarrow Comp (Excludes Sp Cen)	1	12,952	284,545	146,176	0	0	430,721	429,607	33.17	40.27	-18%
Sandhurst Comp (incl. Sp Cen)	2	10,535	274,611	64,134	83,556	0	422,301	421,176	39.98	48.40	-17%
Easthampstead Park Community Comp	3	13,417	329,448	222,575	0	0	552,023	550,327	41.02	43.02	-5%
Brakenhale Comp (excl. OLC)	4	12,045	329,141	21,785	184,295	0	535,222	533,651	44.30	42.81	3%
Ranelagh (Academy)	5	9,825	250,807	129,182	168,788	0	548,777	546,507	55.62	50.76	10%
Garth Hill	6	10,343	682,315	103,939	0	4,116	790,369	789,546	76.34	58.92	30%
Sub Totals		69,117	2,150,866	687,792	436,640	4,116	3,279,414	3,270,814	47	47.57	-1%
TOTALS		136,315	3,759,702	1,614,638	678,944	4,116	6,057,400	6,039,891	44	44.46	0%

PART FOUR - WATER

4.1 Scope

The report is limited to schools which monitor their water consumption via the Systems-link website.

Insufficient schools have updated their water consumption and costs on Systems-link so this section has not been updated for 2014/15.

The report includes water under two main headings:

Water Cost: The cost of water use in terms of supply and sewage which fluctuates occurring to supplier price as governed by Ofwat. There are two water suppliers for BFC schools:

- South East Water
- Affinity Water Ltd

Both companies use Thames Valley Water for sewerage, price of which is incorporated in the suppliers invoice.

Water consumption: The use of water in schools as a single annual figure in cubic meters (m³).

4.2 Data

- a) The water data used within the report is based on water meter readings entered into Systems-link.
- b) The report relies heavily on the accuracy of the data that has been used, and schools are requested to check the data carefully for their site to identify any anomalies in terms of the cost, consumption of water or pupil numbers. Schools can view this data via the Systems-link website login www.systems-link.co.uk/webreports/. Where schools cannot monitor their water consumption due to location/access of meter, it is recommended that consultation with the appropriate Water Board is required in terms of either relocating meter or providing an easy accessible sub-meter within the premises or investigate the possibility of an automatic meter. Please report any data anomalies or queries regards to Steven Milne, Borough Energy Manager, Tel: 01344 351518 or e-mail: steven.milne@bracknell-forest.gov.uk.
- c) As of end of March 2014, 10 schools (30%) were using Systems-link for monitoring water (See Appendix E). The reasons for schools not taking water readings was the meter being inaccessibility or forgot to take read.
- d) Following guidance from the DfE, pupil numbers are based on the NOR in January that particular year. Thus January 2014 NOR is used for financial period 2013/14



4.3 Benchmarking

Schools performance in the management of water is benchmarked in the report:

- a) Against other schools, within the primary and secondary sectors

- b) Against Environment Agency water benchmarks for schools. Note: there are different indices for primary schools with or without swimming pool to reflect to the expected higher use of water in schools with pools.
- c) Against previous year to indicate trends in performance since 2009/10.

4.4 BFC Summary of Water Cost and Consumption 2010/11 to 2012/13

The following data has been derived from meter reading data.

Table 10 – Water Cost (£)

Water Cost (£)			% Increase/Decrease		
2011/12	2012/13	2013/14	On 2010/11	On 2011/12	On 2012/13
47,517	43,090	52,436	-1.13%	10.35%	21.69%

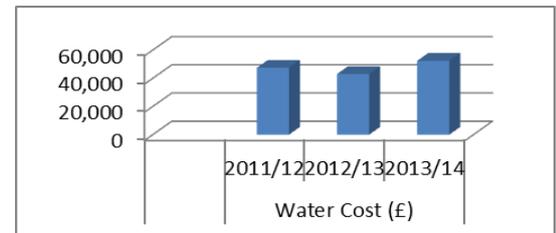
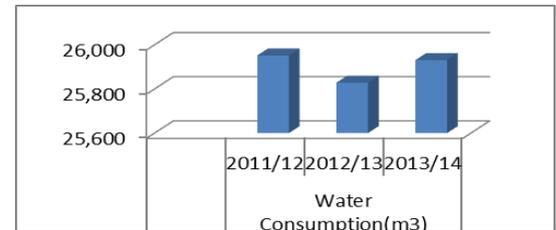


Table 11 – Water Consumption (m³)

Water Consumption(m3)			% Increase/Decrease		
2011/12	2012/13	2013/14	On 2010/11	On 2011/12	On 2011/12
25,952	25,828	25,931	-20.34%	-0.08%	0.40%



4.5 Contact

For further information or if there are any queries relating to the water contents of this report please contact:

Steven Milne
 Borough Energy Manager
 Tel: 01344 351518
steven.milne@bracknell-forest.gov.uk

4.6 Water Cost

To compare water costs within BFC schools, each school type i.e. Primary, Secondary, and Special schools are separated into groups and ranked in terms of their 'Total water cost per pupil number' (£/pupil no.) as shown in Table 10. The lowest water cost per pupil number is ranked one whereas the highest water cost per pupil number is ranked twelve for primary schools, and five for secondary schools.

4.7 How can I Minimise Water Cost in my School

- a) Review the size of the water meter serving your school. The size of the meter effects the standing water and sewerage charges applied on the invoice.
- b) Check the water company tariff rates are correct for your property.
- c) Check if your school is entitled to a surface water drainage rebate - If your surface water drains to a soak-away or a river or canal you may be entitled to a rebate.
- d) Reduce water consumption (see below).



Table 12 - Water Cost 2009/10 to 2013/14 (£/pupil)

Site	Rank	2013/14 Pupil Nos	Meter Size(mm)	£ Cost 2009/10	£ Cost 2010/11	£ Cost 2011/12	£ Cost 2012/13	£ Cost 2013/14	13/14 £/pupil	12/13 £/pupil	Trend	Pool Y or N
St Margaret Clitherow Catholic Primary (VA)	2	208	24mm	849	1,113	1,071	1,041	1,230	5.91	5.15	15%	N
Meadow Vale Primary	4	577	50mm	2,838	3,650	2,970	3,572	2,031	3.52	6.61	-47%	N
Fox Hill Primary	8	214	40mm	2,279	2,192	2,373	2,688	3,659	17.10	12.80	34%	N
Birch Hill Primary	9	441	40mm	3,866	2,894	4,620	5,091	4,686	10.63	12.06	-12%	N
Cranbourne Primary	10	210	20mm		2,061	2,988	2,284	2,256	10.74	11.53	-7%	Y
The Pines	11	226	40mm	2,936	2,841	2,888	2,855	2,683	11.87	14.35	-17%	N
Ascot Heath CE Junior	12	240	50mm	3,617	4,639	2,565	4,011	4,743	19.76	16.85	17%	Y
Sub Totals		2,116		16,385	19,390	19,475	21,541	21,288	11.36	11.34	0%	
Secondary Schools												
Edgbarrow Comp (excl. Sp Cen)	2	1,365	50mm	11,387	7,606	6,924	6,785	9,259	6.78	5.18	31%	N
Sandhurst Comp (incl. Sp Cen)	3	950	50mm	6,591	10,535	6,389	7,382	12,359	13.01	7.41	76%	N
Brakenhale Comp	5	973	50mm	14,515	15,504	14,729	13,325	9,530	9.79	13.27	-26%	N
Sub Totals		3,288		32,493	33,645	28,042	27,492	31,148	9.47	8.62	10%	
TOTALS		5,404		48,878	53,035	47,517	49,033	52,436	10.42	9.98	4%	

Notes:

Ascot Heath Infant and Junior schools are based on sub-meter readings.

The following schools are supplied by Affinity Water Ltd:

- Cranbourne Primary
- Ascot Heath Infant and Junior
- Winkfield St Mary's Primary

All other schools are supplied by South East Water

4.8 Water Consumption

- a) Water consumption in cubic meters (m^3) has been ranked by pupil numbers (m^3 /pupil), and benchmarked against the Environment Agency water benchmarks. This publication is the most recent for national comparisons.
- b) Primary, Secondary and Special Schools are shown as separate groups, but ranked in terms of their water consumption per pupil. As with cost/pupil, the lowest is ranked as one whereas the highest is ranked seven for a primary school and three for a secondary school.
- e) As expected the highest water users are those schools with swimming pools, namely Ascot Heath Junior and Cranbourne Primary School.
- f) In terms of national comparisons with reference to Environment Agency benchmarks only seven schools in 2013/14 have a benchmark that falls within the Best Practice criteria. Furthermore 7 schools show a worse than typical performance against benchmark. This implies there is considerable work required to improve water consumption in BFC schools.
- g) Overall water usage has reduced from $5.22m^3$ / pupil in 2012/13 to $5.18 m^3$ / pupil in 2013/14, an overall decrease of 1%.
- h) Compliance with Water Bye Laws. As noted in the previous annual report it is known that at least one school in 2006/07 has had a warning from South East Water with regard to compliance with current water bye laws: None of the cisternmisers were operational allowing urinal cisterns to continually flush 24 hours/per day.



Table 13 - Water Consumption 2009/10 to 2013/14 (m³/pupil)

	Rank	2013/14 Pupil Nos.						12/13 m ³ / pupil	Environ	Prv year 12/13 m ³ /Pupil	Trend m ³ /pupil	Pool
			m3	(m ³)	(m ³)	(m ³)	(m3)		Agency			Y or N
			2009/10	2010/11	2011/12	2012/13	2013/14		Perform			
Primary Schools												
Meadow Vale Primary	1	577	1,272	1899	1330	1,609	1,500	2.60	Best Practice	2.98	-13%	N
St Margaret Clitherow Catholic Primary (VA)	2	208	458	617	525	536	576	2.77	Best Practice	2.65	4%	N
Birch Hill Primary	3	441	2,332	1681	2606	2,775	2,242	5.08	>Typical	6.58	-23%	N
The Pines	4	226	1,670	1644	1563	1,424	1,162	5.14	>Typical	7.15	-28%	N
Cranbourne Primary	5	210	1,129	1336	1364	1,316	1,236	5.89	>Typical	6.65	-11%	Y
Fox Hill Primary	6	214	1,202	1194	1197	1,323	1,688	7.89	>Typical	6.30	25%	N
Ascot Heath CE Junior	7	240	2,022	2730	1378	1,884	2,200	9.17	>Typical	7.92	16%	Y
Sub Totals		2,116	10,085	11101	9963	10866	10604	5.50		5.75	-4%	
Secondary Schools												
Edgbarrow Comp (excl. Sp Cen)	1	1,365	7,359	4645	3810	3,550	4,503	3.30	Best Practice	2.71	22%	N
Brakenhale Comp	2	973	9,586	10127	8705	7,502	4,649	4.78	>Typical	7.47	-36%	N
Sandhurst Comp (incl. Sp Cen)	3	950	3,944	6678	3474	3,911	6,175	6.50	>Typical	3.93	65%	N
Sub Totals		3,288	20,889	21450	15989	14962.5	15327	4.86	>Typical	4.70	3%	
TOTALS		5,404	30,974	32,551	25,952	25,828	25,931	5.18		5.22	-1%	

Notes:

Ascot Heath Infant and Junior schools are based on sub-meter reads.

Table 14 - Environment Agency Benchmarks based on 14,330 schools.

School	Typical (m³/pupil/year)	Best practice(m³/pupil/year)
Primary school with pool	4.3	3.1
Primary school without pool	3.8	2.7
Secondary with pool	5.1	3.6
Secondary without pool	3.9	2.7

4.9 How can I Reduce Water Consumption in my School

- a) Identify the location of water meter and record readings on a regular basis via the Systems-link Web site to identify adverse high usage. Review consumption during weekends and holiday periods to identify unnecessary waste and leaks.
- b) Carry out daily walk round checks at end of day to check all wash hand basin taps are closed and no water leaks are visible in service areas. Ensure a reporting mechanism exists for reporting leaks i.e. via Energy Working Group.
- c) Check all urinal tanks have flush controls fitted. Those without would benefit considerably by installing flush controls.
- d) Check existing urinal flush controllers are operating correctly and associated batteries have been replaced within the last year.
- e) Consider replacing existing conventional taps with self closing or percussion type.
- f) Consider participating in the Council established maintenance contract for flush controls.
- g) Ensure push buttons on/off controls are fitted for showers.
- h) Ensure swimming pools are covered when not in use. A pool cover not only reduces water consumption (lost via evaporation from pool) but also heat losses.
- i) Obtain a free water efficiency audit from your water supplier:
 - For South East Water users Contact: Mike Cook, Tel: 01444 448201 or mcook@southeastwater.co.uk
 -
- j) Raise awareness of water usage in your school
 - For Junior Schools only: Free seminar for pupils on 'The Wonderful World of Water'
 - For South East Water users Contact: Karen Neal Tel: 0144 448258 or kneal@southeastwater.co.uk
- k) Consider fitting an automatic meter reader to the water meter. This would enable water consumption to be monitored on a daily basis and assist early detection of leaks.
- l) Consider installing a water sub-meter if your school shares the water supply with another Council building to ensure your school only pays for what it uses.

PART FIVE – WASTE.

5.1 Scope

The report considers waste in three ways – Residual Waste, Recycling, and Waste minimisation.

Residual Waste:

The household-type non recyclable waste that schools generate which is collected through the Bracknell Forest Borough Council waste collection contract by the Council's contractor SITA and sent to either landfill or an energy from waste site.

Recycling:



There are a number of schools engaged in the recycling of paper, plastic, tins, glass, toner, clothes or green waste ensuring that their waste is recycled or re-used.

30 primary schools continue to choose Woodside Recycling for their paper recycling collection. This is a free service and is not part of the service provided by the council although the council will provide recycling bins.

5.2 Waste Analysis

The total amount of waste generated by each school has been estimated following a waste analysis which comprised of waste from three schools in March 2014, comprising one secondary and two primary schools' bulk bins which were separately weighed to establish the average weight per bin.

Please note if a school has a large number of bins which are not all full each week they should request removal of some bins to ensure that their average weight calculated as full bins on the weight chart table 15 is fairly measured. This will also save collection costs.

The next planned waste analysis will be held in March 2015.

The average weight per landfill (green) wheeled bins are:

Primary Schools	97 kg
Secondary Schools	57 kg

Total amount of residual waste generated has been estimated by multiplying the average weight per bin audited by the number of bins at each school.

The estimated total amount of waste generated was:

Primary Schools	472 tonnes of landfill waste*
Secondary Schools	243 tonnes of landfill waste*

*Additional tonnage data is provided by Woodside who collect paper from the schools and is based on 15 kgs per sack of paper collected.

For 2014 they report that Primary Schools collectively recycled 99 tonne of paper, and Secondary Schools 28 tonne of paper.

Currently all 31 primary schools within the Borough utilise 107-1,100 litre residual waste bins and 55-240 litre recycling bins.

Currently the 7 secondary schools within the Borough utilise 46 -1,100 litre and 4 FEL skip and 8 – 240 litre wheeled residual waste bins and 13 – 240 litre recycling bins.

5.3 Reducing Waste Sent to landfill.

The waste that Bracknell Forest schools do not recycle attracts a landfill tax on top of the disposal costs. Landfill tax for 2014/15 is £80 per tonne It is therefore extremely important that schools, as well as householders, recycle and divert as much waste as possible from landfill. The government is looking to increase this additional tax in line with the annual rate of inflation so this tax will continue to rise.

Some schools are choosing to compact their waste as a way of reducing the number of bins they need. This can be a false economy as these bins are designed with a maximum load threshold of 150kgs for a standard 1,100 green bin. The Council's contractor will not be able to empty bins that are too heavy with compacted waste as refuse vehicles are fitted with a failsafe that does not allow the bin lift to lift overweight bins. If this happens the school would need to reduce the contents of the overweight bin and arrange an additional collection which is chargeable. If bins are damaged due to being overweight the school will be liable to pay for a replacement bin.

Some schools have replaced their standard waste bins with large metal containers (skips) called FEL's (Front End Loaders) and this is an options for the larger schools who have a lot of waste. Larger skips can also be provided for recyclable materials.

NB: With the introduction of primary schools having to provide school meals, it is likely that any additional waste created from this new service provision will incur the additional cost of disposal. The Council does not currently offer a food waste collection service but there are some waste companies that do provide this and schools may wish to investigate alternative outlets for the disposal of their food waste to save expensive landfill costs.

5.4 How to minimise the Amount of Waste Generated by Schools.

- Promote environmental awareness in all school activities to encourage waste minimisation, re-use and recycling.
- Encourage pupils to participate in recycling and re-use initiatives e.g. composting, keeping a wormery, re-using various materials for such things as arts/ and crafts etc.
- Pupils may also be interested in thinking about what is being thrown away and considering if it could it be re-used or recycled? Checking what is going in the bin can reduce unnecessary waste and help to increase the amount of materials recycled.
- Audit the supply chain to identify those suppliers whose products come with significant amounts of un-necessary packaging that is simply thrown away. Include minimum packaging in the specifications for new supply contracts.

- The Council's clothing and textile collection partner is able to offer special additional collections from schools to raise money for the school. This has been very successful in other boroughs as textiles and clothes are high value items and promoting and arranging for collections at schools can raise a significant amount of income
- Bracknell Forest Council's waste and recycling team can arrange for its contractor SITA undertake educational visits and supply information to schools about waste minimisation and recycling:-
www.sita.co.uk/waste-as-a-resource/tools-for-schools
- Bracknell Forest Council is in a long term joint waste disposal partnership (known as Re3) with Reading and Wokingham Borough council and contractors FCC Environment (previously known as WRG). Schools will be able to obtain educational information about waste and recycling by logging online www.re3schools.org.uk.



5.5 Contact

For further information or if there are any queries relating to the waste and recycling parts of this report please contact:

Eric Redford

Refuse Collections Contract Manager

Tel: 01344 352516

Eric.Redford@bracknell-forest.gov.uk

Website:

<http://www.bracknellforest.gov.uk/environment/env-waste-and-recycling.htm>

Table 15 - Estimated Waste Production 2014/15 (Kg/pupil) (Landfill Only).

Primary Schools	Number of Pupils	How Many Bins	Estimated Total Kg	Estimated Kg Per Pupil	Ranking
Jennett's Park CE Primary	346	2	8,951	25.86	1
Sandy Lane Primary	671	4	17,903	26.68	2
Holly Spring Infant & Nursery	333	2	8,951	26.87	3
Whitegrove Primary	448	3	13,427	29.97	4
Holly Spring Junior	285	2	8,951	31.40	5
Wooden Hill Primary	380	3	13,427	35.33	6
Meadow Vale Primary	604	5	22,379	37.05	7
Owlsmoor Primary	572	5	22,379	39.12	8
Ascot Health Infant & Junior	443	4	17,903	40.41	9
Wildmoor Heath Primary	214	2	8,951	41.82	10
St Joseph RC Primary	210	2	8,951	42.62	11
Binfield CE Primary	417	4	17,940	43.02	12
Crown Wood Primary	518	5	22,379	43.20	13
Cranbourne Primary	207	2	8,951	43.24	14
St Margaret Clitherow Primary	207	2	8,951	43.24	14
Harmanswater Primary	715	7	31,395	43.90	16
St Michael's Primary, Sandhurst	199	2	8,951	44.97	17
College Town Infant & Nursery	276	3	13,427	48.64	18
Birch Hill Primary	443	5	22,379	50.51	19
Wildridings Primary	436	5	22,379	51.32	20
Uplands Primary	253	3	13,427	53.07	21
The Pines Primary	248	3	13,427	54.14	22
St Michael's Primary, Easthampstead	241	3	13,247	55.71	23
New Scotland Hill Primary	235	3	13,247	57.13	24
Crowthorne CE Primary	210	3	13,247	63.93	25
Winkfield St Mary's Primary	210	3	13,247	63.93	25
Warfield CE Primary	209	3	13,247	64.24	27
College Town Junior	263	4	17,940	68.21	28
Fox Hill Primary	222	4	17,940	80.81	29
Great Hollands Primary	425	8	35,880	84.42	30
Sub Totals	10,440	106	474,874	n/a	n/a
Special Schools					
Kennel Lane	177	5	22,425	126.69	n/a
Sub Totals	177	5	22,425	n/a	n/a
Secondary Schools					
Edgbarrow	1,358	10	26,220	19.30	1
Sandhurst	966	11	28,842	29.85	2
Brakenhale	973	10	29,640	30.46	3
Easthampstead	828	2 FEL	36,445	44.01	4
Garth	1,538	2 FEL	88,736	57.69	5
Ranelagh	986	n/a	n/a	n/a	n/a
Sub Totals	6,657	43	24,3371	n/a	n/a
Totals	17,274	154	740,670	n/a	n/a

Table 16 - Estimated Waste Production 2014/15 (Kg/pupil) (Recycling only-Woodside paper tonnages used).

Primary Schools	Number of Pupils	How Many Bins	Estimated Total (Kg)	Estimated Recycled per pupil (Kg)	Ranking
St Joseph RC Primary	210	2	4,605	21.92	1
Fox Hill Primary	222	2	4,350	19.59	2
Winkfield St Mary's Primary	210	2	3,915	18.64	3
St Margaret Clitherow Primary	207	2	3,600	17.39	4
Ascot Heath Infant & Junior	443	2	7,430	16.77	5
Warfield CE Primary	210	2	3,375	16.07	6
Great Hollands Primary	426	10	6,720	15.77	7
The Pines Primary	248	1	3,510	14.15	8
College Infant School	276	2	3,715	13.46	9
College Junior School	263	2	3,715	13.03	10
Sandy Lane Primary	671	2	8,640	12.87	11
Holly Spring Junior	285	1	3,525	12.36	12
Birch Hill Primary	443	2	5,385	12.15	13
St Michael's Primary, Sandhurst	199	2	2,415	12.13	14
Crown Wood Primary	518	0	5,895	11.38	15
Crowthorne CE Primary	210	2	2,340	11.14	16
Cranbourne Primary	207	4	2,100	10.14	17
St Michael's Primary, Easthampstead	241	2	2,415	10.02	18
Whitegrove Primary	448	2	4,455	9.94	19
Uplands Primary	253	2	2,250	8.89	20
Holly Spring Infant	333	1	2,925	8.78	21
New Scotland Hill Primary	235	2	1,935	8.23	22
Owlsmoor Primary	572	2	3,690	6.45	23
Wooden Hill Primary	380	0	2,160	5.68	24
Meadow Vale Primary	604	2	2,715	4.49	25
Binfield Primary	417	Woodside	1,440	3.45	26
Wildridings Primary	436	2	285	0.65	27
Harmanswater Primary School	715	0	360	0.50	28
Wildmoor Heath School	214	4	0	0	29
Jennett's Park CE Primary	346	0	0	0	29
Sub Totals	10,440	59	99,865	n/a	n/a
Special Schools					
Kennel Lane	177	0	1,110	06.27	n/a
Sub Totals	177	0	1,110	n/a	n/a
Secondary Schools					
Edgbarrow	1,368	Woodside	14,025	10.25	1
Sandhurst	966	Recycling	8,520	8.54	2
Brakenhale	930	provide	4,665	5.01	3
Easthampstead Park	986	sacks	0	0	4
Garth Hill	820	For	0	0	4
Ranelagh	986	all	n/a	n/a	n/a
Sub Totals	6,657	0	28,695	n/a	n/a
Totals	17,274	59	129,670	n/a	n/a

PART SIX - TRANSPORT

6.1 Scope

- a) The report focuses on the modes of transport by which children travel to school.
- b) The Council has a duty to promote sustainable travel to school, as set out in the Education and Inspections Act 2006. We meet this duty by encouraging schools to implement School Travel Plans, offering support, advice and training where required and when requested, and by implementing infrastructure improvements which benefit sustainable travel.

6.2 Data

- a) The graph below shows the trend for the percentage of children travelling to school by car over the last seven years. As you can see, while travel by car to primary schools continues to decrease, the percentage of children driven to secondary school has increased over the last few years. The data was collected from returns of the school census each January (data for January 2014 was unavailable).

6.3 How you can reduce the impact of car based travel at your school

- a) Travel by pupils to and from school, during the school day for curriculum activities, after school for attending extra curricular activities, and staff travel, are all transport issues that a School Travel Plan can address.
- b) Use the School Travel Plan process to review the transport choices made by pupils, parents and staff and introduce measures that promote and encourage more sustainable travel modes.
- c) Monitor and review the targets and actions in your School Travel Plan on an annual basis.
- d) Engage with education and promotional activities organised by the Council.
- e) Use transport and the impact of transport as a topic for curriculum work.

6.4 Contact

- a) For further information contact:

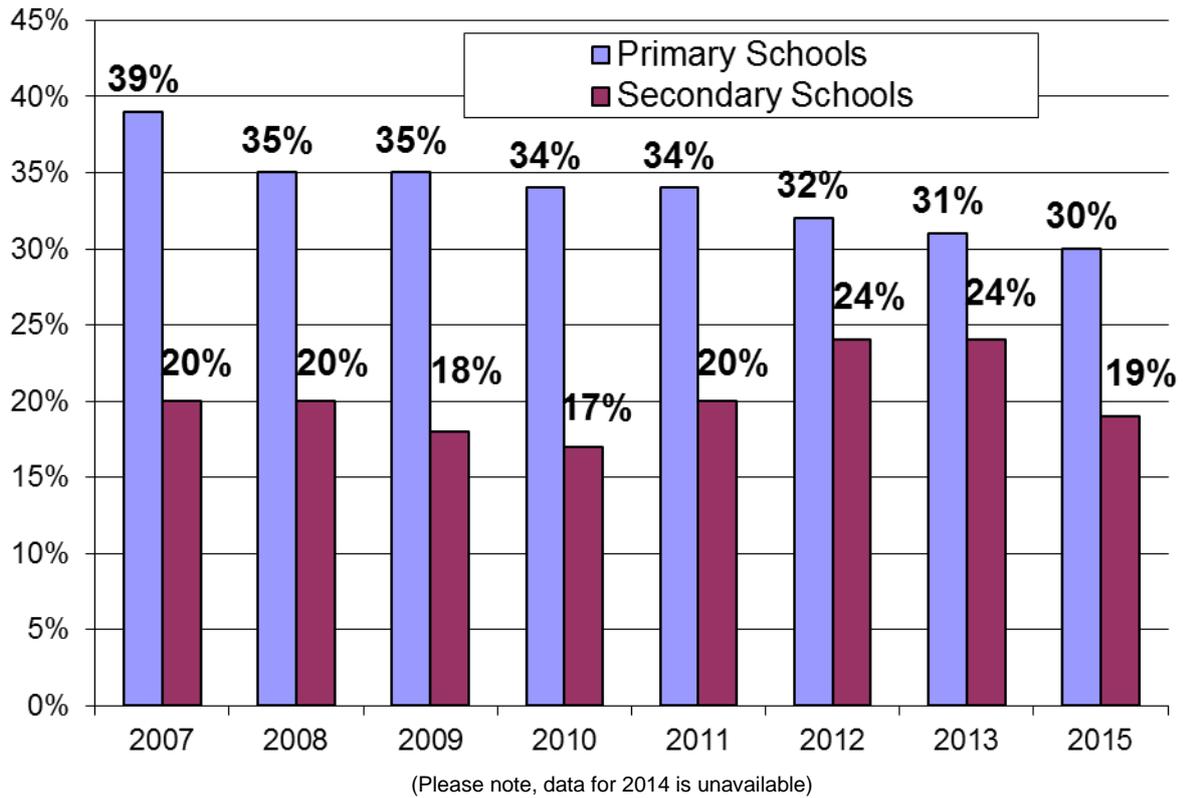
Phillip Burke

Travel Plan Co-ordinator

Tel: 01344 351266

Email: phillip.burke@bracknell-forest.gov.uk

Percentage of pupils driven to school by car



Staff and children at Wildmoor Heath Primary celebrate the opening of their new cycle shelters, funded by Bracknell Forest Council.

FORMULAE FOR ADJUSTING ENERGY CONSUMPTION DATA FOR AMBIENT TEMPERATURE

1. Conversion Factors as supplied by Defra

a) Fuel Oil

Kerosene -10.28 kWh/litre

Gas Oil -10.80 kWh/litre

b) Carbon Dioxide Emission Factors

Fuel Type	CO ₂ Emission Factor (kgCO _{2e} /kWh)
Grid Electricity	0.5246
Natural Gas	0.1836
Fuel oil	0.2674
Wood pellets	0.03895

2. Corrections for ambient temperature (Ref: DfES Energy and Water Benchmarks for Maintained Schools in England 2002-03.)

