



NOTICE OF MEETING

The Executive

Tuesday 14 March 2017, 5.00 pm

Council Chamber, Fourth Floor, Easthampstead House, Bracknell

To: The Executive

Councillor Bettison OBE (Chairman), Councillor Dr Barnard (Vice-Chairman), Councillors D Birch, Brunel-Walker, Mrs Hayes MBE, Heydon, McCracken and Turrell

ALISON SANDERS

Director of Corporate Services

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- 3 Use the stairs not the lifts.
- 4 Do not re-enter the building until told to do so.

If you require further information, please contact: Priya Patel

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Published: 6 March 2017



The Executive
Tuesday 14 March 2017, 5.00 pm
Council Chamber, Fourth Floor, Easthampstead House,
Bracknell

Sound recording, photographing, filming and use of social media at meetings which are held in public are permitted. Those wishing to record proceedings at a meeting are however advised to contact the Democratic Services Officer named as the contact for further information on the front of this agenda as early as possible before the start of the meeting so that any special arrangements can be made.

AGENDA

	Page No
1. Apologies	
2. Declarations of Interest	
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.	
3. Minutes	
To consider and approve the minutes of the meeting of the Executive held on 14 February 2017.	5 - 28
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. Response to the Children, Young People & Learning Overview and Scrutiny Report on Child Sexual Exploitation	
To inform the Members of the Executive of the response from the Executive Member for Children, Young People & Learning to the Overview and Scrutiny report on child sexual exploitation.	29 - 82
6. ICT and Digital Strategy 2017-20	
To seek approval to the ICT Digital and Strategy 2017-20.	83 - 162
7. Customer Contact Strategy 2016 - 2019	
To provide the Executive with a new Customer Contact Strategy, proposing a new direction of travel for the management of customer contact through to December 2020.	163 - 222

8. **Council Wide Support Services Transformation Project** 223 - 284
 To update the Executive on the outcome of the Plan Phase of the Council Wide Support Services review.
9. **Adoption of the Design Supplementary Planning Document** 285 - 362
 The purpose of this report is to seek approval of the Executive to adopt the Design Supplementary Planning Document (SPD), attached at Appendix A, as planning guidance and to agree the Consultation Statement for publication at Appendix B.
10. **Proposed Shared Emergency Planning Service for Berkshire** 363 - 370
 To set out in summary what is being proposed with regard to the creation of a combined Berkshire Emergency Planning Service and to seek agreement as to the way forward. A similar report is being presented to all Berkshire authorities.
11. **Capital Programme 2017-18 Integrated Transport** 371 - 376
 To approve the Capital Programme for Integrated Transport for 2017/18 and its implementation as set out in the body of the report and (Annex 1).
12. **Highway Maintenance Works Programme 2017-18** 377 - 398
 To seek approval for the budget for 2017-18 to be targeted at the four year indicative Highway Maintenance Works Programme as set out in Annex 1 having due regard to the priority, availability of road space and available budget.
13. **Exclusion of Public and Press**
 To consider the following motion:
- Agenda items 14 and 15 are supported by annexes containing exempt information as defined in Schedule 12A of the Local Government Act 1972. If the Executive wishes to discuss the content of these annexes in detail, it may choose to move the following resolution:
- That pursuant to Regulation 4 of the Local Authorities (Executive Arrangements) (Access to Information) Regulations 2012, members of the public and press be excluded from the meeting for the consideration of item 14 and 15 which involves the likely disclosure of exempt information under the following category of Schedule 12A of the Local Government Act 1972:
- (3) Information relating to the financial or business affairs of any particular person (including the authority holding that information).

NB: No representations were received in response to the 28 day notice

of a private meeting.

14. **Civic Accommodation**

To approve the Procurement Plan for the procurement of the works contract for the refurbishment / remodelling of Time Square.

399 - 422

15. **Library IT Procurement Plan**

To approve implementation of the new strategy for library services and to agree the Procurement Plan to introduce new technology in all Bracknell Forest Libraries.

423 - 484

**EXECUTIVE
14 FEBRUARY 2017
5.00 - 5.45 PM**



Present:

Councillors Bettison OBE (Chairman), Dr Barnard (Vice-Chairman), D Birch, Brunel-Walker, Mrs Hayes MBE, Heydon, McCracken and Turrell

62. Declarations of Interest

Councillors Birch and Heydon declared an interest in Item 64: Capital Programme 2017/18 – 2019/20, as Board Members of the Downshire Homes Board.

63. Minutes

RESOLVED that the minutes of the meeting of the Executive on 24 January 2017 together with the accompanying decision records be confirmed as a correct record and signed by the Leader.

64. Capital Programme 2017/18 - 2019/20

RESOLVED that the Executive recommended to the Council:

1.
 - a) General Fund capital funding of £69.083m for 2017/18 in respect of those schemes listed in Annexes A – E.
 - b) the inclusion of an additional budget of £1m for Invest to Save schemes.
 - c) the inclusion of £0.942m of expenditure to be funded from S106 as outlined in paragraph 5.32.
 - d) that those schemes that attract external grant funding are included within the Capital Programme at the level of funding received.
 - e) that funding of £0.473m be released through a supplementary capital approval in 2016/17 for the schemes included in para 5.30
2. Agreed that capital schemes that require external funding can only proceed once the Council is certain of receiving the grant.
3. Reviewed the indicative programme for 2018/19 and 2019/20 in the light of resources available and spending priorities in December 2017.

65. General Fund Revenue Budget 2017/18

RESOLVED that the Executive, in recommending to Council a budget and Council Tax level for 2017/18:

- 1.

- i) confirmed the original budget proposals, subject to the revisions in section 8.3 and those decisions to be taken elsewhere on this agenda on the capital programme;
 - ii) agreed the provision for inflation of £1.553m (section 8.2);
 - iii) agreed the additional budget proposals as set out in Annexe A and Annexe D and in sections 6.2, 6.3, 7.3 and 7.4;
 - iv) agreed that the Council should fund the Schools budgets at the level set out in section 9.1 subject to any amendments made by the Executive Member for Children, Young People and Learning following the receipt of definitive funding allocations for Early Years and High Needs pupils;
 - v) Included a contingency of £2.000m (section 10.6), use of which is to be authorised by the Chief Executive in consultation with the Borough Treasurer in accordance with the delegations included in the Council's constitution;
2. Subject to the above recommendations, confirmed the draft budget proposals;
 3. Approved the Net Revenue Budget before allowance for additional interest from any use of balances as set out in Annexe G;
 4. Agreed a £2.542m contribution from revenue balances (before additional interest from the use of balances) to support revenue expenditure;
 5. Recommended that the Council Tax requirement, excluding Parish and Town Council precepts, be set as £53.247m;
 6. Recommended a 4.99% increase in the Council Tax for the Council's services and that each Valuation Band is set as follows:

Band	Tax Level Relative to Band D	£
A	6/9	796.26
B	7/9	928.97
C	8/9	1,061.68
D	9/9	1,194.39
E	11/9	1,459.81
F	13/9	1,725.23
G	15/9	1,990.65
H	18/9	2,388.78

7. Recommended that the Council approves the following indicators, limits, strategies and policies included in Annexe E:
 - The Prudential Indicators and Limits for 2017/18 to 2019/20 contained within Annexe E(i);
 - The Minimum Revenue Provision (MRP) Policy contained within Annexe E(ii);
 - The Treasury Management Strategy Statement, and the Treasury Prudential Indicators contained in Annexe E(iii);
 - The Authorised Limit Prudential Indicator in Annexe E(iii);
 - The Investment Strategy 2017/18 to 2019/20 and Treasury Management Limits on Activity contained in Annexe E(iv);

8. Approved the virements relating to the 2016/17 budget as set out in Annexe H.
9. Approved the write-off of the Business Rates debt referred to in paragraph 16.1.

66. **Learning Improvement Strategy Framework**

RESOLVED that the Learning Improvement Strategy Framework be agreed and the Executive;

- i) agreed the process of consultation and co-production of the Learning Improvement Strategy Framework.
- ii) commenced using statutory powers and intervention as stated within the Schools Causing Concern: Statutory guidance for local authorities, Department for Education (DfE) 2016 from 1 March 2017.
- iii) considered governance arrangements for this statutory action.

67. **Local Flood Risk Management Strategy 2017 - 2020**

RESOLVED that the Executive approved the draft Local Flood Risk Management Strategy 2017-2020 attached as Annex 1.

68. **Outcome of the External Review of the use of the High Needs Funding Block (DfE funding for education services)**

RESOLVED that the Executive noted the recommendations and rationale on which they were based and approved the implementation of the recommendations given, subject to sufficient resources.

69. **Corporate Parenting Support for Care Leavers**

RESOLVED that the Executive noted the positive work the Council was doing in its role as Corporate Parent and as part of the ongoing support to care leavers in its role as Corporate Parent, that Council Tax exemption be granted to care leavers aged 18-21.

70. **One Public Estate Authority & Governance for Participation in the Berkshire Property Partnership**

RESOLVED that the Terms of Reference for the Berkshire Property Partnership, at Appendix A of the report, be agreed and

- i) that, where required, match funding for Bracknell Forest projects be met from existing resources.
- ii) that the Chief Executive may delegate to his representative on the working Partnership authority to make decisions supporting the programme delivery in accordance with the Terms of Reference.

71. **Direction under Article 4(1) of the Town and Country Planning (General Permitted Development) Order 1995 (as amended)**

RESOLVED that the Executive:

- (i) noted and approved the draft Article 4(1) Direction at Appendix A for the purposes of consultation; and,
- (ii) noted and approved the service of notice of the Article 4(1) Direction locally and the notification of the Secretary of State.

72. **Options for Joint Commissioning of Elderly Mentally Infirm (EMI) Care Home Beds**

RESOLVED that the Executive agreed to:

- i) enter into a funding agreement with NHS and Local Authority partners to finance the development of a Full Business Case in respect of developing a new care home on part of the Heathlands site.
- ii) subject to entering into agreement seek proposals to redevelop part of the Heathlands site to provide a new care home
- iii) subject to entering into agreement seek proposals on other specialist housing on the remaining part of the Heathlands site.
- iv) that the Executive noted that the proposals outlined here link to the Major Property review being undertaken as part of the Transformation Programme.

73. **Transformation Programme - Leisure Review Procurement Plan**

RESOLVED that the Procurement Plan for the market testing and potential outsourcing of the three major leisure sites outlined in the report be approved.

Decision Records

CHAIRMAN

**Bracknell Forest Council
Record of Decision**

Work Programme Reference	I060714
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1. **TITLE:** Capital Programme 2017/18 - 2019/20

2. **SERVICE AREA:** Corporate Services

3. **PURPOSE OF DECISION**

To recommend to Council the Capital Programme 2017/18 – 2019/20.

4 **IS KEY DECISION** Yes

5. **DECISION MADE BY:** Executive

6. **DECISION:**

That the Executive recommends to the Council;

- a) General Fund capital funding of £69.083m for 2017/18 in respect of those schemes listed in Annexes A – E in the agenda papers.
- b) The inclusion of an additional budget of £1m for Invest to Save schemes.
- c) The inclusion of £0.942m of expenditure to be funded from S106 as outlined in paragraph 5.32 of the report.
- d) That those schemes that attract external grant funding are included within the Capital Programme at the level of funding received.
- e) That funding of £0.473m be released through a supplementary capital approval in 2016/17 for the schemes included in para 5.30

Agrees that capital schemes that require external funding can only proceed once the Council is certain of receiving the grant.

Reviews the indicative programme for 2018/19 and 2019/20 in the light of resources available and spending priorities in December 2017.

7. **REASON FOR DECISION**

The reasons for the recommendations are set out in the report.

8. **ALTERNATIVE OPTIONS CONSIDERED**

The alternative options are considered in the report.

9. **PRINCIPAL GROUPS CONSULTED:** N/A

10. **DOCUMENT CONSIDERED:** Report of the Director of Corporate Services

11. **DECLARED CONFLICTS OF INTEREST:** Councillors Birch and Heydon declared an interest as Board Members of the

Downshire Homes Board.

Date Decision Made	Final Day of Call-in Period
14 February 2017	22 February 2017

SIGNED:..... **DATE:**.....

**Bracknell Forest Council
Record of Decision**

Work Programme Reference	I060126
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1. **TITLE:** General Fund Revenue Budget 2017/18

2. **SERVICE AREA:** Corporate Services

3. **PURPOSE OF DECISION**

To recommend to Council the General Fund Revenue Budget 2017/18.

4 **IS KEY DECISION** Yes

5. **DECISION MADE BY:** Executive

6. **DECISION:**

That the Executive, in recommending to Council a budget and Council Tax level for 2017/18:

- a. Confirmed the original budget proposals, subject to the revisions in section 8.3 and those decisions to be taken elsewhere on this agenda on the capital programme;
- b. Agreed the provision for inflation of £1.553m (section 8.2);
- c. Agreed the additional budget proposals as set out in Annexe A and Annexe D and in sections 6.2, 6.3, 7.3 and 7.4;
- d. Agreed that the Council should fund the Schools budgets at the level set out in section 9.1 subject to any amendments made by the Executive Member for Children, Young People and Learning following the receipt of definitive funding allocations for Early Years and High Needs pupils;
- e. Included a contingency of £2.000m (section 10.6), use of which is to be authorised by the Chief Executive in consultation with the Borough Treasurer in accordance with the delegations included in the Council's constitution;
- f. Subject to the above recommendations, confirmed the draft budget proposals;
- g. Approved the Net Revenue Budget before allowance for additional interest from any use of balances as set out in Annexe G;
- h. Agreed a £2.542m contribution from revenue balances (before additional interest from the use of balances) to support revenue expenditure;
- i. Recommended that the Council Tax requirement, excluding Parish and Town Council precepts, be set as £53.247m;

- j. Recommended a 4.99% increase in the Council Tax for the Council's services and that each Valuation Band is set as follows:

Band	Tax Level Relative to Band D	£
A	6/9	796.26
B	7/9	928.97
C	8/9	1,061.68
D	9/9	1,194.39
E	11/9	1,459.81
F	13/9	1,725.23
G	15/9	1,990.65
H	18/9	2,388.78

- k. Recommended that the Council approves the following indicators, limits, strategies and policies included in Annexe E:

- The Prudential Indicators and Limits for 2017/18 to 2019/20 contained within Annexe E(i);
- The Minimum Revenue Provision (MRP) Policy contained within Annexe E(ii);
- The Treasury Management Strategy Statement, and the Treasury Prudential Indicators contained in Annexe E(iii);
- The Authorised Limit Prudential Indicator in Annexe E(iii);
- The Investment Strategy 2017/18 to 2019/20 and Treasury Management Limits on Activity contained in Annexe E(iv);

- l. Approved the virements relating to the 2016/17 budget as set out in Annexe H.

- m. Approved the write-off of the Business Rates debt referred to in paragraph 16.1.

7. REASON FOR DECISION

The recommendations are designed to enable the Executive to propose a revenue budget and Council Tax level for approval by Council on 1 March.

8. ALTERNATIVE OPTIONS CONSIDERED

Background information relating to the options considered is included in the report.

9. **PRINCIPAL GROUPS CONSULTED:** As above

10. **DOCUMENT CONSIDERED:** Report of the Director of Corporate Services

11. **DECLARED CONFLICTS OF INTEREST:** None.

Date Decision Made	Final Day of Call-in Period
14 February 2017	22 February 2017

SIGNED:.....

DATE:.....

**Bracknell Forest Council
Record of Decision**

Work Programme Reference	I066235
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1. **TITLE:** Learning Improvement Strategy Framework
2. **SERVICE AREA:** Children, Young People and Learning
3. **PURPOSE OF DECISION**

For the Executive to approve the Learning Improvement Strategy Framework.

4. **IS KEY DECISION** Yes
5. **DECISION MADE BY:** Executive
6. **DECISION:**

The Executive agreed the Learning Improvement Strategy Framework. The Executive agreed to:

- the process of consultation and co-production of the Learning Improvement Strategy Framework.
- commence using statutory powers and intervention as stated within the Schools Causing Concern: Statutory guidance for local authorities, Department for Education (DfE) 2016 from 1 March 2017.
- consider governance arrangements for this statutory action.

7. **REASON FOR DECISION**

All local authorities have a legal duty to promote high standards and the fulfilment of children and young people's potential. Under section 13A of the Education Act 1996 local authorities must:

- Promote high standards in schools and other providers
- Ensure fair access to opportunity for education and training
- Promote the fulfilment of learning potential

Additionally the Children Act 2004 established a statutory chief officer post (Director of Children's Services (DCS) and Lead Member for Children in every upper tier local authority, with responsibilities for education as well as social care services. In respect of education the DCS must ensure:

- Fair access to schools for every child
- Provision of suitable home to school transport
- Promote a diverse supply of strong schools
- Promote high quality early years provision
- Access to sufficient educational and recreational leisure time activities
- Children and young people participate in decision making
- Participation of children and young people in education or training

The proposed Learning Improvement Strategy Framework ensures working in partnership with schools to fulfil our statutory duties.

The Local Authority is consistently praised and recognised in Ofsted reports for its level of support to schools. It is now necessary to build on this work and ensure that Department for Education's guidance with regard to schools causing concern is followed fully.

8. ALTERNATIVE OPTIONS CONSIDERED

None.

9. PRINCIPAL GROUPS CONSULTED: Schools – Headteachers and Chairs of Governors

10. DOCUMENT CONSIDERED: Report of the Director of Children, Young People & Learning.

11. DECLARED CONFLICTS OF INTEREST: None.

Date Decision Made	Final Day of Call-in Period
14 February 2017	22 February 2017

SIGNED:.....

DATE:.....

**Bracknell Forest Council
Record of Decision**

Work Programme Reference	I066627
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1. **TITLE:** Local Flood Risk Management Strategy 2017 - 2020

2. **SERVICE AREA:** Environment, Culture & Communities

3. **PURPOSE OF DECISION**

To provide an update on the revised LFRMS 2017-2020, outlining the objectives within the strategy and key amendments from the previous version dated 2013 - 2016.

4. **IS KEY DECISION** Yes

5. **DECISION MADE BY:** Executive

6. **DECISION:**

The Executive approved the draft Local Flood Risk Management Strategy 2017-2020 attached as Annex 1.

7. **REASON FOR DECISION**

To ensure the Council meets its statutory obligation with respect to the duties placed upon it as the Lead Local Flood Authority (LLFA).

8. **ALTERNATIVE OPTIONS CONSIDERED**

As LLFA the Council has a duty to continue to deliver the requirements of the Floods and Water Management Act, including the Local Flood Risk Management Strategy. There are no alternative options.

9. **PRINCIPAL GROUPS CONSULTED:** Thames Water and the Environment Agency and Parishes

10. **DOCUMENT CONSIDERED:** Report of the Director of Environment, Culture & Communities

11. **DECLARED CONFLICTS OF INTEREST:** None.

Date Decision Made	Final Day of Call-in Period
14 February 2017	22 February 2017

SIGNED:.....

DATE:.....

**Bracknell Forest Council
Record of Decision**

Work Programme Reference	I063206
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1. **TITLE:** Outcome of the External Review of the use of the High Needs Funding Block (DfE funding for education services)

2. **SERVICE AREA:** Children, Young People and Learning

3. **PURPOSE OF DECISION**

For the Executive to endorse the recommendations arising from the review and subsequent stakeholder consultation.

4 **IS KEY DECISION** Yes

5. **DECISION MADE BY:** Executive

6. **DECISION:**

The Executive NOTED the recommendations and rationale on which they are based.

The Executive APPROVED the implementation of the recommendations given, subject to sufficient resources.

7. **REASON FOR DECISION**

The recommendations contained in the report have implications for the nature of Bracknell Forest's provision for Special Educational Needs and Alternative Education.

This will affect all schools in the Local Authority and require negotiation with current specialist provision at Kennel Lane School, College Hall, out of area providers and additional resource centres regarding funding levels and provision.

8. **ALTERNATIVE OPTIONS CONSIDERED**

To continue with the present arrangements. This is not acceptable because:

- a. The changing educational policy landscape and the need for a higher degree of school sector driven change
- b. Proposed revisions to the way LAs are funded for High Needs pupils will reduce the flexibility the LA currently has to manage this budget alongside the schools budget
- c. Overspending within the HNBF cannot be sustained.
- d. Inefficient use of public money must be addressed.

To disregard findings from the review and seek other recommendations. This is not appropriate because:

- a. The basis for the review, procurement procedure and subsequent engagement with the consultants has been robust.
 - b. The consultants have consulted with all schools and had a high level of engagement with school leadership teams fostering confidence in the validity of the process.
9. **PRINCIPAL GROUPS CONSULTED:** School leadership teams, parents, young people, appropriate heads of service/team leaders
10. **DOCUMENT CONSIDERED:** Report of the Director of Children, Young People & Learning.
11. **DECLARED CONFLICTS OF INTEREST:** None.

Date Decision Made	Final Day of Call-in Period
14 February 2017	22 February 2017

SIGNED:..... **DATE:**.....

**Bracknell Forest Council
Record of Decision**

Work Programme Reference	I065046
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1. **TITLE:** Corporate Parenting Support for Care Leavers
2. **SERVICE AREA:** Children, Young People and Learning
3. **PURPOSE OF DECISION**

Bracknell Forest Council to allow council tax exemption for Care Leavers (aged 18 - 21).

4. **IS KEY DECISION** Yes
5. **DECISION MADE BY:** Executive
6. **DECISION:**

The Executive noted the positive work the Council was doing in its role as Corporate Parent. The Executive agreed that as part of the ongoing support to care leavers in its role as Corporate Parent, that Council Tax exemption be granted to care leavers aged 18-21.

7. **REASON FOR DECISION**

Bracknell Forest Council's role as Corporate Parent to care leavers justifies this group of young people being seen as a priority for this exemption. Corporate Parenting is the term used for the collective responsibility of the Council and partners to ensure the care and protection of children and young people in care, and care leavers. This term refers to all elected members and council employees, regardless of the department they are employed in.

A range of Local Authorities across the country have introduced measures to exempt care leavers from Council Tax, (examples below), following publication of The Children's Society's 'Wolf at the Door' report 2015, which shows care leavers to be a group who are particularly vulnerable to falling into Council Tax debt when they move into independent accommodation for the first time.

As responsible Corporate Parents we want to assist our care leavers to work towards managing independent living in a positive and supportive way.

8. **ALTERNATIVE OPTIONS CONSIDERED**

Not providing this exemption was considered but it was agreed that this would not meet the Council's objectives as a corporate parent.

9. **PRINCIPAL GROUPS CONSULTED:** None
10. **DOCUMENT CONSIDERED:** Report of the Director of Children, Young People & Learning.
11. **DECLARED CONFLICTS OF INTEREST:** None.

Date Decision Made	Final Day of Call-in Period
14 February 2017	22 February 2017

SIGNED:..... **DATE:**.....

**Bracknell Forest Council
Record of Decision**

Work Programme Reference	I065332
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1. **TITLE:** One Public Estate Authority & Governance for Participation in the Berkshire Property Partnership

2. **SERVICE AREA:** Corporate Services

3. **PURPOSE OF DECISION**

To formalise the authority to partake and the governance for Bracknell Forest Council's participation in the One Public Estate project, known as the Berkshire Property Partnership.

4 **IS KEY DECISION** Yes

5. **DECISION MADE BY:** Executive

6. **DECISION:**

The Executive agreed that;

- i) the Terms of Reference for the Berkshire Property Partnership, at Appendix A, of the report be agreed.
- ii) where required, match funding for Bracknell Forest projects is met from existing resources.
- iii) the Chief Executive may delegate to his representative on the working Partnership authority to make decisions supporting the programme delivery in accordance with the Terms of Reference.

7. **REASON FOR DECISION**

The Chief Executives of the Berkshire Authorities agreed for Wokingham Borough Council to take the lead on developing a joint pan Berkshire bid to join the fourth phase of the Cabinet Office initiative the One Public Estate.

The bid is called Berkshire Property Group and has been successful in its application and awarded £500,000 of funding to support the objectives and projects of the joint bid. A condition of the award is that funding is matched by participants although it can be in cash or consideration. Therefore, authority to participate and invest in the programme is now required.

8. **ALTERNATIVE OPTIONS CONSIDERED**

Not to join the programme and continue to operate independently.

9. **PRINCIPAL GROUPS CONSULTED:** Not applicable.

10. **DOCUMENT CONSIDERED:** Report of the Assistant Chief Executive

11. **DECLARED CONFLICTS OF INTEREST:** None.

Date Decision Made	Final Day of Call-in Period
14 February 2017	22 February 2017

SIGNED:..... **DATE:**.....

**Bracknell Forest Council
Record of Decision**

Work Programme Reference	I065840
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1. **TITLE:** Direction under Article 4(1) of the Town and Country Planning (General Permitted Development) Order 1995 (as amended)

2. **SERVICE AREA:** Environment, Culture & Communities

3. **PURPOSE OF DECISION**

To seek approval to pursue the making of an Article 4 Direction to remove the permitted development right to change offices to residential use within certain key employment areas in the Borough.

4 **IS KEY DECISION** Yes

5. **DECISION MADE BY:** Executive

6. **DECISION:**

That the Executive:

- (i) noted and approved the draft Article 4(1) Direction at Appendix A of the report for the purposes of consultation; and,
- (ii) noted and approved the service of notice of the Article 4(1) Direction locally and the notification of the Secretary of State.

7. **REASON FOR DECISION**

Recent evidence gathered for the emerging Local Plan has shown that over the last ten years there has been a net loss of employment floorspace in the Borough. The study also recommends that Bracknell Forest Council should be planning for an increase of nearly 350,000 sqm of additional employment floorspace to support economic growth.

The Council is also aware of concerns raised by a number of local employers that the change of use of neighbouring office buildings within an established employment area to residential uses would undermine the quality of the environment as an attractive business location.

In order to preserve and control the character of the Borough's key business areas as attractive locations for occupiers of office space and help reduce the loss of needed office floorspace it is proposed to remove the permitted development right for such changes of use.

Appendix B identifies the areas which the Council is seeking to protect. These areas are also those protected in the Council's Development Plan as defined employment areas. These cover the Western Business Area in Bracknell, the Eastern Business Area in Bracknell, and the Southern Business Area in Bracknell.

8. **ALTERNATIVE OPTIONS CONSIDERED**

The option of not making an Article 4 Direction has been considered. However, in light of the concerns of local businesses, the forecast future need for employment floorspace and the need to protect the attractiveness of our business areas for existing and potential occupiers, it is considered appropriate to take action.

There is also an option of making an Article 4 Direction with immediate effect as opposed to a Direction with non-immediate effect as proposed. This however would expose the Council to potentially significant compensation claims. The proposed process would mean that the Article 4 Direction will only come into effect following consultation with the owners and occupiers of the properties that would be affected by it.

- 9. **PRINCIPAL GROUPS CONSULTED:** Owners and occupiers of all land within specified key employment areas.
- 10. **DOCUMENT CONSIDERED:** Report of the Director of Environment, Culture & Communities
- 11. **DECLARED CONFLICTS OF INTEREST:** None.

Date Decision Made	Final Day of Call-in Period
14 February 2017	22 February 2017

SIGNED:..... **DATE:**.....

**Bracknell Forest Council
Record of Decision**

Work Programme Reference	I065842
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1. **TITLE:** Options for Joint Commissioning of Elderly Mentally Infirm (EMI) Care Home Beds

2. **SERVICE AREA:** Adult Social Care, Health & Housing

3. **PURPOSE OF DECISION**

To consider options for the joint commissioning of EMI care home beds.

4. **IS KEY DECISION** Yes

5. **DECISION MADE BY:** Executive

6. **DECISION:**

The Executive agreed to:

- i) enter into a funding agreement with NHS and Local Authority partners to finance the development of a Full Business Case in respect of developing a new care home on part of the Heathlands site.
- ii) subject to entering into agreement seek proposals to redevelop part of the Heathlands site to provide a new care home
- iii) subject to entering into agreement seek proposals on other specialist housing on the remaining part of the Heathlands site.
- iv) the Executive noted that the proposals outlined here link to the Major Property review being undertaken as part of the Transformation Programme.

7. **REASON FOR DECISION**

In April 2016, the Council recommissioned the provision of care from the 40 bedded residential care home and day centre formerly provided by the Council at Heathlands, following a decision made by the Executive on 9 February 2016. Following the recommissioning of the service, the home and day centre closed. A number of reasons lay behind this decision, which are outlined in the report.

8. **ALTERNATIVE OPTIONS CONSIDERED**

Do nothing and sell the land.

9. **PRINCIPAL GROUPS CONSULTED:** CCG; Other Local Authorities

10. **DOCUMENT CONSIDERED:** Report of the Director of Adult Social Care, Health & Housing

11. **DECLARED CONFLICTS OF INTEREST:** None.

Date Decision Made	Final Day of Call-in Period
14 February 2017	22 February 2017

SIGNED:..... **DATE:**.....

**Bracknell Forest Council
Record of Decision**

Work Programme Reference	I064791
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1. **TITLE:** Transformation Programme - Leisure Review Procurement Plan

2. **SERVICE AREA:** Environment, Culture & Communities

3. **PURPOSE OF DECISION**

To agree the procurement plan for the market testing and potential outsourcing of Bracknell Leisure Centre, Coral Reef and Downshire Golf Complex.

4. **IS KEY DECISION** No

5. **DECISION MADE BY:** Executive

6. **DECISION:**

That the Procurement Plan for the market testing and potential outsourcing of the three major leisure sites be approved.

7. **REASON FOR DECISION**

The Leisure review forms part of the Council's wider Transformation Programme and has been exploring the ways in which the savings target of £1m could be achieved. It has been identified that the outsourcing of these three major sites could result in a saving in the region of £650,000. The Plan Phase Gateway review held on 8 December 2016 saw members support the direction of travel to market test these sites, and also support the Heads of Terms upon which any agreement with a contractor will be based.

In line with the Contract Standing Orders it is required that procurement plans over the value of £400k require sign off by the Director and Executive Member. However, in light of the significant nature of this procurement the approval of The Executive is sought in respect of this procurement plan.

8. **ALTERNATIVE OPTIONS CONSIDERED**

Various sourcing options were considered during the Analyse Phase of the review including retaining the service in-house and cessation of the services but the current proposal was the proposed way forward.

9. **PRINCIPAL GROUPS CONSULTED:** Elected Members
Staff
Customers

10. **DOCUMENT CONSIDERED:** Report of the Director of Environment, Culture & Communities

11. **DECLARED CONFLICTS OF INTEREST:** None.

Date Decision Made	Final Day of Call-in Period
14 February 2017	22 February 2017

SIGNED:..... **DATE:**.....

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TO: EXECUTIVE
14 MARCH 2017

**RESPONSE TO THE CHILDREN, YOUNG PEOPLE & LEARNING OVERVIEW AND
SCRUTINY REPORT ON CHILD SEXUAL EXPLOITATION
Director of Children, Young People & Learning**

1 PURPOSE OF REPORT

- 1.1 To inform the Members of the Executive of the response from the Executive Member for Children, Young People & Learning to the Overview and Scrutiny report on child sexual exploitation.

2 RECOMMENDATIONS

- 2.1 That the following recommendations of the Working Group “Safeguarding is everyone’s business: A Review of Child Sexual Exploitation” and responses are noted as detailed below:
- 2.2 **Children and Families**
Working Group Recommendation 1
Closer work with parents be undertaken to raise their awareness of CSE, to educate them to manage their children’s use of the on-line world and to maintain an open dialogue and set boundaries with their children. Also, consideration be given to having a CSE parenting worker, or some form of direct delivery parenting, to enable work to be carried out simultaneously with the child and his / her parents, such as that offered by Dr Barnardo’s.
- 2.3 **Working Group Recommendation 2**
The awareness and use of the CSE screening tool and prevention work with children and young people identified as having Level 1 vulnerabilities (see Appendix 2) be promoted across partners.
- 2.4 **Working Group Recommendation 3**
The monitoring and management of unauthorised school absences and fixed term exclusions be strengthened, with a particular emphasis on undertaking return interviews.
- 2.5 **Training**
Working Group Recommendation 4
A fluid rolling programme of incremental and age appropriate prevention be pursued to raise awareness levels and provide children with the resilience and knowledge to identify grooming and make safe decisions around internet use and relationships. This should include the production of a suitable primary school poster. In addition to identifying and protecting victims of CSE of both genders, a stronger emphasis be placed on raising boys’ and young men’s awareness of the possible consequences for them of having sex with underage girls.
- 2.6 **Working Group Recommendation 5**
All existing and new taxi drivers in Bracknell Forest receive safeguarding / CSE training during the next twelve months and training be rolled out to neighbouring authorities.