Differences in temperature across the country can affect the amount of fuel required for heating. The United Kingdom is divided into Degree Day (DD) Regions. In each region, for every day the temperature falls below 15.5 degrees Celsius the magnitude of the difference was recorded. These deviations are aggregated over the year. The current 20 year national average using this method is 1851.

The following calculation was carried out on each school;

$(\text{Fossil fuel consumption} * 0.75 * (1851/DD)) + (\text{Fossil fuel consumption} * 0.25)$,

Where DD is the sum of the deviations below 15.5 degrees over a year and Fossil fuels are oil and gas consumption.

Degree Days for the Thames Valley Area.

Year	Degree Days
2014/15	1,870
2013/14	2,002
2012/13	2,498
2011/12	1,819
2010/11	2,189
2009/10	2,006
2008/09	1,921
2007/08	1,653
2006/07	1,463
2005/06	1,869
2004/05	1,703
2003/04	1,740

Effectively, 2012/13 was the coldest year over the last ten years.

**THE WHOLE SCHOOL APPROACH
PROVIDED BY THE CARBON TRUST**

The [Whole School Approach](#) produced by the Carbon Trust is a guide which outlines an approach to energy management involving pupils, teachers and other staff. By motivating staff and pupils through lessons, as well as providing practical advice on how to go about saving energy, a whole school approach to energy management can reduce the school's carbon footprint and provide long-term benefits for the school, its people and the environment.

The [School Sector Overview](#) (CTV019) introduces schools to the main energy saving opportunities that can be found in the majority of schools and demonstrates how simple actions save energy, cut costs and enhance the learning environment.

A sample energy policy for schools is shown in Appendix C

APPENDIX C

Sample Energy Management Policy Statement

.....School is committed to the responsible management of energy and water.

By efficient management of these resources the school aims to minimise expenditure and environmental impact while maintaining health and safety standards and an acceptable comfort level for staff, pupils and other building users.

Targets

Target energy/water performance is as follows:

	Current Performance (last school year)	Target Performance (current school year)	Target % Reduction
Electricity kWh/m ² /annum			
Gas kWh/m ² /annum			
Oil kWh/m ² /annum			
Water m ³ /pupil/annum			

Strategy

This policy statement will be implemented through a ten point plan:

1. Responsibility

The overall responsibility lies with the Headteacher, Day-to-day energy management responsibilities lie withworking in conjunction with the policy and direction set by the School Energy Team.

Policy, strategy and targets for energy management will be the responsibility of the School Energy Team which currently consists of:

- - Head/Deputy
- - Caretaker/Site Manager
- - Bursar/Administrator
- - Teacher
- - Governor
- - Pupil

The School Energy Team will meet quarterly to review progress, plan initiatives and prepare an annual energy report for submission to the Board of Governors. This will supplement the Schools Annual Environmental Management Report sent to all schools by Admissions and Property.

Teachers will have a responsibility to set a good example to pupils who can also make a significant contribution to end-use energy efficiency.

Energy efficiency advice for schools is available from the Council's Energy Manager, Steven Milne, on 01344 351518, e-mail steven.milne@bracknell-forest.gov.uk

2. Energy Selection and Purchase

Energy purchase is currently undertaken by Bracknell Forest Council through a framework contract administered by Buying Solutions (formerly the Office of Government Commerce). The Council's Energy Management Team will check invoices monthly against meter readings for gas, electricity and water.

3. Investment in Energy Efficiency

The school aims to invest in energy saving schemes of less than £1,000 with paybacks of less than three years. Savings achieved by good housekeeping measures will be reinvested in energy efficiency projects.

Where available, grants will be sought to improve energy efficiency, including the Council's invest-to-save scheme for projects meeting the qualifying criteria.

4. Design

Energy efficiency will be taken into account at the design of new building projects and any refurbishment in accordance with the Local Development Framework and current building standards.

Energy efficiency will be considered in the purchase of all new equipment, e.g. computers, catering equipment, in accordance with Government Buying Standards per Council Procurement Policy.

5. Energy Information

Electricity, gas and water consumption will be monitored monthly using Systems Link energy management software. Abnormal consumption will be investigated and corrective action taken. Each year realistic energy reduction targets will be set and monitored regularly. Targets will be set relative to past performance and DCSF quartile performance benchmarks shown in the Bracknell Forest Schools Annual Environmental Management Report.

Larger schools will also be able to use their Display Energy Certificate to compare their energy use to national averages and to see how energy use has changed from the previous year. Consideration should be given to the energy saving measures recommended in the associated Advisory Report.

6. Maintenance

Energy conversion plant, distribution systems and energy using equipment will be correctly maintained to avoid energy and water wastage.

7. Awareness

The school will adopt a Whole School Approach involving everyone associated with the school.

Regular awareness initiatives for staff and pupils will emphasise the cost and environmental benefits of saving energy and water and how to avoid waste. Energy saving information will be provided to catering and cleaning staff. Staff and pupils will also be provided with information on how to save energy at home.

Energy Co-ordinators will be appointed with checklists for good housekeeping initiatives.

8. Curriculum

The National Curriculum will be reviewed annually, using literature from Teachernet to ensure that the energy element is built into syllabi at appropriate levels.

9. Reporting

An annual energy performance report will be prepared by the School Energy Team. This will be submitted to the Board of Governors and a summary will be incorporated into the school annual report and school development plan.

10. Policy Review Mechanism

This policy will be reviewed and updated annually by the School Energy Team and included in the annual report.

UNIT RATES AND STANDING CHARGES FOR WATER AND SEWERAGE

UNIT RATES**SOUTH EAST WATER**

Pence/cubic metre		
Year	Water	Sewage
2003-04	56.73	43.69
2004-05	58.01	43.85
2005-06	69.46	46.30
2006-07	74.41	47.49
2007-08	79.96	48.57
2008-09	82.37	51.93
2009-10	84.68	55.76
2010-11	90.72	53.35
2011-12	100.44	59.00
2012-13	100.76	64.73
2013-14	115.00	70.41
2014-15	116.9	74.82

VEOLIA WATER

Pence/cubic metre		
Year	Water	Sewage
2003-04	60.04	43.69
2004-05	61.56	43.85
2005-06	75.33	46.30
2006-07	80.60	47.49
2007-08	84.10	48.57
2008-09	87.52	51.93
2009-10	91.22	55.76
2010-11	901.01	53.35
2011-12	94.97	59.00

AFFINITY WATER LIMITED**(Replaced Veolia as water supplier for Ascot/ Cranbourne/ Winkfield area)**

Pence/cubic metre		
Year	Water	Sewage
2012-13	97.63	64.73
2013-14	99.48	70.41
2014-15	100.47	74.82

STANDING CHARGES (for 12 months)

SOUTH EAST WATER

Pipe Size (mm)	2007/08		2008/09		2009/10		2010/11		2011/12		2012/13		2013/14		2014/15	
	Water	Sewage	Water	Sewerage												
15	£15.00	£42.00	£17.03	£45.00	£18.00	£47.00	£21.00	£46.00	£21.00	£48.00	£21.00	£52.00	£21.60	£56.00	£24.00	£58.12
20	£15.00	£95.00	£17.03	£101.00	£18.00	£106.00	£33.60	£104.00	£36.00	£108.00	£36.00	£117.00	£36.00	£126.00	£39.00	£131.00
25	£15.00	£168.00	£17.03	£180.00	£18.00	£188.00	£40.20	£184.00	£42.00	£192.00	£42.00	£208.00	£42.00	£224.00	£45.00	£232.00
30	£120.00	£263.00	£120.00	£281.00	£120.00	£294.00	£48.00	£288.00	£51.00	£299.00	£51.00	£326.00	£51.00	£347.00	£54.00	£356.00
40	£170.00	£378.00	£170.00	£405.00	£170.00	£423.00	£58.20	£414.00	£63.00	£402.00	£63.00	£436.00	£63.00	£466.00	£66.00	£477.00
50	£300.00	£672.00	£300.00	£726.00	£300.00	£752.00	£178.20	£736.00	£192.00	£658.00	£192.00	£718.00	£192.00	£771.00	£201.00	£785.00

VEOLIA WATER

Pipe Size (mm)	2007/08		2008/09		2009/10		2010/11		2011/12	
	Water	Sewage								
15	£26.00	£43.00	£27.00	£45.00	£28.20	£47.00	£28.08	£46.00	£29.28	£48.00
20	£26.00	£97.00	£27.00	£101.00	£28.20	£106.00	£28.08	£104.00	£29.28	£108.00
25	£26.00	£172.00	£27.00	£180.00	£28.20	£188.00	£28.08	£184.00	£29.28	£192.00
30	£105.00	£269.00	£109.00	£281.00	£114.00	£294.00	£114.00	£288.00	£119.00	£299.00
40	£176.00	£387.00	£182.00	£405.00	£189.00	£423.00	£189.00	£414.00	£197.00	£402.00
50	£204.00	£688.00	£212.00	£726.00	£221.00	£752.00	£220.00	£736.00	£229.00	£658.00

AFFINITY WATER LIMITED

Pipe Size (mm)	2012/13		2013/14		2014/15	
	Water	Sewage	Water	Sewage	Water	Sewerage
15	£30.00	£52.00	£30.15	£56.00	£30.40	£58.12
20	£30.00	£117.00	£30.15	£126.00	£30.40	£131.00
25	£30.00	£208.00	£30.15	£224.00	£30.40	£232.00
30	£122.00	£326.00	£122.28	£347.00	£124.00	£356.00
40	£203.00	£436.00	£203.40	£466.00	£205.00	£477.00
50	£234.00	£718.00	£234.60	£771.00	£237.00	£785.00

All companies are using Thames Water for Sewerage

USE OF SYSTEMS-LINK ENERGY & WATER MONITORING

Site	Using Systems-Link		Reason for Not submitting Water Readings
	Energy 14/15	Water 14/15	
Ascot Heath Infant School	Y	N	.
Ascot Heath Junior School	Y	N	Only one water read taken
Binfield CE Primary (VA)	Y	N	
Birch Hill Primary School	Y	Y	
College Town Infant School	Y	N	Only one water read taken
College Town Junior School	Y	N	
Cranbourne Primary School	Y	Y	
Crown Wood Primary School	Y	N	
Crowthorne CE Primary School	N	N	No reads taken by school
Fox Hill Primary School	Y	Y	
Great Hollands Primary School	Y	N	
Harmans Water Primary School	N	N	No reads taken by school
Holly Spring Infant School	Y	N	
Holly Spring Junior School	Y	N	
Jennett's Park CE Primary (VA)	Y	N	
Meadow Vale Primary School	Y	N	
New Scotland Hill Primary School	Y	N	
Owlsmoor Primary School	Y	N	
Pines School (The)	Y	N	Not enough water reads for complete year
Sandy Lane Primary School	N	N	No reads taken by school
St Joseph's Catholic Primary (VA)	Y	N	
St Margaret Clitherow Catholic Primary (VA)	Y	Y	
St Michael's CE Primary, Easthampstead (VA)	Y	N	
St Michael's CE Primary, Sandhurst (VA)	Y	N	
Uplands Primary School	Y	N	
Warfield CE Primary School	Y	N	
Whitegrove Primary School	Y	N	
Wildmoor Heath Primary School	Y	N	
Wildridings Primary School	Y	N	
Winkfield St Mary's CE Primary School	Y	N	
Wooden Hill Primary School	Y	N	
Special Schools			
Kennel Lane School	Y	N	
Secondary Schools			
Brakenhale	Y	Y	
Easthampstead Park	Y	N	
Edgbarrow	Y	Y	
Garth Hill College	Y	N	
Ranelagh CE School (VA)	N	N	No reads taken by school
Sandhurst (Includes Sports Cent.)	Y	Y	

**TO: ENVIRONMENT, CULTURE & COMMUNITIES OVERVIEW & SCRUTINY PANEL
23 MARCH 2016**

**BRACKNELL FOREST BOROUGH LOCAL PLAN UPDATE
Director of Environment, Culture & Communities**

1. PURPOSE OF REPORT

- 1.1 The Local Plan sets out policies and proposals for the development and use of land in an area taking account of social and environmental factors. It comprises Development Plan Documents (DPDs) that form part of the statutory development plan. Supplementary Planning Documents (SPDs) can also be produced which provide further interpretation of the implementation of policies set out in a DPD. The policies in these documents are used in the assessment of planning applications.
- 1.2 This report summarises the position on the Local Plan, and provides an update following the previous report in January 2016.

2. RECOMMENDATION

That the Panel notes the documents that currently form part of the Bracknell Forest Local Plan, and documents that are under preparation.

3. REASONS FOR RECOMMENDATION

- 3.1 To advise the Panel of adopted documents and progress being made on those that it is hoped will eventually form part of the Bracknell Forest Local Plan.

4. ALTERNATIVE OPTIONS CONSIDERED

- 4.1 None.

5. SUPPORTING INFORMATION

Documents that have been finalised

- 5.1 The Bracknell Forest Local Plan comprises a number of documents. The Core Strategy (February 2008), the Site Allocations Local Plan (SALP) (July 2013) and the Bracknell Forest Borough Local Plan (BFBLP) (January 2002) are the main adopted documents that help form the development plan for the area. The Core Strategy sets out the overarching strategy for the area, including a figure for housing growth (although this is not based on an objective assessment of housing need). The SALP allocates sites to meet the Borough's development requirements, particularly for housing. The BFBLP contains a number of 'saved' policies that remain in effect for the purposes of managing development in the Borough.

- 5.2 In addition to the documents referred to above, there are Minerals and Waste DPDs and a number of SPDs. A list of the Council's adopted documents is set out in Appendix 1.

Documents that are under preparation or planned

- 5.3 The Local Development Scheme (LDS) is a three-year project plan (2015 – 2018), which sets out time scales for the preparation of planning documents. The most recent version was approved by Executive on 23 June 2015.

Comprehensive Local Plan

- 5.4 The LDS states that the Council is intending to produce a Comprehensive Local Plan (CLP). The CLP will take the form of a single document, comprising three parts. The first part will relate to background and context, the second part to strategic matters (for example overall requirements on housing, employment etc, and any associated allocations), and the third part will relate to Development Management (DM) policies.

- 5.5 The scope of the CLP is as follows, and was subject to consultation with stakeholders in October 2015:

To include a vision, objectives, and strategy for the level and distribution of development in the Borough up to 2036, including housing, economic and retail development and new infrastructure.

Policies will cover:

- development within the Green Belt;
- development within the Countryside;
- design, including residential extensions and shop fronts;
- environmental issues such as flood risk and water quality;
- heritage assets;
- the natural environment and biodiversity including landscape, green infrastructure and the Thames Basin Heaths Special Protection Area;
- infrastructure needs including open space, sport and recreation and community facilities;
- town, district and local centres;
- development affecting employment sites;
- housing needs including those for:
 - Gypsies, Travellers and Travelling Showpeople
 - affordable housing;
- healthy and inclusive communities, and,
- climate change including the delivery of renewable energy and sustainable construction.

- 5.7 Table 1 below sets out the intended programme for the preparation of the CLP.

Table 1 – Timetable for the Comprehensive Local Plan

Stage	Date	Status
Notification of bodies/persons of intention to prepare a plan, Sustainability Appraisal scoping, evidence gathering and	June 2015 - June 2016	Completed

preparation of consultation documents		
Issues and Options consultation	June/July 2016	Pending
Further evidence and analysis / produce draft document	July 16 - June 2017	Programmed
Draft Plan consultation	June/July 2017	Programmed
Publication (6 weeks)	February/March 2018	Programmed
Consideration of representations	April - June 2018	Programmed
Submission	July 2018	Programmed
Pre-Examination Meeting/Examination/Hearing/ Inspectors Report	August - December 2018	Programmed
Report to Council/Adoption	February 2019	Programmed

Progress on the Evidence Base

5.7 The Council is currently preparing a wide range of evidence studies which will support the formulation of policies within the CLP and decision making on planning applications. It is important that the evidence base is prepared in accordance with the National Planning Policy Framework and National Planning Practice Guidance. A summary of the strategic evidence studies which are being undertaken is set out below:

- Strategic Housing Market Assessment (SHMA) – this sets out the relevant ‘housing market areas’ (HMAs) within the study area and the objective assessment of housing needs (OANs). It considers the need for all types of housing (including affordable) and for different groups (older people, students etc). It also identifies an appropriate mix and tenure for the plan period. The Council has worked with the other Berkshire Authorities and the consultant (GL Hearn) on the SHMA which has now been finalised.

The report suggests two HMAs within Berkshire:

- Western HMA: comprising West Berkshire, Reading Borough, Wokingham Borough and Bracknell Forest, and
- Eastern HMA: comprising Slough Borough, Royal Borough of Windsor and Maidenhead, plus South Bucks.

Following completion of the work, the Council now needs to undertake further work on constraints, spatial distribution and the allocation of sites to meet the needs of the Borough to 2036. This will be informed by ‘land availability’ work.

Gypsy and Traveller Accommodation Assessment (GTAA) - this study looks at the level of need for pitches/plots within the Borough. The report is currently in the process of being finalised. The scope and cost of a further piece of work that takes account of changes in national policy documented in ‘Planning Policy for Traveller Sites’ (August 2015) is currently being discussed with ORS.

- Criteria based policies will need to be developed which will provide a framework against which planning applications can be assessed.
- Functional Economic Market Area (FEMA) - the FEMA looks at the geographical extent of the local economy and its key markets. In summary, it suggests that Bracknell Forest falls within a FEMA which includes Wokingham Borough, Reading Borough, Royal Borough of Windsor and Maidenhead and Surrey

Heath. It is available to view on the Council's web site¹. The Berkshire FEMA report has been finalised, and will be published alongside the SHMA. Bracknell Forest is in a Central Berkshire FEMA with Wokingham Borough, Reading Borough and the Royal Borough of Windsor and Maidenhead.

Work is now underway on the Central Berkshire EDNA. A draft report is expected in mid March.

- Landscape Character Study - LUC were appointed in December 2014 to undertake a number of pieces of landscape related work. The work has been carried out in two parts:
 - Stage one: Landscape Character Assessment (LCA) of the Borough (excluding land within settlements).
 - Stage two: a 'recommendations report', which sets out LUC's recommendations on the approach to be taken on landscape designation policies, 'gaps', and Green Belt village boundaries (from a landscape character perspective).

The Landscape Character Assessment has now been completed and is being used by Officers in determining planning applications.

- Sustainability Appraisal/Strategic Environmental Assessment (SA/SEA) – this process runs alongside the preparation of a Local Plan, and is an on-going iterative process, it considers environmental, economic and social matters. A focused consultation has taken place on the SA/SEA scoping and ended on 31 July 2015. Regulations require that the Council consults certain bodies (these are Historic England, Natural England and Environment Agency). The purpose of this is to agree the methodology and collate the information needed to carry out the appraisal/assessment. Comments were received from all three statutory consultees. The draft Scoping Report has now been finalised taking into account the comments received.
- Green Belt Review – Consultants Amec have been appointed jointly with Wokingham BC to carry out this work across both Boroughs which will involve an assessment of the Green Belt against the five purposes set out in the NPPF:
 - To check the unrestricted sprawl of large built-up areas
 - To prevent neighbouring towns from merging into one another
 - To assist in safeguarding the countryside from encroachment
 - To preserve the setting and special character of historic towns
 - To assist in urban regeneration, by encouraging the recycling of derelict and other urban land

The study will not allocate sites. The outcome of the study may not necessarily result in any significant changes to the Green Belt boundary.

Focused consultation (on the methodology for assessing land parcels, and land parcel definition) with Parish/Town Councils within the two authorities and adjoining District/Borough/County Councils took place between 1 February and 15 February 2016.

(Members were notified of the consultation by email on 29 January).

¹ Comprehensive Local Plan evidence base:
<http://www.bracknell-forest.gov.uk/evidencebaseforcomprehensivelocalplan>

Joint Minerals and Waste Local Plan

- 5.8 It is now planned to produce a joint Minerals and Waste Local Plan with Reading Borough Council, Wokingham Borough Council, and the Royal Borough of Windsor and Maidenhead. Options are being further explored for who will carry out the work and options include West Berkshire Council and Hampshire County Council. A detailed timetable will be drawn up once costs and working arrangements have been sorted out (possible timetable is outlined in the LDS – see Appendix 1). Work is also being undertaken to establish an effective system of joint governance of the Plan.

Parking Standards SPD

- 5.9 A draft Parking Standards SPD was approved for consultation by the Executive on 22 September 2015, and was published for consultation in October/November 2015. 30 responses were received and officers have considered these and have prepared responses and recommendations on them. A revised SPD has been prepared for adoption in Spring 2016.

Design SPD

- 5.10 Consultants Tibbalds have been selected through a competitive process to produce a Supplementary Planning Document on Design, including general principles and some clear guidance on the design of extensions. It is intended to consult on a draft version of the SPD in the summer of 2016.

Background Papers

Bracknell Forest Borough Local Development Scheme: June 2015

Contact for Further Information

Max Baker – 01344 351902

Email: max.baker@bracknell-forest.gov.uk

APPENDIX 1

Local Planning Documents Update

ADOPTED DOCUMENTS

Development Plan Documents

Available to view: <http://www.bracknell-forest.gov.uk/developmentplan>

Core Strategy DPD

- A high level document containing the Council's long-term aspirations for the Borough, and policies to guide and manage development in Bracknell Forest until 2026.
- Adopted February 2008.

Site Allocations Local Plan

- Implements the adopted Core Strategy. Identifies sites for future housing development, ensures that appropriate infrastructure is identified and delivered alongside new development and revises certain designations on the Policies Map.
- Adopted July 2013.

Bracknell Forest Borough Local Plan

- Some of the policies have been replaced by the adopted Core Strategy and adopted Site Allocations Local Plan. However, many were 'saved' by the Secretary of State beyond 27 September 2007 and remain in effect.
- Adopted 2002.

Bracknell Forest Borough Policies Map

- Shows Core Strategy, Site Allocation Local Plan designations and Saved Policies from the Bracknell Forest Borough Local Plan.
- Adopted July 2013.

Replacement Minerals Local Plan

- The plan intends to ensure that minerals were extracted in the right place to 2006 and that there are enough planning permissions for a further seven years. The plan also contains a number of Development Management Policies.
- Adopted May 2001.

Waste Local Plan for Berkshire

- The plan has policies for waste management development and ensures that waste development is in the least environmentally sensitive locations.
- Adopted December 1998.

Supplementary Planning Documents

Available to view: <http://www.bracknell-forest.gov.uk/spds>

Designing for Accessibility SPD

- Provides guidance on making development accessible, including for disabled and other less mobile people.
- Adopted at the 20 June 2006 Executive meeting.

Parking Standards SPD

- Contains guidance on parking requirements for residential and other forms of development.
- Adopted at the 24 July 2007 Executive meeting.

Sustainable Resource Management SPD

- Provides guidance on renewable energy, climate change, efficiency and sustainable construction in relation to Core Strategy policies.
- Adopted at the 21 October 2008 Executive meeting.

Amen Corner SPD

- Provides guidance for planning applications in respect of a comprehensive mixed use development on land at Amen Corner South which was agreed through the Core Strategy and allocated through the Site Allocations Local Plan.
- Adopted at the 16 March 2010 Executive meeting.

Character Area Assessments SPD

- Defines the character of specific areas in the Borough and interprets Core Strategy policy.
- Adopted at the 16 March 2010 Executive meeting.

Streetscene SPD (and Annex relating to Highway Guide for Development)

- Contains design guidance for streets and other public spaces in residential developments.
- Adopted at the 29 March 2011 Executive meeting.

Thames Basin Heaths Special Protection Area Avoidance and Mitigation Strategy SPD

- Explains how negative impacts of residential development on a special protection area for rare birds will be avoided and mitigated.
- Adopted March 2012.

Warfield SPD

- Provides guidance for planning applications in respect of a comprehensive mixed use development on land at Warfield (formerly known as land North of Whitegrove and Quelm Park). The area was agreed for development through the Core Strategy and the land was allocated through the Site Allocations Local Plan.
- Adopted February 2012.

Planning Obligations SPD

- Replaced the Limiting the Impact of Development SPD which has now been withdrawn.
- Takes account of the changes to developer contributions arising from the introduction of CIL.
- Adopted April 2015.

Community Infrastructure Levy (CIL)

- The CIL is a charge on new development payable to Bracknell Forest Council to deliver infrastructure needed to support new development.
- Commenced charging CIL 6 April 2015.
- <http://www.bracknell-forest.gov.uk/cil>

DOCUMENTS UNDER PREPARATION

Development Plan Documents

Comprehensive Local Plan

- To include a vision, objectives, and strategy for the level and distribution of development in the Borough up to 2036, including housing, economic and retail development and new infrastructure.

Policies will relate to:
 - development within the Green Belt;
 - development within the Countryside;
 - design, including residential extensions and shop fronts;
 - environmental issues such as flood risk and water quality;
 - heritage assets;
 - the natural environment and biodiversity including landscape, green infrastructure and the Thames Basin Heaths Special Protection Area;
 - infrastructure needs including open space, sport and recreation and community facilities;
 - town, district and local centres;
 - development affecting employment sites;
 - housing needs including those for:
 - Gypsies, Travellers and Travelling Showpeople
 - affordable housing;
 - healthy and inclusive communities, and,
 - climate change including the delivery of renewable energy and sustainable construction.

- Timetable, as set out in Table 1 in covering report. Key dates are Issues and Options consultation in June/July 2016, Draft Plan consultation June/July 2017, Submission July 2018, Adoption February 2019.

Joint Minerals and Waste Local Plan

- To set out the policies on minerals and waste across 4 authorities: Bracknell Forest, Wokingham Borough, Royal Borough of Windsor and Maidenhead and Reading Borough. It will be informed by a robust evidence base.

- Timetable, as set out in the LDS:
 - Commencement of Review (notification of bodies/persons of intention to prepare a Plan, Sustainability Appraisal scoping, evidence gathering and preparation of consultation documents): June 2015 - June 2016
 - Issues and Options consultation: June/July 2016
 - Further evidence and analysis: June 2016 - July 2017
 - Draft Plan consultation: June/July 2017
 - Publication (6 weeks): February/March 2018
 - Consideration of representations: April - June 2018
 - Submission: July 2018
 - Pre-Examination Meeting/Examination/Hearing/Inspectors Report: August – December 2018
 - Report to Council/Adoption: February 2019 (provisional)

Policies Map

- The adopted Policies Map spatially illustrates the policies in the Local Plan on an Ordnance Survey base. It will be updated to incorporate any changes in area specific policies resulting from the adoption of the Comprehensive Local Plan and Minerals and Waste Local Plan.
- To be progressed alongside the timetable for the Comprehensive Local Plan and Minerals and Waste Local Plan.

Supplementary Planning Documents

Parking Standards SPD

- To contain guidance on parking requirements for residential and non-residential development and will replace the 2007 Parking Standards (see above).
- The draft SPD is due to be considered by Executive on 22 September 2015, in respect of agreeing public consultation on the document. Public consultation is anticipated to take place in October/November 2015.
- Target date for adoption is March 2016.

Design SPD

- To provide guidance on the design of development at a range of scales, including updated guidance on the design of household extensions.
- It is intended to seek approval for a consultation draft of the SPD at the May Executive.
- Target date for adoption is October 2016.

Neighbourhood Planning

- To date, five neighbourhood areas have been designated in Bracknell Forest covering:
 - Binfield Parish
 - Bracknell Town
 - Sandhurst
 - Warfield Parish
 - Winkfield
- The Binfield Neighbourhood Plan has been through examination and the Examiner has recommended that, with modifications, it proceeds to referendum. Following approval by Bracknell Forest Council the referendum was held on 3rd March 2016 and a clear majority voted in favour of making the Plan. It is proposed to bring the plan into effect following the May meeting of the Council Executive.
- Further details of progress on neighbourhood plans is available at <http://bracknell-forest.gov.uk/neighbourhoodplanning>

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**TO: ENVIRONMENT, CULTURE & COMMUNITIES OVERVIEW & SCRUTINY PANEL
23 MARCH 2016**

**REVIEW OF PROCEDURES FOR PLANNING APPLICATIONS AND ENFORCEMENT
OVERVIEW AND SCRUTINY REPORT
Working Group Lead Member**

1 PURPOSE OF REPORT

- 1.1 This report introduces the attached draft report describing the review of procedures for planning applications and enforcement undertaken by a working group of this Panel. The Panel is invited to consider and approve the report.

2 RECOMMENDATION

- 2.1 **That the Panel agrees the attached report of the review of procedures for planning applications and enforcement undertaken by a working group of this Panel for sending formally to the relevant Executive Member for a response.**

3 REASONS FOR RECOMMENDATION

- 3.1 To seek the Panel's approval of the attached draft report for sending formally to the relevant Executive Member for a response.

4 ALTERNATIVE OPTIONS CONSIDERED

- 4.1 None.

**5 ADVICE RECEIVED FROM STATUTORY AND OTHER OFFICERS / EQUALITIES
IMPACT ASSESSMENT / STRATEGIC RISK MANAGEMENT ISSUES /
CONSULTATION**

- 5.1 Not applicable.

Background Papers

None.

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DRAFT 2.3.16

A Review of Procedures for Planning Applications and Enforcement

By a Working Group of the Environment, Culture and Communities Overview and Scrutiny Panel



March 2016

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Acknowledgements

The Working Group would like to express its thanks and appreciation to the following people we met for their co-operation and time. All those who have participated in the review have been thanked for their contribution and sent a copy of this report **[To be done after report finalised]**.

Elmbridge Borough Council

Councillor Andrew Kelly	Planning Cabinet Member
Councillor James Browne	Housing Cabinet Member
Councillor Barry Cheyne	Chairman of Planning Committee and Chairman of West Area Planning Sub Committee
Karen Fossett	Head of Planning Services
Mark Behrendt	LDF Planning Policy Manager
Katie Baldwin	Senior Enforcement Officer
Edward Chetwynd-Stapylton	Principal Planning Officer - Appeals
Julie Cook	Head of Housing
Colin Waters	Housing Strategy & Enabling Manager

Bracknell Forest Council

Councillor Dudley	Chairman, Planning Committee.
Councillor Turrell	Executive Member for Planning and Transport
Max Baker	Head of Planning
Richard Beaumont	Head of Overview and Scrutiny
Andrew Hunter	Chief Officer: Planning and Transport
Rachel McKoy	Assistant Borough Solicitor (Planning)
Nigel Moore	Team Leader Implementation, Spatial Policy
Ben Temple	Principal Planning Officer (Enforcement)

1. Foreword by the Lead Member

- 1.1 The Environment, Culture and Communities Overview and Scrutiny Panel had not previously carried out a review of the Council's procedures for Planning Applications and the Enforcement Team. Members agreed that the high visibility and interest frequently commented upon by residents made it a worthwhile subject to scrutinise.
- 1.2 The Panel established a Working Group to carry out this review. Our work has been thorough and therefore taken a little longer to complete. It was difficult at times to contain the process to the agreed scoping document. It became very evident that so many areas interact with other aspects of both the Planning Department and other departments throughout the Council.
- 1.3 I wish to express thanks to my fellow councillors who worked on the review and to all the officers who supported us throughout the process. Thanks also to Elmbridge Borough Council's members and officers for their help on our visit.
- 1.4 The findings and recommendations to the Executive have not been arrived at lightly. Many hours of listening, learning and discussing have taken place, both within and with others externally. The Working Group trust the Executive will find them helpful and acceptable.

Councillor Robert Angell
Lead Working Group Member

2. Executive Summary

2.1 This report summarises the review by an Overview and Scrutiny (O&S) Working Group (the Group) of procedures for planning applications and enforcement in Bracknell Forest, which took place between August 2015 and February 2016.

2.2 The remainder of this report is organised in the following parts:

Part 3 Gives information in respect of planning applications and enforcement, and summarises how we set about our review.

Part 4 Contains the conclusions we have reached following our review, on which we have based a number of recommendations to the Council's Executive.

At the end of our report is a glossary of terms used and two appendices containing detailed supporting information and summaries of the meetings we held.

2.3 Our overall conclusions are that:

- a) The information gained from this review should be of interest to all councillors
- b) In most respects, the answers we received to our concerns were reassuring
- c) The Council's performance on Enforcement had slipped. That has recently improved, and the new Local Enforcement Plan is a much sounder way to proceed. We were glad to have contributed to the production of that plan.
- d) We have identified various improvements which we think would be of benefit to the processes concerning planning applications and enforcement, at no additional net cost to the Council.

2.4 Our recommendations to the Executive, for consultation with the Planning Committee, are in part 4 of this report. They cover a variety of improvements which we believe are reasonable and necessary.

2.5 Members of the Working Group hope that this report will be well received and we look forward to receiving responses to its recommendations.

2.6 The Working Group comprised:

Councillor Angell (Lead Member)
Councillor Mrs Angell
Councillor Brossard
Councillor Finnie
Councillor Leake
Councillor Porter

3. Information Gathered

We set out in Appendix 2 of this report: the role of a Local Planning Authority in England, the responsibilities of Councillors and planning Officers, and summaries of the meetings we held. Key information gathered during our meetings is included in this part of the report.

The Bracknell Forest Context

3.1 We received an informative presentation from officers at our first meeting on 24 August. The key points from the presentation were as follows.

3.2 The Planning Service plays a key role in preparing and delivering the Council's strategy and objectives (e.g. A Town Centre fit for the 21st Century). It does this through proactive engagement with other Council Departments and partners, statutory bodies, the local community and developers. In addition to Development Management, the Planning Team is also responsible for

- Policy Planning (Plan Making): producing 'The Local Plan', the framework for assessing planning applications, and Neighbourhood Planning
- Planning to meet the Borough's infrastructure needs, and operating the Community Infrastructure Levy (CIL) and Section 106¹
- Delivery of complex strategic sites
- Heritage / Urban Design
- Special Protection Area mitigation (Suitable Alternative Natural Greenspace).

3.3 The **Planning Service Statistics for August 2014 – July 2015** were

Planning Applications received - number	1663
Major applications determined in time (including extensions)	77%
Minor applications determined in time (including extensions)	87%
Appeals - number. [The England average was 33]	33
Appeals - percentage dismissed [The England average was 68%]	70%
Pre-application enquiries	466
Enforcement cases opened	431
S.106 income received	£2,013,186
Complaints received (at stage 2 and above)	9
Compliments received	45

3.4 Other key information we elicited about the service was:

- 1379 Planning applications had been received in 2013/14, and 1518 in 2014/15.
- In 2013/14, the Planning Committee determined 51 cases (7% of all 827 decisions), and in 2014/15 59 cases (6% of all 1006 decisions).
- In 2013/14, the Committee's decisions overturned officers' recommendations in 11 cases (22%), and in 2014/15 5 cases (9%).
- The cost of dealing with an appeal can vary considerably depending on appeal type, complexity and length e.g. Public Inquiry. A benchmarking report

¹ Section 106 of the Town and Country Planning Act allows the Council and persons interested in land to agree contributions, arrangements and restrictions as *Planning Agreements* or *Planning Obligations*, in order to offset the costs of the external effects of development.

dated 21.3.2012 by CIPFA indicated that BFC staff costs for dealing with an appeal were £2,314.

- A benchmarking report dated 21.3.2012 by CIPFA indicated that BFC costs for processing a delegated application was **£101** (compared to average of £115 within the Benchmark Group) and **£1,089** for a Committee application (average was £957). The Group accepted officers' representations that repeating this costing exercise would be unduly time consuming.
- The percentage of Planning Applications subject of pre-application requests was 27% in 2013/14, and 17% in 2014/15.
- On planning enforcement, in the period 1 April 2013 to 31 July 2016, five appeals had started, two had been dismissed, and there had been a partial dismissal in three cases. In the period 1 April 2014 to 30 June 2015, 681 enforcement cases had been opened, and 713 cases closed.
- In the two years 2013/15, applicants appealed against 11 of the Committee's decisions to refuse planning approval, and 6 of these (55%) were dismissed by the Planning Inspectorate. In the two years 2013/15, applicants appealed against 40 of the officers' decisions to refuse planning approval, and of these 27 (68 %) were withdrawn or dismissed.

3.5 Applications can take many forms, from Full Applications, to Listed Buildings consents, works to protected trees, and Conservation Area consents, for example. These all undergo a structured set of processes – many determined by statute – to ensure that they are reviewed and determined properly and on time.

3.6 The Planning service is headed by the Chief Officer: Planning and Transport, and comprises three teams:

- Planning Policy and Implementation (14 officers)
- Development Management (20 officers)
- Planning Support (6 officers)

Why Did We carry out This Review?

3.7 The Environment, Culture and Communities Overview and Scrutiny (O&S) Panel decided to review key aspects of the procedures for Planning applications and Enforcement because:

- We had not carried out a focussed review of the Council's performance in this very important function previously.
- We wanted to raise awareness and build members understanding of the topic.
- We had some concerns about the procedures, on which we wanted to get information and explanations.
- We wanted to make an input to the new Local Enforcement Plan, which was under preparation by officers, before it was considered and approved by the Council's Executive.
- We wanted to see whether improvements could be made, and to make recommendations accordingly.

Approach of the Working Group

3.8 The approach we took to our work was to meet a range of people inside and outside the Council with relevant knowledge and experience of the issue, and we supplemented this with research and analysis of our own, supported by Council officers. This was all set out in detail in the standard scoping document for O&S reviews, at Appendix 1.

4. Conclusions and Recommendations

From its investigations, the Working Group (the Group) has drawn the following conclusions, on which we have based a number of recommendations to the Executive, for them to consider in consultation with the Planning Committee.

General

- 4.1 This has been an interesting review. In addition to carrying out a focussed scrutiny review of the Council's processes and performance in a very important function for the first time, we think we have achieved our aims of:
- Raising awareness and building members' understanding of the topic. Once our report has been adopted by the Panel, we will send the report to all Members.
 - Getting information and explanations for our concerns about planning procedures
 - Making an input to the new Local Enforcement Plan, before it was approved by the Council's Executive
 - Identifying possible improvements to planning procedures.
- 4.2 Our overall conclusions are that:
- The information gained from this review should be of interest to all councillors
 - In most respects, the answers we received to our concerns were reassuring
 - The Council's performance on Enforcement had slipped. That has recently improved, and the new Local Enforcement Plan is a much sounder way to proceed. We were glad to have contributed to the production of that plan.
 - We recommend below various improvements which we think would be of benefit to the processes concerning planning applications and enforcement, at no additional cost to the Council.

Planning applications involving council officers

- 4.3 The Chief Officer: Planning and Transport's delegated authority requires that any planning applications from members of staff in that division, also any staff involved in the decision making process, shall be determined by the Planning Committee (PC). To achieve and maintain high standards of governance, **we recommend that the Council should require Committee approval for planning applications by any Council employee.**

Recognition of the different roles that officers and members have in the planning process

- 4.4 In all councils, there is an inevitable tension in the statutory process for making decisions on planning applications. Members without a professional planning background exercise their democratic role, representing residents' interests, when determining applications. Those decisions are informed by reports from professional planning officers, who are required to produce dispassionate, balanced and informative reports. Determining applications requires a general overall judgement, and in many aspects this is unavoidably rather subjective, which can give rise to differing viewpoints. That occasional tension, which can be constructive, needs to be understood and accepted by councillors (who possess the statutory planning powers)

and officers (who exercise those powers under authority delegated by councillors) alike. To help minimise this aspect **We recommend that induction training for PC Members and Planning Officers should openly recognise the separate roles of Members and officers, and encourage mutual understanding and respect between the two groups.**

- 4.5 Ward Members have an important role and a strong interest in Planning Applications as they are the Council's local point of contact for representations by residents. It is good that Members are already informed of proposals in the pipeline through the 'Weekly List' of new pre-applications and applications.

The split of responsibilities between the Planning Committee and planning officers

- 4.6 The scheme of delegation, which establishes the division of responsibilities for determining planning applications between the Planning Committee on the one hand, and planning officers on the other hand, requires balance. For example:
- There are too many applications for the Committee to consider, so of necessity many must be delegated to officers to determine
 - The cost, in terms of Member and officer time, is much higher for committee decisions than officer decisions
 - The more significant, contentious applications, and those from officers personally should properly be determined by elected representatives.

On the whole, we think the balance is about right, but we consider that some changes are needed, as follows.

- 4.7 The research we carried out of other councils' arrangements for determining whether a Planning Application should be decided by the Planning Committee (PC) leads us to recommend some changes to the delegation arrangements. The Planning Committee's agenda should not be over-loaded, otherwise meetings can take a great deal of time, or insufficient time is given to consider all the Applications before the Committee. We think that, currently too many minor applications are being determined by the PC, whose meetings consequently often run for too long into the evening, affecting the quality of debate. This also slows down the service for applicants, who are awaiting the Council's decisions, since the PC meets just once monthly. To remedy this, **we recommend:**

- **So as to minimise the number of minor and non-controversial Planning Applications referred to the Planning Committee, there should be an increase in the threshold for the numbers of objections resulting in referral to the Planning Committee, from 'more than 3' to 'more than 5', and the criteria for referral could usefully distinguish between major and minor developments.** The current trigger point of three can be met very easily, and setting the bar higher should result in only those applications attracting substantial opposition (i.e. beyond the immediate neighbours of the applicant) being put before the PC.
- **We also recommend that the increase to 'more than 5' objections should be accompanied by a change to the 1-3 objections procedure and move to a 3-5 objections procedure, by which the ward councillors and the chair are provided with details of a scheme and the objections to see if they wish to bring the scheme to the PC for determination.**

- 4.8 The Committee's time should not be wasted on matters which are irrelevant to their determination of applications. Accordingly, **we recommend that any objections that**

do not refer to any Planning issues should be excluded from the calculation of the number of objections (though the existence of all objections should be recognised in the Case officer's report). When introducing this change, it would be important to set out those criteria that would not be considered planning matters so that all parties were clear on these.

Operation of the Planning Committee

- 4.9 From our observations and participation, we think our Planning Committee works quite well. Nevertheless, **the Executive and the PC should consider making possible improvements to its proceedings:**
- Members of the PC are sent full reports on all applications to come before the PC, a week in advance. Whilst some scene-setting at the Committee meeting is necessary, in order to make the best use of the Committee's time, **presentations by officers should be shorter, focussing on the key issues, plans and photographs.**
 - The ordering of the PC's agenda should not be determined by the committee clerk and simply be in application number order, as at the time of our review. Instead, **the Chairman of the Committee should have an agenda-setting meeting with a senior planning officer to determine the order of the agenda.** To ensure they get the time and attention they deserve, we recommend that the most significant applications should be near the front, always accepting that applications attracting large numbers of people to the meeting need to go first on the agenda.
 - We acknowledge that the length of the Committee's agenda and the extent of public interest in agenda items cannot be predicted accurately in advance. Nevertheless, PC meetings tend to run too late, making it hard for people to maintain concentration. The Council could consider starting meetings earlier than 7.30pm, but we would not recommend this as it might exclude Members with day-time commitments. A better way might be **to have more precise time allocations to agenda items by the Chairman and a warning point at 10.30pm, with a cut-off point at 10.45pm. However, this should not mean that decisions are deferred as the national standard deadlines for determining applications need to be adhered to. These new arrangements should be reviewed after six months in the light of practical experience.**
- 4.10 In order that the PC should not be over-burdened with minor matters, we recommend that **Members should be reminded that their right to request that an Application should go before the Committee should be exercised judiciously, and their request should only be accommodated if they provide good cause and valid planning reasons for doing so. The Chairman of the PC should be informed by officers of these requests and – in consultation with the Vice Chairman – they should have the right to decline Members' requests if they believe it would not be a good use of the PC's time.**
- 4.11 Any material amendments to a previously approved planning application and the associated conditions imposed by the Council requires the applicant to submit a fresh application for approval. Additionally, officers regularly exercise their judgement in deciding not to fully enforce some planning conditions, and they may also approve 'non-material' amendments to previously approved planning applications, even when the application was approved by the Planning Committee. We do not believe it is appropriate that officers are allowed to decide not to enforce planning conditions previously set by members of the Planning Committee, and other significant issues.

We recommend that the scheme of delegation is amended to require that, for applications previously approved by the PC, any subsequent non-material amendments or significant changes to planning conditions should be notified to the Chairman and one Planning Committee member from the affected ward to decide whether the change should be considered by the PC.

Appeals against the Council's decisions to refuse planning approval, and complaints

- 4.12 Applicants who have their planning applications turned down can appeal to the Planning Inspectorate to get the decisions overturned, and many people do so. We note that the Planning Inspectorate allowed 41% of all householder appeals in England in 2014-15 (in the preceding four years it ranged from 35-37%). On Enforcement appeals to the Planning Inspectorate, we note that they upheld 46% of Enforcement Notices, and varied 29%. The remaining ENs were quashed or planning permission was granted.
- 4.13 We were interested to learn that, although better than the England averages above, a seemingly high proportion of the Council's decisions to refuse planning approval were challenged successfully by dissatisfied applicants. In the two years 2013/15, applicants appealed against 11 of the Committee's decisions to refuse planning approval, and 6 of these appeals (55 %) were dismissed by the Planning Inspectorate. In the two years 2013/15, applicants appealed against 40 of the officers' decisions to refuse planning approval, and of these 27 (68 %) were withdrawn or dismissed. We do not think any new action is needed on this area.
- 4.14 The information on the number of successful appeals against PC decisions showed that there had only been one case in the two years 2013-15 where costs had been awarded against the Council. We think this is at odds with the strong messages given to members of the Planning Committee about the risk of cost consequences to the Council in the event of them refusing an application, contrary to an officer recommendation. The Planning Committee can take some reassurance from this, and not shy away from acting against officer recommendations where they feel this is justified on sound planning grounds.
- 4.15 On complaints, it is inevitable that the approval of some applications and the rejection of others will give rise to some localised disagreement and controversy. In that regard, the number of complaints about the planning function was reassuringly low.

Planning Enforcement – Performance

- 4.16 We acknowledge that there are limitations in being able to follow-up anonymous allegations that there have been breaches of planning control, and it is right that officers encourage people to identify themselves, offering to keep their details confidential. However, we think that public confidence in the enforcement function is eroded by the blanket policy not to act on any anonymous reports. Neither are we persuaded by officers' view that they should not be followed up as they do not know who to give feedback to, or that the reports might be malicious. **There are relatively few anonymous reports of breaches in planning, and we recommend that the Enforcement Team should follow them up as far as they are able to**, in the same way as the Police have an anonymous 'Crime stoppers' facility. Otherwise, important infringements of planning control may be missed.
- 4.17 Our visit to Elmbridge BC, we were impressed by their strong performance on planning enforcement. They have no backlog. This had been achieved with just three

staff. 528 enforcement investigations commenced in that Borough in the year ended 31 October 2015.

- 4.18 We are concerned that a sizeable Planning enforcement backlog built up in our Council, and this had not been brought to Members' attention in the Quarterly Service Reports or elsewhere. We were told that 431 enforcement cases were opened in 2014/15; and there were as many as 103 live enforcement cases which originated more than one year ago, of which 60 were over two years old, and 45 were over three years old. We appreciate that some of these cases were long-running as they involved revised applications or legal action, for example, but that was not the explanation in most cases. Confidence in the enforcement function requires transparency over the backlog, and continuing reductions in that backlog. **We recommend that the Planning Committee's role should not be confined to determining individual planning applications; there should be an open, quarterly report to the Planning Committee on the performance on enforcement, as well as other key performance information, such as the numbers of planning applications and appeals.**
- 4.19 We are reassured that since 2014 management of the enforcement function seems to have improved, and the backlog of enforcement cases has reduced. We acknowledge that the backlog was probably mainly due to staff shortages, which we were told have now been resolved. Failing to deal promptly with suspected planning breaches undermines the public confidence in the Council's protection of the community's interests. **We recommend that if in future there are insufficient staff resources to progress enforcement cases, then a request should be made for temporary additional staff.**
- 4.20 To minimise the incidence and cost to the Council of new enforcement cases, **we recommend that guidance to planning applicants, also formal notices giving planning permission, should clearly state that any failure to comply with planning conditions will be viewed seriously and will lead to an automatic fine, similar to that recently introduced by the Council for failures to notify change in circumstance affecting Council Tax.**

Local Enforcement Plan

- 4.21 We suggested a number of improvements to the draft Local Enforcement Plan and we were pleased to see that most of these¹ were included in the final version of the plan approved by the Executive.

Section 106 developer contributions

- 4.22 As an outcome of one of our meetings, the Head of Planning offered that in future, S106 Heads of Terms would be included in officer reports. We welcome this development, which will lead to better informed decision making.

¹ The Executive report in October 2015 on the Local Enforcement Plan stated: 'The draft LEP includes suggested changes made by the Overview and Scrutiny Working Group as part of their review of the Planning Service. All their recommendations have been included apart from their suggestion that the target for carrying out an initial site visit for priority B cases should be 5 days where practicable rather than 7. Officers consider that a solid measurable target would be more appropriate and that 7 working days is a suitable target commensurate with the available resources. It also compares well with other local planning authorities, some of whom have a 10 day target.'

Affordable Housing

- 4.23 Like much of South East England, there is a shortage of Affordable Housing (AH) in Bracknell Forest, and this is likely to worsen as the population is growing and house prices and market rate rents continue to rise. As well as being frustrating for people on the housing register awaiting affordable housing, this has a cost consequence for the Council, for example in our paying for temporary accommodation for homeless people. The main provision of new AH comes from developers of new private housing paying for AH units to be built, either directly or through a commuted sum (cash contribution). We accept that requiring an AH provision must not be allowed to undermine the commercial viability of the development, but we are not convinced that the maximum level of suitable AH is being achieved. **We recommend that this is further reviewed by the Executive, particularly the robustness of the Council's challenge to developers' representations about commercial viability.**
- 4.24 The type and location of the AH dwellings is important, and this is unlikely to be best served by this being determined solely by the commercial developer, as at present. **We recommend that in the event that the offered AH units are unsuitable, the Council should make more frequent and innovative use of requiring an alternative financial contribution, for use perhaps in grant-aiding the provision of suitable AH units by a Housing Association.** On our visit to Elmbridge, this arrangement seemed to be working well. We note that this approach is being taken to the AH aspect of a major development near Crowthorne, and we welcome that innovation.
- 4.25 There is a case for considering whether the requirement for a contribution to new AH should not be confined to developments over 14 dwellings, as at present. However, we note that the Council has already decided to charge a higher Community Infrastructure Levy for housing developments of less than 15 units (currently the threshold for the requirement of affordable housing). Consequently, if there were to be an Affordable Housing contribution required for developments under this threshold, then the CIL rates would have to be reviewed and probably lowered. The balance between CIL and AH is a policy decision for the Executive.

Member training

- 4.26 It is essential that Members of the Planning Committee are properly equipped for their statutory role. We consider that the PC members receive good, on-going training. We were similarly impressed by what we learned about Elmbridge's programme of Member training on Planning issues.

Cost recovery

- 4.27 The Council, like other local authorities, is experiencing great pressure on its finances, such that we need to look for every opportunity to obtain income wherever reasonable and permissible. The cost of defending appeals against the Council's Planning decisions can be substantial. We were told that it was possible for the Council to apply for costs when defending an appeal, but this would only be justified rarely. We do not consider this to be a fair burden on Council Tax payers, and **we recommend that wherever an applicant has acted unreasonably, the Council routinely seeks recovery of costs of defending appeals.**

- 4.28 The costs of determining planning applications are intended to be met from fees, set by the Government. If someone has not complied with planning conditions or otherwise breached planning rules, no fees are applied to recover the Council's costs of enforcement. We consider it is unfair for council tax payers unconnected with Planning issues to bear the cost of the related enforcement action, and we were disappointed to learn from officers that the Council is not legally permitted to seek recovery of costs, save in limited circumstances under the Proceeds of Crime legislation. We understand that the Local Government Association has recently urged the Government to allow councils to set their own planning fees, as they often do not cover the cost of processing applications. **We recommend that the Executive supports the LGA initiative and makes representations to the Government to allow the Council to set fees to recover more of its planning-related costs than is currently allowed.**
- 4.29 It seems that there is an opportunity to increase charges for the legal costs of producing S106 agreements. The Council's charge of £160 per hour is well below some other councils' of £250, for example. Given the pressure on the Council's finances, this should be pursued quickly, and **we recommend that the Executive should increase the S106 legal fees charge and review all Legal's other fees and charges to determine whether income is being maximised.**

5. Glossary

AH	Affordable Housing
BC	Borough Council
BFC / 'The Council'	Bracknell Forest Council
CC	County Council
CIL	Community Infrastructure Levy. A levy that local authorities can choose to charge on new developments in their area to fund infrastructure.
DCLG	Department of Communities and Local Government
EBC	Elmbridge Borough Council
EN	Enforcement Notice
HB	Housing Benefit
HMO	House in Multiple Occupation
LEP	Local Enforcement Plan
LPA	Local Planning Authority
NPPF	National Planning Policy Framework
NPPG	National Planning Practice Guidance
O&S	Overview and Scrutiny
PA	Planning Applications
PC	Planning Committee
PPG	Planning Policy Guidance
RSL	Registered Social Landlord (usually a Housing Association)
RTPI	Royal Town Planning Institute
S 106	Section 106 of the Town and Country Planning Act allows the Council and persons interested in land to agree contributions, arrangements and restrictions as <i>Planning Agreements</i> or <i>Planning Obligations</i> , in order to offset the costs of the external effects of development.
SPA	Special Protection Area
T&P	Town & Parish (Councils)
'The Group'	The Working Group of the Environment, Culture and Communities Overview and Scrutiny Panel
TPO	Tree Preservation Order

BRACKNELL FOREST COUNCIL

ENVIRONMENT, CULTURE AND COMMUNITIES OVERVIEW AND SCRUTINY PANEL
AUGUST 2015

WORK PROGRAMME 2015 – 2016

Terms of Reference for

PLANNING OVERVIEW AND SCRUTINY WORKING GROUP

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

- | | |
|----|--|
| 1. | To explore various issues of interest to Members, to build knowledge and understanding |
| 2. | To explore and resolve various issues of concern to Members |
| 3. | To make an input to the production of the new Local Enforcement Plan |
| 4. | To explore the opportunities for recommending improvements to Planning policies and procedures |

Key Objectives:

- | | |
|----|---|
| 1. | To gather and assess the information requested by Members |
| 2. | To consider the draft Local Enforcement Plan before its submission to the Executive |
| 3. | Through research, analysis and comparison with other local authorities, consider whether improvements can be made to Planning policies and procedures |
| 4. | To determine whether or not further clarification is required regarding the different roles that officers and members have in the planning process. (The Director has explained 'What I thought this might stimulate is trying to understand what can cause tension between Members and Officers and whether a better understanding of roles might lead to less tension on those relatively few occasions when Officers and Members simply have to agree to disagree.') |

Scope of the work:

- | | |
|----|---------------------------------|
| 1. | The Council's Planning function |
|----|---------------------------------|

Not included in the scope:

- | | |
|----|--|
| 1. | Anything within the remit of the Planning Committee, i.e. matters related to individual applications under the Planning Acts |
| 2. | Anything related to the content of the Local Plan (for which there is a separate Member reference group) |

Terms of Reference prepared by: Richard Beaumont

Terms of Reference agreed by: The Working Group

Working Group structure: Councillors Angell, Mrs Angell, Brossard, Finnie, Leake and Porter

Working Group Lead Member: Councillor Angell

Portfolio Holder: Councillor Turrell

BACKGROUND:

The Environment, Culture and Communities Overview and Scrutiny Panel decided to carry out a review of the council's Planning function, because:

- It is a major activity, which has not previously been subject to a focussed O&S review
- Members have a number of information requests and points of concern around the Planning function

The issues to be reviewed by the Working Group are around:

- Section 106 developer contributions
- Appeals and complaints
- Enforcement and the Local Enforcement Plan
- Affordable housing
- The Pre-application process
- Tree Preservation Orders and the Green Belt
- The reasons for the split of decision-making between the Planning Committee and Planning Officers

SPECIFIC QUESTIONS FOR THE PANEL TO ADDRESS:

Questions will be asked as necessary to address the key objectives above.

INFORMATION GATHERING:

Witnesses to be invited

Name	Organisation/Position	Reason for Inviting
Councillor Turrell	BFC, Executive Member for Planning and Transport	To discuss the Working Group's provisional conclusions and recommendations
Councillor Dudley	BFC, Chairman of Planning Committee	To obtain the Committee Chairman's views on any prospective changes to Planning policies and procedures
Vincent Paliczka	BFC, Director of Environment, Culture and Communities	To discuss the Working Group's provisional conclusions and recommendations
Andrew Hunter	BFC, Chief Officer: Planning and Transport	For advice on the review's approach and provisional conclusions, and for information on the Planning Function.
Rachel McKoy	Assistant Borough Solicitor Planning	To gain information on the Legal team's input to the Planning Function.
Max Baker	BFC, Head of Planning	Link Officer for the Review. Advice on the review's approach and provisional conclusions, and for information on the Planning Function.