- 2.7 **Working Group Recommendation 6**
Bespoke training be provided for Attendance Officers to highlight the links between missing pupils and CSE.
- 2.8 **Local Safeguarding Children Board Working Group Recommendation 7**
The LSCB Strategic Sub Group be requested to undertake a stocktake of all CSE school training delivered during the last two years in order to identify and remedy any gaps. A central depository be developed to capture all the education and training sessions being delivered in schools to children, to avoid duplication and identify gaps.
- 2.9 **Working Group Recommendation 8**
The LSCB be requested to evaluate how CSE is incorporated into the Council-wide training programmes, stating who is able to access this training, ensuring outcomes are measured and changes made as a result.
- 2.10 **Working Group Recommendation 9**
The police be requested to provide an intelligence briefing to the Sexual Health Service to establish closer liaison and two way information sharing with that service.
- 2.11 **Working Group Recommendation 10**
Regulatory Services continue to work with the police to rollout the Hotel Watch Scheme across the Borough.
- 2.12 **Working Group Recommendation 11**
The Designated Doctor for Safeguarding be requested to include the use of Summary Care Records in the next mandatory training session for GPs in order to identify, and improve the care for, exploited children and young people through the storing and sharing of patient records.
- 2.13 **Working Group Recommendation 12**
The Clinical Commissioning Group be requested to provide a stakeholder map of who in the organisation is responsible for CSE in Bracknell Forest, the roles of the representatives that attend SEMRAC and who in Health Services they report back to so that information is cascaded through all organisations.
- 2.14 **Working Group Recommendation 13**
The membership of SEMRAC and the CSE Strategic Group be expanded to include a primary school lead and representatives of CAMHS and the Sexual Health Service to enable relevant reports to be received from all involved organisations.
- 2.15 **Working Group Recommendation 14**
The Pan Berkshire SEMRAC chairs add to their agenda the reporting of the top level of 'persons of interest' across Berkshire as a means to compare and monitor possible CSE perpetrators.

3 REASONS FOR RECOMMENDATIONS

- 3.1 The Overview and Scrutiny Working Group has spent considerable time reflecting on the issues with the support of appropriate officers and partners and the Executive are asked to support the recommendations outlined above.

4 ALTERNATIVE OPTIONS CONSIDERED

- 4.1 Not applicable

5 SUPPORTING INFORMATION

- 5.1 The recommendations and early actions in support of these are set out below. There are fourteen recommendations made in the report, 7 have been accepted in full, 5 have been partially accepted and 1, not yet accepted. In regards to the partially accepted recommendations, there are concerns that they would place additional burdens on already stretched resources and therefore they have been accepted in part and actions agreed from within existing resources.

- 5.2 We would like to thank the Working Group for their helpful and well informed report which recognises the work being completed in this area and will enable us to further improve and develop our services.

- 5.3 *Children and Families*

Working Group Recommendation 1

Closer work with parents be undertaken to raise their awareness of CSE, to educate them to manage their children's use of the on-line world and to maintain an open dialogue and set boundaries with their children. Also, consideration be given to having a CSE parenting worker, or some form of direct delivery parenting, to enable work to be carried out simultaneously with the child and his / her parents, such as that offered by Dr Barnardo's.

Partially Accepted

- 5.4 The Early Help Team have been trained and made aware of CSE and the concern over children's use of the internet and online chat rooms. Family and parenting workers work with the whole family to ensure understanding and implications of the potential dangers.
- 5.5 This is difficult to implement within the Councils changing role. Schools generally already provide guidance regarding online safety awareness for parents but can be encouraged more through Headteacher briefings
- 5.6 The relational approach to CSE does suggest a worker should be doing direct work with parents at same time as a different professional is working with the child/young person. This service is not systematically available at this time from within existing resources. Uptake on any CSE workshops targeted at parents that schools have done has been low. To implement this recommendation fully would require additional staff resource.
- 5.7 **Working Group Recommendation 2**
The awareness and use of the CSE screening tool and prevention work with children and young people identified as having Level 1 vulnerabilities (see Appendix 2) be promoted across partners.

Accepted

- 5.8 Use of the CSE screening tool by all partner agencies, has been promoted by the LSCB CSE/Missing Strategic Sub group. The tool has recently been reviewed and updated. The LSCB CSE strategy and action plan has 'Prevention' as one of the 4 key areas that partners have signed up to. Awareness raising will continue through the LSCB Strategic group and SEMRAC.
- 5.9 All our family workers and Youth Workers have been trained in using the screening tool. The Youth Service work closely with identified young people to raise awareness of CSE (sexting/texting /online dangers). The Youth team use the screening tool when conducting return to home interviews for those children who are identified as missing. The tool is used by YOS case managers with all children and young people within both the YOS statutory and prevention services.
- 5.10 **Working Group Recommendation 3**
The monitoring and management of unauthorised school absences and fixed term exclusions be strengthened, with a particular emphasis on undertaking return interviews.

Accepted

- 5.11 The quarterly report from SEMRAC Sept – Nov 2016 shows that positively the overall total of Return Home Interviews completed within 72 hours has increased from last 3 months, from 76% to 87%. Performance variations below, from previous 3 months :
- Youth Service – 16% increase
 - MASH – 8% decrease
 - Duty – 11% increase
 - CSST – 8% increase.
- 5.12 Monitoring and management of unauthorised absences is closely managed by our schools with unauthorised absence one of the lowest in the country. All schools are regularly reminded of their responsibilities. We will continue to use attendance data to target those schools where unauthorised absence is a concern.
- 5.13 All schools are regularly reminded of their responsibility to follow statutory guidance with regard to the use of exclusion. We will further re-inforce this together with the continued need for return interviews.

5.14 *Training*

Working Group Recommendation 4

A fluid rolling programme of incremental and age appropriate prevention be pursued to raise awareness levels and provide children with the resilience and knowledge to identify grooming and make safe decisions around internet use and relationships. This should include the production of a suitable primary school poster. In addition to identifying and protecting victims of CSE of both genders, a stronger emphasis be placed on raising boys' and young men's awareness of the possible consequences for them of having sex with underage girls.

Partially accepted

- 5.15 The police provide prevention programmes for young people in schools, and the YOS also provide a group work prevention programme to girls at risk of CSE. Individual and group work is done in YOS with boys to raise their awareness of consequences. There is a sub group of the LSCB looking at providing prevention programmes for young people regarding sexting.

- 5.16 This is what good quality PSHE would include and whilst non statutory is part of the inspection process. Schools need to decide what is appropriate for their children. Posters generally have limited effectiveness and are a dated medium. However, Individual schools may decide to design a poster, and a suggested poster for primary schools has been produced during the O&S which will be circulated to schools.
- 5.17 Youth team run sexual health and relationship sessions across the borough that covers grooming and online dangers - these sessions are delivered in all secondary schools (every year group) and one primary, Year 6, currently - but will be offered to all primary schools in Bracknell Forest. Teaching also includes the emphasis on raising boys' and young men's awareness of the dangers and consequences of having sex with underage girls. Parents often ring the youth service directly following these sessions to have further discussions to increase their knowledge and confidence. The Youth Service have an anonymous texting service where young people can text in asking for information or advice on a range of issues/topics related to sexual health and relationships including internet use and grooming and more recently substance misuse.
- 5.18 The CSE Specialist Social Worker located in Childrens Social Care provides a 1-1 service to individual children and young people on a casework basis, covering 'keep safe' work, reducing vulnerability to CSE, safe use of internet, awareness of grooming and enabling young people to identify abusive relationships. She also works with children and young people who have gone missing, completing the majority of return home interviews.
- 5.19 **Working Group Recommendation 5**
All existing and new taxi drivers in Bracknell Forest receive safeguarding / CSE training during the next twelve months and training be rolled out to neighbouring authorities.
- Partially accepted**
- 5.20 The timeframe will not be met for existing taxi drivers but will be for new ones. This condition will apply to the renewal of licences for existing taxi drivers.
- 5.21 Once a training programme has been finalised, there will be a short consultation with trade and take to Committee on 5 January with recommendation of implementation for all drivers and operators from 1 April 2017.
- 5.22 With the move to a joint service with West Berkshire and Wokingham in January 2017 there maybe changes in service priorities but I am aware that those services also have high profile vulnerable groups and this new service may actually increase the work done by the service in the area of protection of children.
- 5.23 **Working Group Recommendation 6**
Bespoke training be provided for Attendance Officers to highlight the links between missing pupils and CSE.
- Partially accepted**
- 5.24 Training will be offered to all school attendance leads on the links between CSE and those children with low attendance.
- 5.25 *Local Safeguarding Children Board*
Working Group Recommendation 7
The LSCB Strategic Sub Group be requested to undertake a stocktake of all CSE school training delivered during the last two years in order to identify and

remedy any gaps. A central depositary be developed to capture all the education and training sessions being delivered in schools to children, to avoid duplication and identify gaps.

Partially accepted

- 5.26 The LSCB CSE/Missing Strategic sub group have requested that the Targeted Services branch of CYPL undertake this work. The Safeguarding manager for schools sits on the Strategic Group. This would require a considerable resource to undertake as training with regard to CSE can be direct or indirect e.g. self-esteem, relationships education. Targeted services will research this and determine what is realistic within the available resources.

- 5.27 **Working Group Recommendation 8**
The LSCB be requested to evaluate how CSE is incorporated into the Council-wide training programmes, stating who is able to access this training, ensuring outcomes are measured and changes made as a result.

Partially accepted

- 5.28 The Corporate Learning and development Team record information on the training provided and inclusion of CSE. They will need to evaluate this in order to take forward this recommendation. The BFC Head of Learning and Development sits on LSCB CSE/Missing Strategic sub group, so this recommendation will be taken forward.

- 5.29 **Working Group Recommendation 9**
The police be requested to provide an intelligence briefing to the Sexual Health Service to establish closer liaison and two way information sharing with that service.

Accepted

- 5.30 Police have offered this to the sexual health service and a briefing is being set up

- 5.31 **Working Group Recommendation 10**
Regulatory Services continue to work with the police to rollout the Hotel Watch Scheme across the Borough.

Accepted

- 5.32 Next hotel watch operation planned for early in 2017. Regulatory services and police will work together on this as previously.

- 5.33 **Working Group Recommendation 11**
The Designated Doctor for Safeguarding be requested to include the use of Summary Care Records in the next mandatory training session for GPs in order to identify, and improve the care for, exploited children and young people through the storing and sharing of patient records.

Not yet accepted

- 5.34 Awaiting confirmation from Dr Caird that she will be taking this forward into the mandatory training for GPs

- 5.35 **Working Group Recommendation 12**
The Clinical Commissioning Group be requested to provide a stakeholder map of who in the organisation is responsible for CSE in Bracknell Forest, the roles of the representatives that attend SEMRAC and who in Health Services they report back to so that information is cascaded through all organisations.

Accepted

- 5.36 The person in the CCG responsible for CSE is Debbie Hartrick as she sits on the CSE Strategic Group. She is Associate Director: Safeguarding. She reports to the Director of the CCG.
- 5.37 Berkshire Health Foundation Trust, represent Health on SEMRAC and the representative reports to Jane Fowler who is the Head of Safeguarding for BHFT.
- 5.38 The CCG do not attend SEMRAC as it is a commissioning organisation and must not be party to patient details. The CCG represent Health at CSE/Missing strategic meetings, not operational meetings.

- 5.39 **Working Group Recommendation 13**
The membership of SEMRAC and the CSE Strategic Group be expanded to include a primary school lead and representatives of CAMHS and the Sexual Health Service to enable relevant reports to be received from all involved organisations.

Accepted

- 5.40 Sexual Health and CAHMS are now represented. A primary school lead for CSE would be a welcome additional member. The Head of PHAB will be approached to identify potential contributor
- 5.41 **Working Group Recommendation 14**
The Pan Berkshire SEMRAC chairs add to their agenda the reporting of the top level of ‘persons of interest’ across Berkshire as a means to compare and monitor possible CSE perpetrators.

Accepted

- 5.42 SEMRAC now includes risk grading and discussion of persons of interest at each meeting. This will be taken forward to the pan Berks CSE leads meeting for comparison and information sharing.

6 ADVICE RECEIVED FROM STATUTORY AND OTHER OFFICERS

Borough Solicitor

- 6.1 The relevant legal issues are addressed within the report

Borough Treasurer

- 6.2 The Borough Treasurer is satisfied that sufficient resources exist to make the changes set out in the responses detailed in the supporting information.

Background Papers

Report by the Working Group of the Children, Young People & Learning Scrutiny Panel
“Safeguarding is everyone’s business: A Review of Child Sexual Exploitation”

Unrestricted

Contact for further information

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‘safeguarding is everybody’s business’

**A Review of Child Sexual Exploitation
by a working group of the
Children, Young People and Learning
Overview and Scrutiny Panel**



September 2016

Table of Contents

	Page No.
1. Lead Member's Foreword	1
2. Executive Summary	2
3. Investigation and Information Gathering	3
4. Conclusions	33
5. Recommendations	35
6. Glossary	37
Appendix 1 – Review Scoping Document	39
Appendix 2 – A Quick Guide to Risk Factors for Child Sexual Exploitation	42

Acknowledgements

The Working Group would like to express its thanks and appreciation to the following people for their co-operation and time. All those who have participated in the review have received a copy of this report if wished.

Marion Bent	Headteacher, College Hall Pupil Referral Unit
Christina Berenger	Detective Inspector, Thames Valley Police
Dr Katie Caird	Designated Doctor for Safeguarding
Philip Cook	General Manager, Involve
Dr Matthew Hamill	Consultant in Genitourinary Medicine, NHS
Jo Manisier	Student Support Manager and Deputy Designated Child Protection Lead, The Brakenhale School
Mr Joseph Pakia	Sexual Health Advisor, NHS
Helen Starr	Assistant Headteacher & Safeguarding Lead, Ranelagh School
Members of the Designated Child Protection Lead Network	

The following officers from Bracknell Forest Council:

Janette Karklins	Director of Children, Young People and Learning
Lorna Hunt	Chief Officer: Children's Social Care
Sonia Johnson	Head of Specialist Services
Karen Roberts	Head of Youth Offending Service
Amanda Wilton	Head of Targeted Services (former)
Liz Hassock	Targeted Youth Support Manager
Debbie Smith	Safeguarding and Inclusion Team Manager
Robert Sexton	Head of Regulatory Services
Kellie Williams	Community Safety Manager
Lilian Dickinson	Children's Specialist Support Team
Andrea Carr	Policy Officer (Overview and Scrutiny)

1. Lead Member's Foreword

1.1 I must start this Foreword by thanking a number of individuals:

Firstly, Andrea Carr as my lead officer with thanks for her encouragement and support during this review.

My thanks must also go to the members of the Working Group:

Cllr Mrs Gill Birch
Cllr Ms Moira Gaw
Cllr Sarah Peacey
Cllr Mrs Mary Temperton

Thank you colleagues for approaching this sensitive issue with enthusiasm and good spirit.

1.2 The purpose of this review and its resultant report has been to ensure that our arrangements as a Council with regard to Child Sexual Exploitation continue to be of the highest standard. I must stress that this review was not convened through any concerns that our arrangements were in anyway lacking but we must never become complacent and in light of recent national headline cases it was felt both appropriate and timely to revisit our practices and processes.

1.3 My thanks must also go to specific officers who joined the Working Group namely, Lorna Hunt, Sonia Johnson and Karen Roberts who each contributed so much to this review. Their professionalism and dedication in the face of such delicate, difficult and often demanding situations was reassuring, complacency is not in their vocabulary. It will come as no surprise that during our interviews there developed an overwhelming sense that a social worker's job is without doubt a vocation. They often have to become involved in the most sensitive areas of people's lives at a time when they are at their most vulnerable.

1.4 My thanks must also go to Robert Sexton, Debbie Smith and Dr Katie Caird for their invaluable contribution. We also felt it was very important to talk with our partner agencies, Thames Valley Police, Education and the NHS to gauge their involvement with officers of the Council.

1.5 We were very impressed by the cohesive manner in which the agencies were able to work together on such an important matter and would hope that with the advent of the Multi Agency Safeguarding Hub that this will make inter agency working ever closer.

1.6 I speak for my member colleagues when I say that this review has been enlightening, profound and at times shocking but I feel reassured that we are continuing to make every endeavour to keep our young people safe.

Councillor Mrs Jennie McCracken
Working Group Lead Member

2. Executive Summary

- 2.1 Owing to concerns arising from the increasing level of awareness of child sexual exploitation following recent high profile cases in areas such as Rotherham, Rochdale and Oxford, Members of Bracknell Forest Council's Children, Young People and Learning Overview and Scrutiny Panel selected child sexual exploitation as a review topic in the 2015/16 Overview and Scrutiny Work Programme. A Working Group of the Panel was then established to carry out a review of child sexual exploitation in Bracknell Forest to establish the extent and scale of any instances of it in the Borough and to review actions to prevent it and to make recommendations to tackle any issues identified. The Working Group was also mindful of the Government's response to reports of child sexual exploitation and guidance / measures to deal with it.
- 2.2 The Working Group commenced its work by scoping its review of child sexual exploitation. The scoping document is attached to this report at Appendix 1 and describes the purpose, key objectives, scope, background, specific questions for the Working Group to address, sources of information gathering, key documents / background data / research, timescale, outputs to be produced, reporting arrangements and monitoring / feedback processes for the review.
- 2.3 This report describes the work of the Working Group between August 2015 and May 2016 which has consisted of fact finding meetings with relevant Council officers from the areas of Children's Social Care, Education, Youth Offending, Youth Services, Community Safety and Regulatory Services. The Working Group also met representatives of relevant partners such as the Thames Valley Police, the Designated Doctor for Safeguarding, Sexual Health professionals, the Voluntary Sector, headteachers and representatives of local schools, and members of the Designated Child Protection Lead Network. The review also featured undertaking research relating to child sexual exploitation which focused on gathering data and the findings of reports into instances of child sexual exploitation in other areas of the country. This report sets out the findings of the review and is organised in the following sections:
- Part 1 Lead Member's Foreword.
 - Part 2 Executive Summary of the review.
 - Part 3 A summary of the Working Group's investigation and information gathering.
 - Part 4 Conclusions reached by the Working Group following the review.
 - Part 5 Recommendations to the relevant Executive Member.
 - Part 6 Glossary of terms.
- 2.4 Working Group Members hope that the report will be well received and look forward to receiving responses to their recommendations which recognise the key need to prevent and tackle child sexual exploitation.

3. Investigation and Information Gathering

What is Child Sexual Exploitation (CSE)?

- 3.1 CSE is a form of sexual abuse that involves the manipulation, coercion or trafficking of children and young people under the age of 18 into sexual activity in exchange for things such as money, drugs / alcohol, gifts, accommodation or affection. In addition to being damaging to the health, wellbeing, education and life chances of children and young people, it is a violation of their human rights and can also constitute an act of violence, and a criminal act in the case of children under 16 years of age.

Definitions of CSE

- 3.2 Since 2009 the following statutory definition for CSE has been included in the 'Safeguarding Children and Young People from Sexual Exploitation' (2009) supplementary Government guidance to 'Working Together' (2015):

'The sexual exploitation of children and young people under 18 involves exploitative situations, contexts and relationships where young people (or a third person or persons) receive 'something' (e.g. food, accommodation, drugs, alcohol, cigarettes, affection, gifts, money) as a result of performing, and/or others performing on them, sexual activities.'

Child sexual exploitation can occur through use of technology without the child's immediate recognition, for example the persuasion to post sexual images on the internet/mobile phones with no immediate payment or gain. In all cases those exploiting the child/young person have power over them by virtue of their age, gender, intellect, physical strength and/or economic or other resources. Violence, coercion and intimidation are common, involvement in exploitative relationships being characterised in the main by the child or young person's limited availability of choice resulting from their social/economic and/or emotional vulnerability.'

- 3.3 As a number of alternative definitions have developed over time, this has led to the use of different definitions or using the terms 'child sexual abuse' and 'child sexual exploitation' interchangeably, creating challenging inconsistencies in risk assessment and data collection. To avoid this confusion, the Government has consulted on a simplified and shortened version of the existing definition for universal agreement and application across all agencies and partners to enable them to create more easily joint risk assessments and work together to target disruption and investigate offending. The new statutory definition subject to consultation is set out below and seeks to define grooming and the issue of consent clearly and to reflect that the sexual abuse or exploitation of children is always the responsibility of the perpetrator and that CSE is a subset of child sexual abuse, although the manner in which it occurs can be different to other forms of child sexual abuse, such as familial sexual abuse.

'Child sexual exploitation is a form of child abuse. It occurs where anyone under the age of 18 is persuaded, coerced or forced into sexual activity in exchange for, amongst other things, money, drugs/alcohol, gifts, affection or status. Consent is irrelevant, even where a child may believe they are voluntarily engaging in sexual activity with the person who is exploiting them. Child sexual exploitation does not always involve physical contact and may occur online.'

Types of CSE

3.4 In addition to the organised / networked sexual exploitation and trafficking by grooming gangs and groups, CSE can take other forms such as the inappropriate relationship model of exploitation, the boyfriend model of exploitation and peer exploitation which are explained below. The common theme in all cases is the imbalance of power and the control exerted over young people. This imbalance can limit victims' choice and lead them to perceive their situation with their abuser as consensual and normal. Young people who are targeted for exploitation tend to be the more vulnerable.

- The inappropriate relationship model of exploitation – this usually involves one perpetrator who has inappropriate power or control over a young person (physical, emotional or financial). One indicator may be a significant age gap. The young person may believe they are in a loving relationship.
- The boyfriend and peer model of exploitation - the perpetrator befriends and grooms a young person into a 'relationship' and then coerces or forces them to have sex with friends or associates. Sometimes this can be associated with gang activity.
- Organised / networked sexual exploitation and trafficking - young people, often connected, are passed through networks, possibly over geographical distances, between towns and cities where they may be forced / coerced into sexual activity with multiple men. Often this occurs at 'sex parties', and young people who are involved may be used as agents to recruit others into the network. Some of this activity is described as serious organised crime and can involve the organised 'buying and selling' of young people by perpetrators.

3.5 Other scenarios of CSE include situations involving peer-on-peer abuse, 'sexting' (sharing inappropriate or sexually explicit images or messages on-line or through mobile phones) and predatory use of on-line gaming and social media. CSE covers a very wide range of activity which is not limited by gender, age, ethnicity or religion.

3.6 Vulnerable boys can be groomed as victims of men or women and also groomed by older men to introduce them to young girls. This aspect of CSE is less widely recognised and male victims are often perceived as young offenders.

3.7 Many victimised children and young people may be reluctant to disclose sexual exploitation or seek support, often due to stigma, prejudice or embarrassment or the fear that they will not be believed. Others may not realise that they are being exploited and view themselves as being in a relationship which seems normal to them.

CSE Risk Factors

3.8 Risk factors for CSE include poor school attendance, regularly going missing / running away from home or returning home late, using drugs / alcohol, having friends who are older or who have been exploited, engaging in risky relationships, involvement in gangs or domestic abuse. A quick guide to risk factors for CSE is attached at Appendix 2.

Signs of CSE

3.9 Although children and young people who are the victims of sexual exploitation often do not recognise that they are being exploited, there are a number of tell tale signs that a child may be being groomed for sexual exploitation. These include:

- going missing for periods of time or regularly returning home late.
- being secretive about where they are going.
- regularly missing school or not taking part in education.
- appearing with unexplained gifts or new possessions.
- associating with other young people involved in exploitation.
- having older boyfriends or girlfriends.
- suffering from sexually transmitted infections.
- mood swings or changes in emotional wellbeing.
- lack of interest in activities and hobbies.
- drug and alcohol misuse.
- displaying inappropriate sexualised behaviour.

The National and Local CSE Picture

National

- 3.10 There have been several incidences of CSE on a large scale that have been considered of national significance. The offence itself is not new, but the systematic and industrial scale of the exploitation in places such as Rotherham has taken many people by surprise.
- 3.11 Police recorded 36,429 sexual offences against children in the UK in 2013/14 which was the highest number in the past decade. The UK also saw a sharp increase in numbers of recorded sexual offences against children during 2014/15, possibly due in part to increased willingness to report sexual abuse following recent high profile abuse cases in the media and changes in policing. The data covers a range of sexual offences, including rape, sexual assault, sexual activity with a minor and child grooming. The data does not reflect the total number of sexual offences committed against children as crime statistics suffer from under-reporting. The focus of police-recorded crime statistics is on offences, rather than on victims of crime making it hard to establish the total number of sexual offences committed against children because offence types cover different age groups.
- 3.12 The National Society for the Prevention of Cruelty to Children (NSPCC) recorded 22,754 offences against children in 2013/14 (22,294 excluding offences that include victims up to the age of 18, abuse of a position of trust and abuse of children through prostitution and pornography). This equates to a rate of 2.2 sexual offences per 1,000 children aged under 16.
- 3.13 There has been an increase of 26% in the number of recorded sexual offences against children aged under 16 in the last year. Having remained fairly stable, ranging between 1.4 and 1.7 per 1,000 children aged under 16 between 2004/05 and 2012/13, the rate of sexual offences has increased to the high of 2.2 in 2013/14.

3.14 The number and rate of sexual offences against under 16s in England in 2013/14 were:

- 5,852 recorded offences of rape of girls under 16 (2,631 offences of rape of a female child under 13 and 3,221 of rape of a female child under 16).
- 4,825 offences of sexual assault against girls aged under 13.
- 1,407 recorded offences of rape of boys aged under 16 (1,029 offences of rape of a male child under 13 and 378 of rape of a male child under 16).
- 1,520 recorded offences of sexual assault against boys aged under 13.

Offence category	Number of offences
Rape of a female child under 16	3,221
Rape of a female child under 13	2,631
Sexual assault on a female child under 13	4,825
Rape of a male child under 16	378
Rape of a male child under 13	1,029
Sexual assault on a male child under 13	1,520
Sexual activity involving a child under 16	5,562
Sexual activity involving a child under 13	2,698
Abuse of position of trust of a sexual nature (includes under 18)	176
Abuse of children through prostitution and pornography (includes under 18)	284
Sexual grooming	430
Total	22,754

3.15 In 2014/15, “sexting” was mentioned in 1,213 NSPCC counselling sessions which was comparable to the rate in 2013/14. Instances have risen from approximately 250 in 2011/12 when it was first recorded. In 2015, following the passage of the Serious Crime Act (England and Wales) it became illegal for an adult to send a sexual message to a child intentionally. Cases of sexual grooming and communicating indecently with a child rose from zero in 2005 to 375 in 2013/14. In 2013 the National Crime Agency (NCA) estimated that there were 602 child victims of trafficking, up 10% from 549 in 2012. NCA data showed the most prevalent exploitation type for trafficked children was sexual exploitation (236, i.e. 40%). Of the victims of child trafficking referred to the Child Trafficking Advice Centre over the past seven years, sexual exploitation formed the largest exploitation type and there has been a 48% increase in it from 2012/13 to 2013/14.

3.16 The Working Group received CSE data which provided national school sexual abuse figures; information from the Consultant in Public Health relating to conceptions and abortions; and comparative graphs concerning legal abortions per 1,000 women in 2014 across south east unitary authorities, rate of teenage conceptions under 16 years 2011-2013 in south east unitary authorities, Bracknell Forest under 18 years teenage conception rate 2000-2013 and under 18 years teenage conception rate 2013 across south east unitary authorities. Although the Borough previously had a high rate of teenage pregnancies, this has steadily decreased to one of the lowest levels in the south east following targeted work.

Local

3.17 Local instances of CSE are comparatively low and mainly involve vulnerable young girls being exploited by older male abusers who they perceive to be their

boyfriends in return for love and affection rather than drugs / alcohol and gifts. Neglect is thought to be a factor and the girls' vulnerability shifts the power balance in favour of the older abusers, who are generally in the 17-21 years age group whilst the girls are 13-14 years old. Although the girls may have return interviews following spells of going missing, they are often reluctant to divulge information regarding their situation as they regard themselves to be in a loving relationship and wish to protect their 'boyfriends'. However, concerned friends sometimes report what is happening as they think it is wrong or criminal.

- 3.18 There is a link between substance misuse and CSE. This mainly takes the form of cannabis and / or alcohol at present as mephedrone use has significantly decreased locally. A recent Overview and Scrutiny review of substance misuse found that parents were insufficiently informed of the signs and consequences of substance misuse by their children. It also has links with children going missing, poor educational attainment and crime.

Safeguarding Structure

- 3.19 The Local Safeguarding Children Board (LSCB) is a partnership with responsibility for working together to oversee the safety and wellbeing of children and young people in Bracknell Forest. The LSCB is made up of representatives from a broad range of services that work with children and young people, or with their parents / carers, in statutory, voluntary, community and independent settings. These partners include the Council, Thames Valley Police, probation, health services, schools, and voluntary and community services. Two groups meet in Bracknell Forest to monitor the work in relation to CSE, namely, the LSCB CSE Strategic Sub Group and the CSE Operations Group, subsequently renamed Sexual Exploitation and Missing Risk Assessment Conference (SEMRAC) to be consistent with other local authorities.
- 3.20 The Head of the Youth Offending Service (YOS) chairs the CSE Strategic Sub Group which is a multi-agency group with strategic representatives of all partners and also benefits from the findings of Operation Bullfinch, a joint police investigation into suspected serious sexual offences against children within Oxfordshire.
- 3.21 SEMRAC is co-chaired by the Head of Specialist Services and Detective Inspector (DI) Berenger of Thames Valley Police (TVP). Its role is to aid the prediction and prevention of CSE by predicting which children may be at risk of exploitation in the area and by intervening. The Group meets monthly and has representation from all relevant partners.
- 3.22 The police use the Problem Analysis Triangle (PAT) which recognises that for a CSE crime to be committed, the following elements must be present:
- a victim / young people at risk
 - an offender / person of interest
 - a location

If one or more of these elements do not occur, then a crime cannot be committed. By identifying common elements in incidents of CSE, it may be possible to prevent further crimes by removing or altering one or more of the elements.

Witness Evidence

Introductory Meeting with Children's Social Care and other Council Officers

- 3.23 The Working Group was advised that the Council and its partners had been working together for some years to prevent and tackle CSE and work had been improved and re-profiled over the past two years with the benefit of highly skilled officers and partnership work. A specific CSE social worker had been appointed. Early intervention was a main strand of work. The police had invested significant resources into tackling CSE as it was viewed as a priority issue.
- 3.24 A CSE screening tool had been developed to assist with the identification of exploitation. Although schools made the highest number of CSE referrals and partners worked with them, CSE occurred outside school and absence was one of the greater common denominators, all victims had poor attendance.
- 3.25 A serious case review in another part of the country had found that school absences had been a major contributing factor and returns to school had presented issues. Ofsted highly rated safe houses were often limited and it sometimes became necessary to place children and young people out of the Borough for their protection from CSE, in which circumstances location risk assessments would be undertaken and area crime reports obtained to challenge and minimise risks. Unsuitable accommodation would be rejected. The area SEMRAC would be contacted in the event of concerns. Recruiting more foster carers was a preferable and more stable resolution than placements in children's homes or safe houses although fosterers may be less inclined to receive more challenging children. Home educated children could be particularly vulnerable to CSE as their whereabouts could be unknown.
- 3.26 Each Bracknell Forest school had its own process for dealing with missing pupils which reflected statutory requirements and the DfE guidance. Any unauthorised absence would not necessarily result in a missing person report to the police or referral to Children's Social Care unless the defined threshold was met or there were other known risk factors. Patterns or regularity of absences could be indicators of children being at risk of exploitation and methods such as making enquiries of school friends, telephoning parents or involving Education Welfare may be utilised where there were concerns.
- 3.27 As younger children were now being targeted by perpetrators, it was felt that CSE awareness raising education in secondary school should commence at the age of 12 with appropriate materials. Also, plans should be progressed for raising awareness amongst primary age children.
- 3.28 The Council was employing social media to promote a 'Nine Signs of Child Sexual Exploitation' campaign featuring a different message every day aimed at parents to raise their awareness and advise them how to ensure that their children were safe on-line. Over 2,000 people visited the on-line campaign, 35 of whom downloaded additional material. A similar campaign was being pursued in Manchester. Members of the CSE Strategy Group could send similar awareness messages via their own social media outlets. The use of a range of different media to raise awareness would be beneficial.