Ben Temple	BFC, Principal Planning Officer (Enforcement)	Detailed information on Planning Enforcement issues.
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Site Visits

Location	Purpose of visit
Elmbridge BC or Southend-On-Sea BC	To see what can be learnt from Elmbridge BC (Commended in the 2015 RTPI Awards for Planning Excellence) alternatively the award-winning Southend-On-Sea Council's Development Management Team

Key Documents / Background Data / Research

1.	All Councillors to be asked to let the Working Group know if they have any issues about the Planning function which they would like the Working Group to pursue.
2.	To research other councils' thresholds for Planning Committee approval

TIMESCALE

Starting: August 2015

Ending: January 2016 (possibly later)

OUTPUTS TO BE PRODUCED

1. A report containing recommendations to the Executive
2. Wider sharing of information on various issues of interest and concern to Members, concerning the Planning function, to build knowledge and understanding.

REPORTING ARRANGEMENTS

Body	Date
Environment, Culture and Communities Overview and Scrutiny Panel	12 January 2016 (possibly later)

MONITORING / FEEDBACK ARRANGEMENTS

Body	Details	Date
Environment, Culture and Communities Overview and Scrutiny Panel	Progress reports on Working Group's review	At each meeting of the Panel, next on 22 September 2015

APPENDIX 2

Background and Summaries of Meetings

This section of the report is based mainly on the meetings which we held. **Max Baker** (Head of Planning) was our Link Officer throughout the review and he and **Andrew Hunter** (Chief Officer: Planning and Transport) attended most of our meetings. **Richard Beaumont** (Head of Overview and Scrutiny) provided officer support to us and attended all our meetings.

The Role of a Local Planning Authority in England

- 1 In England, district and unitary councils are designated as a Local Planning Authority (LPA), empowered by law to exercise statutory town planning functions for a particular area of the United Kingdom. As a unitary council, this is an important responsibility for Bracknell Forest Council ('the Council'), which must comply with Planning Legislation and other rules set by the Government, whilst also acting in the best interests of the people who live in Bracknell Forest, and our business community. Effective Planning helps to ensure that the right development happens in the right place at the right time, benefitting communities and the economy. It plays a critical role in identifying what development is needed and where, what areas need to be protected or enhanced and in assessing whether a proposed development is suitable.
- 2 A major part of the planning function is 'Development Management', which is the process of deciding whether to authorise a wide range of applications, including proposed developments of land and buildings, and enforcing planning law and the Council's planning decisions. The purposes of this process are to save what is best of our heritage and improve the infrastructure upon which we depend for a civilised existence. The Council, as the LPA, is responsible for deciding whether a development - anything from an extension on a house to a new shopping centre - should go ahead. However, the Council does not have sole responsibility nor sole powers over developments. For example, certain minor developments are 'permitted' by law. Additionally, the Secretary of State for Communities and Local Government has a direct role in a small number of decisions through the appeals system (involving the Planning Inspectorate), the call-in process¹ and decisions on nationally significant infrastructure projects.
- 3 As part of Development Management, the Council is also required to provide planning enforcement services, which are vital. By identifying and tackling cases of unauthorised development, the enforcement process helps to ensure fairness, stops unacceptable development and gives communities confidence in the system. Although effective planning enforcement is fundamental to the integrity of the system, the Government requires that responses to breaches of planning control should always be proportionate. Where work has been undertaken without the necessary permission, there is scope to apply retrospectively for planning permission. These powers do not condone development being undertaken without the correct permissions, but they do enable local authorities to use their planning enforcement powers proportionately.

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The Secretary of State has the power to take over particular planning applications rather than letting the local planning authority decide, which is known as 'call-in'. An application can be called-in whether or not there has been a request to do so.

- 4 Whilst the determination of a planning application is not a 'quasi-judicial' process (unlike, for example, certain licensing functions carried out by a local authority), it is a formal administrative process involving the application of national and local policies, reference to legislation and case law as well as rules of procedure, rights of appeal and an expectation that people will act reasonably and fairly. In addition to the right of appeal to the Planning Inspectorate which applicants have, an aggrieved party may seek a Judicial Review and/or complain to the Local Government Ombudsman on grounds of maladministration or a breach of the authority's code.

The Responsibilities of Councillors and Planning Officers

- 5 Responsibility for exercising an LPA's statutory Planning functions is shared between councillors (who are democratically elected representatives of their local communities) and officers. Councillors and officers have different but complementary roles. Both serve the public but councillors are responsible to the electorate, whilst officers are responsible to the council as a whole. Officers advise councillors and the Council and carry out the Council's work. They are employed by the council, not by individual councillors. A successful relationship between councillors and officers will be based upon mutual trust, understanding and respect of each other's positions. Both councillors and officers are guided by codes of conduct. There is a legal duty for each local authority to promote and maintain high standards of conduct by councillors and to adopt a local code of conduct, and this together with a code of conduct for officers, is in place in the Council. Furthermore, officers who are chartered town planners are subject to the Royal Town Planning Institute (RTPI) Code of Professional Conduct, breaches of which may be subject to disciplinary action by the Institute.
- 6 Parliament has decided that local people should take the lead in shaping their neighbourhoods and that councillors should have a key leadership role in this process. The role of councillors varies depending on whether they sit on the Planning Committee (PC, which makes decisions on certain planning applications) or not. However, all councillors have a role to play in representing the views and aspirations of residents in plan-making and when planning applications affecting their ward are being considered.
- 7 The Council appoints planning officers to assist with the operation of the planning system. Most minor and uncontroversial planning applications – around 90% received by most local planning authorities – are delegated by councillors to officers for them to determine. Larger and more controversial developments are often decided by the PC, informed by officers' recommendations. Planning Officers in Development Management (the main focus of this Overview and Scrutiny review) carry out a wide variety of professional tasks, including for example: Pre-application discussions; ensuring all material considerations are balanced; advising the Planning Committee; determining applications under delegated authority; dealing with appeals; and dealing with breaches of planning regulations.

Introductory Review Work

- 8 The Working Group ('the Group') met for the first time on **24 August 2015** to elect a Lead Member (Councillor Angell); to receive an introductory briefing in respect of the Council's Planning functions from officers; and to discuss the approach to be taken by the Working Group. Officers present were **Andrew Hunter** (Chief Officer: Planning and Transport), **Max Baker**, Head of Planning, and **Richard Beaumont** (Head of Overview and Scrutiny).
- 9 The Group received written material in advance and a presentation, the content of which is summarised in the section 4 of this report. The presentation, covered the role, responsibilities and structure of the Planning Service (divided between Development

Management, Enforcement, Support, and Plan Making); key statistics; the main processes around planning applications; other policy work, implementation and infrastructure. We were told that the Council has a strong track record of plan making compared to other local authorities.

10 The Group's initial ideas for the focus of the review were processes and procedures, Section 106 developer contributions, and planning enforcement. The Group decided that the review should be shaped by each Member setting out their information requests and issues of concern to them about the planning function which they would like the Working Group to review. The information we gained from our enquiries is included in part 4 of this report. Other matters raised by Members, together with the responses we received at this and later meetings, were:

- a) What was the basis for the Council deciding that three or more objections against an application resulted in it having to go before the Committee? Was there a case to lift that threshold to around six objections?
We were subsequently shown the detailed internal procedure note which set out this procedure.
- b) Are the current arrangements for notifying neighbours about planning applications adequate?
These were described to us, and we consider them to be sufficient.
- c) Who checks the officers' decisions on S.106 cases? The Group asked officers for a case study/ worked example of a S.106 calculation
We subsequently received and considered this at a later meeting (see paragraph 22 below)
- d) The Group asked officers to bring forward a case study/ worked example of a planning enforcement case, to illustrate how enforcement worked in relation to the new Local Enforcement Plan (LEP).
We subsequently received and considered this at a later meeting (see paragraphs 26-27 below)
- e) The usage of temporary planning permissions.
- f) Affordable Housing (AH): was it viable to require developers to meet the target of 25% affordable housing on qualifying sites? Officers advised that the target was not achieved in every case, as developers can sometimes demonstrate that it would jeopardise the viability of the overall development.
- g) Who negotiates S.106 agreements¹, and is there a standard basis for the agreements/notifications?
We subsequently received and considered this at a later meeting (see paragraphs 24-25 below)
- h) Community Infrastructure Levy (CIL). Officers explained that officers calculate the CIL amount, the applicant can ask for that to be reviewed, and they have recourse to the District Valuer. There is no other avenue for appeals.
- i) The amount of New Homes Bonus received is shown in the budget papers.

¹ Section 106 of the Town and Country Planning Act 1990 Act allows the Council and persons interested in land to agree contributions, arrangements and restrictions as *Planning Agreements or Planning Obligations*. Applicants can offer such agreements unilaterally or negotiate and agree them as support for their application to make it accord with local planning requirements, but without some of the rigorous controls of Planning Conditions under s 70(1). It relates to money paid by developers to Local Planning Authorities in order to offset the costs of the external effects of development. For example, if a developer were to build 100 new houses, there would be effects on local schools, roads etc., which the Local Authority would have to deal with. In that situation, there might be a Section 106 agreement as part of the granting of planning permission. The agreement might also entail provisions about production of social/affordable housing. The developer might agree to make a contribution towards the provision of new schools or traffic calming on local roads.

- j) The WG asked officers to bring forward a case study of a pre-application. We subsequently received and considered this at a later meeting (see paragraph 54 below)
- k) Officers advised that land owners are approached through the Local Plan 'call for sites' process, concerning making land available for development.
- l) We were told that planning policies were revised through the Local Plan process, over a 5-6 year cycle. A fundamental review would be taking place soon.
- m) What are the consequences of not achieving the housing completions target in the Core Strategy? We learnt that any shortfall is added to the target in the next Local Plan. In the event that this resulted in an unachievable target, for example due to Green Belt restrictions, then the Council would need to seek the assistance of other Local Authorities in meeting the target.
- n) Would it be feasible for Ward Councillors, rather than the entire Committee, to decide on applications of a purely local nature?
We subsequently discussed this with officers, and accepted that it would not be practicable.
- o) Officers confirmed that approved applications are usually valid for three years. The cases making up the five year land supply for housing included a range of 'hard' (e.g. approved applications) to 'soft' planned developments.
- p) Whether the Council could adopt a more robust policy to minimise the number of appeals? We return to this point in our recommendations in Part 4.
- q) What was the nature of the complaints at stage 2 and upwards?
This information was subsequently provided to, and considered by the Group on 13 October, but as it contained individual and personal details, we are not publishing it.
- r) How is the Green Belt defined and designated, i.e. what determines whether an area of land is included in the Green Belt? Officers commented that the National Planning Policy Framework (NPPF) largely covered this; and that Bracknell Forest's Green Belt, which had been unchanged for many years, would need to be reviewed as part of the Local Plan process. One Member observed that there was widespread confusion over the Green Belt and its connection with 'countryside'.
- s) Trees and Tree Preservation Orders (TPO), and the Planning team's role. We were told that the TPO function was in law part of the Planning function, though the tree team were part of the Parks and Countryside section.
- t) The definition of affordable housing, and information on how it is applied in practice.
The definitions of Affordable housing, Affordable rent, and Intermediate housing are normally taken from Annex 2 of the NPPF and used in the S106. The S106 normally also refers to affordable numbers, dwelling type, tenure and location. The rent charged by social landlords must be no more than 80% of market rates.

The planning policy relating to affordable housing relies on the Executive decision dated March 2011 whereby a qualifying site is triggered if there are 15 (net) or more dwellings, then the quantum is 25% of total dwellings should be affordable housing, subject to viability. For information on how it is applied in practice, is best to look at a resulting planning permission. [A list of planning permissions granted since March 2011 for "S106 sites" where S106s have been used to secure an element of affordable housing was provided to the Group].

- 11 The Group discussed the scope of its review of the Planning function. It was agreed that the areas of focus for our review could be grouped under several headings, and needed further refinement. We subsequently formalised the approach to our review in the standard scoping document for Overview and Scrutiny reviews, attached at Appendix 1. We invited views on the scoping from the Executive Member and the Director responsible for the Planning function, and made one addition as a consequence.

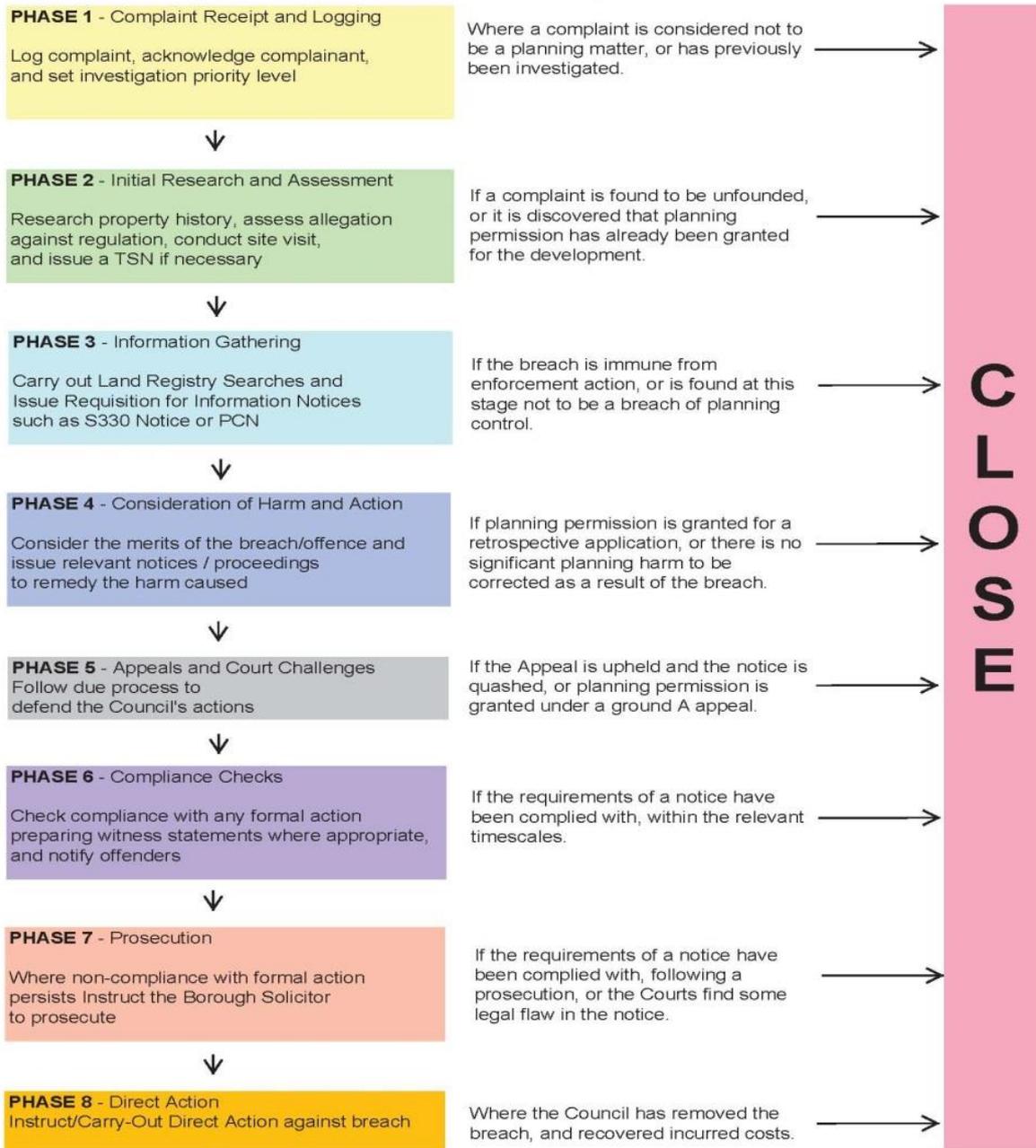
Draft Local Enforcement Plan

- 12 On **7 September 2015** the Group met **Ben Temple (BT), Principal Planning Officer (Enforcement)**, mainly to review the draft Local Enforcement Plan (LEP), before its submission to the Executive for approval.
- 13 Officers told the Group that the draft LEP was intended to be a published, public policy document on how the Council deals with reported breaches of planning control. The decision to produce the Plan was partly in response to the previous prescriptive guidance from central government¹ having been withdrawn, giving local authorities more freedom to determine their own approach to planning enforcement, also because there were financial incentives from central government for Local Planning Authorities (LPA's) to adopt an LEP.
- 14 The Government's National Planning Policy Framework (NPPF) states '*Effective enforcement is important as a means of maintaining public confidence in the planning system. Enforcement action is discretionary, and local planning authorities should act proportionately in responding to suspected breaches of planning control. Local planning authorities should consider publishing a local enforcement plan to manage enforcement proactively, in a way that is appropriate to their area. This should set out how they will monitor the implementation of planning permissions, investigate alleged cases of unauthorised development and take action where it is appropriate to do so.*'
- 15 The underlying objective of the Council's LEP was to make best use of the officer and other resources available. This entailed taking a linear approach (shown diagrammatically below), meaning that cases are progressed logically and promptly to a conclusion, without 'looping back' to earlier stages in the process. The LEP set out clearly the activities to be carried out with the resources available, it provided more consistency and performance information, and it allowed greater accountability for the function than was previously the case. The LEP set out a workflow, designed to close investigations that would not reasonably result in formal action (when assessed against the development plan). This was done by phasing investigations, as shown in the diagram above. This process deliberately avoided investigations cycling back through earlier stages, so as to avoid the risk of tactical delays being instigated by developers looking to profit from continuing breaches of planning control, and to minimise duplication of work for Officers.

¹ PPG18 (the formal national policy on Planning Enforcement) was quite prescriptive, and had an underlying principle, that Enforcement action is only taken as a measure of last resort. This was often interpreted by LPA's that they should not enforce while negotiations were still possible. PPG18 is now a withdrawn policy and has been replaced by the National Planning Policy Framework (NPPF) and National Planning Practice Guidance (NPPG).

PLANNING ENFORCEMENT

8 PHASE INVESTIGATIONS | FLOW CHART



- 16 The Government had set aside £1 million to fund half the legal costs of an LPA seeking an Injunction for an ‘apprehended breach’; however this funding was only available to those LPAs with an LEP. The Council had not had an LEP previously, relying instead on the Government’s Planning Policy Guidance (PPG). Consequently, the LEP had been written ‘from scratch’, referring to such government guidance that was available. The LEP was a deliberate, ‘step change’ from the previous enforcement arrangements which followed the traditional LPA approach to enforcement, and which had been less efficient in the use of resources.
- 17 In producing the LEP, three objectives had been applied:
- To reduce the amount of time spent on investigations that will not result in formal action.
 - Within the bounds of reasonableness, to expeditiously take formal action against breaches causing a planning harm.
 - Where breaches persist in breach of formal action, to seek to recover any proceeds to emphasise that crime doesn’t pay – and to supplement the operational costs of the department, so that the service can be improved.
- 18 In the long term, the underlying goal of the LEP was to make the enforcement service resource efficient, while increasing the output capacity of the service. Furthermore, it allowed officers the time and resources to issue more Enforcement Notices (EN), carry out more prosecutions, and where applicable, seek to confiscate (on behalf of the Council) any proceeds from criminal activity conducted within the planning system.
- 19 Matters arising in discussion, and in response to Members’ questions included:
- a. There are some circumstances where the Council is allowed to charge for enforcement work, though not for the cost of serving an EN. Recovery of costs might be possible if ‘direct action’ e.g. demolition, was taken by the LPA at the end of the enforcement process; or by applying to the courts for recovery of ‘proceeds of crime’ (there had been no cases to date under this new legal provision).
 - b. Members saw a deterrent value in prosecuting cases, but agreed there had to be a balanced approach on whether to prosecute.
 - c. Members asked for information on the annual cost of planning enforcement, together with the number of enforcement cases progressed¹. Costs were mainly on officer time, plus on-costs. Enforcement appeals can be costly to defend, so traditionally many councils saw Enforcement Notices (EN) as being a last resort. The draft LEP provided for cases to be promptly progressed to prosecution, where appropriate.
 - d. Officers cited an example of an enforcement case, of a traveller site in Ascot, which led to ENs, court action and an appeal. The Council’s costs had exceeded £100,000.
 - e. Councils have to make a ‘balance of probability’ test when considering ‘Certificates of lawfulness’. Unless deception is at issue, once operational development or the use of a building as a dwelling house is recognised to be more than four years old (or 10 years for any other breach of planning control), it is immune from formal planning enforcement action.
 - f. Responsibility for deciding whether to prosecute an enforcement case was a sequential matter; it started with a decision on whether to issue an EN; if a notice was issued, the next stage would be whether a prospective appeal was successful. The Borough Solicitor acted on instructions from the Chief Officer:

¹ This was subsequently provided at a later meeting, see paragraph 62

Planning and Transport, and the former Borough Solicitor had been careful in deciding whether to take proceedings. In contentious cases, Counsel's opinion was usually obtained.

- g. The reference in the LEP to action being 'proportionate to the harm caused' was taken from the Government's NPPF.
- h. We made a number of suggested changes to the draft LEP, including:
 - Section 2 of the LEP would benefit from a summary of where the planning enforcement function sits within the Council, the posts and contact details.
 - Expanding it to refer to Tree Preservation Order (TPO) consents.
 - Adding the words 'where practicable' to the target times for site visits, and making a commitment to monitor internally the timeliness of visits.
 - The removal of an unnecessary appendix.
 - Recognising the role of the Communications team.
 - Indicating the consequences of Community Infrastructure Levy (CIL) not being paid.
 - Committing that the policy should be reviewed after its first year, and that performance against the measures should be routinely monitored.

We were pleased to see that most of these changes were subsequently incorporated in the revised draft LEP which officers submitted to the Executive for approval.

- i. There are no aspects of planning enforcement which are non-discretionary, though if the Council failed to take necessary enforcement action this could be challenged by e.g. Historic England.
- j. Fines for enforcement offences varied. The County Court can impose fines up to £20,000, and the High Court can impose unlimited fines. Judges can decide to discount fines, e.g. for a first offence. If there is a profit incentive, there is also the option to seek a penalty under the Proceeds of Crime legislation. LPA's had an opportunity to maximise fines through breaking down an enforcement case into a number of separate enforcement cases.
- k. Some enforcement cases had lapsed because they were outside the statutory time limits, but these cases were not recorded separately. The Council was also at risk of time-lapsed cases where another part of the Council became aware of a property change (e.g. the Council tax team commencing charging for an occupied property) but this was not communicated to the planning enforcement team. There are some working relationships within the Council that allowed such information exchange, and there are some statutory restrictions over the exchange of information.
- l. We were informed that anonymous calls were received alleging breaches in planning control, but it was Council policy not to pursue such allegations. In around 95% of such cases, there was insufficient information to proceed with: unless contact details were given the missing information could not be obtained; and a number of anonymous allegations were known to be malicious. Officers explained that customer services staff routinely told callers that they were protected informants, such that the Council is required to keep their identity confidential. The Council's normal practice is to arrange for officers to review the scene directly, in order that officers (rather than the informants) can then appear as witnesses in court cases of breach of planning control; thus helping to keep the complainant's identity secret.
- m. Enforcement activity is no longer published on the Council's website, as this had generated unnecessary queries from e.g. solicitors carrying out property searches.

- n. Most enforcement activity is reactive rather than proactive, mainly arising from reports by Town & Parish councils (which are not 'protected people') or individuals.
- o. Concerning the under-sized garages at a major housing development, officers commented that Building Control is an open market activity, and the Planning service is not required to check compliance with approved plans. The garages issue was followed up by ENs, which led to an alternative solution. Officers confirmed that the planning application fees broadly covered the cost of determining applications, with no contribution towards monitoring costs.
- p. The planning enforcement team does not have the facility to record telephone calls. It is understood that incoming calls are recorded by Customer Services, at least up to the point of re-routing the calls.
- q. The enforcement team is staffed over Bank holiday weekends, but not during other weekends.
- r. The target times for site visits are the maximum times that officers aimed to visit within, performance being affected by staff absences and other factors.
- s. We were concerned at the public perception of the statement that enforcement action would not be taken automatically. Officers explained that this helped to manage expectations by complainants.
- t. We were told that some flexibility was needed on the delegated authorities for enforcement action, due to the variety of decisions and staff availability. Consistency of decision-making is important.
- u. The actual usage of the various enforcement options might be obtainable through an IT search. Relatively few ENs had been issued in the previous year, and given there was something of a backlog, it was likely that there would be an increase in enforcement action over the next six months or so.
- v. There had been extensive consultation within the Council on the draft LEP.
- w. The LEP would not be subject to copyright. It is customary for LPA's to openly share best practice.
- x. The Planning department had been relatively under-resourced for the last two years, and staff departures had caused a loss of knowledge. Planning enforcement posts were no longer filled by generalists but by qualified planning officers, and it had been fortunate that the vacant enforcement posts had been filled.

The Group thanked officers for their input and commended the quality of the draft Local Enforcement Plan. Subsequently, we were pleased to see that most of our suggested improvements to the draft LEP were included in the final version of the plan approved by the Executive

- 20 At this meeting, the Group also finalised the scoping document for our review (Appendix 1). This included the Lead Member writing to all councillors, asking if they had issues of concern about the planning function which they would like the Group to pursue.
- 21 On **29 September** the Group met **Rachel McKoy (Assistant Borough Solicitor (Planning))**, and **Nigel Moore (Team Leader Implementation, Spatial Policy)**.

Section 106 Developer Contributions

- 22 The Group considered a S106 case study from officers, regarding a major residential property development in Bracknell. Members expressed surprise that the developer seemed unaware of the Council's aim for 25% Affordable Housing (AH) to be included. Officers advised that the Council's policy on AH is 'up to 25%, subject to viability', and the Council could not legally require non-viable schemes to be put forward. Members expressed dissatisfaction with developers seeking to avoid providing AH to the 25%

level, and in some cases no AH. Officers advised that the Council cannot stop an application being submitted, and if the Council refused applications unreasonably, they could proceed to appeal, with the Council possibly losing and incurring costs. In cases where Planning officers considered applications to not comply with the Council's AH policy, independent assessments of viability were commissioned. In the case study, the Council's starting position of £1M plus 25% AH met with the response that it would make the development unviable.

23 Other matters arising in discussion, and in response to Members' questions were:

- a. In terms of checks and balances on officers' decisions on S106 details, Case Officers will consult Housing and Highways officers; and there is a 'shopping list' of infrastructure/remediation measures behind the S106 scheme.
- b. There is a formula to calculate the Special Protection Area (SPA) element for S106, and other S106 items are site-specific. Everything else is covered by CIL. The S106 tariff was no longer used.
- c. Viability assessments are not a precise science.
- d. Some councils employed a formulaic approach to AH, with fixed sums for commutation in cases where AH was not provided.
- e. Officers advised that the need for AH was growing, and the position was due to be reviewed as part of the process for updating the Local Plan.
- f. Some councils adopt a definition of AH by reference to local income levels, as part of their Housing strategy.
- g. One Member expressed the view that the Council's current approach meant that the Borough's AH needs would never be met. Officers advised that some developments achieved 25% AH, also that the delivery of AH was monitored. We decided to seek information on the AH levels agreed for all approved planning applications for developments of 15 or more units, over the preceding three years (see paragraph 53 below).

Legal Input to the Planning Function

24 The Assistant Borough Solicitor (RM) described to us the legal input to the Planning Function, with particular reference to Legal's input on planning enforcement and S106. This included: advice to the Planning Committee on reports; advice to officers on planning and highways issues; advice on Plan Making and Neighbourhood plans; commissioning Counsels' opinions; assisting on appeals cases, enforcement cases and prosecutions; and S106 negotiations and agreements. S106 agreements comprised standard cases and separately negotiated cases for the larger sites (e.g. Warfield) where RM participated in meetings with developers' legal advisors, advised BFC officers, and drafted S106 agreements.