Internet Safety

- 3.29 The internet offers one of the greatest grooming opportunities as it is a means for children to forge relationships with complete strangers, possibly with

assumed identities, in their own homes often without their parents' knowledge. This can raise the self-esteem of a potential victim without them being aware that they are being groomed and can lead to meetings with perpetrators. The Bracknell Forest E-Safety Sub Group, which previously worked to raise awareness of children, young people, vulnerable adults, their parents / carers and organisation staff and volunteers to enable them to keep themselves and those in their care as safe as possible when using the internet and other electronic communication technologies, has now been disbanded. The on-line risks around CSE have been integrated into SEMRAC and discussions are being held with the Children, Young People and Learning department about how other areas of e-safety can be mainstreamed.

- 3.30 The Working Group met the Council's Community Safety Manager who gave a verbal presentation in respect of internet safety in the context of CSE. Work on internet safety had commenced in 2011 and sought to keep children and young people safe on-line. The Working Group was advised that the internet was an extremely broad and constantly evolving medium. There were two links between the internet and CSE:
- pro-active on-line grooming by child sex offenders
 - youth led and produced exploitation
- 3.31 Pro-active on-line grooming was undertaken by individuals, groups or gangs and victims were often unaware that they were being groomed for CSE.
- 3.32 Youth produced sexual content consisted of young people sharing indecent images of themselves with boyfriends / girlfriends on-line. These images could then be shared more widely.
- 3.33 Although traditional grooming where perpetrators took time to build a relationship with their victims continued, on-line grooming was more common as it was a rapid process providing greater access to children and young people. Research undertaken by the Child Exploitation and On-line Protection (CEOP) Agency found cases where there were only two to three on-line contacts between exploiter and victim over one or two weeks prior to offences being committed. On-line exploiters utilised a 'scatter gun' approach by contacting up to 500 young people simultaneously and then targeting the most vulnerable.
- 3.34 Many children and young people were accessing and being exposed to pornography on- and off-line which made it appear normal and acceptable behaviour leaving victims less able to challenge abuse. Exposure to pornography also occurred accidentally through innocent use of the internet and could adversely affect emotional wellbeing. Young people, who were often more ICT aware than their parents, were able to navigate around protective firewalls and tracking applications and much viewing of sexual images took place utilising electronic equipment without parental controls activated. The parental control feature was not necessarily a default setting making it particularly important for parents to activate it. Larger IT companies were working towards the feature becoming an opt-out default. Material posted abroad was often more accessible. It was felt that parents, who may be naïve or in denial of the risk to which their children were exposed, needed to be educated to acknowledge the risk and support their children to avoid abuse, exploitation and peer pressure. However previous attempts to engage parents had been unsuccessful.
- 3.35 The Internet Watch Foundation was the United Kingdom (UK) hotline for confidentially and anonymously reporting criminal on-line content as follows:

- Child sexual abuse content hosted anywhere in the world
- Non-photographic child sexual abuse images hosted in the UK
- Criminally obscene adult content hosted in the UK

- 3.36 Research had indicated that the amount of youth generated sexual content (photographs and videos) available on the internet had increased over the three year period from 2012 to 2015 and involved younger children. 85.9% of content that was created by young people of 15 years and younger happened via webcams and there had been an increase in the number of live images. Images mainly featured girls and 90% of images assessed during the research had been uploaded from their original location and were being shared on image sharing websites. Skype and webcams could be utilised to record, upload and share images and users needed to log-out to prevent people from continuing to view images. 80% of images of young people were produced in the home environment, most commonly in the bedroom or bathroom, and parents were encouraged to keep computers etc in a family area and not in their children's bedrooms to reduce risk of abuse. Public policy research had found that 80% of school age children felt that it was too easy to view pornography and sexual images on the internet. 70% of young people accessing pornography were 13-15 years of age and whilst NSPCC research indicated that the majority of parents of 14 year olds thought their children were not accessing it, this was not the case. 77% of young women interviewed stated they felt they should look differently as a result of accessing on-line pornography whilst 75% felt they should act differently. This was a result of behavioural norms shifting and young people (both boys and girls) expecting girls particularly to behave in a sexualised way. Society in general was becoming more sexualised. Although this was national research, it was accepted to be reflected locally.
- 3.37 Research published in 2014 indicated that in one month alone (December 2013), 44,000 primary school age children visited adult websites and 1 in 20 visitors to pornographic websites were underage. 112,000 UK males aged between 12 and 17 years accessed on-line pornography in the month of December 2013. This research was limited to those accessing these sites from a laptop or PC. As the majority of young people access the internet via smartphones, tablets or other internet-enabled devices these numbers were likely to be higher. Technology was evolving rapidly and its use was part of normal life for young people.
- 3.38 It was felt that there was a gap in Personal, Social, Health and Economic (PSHE) education during the transition from primary to secondary school with no specialist intervention in Years 7 to 8. There were high expectations of PSHE teachers who were not fully trained to provide education regarding CSE, pornography and domestic abuse etc in addition to their core teaching subject. Although such education had been delivered by school nurses in primary schools in the past, that resource was no longer available and there was a need for trained experts who were not embarrassed by the subject matter and could offer emotional support. However, the age group to which PSHE content was targeted was an issue as it could adversely affect younger children who were not ready for it and the correct balance needed to be found. Many young people were receiving an education through viewing pornography which normalised it, although this could be damaging to those that felt uncomfortable with it and as a result have difficulties with future relationships. Differing cultures and beliefs could also be a factor as some parents were against their children receiving sex related education.

- 3.39 Some attractive young women recognised that they held sexual power over young men and behaved accordingly. It was difficult to educate them to realise their vulnerability as the balance of power could rapidly change and lead to abuse and exploitation.
- 3.40 There was a single point of entry to refer CSE concerns and all vulnerable children and young people were screened by relevant agencies such as the Council, schools and GPs. If young people were assessed as risk Level 1, the Common Assessment Framework would apply. When risk Level 2 was reached young people would be assessed by the Duty and Assessment Team or referred for child protection. Schools referred other children and young people who had not been identified as being vulnerable. The CSE system was very clear and all agencies utilised the same risk assessment tool and made referrals to SEMRAC where necessary. There was also a need to maintain a focus on vulnerable young adults following transfer from Children's Services to Adult Services.
- 3.41 The Community Safety Partnership had been in discussion with a local company in an endeavour to secure sponsorship towards work to develop a responsive website for young people with a survey function to provide local data to inform messages to be delivered during annual visits to schools. A school competition to design parts of the website and the involvement of children by the web company were proposed. The extent of the project would depend on the level of funding available. It was unlikely that the Public Health team would be able to contribute any funding due to in year budget reductions.
- 3.42 A report produced by Oxfordshire County Council outlined actions it had taken in response to CSE which included recruiting new school staff and nurses; extending the PSHE programme; increasing the use of awareness raising initiatives; and employing 21 additional child protection officers. These measures had serious resource implications for that Council.
- 3.43 Measures to combat on-line CSE in Bracknell Forest included partners working in an integrated manner, raising awareness of the risks, and providing e-safety education to keep vulnerable children and young people safe on-line. A training package had been developed specifically for foster carers and was being delivered in partnership with the Family Placement Team. A daily log sheet completed by foster carers indicated whether misuse of technology was apparent. Internet safety featured in every Looked After Child's care plan. Looked After Children (LAC) were considered to be particularly vulnerable owing to their backgrounds. Although the focus of internet safety work had been on older children, younger ones were now at risk of exposure from sources such as handed down computer equipment for homework etc. The first stage of the Nine Signs of CSE campaign had been successful and the second stage, which would continue the theme of e-safety, was due to commence shortly.

Thames Valley Police (TVP)

- 3.44 DI Berenger, who headed the Criminal Investigation Department (CID) for the Local Policing Area (LPA), attended the meeting to explain TVP's role and involvement in CSE. She had worked in Bracknell Forest for one year, managing lower level, volume crime, and was the LPA's single point of contact for CSE. More serious and complex crimes would be referred to Force CID.
- 3.45 The DI co-chaired SEMRAC, the referral route to which was usually via the CSE risk assessment tool, however, it was sometimes through the Common

Assessment Framework (CAF) process, one outcome of which could be for the lead professional to complete a CSE risk assessment. All LPAs across the Thames Valley had a CSE Operations Group and they interacted at a county level. Although all organisations involved in CSE were represented at the local Operations Group, which had a meeting attendance of around 25 people, the area where representation and engagement was lacking was parents but they would be a problematic inclusion into the Group due to the sensitive discussion. It was acknowledged that more work was required in this area to protect children and young people at risk.

- 3.46 Following the CSE scandals in Rotherham and other towns, there had been a significant police reaction across the country with forces adopting different approaches to tackling CSE. TVP has established a Problem Solving Team at its Headquarters which has been looking at the various approaches with a view to identifying a common and effective model and adopting best practice. Berkshire cluster meetings of operational group chairs suggested that Bracknell Forest was ahead of other areas with a more joined up approach and frequent close contact between partners enabling a rapid response to indications of vulnerability. Reference was made to Operation Bullfinch, a joint police investigation into suspected serious sexual offences against children within Oxfordshire.
- 3.47 It was explained to the Working Group that the term CSE was not an offence per se. It had a wide definition and was the title of a type of criminality which overarched many different criminal offences. Case investigators were trained to interview victims in a relaxing environment and manner which put them at ease utilising video recording techniques.
- 3.48 Partner organisations had differing definitions of what constituted CSE and, from the police's perspective, situations which represented risk in general were too quickly branded as CSE. Unlike the national picture, at the time of the meeting there was no reported CSE outside the home / or non inter familial abuse taking place in Bracknell Forest, however, as there were many vulnerable children and young people at risk in the Borough who could be potential CSE victims, the local emphasis was on prevention work. Reported rapes in the Borough were not related to CSE.
- 3.49 The Neighbourhood Police Team or a TVP CSE engagement officer would be tasked to undertake some engagement work and gather intelligence, which could include home and meeting place visits. At the time of the meeting there were 10-20 young people appearing on the SEMRAC agenda for assessing and monitoring. The number had been over 30 a year previously owing to the initial reaction to CSE following media exposure of situations in towns including Rotherham. However, there was currently a clearer understanding of the issue amongst partners leading to early recognition of the signs and prompt intervention.
- 3.50 Professional knowledge and judgement was utilised by SEMRAC to identify risk and allocate a vulnerable child to one of three risk indicator levels with Level 1 constituting the lowest level of risk and Level 3 the greatest risk. Up to approximately two months before the meeting, virtually all children and young people referred to the SEMRAC agenda were girls in the 13-15 years age group who were vulnerable to CSE and in situations where they may be exploited by others. However, the current gender balance was 1 in 4 which was in line with the national picture of boys / girls as more screening tools were being completed. Although it was believed that drug use was being financed by participation in minor criminality and the boys on the agenda were not being

groomed for CSE, there was a potential for sexual exploitation if they were to fall into the control of a perpetrator. Lack of parental control was one reason for children and young people appearing on the agenda. It was recognised that evolution and human nature dictated that young girls of 14-16 years of age were attracted to older boys of 17-19 years due to the level of immaturity in boys of their own age. The police would assess the balance of the relationship and seek clarification from partners about the older person and professional judgement would be utilised in relation to any police disruption. There had been situations where the older party had been served notices advising them to cease relationships with the younger person as they could be committing criminal offences. However, it was the policy of the Association of Chief Police Officers and the Crown Prosecution Service that young people who were engaging in sexual activity which was not exploitative should not be criminalised and instead, education be the way forward.

- 3.51 The children and young people at risk on the SEMRAC agenda generally engaged and responded well to intervention and therefore could be removed from the list when they were no longer considered to be in situations where others might exploit them. Schools and other partners were making referrals to the agenda more rapidly to ensure early assessment and monitoring.
- 3.52 Although Children's Social Care attempted to track vulnerable LAC who were placed in other police areas, the local police force did not always risk assess or monitor them.
- 3.53 Approximately one third of the local children and young people who went missing attended College Hall Pupil Referral Unit (PRU) after being excluded from local secondary school(s). 220 different young people missing reports had been issued, 71 of which referred to five young people, 80% of whom were College Hall pupils. Most of the young people on the agenda from College Hall were boys. Educating excluded pupils together at College Hall could create an increase in peer pressure amongst the pupils to be even more risk averse. Neighbourhood police teams and partners worked closely with the PRU to tackle drug use and risky or offending behaviour. Representatives of College Hall attended meetings of SEMRAC to share knowledge and information. Some secondary schools monitored their pupils who had been referred to College Hall.
- 3.54 The Working Group was advised of a case where a man had been charged with seven counts of sexual offences against children aged between 13 and 15 years. Although the vast majority of the 70 girls interviewed by police were from Wokingham, seven girls from a secondary school in Bracknell Forest had been involved. These local girls had already featured on the SEMRAC agenda over the previous 12 months. However, no claims of CSE were made, possibly because of peer pressure by others sexually involved with the man or failure to recognise that what had occurred was wrong or exploitative. Children and young people were often reluctant to discuss exploitative situations with the police as it made them feel uncomfortable and criminalised. Encouraging young people to report when their peers were being targeted for CSE would facilitate early intervention. Girls from stable family backgrounds attending other schools were also pursuing risky behaviour, possibly as an act of defiance or perceived fun and were vulnerable due to over protection and parental ignorance that their children could be potential victims.
- 3.55 Early identification of warning signs was important as whilst at school this young man had shown interest in sex from an early age. He had been bullied at school and had progressed from related negative feelings to ones of

empowerment and control through sexual exploitation of young girls. The man's activities across Bracknell Forest and Wokingham were verging on more organised CSE as he had employed grooming techniques and demonstrated intent to exploit including establishing a social media profile to gain trust and friendship. Unhappiness at home and a need to feel good about themselves made young people vulnerable to grooming.

- 3.56 Comparison between Bracknell Forest and Wokingham indicated that the latter had more young people at high risk of CSE owing to a children's care home which received referrals of young people from London which attracted their perpetrators from London into the Wokingham area and gave them access to the other young people in the home.
- 3.57 Some young people were considered to be at risk owing to peer pressure from stronger characters who derived perceptions of kudos and empowerment by befriending lonely and less popular girls, taking them to parties and introducing them to drugs / alcohol resulting in risky behaviour. Raising of self-esteem and confidence gave vulnerable young people the strength to resist such manipulation. Rapid screening was necessary to identify any patterns and probable risk triggers and to intervene. There was a significant link between those children who go missing and risk of CSE, therefore missing children were seen as a significant trigger for CSE. However, not all children at risk of CSE had reported missing episodes.
- 3.58 As young people did not recognise CSE risks, educating them around the dangers associated with drugs and parties was suggested as a topic they could relate to. Leaflets concerning risks and signs of CSE directed to parents were given to children to take home although it was not known how many reached parents.

Schools, Education and Targeted Services: CSE and Missing

- 3.59 The responsibilities of the Head of Targeted Services included managing the safeguarding and inclusion functions, tackling children missing education (CME) and raising schools' awareness of related issues. Child Protection leads and representatives of the LSCB and schools, including College Hall, attended SEMRAC and meetings were well attended giving an overall strategic view of safeguarding. An Adolescent At Risk Panel met monthly to discuss risk factors with a view to reducing the number of young people taken into care.
- 3.60 Schools ran a rolling 3 yearly safeguarding and training programme for staff. This was either delivered internally by the Designated Lead for Child Protection or by the Bracknell Forest Safeguarding and Inclusion Manager. This training included CSE as part of the content of the course.
- 3.61 Day to day responsibility for the delivery of CSE inputs in schools was the responsibility of individual schools to manage. The importance of addressing risks regularly through an established programme of PSHE education could not be over-emphasised. Various interventions provided through Targeted Services had either directly addressed CSE issues or had addressed some of the wider risks around the subject of CSE. These interventions ran across each of the key stages and were specifically designed to give age appropriate messages. For example, the Safeguarding and Inclusion Team delivered the 'Digiduck's Big Decision' workshop. This workshop was run in Key Stage 1 and told a story of friendship, risks and responsibility on-line for younger children. 'Safe Signs' was a further intervention and had been developed for Year 7 and explored the differences between healthy and unhealthy relationships. The topics of power,

pressure and coercion were explored. The Behaviour Support Team ran a programme called 'Protective Behaviours' which was a practical down to earth approach to personal safety. It was a process that encouraged self-empowerment and brought with it the skills to raise self-esteem and to help avoid being victimised. This was achieved by helping individuals to recognise and trust their intuitive feelings (Early Warning Signs) and to develop strategies for self-protection.

- 3.62 In addition to specific classroom interventions, the Safeguarding and Inclusion Manager had commissioned Borough wide events for all schools to access. The 'Chelsea's Choice' drama production, portraying a series of events culminating in the sexual exploitation of a young person, had been performed over the past two years for secondary school age pupils to raise awareness of CSE and give young people the skills and knowledge to be able to protect themselves from this form of abuse. An opportunity for pupils to interact at the conclusion of the play was provided, which was an important part of their learning. There was a desire to undertake further work in primary schools to reach children at a younger age. New providers were being investigated at this time.
- 3.63 Reasons for missing education included sickness, awaiting a school place having recently moved into the Borough, waiting for a special school place and not in education.
- 3.64 When pupils were absent from school, they were initially followed up by school based staff. However, once a threshold was met, schools referred to the Education Welfare Service. Education Welfare Officers were trained in safeguarding and child protection and were able to identify the signs of CSE. As part of the referral process, Education Welfare Officers endeavoured to undertake a home visit and also to see the child or young person that had been referred. Should any risk of CSE become apparent during these meetings or visits, Education Welfare Officers would make an appropriate referral to Children's Social Care. It was noted during this review that fixed term exclusions were often the reason for school absences. Over recent years successful efforts had greatly minimised the number of permanent exclusions of children and young people. However, fixed term exclusions had more recently started to increase. The Working Group noted that a small number of schools in particular appeared to have high exclusion levels, this included the Pupil Referral Unit, College Hall. A large proportion of young people at risk of CSE attended College Hall. It was noted that children and young people, particularly vulnerable ones, were safer in school as their whereabouts was known and they could be supervised and protected. Following changes in exclusion guidance, there was a requirement for schools to organise full time alternate provision for education from day 6. In these circumstances, schools had been asking other schools within the Borough to 'host' the excluded pupil for the duration of the exclusion. Whilst efforts were being made to offer alternatives to College Hall for permanently excluded children and young people, options were limited due to the small size of the Borough. The Fair Access Panel decided on the most appropriate education placement for pupils referred to it. College Hall staff attended schools in the Borough to offer outreach support to vulnerable pupils at risk of exclusion.

Targeted Youth Support

- 3.65 The Targeted Youth Support Manager advised that she was a member of the LSCB Strategic Sub Group working from a more informal youth service angle. The Strategic Sub Group had developed the LSCB Strategy and monitored the

implementation of its action plan; provided strategic co-ordination and oversight of multi-agency activity within the CSE agenda; and considered national developments and report recommendations. Members of the Strategic Sub Group were the strategic leaders of the LSCB partner agencies. There were links to SEMRAC with jointly chaired meetings to share information and discuss children and young people on its agenda.

- 3.66 Capacity was an issue for the Targeted Youth Support Service as its remit included engagement with children outside school hours in addition to making regular visits to schools supporting them with PSHE, sexual health service delivery and engaging with some of the missing or vulnerable young people on a regular basis. The Manager had responsibility for CME / CSE and missing children. Staff within the Service conducted return interviews for those young people who went missing and the staff worked with them when they reappeared from spells of absence. The Youth Service also worked with these young people before their situation escalated and became a more serious absence. The work included raising self-esteem and self confidence. Work with Year 11 students explored what constituted good relationships, morality, consent and all aspects of safe sex to strengthen students' resilience. There were 11 drop-in sexual health clinics for young people across the Borough, some within schools and some within the community. Young people were also able to text concerns and receive answers and advice remotely on the Text Us service. Repeat visits to the drop-in clinics were recorded to ensure targeted work towards frequent users as they may be at risk. PSHE had been delivered to 1,400 young people last year in the drop-in clinics by highly trained youth workers who were confident to impart the messages. In the Borough there were approximately 11,500 young people aged 13-19 years of whom 10-12% were engaging through PSHE.
- 3.67 Other work consisted of pursuing the Prevent agenda, which concerned preventing radicalisation and extremism and had similar triggers to CSE; was around grooming and prevention work regarding CSE / Prevent; and providing resources and support for schools, parents, Children's Centres and foster carers in order to raise awareness of grooming and risks.
- 3.68 Reference was made to a Youth Council conference in February 2015 where some pupils from all secondary schools met without other young people to discuss what CSE meant to them. The outcomes mirrored other feedback that resilience, protecting friends and whistleblowing were paramount and that police involvement was not always wanted as young people were afraid of being labelled or taken from their parents. These views were fed into the Conference on Risky Business and it was expected that they were cascaded within schools.

Safeguarding and Inclusion

- 3.69 The Working Group met the Council's Team Manager for Safeguarding and Inclusion whose role was varied and involved working with schools in an advisory and consultative capacity to assist with issue resolutions in areas including safeguarding and pupils at risk of exclusion. She sat on the LSCB Strategic Sub Group, was a member of SEMRAC and chaired the Fair Access Panel which sought school places as soon as possible for children and young people who were deemed as vulnerable or difficult to place in school, meeting the requirement for local authorities to ensure that all children and young people who needed a school place were offered one.
- 3.70 Half termly briefing meetings for headteachers with the Director were held and safeguarding was a standing item on the agenda. The Safeguarding and

Inclusion Manager facilitated these briefings and covered current issues, new policies and developments in education safeguarding guidance. Designated child protection leads and deputy leads from schools were briefed on safeguarding and child protection matters at termly network meetings and the agenda covered key subject areas and included different speakers e.g. Children's Social Care Duty and Assessment Team. CSE and CME frequently appeared on the agenda and in the last year Prevent training, learning disabilities briefings and advice on undertaking risk assessments had been provided. Future meetings would focus on delivering an update in respect of the MASH and related referral thresholds to support schools. Although universal multi-agency safeguarding training was available through the Council's Learning and Development Team, schools sought more specific training targeted at a school environment. The Safeguarding and Inclusion Manager had therefore adapted the universal training and included CSE. A company which provided training, consultancy and children's services to the social care sector was engaged to deliver whole day training to designated leads. The Team Manager had also assisted schools to organise events such as 'Chelsea's Choice'. New productions would include evening sessions to enable parents to attend. Education inputs were targeted and delivered at appropriate levels to avoid saturation.

- 3.71 The Team Manager advised that as 'Chelsea's Choice' had now been seen in the Borough for two years running, efforts had been made to identify a new alternative. An organisation named 'loudmouth', which provided education and training through theatre productions, had a new and improved offer entitled 'Working for Marcus' as part of PSHE education. This was a powerful programme to prevent and raise awareness of CSE, including relationships, on-line sexual exploitation and abuse by organised groups or gangs. The programme included workshops and lesson plans to provide a strong educational base that was informed by the research based drama. Nationally, 20,000 young people had seen the production which was favourably rated by Dr Barnardo's charity and the Home Office. It was possible for 300 young people to watch the production at each sitting which was of an hour and a half duration followed by a 30-40 minute workshop for 30 young people to discuss arising issues. The Team Manager hoped that the production could be delivered to Year 8 pupils in Bracknell Forest, with possible adaptations for primary age and special school pupils. The normal daily cost of the production was £1,200 and it was hoped that financial contributions may be forthcoming from other budgets. These had been suggested as the Public Health budget, Parent and Teacher Association and parental contributions or sponsorship from local businesses. Parental permission would be required before pupils viewed the play, which had been well received at schools. The Working Group viewed a free trial performance of 'Working for Marcus' organised for the Designated Child Protection Lead Network and were impressed with the play. Viewing of the play elsewhere had generated twelve disclosures of exploitation, three of which were referred to Safeguarding Teams leading to the names of perpetrators being identified and police arresting a gang.
- 3.72 The YOS also worked with schools, delivering a group work programme to pupils who were assessed as being at risk of CSE. Engagement work had previously taken place with the 14-15 years age group. However, following a suggestion that a younger age group should be targeted, engagement with Year 7 in one of the Borough's secondary schools had taken place, representing the youngest age group worked with. Statistical evaluations of CSE educational work in schools showed that 87% of pupil recipients viewed the issue differently afterwards and that 94% felt better equipped to identify the signs of CSE and make life changes as a result.

- 3.73 Training was also provided by the Safeguarding and Inclusion Manager for school governors to assist them to meet their statutory safeguarding responsibilities, which included CSE. Training attendance was being extended from 2½ to 4 hours over two sessions. The Safeguarding and Inclusion Manager advised that local police had provided some in-school training which was agreed at a national level. However, clarity of content was required to avoid gaps or overlaps with other work in schools. As police representatives attended the Strategic Sub Group this offered an opportunity to discuss consistency of training provision.
- 3.74 The Team Manager attended SEMRAC and reported on school attendance figures at meetings as absences constituted the highest CSE risk as all victims had poor attendance. Co-ordinated interventions led to improved attendance for many of the young people noted to be at risk. Schools and GPs were reminded that exclusions and sick notes increased absences and therefore CSE risk. Secondary school designated leads attend the SEMRAC which facilitated joint working and understanding. More efforts were being made to send pupils to other schools, through managed moves in preference to excluding them. LAC were particularly vulnerable and robust measures were taken to ensure that they remained in school. There was a zero tolerance in the Borough to the permanent exclusion of LAC. Although the number of permanently excluded pupils has reduced to just one over the last four years, the number of fixed term exclusions had increased slightly and numbers fluctuated. The risk to the pupil and the safety of other pupils needed to be balanced when decisions to exclude to another school were made. When a pupil had been excluded for more than 15 days in a term a Governors' Disciplinary meeting took place and the Team Manager would challenge it where appropriate. Parents and carers were notified by schools of absences through the first day contact system. CSE / safeguarding referrals from schools had increased as awareness had grown.
- 3.75 Most primary and some secondary schools had a Family Support Advisor (FSA) who undertook much work with families. It was not appropriate for an FSA to assume a clear safeguarding lead role which should be the responsibility of a member of the Senior Leadership Team with decision making powers, as was set out in guidance. However, it was clear that FSAs did hold some complex cases where safeguarding issues were apparent. Although FSAs were not invited to attend Designated Lead meetings, they had their own forum which the Team Manager attended. Other schools which did not have an FSA identified a staff member to undertake at least some of the work of FSAs, but operating under an alternative title or framework.
- 3.76 Safeguarding work in schools from KS 1 to 4 consisted of:
- Embedding on-line e-safety including highlighting the dangers of image sharing. There was development scope to provide more in-depth education in this area.
 - Rolling out of protective behaviours work in Years 5 and 6 facilitated by the Behaviour Support Team to help pupils with the issues of personal safety.
 - Other work around primary interventions including the 'Digiduck' e-safety input targeted at Key Stage 1.

- Use in some schools of the 'Hector Dolphin's World' Safety Button which was a child-activated safety tool reporting to CEOP which children could use if something on-screen upset or worried them.
- Delivering the NSPCC Underwear Rule known as the 'PANTS' campaign, which taught children that anything inside their pants was private, from a young age to protect children from sexual abuse.
- Identifying vulnerable children at the point of transfer from primary to secondary school as they may become at risk of CSE at secondary school. Secondary schools were advised which children were considered to be vulnerable.
- Giving children opportunities in school to share concerns in arenas such as informal 'circle time' open discussions or privately via 'worry boxes' where written concerns could be posted for collection and action by designated leads.
- Highlighting the importance of appropriate relationships as this was crucial to safeguarding and minimising CSE and would include describing aspects of a negative relationship with a 'boyfriend' such as coercion. The 'Safe Signs' intervention considered these issues in depth.

Schools

- 3.77 The Headteacher of College Hall PRU and the Assistant Headteacher & Safeguarding Lead at Ranelagh School met the Working Group and briefed members in respect of the role of schools / education in safeguarding against CSE, including CME.
- 3.78 The Headteacher of the PRU advised that its teenagers were dismissive of CSE and many did not recognise relationships as being coercive. Some young people used drugs and alcohol which put them at increased risk and continued risky relationships to maintain the drug and alcohol supply. Many of the present cohort of young people did not appreciate the ramifications of sharing nude 'selfie' photographs with boyfriends, not realising that the photographs remained on the internet after the relationship had ended. An example was given of the difficulty placing a pupil in a local school after an image she sent to her boyfriend was shared and she was afraid and embarrassed to join a school where all pupils had seen her naked. Image sharing was now taking place amongst primary age children. Peers also shared images and uploaded profiles on social media which acted as bait to exploiters. Many parents did not appear to acknowledge the dangers or need for e-safety, unfortunately only four had attended an e-safety session designed for parents delivered at a secondary school in the Borough. Although few local instances of CSE had been identified to date, this could change and it therefore remained high profile at the PRU and at the forefront of the minds of teachers who had benefitted from training and used the CSE checklist and toolkit. Examples of positive working relationships between Council staff and schools were given, which had led to the important exchange of information and multi agency working.
- 3.79 The headteacher felt that CSE education could not be delivered at a young enough age and cited an example of a pupil who had been abused for three years and did not realise that it was wrong until she joined secondary school and received training at 13 years of age. The importance of identifying vulnerable children and protecting them by building understanding and positive relationships was stressed.

- 3.80 Shame and guilt were issues as they were barriers to pupils coming forward to report exploitation. When such behaviour was detected the PRU would ask pressing questions. A bespoke drama package may be one method of overcoming barriers such as guilt and shame which could be internalised having a negative impact on pupils' emotional wellbeing.
- 3.81 Unsafe on-line experiences were reported at schools and the PRU had undertaken work in this area. In secondary schools safeguarding leads were the contact for reports of such behaviour and made referrals where necessary. Designated leads would also be the contact in primary schools, however, children of primary age could be more reluctant to come forward as they feared being in the wrong. Certain types of out of character behaviour by individuals could be an indicator of an issue and signs were identified.
- 3.82 Sexual health training was offered at College Hall as part of PSHE. The YOS delivered separate training sessions for girls and boys in respect of keeping safe and safe relationships. There was a need to educate boys and young men of the consequences of having sex with underage girls. Pupils would be directed to the Skimped Hill clinic for sexual health services or the school nurse would be contacted if necessary.
- 3.83 Tackling CSE was work in progress at Ranelagh School and updated schemes of work in respect of healthy relationships, sexting, e-safety etc. were delivered in a child friendly manner from Year 7 building during Years 8 and 9 when sex education was introduced. The schemes highlighted what constituted pressure from others and how to deal with it. This work intensified through Years 10 and 11 becoming more open and frank as it progressed. As pornography had become deeply rooted it had been the recent focus of work to demonstrate to pupils that the type of behaviour depicted in it did not necessarily reflect normal balanced relationships or accepted behaviour.
- 3.84 There was a no mobile phones policy in the School and they would be confiscated if used there.
- 3.85 E-safety sessions had been delivered to parents and feeder schools. The session for parents was well attended and led by 6th Formers who discussed concerns such as inappropriate texts and images with them afterwards. Work with the School's ICT department was being undertaken to revamp and relaunch a safeguarding site on its website to provide separate information sections and signposting to help for pupils, staff and parents addressing mental health, sexting etc. There would also be a Blog for pupils and parents to use and converse. Work with Year 6 would be launched in September 2016 followed by work with Year 7 regarding responsibility with technology and pornography etc. Positive mental health was a priority for Ranelagh School as concerns had arisen recently owing to stress and relationship / family issues. Emotional wellbeing counselling was offered to pupils.
- 3.86 The Youth Services Team visited the School to lead on sex education sessions which they did in an open fashion discussing the risks involved. In addition to delivering two sessions per year in schools for Years 9, 10 and 11, Youth Services had a weekly presence in schools at advertised lunchtime drop-in sessions where pupils could share any concerns. The sessions were meaningful and well attended, particularly as pupils became more familiar with the Youth Workers who brought a complementary skill set to the School. When NSPCC representatives visited schools it was noticed that pupils were more prepared to speak to them regarding sexual matters than their own teachers

owing to the difference in the relationship between them. Youth Line representatives visited schools to offer pupils information, advice and support and young people were able to book sessions. It was acknowledged that face to face interaction was more effective than anonymous on-line services which would not assist a young person making a cry for help. Wellbeing units and open discussion around mental health issues were welcomed. A delay was being experienced for young people seeking to access CAMHS services. Reference was made to the effective BASE project, (Barnardo's Against Sexual Exploitation), however, there were limited community services locally for Bracknell Forest to work with Dr Barnardo's to deliver the project in the Borough.