25 Matters arising in discussion, and in response to Members' questions were:

- a. The legal team does not approve S106 agreements and other issues. Legal operate in an advisory role, with the Planning Team as their client. MB clarified that the Planning Officers' role was to work out the S106 details, with Legal advising and putting the agreement into a legally binding form.
- b. As part of their advisory role, Legal can – and do – challenge the legality and sense of proposals, and elevate issues to the Borough Solicitor as necessary. Legal advice is formally recorded.
- c. On major projects, Legal are involved at the pre-application and Heads of Terms stages, participating in meetings between the Council and developers. In other cases, Legal become involved when requested by Planning Officers (RM is

- based in Time Square one day each week, to offer on-call advice), and when reports are produced for the Planning Committee (PC).
- d. RM had not been involved in many enforcement cases since arriving in post in mid-2015. Legal's role is to check the draft Enforcement Notices put forward by Planning and issue them (the Planning team are not authorised to issue ENs) once they are satisfied that the required steps, such as a site visit, had been completed. RM understood that a number of Enforcement cases were about to be referred to Legal. MB commented that ENs were sometimes issued in order to obtain information.
 - e. RM said there were good working relationships between Planning and Legal officers. As RM is still new in post, the opportunity was being taken to query whether improvements are possible to some of the current arrangements, such as the clarity of instructions to Legal. There might be a case to increase the early involvement of Legal on major development schemes. One particular improvement being progressed was the opportunity to charge more for S106 legal costs, for example the Council currently charges £160 per hour, whereas a London Borough Council was known to charge £250 per hour.
 - f. RM said that Legal sometimes become involved in S106 cases or are otherwise aware of them in advance of the report to the PC. Officers advised that standard S106 agreements covered the SPA aspect; also that smaller schemes rarely had a S106 agreement, instead the developer contribution was secured through CIL. Occasionally, S106 terms were agreed before the report to the Committee, indeed some are even paid at that point. All Planning Approvals are subject to S106, as necessary.
 - g. One Member commented that some developers had complained about delays in progressing the S106 details, once the planning approval was obtained. Officers told us that the Case Officer advises Legal once the details have been agreed with the developer. Sometimes, developers would not commence negotiation over details until later in the process, and in some cases only after they had received the in-principle decision on their application.
 - h. The Group observed that there was a lack of understanding amongst some Members about S106 and CIL.

Information on Planning Enforcement From Planning Officers

- 26 The Group reviewed a Planning Enforcement case study, concerning a residential property in Warfield that had been reported as being used for commercial purposes; a further issue concerned a Tree Preservation Order. Officers acknowledged that there had been some significant delays in progressing this enforcement case which could not all have occurred under the new Local Enforcement Plan (LEP).
- 27 One Member commented that the Council's handling of the case had had a negative impact, causing distress for the family concerned over a protracted period. There was some doubt over the facts of the case, and an unresolved dispute over who owned the land in question. The resident had offered a possible solution and this had not been progressed. The Group expressed concern over the length of time which had elapsed without a solution having been reached yet, the amount and cost of officer time which had been expended on it, and the seemingly inadequate procedures which allowed the case to run as it had. Officers explained that the Council was of the view that the legal notice was valid and should be enforced, and that the ownership of the land was not uncertain, but this would need to be put to a Lands Tribunal. Enforcement can be a drawn-out process if people do not co-operate with the Council. Officers added that under the new LEP, and having brought staffing up to the required level, a new case of this nature would be progressed faster and more conclusively, though there would still

be the scope for appeals and the consequent slowing- down of the enforcement process.

28 In response to our questions, we were told that:

- There were not many cases in the backlog of live enforcement cases¹, though some cases had originated some years earlier, particularly the more complex cases.
- Staff absences can be filled by temporary and agency staff if necessary.
- The backlog of enforcement cases was periodically reviewed by the Principal Planning Officer (Enforcement) and their line manager. They pay particular attention to the cases approaching four years old, which in many cases is the time limit for enforcement action by the Council.

29 The Group considered that the performance on planning enforcement damaged the Council's reputation. The Group asked for summary details of a random selection of ten enforcement cases (5 which had originated two years earlier, and 5 which had originated more than three years earlier), which they wished to review with the Principal Planning Officer (Enforcement) at a future meeting (see paragraph 51 below).

Members' Views on the Planning Function

30 We received four responses to our invitation to all Members to let us know of any concerns about Planning which they held.

- One Member had queried the prospective combination of S106 amounts, also combination with CIL. We were advised that CIL was not ring-fenced, unlike S106. CIL is allocated using the Council's budgeting process, and there were individual meetings with Town & Parish (T&P) councils on the spending of their share of CIL. There are legal limitations on what can be levied and combined in terms of CIL and S106, and the position had been explained to T&P councils. The Planning Obligations Supplementary Planning Document (SPD) sets out the Council's rationale for using S106/CIL for education, libraries, etc.
- Another query concerned the respective roles of T&P councils and the Council.
- One query related to timeliness. It was noted that the Council cannot require developers to consult publicly, or to submit a pre-application. The Council can take the initiative to publicise a prospective development, but that can be resource intensive.
- Another Member had queried the level of detail for prospective S106 agreements. Officers advised that officer reports summarised the key points for inclusion in S106 agreements, but it would delay the planning consent process if every S106 detail was to be completed before decisions were taken on applications. One Member commented that conditions were sometimes written into S106 agreements which had not been apparent to the Planning Committee, and in some cases it had taken a long time to conclude S106 agreements. Officers offered that in future, S106 Heads of Terms would be included in officer reports.

31 On **13 October** the Group met Councillor Dudley, Chairman of the Council's Planning Committee.

¹ The Head of Planning subsequently advised that there were currently 103 live enforcement cases which originated more than one year ago, of which 60 were over two years old, and 45 were over three years old.

Information from Planning Officers

- 32 The Group reviewed the various information they had requested from officers. The points arising in discussion were as follows.
- a. Whilst it was understandable that the number of planning applications received exceeded the number of decisions made, e.g. because some were withdrawn by applicants, the difference of c. 500 each year seemed disproportionately large. The number of Planning Committee (PC) decisions also seemed unduly low, at 50-60 each year. This in turn could affect the information provided on the number of overturned decisions. Officers subsequently advised that the reason for the difference between the numbers of applications received and the decisions made arose largely due to the numbers received including certain classes of application that are not recorded as planning decisions - or as Committee decisions. These include prior approval applications (including telecommunications masts), conditions applications, non-material amendments and lawful development certificates. Neither set of figures included Tree Preservation Order (TPO) applications. This explained the wide divergence between applications received and decisions made and the relatively low number of Committee decisions in the table provided to us.
 - b. A major housing development in an adjoining borough had attracted a significant monetary settlement in lieu of AH. The sum would be related to construction costs and hence lower than the open market value of the housing.
 - c. Officers clarified that Registered Social Landlords (RSLs) were required to charge rents at no more than 80% of open market rents.
 - d. The information on the number of successful appeals against PC decisions showed that there had been few applications for costs by appellants, and there had only been one case in the two years 2013-15 where costs had been awarded against the Council. The Group regarded this to be at odds with the strong messages given to members of the PC about the risk of cost consequences to the Council in the event of them refusing an application, contrary to an officer recommendation; and this would have influenced Members' thinking. Cllr Dudley (CD) commented that these costs had fallen over time, which reflected well on the quality of the PC's decision making. This was assisted by the quality of the 'Blue Sheets' provided by officers at Members' request, which summarise the planning grounds which could be used to refuse an application. CD suggested that the Group might like to look into the Blue Sheet process. It was noted that some Members were dissatisfied when officers did not meet their request for a Blue Sheet, but this was because officers were unable to offer a valid planning reason for refusing an Application.
 - e. The staff costs of £2,314 for each appeal case was an average figure, using benchmarking information. Written representations and informal hearings were the least costly, and Public Enquiries were the most costly. The Planning Case officer usually handled the appeal, but a different officer was deployed if the PC had overturned the Case officer's recommendation. Legal officers supported the appeals process as necessary. There was no separate budgetary provision for the cost of staff time in dealing with appeals. In the event of a very time consuming appeal, that could give rise to a budget pressure.
 - f. Officers advised that it was possible for the Council to apply for costs when defending an appeal, but this would only be justified rarely, and it would be difficult to form a policy for this.
 - g. It was noted that Members needed to have reasonable Planning grounds when asking for a Planning Application to be put on the PC agenda. Planning Officers assisted Members in that regard. The Group thought it was important for

Members to retain the right to ask for such referrals, but it was hoped that this would not be over-used.

- h. So as to better manage the PC's workload, there might be a case to change the current policy, to the effect that objections which do not refer to any Planning issues should be excluded from the calculation of the number of objections triggering inclusion in the PC's agenda.
- i. The Group noted that PC decisions were around ten times more expensive to process than officer decisions. In terms of the time spent on cases before the PC, it was thought that whilst some scene-setting was necessary, and it was important to develop the presentation skills of junior staff, presentations by officers could be shorter, focussing on the key issues.
- j. The Group noted that there are occasional omissions in notifying neighbours about Planning Applications. Officers necessarily exercised their judgement in deciding which residents to notify about an Application.
- k. It was noted that it was entirely up to developers to decide whether to have a pre-application, indeed the Council could not force developers to come forward at all.
- l. The Group noted that there are relatively few complaints which escalate to stage 3 (the final stage in the Council's corporate complaints process) or the Local Government Ombudsman, and that compensation payments are rare.

Visit to Elmbridge Borough Council

- 33 On **9 November**, the Group visited **Elmbridge Borough Council (EBC)**, at their offices in Esher. We met **Cllr. Andrew Kelly** (Planning Cabinet Member), **Cllr. James Browne** (Housing Cabinet Member), **Cllr Barry Cheyne** (Chairman of Planning Committee and Chairman of West Area Planning Sub Committee), **Karen Fossett** (Head of Planning Services), **Mark Behrendt** (LDF Planning Policy Manager), **Katie Baldwin** (Senior Enforcement Officer), **Edward Chetwynd-Stapylton** (Principal Planning Officer – Appeals), **Julie Cook** (Head of Housing), and **Colin Waters (Housing Strategy & Enabling Manager)**. We were very appreciative of the time everyone gave us on our visit.
- 34 The meeting had been arranged at our request, to see what could be learnt from EBC, whose Planning team had been runner-up in the Royal Town Planning Institute's (RTPI) Excellence in Planning awards, 2015. Information circulated in advance of our visit included: EBC's entry for the RTPI Planning awards; a Planning Enforcement report to the EBC Performance and Finance Standing Panel, and EBC's responses to our questions sent in advance, covering:
 - The number of planning applications and appeals
 - The application of the Community Infrastructure Levy
 - Affordable Housing
 - Parking standards
 - Enforcement cases
 - Travellers' accommodation
 - Requirements for applications to be determined by the Planning Committee (PC)
 - The operation of Area PC's.
- 35 Karen Fossett (KF) described the reasons for EBC entering the RTPI award, and their pleasure with the outcome. Mark Behrendt (MB) summarised EBC's current position on its Local Plan, where –like Bracknell Forest – the Inspector had concluded that a five year housing land supply had not been demonstrated, requiring the Local Plan to be

reviewed. This entailed a review of the green belt and reassessing the level of housing need. Elmbridge borough is either urban or green belt, and all major sites have been developed, which makes the planning function challenging.

- 36 EBC had invested a lot of time on the 'duty to cooperate', particularly with LB Kingston, at Member and officer level. This was not always easy, but EBC saw it as being important. Some disagreements were to be expected, the key thing being to have a shared goal. EBC had worked with adjoining borough councils on their housing needs assessments, and in considering how to meet that need. The London factor caused tension, as Surrey (being a Home County) was seen by some as being able to take up the over-spill of housing need from London. Sustainability was a key issue for EBC, and protecting the green belt was a sensitive issue.
- 37 All EBC Members had been involved in the plan making process from an early stage, for example in considering the current position in the light of the Inspector's conclusion, and on evolving government policies. EBC had also held an innovative public meeting, explaining at an early stage what needed to be done, and the reasons for it (rather than just presenting the outcome at a later stage). Residents welcomed this open engagement approach, even if they were disappointed with the outcome of the process.
- 38 EBC have a team of three Planning Enforcement officers, who work hard and have achieved a zero backlog of cases. They aim to refer on to the appropriate organisation the c.50% of new cases which are not planning-related (such as Party Walls and boundary issues); and highways enforcement issues are referred on to Surrey County Council (CC). The Enforcement team's approach is to achieve resolution to minimise planning harm. The negotiation route can take time, and they were considering introducing a six week review stage, at which they would take one of three routes: Continue negotiation (if it is proceeding well); take enforcement action; or close the case. EBC had striven not to be seen as weak on Enforcement, and they believe that their reputation for firm but fair action has spread to good effect. Negotiation is EBC's favoured route on Enforcement, as the serving of Enforcement Notices (ENs) or taking court action is not as effective.
- 39 EBC's delegation to officers for determining Planning Applications is high, and applications are only determined by the Planning Committee/Sub-Committees if certain 'trigger points' are reached. EBC has three area-based Sub-PCs, which meet at the same time. The main PC tends to deal with Planning Policies and strategically important applications. Area PCs (as opposed to a single PC) are favoured by PC Chairmen, and are popular with residents; but they require more officer time, and there is a risk of inconsistency between the area PCs in their decision-making.
- 40 In addition to induction training, EBC have a rolling programme of Member training on Planning issues, held for one hour before PC meetings. Training subjects are selected by Members. This was seen as successful, and it helped build good Member/officer relationships.
- 41 EBC are not achieving 40% Affordable Housing (AH) in all cases, due to the viability restriction. Few developments exceed 15 dwellings. The majority of new AH is secured through obtaining financial contributions rather than on-site AH (which some developers claim would undermine the viability of the development). Elmbridge has high property values, so these financial contributions are significant. EBC take a rigorous approach to representations from developers over viability of the required AH contribution, and independent consultants are engaged as necessary. EBC were encouraging resolution of this aspect at the pre-application stage. Pre-applications generate significant income for EBC, and a Member panel was set up in one case.

- 42 Elmbridge has some distinctive settlements. There are no Neighbourhood Plans in Elmbridge currently (where there is only one Parish Council). EBC has established seven 'local spending boards' to decide on how the 15% of CIL income is to be spent, the remaining 85% being applied to strategic infrastructure. EBC was one of the 'front runners' for CIL, and is one of the top CIL earning councils outside London. Prior to the introduction of CIL, EBC operated a tariff system under S106. Much of EBC's regulation 123 (infrastructure requirements) list is for Surrey CC items, and the list had recently been reviewed to incorporate new projects. In setting the CIL charges, EBC had not striven to maximise them, as they did not want to stifle development.
- 43 There are c.50 officers in the EBC Planning team, with staffing having been increased in line with the large increase in Planning Applications. This excludes Building Control, which had been externalised in August, run by a wholly-owned EBC company. EBC had transferred its social housing stock (mainly comprising flats) some years earlier. The Housing Service has c.45 officers, and in addition to AH work, its functions include Housing Benefits, Housing Register, Housing Options, Strategy and Enabling, some Environmental Health functions, and Disabled Facility Grants. EBC have a Member Panel on AH, to hold officers to account on the AH programme; this is largely around the spending of S106 monies from the 'Enabling fund' to secure new AH, often by grant-assisting developments by Housing Associations (sometimes proposed by HAs, and sometimes prompted by EBC). EBC gave thought to prospective AH usage when disposing of sites.
- 44 The Housing team is involved at the Pre-application stage, and provide statutory consultee responses to Planning Applications. They also work closely with the planning policy team, for example on the strategic housing needs assessment. RSL's become involved later in the process. EBC prefer to work with community-focussed RSLs, but are obliged to work with whichever RSLs are in partnership with developers.
- 45 Like all boroughs in South East England, Elmbridge has a shortage of AH. Particular challenges are the high value of land, greenbelt issues, and government policy on developers' viability - causing the 40% AH target to be frequently under-achieved. Through removal of the lowest two bands, the Housing Register had been reduced from c.2,500 to c.900 households, but it had since increased to c.1,500. Ex-service personnel attract priority treatment (EBC are signatories to the Military Covenant), and having a local connection for at least five years is one aspect of categorising applicants. Around 250 re-lets became available each year, and EBC aimed to achieve 77 new AH units annually. Homelessness is also a challenge; access to the private rented sector is getting harder, and Elmbridge's average house prices and rent levels are high. There were currently 44 households in Temporary Accommodation. Few are in Bed and Breakfast accommodation (with no facilities in the borough). There are an estimated 3 rough sleepers. EBC had worked with other councils and a local charity to provide an overnight shelter for rough sleepers.
- 46 Cllr Kelly considered that the combination of area sub-committees with the Planning Committee worked well, on the whole, and allowed councillors to get to know their areas well. The increased number of applications had not discernibly affected the committee's agenda size, indeed one of the sub PCs often did not need to meet, consequently EBC might decide to reduce the structure to two area PCs. Area PCs carry out site visits on weekdays and attendance is not always high. EBC has a Cabinet of ten. Cllr Browne described the housing role as including the administration of Housing Benefit (HB) and the promotion of AH. S106 monies were used to financially help registered providers to acquire land and increase the stock of AH.

47 Cllr Cheyne said that the main challenges for the planning function were increases in the number and complexity of applications and changing government requirements, for example on core strategies. Member training on planning issues was important, given the complexity of the matter. Regular training sessions were delivered on different topics. Like other councils, a recurring challenge was for members to understand where their boundaries are, in terms of adhering to planning reasons when making decisions. In terms of the conduct of the PC meetings, Cllr Cheyne said that the Chairman's role was to maintain order. He met case officers before committee meetings, particularly on any major applications. He rarely commented on applications, and very rarely voted on them. Officers' reports were precise, and together with the officers' presentations, this gave enough information for summing-up to be largely unnecessary. The agenda for PC meetings was ordered by the clerk, but the Chairman re-ordered the items as necessary, for example to take public speaking items first. Cllr Cheyne met other committee chairmen a few times each year, to discuss any common issues such as committee processes, and the standard of reports.

48 Other matters arising in discussion were:

- a) A legal officer attended each PC/Sub-PC meeting.
- b) It was thought that Area PC's tended to result in more appeals.
- c) EBC send a weekly list of pre-applications and applications to Members.
- d) EBC do not operate a localised code of conduct for PC Members, instead national arrangements applied.
- e) EBC operate a home ownership assistance (equity loan) scheme with a Housing Association.
- f) There is a fair amount of under-occupation in RSL properties, and S106 monies were deployed to fund a down-sizing scheme.
- g) Elmbridge does not have a single large town.
- h) EBC considered that the trigger of more than five objections (to require a Committee decision on an application) was right. This meant that more than the immediate neighbours were objecting, and it caused the number of applications determined by the PCs to be at a tolerable level.
- i) Elmbridge has just one parish council. If an objection is received from them, the application will be considered by the area PC. Elmbridge has a number of residents' associations, which closely scrutinise some applications.
- j) Elmbridge has 22 electoral wards, one member from each usually being a member of the respective area PC.
- k) The officer delegation arrangements for planning decisions worked well. Members usually only 'promoted' applications for PC determination when necessary.
- l) EBC had had some large costs awarded against them on successful appeals.
- m) It was mentioned that LB Sutton started their PC meetings at 7.00pm, and the meetings had to end by 10.45pm.
- n) There are few Houses in Multiple Occupation (HMO) in Elmbridge.
- o) Responsibility for planning policy was with the Cabinet Member for Planning. Most applications were determined by the area PCs.
- p) EBC did not produce supplementary reports for the PC meetings, instead they gave a list of late representations and correspondence, etc.
- q) EBC have podcasts of their committee meetings.
- r) Part 2 items (i.e. those requiring the exclusion of the public) are always taken last on the agenda.

49 Following the meeting with councillors and officers, the Group observed the proceedings of EBC's West Area Planning Sub Committee, which commenced at 7.45pm.

50 On **16 November**, the Group met planning officers, mainly to review a range of information previously requested by the Group previously. The key points arising were:

- Officers advised that the costs of handling appeals could draw on departmental budgets for legal advice and consultancy support totalling c. £48,000. If there was a major, costly appeal, then additional budget would need to be sought. In cases of unresolved differences of view with developers regarding viability of developments, the Council endeavoured to get the developer to pay for the cost of external viability assessment.
- Officers confirmed that the current practice¹ was for Democratic Services to order the agenda for the Planning Committee, following the planning application case numbers. It might be possible to re-arrange the agenda, for example to reflect the level of interest in individual applications by members of the public attending the Committee meeting, or to bring to the front those applications on which objections had been received.
- We observed that the officers' presentations to Elmbridge BC's Planning Committee had been briefer than those at BFC, which were inclined to repeat what was contained in the officer reports. We expressed the view that presentations should be brief, focussed on the local area, and concentrate on the key issues. Members were more likely to be interested in the external appearance of a development than its internal structure.

Information on Enforcement Cases

51 At our request, officers had provided details of ten enforcement cases, between 2 and 3 years old, and selected at random. Officers gave an update on the cases:

- Having researched inspectors' judgements in similar cases, one had been determined not to have been a breach of planning control
- In another case the inspector had concluded there was no breach of planning control
- In three cases, the Council was awaiting compliance with Enforcement Notices (EN), and were considering whether to proceed to prosecution. Non-compliance with ENs is a criminal offence.
- On one case, four EN's had been served, two of which were recommended by counsel. The defendant had appealed, unsuccessfully against all four ENs. The defendant subsequently challenged one of the Inspector's judgements in the High Court and then the Court of Appeal, which required a re-inspection. The re-inspection led to the EN being quashed. If a further EN were to be issued, this case could take a further 12 months to reach a conclusion, so an alternative approach was being considered.

52 In response to Members' questions, and arising in discussion:

- a) Officers said that the time lapse on some enforcement cases was partly due to staff vacancies and transition, and the prioritisation of cases. There is no statutory time limit on enforcement, though any delay would weaken the Council's position in legal proceedings if it had been previously indicated that enforcement action was not planned. The Council needed to be mindful of the significant costs of prosecution.
- b) Over £100,000 had already been incurred on legal fees in one enforcement case; the Council had won the court action, though as the defendant had pleaded

¹ Officers subsequently told us in January 2016 that the process has been changed so that applications eligible for public speaking are put at the front of the agenda and the remainder are ordered by the number of objections received.

poverty, payment of the award of costs would run for a protracted period. Members queried the prioritisation of expenditure on enforcement cases. Officers advised that it was valuable from a deterrent perspective for the Council to show that on 'landmark' cases it was prepared to 'go the distance' on enforcement. Members queried whether on this case the Council could have required site clearance and re-planting at an early stage. Officers told us that the Council could have sought a court injunction, however that would have been costly and there was no certainty that it would have been granted by the court. Many enforcement cases looked as serious as this case at the early stage, but only around 10% of cases continued to be as serious.

- c) There is on-going prioritisation and review of live enforcement cases, both new and old. New cases were being progressed using the new Local Enforcement Plan, where cases were promptly despatched or progressed as necessary.
- d) The Enforcement team comprised three officers, one of whom was currently on maternity leave.
- e) The Group considered that more information should be provided to Members on enforcement cases.
- f) Nationally, some 60% of appeal cases were won by local authorities, and the Council exceeded that outcome rate.
- g) The backlog of enforcement cases had been reduced. One year ago, there were some 450 cases older than two years, and currently 60 outstanding cases were more than two years old
- h) Some socio-economic groups tend to be disproportionately represented in enforcement cases, and a minority of people always oppose the enforcement system.

Affordable Housing commitments achieved from developers over the last three years

53 We reviewed the information provided: this listed the housing developments which had attracted Affordable Homes (AH), totalling 618 over the three years 2012/15. These ranged from 0.67% to 100% of the individual developments. Officers explained that there was an inherent risk that developers could challenge the viability of AH provisions in S106 agreements; indeed the Government had recently issued a letter encouraging developers to re-negotiate S106 agreements in order to bring developments forward, though the buoyant property market in Bracknell Forest meant there should be a low risk of developers seeking to re-negotiate.

A case study of a Planning pre-application

54 The Group reviewed a case study and were told by officers that there had been no difference of opinion between the officers who had handled the pre-application and the subsequent planning application. It was always possible that resolving issues at the pre-application stage could give rise to new issues at the application stage. Officers confirmed that applicants received a report on officers' views about their pre-application, and records were kept of all pre-application cases. The lengthy time-line to progress to determination of the application in this case could have been due to several causes, including awaiting action by the developer or responses from consultees. At our meeting on 16 December we were provided at our request with a time-line of this particular case.

Comparisons with Other Councils

55 We reviewed our scrutiny officer's research into other nine other councils' arrangements for delegations of planning decisions to officers. Members noted the wide variation in the

approach taken by different councils, with some delegating more extensively to officers than our council, and others less so.

- 56 We also reviewed the benchmarking of key performance indicators on planning issues. The Group noted that the Council's performance was close to the average for all unitary authorities. Officers commented that the Council's performance on processing major applications had been widely commended.

Member and Officer Roles

- 57 The Group considered whether or not further clarification was required regarding the different roles that officers and members have in the planning process, to further understand what can cause tension between Members and Officers and whether a better understanding of roles might lead to less tension on those relatively few occasions when Officers and Members are unable to reach agreement.
- 58 We noted that this had not been raised by Members when they were all asked if they had any views on the Planning function. Officers commented that Members were not involved in enforcement cases. The Group considered there was a different cultural dynamic in different wards, with some ward councillors being very active, acting as a go-between, between residents and the Council. Officers observed that by reference to other councils, member/officer relationships were good at the Council. The Group considered that the 'Blue sheet' system (whereby, on request from Members, officers provided a confidential note on any planning related reasons which could be deployed to refuse an application) worked well, as did the fact that officers were empowered to put forward reports to the Planning Committee with their own balanced, professional recommendations; and if Members over-turned the officer recommendations, that was for sound planning reasons. One Member commented that a source of tension was that officers viewed applications from a planning perspective, whereas Members viewed applications holistically.
- 59 At our meeting on 16 November, we had a preliminary discussion of the main findings, conclusions and recommendations flowing from our review, to inform the forthcoming discussion with the Executive Member, Chairman of the Planning Committee and Director.
- 60 On **16 December** the Group discussed with **Councillor Chris Turrell, Executive Member for Planning and Transport** and officers the provisional conclusions and recommendations flowing from the O&S review. We had also invited the Chairman of the Planning Committee and the Director of Environment, Culture and Communities, but they were unable to attend.
- 61 In the light of the discussion, we determined to make a number of changes to our preliminary conclusions and recommendations, for incorporation in our draft report. Particular matters arising in discussion were:
- On enforcement, there are relatively few anonymous reports, and officers assured anyone reporting concerns that their identity would be kept confidential.
 - On departures from approved planning conditions, we considered there is a principle that once approved by the Planning Committee (PC), the presumption should be that any subsequent changes needed to be agreed by the PC.
 - The Executive Member commented that confidence in the enforcement process required transparency over the backlog, and a continuing reduction in the backlog. The new Local Enforcement Plan process should lead to faster closure of many enforcement cases. Smaller enforcement cases should not be ignored as they were usually of concern to residents and ward members.

- Officers said that there would be no legal basis for levying fees for enforcement work. However, the council could apply for costs in prosecution cases.
- The Chief Officer for Planning and Transport's delegations require that applications from members of staff in that division have any planning applications determined by planning committee. There are no such restrictions on other officers.
- The Council charges a higher Community Infrastructure Levy rate for housing developments of less than 15 units (currently the threshold for the requirement of affordable housing). Consequently, if there were to be an Affordable Housing contribution required for developments under this threshold, then the CIL rates would have to be reviewed and probably lowered.
- Officers commented that the Government's initiative on starter homes was changing the whole 'tone' of Affordable Housing, and this would require a fundamental review of the Local Plan in due course.

Review of Information from Officers

62 The Group reviewed the information previously requested from officers, circulated before the meeting:

- S106 payments for Affordable Housing (AH) to be provided by others: in the two years 2013/15, there had been two developments where this had been agreed, totalling £7.4 million.
- Enforcement costs (staffing and legal costs): we were given details of staffing costs of the Enforcement team, which totalled some £91,000 in 2014/15, also the direct costs of legal officer time, which totalled some £5,000 in 2014/15.
- Further details of the case study of the planning pre-application: Members considered that the consultation with Highways should have been faster at the pre-application stage, and less time might have been spent on processing the planning application if the same officer had reviewed the pre-application (which had given rise to differing officer views concerning the site exit). Officers commented that this was unusual, and most pre-application/applications were processed without such delays.
- The Group was provided with a breakdown of the 80 Planning Committee decisions in 2014-15.
- The Group was informed that the S106 monies from a major development in the south of the Borough were expected to be received around June 2016, these to be spent on the provision of Housing Association AH in Bracknell town centre. The Council's Housing team decided where and how these sums were to be best spent (for approval in the capital programme); this would often be in partnership with a Housing Association, though it could be used to purchase an existing property, for use as AH (AH does not need to be new-build).

Production of the Working Group's Report

63 The Group met for the last time on **9 February**, when it considered and agreed its draft report, for presentation to the Environment, Culture and Communities O&S Panel for its adoption.