3.87 Pupils reacted differently to the CSE awareness raising with some of the younger ones finding it an alien concept. Although a small number of parents had complained that their children were receiving this type of education, the majority welcomed it and the Assistant Headteacher was confident that the correct safeguarding / educational balance had been struck. Two sessions of an e-safety play had been enacted in February 2016 to convey open messages with the financial assistance of parents. In order to learn about e-safety, parents were signposted to website sites such as the NSPCC and 'Thinkuknow', a CEOP guide to internet safety and safe surfing for young people with sections for parents and teachers also. As many parents were unaware of their children's sexualised behaviour, they could be shocked to discover that they viewed pornography and shared nude photographs, sometimes by way of foreplay. Inappropriate behaviour often came to light as a result of rumours or behavioural changes which were investigated by the School. The Assistant Headteacher found SEMRAC meetings useful as they alerted her to children at risk, CSE hotspots and the identity of possible perpetrators.

3.88 The Working Group met 25 members of the Designated Child Protection Lead Network representing Bracknell Forest and independent local schools in order to gain further understanding of schools' CSE work. The following points arose from the discussion:

- Easthampstead Park Secondary School worked with the YOS and girls groups from Years 7 and 8 as Year 10 was considered to be too late to receive CSE awareness education. Regular relevant messages were delivered in assemblies and other training was delivered by means such as video. Pupils were aware of risks and vulnerability.
- Sandhurst Secondary School's methods of tackling CSE were both proactive and reactive as necessary. Assemblies, the PSHE and citizenship curriculum, parents' information sessions and safety on-line education were utilised to raise awareness of CSE. Unfortunately, few parents realised the dangers of CSE or attended the sessions.
- Great Hollands Primary School taught underlying protective skills in Years 3 and 4. The NSPCC taught sessions in Years 5 and 6 without making specific references to sex and these had led to disclosures. The Behaviour Support Team operated courses to train school staff to educate pupils in respect of protective behaviours and positive risk taking.
- Ascot Heath Infants School had received a disclosure of a serious case of child sexual abuse over an eighteen month period, not involving the parents, following the running of a campaign. Of the 200 parents invited to attend awareness training, only one had declined. The training, which

had focused on tale telling and positive and good behaviours, had been well received by pupils and parents alike.

- Training had been delivered at Kennel Lane Special School where CSE awareness levels were high. Teachers were well equipped to identify signs of abuse which appeared the same in the School's pupils as those in mainstream schools.
- There was high CSE awareness, good attendance and effective knowledge sharing and training at Garth Hill College. The College focused on absentees as regular attendance was considered crucial owing to the close links between absenteeism and abuse with perpetrators known to take pupils out of schools after morning registration during free periods and lunch breaks and returning them for afternoon registration giving the illusion of daylong attendance. Attention was paid to 'soft' information to distinguish between gossip / rumours and reliable third hand information to identify any signs of CSE. Fingerprint scanning registration was not used or considered reliable as others could use a pupil's fingerprint card.
- Topics and content covered within PSHE, citizenship, and economic education / tutoring at The Brakenhale School featured modules of work relating to alcohol, drugs and risky behaviours (age appropriate). Modules covered within the IT / Computing curriculum included internet and e-safety. External visits to the School were arranged to provide support and raise awareness in respect of risky behaviour and CSE through drama workshops and NSPCC leaflets. Other inputs around the area of CSE were delivered at assemblies on the topics of staying safe on-line, anti-bullying and keeping safe. CSE resources utilised on a one to one basis with individual students when needed included CEOP packs. In the event of a concern regarding CSE, the School would complete the CSE tool and make a referral.
- Safeguarding remained a high priority at College Town Junior School and related staff meetings were held to maintain the emphasis and exchange relevant information to ensure that nothing was overlooked. There were some concerns in Year 3 and a traffic light system was utilised to evaluate and monitor these.
- Newbold College provided preventative and safety training through methods including PSHE and ICT such as on-line safety and use of the CEOP reporting system.

Involve

- 3.89 Philip Cook, the General Manager of Involve, a charity which supported and empowered the voluntary and community sectors across Bracknell Forest and Wokingham, attended the meeting to provide a briefing in respect of the charity's CSE involvement, work and events.
- 3.90 Involve had a seat on the LSCB and its Strategic Sub Group which gave an overview of CSE locally. The charity had also been invited to join SEMRAC as it did not have any representatives of the voluntary sector amongst its membership. Involve had held a successful joint community learning event in Bracknell on 15 July 2015 focusing on children and young people to bring topics including CSE and the Prevent agenda to the attention of charities, community groups and individuals working with children and young people. The event

would be repeated in Sandhurst. A community newsletter had been circulated shortly before the meeting and information in respect of events and news was included on Involve's website. The LSCB Business Manager provided the main communications channel between the voluntary sector, the Council and partners.

- 3.91 Mr Cook was unaware of a specific local volunteer support group for children and young people, however, support from Dr Barnardo's, the NSPCC, Berkshire Women's Aid, various helplines and Bracknell Forest's on-line Kidz Zone were available. Barnardo's and the NSPCC were London-based without a local delivery point. Although Youth Line received telephone calls in relation to CSE, it may not be able to report occurrences owing to client confidentiality and wishes. Where Children's Centres were concerned, people were advised that information provided would be treated in confidence although it would be necessary to disclose a situation where a safeguarding issue met the reporting / referral threshold. However, there were usually earlier signs of abuse before the need to make a disclosure arose and children and young people were signposted towards support as appropriate, possibly via the CAF. As CSE grooming gangs did not have a high profile in Bracknell Forest, the need of a specific volunteer support group was doubtful. However, there had been a recent emerging issue with one gang of men from Guildford who sought to infiltrate Bracknell Forest and had targeted some local young people. The gang had been rapidly quashed before any significant harm could occur as it had come to the attention of the Children's Specialist Support Team and then the police within a few days of the initial approach. Strengthening young people's resilience and staff training were crucial to tackling it.
- 3.92 The General Manager had taken up his post in December 2014 and sought to spread awareness of CSE utilising events as a starting point. Increasing community resilience, including tackling hate crime, was an area where he chose to focus and expand work with a view to making early interventions and prevent situations from escalating beyond Level 1. It was acknowledged that the redevelopment of the town centre and new house building would change the dynamics of the Borough by increasing the living and working population and by introducing a night time economy, requiring greater vigilance. The local workforce who did not live in the Borough could present challenges as they were largely unknown.

Children's Specialist Support Team (CSST)

- 3.93 Lilian Dickinson, the CSST's appointed social worker for CSE since November 2014, briefed the Working Group in respect of her role and work relating to CSE and missing children. This included screening and engaging with young people, and referring them to the SEMRAC agenda or CAF as necessary. All children with screening tools were added to the SEMRAC agenda for that month. One area of her responsibilities was to interview LAC, Child Protection (CP) and Children in Need (CIN) children within 72 hours of their returning from a spell of absence. The one-to-one return interviews were carried out mainly in schools, where resources were provided, avoiding core lessons and in a neutral and balanced manner to encourage any disclosure. Children and young people would rather that these did not take place at home and often preferred to speak to the appointed social worker as an independent person rather than their own allocated social worker. The two most extreme recent missing cases involved boys who did not attend the PRU and who had been drawn in to risky behaviour through on-line gaming. Some preventative work had been undertaken to keep them safe. Girls tended to be reached via Facebook and the community. Boys were less likely to disclose sexual abuse than girls as they felt more ashamed

and stigmatised. In addition to CSE, exploitation in general was assessed. The most common reason locally for children and young people being drawn into CSE was neglect, often coupled with mental health issues, and a lack of affection, parental supervision and boundaries. Parental criticism could lead to low self-esteem, particularly for boys.

- 3.94 Information ensuing from the return interviews was collated into six monthly reports to depict patterns, ages and venues associated with missing children and young people. CSE work included attending SEMRAC and other relevant meetings and fortnightly delivery in schools featuring a six session programme (longer if necessary) which covered grooming, CSE and on-line activities, pitched as appropriate to the individual groups of children and young people. The recipients were mainly over 11 years of age. When direct disclosures were made, the appointed social worker liaised with the police and became involved in any subsequent evidence gathering interviews and supported the child within the court process. Although she undertook direct work with focus groups and individuals, the appointed social worker was not allocated specific case work, which gave her flexibility in her role. She had access to the records of children and young people and updated their files with her findings. Although ICT systems were linked, they were such that it was necessary to manually input information and travel through the system to identify causes of concern. Following monthly SEMRAC meetings, links and flags to CSE and risk were added to the ICT systems. Strategic work with the police and other partners included mapping exercises to identify young people at risk and perpetrators and to plan disruptive tactics. As ever changing and growing circles of friends complicated the mapping of links to young people at risk, work focused on the circle of one young person at a time. Where there were indications of risk Levels 2 or 3, a mapping exercise was undertaken and included persons of concern who sometimes re-emerged from previous situations.
- 3.95 Disruptive techniques ranged from formal action to subtle approaches and were tailored to the individual circumstances of a case based on gathered intelligence. They included the issue of abduction notices by the police which required parents' signature and prevented the recipient of the notice from taking the relevant child or young person anywhere. If a crime was being investigated against the child by the person alleged, bail conditions could also be utilised to prevent a perpetrator from seeing other known parties. After-school appointments and strict parental boundaries could prevent a child from going out during the evening and keep them safe from perpetrators. Although mobile phone and internet applications could block inappropriate use, these were rapidly overcome as technology developed at such a rapid rate. Changes employed by 'Snap Chat' had resulted in the company owning and retaining all photographs posted there, possibly unknown to some users. Irrespective of the application, the message to children and young people was to avoid posting photos that they would not want their family and others to see and to learn parameters and who they could trust with photographic material.
- 3.96 At the time of the meeting, approximately 24 children were being supported by the appointed social worker, some of whom had gone missing, and 45% of whom were LAC, including those placed out of the area. Every monitored child underwent a full assessment to enable all issues to be identified and followed up. Sometimes work with children took place over a lengthy period and helped them to feel more settled. The children and young people continued to interact with their allocated social worker and case notes and notifications were shared. Following the closure of cases when children and young people were assessed to be no longer at risk, contact was maintained and some support offered to

prevent them from regressing into further risk of exploitation by others or to ease them through the court process.

- 3.97 Parental views varied widely between some who were keen to set protective boundaries and others who were more relaxed and did not acknowledge the risks. Although a presentation had been given to parents, traditional methods of delivering messages were felt to be less successful than modern means, such as social media and websites, which were considered to be the way forward. Face to face meetings which offered some interaction were thought to be beneficial. Any suitable materials suggested at conferences were adopted as appropriate. The School Awareness Group showed video clips and downloaded material although constant updating of such resources was required. A recent BBC piece concerning rape was considered to be useful and would be copied onto a DVD for use in schools.
- 3.98 PSHE lessons assisted young people to recognise risks and build individual resilience. Delivery from the age of 12-13 years was necessary for prevention and Ofsted made a judgement on the curriculum. There was a Neglect Strategy and Children's Centres screened for signs of neglect whilst seeing parents and children together.
- 3.99 There was a gap in the loop where Levonelle, the morning after pill, was concerned as there were no records concerning the number of times it was prescribed for an individual or where it was obtained. Pharmacies were commissioned by Public Health to provide emergency hormonal contraception to anyone under 18 years but no invoices had been received since contracts were issued in April 2014 indicating that no pills had been dispensed or, for some reason, pharmacies were not recharging the Council. Also, it was possible for young people of 16 years and over to obtain the pill from local pharmacies without a prescription or identification for a cost of approximately £20 which made tracking usage difficult.
- 3.100 The single appointed social worker post, which had been elevated from temporary to permanent status, was considered to be very valuable and as an independent role it attracted more disclosures. Attracting more community volunteers, including parents, to build a robust community network would be beneficial and it was suggested that Involve may be able to assist with this.

Sexual Health

- 3.101 Dr Matthew Hamill and Mr Joseph Pakia were invited to attend a meeting of the Working Group to provide a briefing in respect of their roles and responsibilities relating to CSE and to explain local sexual health services.
- 3.102 Dr Hamill advised that he was the local lead consultant in respect of sexual health services and safeguarding providing services up to and including Level 3 (the most specialist services) at clinics in Skimped Hill Health Centre in Bracknell, the Outpatients Department at St Marks Hospital in Maidenhead and the Garden Clinic, Upton Hospital in Slough. Mr Pakia was a sexual health advisor to patients including children under 16 years of age in Bracknell and Slough. The services provided links between NHS groups.
- 3.103 The Skimped Hill clinic operated the walk-in SpeakEasy Clinic for young people aged 18 years and under from 3:30 - 5:30 pm on Thursdays to enable children and young people to attend after school. There were also appointment-only clinics on Mondays from 11:00 am – 2:00 pm and from 3:00 - 7:00 pm and on Thursdays from 10:00 am – 2:00 pm. The walk-in clinics were more suitable

than appointments for younger people as they tended to forget and miss appointments. Approximately 20 young people were seen during the two hour walk-in session which was normally staffed by one doctor, nurse and health advisor. The clinics maintained dignity, privacy, respect and confidentiality in a safe, welcoming and non judgemental environment and did not share information with any other parties, including parents and GPs, unless there was a safeguarding concern or Section 47 child protection issue.

- 3.104 Access to a dedicated young people's sexual health services was available for children from the age of 13 years and upwards which included advice, prevention, diagnosis, treatment and contraception. Some clients included children and young people under the age of 18 years who went missing, were in care, abusing drugs and alcohol or suffering from mental health issues. Harm reduction and safe sex were promoted. Also abstinence, delaying sexual intercourse. Ongoing dialogues took place where repeat visits were required enabling relationships with clients to be built. A young people's proforma (CSE screening tool) was used to focus advice and personal questions relating to sex. Questions would include the nature of sexual activities and whether photographs of nudity were shared, the latter being a means of raising awareness of the possibility of photographs being widely circulated outside the subject's knowledge or control. Young people tended to be honest and answer questions truthfully and their presence in the clinic constituted the first step towards seeking assistance and advice and they usually returned for follow up sessions where necessary. Young people often welcomed the opportunity to confide in an independent adult and receive some counselling. Concerns around vulnerability and being at risk were demarked on records by a ## (double hash) entry. On their first visit, vulnerable young people were referred to clinicians who would check for any signs of exploitation and resulting action taken and their case would be reviewed at each return visit. Over 50% of young people visiting the clinic sought contraception services.
- 3.105 Chlamydia tests were performed at all clinics and local young people with positive test results were referred for treatment (usually at Skimped Hill but they could choose to attend the Slough clinic if they preferred). The Chlamydia screening programme across Berkshire had been discontinued owing to budgetary constraints although tests could be performed by GPs or in the Sexual Health Clinic. This was particularly unfortunate as the screening programme had attracted young people to the clinic giving advisors an opportunity to engage with them and offer information and advice and also to assess whether other tests or interventions were necessary. The cessation of the Health Promotion Service also resulted from budget reductions. However, leaflets and the website were sources of information and school nurses should be aware of services on offer and where to refer pupils for assistance. Promoting the Skimped Hill clinic through schools would be advantageous and enable children and young people to learn sexual facts from professionals rather than from peers who may be misinformed. However, without further commissioning the Service would not be able to expand to meet potential increased demand.
- 3.106 Monthly safeguarding meetings operated by health advisors took place enabling information to be shared with clinicians and nurses working within the clinic. Any safeguarding alerts were discussed at the meetings as a learning exercise. Cases did not have to wait to be discussed at the meetings before being reported and referred to Children's Social Care. In the absence of a specific group to consistently share information, Children's Social Care could regularly send a secure list of children and young people assessed by SEMRAC as being at risk of CSE to the clinic to enable it to cross match names with its client

records. It was suggested that the police be requested to contact the clinic to explain its arrangements regarding CSE to promote understanding and joint working.

3.107 It was acknowledged that young people were living in a sexualised society where viewing pornography was common and some were vulnerable owing to exposure to drugs and alcohol. As age gaps could be indicators of exploitation, instances where under age girls were in the company of older men were a concern. Other situations could be more subtle and advisors looked for signs such as power imbalances, the involvement of friends, drug use and gifts when making efforts to establish clients' circumstances and risk of exploitation. Concealed factors such as low self-esteem or eating disorders may also be present.

3.108 The seeking of more than one abortion would not necessarily trigger an alert from Sexual Health to Children's Social Care if the young women concerned appeared to be in non abusive relationships, however, they would be advised that it was not a good form of contraception and be offered more suitable or appropriate methods. Although the clinic served women of all ages, particular care was taken of younger women who were deemed to require greater support and advice. Boys were rarely seen at the clinic and it was therefore difficult for advisors to establish the extent to which they might be victims of CSE. Clinic visits by 13 year olds with several sexual partners were a rarity. Although it could be perceived that the clinic was facilitating early sex by offering contraception and advice, this was not the case and young people who attended the clinic were safer than those who did not as they were educated to practice safe sex and contraception and were treated for any related infections.

3.109 It was expected that a rise in the number of underage sex convictions would be seen as it was the main method of tackling it available to the police although issues around consent and rape were difficult to prove. A recent example was given of a 16 year old girl being groomed over the internet by a previously unknown friend of a friend and meeting him to have sex after 45 minutes of on-line contact. There was no prosecution in this case as the girl was not underage and was thought to have consented to sex although she had clearly been exploited to a degree. Reference was made to a news report and television programme in respect of a 14 year old boy who was groomed by a man via internet war gaming and subsequently abused and murdered by him when they met. Internet safety and grooming continued to be significant areas of concern. Grooming cycles tended to commence with peers who introduced potential victims to older abusive friends.

3.110 Dr Hamill acknowledged that it was extremely difficult to estimate the scale of CSE and whilst it could be assumed that there were few instances locally as little came to the attention of the NHS, it was probable that many cases went unreported and local levels were higher than estimated, particularly under a wider definition including domestic sexual abuse and peer exploitation.

3.111 Raising awareness of and promoting the sexual health service was identified as a benefit.

General Practitioners (GPs) and Designated Doctor for Safeguarding

3.112 A presentation was given to approximately 120 GPs in 2015 to raise their awareness of CSE and encourage them to identify signs of it and report it. Confidentiality could be an issue. Caution regarding the issue of sick notes was encouraged as they allowed a CSE victim to be absent from school and at risk

of further abuse. Practice nurses were also involved in treating children who were experiencing, or at risk of, CSE. The acquisition of sexually transmitted infections was not necessarily an indicator of CSE. Although contraceptives were obtained from GPs, victims could present for treatment and advice to the school drop-in centres or clinics which did not share information with GP's. Whilst risk assessments could be undertaken at clinics, there was no desire to discourage young people from accessing services. The lack of joint working in this area was identified as an area in need of consideration and improved reporting and referral to Children's Social Care by GPs and communication between surgeries was sought in circumstances where young people made repeat visits for contraceptives or displayed any signs of abuse. It was suggested that GP training and employment of best practice could be improved in these areas. Although GPs did not attend SEMRAC, they were represented by the Clinical Commissioning Group (CCG) which should feedback to GPs any concerns raised, however, there was some doubt that this was happening. Dr Katie Caird, Designated Doctor for Safeguarding, could be requested to include outcomes of Summary Care Records, which were for the storing and sharing of records for improved patient care, in the next mandatory training session for GPs.

- 3.113 Dr Caird briefed the Working Group in respect of the local child protection picture from her perspective as a named doctor for safeguarding, senior partner at Boundary House Surgery since 1988 and child protection lead for the CCG. The Working Group was reminded that GPs were independent contractors and not employees of the NHS.
- 3.114 Nationally GPs had changed their focus to include child protection in recent years and it was Dr Caird's role to train and encourage GPs to be aware of safeguarding issues and act accordingly. There was a named lead doctor for safeguarding in each GP practice and all met on a biannual basis to discuss CSE and safeguarding and it was hoped that information exchanged would be disseminated through practices. A link had been formed with Frimley Park Hospital and a representative attended the meetings.
- 3.115 There was compulsory GP training and two child protection training sessions had been held during the past year which included the police and covered the Prevent agenda and FGM aspects of safeguarding. CSE was always covered in training sessions which could also include case scenarios and the bruising protocol. In addition to targeted training days, updates were provided. The sessions were well attended and allowed certificates to be obtained as they were checked by the Care Quality Commission during inspections. Sufficient information in respect of CSE and safeguarding was provided and guidelines issued by the General Medical Council and collegiate were followed. Locum doctors were also trained and contracted to provide out of hours care. Primary care nurses also received training.
- 3.116 Dr Caird was required to complete statutory reports in respect of under 18's in addition to adults which were audited. She was a member of the Learning and Improvement Sub Group of the LSCB which had considered three CSE family cases last year. Although GPs were attaching more importance to CSE than previously and discussing related matters with Dr Caird, the amount and fragmentation of their workload impinged on their effectiveness to identify and act on it. This was exacerbated by a turnover in social workers leading to loss of continuity and differing approaches. GPs were generally informed when their patients were admitted to hospital A&E departments and were able to access their electronic notes rapidly to facilitate recognising signs of CSE. Although there had been 2,000 patients allocated to each GP surgery in the past, there

were now 10,000 patients spread across ten doctors and also patients using walk-in centres leading to the loss of some of the local GP knowledge base. Difficulties were experienced in recruiting doctors owing to a poor reputation of the role nationally and much paperwork tied to the job. Many newly trained doctors wished to work part time, take a year out following qualification or travel. Extended hours worked from 6:30 to 8:30 pm five days per week in the CCG area put the out of hours service at risk.

3.117 The Working Group was advised that GPs were permitted to provide contraceptive advice and treatment to girls under 16 years without parental consent following the ruling in the Gillick v West Norfolk 1984 case provided that they had the competency to make a choice concerning contraceptives. In the past the onus had been on doctors to judge whether an underage girl had the capacity to choose to take the contraceptive pill, however, the focus was now on why she wanted to be prescribed it at such a young age. GPs now looked into girls' history and welfare and posed key questions such as the age of their boyfriend and whether they had been given alcohol or drugs to gauge whether there were indications of CSE or child protection issues before prescribing contraceptives. The pill would not be prescribed by GPs to girls under 13 years of age and child protection measures would be instigated if it was sought by such young girls. It was confirmed that the morning after contraceptive pill could be obtained from a number of other sources at a cost and without records being kept. Sexual health services would not notify GPs of the prescription of the pill, however, referrals for terminations would be via GPs as part of their contract with the CCG. Obtaining more than one termination was not seen as an indicator of CSE by GPs as abortion numbers had remained consistently high over a number of years with a third of women obtaining them and a third of that number having another. Implants were considered to be one of the most effective forms of long-acting reversible contraception as there was no requirement to remember to take a daily pill. Children's Social Care welcomed information concerning the number of 13 and 14 year olds obtaining contraceptives and advised that no referrals had been received to date. SEMRAC did not receive GP referrals.

3.118 Dr Caird did not receive communications from school nurses and felt that children and young people were reluctant to see their GP in respect of sexual matters as there was a danger of encountering neighbours etc at a GP surgery leading to their parents discovering the visit which they wished to remain secret. This rendered GPs' records incomplete. School counsellors, who treated possible CSE as a child protection issue, could provide an information link. They advised pupils that information provided would remain confidential unless safeguarding concerns were identified as they sought to look after children's best interests. Although there had been an increase in the number of children and young people considered to be at risk of CSE and in need of child protection, this was due to the higher profile which was afforded to it. One report per week to the Child Protection Conference was typical and numbers varied between practices. A pan-Berkshire proforma was utilised with specific questions to obtain the necessary information. 78% of Bracknell Forest reports were determined not to be a cause for concern whilst this was the case with 52% in Windsor and Maidenhead and 10% in Reading. Where it was suspected that a local child was suffering, or likely to suffer, significant harm, a Section 47 enquiry investigation would be pursued in a multi-agency conference to check the child's welfare and take any appropriate resulting action which should be relevant and proportionate.

3.119 Although not recorded in GPs' notes, they were also seeing an increase in sexualised behaviour, particularly in boys who were viewing pornography on the

internet as young as ten years of age thinking it was normal behaviour. Use of pornography was leading to a cultural change involving and normalising anal sex. The need for parents to be more aware of the potential dangers of the internet and step in to prevent it was again highlighted. This could be reported to the police but it was outside their control.

3.120 Reference was made to a visit to a local school that day by the NSPCC to raise awareness of mental and physical abuse.

3.121 As children and young people were growing up so rapidly and indulging in sexualised behaviour more commonly associated with adults, the Working Group sought to reinforce the fact that up to the age of 13 years children should be treated as children, and up to 18 years as young people. Use of terms such as “young man / young woman” by some partners wrongly portrayed them as adults.

Regulatory Services

3.122 The Head of Regulatory Services met the Working Group to explain CSE training and Disclosure and Barring Service (DBS) checks for hackney carriage and private hire drivers and operators and also the Hotel Watch Scheme. For background information, the Working Group received a report relating to taxi driver training and DBS checks previously prepared for the Licensing and Safety Committee. The report highlighted that addressing the issue of CSE had become a priority and a matter of great importance for the community and public authorities.

3.123 The Working Group was advised that findings of reviews into CSE in areas such as Rotherham and Oxfordshire had indicated that there were substantial links between taxis / cars and CSE with children and young people being abused in vehicles whilst being transported or driven to destinations where they would be abused. Taxi drivers could be ignorant that they were transporting children and young people for CSE purposes, could facilitate CSE by delivering them to exploiters or could be perpetrators committing abuse in their vehicles or offering free transport in return for sexual services. Such behaviour damaged taxi drivers’ reputations and many young girls were reluctant to use taxis alone, particularly at night. However, CSE links to taxis was not a significant issue in Bracknell Forest and of the 350 licenced drivers, two drivers had their licences revoked over the past four years owing to accusations of CSE related behaviour.

3.124 At its meeting on 7 January 2016, the Council’s Licensing and Safety Committee resolved that the introduction of mandatory safeguarding / CSE training for all hackney carriage and private hire vehicle drivers and operators be agreed and that the trade and the general public be consulted on the content and extent of any training provision prior to implementation. In addition to protecting children and vulnerable people, the training would protect drivers and operators from accusations of CSE. Some drivers were known to take the longest darkest route and have flirtatious sexual conversations with passengers and hopefully training would highlight that this type of behaviour was inappropriate.

3.125 Other Berkshire unitary authorities had similar concerns and were keen to adopt a similar approach and discussions were taking place to deliver training jointly to achieve economies of scale and consistency across boundaries. A meeting with other unitary authorities to discuss the way forward was due to take place. There were over 3,000 licenced drivers across Berkshire and approximately 350

new licences were issued each year. In Bracknell Forest there were 30-40 drivers requiring training each year and it was felt that this number could be trained each month across Berkshire. 60 – 70 drivers / operators in Bracknell Forest had received some training to date through the Home to School provision. Training was time consuming and could be costly and it was felt that the cost should be met by taxi businesses. Drivers and operators appeared prepared to undergo training although there was some trade resistance to the cost. Training was to become a condition of a driver's licence. The licences of 100 drivers had been revoked in Rotherham recently for failure to undergo training. Initial discussions indicated that training, which could be provided by a single or multiple contracted training providers, might consist of a course of up to two hours in length followed by a test and could be delivered to 30 recipients at a session. Costs would be dependant upon a number of factors including location, multiple courses on a single day and all of these matters would be addressed as part of any negotiated contract. The training was a little broader than CSE and included safeguarding and vulnerable adults. Language difficulties would be built into the programme to assist understanding and it was expected that two trainers might be needed at each session, one to deliver the CSE training and the other with language skills. Drivers would be given messages that although friendliness was acceptable, early grooming and exchange of telephone numbers was not.

- 3.126 It was unknown if there was significant under reporting of incidents or whether reports were made through other routes such as the police. It could be difficult to substantiate incidents. It was suggested that the CSE module for Member training could be expanded to include taxi driver training. Although officers had delegated authority to revoke licences, there was a route of appeal to the Licensing Panel, which would consider issues emerging from DBS checks, and then to the Magistrates Court.
- 3.127 Although 99% of drivers were self-employed, they worked with operators to gain work. Operators needed to be aware of possible CSE and act on any complaints. Unlike hackney carriages which operated on the streets and from taxi ranks, private hire transport was booked in advance.
- 3.128 The Council provided Home to School transport and these drivers were already obliged to undertake safeguarding / CSE training and there were clear indications that the training had been beneficial, particularly in terms of raising awareness among drivers. The Chair of the LSCB was supportive of the proposals that all drivers and operators received this training.
- 3.129 The Council had no control over the use of CCTV in taxis and although the Protection of Freedoms Act 2012 applied to local authorities, it did not apply to taxis. A clear policy in respect of CCTV was required and Bracknell Forest was consulting on a set of conditions relating to CCTV which would be applied to licences. If operators did not comply with these conditions concerning camera use, recording and viewing they would be obliged to remove the cameras from taxis. A licence from the Data Commissioner may be required to view recorded material. It was acknowledged that although CCTV in taxis could intrude on the privacy of customers, it could also protect drivers from assaults or failure to pay the fare. The Council did not favour audio recording and felt that recording should be limited to video whilst vehicles were in motion. If audio was available then it should only be activated in the event of a problem or assault. It was felt that CCTV material should only be accessed as part of investigation of crime by the police or other similar law enforcement agencies. Although limousines could pose a danger, there were none licenced by Bracknell Forest at present.

Drivers could be suspended following the receipt of too many penalty points for bad behaviour.

- 3.130 Under the Hotel Watch Scheme, police officers had visited all local hotels and tested them to ascertain whether they would sell a room to an adult male with a 15 year old girl. Of four premises, two had sold a room and a third was prepared to had the officer not run out of funds. The same two hotels also sold alcohol to the underage person in a test proxy sale. The hotels were subsequently re-tested and passed. Future re-testing involving an older woman with a young boy was being considered. Although adults could claim that their younger companion was their son or daughter if challenged, this would be difficult to prove or disprove. Reference was made to an incident in Reading where a registered sex offender with a young girl had unsuccessfully attempted to obtain a room. Hotel managers were keen to prevent such incidents to protect their hotel's reputation although this depended on factors such as staff awareness and turnover.
- 3.131 Regulatory Services also undertook test purchasing in respect of a range of restricted products although efforts were concentrated on the underage sale of alcohol and gambling. Approximately 40 test purchases had been made and one in five outlets had sold alcohol to underage people which was a higher rate than previously. The target was to achieve a rate below 15%. Evidence of underage drinking in the local area or intelligence suggesting that underage sales were taking place was utilised to test local shops and target high risk premises. Retailers were given verbal warnings and fixed penalty notices involving the police. Repeat sales could result in a review or revoking of a licence to sell alcohol. There was concern that vulnerable young people may be approached by perpetrators whilst in gambling premises and the Council was proposing to work with the Gambling Commission in betting shops and public houses around high risk betting machines.

4. Conclusions

- 4.1 CSE is a form of sexual abuse that involves the manipulation, coercion or trafficking of children and young people under the age of 18 into sexual activity in exchange for things such as money, drugs / alcohol, gifts, accommodation or affection. In addition to being damaging to the health, wellbeing, education and life chances of children and young people, it is a violation of their human rights and can also constitute an act of violence, and a criminal act in the case of children under 16 years of age. CSE does not always involve physical contact and may occur on-line. It is not limited by gender, age, ethnicity or religion and recorded instances of CSE nationally have increased in recent years.
- 4.2 From the evidence gathered during the review, it is clear from all involved that CSE is very much at the forefront of the agendas of the Council and its partners which replicates the attention given to the issue nationally. The issue was recognised at an early stage in Bracknell Forest where systems, structures and a strategy have been developed to tackle it which are more advanced than in many other areas.
- 4.3 Although the review has revealed that CSE is not a significant problem in Bracknell Forest and there is no evidence here of the networks of organised gangs and groups that have operated in other parts of the country, there are some concerns locally, particularly around 13-14 year old girls being groomed by older male abusers who they perceive as boyfriends. Therefore children and young people at risk are identified and monitored and interventions made where necessary. However, CSE can be a hidden form of abuse and it is likely that instances are more prevalent than those which come to our attention.
- 4.4 Although children and young people may not realise that they are being groomed for, or being subjected to, abuse, it is important to remember that they cannot consent to their own abuse and are victims in need of protection. The most common reason locally for children and young people being drawn into CSE is neglect, often coupled with mental health issues such as low self-esteem, a perception that sexualised behaviour in their age group is normal, and a lack of affection, parental supervision and boundaries.
- 4.5 Continued CSE training, awareness raising and prevention measures are crucial and should involve closer managing of absences and working with parents and boys / young men. In addition to the statutory organisations, all have a role in preventing CSE through being alert to the signs and sharing information.
- 4.6 There is a lack of joint working with sexual health services, GPs and CAMHS which requires improvement to protect children and young people. However, with the advent of the MASH this should improve.
- 4.7 Up to the age of 13 years children should be treated as children, and up to 18 years as young people. All correspondence and conversations should reinforce this fact and professionals should avoid using terms such as “young man / young woman” in relation to children as young as 13 years of age.
- 4.8 It is likely that the night time economy in Bracknell will expand following the redevelopment of the town centre leading to more prevalent use of drugs and alcohol and increasing the scope for CSE to occur.

4.9 The Hotel Watch scheme and taxi operator / driver training are welcomed as a means to tackle CSE with extending training.

5. Recommendations

Whilst recognising that the majority of the following recommendations are likely to have budget implications, it is recommended to the Executive Member for Children, Young People and Learning that action be taken to ensure that:

Children and Families

- 5.1 Closer work with parents be undertaken to raise their awareness of CSE, to educate them to manage their children's use of the on-line world and to maintain an open dialogue and set boundaries with their children. Also, consideration be given to having a CSE parenting worker, or some form of direct delivery parenting, to enable work to be carried out simultaneously with the child and his / her parents, such as that offered by Dr Barnardo's.
- 5.2 The awareness and use of the CSE screening tool and prevention work with children and young people identified as having Level 1 vulnerabilities (see Appendix 2) be promoted across partners.
- 5.3 The monitoring and management of unauthorised school absences and fixed term exclusions be strengthened, with a particular emphasis on undertaking return interviews.

Training

- 5.4 A fluid rolling programme of incremental and age appropriate prevention be pursued to raise awareness levels and provide children with the resilience and knowledge to identify grooming and make safe decisions around internet use and relationships. This should include the production of a suitable primary school poster. In addition to identifying and protecting victims of CSE of both genders, a stronger emphasis be placed on raising boys' and young men's awareness of the possible consequences for them of having sex with underage girls.
- 5.5 All existing and new taxi drivers in Bracknell Forest receive safeguarding / CSE training during the next twelve months and training be rolled out to neighbouring authorities.
- 5.6 Bespoke training be provided for Attendance Officers to highlight the links between missing pupils and CSE.

Local Safeguarding Children Board

- 5.7 The LSCB Strategic Sub Group be requested to undertake a stocktake of all CSE school training delivered during the last two years in order to identify and remedy any gaps. A central depository be developed to capture all the education and training sessions being delivered in schools to children, to avoid duplication and identify gaps.
- 5.8 The LSCB be requested to evaluate how CSE is incorporated into the Council-wide training programmes, stating who is able to access this training, ensuring outcomes are measured and changes made as a result.

Other Agencies

- 5.9 The police be requested to provide an intelligence briefing to the Sexual Health Service to establish closer liaison and two way information sharing with that service.
- 5.10 Regulatory Services continue to work with the police to rollout the Hotel Watch Scheme across the Borough.
- 5.11 The Designated Doctor for Safeguarding, Dr Katie Caird, be requested to include the use of Summary Care Records in the next mandatory training session for GPs in order to identify, and improve the care for, exploited children and young people through the storing and sharing of patient records.
- 5.12 The Clinical Commissioning Group be requested to provide a stakeholder map of who in the organisation is responsible for CSE in Bracknell Forest, the roles of the representatives that attend SEMRAC and who in Health Services they report back to so that information is cascaded through all organisations.
- 5.13 The membership of SEMRAC and the CSE Strategic Group be expanded to include a primary school lead and representatives of CAMHS and the Sexual Health Service to enable relevant reports to be received from all involved organisations.
- 5.14 The Pan Berkshire SEMRAC chairs add to their agenda the reporting of the top level of 'persons of interest' across Berkshire as a means to compare and monitor possible CSE perpetrators.

6. Glossary

CAF	Common Assessment Framework
CAMHS	Child and Adolescent Mental Health Service
CEOP	Child Exploitation and Online Protection Agency
CID	Criminal Investigation Department
CIN	Children in Need
CME	Children Missing Education
Council	Bracknell Forest Council
CP	Child Protection
CSE	Child Sexual Exploitation
DBS	Disclosure and Barring Service
DI	Detective Inspector
FSA	Family Support Advisor
GP	General Practitioner
ICT	Information and Communications Technology
LAC	Looked After Children
LPA	Local Policing Area
LSCB	Local Safeguarding Children Board
MASH	Multi Agency Safeguarding Hub
NCA	National Crime Agency
NSPCC	National Society for the Prevention of Cruelty to Children
Ofsted	Office for Standards in Education, Children's Services and Skills
O&S	Overview and Scrutiny
Prevent	Work to comply with the duty in the Counter-Terrorism and Security Act 2015 to prevent radicalisation and extremism
PRU	Pupil Referral Unit
PSHE	Personal, Social and Health Education
SEMRAC	Sexual Exploitation and Missing Risk Assessment Conference

TVP	Thames Valley Police
YOS	Youth Offending Service

BRACKNELL FOREST COUNCIL

CHILDREN, YOUNG PEOPLE AND LEARNING OVERVIEW AND SCRUTINY PANEL

WORK PROGRAMME 2015/16

Terms of Reference for:

CHILD SEXUAL EXPLOITATION (CSE) OVERVIEW AND SCRUTINY WORKING GROUP**Purpose of this Working Group / anticipated value of its work:**

- | | |
|----|--|
| 1. | The purpose of this Working Group is to carry out a review of CSE in Bracknell Forest and to make recommendations to tackle any issues identified. |
|----|--|

Key Objectives:

- | | |
|----|---|
| 1. | To gain an understanding of what CSE comprises and who it affects. |
| 2. | To ascertain the extent, scale and nature of CSE in Bracknell Forest. |
| 3. | To measure the impact of CSE on children and young people in terms of their physical and mental health and wellbeing. |
| 4. | To explore and evaluate the effectiveness of Bracknell Forest's partnership response to CSE. |
| 5. | To explore safeguarding arrangements to prevent CSE. |

Scope of the work:

- | | |
|-----|---|
| 1. | CSE in Bracknell Forest. |
| 2. | The physical and mental health implications of CSE. |
| 3. | Relevant data, reports and research. |
| 4. | Actions to prevent and intervene in CSE and the outcomes. |
| 5. | Partnership working. |
| 6. | Impact of the Nine Signs of CSE campaign. |
| 7. | Protocols with Health. |
| 8. | Prosecution outcomes. |
| 9. | Training for carers. |
| 10. | Schools / Youth Services. |
| 11. | Resourcing |

Not included in the scope:

- | | |
|----|--|
| 1. | Criminal activity associated with CSE. |
| 2. | Other forms of child sexual abuse. |

Terms of Reference prepared by:

Andrea Carr

Terms of Reference agreed by:

CSE Overview & Scrutiny Working Group

Working Group Membership:

Councillors Mrs Birch, Ms Gaw,
Mrs McCracken, Peacey and Mrs Temperton

Working Group Lead Member:

Councillor Mrs McCracken

Portfolio Holder:

Councillor Dr Barnard

Departmental Link Officer(s):

Karen Roberts and Sonia Johnson

BACKGROUND:

1. CSE was selected as a review topic in the 2015/16 Overview and Scrutiny work programme owing to concerns associated with the increasing level of awareness of it following recent high profile cases in areas such as Rochdale, Rotherham and Oxford; the Government's measures outlined in its publication '*Tackling Child Sexual Exploitation*'; the Government's intention to deliver a new system of multi-agency inspections; and a wish to establish the extent and scale of CSE in Bracknell Forest and review actions to prevent it.

SPECIFIC QUESTIONS FOR THE WORKING GROUP TO ADDRESS:

1. What is the level, extent and nature of CSE in Bracknell Forest?
2. What is the Council and its partners doing to prevent and tackle CSE?
3. How effective are the partnership arrangements to deal with CSE?
4. How can we know that the Council, and those with whom it works, will be aware when significant problems arise, and do we have confidence that this information will be acted on?
5. Does O&S itself have access to information which will allow us to confidently challenge, on the basis of evidence, the Council's assertions about the quality of a service?
6. Do Council officers and officers from other agencies agree and accept that O&S has this role to play?

INFORMATION GATHERING:

Witnesses to be invited / met

Name	Organisation/Position	Reason for Inviting / Meeting
Janette Karklins Lorna Hunt	BFC, Director of Children, Young People & Learning BFC, Chief Officer: Children's Social Care	To provide information on the nature and level of CSE in Bracknell Forest and actions being taken to prevent and tackle it.
Karen Roberts Sonia Johnson Lilian Dickinson	BFC, Head of Service – Strategic Lead for LSCB BFC, Head of Service – Operation Lead BFC, Social Worker for CSE / Missing	To explain the role and functions of the LSCB Strategic Sub-Group and of the CSE Operations Group.
Mandy Wilton Debbie Smith Liz Hassock	BFC, Head of Targeted Service BFC, Team Leader – Safeguarding and inclusion Targeted Youth Support Manager	To advise on schools including children missing from education.
Kellie Williams	BFC, Community Safety Manager	To advise on internet safety.
Local sexual health providers	NHS Sexual Health Services	To provide information on local services for young people.

Katie Caird	NHS, Designated GP lead for CP	To advise on GP's role in CP.
John Goosey / Christina Berenger	Thames Valley Police	To gain information concerning the police's involvement in and response to CSE.
Bracknell Forest schools	Representative(s) of local schools.	To explore schools' involvement with, and experience of, CSE.
Robert Sexton	BFC, Head of Regulatory Services	To advise on CSE training for taxi drivers and the Hotel Watch Scheme.
General Manager	Involve	To explain any voluntary sector provision for & knowledge of CSE.

Site Visits

Location	Purpose of visit
-	-

Key Documents / Background Data / Research

1. Tackling child sexual exploitation – A resource pack for councils, LGA December 2014
2. The sexual exploitation of children: it couldn't happen here, could it?, Ofsted
3. Child sexual exploitation in Rotherham – Alexis Jay Report September 2014
4. March 2015 Government publication – Tackling Child Sexual Exploitation
5. Bracknell Forest CSE Risk Assessment tool.
6. Bracknell Forest Safeguarding Children and Young People from Sexual Exploitation Strategy and Supporting Action Plan.

TIMESCALE

Starting: August 2015

Ending: June 2016

OUTPUTS TO BE PRODUCED

1. Report of the review with conclusions and recommendations.

REPORTING ARRANGEMENTS

Body	Date
Report to the Children, Young People and Learning Overview and Scrutiny Panel	7 September 2016

MONITORING / FEEDBACK ARRANGEMENTS

Body	Details	Date
Reporting to Children, Young People and Learning Overview and Scrutiny Panel by Executive Member.	Written report	January 2017

BRACKNELL FOREST COUNCIL

Quick Guide to Identify the Risk Indicators for Child Sexual Exploitation

<p>Level 1 - Low Level Risk Indicators</p> <ul style="list-style-type: none"> • Regularly coming home late or going missing • Overt sexualised dress • Sexualised risk taking including on the internet • Unaccounted for monies or goods • Associating with unknown adults or other sexually exploited children or young people • Reduced contact with family and friends and other support networks • Sexually transmitted infections • Experimenting with drugs and/or alcohol • Poor self image, eating disorders and/or some self harm. 	<p>Level 2 - Medium Level Indicators- any of Level 1 and ONE or more of these indicators</p> <ul style="list-style-type: none"> • Getting into cars with unknown adults • Associating with known CSE adults • Being groomed on the internet • Clipping i.e. offering to have sex for money or other payment and then running before sex takes place • Disclosure of a physical assault with no substantiating evidence to warrant a S47 enquiry, then refusing to make or withdrawing a complaint • Being involved in CSE through being seen in hotspots i.e. know houses or recruiting grounds • Having an older boyfriend/girlfriend • Non school attendance or excluded • Staying out overnight with no explanation • Breakdown of residential placements due to behaviour • Unaccounted for money or goods including mobile phones, drugs and alcohol • Multiple sexually transmitted infections • Self harming that requires medical treatment • Repeat offending • Gang member or association with gangs.
<p>Level 3 - High Level Indicators- any of Levels 1 and 2 and ONE or more of these indicators</p> <ul style="list-style-type: none"> • Child under 13 engaging in sexual activity • Pattern of street homelessness and staying with an adult believed to be sexually exploiting them • Child under 16 meeting different adults and exchanging or selling sexual activity • Removed from known 'red light' district by professionals due to suspected CSE • Being taken to clubs and hotels by adults and engaging in sexual activity • Disclosure of serious sexual assault and then withdrawal of statement • Abduction and forced imprisonment • Being moved around for sexual activity • Disappearing from the 'system' with no contact or support • Being bought/sold/trafficked • Multiple miscarriages or terminations • Indicators of CSE in conjunction with chronic alcohol and drug use • Indicators of CSE alongside serious self harming • Receiving rewards of money or goods for recruiting peers into CSE. 	
<p>What to do if you suspect CSE:</p> <p>You can report your concerns via Crime Stoppers Tel: 0800 555 111 Call the police non-emergency Tel: 101 In an emergency dial 999 Contact Children's Social Care for the areas you are concerned about in Bracknell Tel: 01344 352020</p>	

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:

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81

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or telephone the O&S Officer team on 01344 352283

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**TO: THE EXECUTIVE
14 MARCH 2017**

**ICT AND DIGITAL STRATEGY 2017-2020
Director of Corporate Services**

1 PURPOSE OF REPORT

- 1.1 The council's last strategy for Information and Communications Technology (ICT) covered the period March 2012 to March 2016, and was authorised by the council's Executive on 21st February 2012. A new strategy to underpin the delivery of council services is now required, and this report proposes an ICT and Digital Strategy for the period 2017 – 2020, for CMT to consider.

2 RECOMMENDATION

- 2.1 That the Executive consider the ICT and Digital Strategy for the period 2017-2020 and approve the future direction outlined.

3 REASONS FOR RECOMMENDATION

- 3.1 A new ICT and Digital Infrastructure Strategy is required to deliver the technology requirements of the Council, in order to support the delivery of those services which are dependent on ICT. The background to this strategy is defined, and then the report is split into three timeframes: the short, medium, and longer term. This enables the focus initially on the short-term deliverables, some of which are already under way.

4 ALTERNATIVE OPTIONS CONSIDERED

- 4.1 Do nothing. Continue without a focused direction on a need by need basis. This will not support the change required by the organisation.
- 4.2 Create a strategy, having considered the current and future requirements of the organisation, current and emerging technologies, and the state of the current ICT provision. Split the delivery of the strategy into three distinct timelines: short term; medium term and longer term. If approved, further develop a detailed roadmap of developments, with costs, resources, dependencies and risks, and present that for approval by the Executive.

5 SUPPORTING INFORMATION

- 5.1 The ICT and Digital Strategy maps out the proposed direction for the Council, in terms of the development of its ICT infrastructure, applications and devices, and in particular recommends a way ahead in terms of the adoption of digital technology, for both customer-facing and internal administrative processes. This approach provides the essential technological underpinning that will enable the Transformation agenda, the Customer Contact Strategy, the Accommodation Strategy, the changes in Council-Wide Support Services, and changes in care and health.

6 ADVICE RECEIVED FROM STATUTORY AND OTHER OFFICERS

Borough Solicitor

- 6.1 There are no specific legal implications arising from the recommendations in this report.

Borough Treasurer

- 6.2 The financial implications will need to be assessed as business cases are developed to support the different elements of the strategy's implementation plan.

Equalities Impact Assessment

- 6.3 As part of each project or programme of work an equality impact assessment is carried out.

Strategic Risk Management Issues

- 6.4 Each project or programme of work includes risk and issues log.

Other Officers

- 6.5 N/A

7 CONSULTATION

Principal Groups Consulted

- 7.1 CMT
Councillor - ICT Working Group
ICT Steering Group
Operations Group
Mobile Technology Solutions Board

Method of Consultation

- 7.2 Meetings and presentations.

Representations Received

- 7.3 None.

Background Papers

Electronic Document Records Management Strategy review 2016 (undertaken by iESE)
Civic Accommodation Strategy

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Bracknell Forest

"... the borough of opportunity."



ICT & Digital Strategy 2017-20



*This strategy is provisional
Content not yet finalised
All dates provisional*



Scope & Structure

- An ICT & Digital strategy
- Covering the period to December 2020*
- Flowing down from the Corporate Aims
- Enabling the Transformation agenda
- Supporting the changes in Council-Wide Support Services
- Supporting the changes in care & health
- Supporting the Customer Contact Strategy
- Facilitating Flexible and Mobile working
- Aligned with the Accommodation Strategy
- **Underpinning the move to Digital**

*Less than 1000 working days away



3

Creating an ICT Strategy

- An ICT strategy must serve the Council's strategic aims
- Plus the current & emerging needs of the departments
- It must examine how technology is changing, and examine the potential impact on the Council
- There is a special focus on **digital** here – a modern phenomenon changing our lives
- It must look at current ICT provision, and areas for improvement
- It must cast a vision of where we want to be – and 2020 is a reasonable future date
- This leads on to plans for how we get there – structured by short, medium, longer term.

4

Emerging Technology

- Gartner's view of the key emerging technologies affecting Government are*:
 - The Digital Workplace
 - Multichannel citizen engagement
 - Open Any Data
 - Citizen e-ID
 - Analytics Everywhere
 - Smart Machines
 - The Internet of Things
 - Digital Government Platforms
 - Software-defined Architecture

*Note that Cloud is not in the list – Gartner sees that as now well-established, not emerging

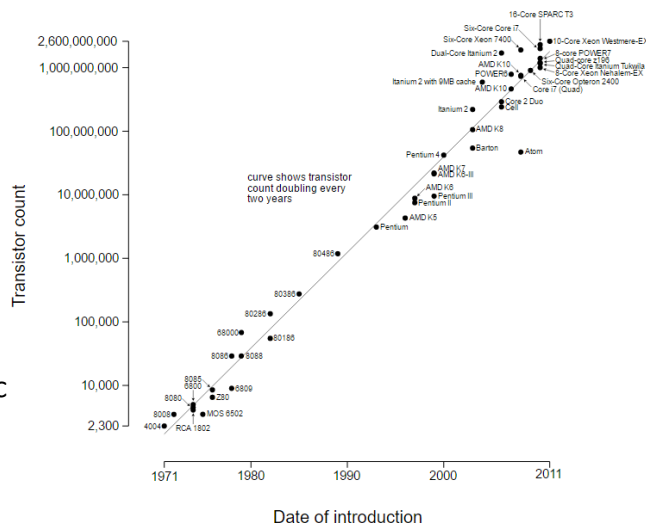
5

The Fundamental Driver

Moore's Law:
Every two years, the number of transistors you can put on a microchip **doubles**

- Microchips are in everything electronic
- The consumer market drives progress
- Smaller, lighter, more mobile
- Globalisation keeps costs low

Microprocessor Transistor Counts 1971-2011 & Moore's Law



Digital

- What is 'digital'?
- (It's not 1's and 0's)
- It's the use of internet connectivity, typically through mobile devices, in on-screen interactions for social or business purposes, usually brief in nature
- And it's everywhere....



7

Digital

- What is 'digital'?
- (It's not 1's and 0's)
- It's the use of internet connectivity, typically through mobile devices, in interactions for social or business purposes, typically brief in nature
- **And it's everywhere....**



Digital

- It's changed our lives: on-line shopping, banking, news...
- We like to interact digitally (81% of the population have smartphones)
- Facebook means we can have THOUSANDS of friends...
- *And I can have free video calls with my daughter in Sydney*



9

Digital

Government Digital Service

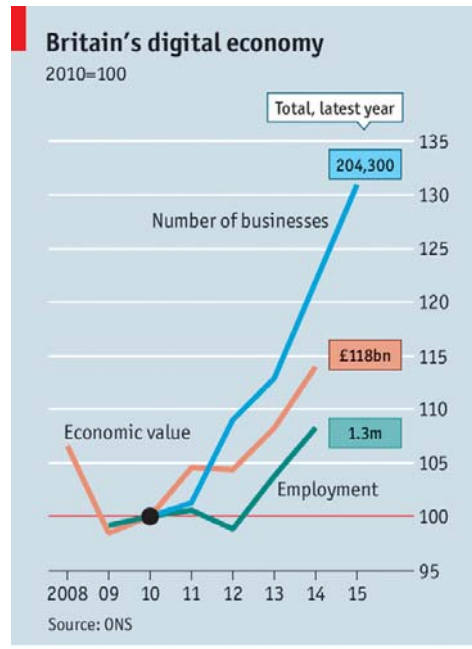
- We like interacting with Government via digital channels
- Great job, GDS!



Digital

- It's growing fast: 32% faster than the rest of the economy
- Creating jobs x2.8 times as fast as the rest of the economy
- It's set to overtake manufacturing in terms of the economic value of output

Latest figures: UK digital economy now worth £145Bn (Cabinet Office, Feb 2017)



Economist.com

11

IN NUMBERS

DIGITAL TECH ECONOMY

1.56m jobs¹
Job creation **2.8x** faster than the rest of the economy (2010-2014)

£50,000
Almost £50k average advertised salary⁷

36%
higher than the national advertised average⁷

41%
Digital tech jobs exist within non-digital industries⁷

DIGITAL TECH INDUSTRIES

£161bn turnover³

32% ↑↑
Grew 32% faster than the rest of the economy (2010-2014)¹

58,000
identified active digital tech businesses⁴

TOP SECTORS⁴

- 17% </> App & Software Development
- 12% 📄 Data Management & Analytics
- 11.5% 📱 Hardware, Devices & Open Source Hardware

DIGITAL TURNOVER TOTAL²

- LONDON: £62.4bn
- READING & BRACKNELL: £10bn
- BRISTOL & BATH: £8.2bn
- MANCHESTER: £2.2bn
- BIRMINGHAM: £1.8bn

DIGITAL TURNOVER GROWTH (2010-2014)²

- SOUTHAMPTON: +180%
- TRURO, REDRUTH & CAMBORNE: +153%
- DUNDEE: +129%
- LONDON: +101%
- BRISTOL & BATH: +53%

80%
Over 80% of Tech Nation clusters have seen growth in digital turnover, digital jobs and advertised digital salaries (See page 32 for definition of cluster)

58,000
digital tech businesses found across the UK

DIGITAL JOBS ¹ TOTAL	PRODUCTIVITY ³ (SALES PER WORKER)	DIGITAL SALARY ⁷ GROWTH (2010-2015)
LONDON: 328,223	BRISTOL & BATH: £296,340	LEEDS: +29%
MANCHESTER: 51,901	LONDON: £205,390	NEWCASTLE & DURHAM: +27%
READING & BRACKNELL: 40,440	READING & BRACKNELL: £196,800	SUNDERLAND: +26%
BIRMINGHAM: 36,768	SOUTHAMPTON: £171,720	EDINBURGH: +26%
BRISTOL & BATH: 36,547	OXFORD: £170,460	SOUTHAMPTON: +25%

Tech City UK & NESTA, Feb 2016
<http://growthintel.com/tech-nation-2016-2/>

12

Digital



**Digital by Default
Service Standard**

- **So how do we exploit this?**
- **Externally:** make it a core part of our Customer Contact Strategy
- We know from the residents' survey that they welcome this
- And the borough's population is highly digitally enabled
- So let's use it for the right sort of interactions:
- Report something, apply for something, pay for something....
- While maintaining other channels for more complex things (social care, housing, benefits...)
- But being digital wherever we can: it's cheaper, and citizens prefer it
- And doing it well: following the GDS design standards

13

Digital

Let's re-engineer end-to-end processes to suit the digital age – not the paper, post and phone age



14

Digital



**Digital by Default
Service Standard**

- **So how do we exploit this INTERNALLY?**
- We make it a core part of redesigning our business processes
- Analyse our core business processes end-to-end, think about desired outcomes
- Simplify, automate where possible
- Make interactions digital
- Leverage the fact that our workforce will be mobile & flexible
- Make meetings virtual, when appropriate
- Use more applications that support co-operative working (internally and externally)
- Move from paper to on-line (e.g. payslips)
- Support the 'work is a thing you do, not a place you go' principle
- **Ensure the technology enables all the above....**

15

Current ICT Provision

- **We're a bit behind the curve...**
- We don't have easy access to systems, even internally
- It isn't easy from outside the network, either
- We're using Protective Marking that ended in 2014
- We're not using the cloud much (everyone else is...)
- We've introduced flexible & mobile working, but the technology has lagged
- Telephony is clunky, and we don't have Skype
- We still have Blackberries – they are obsolete



Current ICT Provision (cont.)

- We're a bit behind the curve...
- We still have Windows 7, and Office 2010 – it's on extended support, ending 2020
- We're so locked down, it's hard to work
- We don't have follow-me printing
- We haven't had ICT Business Partners
- We don't communicate well
- We don't ensure that technology is fully exploited
- We haven't started looking at shared services
- The list goes on....



A Vision for 2020

- Staff are ICT-enabled to work wherever they need to: office, home, a citizen's home, another organisation's site, on the move....
- Staff are able to provide a service that is most effective for the customer, not just for the Council
- Travel time, dead time and duplication of effort are minimised
- Line of business systems are best of breed, consolidated, up to date, usable remotely as well as in the office
- Organisational data is timely & accurate, and shared with other public sector bodies as needed
- Partnership working is the norm, across social care, health, police, etc
- The Council is exploiting the power of 'big data' to gain insights, make better and more timely decisions
- Data is open by default
- Interactions with citizens are primarily digital and self-service
- Call-centre operations are multi-channel, including video, and there is easy load-sharing across teams

18

A Vision for 2020 (cont.)

- Staff interaction with systems is primarily digital, from anywhere, anytime, and time spent on admin is minimised
- Shared services (including ICT) have been examined, and adopted where appropriate
- The e+ card has been adopted for staff identity, log-on security, follow-me printing, cashless vending, local citizen benefits....
- All meeting rooms are 'smart' – bookable on-line with a display outside, video and phone conferencing enabled, easy connection to the display screen, etc
- Staff collaborate extensively on-line, via multiple channels, internally and externally. They experiment with new cloud-based offerings as they emerge; staff are digital enthusiasts
- The move to the cloud is largely complete, Office 365 has been adopted, everyone uses a laptop (or similar) with Windows 10, deskphone are mostly gone and staff use headsets
- Staff get all the support they need to get the best from their technology, via multiple means (training, masterclasses, 'how do I' video clips, local super-users, hints and tips online, lunch and learn...)
- Bracknell Forest Council is well known for having high quality, up to date technology. It works well, and officers and members exploit it to the full. User satisfaction is maintained at a high level.

19

What is the Cloud?



It's about replacing this:



20

What is the Cloud?



With this:



Microsoft San Antonio Data Centre

22

Cloud: Why?



- Computing power is now a **commodity**
- Google, Microsoft, Amazon, IBM* etc run vast data centres around the world*
- They are super-secure, super-reliable, energy-efficient, and they are here to stay
- They offer storage, compute power etc cheaply
- Cheaper than you can do it yourself
- Most software suppliers now offer 'software as a service', hosted in the Cloud
- Microsoft's Office product went to the Cloud some years ago (Office 365)
- They will be offering all the best new features in the Cloud version

*Combined, they have 50% of the cloud infrastructure market

23

Cloud: When?

- If we were starting from scratch - **immediately**
- BUT we have a data centre, all paid for...
- It will become end-of-life by 2020
- So it makes sense to plan a progressive move to the Cloud, over that period



24

Short Term Plan (to June 2018)

The Council has defined 3 work-styles (Fixed, Home-Flex, Free):

- Fixed and Home-Flex have laptop
- Device for Free being finalised
- Desks with dual 19 inch monitors (16:9)
- Universal docking
- Older laptops upgraded to SSD, 4 year replacement cycle (inbuilt camera)
- Window 10, Office 2016
- Soft phone & headset (some will prefer a handset)
- Soft phone works on your laptop at home (or wherever)
- Free workers: smartphone with email on the move (Samsung J5)
- Voicemail for all (on Cisco or mobile)
- Instant messaging, video conferencing, and collaboration apps

25

Short Term Plan (to June 2018 – cont.)

- Collaborative working the norm – group chat, video conferencing, screen sharing
- Move away from phones on desks
- Hot-desking culture:
 - Get your equipment from your locker
 - Find a desk – plug in and work, headset on
 - Join a call or a virtual meeting, by voice / video – from your desk
 - Find a space for a one-to-one with a colleague
 - Join a meeting in a well-equipped room – freeing up your desk
 - Presence indicates you're not available
 - Work somewhere else, or in another building, or from home
- Processes are progressively more digital – fewer human touch-points, processes slick, interactions well-designed.
- **Staff increasingly using cloud-based collaboration & project management platforms**

26

Short Term Plan (to June 2018) : Enablers

- Vodafone contract renewal (imminent)
- Microsoft Enterprise Agreement (Q3 2017)
- Internet upgrade (Q1 2017)
- Wifi - ensuring coverage is good everywhere (asap)
- Replace Blackberries with Samsung J5*
- Vasco tokens no longer needed on laptop (Q1 2017)
- New helpdesk software; more self-service (Q2 2017)
- Print: move to follow-me printing (with move to Time Sq)
- e+ cards for identity, building access, print, local benefits...
- Document management system
- Agenda management system (Modern.Gov)
- Smart meeting rooms
- Restructure creates the roles of ICT Business Partner (Q3 2017)
- Fix protective marking, unblock webmail, enable Skype, measure User Sat...
- NB: General Data Protection Regulation takes effect May 2018
- **Full support for customer contact strategy**



*Should be able to do without Good software

27

Medium Term Plan (July 2018 - June 2019)

- Data centre days are numbered: end of life by 2020
- Applications rationalised, and progressively cloud-hosted
- Cloud by default: applications progressively moved from data centre
- Have adopted Microsoft 365: cloud-based email, Office, telephony/videoconferencing
- Moved out of Easthampstead House – new means of mirroring data & handling ICT DR (either another Council, or cloud)
- Continuation of the short-term strategies

28

Longer Term Plan (July 2019 – Dec 2020)

- Transformation and Digital Enablement complete
- Applications rationalised to support new structures
- Cloud by default
- SAN and server infrastructure due for renewal from mid 2019
- Collaborative working across agencies now standard
- Automated customer contact support (chat-bots) in routine use
- Big data benefits starting to be realised
- Data is open by default (subject to proper safeguards)
- Exploration of deep learning systems; trend to automation starting to become more obvious

29

The move to replace skilled office workers with Artificial Intelligence has started...