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

Overview and Scrutiny, Chief Executive's Office, Bracknell Forest Council, Easthampstead House, Town Square, Bracknell, Berkshire, RG12 1AQ, or email us at overview.scrutiny@bracknell-forest.gov.uk or telephone the O&S Officer team on 01344 352283

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Quarterly Service Reports - Environment, Culture & Communities

Quarter Ending: Thursday 31 December 2015

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QUARTERLY SERVICE REPORT

ENVIRONMENT, CULTURE & COMMUNITIES

Q3 2015 - 16

October - December 2015

Portfolio holders:

Councillor Mr Chris Turrell

Councillor Mrs Dorothy Hayes

Councillor Iain McCracken

Director:

Vincent Paliczka

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Section 1: Director's Commentary

There is a lot of success being reported in this report with many longer term projects coming to fruition, services being externally recognised as providing excellent services and high levels of performance elsewhere.

Major transport infrastructure projects around the Town Centre continue to progress well although some have presented engineers with challenges to overcome but solutions have been found. The bus station improvement works were completed in December although to allow plants and grass to take properly much of the landscaped areas and pathways remain fenced off for the time being. Replacement Traffic lights at Rackstraws Roundabout were successfully implemented and new Traffic Controls were also added at the Jennets Park Roundabout which had an almost instantaneous benefit in easing peak hour congestion at this junction and was in line with our traffic modelling predictions. The Coral Reef Junction works continue to proceed but the coming quarter will see changes in traffic controls which may add to journey times.

External assessment of our services is always helpful whether good or bad and within Environment and Public Protection the results of the NHT public satisfaction survey indicate that there are high levels of public satisfaction to the way that we maintain the streets even during cold weather. With limited budgets and high levels of expectation it's not an easy task. Coral Reef Waterworld and Bracknell Leisure Centre have retained their Customer Service Excellence (CSE) awards for another year which given the changes planned at Coral Reef and the potential pressure this could put on staff at Coral Reef is particularly impressive and staff are to be commended for this.

During the quarter the main contract tender documents for Coral Reef were finalised and issued to the previously shortlisted suppliers. Recipients of the documents raised a number of queries and concerns so the procurement process was paused in order to meet with suppliers to fully understand their issues. As a result of these meetings the documents are being updated and will be issued out again to shortlisted suppliers early in 2016. The feedback from the suppliers around the forthcoming changes to the tender has been very positive. The HR strategy continues to be effective and the Department's HR team have been actively engaging with third party organisations in order to second retained staff where possible. This work is ongoing and to date five staff have been successfully seconded with external companies and 4 have found work within the Leisure division. At the time of writing only 3 have not yet been allocated a job. By the time this report is read, Coral Reef will have closed and affected staff made redundant. Part 1 of the HR strategy was to get to closure without affecting the public and this will be achieved. Enormous thanks must go out to all staff involved whose commitment to Coral Reef cannot be underestimated.

It continues to be a busy time in Planning and Transport. There was a big improvement in Development Management performance over this period, with a full complement of staff in place. Consultation was undertaken on the Draft Parking Standards with over 30 responses received. The Council's first Neighbourhood Plan (Binfield) was examined in this period and will be proceeding to a referendum in early 2016 following positive examiners report. The Council along with the five other Berkshire Unitary authorities published the results of the Strategic Housing Market Assessment (SHMA) which sets out the Housing Market area in which Bracknell Forest sits and the predicted annual housing need up to 2036.

Parks and Countryside will benefit from a review by the ECC Overview and Scrutiny Panel within the coming years and it may be helpful therefore for all Members to fully understand the services provided by that team by paying particular regard to the, admittedly brief, information provided in the QSR.

Risks

The highest Departmental risk this quarter is -

Coral Reef Procurement - the risk of insufficient tender responses from shortlisted contractors.

Control: meeting with all shortlisted contractors

Control - Revision of tender documents to clarify and make it less costly

Highlights of exceptional performance e.g. national awards, top quartile services

Environment and Public Protection

- re3 has been piloting a scheme to capture and once again recycle street arising's. The pilot has been successful and there will be improvements in our recycling rate as a result.
- The 2015 NHT Public Satisfaction Survey placed Bracknell Forest in the Best Performer category for its pavements and footways, highway maintenance and street cleansing. It was noted in the 'Biggest Improver' for its cold weather gritting performance.

Leisure and Culture – Libraries

- Coral Reef Waterworld and Bracknell Leisure Centre have retained their Customer Service Excellence (CSE) awards for another year.

Planning and Transport

- Over 260 homes have taken advantage of the Green Deal Communities funding to help improve energy efficiency in their homes.
- Performance figures in all categories of planning applications have improved with determination in prescribed timescales all above target.
- Work continues on 4 major junction improvements at Jennetts Park, Coral Reef, Rackstraws and Millennium Way, all are progressing well and causing minimal disruption.

Remedial action against under performance

Environment and Public Protection

- Recruitment of an Environmental Health Officer to start in March 2016 brings the service back up to strength.
- L128 – number of reported missed collections of waste – A higher volume has been recorded since the new CRM system has been in use. This is still a small percentage of the 2.5million bins collected every year; however the Waste Board will be closely monitoring performance over the next few months.

Leisure and Culture – Libraries

- L151 – number of visits to libraries – this is largely due to depressed usage at the main Bracknell town centre library, although usage at most of the libraries is also marginally down in line with national trends. This is obviously a consequence of the significant building works in the town centre and the increasingly isolated position of the library. However, it is worth noting that issues and web enabled transactions are both performing well.
- L002 – number of sessions by customers in libraries – this indicator will be affected by the above indicator. Another factor is likely to be the growth in use of hand held devices by customers utilising our free Wi-Fi provided at each library which has been a great success. We will produce an annual indicator figure for Wi-Fi use.

Planning and Transport

- While application numbers remain high, improved sickness and staffing levels have been maintained which has helped to keep performance levels for applications at a high level.

Significant changes in risk from departmental risk register

Environment and Public Protection

- Waste Disposal contract arrangements clarified by mutual agreement.
- The manufacturer of the automatic toilet machinery in Crowthorne and Birch Hill toilets is no longer in business. We cannot now get spares should the need arise.

Planning and Transport

- Planning: change to reflect risks associated with securing infrastructure funding through CIL.
- Land Charges reports that Land Registry intends to release a consultation on its take over of the Local Land Charges Register some time in 2016. This is with a view for the migration of the LLCR to commence at the end of 2017 with all local authority registers having been transferred by some time in 2023. Until the regulations have been consulted on, Land Registry is undecided as to the order in which transfers will take place. There is also to be a consultation on potential cost burdens associated with this transfer.
- Due to difficulties recruiting to replace a retirement and a current maternity leave, there are now only 3 members of staff to cover the 24/7/365 dangerous structure call-out rota, in Building Control.

Highlight of significant customer feedback and inspections

Environment and Public Protection

- Complaints drew attention to problems in some new developments where former offices have been converted to flats. The inability to apply planning and management controls has resulted in major issues with waste collection facilities at these sites.

Planning and Transport

- The Overview and Scrutiny working group on planning has produced its draft report and recommendations. Officers have provided initial feedback on these prior to their presentation to the Director and Executive member.

Significant changes in service use and associated financial impact

Environment and Public Protection

- A Berkshire wide review of the Berkshire emergency planning is under way.
- The Regulatory Services database is being changed and the outcome will result in service efficiencies and economies.
- Loose Christmas trees are no longer collected kerbside unless they have been cut up and placed in the brown bin or biodegradable sacks.
- There has been a significant increase in requests for ad hoc collections of Sharps from residents after a change in procedures at Doctor's surgeries over the last year following Care Quality Commission inspections where take-back of sharps' boxes at surgeries was deemed illegal. The amount of sharps collections have increased from single figures annually a couple of years ago to 224 in November 2015. This is likely to lead to an increase in costs of clinical waste collections to the Council who has a legal duty to collect them from residents.
- On 24 November 2015 Vinci Park changed their trading name to Indigo. There are no service implications.

Planning and Transport

- See comment from Land Charges to risk register above.
- As a result of across the board increases in work loads on planning applications additional staff have been recruited, it is anticipated much of the cost of this can be borne by an increased fee income.

Section 2: Department Indicator Performance

Ind. Ref	Short Description	Previous Figure Q2 2015/16	Current Figure Q3 2015/16	Current Target	Current Status	Comparison with same period in previous year
Environment & Public Protection						
NI191	Residual household waste in kgs per household (Cumulative figure for 15/16 reported quarterly in arrears)	176 (Q1 Figure)	344 (Q1 + Q2 Figure)	323 (Q2 target)		
NI192	Percentage of household waste sent for reuse, recycling and composting (Cumulative figure for 15/16 reported quarterly in arrears)	38.9% (Q1 Figure)	38.6% (Q2 Figure)	42.0%		
NI193	Percentage of municipal waste land filled (Cumulative figure for 15/16 reported quarterly in arrears)	21.60% (Q1 Figure)	23.50% (Q2 Figure)	25.00%		
L128	Number of reported missed collections of waste (Quarterly)	185	253	180		
L146.1	Percentage of borough where environmental cleanliness is above EPA standard - Litter (Quarterly)	100.00 %	100.00 %	99.00%		
L146.2	Percentage of borough where environmental cleanliness is above EPA standard - Detritus (Quarterly)	100.00 %	98.72%	97.00%		
L146.3	Percentage of borough where environmental cleanliness is above EPA standard - Graffiti and Fly posting (Quarterly)	100.00 %	100.00 %	99.00%		
L147	Percentage of environmental services contract inspections where quality meets the standard (Quarterly)	100.00 %	100.00 %	98.50%		
L183	Percentage of food establishments in Bracknell Forest rated 4 or above on the food hygiene rating scheme at the end of the quarter (Quarterly)	84.2%	82.7%	80.0%		
L201	Percentage of the Borough's households participating in recycling reward scheme (Quarterly)	25.6%	26.1%	25.0%		
L212	Number of highway defects reported (Quarterly)	412	601			
Ind. Ref	Short Description	Previous Figure Q2	Current Figure Q3	Current Target	Current Status	Comparison with same period in

UNRESTRICTED

		2015/16	2015/16			previous year
L224	Number of highways service requests (Quarterly)	42	19			
L225	Number of highways service requests closed (Quarterly)	35	6			
Leisure & Culture						
L002	Number of sessions by customers on computers in libraries (Quarterly)	20,206	29,838	33,750		
L003	Number of visits to leisure facilities (Quarterly)	1,178,295	1,648,251	1,500,000		
L015	Number of attendances for junior courses in leisure (Quarterly)	63,300	97,581	98,000		
L016	Number of contacts through the Young People in Sport scheme (Quarterly)	25,400	38,800	41,000		
L017	Number of web enabled transactions in libraries (Quarterly)	85,464	132,893	126,520		
L018	Number of web enabled transactions in leisure (Quarterly)	14,369	20,904	20,000		
L019	Number of items borrowed from library service (Quarterly)	258,142	377,736	381,750		
L020	Number of people enrolled in the Leisure Saver Scheme (Quarterly)	555	577	520		
L035	Income from Leisure Facilities (Quarterly)	5,861,000	7,369,000	7,527,000		
L151	Number of visits to libraries (Quarterly)	170,134	251,261	287,250		
Performance & Resources						
L187	Percentage of the daily planning, building control and enforcement applications scanned and indexed by the end of the next working day (Quarterly)	100.0%	99.9%	97.0%		
L223	Number of e+ smart cards issued or reissued (Quarterly)	2,659	1,621			
Planning and Transport						
NI154	Net additional homes provided (Quarterly)	30	32			

UNRESTRICTED

Ind. Ref	Short Description	Previous Figure Q2 2015/16	Current Figure Q3 2015/16	Current Target	Current Status	Comparison with same period in previous year
NI157 a	Percentage of major applications determined in 13 weeks (Quarterly)	90%	93%	80%		
NI157 b	Percentage of minor applications determined in 8 weeks (Quarterly)	95%	92%	80%		
NI157 c	Percentage of other applications determined in 8 weeks or within an agreed extension of time period (Quarterly)	96%	96%	80%		
L008	Number of planning applications received to date (Quarterly)	268	241			
L009	Number of full search requests received (Quarterly)	410	322			
L014	Number of people slightly injured in road traffic accidents in the preceding 12 months (percentage change) (Quarterly)	-22.1%	-23.1%			
L046	Percentage of full searches answered in 10 working days (Quarterly)	98%	100%	90%		
L175 q	People killed or seriously injured in road traffic accidents in the preceding 12 months (percentage change) (Quarterly)	2.8%	0.0%			
L196	Number of planning enforcement cases opened (quarterly)	98	65			
L197	Number of planning enforcement cases closed (quarterly)	120	34			
L241	Income from CIL (Quarterly)	0	16,405			

Note: Key indicators are identified by shading

Traffic Lights		Comparison with same period in previous year	
Compares current performance to target		Identifies direction of travel compared to same point in previous quarter	
	Achieved target or within 5% of target		Performance has improved
	Between 5% and 10% away from target		Performance sustained
	More than 10% away from target		Performance has declined

The following are annual indicators that are not being reported this quarter:

Ind Ref	Short Description	Quarter due
L160	Supply or ready to deliver housing sites	Q4
L175	People killed or seriously injured in road traffic accidents	Q4
L181	Percentage of appeals allowed	Q4
L200	Percentage of Borough's households participating in recycling	Q4
L210	Number of regulatory service requests received per annum	Q4
L211	Number of regulatory service requests closed in the year	Q4
L227	Annual volunteer hours contributed to parks and open spaces	Q4
L228	Annual volunteer hours for the library service	Q4
L230	Number of occasions when users access Wi-Fi in libraries	Q4
NI167	Congestion - average journey time per mile during the morning peak	Q4
NI168	Principle roads where maintenance should be considered	Q4
NI169	Non-principle roads where maintenance should be considered	Q4
NI196	Improved street and environmental cleanliness - fly tipping	Q4
NI154	Net additional homes provided	Q4
NI191	Residual household waste in kgs per household	Q4
NI192	Percentage of household waste sent for reuse, recycling and composting	Q4
NI193	Percentage of municipal waste land filled	Q4
NI197	Improved local biodiversity -- proportion of local sites where positive conservation management has been or is being implemented	Q2

Section 3: Complaints and compliments

Corporate Complaints received

The following table excludes Stage 1 complaints and those complaints which are dealt with through separate appeals processes. It should also be noted that complaints which move through the different stages are recorded separately at each stage.

Stage	New complaints activity in quarter 3	Complaints activity year to date	Outcome of total complaints activity year to date
Stage 2	1 - not upheld	3	Q1 3 - not upheld
			Q2 None
			Q3 1 – not upheld
Stage 3	1 - ongoing 1 - not upheld	4	Q1 1 - not upheld
			Q2 1 - partially upheld
			Q3 1 - not upheld 1 - ongoing
Local Government Ombudsman	3 - ongoing	8	Q1 2 - not upheld
			Q2 3 - not upheld
			Q3 3 - ongoing
TOTAL	6	16	

Nature of complaints/ Actions taken/ Lessons learnt:

- Planning applications
- Tree Preservation Order
- Parking restrictions

Compliments received

In the quarter, the Department received 58 (40 last quarter) compliments as follows:

- Environment and Public Protection = 24

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- Leisure and Culture = 20 + 318 (The Look Out – from various sources including social media and surveys)
- Performance and Resources = 0
- Planning and Transport = 14

The nature of the compliments received in the quarter related to:

- Various landscaping works
- Trading Standards advice and support
- Fly tipping removed promptly
- The Look Out experiences
- Quality of events at Easthampstead Park Conference Centre
- Quality of parks and maintenance on them
- Prompt attention on planning applications
- Green Deal advice

Section 4: People

Staffing Levels

	Establishment Posts	Staffing Full Time	Staffing Part Time	Total Posts FTE	Vacant Posts	Vacancy Rate
Directorate (DMT plus PA's)	8	8	0	8.00	0	0.00%
Environment & Public Protection	71	58	13	66.07	2	2.74%
Leisure & Culture	368	157	211	249.29	35	8.68%
Performance & Resources	29	25	4	27.88	2	6.45%
Planning & Transport	92	76	16	86.92	6	6.12%
Department Totals	568	324	244	438.16	45	7.34%

Staff Turnover

For the quarter ending	31 December 2015	1.05%
For the last four quarters	1 January – 31 December 2015	8.87%

Turnover – comparator data	
Total voluntary turnover for BFC, 2014/15:	13.4%
Average UK voluntary turnover 2014:	12.8%
Average Local Government England voluntary turnover 2014:	12.7%

(Source: XPerTHR Staff Turnover Rates and Cost Survey 2014 and LGA Workforce Survey 2013/14)

Comments:

The vacancy rate has increased slightly from 7.13% last quarter to 7.34% this quarter. This is due to there being 1 more vacancy compared to last quarter (44).

Quarterly staff turnover has decreased this quarter as there are 8 less leavers this quarter compared to last quarter.

Annual staff turnover has decreased this quarter as there were less leaver's in the last four quarters (50) compared to the four quarters ending 30 September 2015 (58).

Staff Sickness

Section	Total staff	Number of days sickness	Quarter 3 average per employee	2015/16 annual average per employee
Directorate	8	0	0.00	0.00
Environment & Public Protection	71	138	1.94	5.32
Leisure & Culture	340	579	1.70	4.96
Performance & Resources	29	23	0.79	2.16
Planning & Transportation	92	79	0.86	4.62
Department Totals (Q3)	540	819	1.52	
Projected Totals (15/16)		2681		4.47

Sickness – comparator data	All employees, average days sickness absence per employee
Bracknell Forest Council 14/15	5.2 days
All local government employers 2014	7.9 days
All South East Employers 2014	N/A

(Source: Chartered Institute of Personnel and Development Absence Management survey 2014)

N.B. 20 working days or more is classed as Long Term Sick.

Comments:

Sickness this quarter has increased compared to last quarter (597 days), which is due to an increase, in both short-term sick (496 days this quarter) compared to last quarter (392 days), and long-term sick (323 days this quarter) compared to last quarter (205 days). This quarter's split between short term and long term (60.56%: 39.43%) does not conform to normal sickness levels (around 50:50 split). The projected annual average per employee is slightly higher than last quarter (4.34 days). It should be noted that 5 employees who were on long-term sick this quarter returned to work before the end of this quarter.

Section 5: Progress against Medium Term Objectives and Key Actions

Progress has been monitored against the sub-actions, supporting the Key Actions contained in the Environment, Culture & Communities Service Plan for 2015 - 16. This contains 62 actions to be completed in support of 9 Medium Term Objectives. Annex A provides detailed information on progress against each of these actions.

Overall 4 actions were completed at the end of the quarter () , while 43 actions are on schedule () and 13 were causing concern ( and ) .

2 Actions are no longer applicable () .

The 13 actions that are causing concern are:

Ref	Action		Progress
1.3.2	Work with BRP and other proponents to secure the necessary regulatory approvals to deliver town centre regeneration		Applications for greening works approved. Work continuing on discharge of conditions and S106 requirements
1.5.3	Design and implement further town centre related junction improvements		Work underway on Millennium Way and Weather Way. Programming of future schemes being undertaken in partnership with Bracknell Regeneration Partnership
1.8.4	Design and implement further town centre public realm improvements		Work continues on the approval of the Public Realm Design Strategy and the 278 works which cover the design of the key town centre spaces. The spaces will be implemented as the development of the scheme progresses
2.1.2	Secure the production of Masterplans for the five major sites identified in the Site Allocations Local Plan (SALP) - South Warfield, Amen Corner North and South, TRL and Blue Mountain		Blue Mountain masterplan consulted on by applicants and will form part of application. Warfield area 1 progressing in part with consortium of developers. Lack of progress on Warfield Area 3.
2.1.7	Agree an approach to minerals and waste planning with partner Councils through the production of a new strategy		Initial work being undertaken to establish a cross Council member's panel with decision-making powers to expedite the progress of the Plan.
2.3.4	Produce guidance in line with the introduction of the 5 year land supply		Latest version of five year supply is published on the Council website. Berkshire-wide SHMA initial findings have been released.
3.4.1	Work with partner agencies to improve energy efficiency in existing homes		Working with Green Deal Assessors/Installers/Providers to implement Green Deal Communities project (see sub-action 3.6.1) Working with Environmental Health to offer Flexible Home Improvement

			Loans to qualifying residents. Monitoring new funding opportunities with Health watch partners.
Ref	Action		Progress
3.9.2	Increase the local recycling rate and reduce landfill		Reported in arrears. As reported in the previous quarter recycling to the end of Q2 continues to be lower than the same period last year and residual waste is increasing. Garden waste was lower due to dry summer. Focus now needed on what people are throwing in residual bins which could easily be recycled. Recycling promotions assistants will concentrate on this when communicating with residents from January 2016.
6.6.1	Complete the designs and award contract for the transformation of Coral Reef		During the quarter main contract tender documents were finalised and issued to suppliers. Recipients of the documents raised a number of concerns so the procurement process was paused in order to meet with suppliers to fully understand their issues. As a result of these meeting the documents are being updated and will be issued out again to shortlisted suppliers early in 2016.
9.2.7	Deliver the Highways Capital Maintenance Programme to support the local economy		All major works now complete. Minor works programme now delayed until end March/early April 2016 to avoid winter season.
10.1.14	Undertake housing needs survey to ensure provision of a range of appropriate housing (including gypsy sites)		Gypsy & Traveller assessment is being revised in line with change in government definition. Initial SHMA findings have been published for Berkshire.
11.1.14	Procure new Leisure Management System		Supplier discussions have been extended
1.8.1	Implement improvements to Town Centre car parks as part of an on-going programme		Painting of ceilings in Charles Square is now complete. Replacement doors are due to be completed in January 2016. An electrical contractor has been appointed and this work is scheduled to start in March 2016 with the painting commencing after the electrical work is completed.

Section 6: Money

Revenue Budget

The original cash budget for the department was £33.947. Net transfers of £0.226m have been made bringing the current approved cash budget to £34.173m. A detailed analysis of these budget changes this quarter is available in Annex B Table 1.

The forecast outturn for the department is £33.870m (£0.303m below the current approved cash budget). A detailed analysis of this variance for the quarter is available in Annex B Table 2.

The department has not identified any budgets that can pose a risk to the Council's overall financial position in this quarter.

Capital Budget

The Committee's capital budget for the year was set at £13,978,000. This included £9,181,000 of externally funded schemes. A carry forward of £7,814,800 from 2014/15, a sum of £100,000 Section 106 monies for Highway Maintenance works is not required this year, a virement of £53,600 from revenue for the purchase of blue & green bins, approved invest to save schemes of £58,000 for the migration of software to a new supplier, £45,000 for an outdoor wedding venue at Easthampstead Park, and £30,000 for a golf simulator, and £120,000 from Bracknell Forest Homes for resident street parking schemes making an available spend of £21,999,400.

The department currently anticipates around 82.2% of the total approved budget to be spent by the end of the financial year, since there are a number of budgets, including the Town Centre highway works which are not planned to be spent in this financial year. A detailed list of schemes together with their approved budget and forecast spend is available in Annex B Table 3.

Section 7: Forward Look

ENVIRONMENT AND PUBLIC PROTECTION

Emergency Planning & Business Continuity

- The fire at South Oxfordshire District Council has identified learning opportunities and local implications for BFC that will be considered corporately.
- The Town Centre Evacuation Plan is due to be updated. Assistance will be given to enable this.

Environmental Services (Inc. Waste, Street Cleansing and Landscape)

- Planning Guidance for waste will be updated for developers so that it can be sent to developers converting office blocks to flats to ensure that their waste can be collected effectively.
- There will be a continued focus on schools waste following analysis of waste at some schools. They have a significant amount of food waste currently being landfilled and disposed of via the Council's Collection Contract. Steps are being taken to ensure that the next catering contract (being re-tendered in 2016) correctly ensures that the responsibility for food waste collection and disposal is with the external catering contractor. Visits are planned to all schools to look at disposal issues and encourage staff and pupils to recycle as much as they can.
- Our Contractor, Continental Landscapes, is planning to visit to schools to talk to them directly about Grounds Maintenance needs, and they are funding a wildflower turf area on the embankment adjacent to the bus station path that leads to the Town Centre. The pre-seeded turf has a variety of wild flowers chosen for the selection of butterflies and moths it will attract. This fits in with the Bus Station / Station Green planting schemes and work commences in January.
- Continental Landscapes will also be starting to implement the agreed higher standard of cleansing for new paved areas as they are completed in the Town Centre, such as the Bus Station. They are looking at purchasing new high pressure equipment which will cleanse surfaces and remove chewing gum and engine oil if possible.

Highways Asset Management

- Highway condition survey analyses will be used to shape future capital funded works programmes to be approved in principle by the Executive.
- Installation of new street lighting LED lanterns and Central Management Systems (CMS) funded through the 'Invest to Save' bid will begin as soon as works prices and programmes are agreed.
- The (delayed) DfT Efficiency Questionnaire will be completed and submitted in January 2016.
- New mobile working systems will be introduced in January following delivery of tablet computers.

Regulatory Services (Trading Standards, Licensing, Environmental Health)

- New Licensing Act and Gambling Act policies come into effect.
- Public Consultation for the consideration and implementation of new conditions for Taxi licences relating to safeguarding and the use of CCTV in licensed vehicles.
- Pest control services will be reduced to a minimum in January for 6 to 8 weeks due to staff shortages. Essential cover will be bought in as and if required.

Cemetery & Crematorium

- The planned works to the gent's toilet was put back to February due to busy period.
- Kneelers will be removed from the Chapel area as they are rarely used and cause a trip hazard especially for the elderly and disabled.

Re3

- The focus continues to be on how to improve performance of the facilities and reduce / contain costs.

LEISURE AND CULTURE

Leisure

- Bracknell Leisure Centre competition pool will re-open after extended maintenance closure enabling further promotion of Platinum Memberships.
- Preparations for the Coral Reef major refurbishment project will continue with the proposed closure date of January 24th.
- The new Wedding pavilion at Easthampstead Park Conference Centre has been completed and will be available for wedding ceremonies later in the year.
- Preparations for the 2016 Bracknell Half Marathon will continue as the race on May 8th approaches.

Libraries

- Preparation for celebrating the 400th year anniversary of William Shakespeare's death.
- Promotion of online information resources.
- Winter Reading Challenge for all library users.

Parks and Countryside

Community involvement

- Examples of volunteering and public events in the next quarter include:
 - Inspection of Public Rights of Way by Volunteer Path Wardens.
 - Regular task days with Bracknell Conservation Volunteers (BCVs).
 - Volunteer gardening groups; at Lily Hill Park every Thursday morning and at South Hill Park every Wednesday morning (both 10am – 12 noon). These provide opportunities for the community to learn new skills, meet new people and contribute to the garden maintenance of the park.
 - Conservation work at Larks Hill, Quelm Lane and Wildmoor Heath with Duke of Edinburgh volunteers from Embrook School and Wellington College.
 - Take Pride litter picks in partnership with The Wayz Youth Centre at Allsmoor Lane and Pond.
 - Examples of public events include ranger-led countryside walks, Easter treasure hunts, a Tarpology workshop (see below) and a photography exhibition at South Hill Park.

South Hill Park

- A Tarpology workshop on 20th February will help teach people how to use a single tarp to create outdoor shelters of every description - from shelter for a family picnic to those used for emergency survival. This will take place in the woodland and will be led by outdoor survival experts Bear Dog Outdoor who ran a very successful event last year at South Hill Park on Wild Food.

- An open event for local schools will be held at South Hill Park to celebrate the opening of its new orienteering course, which was established with the help of Berkshire Orienteers.

Biodiversity

- Surveys of known Great Crested Newt ponds will begin in March with the help of residents.
- A new meadow management plan will be finalised in anticipation of securing a new longer term contract for meadow management.

Suitable Alternative Natural Green Spaces (SANGs)

- These are open spaces that are being enhanced to attract more visitors by providing an enjoyable natural environment for recreation as an alternative to the Thames Basin Heaths Special Protection Area (SPA). Accessibility improvement works planned include:
 - Reed bed management at Englemere Pond.
 - Improvements to the car park at Horseshoe Lake in order to increase capacity.
 - Construction of a new boardwalk at Shepherd Meadows; this will help improve access through the woodland and protect biodiversity at this Site of Special Scientific Interest.