Japanese insurance firm Fukoku Mutual Life Insurance is making 34 employees* redundant and replacing them with IBM's Watson Explorer AI (Guardian, 6 Jan 2017)

*Assessing medical insurance pay-outs

30

And computers are now better at poker*



Libratus, an AI system from Carnegie-Mellon, just beat four of the world's top poker players in a three-week challenge at a Pittsburgh casino (it failed last year) (Guardian, 30 Jan 2017)

*A game with imperfect information – this is a really significant step forward

31

Proposed Way Ahead

If this strategy is approved (and it has go through the proper processes):

- Create a roadmap (actually, several: end user, applications, infrastructure)
- Plan projects in outline, to estimate costs, durations, resources
- Draft a 'MasterPlan' of projects, to ensure dependencies & resources work out
- Create a Business Case for each project; project manage using appropriate methods (Agile or conventional)
- **Periodically review the strategy**

32

Stop Press

Government ICT Strategy
published 9th Feb

It aligns closely with what
we are proposing here

Government Transformation Strategy

Government Transformation Strategy	1
Background	13
Vision and scope	21
Business transformation	26
People, skills and culture	38
Tools, processes and governance	42
Better use of data	47
Platforms, components and business capabilities	53
Government beyond 2020	62
Role of GDS	65
Appendix: case studies	71
Appendix: list of exemplar services 2013 to 2015	87
Appendix: list of potential data registers	89
Appendix: list of major transformation programmes 2016	92

<https://www.gov.uk/government/publications/government-transformation-strategy-2017-to-2020>

33

Questions

34

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Annex 1



ICT & Digital Strategy 2017-2020

Information and Communications Technology (ICT)

**A Strategy and Three-Year Plan for March 2017 to
December 2020**

Date: 8 February 2017
Version: 1.0

CONTENTS

EXECUTIVE SUMMARY	3
1. INTRODUCTION	5
2 CORPORATE AND DEPARTMENTAL AIMS.....	5
3 TECHNOLOGY CHANGES OVER THE PERIOD OF THIS STRATEGY.....	8
4. DIGITAL: THE KEY TECHNOLOGY CHANGE.....	9
5 OTHER TECHNOLOGIES OF RELEVANCE.....	16
6 CURRENT ICT PROVISION AND AREAS FOR IMPROVEMENT	19
7 ICT: A VISION FOR 2020	25
8 PROPOSED WAY AHEAD: WORK UNDER WAY AND SHORT TERM PLAN	27
9 PROPOSED WAY AHEAD: MEDIUM TERM PLAN: JULY 2018 TO JUNE 2019	36
10 LONG-TERM PLAN: JULY 2019 TO DECEMBER 2020	37
11 NEXT STEPS	38
12 REFERENCES	40
APPENDIX A: MOORE’S LAW.....	43
APPENDIX B: GARTNER’S TOP 10 TECHNOLOGIES FOR GOVERNMENT.....	44
APPENDIX C: CLOUD TECHNOLOGY AND ITS ADOPTION BY THE COUNCIL	47
APPENDIX D: METHODS USED IN DIGITAL DEVELOPMENT.....	50
APPENDIX E: GOVERNMENT SECURITY CLASSIFICATIONS	52
APPENDIX F: VOIP TELEPHONY	54
APPENDIX G: MOBILE TRIAL – LESSONS LEARNED.....	56
APPENDIX H: CURRENT TECHNOLOGY MODEL.....	57
APPENDIX J: CORPORATE TIME LINES	58
APPENDIX K: BUSINESS APPLICATION TIME LINES	59

EXECUTIVE SUMMARY

1. This document, covering the period to December 2020, summarises the aims and requirements of the Council and its constituent departments. It examines emerging technology, predicting how this will affect the Council and its operations over the period. It describes the technology currently in place, noting those areas where the Council has significant scope for improvement, and recommends a way ahead. It casts a vision of how things could be at the end of 2020, noting that there are less than 1000 working days until then, and that funds and staff time are limited. Finally, it proposes how to get from where we are now, to where we want to be.
2. The aims of the Council are clearly understood:
 - Value for money
 - A strong and resilient economy
 - People have the life skill and education opportunities they need to thrive
 - People live healthy and active lifestyles
 - A clean, green, growing and sustainable place
 - Strong, safe, supportive, and self-reliant communities
3. The Council is currently undergoing a major transformation, both in response to diminished funding, but also to become more effective and efficient. ICT will be a key enabler during the three or so years during which this transformation will take effect, facilitating more mobile working, enabling staff the flexibility to work from home, at other sites, or in a hot-desking fashion, accessing the information they need, collaborating on-line with colleagues wherever they are, and working increasingly over time on a multi-organisational basis. Note that the ICT strategy must align with and underpin the Council-Wide Support Services review, and the Citizen and Customer Contact programme, both of which are key elements of the transformation.
4. This strategy notes the major trends in technology currently emerging, which include the digital workplace and multi-channel engagement with citizens, analytics, risk-based security (as opposed to the locked-down approach of earlier times), and the beginnings of 'intelligent agents' and 'smart machines', which will eventually – although probably not during the life of this strategy – replace many local government staff through the automation of their roles.
5. Special attention is paid to the digital agenda, which will have a major impact both on the Council's contact with citizens (where digital channels hold great promise in providing an improved customer journey, while reducing Council costs), and on back-office operations, where the same benefits accrue. Self-service and self-reliance are important themes here, for both citizens and staff working within the council, in this increasingly digital world. Note that it is imperative that end-to-end processes, and indeed desired outcomes, are examined and thought through, re-designing them as appropriate, if we are to avoid simply creating digital versions of processes that were optimised for the paper, postal service and telephone era.
6. Current ICT provision is examined in some detail, and a range of specific improvements proposed, to enhance user experiences and to support the transformation agenda. As with the national digital guidance, the first rule of design will be 'start with user needs'. The possibilities of shared ICT services with other Councils are reviewed. A vision for ICT in the Council by the end of 2020 is presented, and work is proposed in some detail within three time-frames, from the present to June

2018 (noting that some of the improvements are already in train), in the medium-term, July 2018 to June 2019, and finally in the longer term, July 2019 to December 2020.

1. INTRODUCTION

- 1.1 Any local authority, but especially a unitary Council, is a highly complex organisation, pursuing multiple and diverse lines of business, in an environment of increasing austerity. It is more important than ever that Bracknell Forest Council's ICT is efficient and effective, and aligns closely with the organisation's current and emerging needs.
- 1.2 This strategy document, which covers the period 2017-2020, summarises the current aims and requirements of both the overall organisation and its constituent departments. It examines emerging technology, and predicts how this will affect the Council and its operations over the period. It describes the technology that is currently in place, in the context of current best practice, noting those areas where the Council has significant scope for improvement and recommending a way ahead. It casts a vision of how things could be at the end of 2020, tempering an idealised prediction with the reality that there are less than 1000 working days to the end of the decade, and that both funds and staff time are limited. Finally, it proposes how to get from where we are now, to where we want to be.

2 CORPORATE AND DEPARTMENTAL AIMS

- 2.1 The aims of the Council are well publicised (Ref 1):
 - Value for money
 - A strong and resilient economy
 - People have the life skills and education opportunities they need to thrive
 - People live healthy and active lifestyles
 - A clean, green, growing and sustainable place
 - Strong, safe, supportive, and self-reliant communities
- 2.2 As in any organisation, everything that is done should be directed towards, and supportive of these strategic aims. ICT is in many ways an enabler, the means whereby the operational, managerial and leadership elements of the organisation are provided with the tools they need to perform effectively. A good ICT function is not merely a passive provider, responding to requests generated on the basis of organisational need, a taker of orders from departments who then await their turn for their needs to be met. An effective ICT team is aware of the potential of emerging technologies, and the ways in which they could help the organisation meet both its current and emerging needs. It should therefore be in constant dialogue, helping to shape thinking in the rest of the organisation, feeding back the organisation's needs to ICT colleagues, and ensuring that the Council both gets the very best technology, and can use it to maximum effect. This must be the *raison d'être* of ICT, and its daily motivation.

Council Transformation

- 2.3 The Council is currently undergoing a major transformation, in part to respond to substantial cuts in funding causing the need for substantial savings, but also to be fit for the future and best placed to meet its aims, in changing and austere times. A Transformation Board was established in October 2015 to develop and deliver the programme, to fulfil the Council Plan's commitments to review the focus and delivery of all services over the following three years (when savings of £23m will be required). Those services representing major areas of expenditure are being reviewed in detail,

to make them fit for the future. It is especially important that the ICT strategy aligns with, and fully supports both the Council-Wide Support Services review, and the Citizen and Customer Contact Programme, which form part of the larger agenda, along with the initiatives described below.

2.4 The Council is also undertaking a programme to become more flexible and mobile, and this will achieve a range of benefits:

- More effective delivery of services in the field
- Increased accessibility of services outside Council offices
- Enabling professionals to spend more time with their clients
- Reduced travel costs and travelling time
- More responsive to customer demands
- More effective and efficient
- Reduced paperwork

2.5 The flexible and mobile working strategy also ties in with a revised accommodation strategy, initially approved by the Executive in 2011, which has a number of key principles:

- Rationalising the amount of accommodation that the Council occupies
- Locating customer-facing staff in the town centre
- Accommodation to be accessible and within the outer town centre ring-road
- Modernising customer service delivery and provide one point of contact for the public
- Locating the democratic function (Council Chamber and associated meeting/office space) in the town centre to enable public access
- An accessible town centre library providing a modern service
- Staff working within their service teams
- Staff working space allocation of approximately 1:8 square metres
- The adoption of flexible working practices for staff
- Sharing meeting space to reduce the Council's overall requirements

Work has also been progressing to further reduce the number of desks available in town centre offices and enabling staff to work flexibly/remotely – the aim is a staff to desk ratio of 5:3 - which experience in other Councils has shown is readily achievable, and to consolidate into one building all central functions. As a result, all jobs in the town centre offices have been evaluated and classified as either fixed or flexible (see Section 6.2.5 for a definition of these ways of working). A programme of work is under way to equip Time Square accordingly, and to support staff through the required changes.

2.6 A fundamental part of the restructure will be a change in the organisational culture, described in detail elsewhere (Ref 2), but summarised as:

- Empowering managers and communities to be more self reliant
- Closer working with voluntary sector, partners, and communities
- Blending a more commercial outlook combined with public sector ethos
- Maximising the use of digital and automation
- Joined-up and whole systems thinking
- Managing risk and greater tolerance of risk

- Breaking down silos and sharing information
- Consolidating and removing duplication
- Redesign of structures to reflect needs of a reducing organisation
- Smarter use of buildings e.g. libraries
- Invest in self-service technologies
- Invest in volunteering
- Outsourcing – changes to service delivery e.g. key leisure sites

As will be explained later in this document, ICT has a major part to play in helping many of these aims to be met, both within the Council and in the community.

Departmental Requirements

2.7 Discussions with the operational departments within the Council have revealed several common themes, in terms of how ICT can best serve their needs:

2.7.1 There is a clear view that security considerations have caused the Council to provide ICT systems and services that are harder to use and more inflexible than is desirable. In reality, there must be a balance between externally imposed rules (and their local interpretation), the threats that exist, and the Council's need to operate efficiently and effectively. A carefully thought-through balancing of these factors, combined with a considered view of organisational risk appetite, should inform decisions on the ICT solutions provided. There is a view that the balance to date has erred on the side of over-zealous security to the detriment of business operations, and there is a clear desire to remedy this. This will be addressed.

2.7.2 The organisation is seeking to embrace flexible and mobile working, with all that entails. There is a view that the technology provided to date has not always helped in achieving satisfactory progress in that journey. This must be remedied.

2.7.3 There is a view that the ICT Department has not been close enough to the business, working to understand their strategic needs, sensitive to operational issues with an ICT component, and able to represent the 'art of the possible' in terms of current and emerging technology. Lines of communication are considered haphazard, with (as is often the case) the feeling that ICT staff are very helpful, once you talk to the right person, but with less mutual understanding at a higher level, and no information being available on the plans that ICT has for the future.

2.7.4 There was a view that the organisation has not yet embraced the power of 'big data' and analytics, which is now widely felt to be of fundamental importance to effective local authority actions. Similarly, the lack of coherence across the multiple data sources in the organisation, and the lack of a document and records management capability (although a strategy to address that has now been created), were prominent in many people's minds. In an era when social care is under stress nationally, and closer working with the NHS and other organisations is at the top of the agenda, this is an area where the Council needs to be on the front foot.

2.7.5 Departments depend fundamentally on their specialist line-of-business software applications. It is quite normal for a local authority to have several hundred such applications, ranging from the large systems that support social care and finance, to the smaller, specialist systems used by a handful of people, perhaps relatively infrequently, but nevertheless absolutely needed. It is essential that these systems are well supported, are upgraded when necessary and in good time, and have their performance monitored so that emerging problems are swiftly addressed. Each

application should have a plan of upgrades, based on the supplier's roadmap, and that should be mapped onto the ICT Department's plan of activities, so that the relevant staff with specialist skills can be deployed appropriately. Periodically, there should be a review of applications, looking externally at what the market is offering, what other authorities are doing, what is currently regarded as best practice, and how well the existing applications meet the Council's current and emerging needs. This is undramatic, workaday activity, but essential to the effective operation of the Council, and it must be performed effectively. Note that there was no feeling that the current operation of application support is lacking – but there was an understanding that this must remain a priority area.

- 2.7.6 It should be noted that in any ICT operation, most of the effort – typically 70% – is dedicated to operational activities, often referred to as 'keeping the lights on'. This is not widely understood, since the more visible side of ICT is around change – new equipment, new software, new ways of working. In fact, there is no reason why non-ICT specialists should understand the finer details of any ICT work, including both routine operations and change, and it is quite understandable that most staff in the organisation occasionally get impatient with ICT and the pace at which things happen. The onus is on ICT, then, to communicate clearly, to share plans, to explain, and to set and meet expectations. The onus is on the rest of the organisation to play their part too, articulating their requirements as clearly as possible, avoiding scope creep, making staff available for testing both prototypes and developed systems, ensuring that training is delivered effectively, playing their part in achieving operational benefits when new ICT systems are deployed, and so forth. This mutuality of understanding and commitment is of fundamental importance, and indeed more important than ever in austere times, if the Council is to have first-class ICT, and to use it to best effect.

3 TECHNOLOGY CHANGES OVER THE PERIOD OF THIS STRATEGY

- 3.1 The pace of technological change shows no sign of abating. Fundamental drivers include Moore's Law¹ (see Appendix A), the globalisation of production keeping hardware costs low, the consumerisation of technology, and the growth of internet usage for both business and leisure, which in turn stokes demand for connectivity (both fixed and mobile), and the demand for cheap and ever-improving end-user devices. The digital revolution, described in more detail below, is changing our lives. There are also emerging changes in technology, on a slightly longer timescale, which will undoubtedly bring about even more fundamental changes over the next 10 – 15 years.
- 3.2 Gartner, a well-respected technology-watch organisation, said in a June 2016 report (Ref 3) that the major strategic technologies for government are as follows; bear in mind that these are global rather than UK-specific views:
- The Digital Workplace
 - Multichannel citizen engagement
 - Open Any Data
 - Citizen e-ID
 - Analytics Everywhere

¹ Every two years or so, the number of electronic components that can fit onto a given area on a silicon chip, doubles, and so processing power, memory density etc. will double. This has held true since the mid 1960's, and is predicted to run for some years to come

- Smart Machines
 - The Internet of Things
 - Digital Government Platforms
 - Software-defined Architecture. (This is the use of software to rapidly reconfigure networks storage, security and other aspects of infrastructure; note that the end user will not be aware of any of this, but there are real benefits in cost-effectiveness and performance of the infrastructure.)
 - Risk-Based Security
- 3.3 Appendix B gives more details of Gartner's predictions. Note that in Gartner's predictions of recent years, cloud technology was at the head of the list as a key emerging technology. It has no longer on the list: it is now regarded as being a mainstream technology. (Appendix C describes this in more detail, in the context of the rate at which organisations generally adopt new technology, and the recommended way ahead for Bracknell Forest).
- 3.4 Forrester, another technology-watch organisation, predicted in September 2016, that the following are the technologies to watch in the period 2017-21 (Ref 4). Note that these are more oriented to the commercial world, but of course that is where technology is often first developed and exploited.

Systems of Engagement Technology

- The Internet of Things (IoT) software and solution
- Intelligent agents (chatbots, digital assistants, robotic process automation)
- Personal identity and data management
- Real-time interaction management (customer recognition, offering arbitration and delivery)
- Augmented and virtual reality

Systems of Insight Technologies

- Artificial Intelligence / Cognitive (deep learning, natural language processing)
- Customer Journey Analytics (built into marketing and customer management)
- Insight Platforms (business analytics)
- IoT analytics
- Spatial Analytics (in-store analytics, location intelligence)

- 3.5 TechRadar, an on-line technology website (Ref 5) has predictions that include:
- Increased use of voice search
 - Increase in the use of chatbots
 - Blockchain finding its first use outside bitcoin, probably within banks
 - More investment in Artificial Intelligence
 - An operating system for the Internet of Things
 - Virtual reality devices advancing in both the consumer and business markets
- 3.6 Technology predictions are notoriously unreliable, but it is possible to interpret the implications of the above, in the context of an English local authority over the period 2017 -20, and possibly some way beyond.

4. DIGITAL: THE KEY TECHNOLOGY CHANGE

- 4.1 Front and centre in the current environment is the impact of 'digital', in the context of both citizen interactions and the internal operations of the Council, and this will now be explored in more detail.
- 4.2 It is worth explaining what 'digital' means in this context, since the term has been somewhat overused in recent times. Of course, computers have been 'digital' since their inception (they deal in binary digits, ones and zeros), but that is not what is meant here. From the consumer point of view, digital refers to the use of internet connectivity, typically through mobile devices, in interactions for social or business purposes, typically brief in nature. The driver for this has been smartphones – now owned by over 80% of the UK population – which allow simple, anytime, anywhere interactions. These interactions will not be typically complex or time-consuming (this isn't convenient on a small device), but will be more immediate and often short-lived. For instance, in the social media world, Snapchat is now the fastest-growing social network (Ref 6), overtaking Twitter and Pinterest, and what makes it different is the short-lived nature of the messages, and the highly visual interface, plus the ability for users to tailor the images to specific locations and events. Snapchat deletes these 'stories' after 24 hours (Ref 7).
- 4.3 While the average Snapchat user will be younger (60% of its users are under 25 – Ref 8), the broader point here is that this is indicative of a trend in society towards interactions of all sorts being briefer, simpler, easier... While some decry this as evidence of 'dumbing down' (Ref 9), it is nevertheless a trend that local government should note, and embrace in its interactions with residents. Anything that can be done simply and quickly on-line, ideally in a largely automated way, rather than by phone, on paper or by face-to-face interaction, is cheaper for a financially stretched local authority, and easier for the resident too.

Rapid growth

- 4.4 Although it may feel that the 'digital economy' is now dominant, it does in fact represent just 7% of UK national output (Ref 10), and at £118Bn in 2014, trailed manufacturing which was at £151B. The point, however, is that it is growing much faster than any other aspect of the economy. Figure One below shows this.

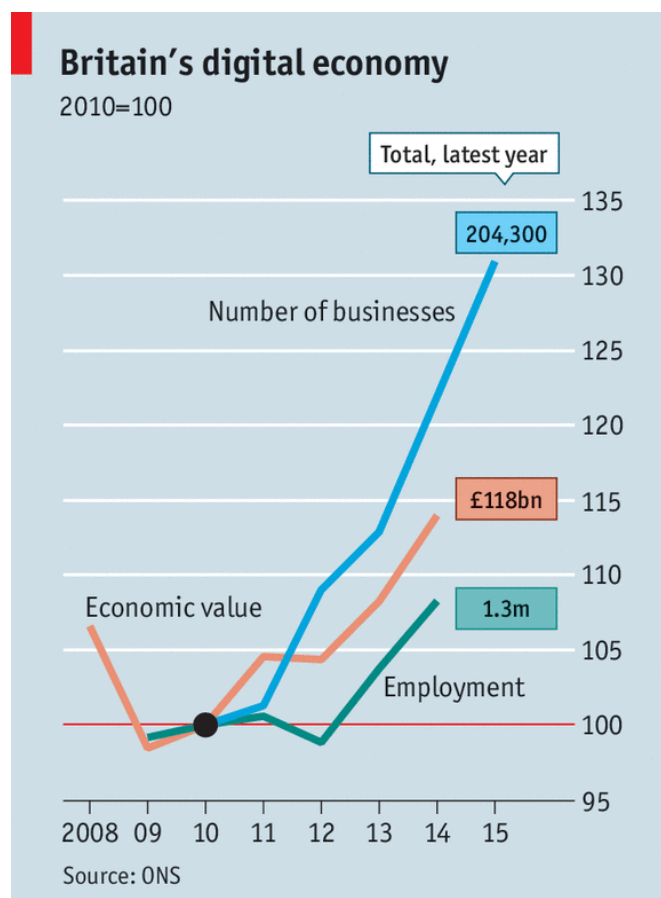


Figure One: Growth in the Digital Economy (from Ref 10)

The Government Digital Service

4.5 In the world of interaction between citizen and central government, the big change in recent years has been the operation of the Government Digital Service (GDS), formed within the Cabinet Office in 2011. The strategic goal of GDS is nothing less than the digital transformation of government (Ref 11), and it is widely recognised as a world leader. While it is best known for the creation of numerous, well designed government websites for primarily simple transactional purposes, it is really involved in making public services simpler and better, ensuring that government data is of good quality and more widely usable, and that government departments are using the best technology. While the focus of GDS has been on central rather than local government, their design principles and approach are applicable in the local authority world, and they have provided some guidance along those lines, with the Local Government Digital Service Standard (Ref 12) – which Bracknell Forest Council has already signed up to (Ref 13).

Digital and Local Authorities

4.6 It is therefore appropriate that local government embraces the growth of digital, using digital approaches to both suit the needs of citizens (who are clearly, through this national growth, demonstrating a wish to adopt digital interactions in many aspects of their lives), and to improve efficiency and reduce costs in the operations of the Council. Quoting from the Council's Customer Contact Strategy (Ref 14):

- Local authorities are increasing their focus on digital business strategies to improve the overall customer experience
- Contact centres continue to be an important channel, although moving more to assisted digital and encouraging self-reliance
- The principal aims of the Customer Contact Strategy are to achieve a substantial reduction in the cost of customer service provision, whilst maintaining levels of quality and customer satisfaction, by (among other things mentioned in the strategy) moving to digital channels wherever possible
- The borough's population is largely online and highly digitally enabled
- The borough has the lowest rating for likelihood of digital exclusion
- The Council is well placed to move to a delivery model making more use of digital channels.

4.7 It therefore seems reasonable to assume that local citizens will be content, and indeed in many cases keen, to interact with the Council digitally, while retaining the option to use other channels, and indeed this is the feedback from the residents' survey referred to in the Customer Contact Strategy cited above. Note that digital contact is best suited to certain types of interactions, those that are transactional, relatively simple in nature, and of a one-off nature (such as reporting something, applying for something, paying for something, etc). Digital is also very useful for just finding something out – be that the date of your next refuse collection, or the name of your Councillor, and clearly these need to be easily accessible on the Council's website. More complex interactions with the Council, relating to such things as social care, housing, and benefits, will often need telephone or face-to-face interaction. Nevertheless, where it is possible to do such things as pre-populate on-line forms, or ensure that data collected from one route is usable in another interaction, that should be done, subject to the usual constraints around the use of personal data.

The approach now proposed for citizen interaction

4.8 The approach to be taken should therefore involve:

- Developing services so that, wherever appropriate, there is a digital channel to allow citizens to interact with the Council.
- Encouraging citizens to use these digital channels, by both their ease of use and 24x7 availability, but also by actively promoting them in our external communications.
- Providing assistance in the use of digital channels, to promote digital inclusion. This could be during the online session itself (where for instance an on-line 'chat' session could be offered, to help guide the user during that session), it could be via on-line 'how do I?' guides and videos, and it could include running classes locally to help those citizens who are less confident with the web to become appropriately digitally skilled. Note that this list is not exclusive, there will be many ways to promote digital inclusion, and it is very much in the Council's interests to achieve this, given that digital interactions are significantly cheaper for the Council than any other channel, and typically give higher user satisfaction (e.g. Ref 15).

4.9 To take this forward, then, there are a number of steps

- Adopt a policy of 'Digital by Default', and review the contact points we have with citizens, examining how these can be digitized, but in a federated manner that fits in digital with all the other customer contact channels.
- Examine how the service being delivered is handled end-to-end, in terms of both technology and business processes, so that we can take full advantage of the digital nature of the citizen interaction and where possible automate the process throughout, thereby achieving savings well beyond those of a simple channel shift.
- Keep abreast of best practice in the digital space, learning from GDS (Bracknell Forest Council is already signed up to the Local Government Digital Service Standard, see Ref 13), learning from the experience of other Councils, and where appropriate adopting common technology platforms. For instance, GDS promotes 'Government as a Platform', essentially the creation of technology building blocks to be used across government for future digital solutions. Thus, there is now a pan-government identity and access management solution, GOV.UK Verify, and plans for a payment engine GOV.UK Pay, and a means of achieving routine communications, GOV.UK Notify. While the needs of local government may be subtly different, we can use these solutions as appropriate, and join in with the nascent initiative to create pan-local government versions, 'Local Government as a Platform' (Ref 16).
- It is important that we do not thoughtlessly digitize existing processes, many of which were optimised for an era of administration based around paper forms, postal delivery, telephony, and face-to-face interaction. This will be an opportunity to examine the outcomes we seek to achieve (from both the citizen and Council viewpoints), and how best to achieve them, with digital as the enabler, and automation, low costs and good customer service the goals.
- In the same way, we should not limit ourselves to the list of existing interactions, although that is a good starting point. We should examine desired outcomes at a higher level, then think in terms of how these outcomes might be achieved, thinking a little more laterally if possible, and how digital systems might be helpful. Thus, to take a simple example, it is well established that social isolation and loneliness among older people is a factor in poor health (Ref 17). Thus, if the Council were to use best practice in digital technology to bring together those seeking more social contact, ultimately the health and happiness of a number of older citizens in the borough would improve, a worthy aim in itself, but also the impact on the social care budget would ultimately be reduced. Furthermore, this need not be something that the Council would do in isolation, but rather in conjunction with relevant charities, other Councils, volunteer groups, and so forth.
- Organisationally, it is vital that a coordinated approach is taken to digital development, to prevent 'digital' and 'ICT' being seen as, and operating as, isolated elements within the authority. The remit of the Chief Officer, Information Services should include ensuring that the integration of digital channels with the current and future ICT infrastructure is facilitated and enabled, and that there is appropriate alignment between proposed innovations in both the digital and non-digital elements of the Council's technology and associated operations.

The Digital Back Office

4.10 While it is appropriate to focus on contact with citizens via digital channels, the adoption of digital technology is an essential part of the transformation of activities within the Council. The NESTA Connected Councils paper (Ref 18) points out that, like the best technology companies, Councils can be lean, agile, and data-driven. A key part of this involves having a workforce that is mobile, which frees up expensive space, allows work to take place in the most appropriate location, and helps create an atmosphere of trust and personal responsibility, and a focus on delivery. Organisations that move to this model of working do not go back, for the simple reason that it works well. A flexible and mobile workforce will also facilitate the ways in which the Council will be working in the future, acting as brokers or enablers, at the hub of a web of innovative partners, providers, and community groups.

4.11 To take this forward:

- There needs to be close alignment with the moves to use digital technology in citizen-facing activities, so that the full end-to-end process is examined, redesigned as appropriate, and automated as far as possible. Any staff in the process should be able to undertake their work in a fully digital fashion, with processes designed as carefully, and in as user-centric a fashion, as they are for the citizen at the front end of the process.
- As outlined above, staff need to be empowered to work in as flexible and mobile a fashion as possible. With digital processes, they will be facilitated in doing this – their interactions will be via browsers and apps, and they will perform only those operations that cannot be readily automated, typically those involving the decision-making skills and perceptual judgements that machines cannot yet perform reliably.
- As stated above, it will not be appropriate to take processes designed for the paper and telephone era, and simply digitize them. It will be necessary to determine what the Council is trying to achieve, and then question whether there is a better way of achieving that outcome.
- There are numerous administrative, back-office-only processes that should be examined – at an outcome level – and either abandoned (if possible) or redesigned so that they are as automated as possible, and human touch-points are both minimised and kept straightforward. This is already happening, with for instance on-line payslips: thus the whole process of printing and distributing them has been abandoned, and the electronic payslip information, which always existed, is now being presented to the employee on-line. Employee self-service and manager self-service in various HR functions will follow. A set of processes that is currently inefficient and disjointed in most organisations, starters / movers / leavers, is ripe for the use of digital technology, with obvious advantages. The list goes on, and it is imperative that that the full spectrum of back office processes is examined, with a view to appropriate re-design and the adoption of digital technology where possible.
- Cooperation and creative joint working will be a big part of the future of the Council, with old and well-established processes, optimised over many years in the pre-digital era, giving way to more fluid and innovative ways of working, both

within the Council and in cooperation with partners. Digital technology must facilitate this, along with appropriately-designed working spaces, so that teams can communicate readily, generate and test ideas, launch initiatives and learn quickly whether they have real potential, and if necessary re-think them and move on. This 'fail fast, fail often' approach is enabled by digital technology and agile design techniques, and of course must be supported by an organisational culture that encourages and rewards experimentation, is perceptive enough to see real potential and how to develop it further, and mature enough to tolerate, even encourage failure as a necessary part of making progress.

4.12 The move to a digital back office aligns with other changes under way in the council, in particular the move to more flexible ways of working. It will support the principle that 'work is a thing you do, not a place you go.' This involves (Ref 19):

- Agile working – the ability to be productive anywhere, and at any time
- Collaboration through technology
- Suitable business applications, including process-specific tools, and employee self-service
- Finding and sharing information and knowledge
- Employee engagement, and an appropriate management culture (moving on from 'presentee-ism', whereby managers only feel comfortable if they have their staff present in the office)

4.13 While the move to becoming a more flexible organisation critically depends on having the right technology in place, it also involves changing the organisational culture, and culture changes are rarely easy things to achieve. Conventional wisdom in the IT world holds that there are three factors to consider in the implementation of any new IT system: people, process, technology. Where culture change is required, the people and process elements need to be supplemented by a number of other factors, well documented in the rich literature on organisational change management (see e.g. Ref 20).

The Importance of Big Data

4.14 The use of data, both big and small, is crucial in the adoption of digital technology. The best businesses in the digital era constantly harvest and learn from data, and the advantages of this are well known in the commercial world. Local authorities are, to a greater or lesser extent, seeing the opportunities in big data and analytics, but it is early days, and more work is needed.

- The adoption of digital technology, and the value of empowerment of, and cooperation among practitioners is beginning to emerge in the public sector. The NESTA Connected Councils report (Ref 18) refers to the Buurtzorg network of home care nurses in the Netherlands, who have adopted a decentralised model so that they manage their own workload, and are financially accountable so there is less need for management. The only 'managers' are regional coaches who are there to support, not direct, decisions. When nurses need expert advice, they post a question on the network's digital platform, and if the problem cannot be solved, they might pay for advice, and then post the solution on the network for the benefit of others. Local authorities can learn from this, for instance seeking to empower

social workers, who are highly trained and skilled practitioners, linking them through technology to the information they need (and in the case of Bracknell Forest, the Connected Care solution will be of major importance, providing relevant information to all those professionals across the Health Service and Social Care about the individuals they are dealing with), trusting them to make decisions that support those they are helping (or indeed, helping those individuals to help themselves), and while backing and supporting those decisions, simultaneously using recorded data to optimise the operation of the whole service, over time.

The Future Digital Council

4.15 A Council of the not-too-distant future, perhaps by 2025 or possibly earlier, might be characterised as follows:

- Lean, data-driven, agile, and adept at solving problems creatively
- Smaller than at present – not simply because of cuts, but because the Council works extensively with partners, has more automated back office functions, and has empowered its front end professional staff so that they require fewer senior managers
- Open, transparent, innovative, and fast-moving. Problems are perceived sooner (big data has helped here), staff work collaboratively both internally and externally to diagnose root causes, and can address problems swiftly and effectively.
- Council staff have been using digital technology for years, are fully conversant with it, and are constantly experimenting with and adopting, refining, or where appropriate rejecting, new technologies. The ‘fail fast, fail often’ approach is now second nature, and staff are invigorated by the constant change, excited by what technology is achieving, and are constantly seeking to improve.
- The Council is increasingly adopting AI-based solutions, which through deep learning / neural reasoning approaches, are supplementing (and in some cases, outstripping) human decision-making capabilities in various areas.

4.16 Appendix D gives details of the methods typically used in generating digital solutions, some of which could have wider application across the council.

5 OTHER TECHNOLOGIES OF RELEVANCE

5.1 Open Any Data: Gartner’s view on open data is that government data will, in the future, be increasingly ‘open by default’. This is UK government policy, outlined in the Digital Economy Bill (Ref 21) which is currently going through the House of Lords (Ref 22). Once this is enshrined in legislation, government organisations will be required to make license-free data available in machine-readable formats, to anyone who has the right to access it, without any requirement for identification or registration, and without trademark or copyright constraints. This will primarily be raw data, as collected at source, but of course subject to privacy and security considerations. The implications for local government are not yet clear, but it does highlight the need outlined above for the Council to achieve coherence in its multiple data sets and its documents and

records management, and in respect of raw data held by the Council to be clear about its provenance, purity and the degree to which it warrants protection.