Local Plan Review and Quality Audits

- Working in liaison with Spatial Policy, quantity and quality audits of parks and open spaces are being carried out across the borough. These audits are being used to inform the Local Plan Review and to help prioritise site improvement works. Sites managed by P&C are being audited in-house. A Consultant has been appointed to undertake audits on parish and town council managed open spaces and play areas, those managed by Bracknell Forest Homes, Berks, Bucks and Oxon Wildlife Trust, Forestry Commission, The Crown Estate and a proportion of other Borough Council sites. Quotations are also being sought for specialist consultants to undertake sports quantity and quality audits and to prepare staged work on a Playing Pitch Strategy for the Borough.

Quality Awards

- Green Flag Award applications will be made this January for 6 sites - Lily Hill Park, South Hill Park, Snaprails Park, Pope's Meadow, Shepherd Meadows/Sandhurst Memorial Park and Westmorland Park. The first five sites currently hold Green Flag Awards, which means they are rated as some of the very best in the country. Westmorland Park is a new application following S106 funded quality improvement works.

Raising Quality Standards

- A key priority of the Parks and Open Spaces Strategy is to sustain and raise quality standards of the borough's parks and open spaces. Site quality improvements are being funded using S106 developer contributions. Examples of work for this quarter include:
 - An Executive Work Plan report has been submitted for a project at World's End, which will see tree safety work, new planting, provision of new seating and meadow establishment.
 - Improvements at Wick Hill Woodland include: new paths, habitat enhancements, installation of bird/bat boxes and new wood carvings using the dead wood on site.

- A new boardwalk and path at the Newt Reserve will make the beginnings of a link between the residential estate near Goddard Way and Gough's Lane. This will improve access links across a number of green spaces in the north of the borough.
- A Footpath in Winkfield is to be improved with new surfacing (in wetter sections) and a new footbridge in order to improve its accessibility throughout the year.

Public Rights of Way (ProW)

- Work continues with the Ramblers Association and the South East Berkshire Ramblers to improve accessibility of Public Footpaths, which meets targets set out in the Bracknell Forest Rights of Way Improvement Plan (ROWIP). This involves replacing the older "step over" or "squeeze" stiles with new metal or wooden kissing gates.
- BFC and the RBWM completed a joint Traffic Regulation Order at Hawthorn Lane, the purpose of which is to help protect the surface of this rural lane and limit fly-tipping. The surrounding byways and lanes are being monitored for any patterns in fly-tipping which may be displaced by the width restriction on Hawthorn Lane and Berry Lane. Working with Environmental Protection, there are also plans to install CCTV coverage of the western end of Hawthorn Lane where residents' access can be directly affected if fly-tipping occurs.

Trees

- Routine tree inspections across the Borough are progressing and are to be concluded in the last quarter of the year. These include all the leisure sites, the annual highway priority routes, and year two of a five year cycle on amenity open spaces (with surveys prepared for the third-year cycle in order to start the tree-maintenance in April).
- Trees have already been planted in Crowthorne High Street in (Millennium Gardens) and preparations are being made for further planting in nine other locations before the end of the planting season.

New Sites:

Jennett's Park

- New entrance signs will be installed at pedestrian and car park entrances at Peacock Meadows, and interpretation panel designs will be completed. Instructions have been issued to proceed with the transfer of Jennett's Hill open space and Tarman's Copse. Lease boundaries have been agreed for two smaller open spaces with underground retention tanks beneath, which the developers will transfer to Thames Water, and the Council will then lease the land from Thames Water.

The Parks

- Instructions have been issued to proceed with the land transfer of the tennis courts and multi use games area. Work will continue to improve the condition of the new grass pitches and the artificial cricket wicket is to be re-laid. Transfer of the large public open space to the council will proceed when the pitches are in a useable condition, and footpath connections have been completed by Taylor Wimpey.

Wykery Copse

- The developer should be completing installation of litter bins and interpretation panels to complete their planning obligations.

PLANNING AND TRANSPORT

Building Control

- The current recruitment process to cover a retirement in the team has been unsuccessful and is placing additional strain on the remaining team. This is a reflection of the issue of recruiting in Building Control nationally.
- Work continues to develop the mobile working solution.

Land Charges

- The Land Registry intends to release a consultation on its take over of the Local Land Charges Register some time in 2016. This is with a view for the migration of the LLCR to commence at the end of 2017 with all local authority registers having been transferred by some time in 2023. Until the regulations have been consulted on, Land Registry is undecided as to the order in which transfers will take place. There is also to be a consultation on potential cost burdens associated with this transfer.

Planning

- CIL charging commenced on 6 April 2015 and Liability Notices have been issued totalling more than £3.5million. The Council has also issued its first demand notices and received its first CIL payment. While little income is expected this year CIL will become a significant new source of funding for infrastructure to support growth in the Borough. Officers have also continued to liaise with Town and Parish Council on the alignment of spending of CIL receipts.
- Work is continuing on evidence gathering for the 'Comprehensive Local Plan' as specified in the Local Development Scheme. The strategic landscape study has been completed as has the draft SHMA. Further work is being commissioned on retail, a Green Belt review and the Functional Economic Market Area.
- Topic Papers have been prepared on a number of policy areas including natural environment, retail and the Thames Basin Heaths, and these have been presented to the Local Plan Working Group.
- Consultation has been completed on the draft Parking Strategy.
- 93% of all major applications, 92% of all minor application and 96% of other applications with an extension of time were determined within agreed timescales an increase on the last quarter. This is the second quarter in a row to have shown high levels (90%+) of performance for all three of these indicators.
- Following the Council no longer being able to demonstrate a five year supply of housing land. Defending appeals will continue to place pressure on the resources of the planning service. A number of significant appeals are anticipated in the coming months including at Locks Ride and a second appeal at Tilehurst Lane.
- The Binfield Neighbourhood Development Plan (NDP) has been through examination and the examiner has recommended that, with modifications, it proceeds to referendum. This is being scheduled for March 2016. It is the first NDP in the Borough to have progressed to this stage.
- Town Centre regeneration is moving forward with continued support from the planning and transport team dealing with applications, conditions, S278 agreements and S106 monitoring.

Transport Development Section

Work will continue on the design and implementation of the Integrated Transport schemes contained in the 2015/16 Capital Programme:

- The Speed Management Schemes at Locks Ride (phase 2), Old Wokingham Road and Park Road are due to be implemented early in the new year along with a Local Safety Scheme at the A3095 junction with Bottle Lane.
- Construction work will continue on the Coral Reef Junction improvement scheme – currently works are progressing ahead of programme.
- Work is now complete on the Bus Station refurbishment. Landscaping areas will be planted in January.
- Schemes to increase parking provision in residential streets have been completed for this year. Investigation and design work will continue on future off-street parking schemes.
- The Ringmead footway/cycleway scheme will start in January.
- The first phase of new LED school flashing lights and warning signs will commence.
- Off-site highway works associated with the Town Centre Regeneration will continue on Millennium Way to provide a new junction to serve the new multi-storey car park. Work will also continue on Weather Way to provide access to the service yard for the new Fenwick's store. The greening works on The Ring at the entrance to Charles Square car park are anticipated to commence mid-late February.
- Work will continue on the development of a package of highway improvements along the A3095 to submit to the LEP for possible Growth Deal 3 funding.
- Road Safety Education Training and Publicity work continues, including a programme of delivery to schools, colleges, businesses and the general public.
- Significant Utility and Highway Authority major projects are being planned which will involve detailed planning in order to minimise road congestion and resident disruption. These include;
- Opladen Way new large diameter water main – South East Water (SEW) programmed for Summer 2016 – Spring 2017;
- Ringmead, Hanworth/Birch Hill – SEW large diameter mains laying with road closure (In Progress);
- Upper Broadmoor Rd, Crowthorne replacement of gas mains – SGN;
- A322 Bagshot Rd, Hilton Roundabout to Coral Reef 2016 significant resurfacing;
- Priory Rd/Long Hill Rd/Locks Ride junction repair of leaking nitrogen from sleeved gas main involving road closure – 18th January to 24th February 2016;

PERFORMANCE & RESOURCES

E+ Team

- The e+ Prepaid MasterCard system will continue being rolled out.
- RBus tickets will be piloted online through Smart Connect
- The new online e+ Discount Directory will be live.
- Training and support will be provided for all library membership types to be registered and updates managed through Smart Connect as the single data source.

Finance

- In addition to the core functions of accounting, budget monitoring, financial advice and debt control the main tasks in the quarter are to build the budgets ready for updating the general ledger with the 2016/17 capital and revenue budgets and to start preparing for closure of the 2015/16 accounts.

Human Resources

- Coral Reef – work will be completed supporting staff with redeployment. A plan will be designed to support staff seconded to other organisations
- Network event for managers– planning for this year's session entitled 'Eating for Energy' and will be run by Amy Berry, Nutritional Therapist, from Mindful Nourishment.
- Well-being – following a successful pilot scheme further well-being sessions for employees will be offered at lunchtime
- Implementation of ITrent Recruitment Module
- Support on various restructures across department
- Mentoring – starting the second cross department mentoring scheme (CS and ECC)
- Mental Health training will be delivered to Leisure staff

Business Systems

- The GIS & Gazetteer team will continue the procurement process to acquire a replacement Corporate GIS system in the summer of 2016. The key upcoming stage is the presentation and assessment of supplier bid during February 2016. It is hoped that a contract will be awarded during April and implementation work commenced in May. Regular map and data requests to support the work of the department will also be completed.
- The web team will maintain the department's public website content, its online forms and processes. It will also contribute to the corporate CRM project by creating new online processes, work with the Digital Services Team in the redevelopment of the public website, improve the accessibility and usability of the current website and work with others to create online consultations.
- Discussions continue with suppliers regarding the new Leisure Management System. The team are nearing the end of the evaluation phase with a view to implementation in 2016.
- The project to provide transport development team with a document management solution to reduce the amount of paper records, streamline working practices and aid remote working continues with definition and configuration of the document management solution.
- Work continues on the project to migrate regulatory service from their current IT system M3 to Uniform. Core training, test system configuration and data tidying are the priority this quarter.
- Work continues with the highways adoptions team to provide a document management solution and business process workflow. These should be in place by the end of January 2016.
- A web link will go live that enables members of the public, Parish Councils and contractors to check addresses for tree preservation orders and conservation areas.
- Highway management inspectors and tree officers will go live with new mobile technology and associated software in January. Work continues on a mobile solution for the building control officers.
- Integration between the highway management IT system and the street light monitoring software will be configured to enable the streetlight assets to be updated and monitored as part of the LED lighting project.

- The business support team continue to work with Corporate IT to upgrade Oracle on the department's key IT systems to meet PSN requirements and move off SQL 2005 currently used by Cemetery and Crematorium IT system and streetlight monitoring system.

Annex A: Progress on Key Actions

Sub-Action	Due Date	Owner	Status	Comments
MTO 1: Re-generate Bracknell Town Centre				
1.3 Deliver the framework which enables regeneration of Bracknell Town Centre				
1.3.2 Work with BRP and other proponents to secure the necessary regulatory approvals to deliver town centre regeneration	31/03/2016	ECC		Applications for greening works approved. Work continuing on discharge of conditions and S106 requirements.
1.5 Undertake highway improvement works to enhance accessibility to the town centre				
1.5.1 Implement modelling work to support the development of a transport network to accommodate planned growth	31/03/2016	ECC		Multi-modal model now validated with new base year. Modelling work continues to inform future transport requirements.
1.5.2 Complete construction of improvements to Bracknell Bus Station	31/03/2016	ECC		All engineering works are now complete, with only soft landscaping to be completed.
1.5.3 Design and implement further town centre related junction improvements	31/03/2016	ECC		Work underway on Millennium Way and Weather Way. Programming of future schemes being undertaken in partnership with Bracknell Regeneration Partnership
1.5.4 Design and implement highway works off site to facilitate regeneration	31/03/2016	ECC		Highway works associated with town centre regeneration are now underway. Further schemes are programmed and subject to detailed design and implementation.
1.8 Deliver high quality public realm and public spaces				
1.8.1 Implement improvements to Town Centre car parks as part of an on-going programme	31/03/2016	ECC		Painting of ceilings in Charles Square is now complete. Replacement doors are due to be completed in January 2016. An electrical contractor has been appointed and this work is scheduled to start in March 2016 with the painting commencing after the electrical work is completed.
1.8.3 Work with BRP to deliver enhanced environmental improvements to the town centre	31/03/2016	ECC		Contractor appointed. Works to commence next quarter
1.8.4 Design and implement further town	31/03/2016	ECC		Work continues on the approval of the Public Realm Design Strategy and the 278

Sub-Action	Due Date	Owner	Status	Comments
centre public realm improvements				works which cover the design of the key town centre spaces. The spaces will be implemented as the development of the scheme progresses
MTO 2: Protect communities by strong planning policies				
Sub-Action	Due Date	Owner	Status	Comments
2.1 Deliver the Local Development Scheme, including agreeing the Site Allocations Local Plan (SALP) as soon as possible and completing a review of the Core Strategy (expected to run from 2016-2031)				
2.1.1 Develop proposals to review the Core Strategy/Local Plan Review as part of a revised Local Development Scheme in line with National Planning Policy Framework (NPPF)	31/03/2016	ECC		Draft SHMA produced, Landscape evidence completed, FEMA completed in draft, retail and green belt work being commissioned. Framework consultation document produced, further topic papers produced.
2.1.2 Secure the production of Masterplans for the five major sites identified in the Site Allocations Local Plan (SALP) - South Warfield, Amen Corner North and South, TRL and Blue Mountain	31/03/2016	ECC		Blue Mountain masterplan consulted on by applicants and will form part of application. Warfield area 1 progressing in part with consortium of developers. Lack of progress on Warfield Area 3.
2.1.3 Develop a Gypsy and Traveller Local Plan	31/03/2016	ECC		Work on this plan has ceased and work will now be undertaken on this topic as part of the development of a Comprehensive Local Plan.
2.1.4 Develop a Development Management Local Plan	31/03/2016	ECC		Work on this plan has ceased and work will now be undertaken on this topic as part of the development of a Comprehensive Local Plan.
2.1.5 Support neighbourhood planning to enable grant funding to be secured	31/03/2016	ECC		Binfield NDP examination held and report received with recommendation to go forward to referendum with modifications. All grant applications submitted to date including Binfield for submission for examination. Further area designations progressed for Winkfield and Sandhurst.
2.1.6 Complete parking standards survey and implement parking strategy	31/03/2016	ECC		Consultation completed targeting March Executive for adoption.
2.1.7 Agree an approach to minerals and waste planning	31/03/2016	ECC		Initial work being undertaken to establish a cross Council member's panel with decision-making powers to expedite the

Sub-Action	Due Date	Owner	Status	Comments
with partner Councils through the production of a new strategy				progress of the Plan.
2.1.8 Work with land owners and developers to bring forward the delivery of strategic housing sites across the borough	31/03/2016	ECC		Progress made with consortium approach for part of Area 1 at Warfield, construction continues at Area 2 (Berkeley). Application due in January for Blue Mountain. Further discussions scheduled on Amen Corner North.
2.3 Ensure infrastructure is delivered alongside new development to the benefit of the whole community, by introducing Infrastructure Delivery Plans, which residents contribute to, in support of any approved planning policy document				
2.3.1 Review and implement the Infrastructure Delivery Plan developed as part of SALP	31/03/2016	ECC		Education Village at Blue Mountain - planning application due in January. Work continuing at Coral Reef.
2.3.2 Negotiate s106 agreements on appropriate sites	31/03/2016	ECC		S106 continuing to be secured. Since introduction of CIL S106 is focused mainly on SANG and affordable housing.
2.3.3 Produce guidance in line with the introduction of Community Infrastructure Levy (CIL) and new S106 agreements	31/03/2016	ECC		guidance produced in the form of revised & new information on the Council's Planning Policy public web site with advice on CIL charging across the Borough & changes to S106 requirements on CIL coming into effect from 6th April 2015. Action completed
2.3.4 Produce guidance in line with the introduction of the 5 year land supply	31/03/2016	ECC		Latest version of five year supply is published on the Council website. Berkshire-wide SHMA initial findings have been released.
2.3.5 Implement the Borough wide CIL (subject to approval)	31/03/2016	ECC		Resolved by Council on 25 February 2015. Borough-wide CIL charging has been implemented & on came into effect on 6th April 2015. Action completed.
2.4 Continue to protect our green belt and avoid coalescence of existing communities consistent with the NPPF				
2.4.1 Implement policies to protect the green belt and monitor their effectiveness	31/03/2016	ECC		Council continues to apply policies in the Development Plan and NPPF. Green belt review study brief prepared and put out to tender.
2.5 Take strong enforcement action against those that do not comply with planning law				
2.5.1 Prepare and adopt a Local Enforcement Plan which continues to prioritise enforcement action applying available resources to	31/08/2015	ECC		Local Enforcement Plan adopted by Executive and now being implemented.

Sub-Action	Due Date	Owner	Status	Comments
'most serious' cases				
MTO 3: Keep Bracknell Forest clean and green				
Sub-Action	Due Date	Owner	Status	Comments
3.1 Maintain our open spaces to a high standard				
3.1.1 Maintain our green flag status on the four existing sites	31/03/2016	ECC		Green Flag Awards have been retained by South Hill Park, Lily Hill Park, Popes Meadow and Shepherd Meadows/Sandhurst Memorial Park, and a new Green Flag Award has been secured by Snaprails Park.
3.1.2 Take action against those that do not comply with environmental legislation, e.g. fly tipping, scrap metal dealers	31/03/2016	ECC		1 notice was served. There were a further 47 complaints received and investigated relating to rubbish dumped upon private land.
3.1.3 Maintain environmental amenity land across the whole of the borough according to contract specification	31/03/2016	ECC		Continuing very high standard of cleanliness throughout the borough as evidenced from inspections and general monitoring of contract.
3.2 Implement Parks Quality Improvement Programme				
3.2.1 Raise quality standards at five sites (Westmorland Park, Snaprails Park, Bracknell Footpath 5, Blackmoor Pond, Edmonds Green and Lane)	31/03/2016	ECC		Works on the above referenced sites have been completed. Priority sites for quality improvements in 2015/16 are Bill Hill, Farley Wood, Beedon Drive and Worlds End. Works is underway currently at Bill Hill and Farley Wood, and project proposals have been developed for Beedon Drive and Worlds End.
3.2.2 Deliver the Parks and Open Spaces Strategy	31/03/2016	ECC		The Action Plan within Parks and Open Spaces Strategy is being used to support management and development of recreational green space. Key priorities are being successfully implemented.
3.2.3 Implement improvement works to Suitable Alternative Natural Greenspaces (SANGS) in accordance with the agreed work programme	31/03/2016	ECC		Site works are being delivered in accordance with the approved SANG enhancement plans. Various works completed at Englemere Pond, Longhill Park, Shepherd Meadows, Horseshoe Lake and Ambarrow Court & Hill. Application for increased annual expenditure put forward to Executive Committee to enable additional works in final quarter of 15/16 financial year.
3.3 Increase the amount of green space that is accessible to residents				

Sub-Action	Due Date	Owner	Status	Comments
3.3.1 Transfer land into public ownership including Jennetts Hill and The Parks	31/03/2016	ECC		A transfer plan for Jennett's Hill open space has been agreed and instructions issued to Legal Services to proceed with the transfer. Instructions to complete the transfer of Tarman's Copse and its buffer are also in place. Legal work is also underway to complete leases with Thames Water for two areas of open space located over underground surface water retention tanks. At The Parks, the Tennis courts and multi-use games court have been completed by Taylor Wimpey and a pre-transfer inspection completed. Instructions have been issued to proceed with the transfer of these facilities, which adjoin the community centre, pavilion and car park previously transferred to the Council. The transfer of the large open space should be completed in 2016/17, subject to the pre-condition that the sports pitches are in a satisfactory (playable) condition.
3.4 Reduce energy consumption in the Borough				
3.4.1 Work with partner agencies to improve energy efficiency in existing homes	31/03/2016	ECC		Working with Green Deal Assessors/Installers/Providers to implement Green Deal Communities project (see sub-action 3.6.1) Working with Environmental Health to offer Flexible Home Improvement Loans to qualifying residents. Monitoring new funding opportunities with Healthwatch partners.
3.4.2 Implement a programme to install LED street lighting	31/03/2016	ECC		LED installation programmes in progress on site.
3.6 Help people improve the energy efficiency of their homes				
3.6.1 Support the Green Deal and Energy Company Obligation through marketing and communication with local residents	31/03/2016	ECC		Promoting & implementing home energy efficiency measures through BFC's £1.8m Green Deal Communities project. 170 installations completed & 109 works in progress - total value £1,748,629. Project closed to new orders 30th September 2015 for completion by 31st March 2016
3.7 Help people to get their energy from sustainable sources				
3.7.1 Promote renewable and low carbon energy systems to local residents through marketing and communication	31/03/2016	ECC		59 domestic solar PV installations registered for feed-in tariffs with Ofgem in Q3 2015 (774 since April 2010).
3.8 Monitor and respond to the impact of severe weather conditions				

Sub-Action	Due Date	Owner	Status	Comments
3.8.1 Implement agreed plans to respond to severe weather conditions	31/03/2016	ECC		Plans in place. No significant weather events to report in Q3.
3.9 Reduce waste to landfill				
3.9.1 Expand and develop the recycling reward scheme	31/03/2016	ECC		Participation in the recycling incentive scheme has increased to 26.1% which is above the target set. This is thought to be as a result of door knocking by the temporary recycling promotions assistants who actively encourage residents to join the scheme as well and increased recycling roadshows in the community this year.
3.9.2 Increase the local recycling rate and reduce landfill	31/03/2016	ECC		Reported in arrears. As reported in the previous quarter recycling to the end of Q2 continues to be lower than the same period last year and residual waste is increasing. Garden waste was lower due to dry summer. Focus now needed on what people are throwing in residual bins which could easily be recycled. Recycling promotions assistants will concentrate on this when communicating with residents from January 2016.
MTO 5: Work with schools and partners to educate and develop our children, young people and adults as lifelong learners				
Sub-Action	Due Date	Owner	Status	Comments
5.11 Ensure systems in place for effective pupil and school place planning				
5.11.5 Provide planning and transport advice & support towards new and improved educational facilities across the Borough	31/03/2016	ECC		Work continues with education to support the delivery of new and expanded schools. In particular support is being provided on an ongoing basis to the Binfield Learning Village Project.
MTO 6: Support Opportunities for Health and Wellbeing				
Sub-Action	Due Date	Owner	Status	Comments
6.6 Support sports activities and facilities within the borough				
6.6.1 Complete the designs and award contract for the transformation of Coral Reef	31/03/2016	ECC		During the quarter main contract tender documents were finalised and issued to suppliers. Recipients of the documents raised a number of concerns so the procurement process was paused in order to meet with suppliers to fully understand their issues. As a result of these meeting the documents are being updated and will be issued out again to shortlisted suppliers early in 2016.

Sub-Action	Due Date	Owner	Status	Comments
6.7 Recognise the value libraries play in our communities				
6.7.4 Facilitate the development and opening of a new Community Centre and Library at Harmans Water	31/03/2016	ECC		This is a corporate services led project which is at a very early inception phase.
6.7.5 Complete the volunteering pilot project at Great Hollands Library	31/03/2016	ECC		This was a pilot to test the feasibility of the use of volunteers to provide longer opening hours. The project has now come to an end. We will look to utilise the experience gained in other libraries
6.8 Support health and wellbeing through Public Health				
6.8.5 Monitor and report air quality in the borough with particular reference to the implementation of the two current Air Quality Management Area action plans	31/03/2016	ECC		The most recent monitoring report has been compiled and approved by DEFRA.
6.8.6 Reduce the opportunity for the purchase of age restricted products by undertaking a programme of test purchasing and educational visits	31/03/2016	ECC		14 alcohol test purchases were undertaken and 4 sales took place, meetings arranged with representative of the business and TVP
6.8.8 Pilot a public health check scheme at Bracknell Leisure Centre	31/03/2016	ECC		NHS Health Check sessions commenced 16th September 2015. 25x3 hour sessions (13 before Christmas, 12 in the New Year) will be delivered on a Wednesday at BLC (alternating weekly between am & pm time slots). Sessions delivered by Solutions4Health, who also administer the bookings. Appointments are free and last 20 minutes. To be eligible participants must be resident in BF, aged 40 to 74 and not previously diagnosed with certain conditions.
6.8.9 Continue to assist the Council in maintaining a reducing casualty record by delivering road safety education into local communities through innovative education initiatives	31/03/2016	ECC		The third quarter shows a decrease in killed and seriously injured casualty rates for the last rolling twelve months (compared to the average casualty rate for the period 2005-2009) since quarter 2. This decrease gives credence to the previous suggestion that the rise reported in quarter 2 was an anomaly.
MTO 8: Work with the police and other partners to ensure Bracknell Forest remains a				

Sub-Action	Due Date	Owner	Status	Comments
safe place				
8.5 Improve the safety of our roads by improvements to the infrastructure and, where appropriate, by thorough speed enforcement				
8.5.1 Work in partnership with neighbouring authorities through groups like Safer Roads Berkshire to maximise the impact of road safety programmes and initiatives	31/03/2016	ECC		Partnership working continues.
8.5.2 Work with Thames Valley Police to manage effective speed enforcement	31/03/2016	ECC		Work continues on the identification of sites requiring police speed enforcement, alongside the introduction of targeted engineering schemes to manage speed.
MTO 9: Sustain the economic prosperity of the Borough				
Sub-Action	Due Date	Owner	Status	Comments
9.1 Contribute to the work of the Thames Valley Berkshire Local Enterprise Partnership, including the promotion of inward investment and support for existing firms				
9.1.2 Monitor the performance and effectiveness of street works permits	31/03/2016	ECC		In the third qtr. 2015/16 there was 1665 permit applications and 1413 permits were granted. In administering these permit applications 213 permit modification requests were issued requiring the applicant to reconsider its working methods, timings or adding conditions to the permit. There were 211 refused permits predominantly due to clashes with other works and there were 194 permit variations granted. All permits were successfully processed within the statutory timeframes. Permit fee income for quarter 3 = £47,517. There were a total of 28 offences committed during the quarter which were dealt with by Fixed Penalty Notice incurring revenue between £2080 & £3120 depending on speed of payment.
9.1.3 Implement the funded transport schemes as set out in the LEP programme	31/03/2016	ECC		Construction work continues on the Coral Reef junction, Warfield link road and Bracknell Town Centre accessibility improvements. All projects on programme.
9.2 Support the work of the Economic and Skills Partnership to sustain the local economy, in particular by co-ordinating the implementation of the Bracknell Forest Local Economic Development Strategy				
9.2.6 Continue to promote and support	31/03/2016	ECC		No new PA relationships this quarter

Sub-Action	Due Date	Owner	Status	Comments
the Primary Authority Partnership and, by working with local businesses enable their compliance with legislative requirements				
9.2.7 Deliver the Highways Capital Maintenance Programme to support the local economy	31/03/2016	ECC		All major works now complete. Minor works programme now delayed until end March/early April 2016 to avoid winter season.
9.2.8 Identify external funding opportunities to deliver major transport infrastructure	31/03/2016	ECC		The Division remains alert to bid opportunities through the DfT and LEP. Currently awaiting announcement of potential Government Growth Deal 3.
9.2.9 Develop and implement strategies that identify schemes which significantly contribute to the transport system, e.g. A329/A322 initiative	31/03/2016	ECC		The A322 corridor proposals continue to be implemented. The A329 Jennetts Park Roundabout traffic signal scheme was commissioned in November 2015. Further proposals for the A329 and A3095 are developing.

MTO 10: Encourage the provision of a range of appropriate housing

Sub-Action	Due Date	Owner	Status	Comments
10.1 Ensure a supply of affordable homes				
10.1.1 Review the provision of the Disabled Facilities Grants (DFG)	31/03/2016	ECC		8 home adaptations were completed within the quarter and 12 applications approved
10.1.2 Promote and develop flexible Home Improvement Loan Schemes	31/03/2016	ECC		There were 4 flexible home improvement loan enquiries and 2 loans were completed this quarter
10.1.3 Ensure appropriate standards of accommodation in the private rented sector through appropriate enforcement and support to landlords.	31/03/2016	ECC		1 formal notice was served on a private landlord to address poor conditions within private rented accommodation,
10.1.4 Undertake housing needs survey to ensure provision of a range of appropriate housing (including gypsy sites)	31/03/2016	ECC		Gypsy & Traveller assessment is being revised in line with change in government definition. Initial SHMA findings have been published for Berkshire.
10.1.5 Prepare a Strategic Housing	31/03/2016	ECC		Draft SHMA completed and initial findings published. Comments submitted on final

Sub-Action	Due Date	Owner	Status	Comments
Market Assessment in liaison with other Berkshire authorities				draft before full SHMA is published.
MTO 11: Work with our communities and partners to be efficient, open, transparent and easy to access and to deliver value for money				
Sub-Action	Due Date	Owner	Status	Comments
11.1 Ensure services use resources efficiently and ICT and other technologies to drive down costs				
11.1.13 Assess feasibility of self-service kiosks at Bracknell Leisure Centre	31/03/2016	ECC		Replacement of the Leisure Management System is continuing through tender process (tenders received, demo visits & reference sites visited). Additional demo visits, clarifications and site visits have been conducted with top 2 bidders. This functionality is included within the specification, and will be assessed as appropriate within the successful bid. Aim is for new LMS system to go live during 2016 pending outcome of procurement.
11.1.14 Procure new Leisure Management System	31/03/2016	ECC		Supplier discussions have been extended
11.8 Implement a programme of economies to reduce expenditure				
11.8.3 Expand the use of incentives for residents using the e+ scheme	31/03/2016	ECC		Prize Draw function ready for test and due to be used Spring as an alternative redemption incentive
11.8.4 Implement the Electronic Document Management Strategy to enhance and extend document scanning	31/03/2016	ECC		EDRMS modules for Highways Adoptions are being installed at the end of January 2016. A project to provide Street Naming and Numbering with an electronic solution along with document management to reduce the amount of paper records has commenced. Work continues on defining an electronic document management solution for the Transport Development team.

Annex B: Financial Information – Table 1

Budget Monitoring 2015/16

ENVIRONMENT, CULTURE & COMMUNITIES BUDGET MONITORING 2015/16						
	Net Original Budget	Virements & Budget C/fwds	Current Approved Budget	Departments Projected Outturn	Variance Over/(Under) Spend	Variance This Period
	2014/15					
	£000	£000	NOTE	£000	£000	NOTE
Director of Environment, Culture & Communities						
Director and Support	224	1		225	225	0
Training, Marketing, Research & Development	19	0		19	19	0
	243	1		244	244	0
Chief Officer Leisure & Culture						
Archives	112	0		112	112	0
South Hill Park	457	0		457	457	0
Community Arts & Cultural Services	2	15	a	17	17	0
Parks, Open Spaces & Countryside	1,239	62	b	1,301	1,376	75
Sports Development & Community Recreation	80	0		80	80	0
The Look Out	-46	36	b	-10	-85	-75
Edgbarow / Sandhurst Sports Centres	164	0	b	164	164	0
Bracknell Leisure Centre / Coral Reef	614	-82	b	532	605	73
Hamanswater Swimming Pool	7	-1		6	6	0
Easthampstead Park Conference Centre	223	-36	b	187	187	0
Horseshoelake Water Sports	25	0		25	25	0
Downshire Golf Complex	8	2		10	10	0
Libraries	1,675	1	b	1,676	1,696	20
	4,560	-3		4,557	4,650	93
Chief Officer Environment & Public Protection						
Waste Management	7,270	-51		7,219	7,151	-68
Street Cleaning	793	-23		770	735	-35
Highway Maintenance (Including Street Lighting)	4,482	87	b	4,569	4,569	0
On/Off Street Parking	-1	0	b	-1	-55	-54
Easthampstead Park Cemetry and Crematorium	-977	1	b	-976	-1,051	-75
Regulatory Services (Including Licensing)	1,051	-5		1,046	1,046	0
Emergency Planning	80	-12		68	68	0
Parks, Open Spaces & Countryside	645	-11		634	604	-30
Other	177	0		177	177	0
	13,520	-14		13,506	13,244	-262
Chief Officer Planning & Transport						
Transport Policy, Planning and Strategy	395	96		491	491	0
Traffic Management and Road Safety	756	-69		687	687	0
Public Transport Subsidy including Concessionary Fares	1,646	92		1,738	1,684	-54
Building Control	14	9		23	-29	-52
Development Control	75	23		98	98	0
Planning Policy (Including Local Transport Plan)	641	94		735	735	0
Local Land Charges	-83	1		-82	-82	0
Environmental Initiatives	145	2		147	147	0
Other	260	4	b	264	264	0
	3,849	252		4,101	3,995	-106
Chief Officer Performance & Resources						
Departmental Management	490	-3		487	487	0
Departmental Support Services	1,036	8		1,044	1,044	0
Departmental Personnel Running Expenses	53	0		53	53	0
Departmental Office Services Running Expenses	132	-14		118	90	-28
Departmental IT Running Expenses	227	0		227	227	0
Smartcard	195	-1		194	194	0
	2,133	-10		2,123	2,095	-28
In Year Savings		0		0	0	0
Total Cash Budgets	24,305	226		24,531	24,228	-303
Non Cash Budgets						
IAS19	773	0		773	773	0
Corporate / Departmental Recharges	3,335	0		3,335	3,335	0
Capital Charges	5,534	0		5,534	5,534	0
	9,642	0		9,642	9,642	0
TOTAL ENVIRONMENT & LEISURE SERVICES	33,947	226		34,173	33,870	-303
Memorandum item :-						
Devolved Stalling Budget				16,269	16,269	0

Annex B: Financial Information – Table 2

Virements

Not e	Total	Explanation
	£'000	
	366	Virements Previously Reported
a	15	VE Day Celebrations - A decision was made to pay South Hill Park £15,000 for events to mark the VE Day Celebrations. This was previously reported as a pressure but it has now been agreed to fund this from contingency, a virement of this sum has now been made.
b	-155	Electricity & Gas Contracts The new contract prices for gas and electricity with effect from 1 April 2015 have now been applied to the updated volumes of energy consumption at the various sites, the decrease in costs for Environment, Culture and Communities is £155,080, this reduction in budget is to be transferred to the Contingency Fund.
	226	

Variations

Note	Reported	Explanation
	variance	
	£'000	
	131	Variations Previously Reported
1	-15	VE Day Celebrations - A decision was made to pay South Hill Park £15,000 for events to mark the VE Day Celebrations. This was previously reported as a pressure but it has now been agreed to fund this from contingency, a virement of this sum has now been made.
2	75	Tree Works - In order to complete all of the unavoidable priority tree safety works identified by the current year (Year Two) of the Five Year Cyclical Tree Maintenance programme, and to enable the early completion all the Year Three tree inspection work within the current 2015/16 financial year additional work has been undertaken. As a result of a coroners report in 2014 the Council gave an undertaing to exceed the national guidance to Local Authorities on tree and highway inspections, which is in proportion to the additional costs involved and the likely reduction in risk to road users. The cyclical maintenance programme for trees was a key element of the council receiving a 100% approval rating in a recent independent tree risk review completed on behalf of the council insurer. The move to a cyclical and planned approach to tree maintenance is not just a safety benefit but is also the most cost effective way to manage large stocks of trees. These additional costs have impacted on both the open spaces (£35k) and highway (£40k) budgets.

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3	-45		The Look Out - The number of visitors to the centre in the first 7 months of the year has been greater than anticipated, this has resulted in additional income of £75,000 above the budgeted sum, this is £45,000 higher than that previously reported.
4	-84		Waste Disposal - The latest estimate of the annual costs of the waste PFI contract shows a saving for Bracknell of £84,000. The main reason for this is a reduction in the budgeted tonnage in the first 6 months of the year and a reduction in green waste tonnages being deposited at Longshot Lane.
5	-58		Waste Income - Income from the emptying of brown bins, for garden refuse, for the sale of garden sacks and textiles has been greater than that anticipated, the additional income for the year is estimated at £58,000.
6	-99		Waste Disposal - The latest estimate of the annual costs of the waste PFI contract shows a saving for Bracknell of £183,000. The main reasons for the increase is that tonnages for September, October & November were lower than that estimated, there is a saving in insurance costs within the contract over the last two years and now that a settlement has been reached in respect of recycling income the estimated income to be received in respect of this year has been updated. This is an additional saving of £99,000 on that previously reported.
7	-39		On/Off Street Parking - Income from season tickets is higher than that budgeted for, mainly due to the number of tickets issued to the town centre contractors, while day to day income is anticipated to be slightly lower than budgeted for and income from staff parking will be higher than budgeted for. The net effect of these is an estimated £39,000 of additional income.
8	-35		Cemetery & Crematorium - The number of cremations in the first 6 months of the year have been higher than that estimated for, which has resulted in additional income of £75,000 above the budgeted sum, this is £35,000 greater than that previously reported..
9	-54		Concessionary Fares - The passenger numbers for the first six months of the year have now been received from the bus companies which show a reduction of 7.3% compared to last year, the resulting saving for the year is estimated to be £54,000.
10	-52		Building Control - Income in the first 7 months of the year has been greater than that budgeted for, and the need to use consultants for additional specialist advice has not been as great as estimated. The net effect of this is anticipated to be a surplus of £52,000.
11	-28		Departmental Office Expenses - Savings on office stationery, printing, telephones and licences are estimated to be £28,000 for the year.
	-303		Total

Annex B: Financial Information Table 3

CAPITAL MONITORING 2015/16

Cost Centre	Cost Centre Description	2014/15 Brought Forward	2015/16 Budget	Total Virements	Approved Budget	Cash Budget 2015/16	Expenditure to Date	Current Comm'nts	Estimated Outturn 2015/16	Carry Forward 2016/17	(Under) / Over Spend	Target for Completion	Current Status of Project / Notes
		£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's		
YH016	Disabled Facilities Grant	218.0	450.0	0.0	668.0	568.0	265.9	0.0	568.0	100.0		Mar-16	The spend to date is £264,758 with £133,288 approved but not spent and 38 cases which may result in DFGs to the estimated value of £186k
YL009	Minor Works Programme	16.4	78.0	0.0	94.4	94.4	45.5	4.5	94.4			Mar-16	BLC already spent approx. £10k remainder to be spent by year end.
YL011	Parks & Open Spaces S106 Budget Only	0.0	106.9	-53.5	53.4	53.4	0.0	0.0	53.4			Mar-16	Projects totalling £53,484 have been approved (£1,984 for Libraries at Ascot Heath and Great Hollands and £51,500 for open spaces at Bill Hill and Farley Wood). Other schemes are currently being drawn up for Worlds End, and Beedon Drive
YL152	Grass Cutting Equipment	0.0	35.0	0.0	35.0	35.0	31.1	0.0	35.0			Mar-16	New Rough Cutter delivered awaiting final invoice.
YL255	Minor Works/Improvements	27.4	72.0	0.0	99.4	99.4	43.9	0.0	99.4			Mar-16	EPCC has spent £44k. TLO £20k + £27k orders forthcoming. Remaining ESSC options still on hold.
YL265	SPA Mitigation Strategy (S106)	0.0	150.0	0.0	150.0	150.0	128.0	65.3	150.0			Mar-16	Implementation of project works is subject to planning approvals for new housing and associated s106 agreements (re. The Thames Basin Heaths SPA). Progress and priorities are reviewed monthly in liaison with Spatial Policy and Finance.
YM007	Capitalisation of Revenue (Highways)	139.6	200.0	0.0	339.6	339.6	85.8	0.0	339.6			Mar-16	Works in progress on site as road space permits.
YP001	Sustainable Modes of Travel to School (SMOTTS)	36.6	150.0	0.0	186.6	186.6	87.9	1.5	186.6			Mar-16	Orders placed for new LED flashing lights on first batch of 16 schools
YP003	Mobility/Access Improvement Schemes	35.0	60.0	0.0	95.0	95.0	24.4	0.0	95.0			Mar-16	Minor improvement works on - going throughout the year

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Cost Centre	Cost Centre Description	2014/15 Brought Forward	2015/16 Budget	Total Virements	Approved Budget	Cash Budget 2015/16	Expenditure to Date	Current Comm'nts	Estimated Outturn 2015/16	Carry Forward 2016/17	(Under) / Over Spend	Target for Completion	Current Status of Project / Notes
YP006	Local Safety Schemes	13.4	120.0	0.0	133.4	133.4	39.5	0.0	133.4			Mar-16	A3095 Junction with Bottle Lane - improvement scheme programmed to start in Jan. Combined LSS/SMS Old Wokingham Rd at member consultation stage.
YP007	Maintenance (Street Lighting)	347.6	400.0	0.0	747.6	747.6	432.6	0.0	747.6			Mar-16	Works in progress on site.
YP009	Structural Maintenance of Bridges	138.8	400.0	0.0	538.8	538.8	112.4	0.0	538.8			Mar-16	Works on site will begin as road space permits.
YP013	Land Drainage	98.5	300.0	0.0	398.5	398.5	253.0	0.0	398.5			Mar-16	Designs complete works in progress on site. Further projects will follow.
YP113	Road Surface Treatments	144.9	709.0	0.0	853.9	853.9	720.1	0.0	853.9			Mar-16	Major projects completed by mid-September. Smaller projects also in progress with more works to follow in March 2016.
YP162	Traffic Management Schemes	3.8	135.0	0.0	138.8	138.8	19.2	0.0	138.8			Mar-16	Locks Ride SMS complete. Park Road SMS programmed for Feb/Mar 2016. Combined LSS/SMS Old Wokingham Rd at member consultation stage.
YP225	Traffic Modelling	17.9	0.0	0.0	17.9	17.9		0.0	17.9			Mar-16	Model refresh due by year end
YP247	Bracknell Railway Station Enhancements	44.8	0.0	0.0	44.8	44.8	5.0	0.0	44.8			Mar-16	Contribution to network rail works
YP258	SANGS - Enhancement Works	161.4	0.0	0.0	161.4	-6.5	-6.5	0.0	-6.5	167.9		Dec-16	Budget required for pump priming work for SANGS, potential works arising from Regulation 63 of Habitat Regulations.
YP269	Residential Street Parking	26.2	220.0	0.0	246.2	246.2	201.3	0.0	246.2			Mar-16	Works programme complete for 2015/16. Further schemes at investigation/planning stage for implementation in 2016/17.
YP306	Maintenance of Car Parks	473.8	190.0	0.0	663.8	193.8	192.1	1.0	193.8	470.0		May-16	High Street Protective Coating works are still to be tendered, this work can not be completed until after the lighting works are completed in March and therefore £470k will be c/fwd.

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Cost Centre	Cost Centre Description	2014/15 Brought Forward	2015/16 Budget	Total Virements	Approved Budget	Cash Budget 2015/16	Expenditure to Date	Current Comm'ts	Estimated Outturn 2015/16	Carry Forward 2016/17	(Under) / Over Spend	Target for Completion	Current Status of Project / Notes
YP349	Green & Blue Waste Bins	0.0	0.0	53.6	53.6	53.6	50.5	7.1	53.6			Mar-16	Transfer from Revenue for the purchase of blue & green bins.
YP350	Skimped Hill/Market Street Accessibility Improvements Town Centre to Peel Centre	28.2	0.0	0.0	28.2	28.2	0.2	0.0	28.2			Mar-16	Works ordered
YP353	Cycle Parking	46.0	0.0	0.0	46.0	46.0		0.0	46.0			Mar-16	Works complete. Coding corrections due.
YP355	Town Centre Highway Works	2,050.6	2,000.0	0.0	4,050.6	3,000.0	559.4	30.6	3,000.0	1,050.6		Mar-17	Detailed design stage on a number of Town Centre Regeneration highway improvement schemes. Millennium Way on site
YP359	Play Area Rolling Programme	0.0	70.0	0.0	70.0	70.0		70.0	70.0			Mar-16	Works complete, site officially opened and scheme was front page news this week!
YP367	EDRMS	6.7	0.0	0.0	6.7	6.7	-11.7	0.0	6.7			Mar-16	Live migration complete. Final invoices to be paid.
YP418	Cemetery & Crematorium Improvements	0.0	75.0	0.0	75.0	75.0	25.1	22.2	75.0			Mar-16	Some works commenced, other orders and works to commence during winter period 2015
YP422	Upgrade Leisure Management System	103.4	0.0	0.0	103.4	23.4		0.0	23.4	80.0		Mar-16	Returned tenders are currently being evaluated.
YP423	Linking Confirm to Corporate ERDMS - Smart Office	110.1	0.0	0.0	110.1	110.1	43.3	0.0	110.1			Mar-16	Consultancy arranged with OpenText for early January.
YP425	Shoulder of Mutton	68.9	0.0	0.0	68.9	0.0	-13.3	0.0	-68.9		-68.9	Mar-16	Scheme postponed and S106 funding to be returned to pot for possible future scheme.
YP428	S106 Parks & Open Spaces Improvements Programme	67.7	0.0	0.0	67.7	67.7	18.2	7.6	67.7			Mar-16	All works on target for completion.
YP439	Urban Traffic Management Control	0.0	100.0	0.0	100.0	100.0	36.0	3.8	100.0			Mar-16	Schemes have been programmed for completion throughout the year.
YP442	Coral Reef Roof Replacement	454.2	1,557.0	0.0	2,011.2	761.2	825.6	239.1	761.2	1,250.0		Jan-17	Flume contract awarded. Tender documents for main contract due to be returned in December.
YP443	Bus Station Improvements	681.2	0.0	0.0	681.2	681.2	549.9	11.0	681.2			Nov-15	Main works complete. Soft landscaping due in Jan.

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Cost Centre	Cost Centre Description	2014/15 Brought Forward	2015/16 Budget	Total Virements	Approved Budget	Cash Budget 2015/16	Expenditure to Date	Current Comm'nts	Estimated Outturn 2015/16	Carry Forward 2016/17	(Under) / Over Spend	Target for Completion	Current Status of Project / Notes
YP446	Access to Employment Areas	50.0	50.0	0.0	100.0	50.0	32.0	0.0	50.0	50.0		Jun-16	Improved footway/cycletrack signs between the Bus and Rail Stations and Southern Business Area due to be installed in Jan. Design work in progress to improve signage to the other business areas. C/F reqd to complete signing and lighting improvements on other areas.
YP449	Sports Centre Phase 3	2.4	0.0	0.0	2.4	2.4	3.6	0.0	3.6		1.2	Sep-15	Works complete.
YP450	Downshire Way Widening	5.2	0.0	0.0	5.2	5.2	-0.7	0.0	5.2			Sep-15	Works complete.
YP451	Car Park Improvement / Refurbishment	198.7	0.0	0.0	198.7	103.7		58.3	103.7	95.0		Sep-16	Replacement Doors works due to start November 2015
YP452	Car Park Lighting High Street	200.0	0.0	0.0	200.0	200.0		0.0	200.0			Mar-16	This forms part of a £600k electrical upgrade which is being tendered by Property Group.
YP453	Coral Reef Roundabout Signalisation	0.0	2,100.0	0.0	2,100.0	1,700.0	1,315.1	56.8	1,700.0	400.0		Aug-16	Works in progress on site to convert the existing roundabout into a signalised junction. Not due to complete until Aug 2016
YP454	A329 Jennetts Park Roundabout	57.5	250.0	0.0	307.5	307.5	303.3	1.3	307.5			Nov-15	Works complete.
YP456	Update Traffic Signal Infrastructure	1.4	210.0	0.0	211.4	211.4	173.6	0.5	211.4			Mar-16	Rackstraws signal replacement in progress on site. Remaining works will be completed during the year.
YP457	Green Deals Community Fund - Home Insulation	1,696.2	0.0	0.0	1,696.2	1,696.2	272.2	0.0	1,696.2			Mar-16	Project in progress. Final commitments by end of September 2015 for project closeout by March 2016. Total spend for the project is estimated to be £1,036,000.
YP458	Road Surfacing - Pot Hole Fund	26.4	0.0	0.0	26.4	26.4	-6.3	0.0	26.4			Mar-16	Works programmed for completion in July/August.
YP459	Improvements Lily Hill Park - Bracknell Rugby Club	15.9	0.0	0.0	15.9	15.9		0.0	15.9			Mar-16	No communication received from Rugby Club

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Cost Centre	Cost Centre Description	2014/15 Brought Forward	2015/16 Budget	Total Virements	Approved Budget	Cash Budget 2015/16	Expenditure to Date	Current Comm'nts	Estimated Outturn 2015/16	Carry Forward 2016/17	(Under) / Over Spend	Target for Completion	Current Status of Project / Notes
YP462	Replacement Leisure Management Card Payment Devices	0.0	22.0	0.0	22.0	0.0		0.0	0.0	22.0		Mar-16	This project is linked to the leisure management system procurement.
YP463	Upgrade CONFIRM Mobile Software	0.0	30.0	0.0	30.0	30.0	12.1	0.0	30.0			Mar-16	IPADS arrived. Officer training arranged in January.
YP465	Warfield Link Road - Local Growth Fund	0.0	3,500.0	0.0	3,500.0	3,500.0		0.0	3,500.0			Mar-16	Work on the road has commenced, payments are to be made on a quarterly basis. The overall scheme will take two years to complete, this first element will be spent by March 2016.
YP468	Easthampstead Park Outdoor Wedding Venue - Invest to Save			45.0	45.0	45.0	12.1	0.0	45.0			Mar-16	Orders for groundworks, structure and initial electrical works to follow shortly. Works are ongoing.
YP469	Great Hollands Rec. - Grant	0.0	3.1	0.0	3.1	3.1	3.1	0.0	3.1			Mar-16	Paid to Bracknell Town Council as a grant towards on-site outdoor gym equipment.
YP470	Footway / Cycletrack along Ringmead	0.0	200.0	0.0	200.0	200.0		0.0	200.0			Mar-16	Detailed design complete and works programmed for Jan-Mar 2016
YP473	Bill Hill Improvement Works	0.0	0.0	35.0	35.0	35.0		28.5	35.0			Mar-16	Intepretation board and monoliths ordered, vegetation clearance started.
YP474	Farley Wood Improvement Works	0.0	0.0	16.5	16.5	16.5	11.8	13.4	16.5			Mar-16	Work complete
YP475	Ascot Heath/Great Hollands Library Improvement Works	0.0	0.0	2.0	2.0	2.0	0.9	0.0	2.0			Mar-16	Both improvement works completed.
YP476	Replacement of M3 Software (Invest to Save)			58.0	58.0	18.0	12.5	37.5	18.0	40.0		Jun-16	Data scoping days on 16th & 17th December. Core team training and consultancy being planned for New Year.
YP477	Downshire Golf Complex - Golf Simulator (Invest to Save)			30.0	30.0	30.0		15.0	30.0			Mar-16	
YP478	Bracknell Railway Station Improved Passenger Facilities	0.0	55.0	0.0	55.0	0.0		205.0	0.0	55.0		May-16	
		7,814.8	13,998.0	186.6	21,999.4	18,150.0	6,909.7	880.0	18,082.3	3,780.5	-67.7		

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**TO: ENVIRONMENT, CULTURE & COMMUNITIES OVERVIEW & SCRUTINY PANEL
23 MARCH 2016**

**EXECUTIVE KEY AND NON-KEY DECISIONS RELATING TO
ENVIRONMENT, CULTURE AND COMMUNITIES
Assistant Chief Executive**

1 PURPOSE OF REPORT

- 1.1 This report presents scheduled Executive Key and Non-Key Decisions relating to Environment, Culture and Communities for the Panel's consideration.

2 RECOMMENDATION(S)

- 2.1 **That the Environment, Culture and Communities Overview and Scrutiny Panel considers the scheduled Executive Key and Non-Key Decisions relating to Environment, Culture and Communities appended to this report.**

3 REASONS FOR RECOMMENDATION(S)

- 3.1 To invite the Panel to consider scheduled Executive Key and Non-Key Decisions.

4 ALTERNATIVE OPTIONS CONSIDERED

- 4.1 None.

5 SUPPORTING INFORMATION

- 5.1 Consideration of scheduled Executive Key and Non-Key Decisions alerts the Panel to forthcoming Executive decisions and facilitates pre-decision scrutiny.
- 5.2 To achieve accountability and transparency of the decision making process, effective Overview and Scrutiny is essential. Overview and Scrutiny bodies are a key element of Executive arrangements and their roles include both developing and reviewing policy; and holding the Executive to account.
- 5.3 The power to hold the Executive to account is granted under Section 21 of the Local Government Act 2000 which states that Executive arrangements of a local authority must ensure that its Overview and Scrutiny bodies have power to review or scrutinise decisions made, or other action taken, in connection with the discharge of any functions which are the responsibility of the Executive. This includes the 'call in' power to review or scrutinise a decision made but not implemented and to recommend that the decision be reconsidered by the body / person that made it. This power does not relate solely to scrutiny of decisions and should therefore also be utilised to undertake pre-decision scrutiny.

6 ADVICE RECEIVED FROM STATUTORY AND OTHER OFFICERS

- 6.1 No advice was sought from the Borough Solicitor, the Borough Treasurer or Other Officers or sought in terms of Equalities Impact Assessment or Strategic Risk Management Issues. Such advice will be sought in respect of each Executive decision item prior to its consideration by the Executive.

7 CONSULTATION

- 7.1 None.

Background Papers

Local Government Act 2000

Contact for further information

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ENVIRONMENT, CULTURE & COMMUNITIES OVERVIEW & SCRUTINY PANEL

EXECUTIVE WORK PROGRAMME

REFERENCE:	I059754
TITLE:	Amendment of Parking Restrictions - Larges Lane and Mount Pleasant, Bullbrook and Wildridings and Central.
PURPOSE OF REPORT:	To consider the amendment of parking restrictions Larges Lane & Mount Pleasant, Bullbrook & Wildridings and Central
DECISION MAKER:	Executive Member for Planning & Transport
DECISION DATE:	11 Apr 2016
FINANCIAL IMPACT:	Within existing budget
CONSULTEES:	Local Members, Winkfield Parish Council, Bracknell Town Council, Emergency Services, Local Bus Operators, Freight Transport Association and Road Haulage Association.
CONSULTATION METHOD:	Letter, Public Notice (on-street & local newspaper)

REFERENCE:	I055878
TITLE:	Award of Main and Aquatic Contract for Coral Reef Refurbishment
PURPOSE OF REPORT:	This contract will involve the replacement of the main roof and flume tower. Additionally refurbishment of ancillary roofs, toilets and other internal areas. The aquatic contract for the design, provision and installation of flumes will be novated into this contract when awarded.
DECISION MAKER:	Executive
DECISION DATE:	10 May 2016
FINANCIAL IMPACT:	To be contained within the 2015/16 and 2016/17 capital budget.
CONSULTEES:	Borough wide.
CONSULTATION METHOD:	Via the Council's capital and revenue budget consultation process.

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REFERENCE:	I060004
TITLE:	Design Supplementary Planning Document
PURPOSE OF REPORT:	To approve a Design Supplementary Planning Document to provide guidance on designing new housing schemes, extensions and alterations to existing properties.
DECISION MAKER:	Executive
DECISION DATE:	14 Jun 2016
FINANCIAL IMPACT:	Within existing budget
CONSULTEES:	Planning database: Developers Architects Housebuilders etc. Parish and Town Councils Neighbouring Authorities
CONSULTATION METHOD:	Letter Public Notice BFC Website

REFERENCE:	I059169
TITLE:	Environment Overview and Scrutiny Panel Planning Review Conclusions
PURPOSE OF REPORT:	To seek the Executives endorsement of the review findings.
DECISION MAKER:	Executive
DECISION DATE:	10 May 2016
FINANCIAL IMPACT:	None at this time
CONSULTEES:	None
CONSULTATION METHOD:	None

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REFERENCE:	I058688
TITLE:	Integrated Transport Capital Programme
PURPOSE OF REPORT:	To approve Integrated Transport Capital Programme for 2016/17
DECISION MAKER:	Executive
DECISION DATE:	10 May 2016
FINANCIAL IMPACT:	Within approved budget
CONSULTEES:	Not applicable
CONSULTATION METHOD:	Not applicable

REFERENCE:	I059946
TITLE:	Residents Parking Scheme Two Year Trial Update
PURPOSE OF REPORT:	To seek Executive approval to consult existing householders living in the Residents' Parking Scheme trial zones on the success of the current Residents' Parking Scheme Trial.
DECISION MAKER:	Executive
DECISION DATE:	12 Apr 2016
FINANCIAL IMPACT:	None
CONSULTEES:	All residents in the affected zones.
CONSULTATION METHOD:	Internal Member briefing and the report seeks permission to consult.

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REFERENCE:	I058265
TITLE:	The "Issues and Options" Comprehensive Local Plan Consultation
PURPOSE OF REPORT:	To approve the "Issues and Options" Comprehensive Local Plan for Consultation
DECISION MAKER:	Executive
DECISION DATE:	10 May 2016
FINANCIAL IMPACT:	Within existing budget.
CONSULTEES:	To be determined (Governed by the Town and Country Planning (Local Planning) England Regulations)
CONSULTATION METHOD:	To be determined.