5.2 Risk-Based Security: This is a more holistic and balanced view of security, based on knowledge of the organisation's key information assets, who has legitimate access to them, and who may wish to steal them, and how and why. This replaces the former approach of simply locking down everything, wherever possible. In the context of the Council, it may be seen as a more considered and intelligent approach to security, based in part on the knowledge that most security breaches occur when people misbehave through accident or ignorance, the solution to which is effective training, clear procedures and treating staff as adults – with the requirement that they take responsibility. It also includes a recognition that excessive security frustrates staff, and leads to insecure workarounds, such as sending sensitive documents to personal webmail addresses to allow easier home working. It will also include replacing the obsolete document marking scheme currently in use within the Council, and ensuring that both technical and other Council staff understand the new scheme, and the thinking behind it within government circles.

5.3 The Internet of Things:

- The IoT is the network of physical objects (fixed or mobile) that contains embedded technology to communicate, monitor, sense or interact with multiple environments, and to communicate over the internet by Bluetooth, wi-fi, 4G or fixed links. This is increasingly being seen as a critical enabler for digital business applications in all private-sector and public-sector industries. The projected uses and adoption rates by government agencies vary, but predicted uses include pay-for-use or subscription-based taxation models, smart waste bin collection, and the remote monitoring of elderly patients in assisted-living settings. Ultimately, its use feeds into smart cities and smart buildings, more intelligent transportation systems, more effective use of mobile assets (including staff), more effective environmental monitoring, and more efficient energy usage. For instance, Los Angeles has sensors on 145,000 streetlights to monitor their health, with 50,000 of them 'smart' devices capable of being dimmed or brightened as needed. The uses are myriad, and the impact within the next 10 years is expected to be huge (see e.g. Refs 23 & 24).
- As is pointed out above, there is a need for an operating system for IoT devices. Thus, just as a computer's operating system controls its operations, loads software when needed, allows inputs from users, stores and retrieves data, manages data output, and generally ensures that the whole system works coherently, so too an operating system for a huge array of widely distributed, relatively simple devices would orchestrate, manage, and make useful the entire network, turning it into an effective entity. Such systems are currently bespoke to the operation of a single IoT; a universal IoT operating system would ensure the more rapid uptake of this important new technology.

5.4 Analytics:

- The concept of analytics and the use of 'big data' is now well understood and increasingly being used in the commercial world (see a good example in how it was used by the Netflix subscription TV service to plan the commissioning of the hit TV series 'House of Cards' (Ref 25); what is lacking is its effective use in local government. A recent report by NESTA (Ref 26) outlined the ways that local authorities can get more value from their data. As it pointed out, local authorities sit in the middle of a web of information, including everything from social care for vulnerable children and adults, Council tax collection to planning applications, and

much else besides. This data is sometimes in incompatible formats, incomplete or incorrect to some degree, hard to analyse, or sensitive. Nevertheless it has huge potential to make services more targeted, to allow the allocation of resources where they can be more effective, to save staff time in both front and back office processes, and to provide insight into the causes of and solutions to costly social problems.

- Customer journey analytics is the use of the above techniques, to understand and analyse primarily web-based interactions, helping with the process of understanding what was going through the customer's mind as they went on the journey, why they dropped out, what routes led to a successful outcome, and so on, in order to optimise the end-to-end journey. Analysis can include interactions with that same customer over multiple channels – web, call centre, on-line chat, email, etc. This is now being used in such areas as higher education, where competition for students is fierce, and where universities want to maximise their opportunity for turning that first exploration of their website, or request for a brochure, into a firm acceptance of an offered place. While this area is still in its early days, it is worth further exploration in the context of local authorities, where stress-free and rapid customer journeys to successful outcomes, ideally over the cheapest channels, are the aim.

5.5 Artificial Intelligence and other advanced technologies: A.I. was seen as an area of great promise in the 1980's, but faded as successes were limited. It has enjoyed a significant renaissance in recent years, with 2015 seen as a breakthrough year (Ref 27), mainly due to the development of 'deep learning' techniques (a subfield of machine learning based on a set of algorithms that inspired by the structure and function of the brain called artificial neural networks). Note that this is a highly technical area, in which advances have been made both through advanced techniques and the availability of far greater computing power. Initial applications lie in automatic speech recognition and language translation (Google Translate is a great example; its effective improved enormously about a year ago, when it was re-engineered to use deep learning technology), image recognition, plus some uses in pharmaceutical research. The growth in the use of 'chatbots' will be a feature of the next few years. Chat bots are computer programs that mimic human conversation with people through text messages, using AI techniques. Some see them as a logical progression from apps (Ref 28), in that the user can initiate a quasi-conversation, and the experience can be like interacting with a human at the other end. This may have potential in local authorities, as a means of replacing some call centre interactions, or improving on some basic app-based interactions, but the technology is emergent and worth tracking rather than adopting wholesale at this stage.

5.6 Block Chain:

- Another technology worthy of note is 'block chain', more properly called 'distributed ledger technology'. Where this relatively obscure technology has come to the attention of the public has mainly been in the use of 'bitcoin', peer-to-peer digital cash that is created and traded independently of governments and central banks, and sometimes associated with criminal activities. The technology it is based on, though, has huge potential in the creation of distributed ledgers. A recent report from the UK Government Chief Scientific Adviser (Ref 29) explains:

A distributed ledger is essentially an asset database that can be shared across a network of multiple sites, geographies, or institutions. All participants within a network can have their own identical copy of the ledger. Any changes to the ledger are reflected in all copies in

minutes, or in some cases, seconds..... Distributed ledger technologies have the potential to help governments to collect taxes, deliver benefits, issue passports, record land registries, assure the supply chain of goods and generally ensure the integrity of government records and services. In the NHS, the technology offers the potential to improve health care by improving and authenticating the delivery of services and by sharing records securely according to exact rules.

- There are early examples of the application of this technology in banking; for instance IBM and the French bank Crédit Mutuel Arkéa have recently completed a pilot project to improve the bank's ability to verify customer identity (Ref 30).
- The real potential, though, lies in the use of these advanced technologies to automate jobs. The impact of this, in the longer term, will be profound. The Guardian recently published an article, based on research done by Oxford University and Deloitte, predicting that by 2030 850,000 UK public sector jobs could be automated (Ref 31). The implications for Bracknell Forest Council are largely positive, in that it could reduce its costs, and the borough itself does not have high levels of the type of employment that will be automated away. There are huge implications for other parts of the country, though, not simply in the reduction of public sector jobs, but in their commercial sector equivalents, and indeed in such areas as transportation, where the driverless car will soon to be upon us – the UK has removed legal barriers to their adoption, the first country in the world to do so, and manufacturers expect 2020 to be the breakthrough year (Ref 32). These will be complemented by driverless taxis, lorries, and so forth. It will be the rate at which this automation happens, and the rate at which other jobs are created (if they can be) for the displaced workers, that will determine the short and medium-term benefits and dis-benefits. One thing is certain, however, these technological advances will continue whatever the outcomes, and it will be well to plan for the consequences. Thinking more parochially, it is unlikely that this technology will have a big impact during the next three years, but it will be important to track its development, and adopt it as and when it is of value.

6 CURRENT ICT PROVISION AND AREAS FOR IMPROVEMENT

- 6.1 As with every organisation, the state of the Council's ICT is a mixture of reasonably current, and somewhat behind. Few organisations achieve a situation where every aspect of the ICT operation represents current best practice, the important thing is to achieve a good match with organisational needs, and also to have a direction of travel and specific plans that meet the way the organisation is seeking to develop.
- 6.2 Drawing on recent independent assessment of the organisation's ICT (Ref 33), and the views of the authors of this report, it is possible to select a number of areas that are in clear need of improvement. Note that the ICT function is not in a poor state overall, it functions in a broadly satisfactory way on a day-to-day basis, with acceptable levels of reliable service delivery, a well-functioning help desk, and levels of user satisfaction (from a survey conducted as part of the 2016 Socitm evaluation) that is typical of a well-performing English Council. Nevertheless, the following areas are prime candidates for attention (not necessarily in order of importance):

- 6.2.1 Easy access to systems. Logging on via wifi even within the Council's buildings requires two-factor authentication, i.e. the input of both a password and a code from a security dongle. This is time-consuming, and unpopular with users. There is also a perception that wifi coverage is imperfect, meaning that most people still print documents when attending meetings, rather than just working from their laptop.
- 6.2.2 Another aspect of ease of use is the inability to access the network from outside, except on Council-supplier devices. This used to be an explicit requirement of the PSN (Public Sector Network) administrators, but it will be helpful to explore possibilities going forward for staff to access at least email and calendar from their non-Council devices, over the network. Longer term, as the Council moves to cloud-hosted email (see below), this will be possible. In the interim, the implications of re-using existing Citrix technology (which used to allow this access, before the PSN rules changed) will be explored, given recent changes in security policies within the Cabinet Office. If this approach is found acceptable, it will be adopted promptly.
- 6.2.3 The Council still uses the pre-2014 Government protective marking scheme (Protect, Restricted etc), and forces users to choose a classification level before sending an email. This should be updated to the current scheme (see Appendix E). This is far simpler to use, and in line with Government policy, places the emphasis for information security on the individual. This will represent a key change for the Council: treating staff as responsible, informed system users, not prisoners to over-restrictive systems engineered to guard information zealously and enforce particular behaviours.
- 6.2.4 The Council is behind the curve in its use of cloud technologies (see Appendix C). Having invested in a high-quality data centre in 2004, it has sought to maintain the on-premise hosting approach, on the basis that it needs to get the benefits from this substantial investment. The data centre will become end-of-life in 2020, when various major systems within it would need replacing, and it is important that a progressive move to the cloud is undertaken over the next 3 years, in good time for that 2020 deadline. Part of this will involve ICT staff accepting the logic of moving to the cloud, and embracing rather than resisting this move. This culture change – difficult as all such changes are – is nevertheless essential, as is the need to move on from the mentality of security lock-down referred to above.
- 6.2.5 Flexible and mobile working is a key theme for the Council moving forward, but solutions have not yet been put in place that meet all users' needs. A useful scheme has been defined, classifying users as 'fixed' (at the same desk each day, e.g. receptionists and P.A.'s), 'flexible' (able to work in the office, at home, or anywhere else), and 'free' (spending most times working out of the office, such as social workers). The policy of providing all with mobile devices has been adopted, and this is helpful in that even fixed workers may need to work elsewhere, to ensure Business Continuity in the event of buildings being inaccessible, weather problems, flu pandemic etc. However, the inconvenience of the two-factor authentication, the imperfect wifi, and (most pressingly) the need to properly understand the detailed needs of the free workers, and provide them with suitable equipment, means that the move to flexible and mobile working is not progressing as well as it could.
- 6.2.6 Telephony in the Council relies on a conventional Cisco Voice over Internet Protocol (VoIP) system (see Appendix F for an explanation of the technology). This has both handsets on the desk, and a specialist piece of software on the user's laptop. This approach allows calls to be taken in the office on the handset, or on the laptop wherever the user is (office, home, anywhere) provided he has connectivity and is

logged in. The laptop software also allows video-conferencing, if appropriately set up, and if the laptop has a camera, which is standard on more recent machines. In many ways, this is a telephone system that is in transition, and it does not work well for many users. The use of desktop phones, which users log into but then leave logged on, tends to cause users to occupy the same desk each day if coming into the office; this tends to discourage proper hot-desking. The working practice of using headsets, plugged into the laptop and used at work or at home, has not yet been introduced, and so staff will default to using the desk handset. Similarly desktop video conferencing is hardly used, and one reason for this is that while the technology supports videoconferencing among Council staff, the more universal Skype solution is not allowed, so users cannot videoconference with those in other organisations. The organisation needs to move out of this transitional phase, embrace the headset + laptop telephony approach, and support video-conferencing both internally and externally. Note that small and simple deskphone-like alternatives to headsets are available, so those clinging to this approach can be catered for – but they should still hot-desk like anyone else.

- 6.2.7 Mobile telephony, meanwhile, is currently addressed with Blackberries (now out of production and unobtainable), plus conventional mobile phones. The Blackberry solution allows email on the move, but is unpopular as the handsets are difficult to use, and there is a dual log-in process to get to email. An alternative approach using more up to date Samsung phones is being trialled; these will also allow email on the move. In addition, not all staff who need even basic mobile phones have been given them (in particular, some social workers), and are forced to use personal phones to meet the need. Clearly this needs to be addressed.
- 6.2.8 There is currently no standard equipment replacement cycle. For any organisation, it is essential to understand that IT equipment wears out, and needs replacing. The best approach is to define a fixed replacement cycle, and get to a situation where a consistent level of capital investment is planned for each year. Thus with laptops, conventional wisdom is that a high-quality machine will last for 4 years, and so procuring machines with a 4 year next-day-on-site support contract is the best approach. The alternative approach, of ‘sweating the assets’ and replacing only when beyond repair, is generally a false economy. It can lead to an estate of old equipment, periodically repaired or upgraded on an ad-hoc basis, with long log-in times, the inability to run more modern software, and dissatisfied users. When all costs are factored in, including staff time to do repairs and upgrades, plus the cost of spares, it is rarely cheaper, and is certainly a second-best approach guaranteed to lead to low user satisfaction. Similarly, all infrastructural equipment, of which there is a good deal, should have planned replacement cycles. Overall, the best approach is a steady, planned level of capital investment every year; the alternative approach invariably involves a long period of decay and then a huge catch-up investment – and then the cycle starts again.
- 6.2.9 The Council is still using the Windows 7 desktop operating system. Windows 7 is now quite old-fashioned, and will finally go out of support on the processors in the Council’s Dell machines on 14 January 2020, although even this support is only for “critical updates” (Ref 34). Newer PCs with the next generation of Intel microprocessors, code-named Kaby Lake, which will start shipping in the Spring of this year, and will only run the latest Microsoft operating system, Windows 10. A planned transition of the current estate to Windows 10 is therefore essential. Note that this involves more than just replacing PCs: all of the Council’s systems will have to be tested to ensure they run with Windows 10. Staff will also have to be trained in its use (although it is a fairly straightforward system to use).

- 6.2.10 The Council is still using Office 2010. Mainstream support for this software has already expired (meaning there will be no further improvements – Ref 35), but extended support (basically, fixing of any security issues) continues to 13 October, 2020. Again, a planned transition within the timescale of this strategy is essential. It will be appropriate to move the Office productivity suite to Office 365 during this period, since this cloud-hosted version of Office is now Microsoft's principal offering – they will be offering the latest features on 365 first – and it will allow access to email and calendar from any device, not just Council laptops. Note that the 365 suite also includes Skype for Business (a full videoconferencing and voice telephony solution), and the OneNote and Publisher software applications. Users able to access 365 from a range of devices, including PCs, Macs, Android smartphones, and Apple iPhones and iPads. While a move to Office 365 is clearly the way ahead (unless the Council decides to move to the main cloud alternative, the Google G Suite - formerly known as Google Apps), moving from on-premise Exchange email to 365 is a non-trivial exercise. Many thousands of organisations have made this move, and firms exist that specialise in supporting this move, but it will need careful planning and execution. Perhaps the biggest advantage of moving to 365 is that from then on, upgrades happen automatically, although the Council could defer those upgrades to allow it to plan for training, etc. Thus, there would be no more looming problems with the Office suite moving out of support.
- 6.2.11 The use of touch-screen laptops should be explored, as standard issue. They represent only a small increase in price, but Windows 10 is optimised for touch screen use, and it is very convenient when interacting with many applications, and scrolling through large documents, to be able to use a touch-sensitive screen. It may be that the taking of signatures, also needed for some functions in the field, could be achieved in this way.
- 6.2.12 The Council is still blocking webmail. At one time, many organisations did so, but societal norms have changes, and now most organisations work on the basis that personal use of webmail (Gmail, Hotmail etc) is reasonable, in moderation. Similarly, many people wish to occasionally do e-banking, buy food, purchase items from eBay, and so forth, and it is recommended that all these normal conveniences are allowed on Council systems. Abuse of this privilege is a management issue, not a technological one, and chimes with the trust agenda currently being adopted. Meanwhile the usual filtering of totally inappropriate websites should remain.
- 6.2.13 The laptops in use have their USB ports locked down, to prevent users inserting memory sticks (other than the encrypted devices supplied on request). While this policy may be considered prudent (the accidental loss of memory sticks holding sensitive data in unencrypted form remains a regular news item), such conveniences as plugging in a wireless mouse should not be blocked, by default.
- 6.2.14 While the Council uses multi-function device (MFD) printers, which allow printing, scanning, faxing etc. these are not set up for 'follow-me' printing. In such a system, users simply use the print command, then walk to any device, present their ID card or enter a pin, and get the printed output. This could be the nearest machine, or the one nearest the meeting they are about to attend, in another location. It is recommended that this approach be adopted (subject to the approval of a business case – although the costs should not be high) once the majority of staff move to the Time Square site (staff are currently split between Time Square and Easthampstead House), at which time there could be rationalisation of identity cards, site and door entry readers, card readers on printers, and so forth. The obvious solution would be

the adoption of the Council's e+ smartcard, which has a range of additional benefits (see Section 7.27).

- 6.2.15 The technology in the Council does not yet support paperless working very effectively, even though there is a clear demand among staff to work in this way. There are many aspects to this, including equipping all meeting rooms with large, high quality displays (with easy and rapid connectivity to laptops), ensuring that wifi is ubiquitous and especially that coverage is perfect in every meeting room, ensuring that users can easily get into their laptops (see above), promoting a culture of sending out all papers electronically rather than distributing some at the meeting, and creating documents that can be easily read on a laptop or meeting room display screen, rather than for instance giant spreadsheets that have to be printed on A3 paper. (Note that a 'Smart Meeting Room' system, with displays outside the room showing who has booked it and when, rules that allow unused rooms to be used within a defined period of non-occupancy, and some penalties to the no-show bookers, would be valuable).
- 6.2.16 User satisfaction with ICT is not routinely measured, except in the annual (sometimes biennial) Socitm survey. There is a clear need to track user satisfaction, to ensure that the ICT service is meeting user needs. This should work at a number of levels. Most organisations have a system whereby when a user has contacted the helpdesk and the call has been closed, they receive a simple on-line survey, to say whether their problem was solved promptly, did the helpdesk explain things clearly, how could things be improved, etc. Helpdesks usually report satisfaction of around 4 on a scale of 0-5, since users are generally pleased to have had their problem fixed. Many organisations also periodically check user satisfaction with a random sample of users (not just those who have contacted the help desk); this taps into broader feelings of satisfaction, can detect underlying issues that were not serious enough to warrant a help desk call but are still important, and can also elicit constructive feedback and suggestions on improvements. These surveys should again be brief, on-line, and steps should be taken to not ask select that user for the next n surveys, to avoid survey fatigue. Experience shows that this approach is very sensitive in tracking user satisfaction issues, and often elicits insightful suggestions on service improvement. Results should be published, ailing with improvement plans that the surveys prompt along the lines of "you said, we did". Finally, it will be important to poll all users to get a high-level satisfaction score (the Socitm 7-point scale works well), to both baseline satisfaction with the service as-is, and then track improvements achieved during the life of this ICT Strategy. Note that user expectations will tend to rise over time, as their experience of domestic ICT continues to improve, and the Council's ICT will, to a degree, have to 'run to keep still' in the light of this.
- 6.2.17 The ICT function does not yet use Business Relationship Managers, and this has proven to be of great value elsewhere. The BRM (or Business Partner) is a senior individual who serves as a bridge between ICT and other departments within the Council, understanding their strategic needs and direction of travel, advising on the art of the possible and best practice, reporting back into ICT to ensure that staff there understand the business, and so forth. The role is strategic rather than operational, but can serve as the final port of call if processes are not working and users are not getting what they need.
- 6.2.18 The ICT function does not currently communicate well with the business, and vice-versa. Users are not aware of technology improvements planned and are not able to easily give their input, and therefore rely mostly on personal contacts. ICT has a

good story to tell, and should communicate better via all the channels available, including the intranet, open days, a newsletter, posters, Twitter, Facebook, blogs by ICT staff, and so forth. Communication in the other direction is essential too, via the surveys described above, a suggestion scheme, local super-users (see below), social media, and once the team is in the Time Square site, such simple things as a white board for users to write on as they go past ICT.

- 6.2.19 A walk-up helpdesk is a useful part of any modern ICT function. The current arrangement in Easthampstead House does cater for this, but in an informal way. Once the ICT team has moved to Time Square, the usefulness of creating a full walk-up service should be explored. Users will be mobile, since all will have laptops, and it makes sense for them to be able to walk up to a counter, wait their turn as necessary, talk to someone, and either get an instant fix or leave their machine there. Many other organisations have adopted this approach to good effect: it drives up user satisfaction levels, gives a human face to ICT, and leverages the view that “the ICT team are great, once you find someone to deal with”. In parallel, the helpdesk should be seeking to minimise avoidable telephone or face-to-face contact, via digital channels, including more on-line advice of the ‘how do I’ type. This should extend beyond FAQs to brief You Tube videos, and could also tie in to periodic Master Classes to help users get the best from productivity or line-of-business applications. Some organisations call these ‘Lunch and Learn’ sessions, and attract users with a free sandwich lunch, while updating them on new developments and training them on the use of ICT systems.
- 6.2.20 User training is currently a part of project plans when new systems are developed, but there needs to be a more concerted effort to ensure that users get the best from the technology deployed. Many organisations use the ‘super-user’ approach, whereby a local enthusiast volunteers, gets extra training, possibly a small pay supplement, and serves as the local ‘go-to’ person for minor queries and fixes for that system. The reality is, though, that realising the benefits of any ICT system is a process that must run throughout the system’s entire life. New starters need the appropriate training, by whatever means (on-line training packages, ‘how do I’ videos, local super-user support, FAQs, etc). Even seasoned users may not be getting the best from the system, and periodic Master Classes, drop-in sessions with experts (brought in from outside as necessary), on-line help, and all the other means of imparting knowledge should be deployed. Part of the problem is deciding who owns the responsibility for this, and it is recommended that while every significant system has an owner, who not only ensures that upgrades are planned and executed, and keeps in touch with the supplier to understand their roadmap (all of which is done now), that system owner should also take the lead in ensuring that the business gets the best out of the system, by all the means outlined above. Planning for this should be part of the original project plan, within the Benefits Realisation element, and projects should not be signed off as complete unless this is organised. Monitoring of success could then be part of user satisfaction surveys, and also something that Business Partners take an interest in. In addition to the above, periodic checks with the supplier to verify that the system is configured to get the best from it, are most worthwhile. Many local authorities end up abandoning one major line-of-business system and adopting another, at great expense, because they have failed to set it up properly, or reconfigure it over time as their needs change, despite it being inherently capable of meeting their needs.
- 6.2.21 Project management in the Council mainly follows conventional practices (Prince2), and this is of proven value provided certain things are done: scaling to project size and complexity (so avoiding excessive documentation or process), a business case

(as a genuine decision tool, not a document of persuasion), a sponsor (who really cares about its success, and help in unblocking), a PID and plan (clear requirements and a defined solution: what will be done, how, when, and how the benefits will be achieved), a suitably able and experienced project manager, assigned resources, and appropriate management of risks and issues. All of this is essential on projects of size and complexity, and must be done, if in a lightweight way, even on smaller projects. Note that there are certain classes of project that lend themselves to the Agile approach, which involves incremental development against generally unclear requirements, on a short cycle (typically 2 week 'sprints'), with ample user testing, and a 'fail fast, fail often' philosophy. This works well on projects that produce very visual, easily testable outputs (websites are a good example), and can develop incrementally and still be useful in a part-finished form. It does not work on all projects, although certain elements of the Agile approach (such as daily or weekly "standups", and the philosophy of "show and tell") can be useful in all projects, and indeed in general management, in keeping the whole team updated. The creation of a project management community across the Council would be valuable, in sharing best practice, and learning from each other: project management expertise is best gained by doing, but vicarious experience is still of value (Ref 36).

Shared Services

6.3 On a larger canvas, there is no extensive use yet of shared services within ICT in the Council, except for sharing of bulk printing with Wokingham Council. Other parts of the Council are moving into shared services, including Regulatory Services (now operational in a shared service), and Legal (in the planning phase). The move to shared services reflects a trend across local government, born mainly of necessity. While it is not an easy road in any area, and it seems especially ICT, a number of organisations are now making a success of shared ICT, for instance Tri Borough in London (Ref 37) and the more recent collaboration between Camden, Haringey and Islington. The lessons that have been learned so far (Ref 38) include that due regard must be given to political relationships, the quality of advice sought and received, accountability among officers, the robustness and clarity of the business case, the building of trust, definition and communication of the vision, and the attainment and preservation of momentum. While bearing all this in mind, and accepting that achieving ICT shared services will not be easy, it would be sensible to explore the possibilities with like-minded Councils in the area.

Accommodation

6.4 The implications for ICT of most Council staff moving from two buildings to one (as described in Section 2.5 above) need to be explored, in the context of the timescales of this strategy. Currently vital elements of the infrastructure are shared between Time Square and Easthampstead House, and once they are consolidated into one building, resilience and DR (disaster recovery) capability will be lost. Thus, for instance, the SAN (storage area network – the main data storage system) is currently mirrored in real time between the two sites, over a high-speed network. This ensures that if one site goes down, data is preserved and is still accessible. In the future, it will be necessary to share data with another site, and an obvious contender would be another local authority in the same part of the world, although if that proves not to be viable, an alternative would be a cloud-based solution.

7 ICT: A VISION FOR 2020

Taking account of all the above, a succinct view of how things could be in 2020 may be summarised as follows:

- All staff are ICT-enabled to work productively wherever needed: the office, a resident's home, another public sector organisation's site, a cafe, their own home, etc. In short, "work is a thing you do, not a place you go".
- Staff are enabled to provide a service to customers where it is most effective for them, rather than for the Council.
- Travel time, dead time and duplication of effort are minimised.
- All line-of-business systems are best of breed, consolidated where appropriate (for instance there may well be a single social care system), up to date to the supplier's latest version (or a maximum of one version behind), fully patched, and usable across all devices, remotely as well as in the office.
- All organisational data is timely and accurate, with data sharing arrangements in place with other public sector bodies (possibly via a cloud-hosted data hub)
- Partnership working and shared services at Bracknell Forest with other organisations has continued to grow, in areas including the Multi-Agency Safeguarding Hub (MASH: the single point of contact for all safeguarding concerns regarding children and young people living in Bracknell), Public Health, NHS, Police, etc. Employees of all these organisations are able to access BFC equipment and systems and vice-versa. The Connected Care solution currently being developed with the Health Service will be of major importance, allowing the sharing of information about a patient's medical condition across subscribing health and social care organisations across Berkshire.
- The Council is exploiting the power of BI to understand performance, gain insights, make decisions not otherwise obvious from past approaches to data analysis
- Data is open by default, subject to legislation on privacy etc.
- Interaction with residents is primarily digital and self-service, and the Council is 'digital by default'. Digital services are so compelling and easy to use that customers use them as their primary channel for interacting with the Council.
- Call centre operations are multi-channel (including video), with easy load-sharing across teams, and effective real-time performance monitoring.
- Staff interaction with administration systems is via digital channels, from anywhere, anytime, and again are so easy to use that time spent on these administrative tasks is minimised.
- Shared services: by 2020, possibilities have been explored with other local authorities, lessons learned from successes and failures elsewhere, a coherent decision has been made on whether to follow this path, and if it has, significant progress has been made.

- The Council is embracing advances in technology that are starting to automate some roles, as they become available. This includes the uses of AI for on-line and verbal communications, for initial interactions and sometimes complete transactions. Early exploration of blockchain is under way.
- The e+ card has been adopted as the staff identity card. It is used for building access, log-on security, follow-me printing (although the Council is now mostly a paperless organisation), cashless vending, plus all the local citizen benefits (discounts in shops, etc).
- All meeting rooms are equipped with conference-call phones, video cameras, microphones, and display screens. Laptops can be easily connected to allow meetings with those present, or those joining remotely, by video or voice only.
- Staff collaboration across the organisation, including with staff working remotely, is enabled by multiple channels, including chat, cloud-based collaborative tools (with staff free to experiment with and adopt solutions of their choosing, subject to simple information governance rules and ICT approval).
- A move to the cloud is largely complete. Office 365 has been adopted, and all laptops are on Windows 10. The majority of applications are cloud-hosted.
- Staff are supported in getting the best from their technology, via multiple means (training classes, on-line training, YouTube clips for "how do I?", master classes, lunch and learn, hints and tips, local super-users, service desk support, etc).
- The Council is known as having high quality, up to date technology, which works well, and which staff exploit to the full. User satisfaction is maintained at a high level.

8 PROPOSED WAY AHEAD: WORK UNDER WAY AND SHORT TERM PLAN

Work now under way

- 8.1 Under the Mobile Technology Solutions Programme various departments in the Council have been trialling different technologies solutions. The trials included iPads (wifi only, and 3G enabled), hybrid tablets (i.e. with detachable screens), and mifi dongles (dongles that connect via 3G or 4G to the internet, then re-broadcast over wifi locally). Laptops were upgraded with solid state disks to improve their performance, and rolled out across Council departments including Children’s Social Care teams, Learning and Development, Members and Senior Officers and Building Control.
- 8.2 A review of the proof of concept/trial in the form of a Lessons Learned summary can be found in Appendix G, which details what went well, what went less well, and what are the challenges for mobile and flexible working moving forward. Some key challenges noted are listed below:

Challenges	Action/Consideration
Culture change around new processes	The Organisational Development Strategy managed under Transformation

	Programme will address challenges around cultural change.
Culture of trust of staff	The Organisational Development Strategy managed under Transformation Programme will address challenges around cultural change.
EDRMS not available for all areas	The Council's Civic Accommodation Programme is now governing the action plan developed from the Electronic Document Records Management Systems Strategy which was conducted by external consultants iESE in 2016.
Right applications	It is necessary to ensure the right applications are used in the field, noting that some do not have dedicated mobile solutions, and therefore the full client software may needed on the device itself.
Internet access	Improvements to BFCs internet capacity are required, as current bandwidth is limited and a progressive move to cloud will require ever greater bandwidth.
Battery power	Clearly mobile devices in use for a whole day with 'free' workers must have adequate battery life. If necessary battery booster packs and car chargers may need to be deployed.
4G as standard	Coverage in the area covered by the Council is now good, but it is important that 'free' staff have connectivity in the areas they cover, or the ability to save data locally and sync when back in coverage.

Technology Currently Deployed

8.3 End User Equipment

Fixed Workstyle

- Desk based PC
- Cisco Desk phone with Cisco voicemail
- No email on the move
- No mobile phone

Home-Flex Workstyle

- Laptop - Docking station in the office
- Cisco Desk phone with Cisco voicemail
- Mobile phone with voicemail
- Some may have mobile email with a Blackberry handset

Free Workstyle

- Laptop – Docking station in the office (some are trialling hybrid tablets, i.e. those with a detachable keyboard)

- Cisco Desk phone with Cisco voicemail
- Mobile phone with voicemail
- Some may have email on the move with a Blackberry handset

8.4 Infrastructure

- Networks and Telephones: Cisco
- User Directory: Microsoft Active Directory
- Server Virtualisation: VMWare
- Storage Area Network (SAN): Dell
- Application Virtualisation: Citrix
- Appendix H depicts each layer of infrastructure that is currently being used, in a graphical form.

8.5 Time Line of Key Dates: To change in a cost-efficient manner, it is important to note that there are significant dates that will influence key decisions and the timing of them. As significant investment has already been made on infrastructure and key systems, it is prudent to align any changes to match the natural refresh cycle of these, at contract end dates. The most important of these are Windows 7 and Office 2010, the Storage Area Network (SAN) and Citrix. Appendix J depicts key renewal dates and End of Life (EOL) dates for corporate infrastructure and software and systems, while Appendix K depicts key renewal dates and EOL dates for line of business applications.

Short-term plan: Jan 2017 to Jun 2018

8.6 The short-term plan is about improvements to the current ICT environment that could be commenced in the next 18 months without major change or investment.

8.7 End User Equipment

- Laptop: Standard laptop; can be docked in the office with a standard screen, keyboard and mouse or used remotely via a VPN for connection back to BFC. Existing Home-Flex users will have the hard disk upgraded to SSD for improved performance. All new laptops would be purchased with an SSD as standard.
- Hybrid Tablet: The same functionality as the laptop with the addition of a detachable keyboard, touch screen, stylus and Windows 10 and SSD Hard disk. Battery performance needs to be sufficient for working in the field.
- Phone: Soft phone which uses Cisco Jabber software installed on the laptop or Hybrid. This requires a USB headset and microphone. This negates the need for a physical desk phone.
- Email on Move: A small device such as a smart phone or Blackberry that provides email on the move. Users should have only one voice mail account.
- Voicemail: Voicemail is used to leave messages when the phone cannot be answered. This can be either on the internal phone system (Cisco) or with the Mobile phone provider.
- Instant Messaging (IM): Cisco Jabber provides IM for collaboration in terms of instant messages and “presence” which displays for each user if they are on-line and available, busy, or off-line. This also allows ‘group chat’ where more than two

individuals can be part of the messaging session, video conferencing and screen sharing.

Alignment of suggested ICT equipment to each work style

8.8 Table One below maps technology to work style

Work style	Computer	Phone	Mobile (Voice only)	Email on Move	Voicemail
Fixed	Laptop	Soft Phone	No	No	Cisco
Home-Flex	Laptop	Soft Phone	No	Possible	Cisco
Free	Hybrid Tablet	Soft Phone	Yes	Yes	Mobile

Table One: Technology and Workstyle

8.9 These are default options. There will be exceptions, i.e. some Home-flex users may need smart phones, some free works may only need a laptop and not a Hybrid, Senior Officer Home-Flex users may prefer Hybrid for meetings, etc. Some users such as PAs and contact centre staff require access to more than one phone line which is currently not supported by Jabber. Therefore they would still need a desk phone in the short-term.

User Equipment Strategy

8.10 It is important to have a strategy for user equipment, to align with the aims of the organisational transformation, and the future accommodation for staff.

- All fixed and home flex users to have laptops to promote flexible use of desks. It will be necessary to consider the storage of devices when not used, for instance lockers i.e. Lockers.
- All free workers to have appropriate devices; type to be determined on the basis of trials.
- Universal docking stations to be on all desks.
- All desks to be dual-screened (19 inch screens, aspect ratio 16:9).
- All underperforming laptops and remaining PCs to be upgraded to SSDs in the interim, and then to be refreshed as part of the four-year cycle.
- Ensure all corporate apps work on Windows 10
- Determine feasibility of upgrading older laptops to Windows 10
- All new laptops and free worker devices to have built-in cameras.
- ICT equipment will need to accommodate smaller desk sizes, post Time Square migration.

Collaborative Working Strategy

8.11 Collaborative working will be a key aspect of future working within the Council, both among Council staff and with colleagues in a range of other organisations. The strategy for achieving this is as follows:

- Deployment of the new intranet solution, providing a means whereby information from right across the organisation is readily available, well presented, and always up to date. Links to training materials, hints and tips, 'how do I?' videos, sources of knowledge (including the best person to consult), and a range of other resources will be available to help users not only get the best out of the technology, but work more closely and effectively together.
- All users to use Jabber for Instant Messaging – as users could be working flexibly this is an ideal way for people to communicate. (Automatically launched at start-up and single-sign-on enabled). This is required to give all users “presence”.
- Use Group-Chat for meetings of more than two internal people as users could be working flexibly and would save time, travel costs and reduce the occupancy of meeting rooms.
- For enhanced internal meetings use of the video conferencing feature within Jabber. This is useful for remote 1-2-1s. Skype to be considered as a corporate alternative (or addition), to enable easier video conferencing with external organisations.
- Allow users to share their screens with colleagues using Jabber, to enhance collaborative working.
- Evaluate the usefulness of Jabber Instant Messaging being available on smart phones as a Mobile App for free workers; this would require investment in a new gateway.

Telephone Strategy

8.12 Move away from Cisco physical telephone handsets on desks to soft phones (Jabber & USB headset) for all users. A pilot is currently underway with 22 employees. All Fixed and Home-flex users to have a voicemail account on the internal phone system. Mobile workers will use voicemail provided by mobile phone operator, and it needs to be determined whether the provision of a voicemail account on the Cisco system will be of value; the alternative may be to auto-forward voice calls to their Cisco number to their mobile phone, when if unanswered it would go to mobile voicemail. This can be determined in consultation with flex workers, and it may be that different teams need different solutions.

Mobile Phone Strategy

8.13 The following represents the mobile phone strategy for the Council

- Fixed and Home-Flex workers will not require a mobile phone, since they will have access to the VoIP system via their laptop and headset. It is now common practice in organisations for staff to use their personal mobile phones for business calls, on the basis that they receive more call-minutes than they can ever use up, and anyway would not want to carry two mobile phones. Provided their role does not lead to the receipt of sensitive calls that might go to voicemail, there is no

reason to discourage this practice, on the understanding that the Council will not subsidise their personal phone contract.

- Smart Mobile phones for all Free Workers to allow email access (a small number of Home-Flex users may also require Smart Phones on an exception basis, but this should be based strictly on business need).
 - Free workers will have voicemail from the mobile phone provider, and so as explained above there may not be a need for internal phone system voicemail.
 - All users to have an “Extension Number” which will be diverted to Free workers’ mobile phones.
 - Whether users want their phone numbers to be publicised or withheld is a matter to be decided on the basis of business need. While the Council may wish to default to openness and accountability, some roles may be such that citizens should be in contact with a service rather than an individual, and so publishing individual numbers may not always be appropriate. These issues will be resolved as part of the Customer Contact Strategy (Ref 14).
 - All mobile phones or devices with mobile SIMS to be 4G as default, and 5G to be adopted as it becomes available (currently predicted some time in 2020).
 - Mifi devices to be shared by teams where possible.
 - Mobile connectivity for Free Workers can be achieved by a number of means, including mifi devices, SIMs in their laptop, or tethering their laptop to a mobile phone. More work is needed to examine local needs, and it may be that different teams warrant different solutions.
- 8.14 The corporate mobile phone contract currently with Vodafone is due for renewal in January 2017. Vodafone now offer a corporate 4G ‘data bucket’ as opposed to each SIM having a monthly 4G data allowance. This would result in significantly lower charges. Also given that Home Flex workers do not need mobile phones, since they can use the soft phone solution described above, this could offer a saving in the reduced number of mobile phone contracts that are required, although it will be necessary first to ensure that all staff who need mobile phones are given them, which is not yet the case in the Council.

Network Strategy

- 8.15 There is a need to ensure enough wifi / internet capacity with the increased numbers of laptops being used and increased flexible working planned for delivery Q1 2017. It will also be essential to ensure the internet connection has enough capacity with the increased number of laptops connecting in remotely and for an increase in cloud computing which is planned going forward. It will also be necessary to explore the options for suitable guest wifi access for non-BFC employees, for instance agency staff, consultants, shared service staff etc. It is now an expectation in the corporate world that guests in an organisation should have easy (albeit password protected) access to a good internet connection.

Mobile Connectivity Strategy

8.16 The strategy in respect of achieving network connectivity via mobile devices is as follows:

- The current Blackberries, which are now out of production will be replaced with a standard smart phone (probably the Samsung J5) with 'Good' software to allow secure email on the move. This therefore replaces the functionality of the Blackberry with a more modern, more usable and cheaper device.
- Technical investigations will be undertaken to determine whether it will be possible to use an email client on a smart phone, and not have Good or MDM at all.
- It is proposed to eliminate the need for users to log in when working remotely by using the Vasco tokens. The technology to achieve this is in trial at the time of writing. There are obvious advantages in user convenience, and a saving in the cost of tokens going forward. (Note that Adult Social Care will have a rollout of new mobile devices – laptops or hybrids – in the Spring, and it will be helpful to have a non-Vasco solution in place by that time).
- Member needs are often somewhat different to those of officers, and so these will be kept under review going forward.

Service Delivery Strategy

8.17 To support the Council Wide Support Services Transformation project:

- Develop Self-service user portal for vFire Helpdesk.
- Support the development of a self-service element of the intranet.
- Automation/work-flow of key processes where possible: Service Requests, Change Requests, Work Requests, etc.

Print Strategy

8.18 To support efficient and cost-effective printing, a number of things need to be done. It should be noted that the Council should seek to become as near paperless as possible, and this will become easier as the ICT improvements proposed in this strategy play out.

- High volume print jobs to be sent to the shared print service at Wokingham while Multi-Functional Devices (MFD) are used for low to medium print jobs internally.
- PrinterLogic software used to allow printing from computers to any MFD on the network. It currently automatically displays a list of all the printers on the current floor and at a click will install the drivers, however any other printer can be manually selected and the drivers automatically installed if required. It is possible to add floor maps to this software so that users can easily see the location of all printers, and this will be implemented as a prelude to full follow-me printing, which will be investigated in the context of the Time Square move.

Social-media Strategy (ICT Infrastructure)

8.19 Social media have, over a relatively short number of years, become a part of the personal lives of many people, and also a valuable business tool.

- Social media can be used by BFC to communicate to large groups of residents. There is already a Social Media Strategy being developed by the Chief Officer for Customer Services.
- ICT must underpin and support the technologies that are required to support this strategy, for instance allowing connectivity to social media apps such as Facebook, Twitter, and Instagram.

Social Digital Interaction Strategy

8.20 Technology now enables communication via a wide range of channels, and these should be explored to determine their value to the business in communicating with citizens.

- Social digital interaction is where a social worker for example would carry out an interaction with a client utilising social technologies with communication capabilities (e.g. Skype, FaceTime, WhatsApp).
- ICT need to investigate these technologies and where possible support access for staff to interact with clients. This has the dual benefits of reduced travel time/costs and the client being more comfortable. However, there must be clear and well thought through policies around their use to protect all concerned.

Organisation Development Strategy and Communications Strategy

8.21 New technology has much to offer, and as is well known, using it effectively in business environments involves much more than just making the technology available. Staff have to be trained to use it effectively, and its use has to be incorporated into business processes in a fashion that supports the outcomes the Council wishes to achieve, while bringing staff along on the journey of discovery and building their skills appropriately.

- The use of different equipment and working in different ways is a significant cultural change for the organisation, and staff will need to be supported through the Organisational Development Strategy to make these changes.
- The development of a communications and engagement plan is also needed to raise the awareness of the strategy and gain valuable user engagement to inform the business requirements that will shape the strategy.
- Key stakeholders will need to be identified and targeted communication and engagement will be needed for different groups.
- There is the potential to use the ICT Business Partners being defined within the Target Operating Model for Council Wide Support Services currently being undertaken to help form and shape the strategy. These roles should be in place by the autumn of 2017.

Document Management Strategy

8.22 Information is the life-blood of any modern organisation, and ICT has both enabled the creation of information and must take responsibility for the proliferation and poor control of vast quantities of information, sometimes out of date, sometimes hard to locate, and often not best placed to facilitate timely and effective decision making.

- The Civic Accommodation Programme is now leading on the Document Management Strategy, looking at the needs of the organisation to ensure suitable solutions for all document management needs are considered. This covers all aspects from requirements, policies, best practice etc.
- Modern.Gov is proposed as the default application to be used for to manage meetings, hold minutes and agendas, and allow the on-screen annotation of these documents. This works well with the touch screen hybrid tablets being used in meetings by officers. (Note: support for Modern.gov is currently being reviewed to ensure that there is capacity and capability to support the wider use of the product).

Meeting Room Strategy

8.23 The provision of well-equipped meeting rooms is essential to the operation of a modern organisation, and a key enable in flexible working. Features such as easy on-line booking, displays outside meeting rooms showing who has it booked and over what period, agreed rules on taking over rooms if those who booked do not arrive, and the provision of non-bookable rooms, plus breakout areas, social learning spaces, and small booth-like areas to allow confidential discussions, are all standard practice in modern organisations. Similarly, the bookable meeting rooms should have a screen and projector (with easy and quick connectivity to a laptop, to allow the meeting papers and presentations to be projected), a conference-type phone, and ideally video cameras to be hooked in via Jabber or Skype.

Microsoft Enterprise Agreement

8.24 Currently, BFC has an Enterprise Agreement (EA) which covers basic licencing required under Microsoft's terms and conditions to use key software such as the operating system, server access and key applications such as email and calendar. This agreement is due to expire in June 2017 and forms one of the key decisions referred to above.

8.25 Options exist to either renew like for like or change the coverage of the licence agreement to include the cloud-based version of Microsoft Office (Office 365) and of course alternative cloud-based software/solutions. Given the timelines this needs further investigation and analysis in the short-term to determine the costs and benefits, and will be reflected in the medium and long term strategies in due course.

Protective Marking

8.26 It is proposed that the Council adopts the current Government protective marking scheme; details are in Appendix E. Currently, when emails are sent staff they must be individually marked with an 'email classification': Unrestricted, Protect, Restricted. A pop-up asking for the user to select an option automatically appears when the officer presses the send button in Outlook. It is proposed to remove this, and leave it to the information owner to mark as OFFICIAL SENSITIVE if they see fit; note that the default level of OFFICIAL requires no marking.

e+ Card

8.27 It is proposed to investigate the possible use of using the Bracknell Forest e+ card for the following areas;

- Used as a primary form of identification – Staff Identity Pass
- Allowing access via the door entry system. This can also be used as a safety measure during building evacuations, whereby a list of those who have entered but not left the building, in other words those who will be part of the crowd in the assembly area, is automatically created and sent to responsible staff by email, so that they can (on their mobile devices) identify who has left, and ensure that no-one has been left behind.
- Allow ‘follow-me’ printing where a user can swipe the card at any MFD on the estate to retrieve print jobs, with no need to enter username and pin.
- Use of the card will also allow all Council employees the range of benefits associated with the e+ card, around the borough.

9 PROPOSED WAY AHEAD: MEDIUM TERM PLAN: JULY 2018 TO JUNE 2019

- 9.1 The medium-term plan consists of improvements to the current ICT environment that could be commenced after the short-term plan without major change or significant investment. It is essential that the medium-term strategy is continually reviewed and developed to ensure that it reflects the business requirements in terms of supporting Mobile and Flexible working, Self-service, and digital enablement as the Council evolves under the Transformation Programme and additionally as technology changes frequently.
- 9.2 There are three main options that could be undertaken, in respect of the use of the Council’s data centres, of which there are currently two (a primary at Time Square, and a secondary at Easthampstead House):
- Continue with BFC Managed Data Centre: Stay with the current model of utilising the Council’s owned and managed datacentre in Time Square to host servers and services. It is a well provisioned and high quality data centre and significant investment has already been made in terms Storage Area Network (SAN), Virtual servers (VMWare), backup power supply via battery, and backup diesel generator. Note however that much of the equipment will be end-of-life in 2020.
 - Part Cloud: Still retain the Data Centre at Time Square and on a case by case basis migrate individual applications to the cloud to reduce the datacentre footprint, e.g. Cloud Client Apps, Line of Business Apps, etc.
 - All Cloud. There would be no advantage, and significantly more cost, in abandoning the existing data centre rapidly and simply hosting all our existing systems in someone else’s data centre (the IaaS cloud model explained in Appendix C). A more appropriate approach would be to work with applications software suppliers, i.e. those firms that provided the several hundred software solutions used by the Council, and understand when they will be providing cloud-hosted versions of their applications, and then move to their cloud-hosted systems in a measured way. Ultimately, this would result in an all-cloud solution, and the data centre (by then nearly empty) could simply serve as the end-point to the various internal and external networking solutions used by the Council.

- 9.3 In line with third option outlined above, cloud options are currently looked at within the current procurement process and reviewed and evaluated on a case by case basis. Examples of applications already in the cloud are: Firmstep, MyChoice, MyLearningSpace, Frontline, and Huddle. However this approach will be strengthened by expecting Cloud to be chosen by default, unless there is a compelling reason to host on-site.
- 9.4 A key corporate system to migrate to the cloud is email and calendar which could allow for BYOD (Bring Your Own Device), although this might require a second authentication factor (which could be a code sent to an app on a mobile phone). However, further investigation is required to determine the implications for GSCx mail, which might have to be handled separately. The likely cloud-based solution is Microsoft Office 365, although alternatives would include Google G Suite. The Microsoft Enterprise Agreement has a significant impact in this area (see above).
- 9.5 Note that the loss of the Easthampstead House data centre, which is used to mirror data from the SAN in the Time Square data centre, will require a new solution (as explained in Section 5.4 above). Shared services with another Council are an option.
- 9.6 Continuation of the short-term strategies: The individual strategies outlined in the short-term strategy are listed below will not on the whole change but will need to be periodically reviewed. However there are some areas noted below that have already been identified as requiring a review to support the medium-term strategy:
- Collaborative Working Strategy
 - Telephone Strategy
 - Mobile Phone Strategy
 - Network Strategy
 - Mobile and Flexible Working Strategy
 - Service Delivery Strategy
 - Print Strategy – Will need reconsidering if after the consolidation to Time Square printing requirements change.
 - Social-media Strategy
 - Communications Strategy
 - Document Management Strategy – Will need reviewing to include outputs from Document Management Strategy
 - Meeting Room Strategy – Will need reviewing to include outputs from the Civic Accommodation Strategy

10 LONG-TERM PLAN: JULY 2019 TO DECEMBER 2020

- 10.1 The long-term plan is about improvements to the current ICT environment that could commence after the medium-term plan, and which would require major change or significant investment. It is essential that the long-term strategy is continually reviewed and developed to ensure that it reflects the business requirements in terms of supporting mobile and flexible working, self-service, and digital enablement as the Council evolves under the Transformation Programme, and additionally as technology changes frequently.
- 10.2 Cloud by default: The main option is, as outlined in 8.2 above, to completely migrate to the Cloud for all applications and infrastructure. This will drastically reduce the

datacentre footprint, although it is still possible that some limited services will need to be kept locally. Further investigation is needed to see if this can be avoided. To achieve this, the following timescales should be noted;

- 2016-2018: review options
- 2018: major decision point (to allow time to plan for potential change)
- 2019: major change point (as contract or services become end of life)

10.3 Note that from mid-2019 onwards key infrastructure components are due for renewal or replacement, i.e. the Storage Area Network (SAN), Windows 7 and Microsoft Office 2010 becomes end of life, followed by the current version of Citrix going end of life. Therefore 2019 would be a key point in time to change (if required) and due to the complexities and planning involved, a decision would have to be made in 2018 to allow time for change prior to the 2019 timescale. Please refer to Appendices J and K for the timelines in respect of both corporate systems and business applications.

10.4 In addition it is important to note that there would be a change of charging model – cloud solutions are subscription-based and are normally charged per user/per month, and are therefore revenue-based rather than the current capital-based server model. This would need to be worked into the financial plans, going forward.

10.5 Continuation of short-term strategy: The individual strategies outlined in the short-term strategy and listed below will not on the whole change, but will need to be periodically reviewed. However, there are some areas noted below that have already been identified as requiring a review to support the long-term strategy:

- Collaborative working strategy
- Telephone strategy
- Mobile phone strategy
- Network strategy
- Mobile and flexible working strategy
- Service delivery strategy
- Print strategy
- Social media strategy
- Communications strategy
- Document management strategy
- Meeting room strategy

11 NEXT STEPS

11.1 If this ICT & Digital Strategy meets the approval of the organisation, it will be necessary to create suitably detailed plans to implement it. This will be best achieved by working at a number of levels.

11.2 First a detailed 'roadmap' should be created. This is a time-line representation of the key deliverables over the period of the strategy, expressed in an easily understood, graphical form. Given the complexity of the work, it is helpful to have several timelines, typically relating to end user devices and associated services (which allows staff in the Council to see 'what is in it for them'), another relating to line-of-business applications, and another relating to the underpinning infrastructure, which will be of

most interest to the technologists, but helps in determining dependencies between the multiple layers.

- 11.3 The delivery of each item on the time-lines then needs a requirements statement, an initial definition of the technical solution, and an expression of any dependencies on other items in the roadmap (if there are any). A rough estimate of costs and staff resources is helpful, as is a view of any special risks known at this time.
- 11.4 It will now be possible to draft a programme MasterPlan, showing how all the projects flow over time, how they are interlinked in terms of dependencies, and how resources will need to be deployed. An appreciation of any scarce skills is helpful, to ensure that key staff do not form bottlenecks in the execution of the programme.
- 11.5 Each project should only be approved on the basis of an approved Business Case, which includes an analysis of the costs, the benefits, the risks of the various options proposed (including a 'do nothing' option), and a reasoned argument leading to a recommended way forward. Each project should then be undertaken, using project management techniques appropriate to its type, be that Agile or traditional.
- 11.6 It should be noted that this strategy, and the programme of work that flows from it, should be periodically reviewed, and updated as necessary. Many things can change in unpredicted ways, including technology, business needs, and of course the broader local government environment. The ICT & Digital Strategy should change accordingly.

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APPENDIX B: GARTNER'S TOP 10 TECHNOLOGIES FOR GOVERNMENT

B1 To enable government transformation initiatives, Gartner (Ref 3) has identified the top 10 strategic technologies for government in mid-2016 and provides recommendations to CIOs and IT leaders regarding adoption and benefits. It is not a list of what government CIOs spend the most time or money on, rather it is a list of strategic technologies where Gartner recommends they should have a plan for in the future.

B1.1 Digital Workplace

The government workforce is increasingly populated with digitally literate employees, from frontline workers to top-level executives. The digital workplace is a business strategy to boost employee engagement and agility through a more consumerised work environment. The digital workplace promotes collaborative work styles, supports decentralized, mobile work environments, and embraces employees' choice of technologies.

B1.2 Multichannel Citizen Engagement

Delivering an effective citizen experience requires a holistic approach to the citizen: (1) using data to capture and understand the needs and desires of the citizen; (2) leveraging effective social media and communications to actively engage citizens; (3) allowing the citizen to engage on his or her own terms; (4) understanding the citizen's preferred engagement channels; (5) affording seamless transitions among channels; and (6) ultimately delivering a more satisfying set of citizen interactions. Adopting a citizen-centric information management strategy with multichannel citizen engagement opportunities will deliver quantifiable benefits.

B1.3 Open Any Data

Open any data in government results from "open by default" or "open by preference" governance policies and information management practices. These make license-free data available in machine-readable formats to anyone who has the right to access it without any requirement for identification or registration. Open data is published as collected at the source ("raw") at the lowest granularity, as determined by privacy, security, or data quality considerations. Open data is accessible with open APIs (application programming interfaces, i.e. the means of accessing an application and, in this instance, extracting data automatically), and is not subject to any trademark or copyright.

B1.4 Citizen e-ID

As government becomes more digitalized, digital identity will need to become more reliable to serve as the core for all digital transactions. Citizen electronic identification (e-ID) refers to the orchestrated set of processes and technologies managed by governments to provide a secure domain to enable citizens to access these core resources or services. Governments should require online authentication and identity proofing, because in-person verification methods are becoming outdated for offering citizens integrated and seamless access to resources and services. This "no wrong door" business model must be able to associate each citizen with one unique and persistent identifier within the bounds of what is culturally acceptable and legally permissible.

B1.5 Analytics Everywhere

Analytics is the collection and analysis of data to provide the insight that can guide actions to increase organizational efficiency or program effectiveness. The pervasive use of analytics at all stages of business activity and service delivery — analytics everywhere — allows leading government agencies to shift from the dashboard reporting of lagging indicators to autonomous business processes and business intelligence (BI) capabilities that help humans make better context-based decisions in real time.

B1.6 Smart Machines

In practice, smart machines are a diverse combination of digital technologies that do what we once thought only people could do. While capabilities are evolving rapidly, it already includes deep neural networks, autonomous vehicles, virtual assistants, and smart advisors that interact intelligently with people and other machines. Government IT leaders must explore smart machines as enhancements to existing business practices, and possibly as foundations for new public services or ways of accomplishing business goals altogether.

B1.7 Internet of Things

The IoT is the network of physical objects (fixed or mobile) that contains embedded technology to communicate, monitor, sense or interact with multiple environments. The IoT architecture operates in an ecosystem that includes things, communication, applications, and data analysis, and is a critical enabler for digital business applications in all private-sector and public-sector industries. The business use cases and adoption rate by government agencies vary according to service domain or program mission. Government business models are emerging that take advantage of the IoT; for example, pay-for-use or subscription-based taxation models, smart waste bin collection on city streets, and the remote monitoring of elderly patients in assisted-living settings.

B1.8 Digital Government Platforms

Governments face constant pressure to improve service delivery and save costs. Digital platforms reduce effort and facilitate user-centric design. These platforms deliver services such as payments, identity management and verification, reusable application services and notifications (for example, SMS and email) that are commonly used across multiple domains. Globally, governments are taking a platform approach to simplify processes, improve citizen interaction, and reduce expenditure.

B1.9 Software-Defined Architecture

Software-defined architecture inserts an intermediary between the requester and the provider of a service so that the service can change more dynamically — in other words, it is the IT equivalent of changing the tyres while the car is moving. Adding a layer of software to abstract and virtualize networks, infrastructure or security has proved to be a useful way of deploying and utilizing infrastructure. Applying the same technique to software architecture improves the manageability and agility of the code so that the organization can respond to the fluidity requirements of digital government and the IoT. Some government organizations have begun implementing software-designed infrastructure, but most are still operating in traditional data centers.

B1.10 Risk-Based Security

The cybersecurity threat environment is constantly evolving, but it represents only one dimension of a complex, multifaceted set of threats and risks. Government CIOs must adopt a threat-aware, risk-based security approach that allows governments to make knowledgeable and informed decisions about risks in a holistic fashion, allowing for a

wiser allocation of resources; more sound decisions about risks and their impacts on government missions, operations, assets and people; and engagement of senior leadership in risk-based decisions.

APPENDIX C: CLOUD TECHNOLOGY AND ITS ADOPTION BY THE COUNCIL

What is 'The Cloud' and Who Is Using It?

- C1 Many years ago, network engineers used the term 'cloud' as shorthand to describe a network of unknown characteristics, and drew it on diagrams as a cloud-like shape. In more recent times, technology has developed such that an external organisation can, with huge economies of scale, create a data centre (or more likely, multiple data centres) full of computing power, and offer that power to customers on a commodity basis. Customers achieve access over the internet, or sometimes dedicated data lines they install. Thus, Google can today offer data storage (one of their many computing offerings) at prices far below those that any ordinary organisation could achieve for themselves. The cheapest Google Cloud storage, at the time of writing, is \$0.007 per GB per month. This is secure, backed up, never-fail storage, far cheaper than can be attained in any normal data centre operation in a local authority.
- C2 The cloud computing model extends a long way beyond simple data storage, however, and it is possible to buy computing power in a wide range of forms, generally classed at three levels:
- Infrastructure as a Service (IaaS): processing, storage, networks, and other fundamental computing resources, where the consumer can deploy and run their own software, including operating systems and applications
 - Platform as a Service (PaaS): processing, storage, networks, and operating systems are all provided, but the consumer will deploy their own applications
 - Software as a Service (SaaS): the applications are provided as a service (with all that sits under them), and the consumer simply uses them. A significant advantage here is that upgrades, patches and all the work normally involved in hosting an application locally is taken care of, reducing effort and cost for the consumer of the service.
- C3 Most application vendors now have a SaaS offering, as well as offering the software for organisations to run and maintain on their own, in-house servers. Times have changed – it used to be standard practice for every local authority to have its own data centre (or perhaps use the data centre of the commercial company to whom it had outsourced its ICT), and that data centre would have incurred significant cost in construction, and have significant operational costs too, in everything from electricity to staff. Over time, the infrastructure in the data centre would need replacing – everything from the servers and their operating systems, to the firewalls, network end points, power supplies (data centres need expensive 'uninterruptible power supplies', with built-in batteries to handle failure of the public supply), the backup generator, the cooling system (servers generate a great deal of heat), fire suppression needed in case of fire, robust physical security – the list goes on.
- C4 Cloud services are basically a commodity, and as with all commodities, there are multiple suppliers competing for business. The biggest are three: Google Cloud Platform, Microsoft Azure, and Amazon Web Services, although there are many other suppliers in the market. For some years, organisations worried about the

security of their data, the longevity of the suppliers, and the reliability of the service. Thus, for some years cloud remained in the minds of more conservative organisations as something that was for the near future, but not the present. That time has passed, and now thousands of well-known organisations in the private and public sector use cloud services, rather than going to the expense and trouble of running their own data centres. Cloud has proved to be secure – thus for instance the Cabinet Office decided in 2014 to move to a cloud-only model for all its computing, having gone to some lengths to be certain of the security, reliability etc of the supplier it eventually chose, Google. Even the UK Ministry of Defence uses Microsoft Office 365 for its email and Azure for its data storage.

- C5 A big advantage of cloud computing is its scalable nature, so that as an organisation’s needs change, over the short or long term, they can scale up or scale down, and pay accordingly. Cloud is thus a revenue cost, basically on a ‘pay as you go’ model, and this is increasingly attractive to organisations that are uncertain what their future computing needs will be.
- C6 It is interesting to reflect that it has been known for many years that technology is adopted at a predictable rate, following the ‘technology adoption model’ first mapped out by Everett Rogers in 1957, and published in his 1962 book, ‘Diffusion of Innovations’ (Ref 40). Rogers, an academic at Iowa State University, had studied the rate at which farmers adopted new technology (farm equipment, new seed stock, novel farming methods, etc), and found that adoption followed the normal distribution.



Figure Three: The Technology Adoption Curve

The rate of adoption of cloud computing is generally acknowledged now as being near the top of the rising curve, a good way through the ‘early majority’ segment. This assessment is reinforced by the news that Amazon Web Services’ cloud revenue, while still growing strongly at 64% year-on-year, has slowed from the previous year’s growth of 69% (Ref 41), which puts the adoption of cloud on the shoulder of the rising curve.

The Way Ahead for Bracknell Forest Council and Cloud Adoption

- C7 The Council currently has a data centre, located in Time Square. It has all the features that a modern data centre requires, including a large generator that will provide power not only for the data centre, but also the rest of the building if the public supply fails. Looking ahead, much of the data centre infrastructure will

become end-of-life around 2020, and it will be important to avoid any temptation to keep it going beyond that point, except in a minimal fashion as end-point to local networking within the building, connections to other sites and the internet, etc. Strategically, the cloud is the only sensible option, with costs likely to drop rather than increase as it becomes ever more commoditised, the concerns about security, reliability etc now diminished, and the universal trend among software suppliers to favour it as their delivery method. For instance, Microsoft have said that in future all the innovations in their Office suite will be released in the cloud-based 365 version first, with the on-premises version not getting them until later, or in some cases not at all. Google do not offer an on-premises version of their office productivity suite, and never have. Adoption of cloud is also driven by cost savings, with Gartner reporting that 'organisations are saving 14% of their budgets as an outcome of public cloud adoption' (Ref 42).

- C8 Therefore, while it is appropriate for the Council to examine in detail which of its services should move to the cloud and when, the strategic direction is clear, and it is only a matter of timing – with an end date of 2020.

APPENDIX D: METHODS USED IN DIGITAL DEVELOPMENT

- D1 As outlined above, digital refers to the use of internet connectivity, typically through mobile devices, in interactions for social or business purposes. These interactions are not usually complex or time-consuming, as this isn't convenient on a small device, but typically immediate and short-lived. User interaction will be via a browser, or a specialist software package developed primarily for use on mobile devices, known in the jargon as an 'app'. Digital applications need to automatically re-size to both the small screen of the smartphone and the large screen of the tablet/laptop/desktop computer, and cope with the fact that connectivity on the move may be intermittent. The digital world has been driven most strongly by domestic rather than business-to-business demand, and the phenomena of social media, on-line shopping, on-line banking, on-line news and so forth need no description here, having in many ways already transformed the modern world.
- D2 In the ICT world, there has been a tendency to differentiate between digital and conventional ICT, with the former seen as being faster moving, rapidly evolving, and impactful. Thus, digital projects are normally associated with 'agile' development methods (see below), while mainstream ICT is thought of as more monolithic, carefully-planned and executed, less fleet of foot, and associated with more traditional development methods such as Prince2. Even Gartner, the leading technology-watch organisation, has promoted the 'bi-modal' concept:

“the practice of managing two separate but coherent styles of work – one focussed on predictability and the other on exploration” (Ref 43)

This rather has overtones of, to quote George Orwell (Ref 44), “four legs good, two legs bad”, although of course we should recall that by the end of that novel the mantra was “four legs good, two legs better”. The point is this, that methods evolve to suit the work to be done. Where the work is to develop websites and apps, which are highly visual and can be developed incrementally, then a rapid application development method is most appropriate. The approach adopted by the Government Digital Service (GDS), widely regarded as the leader in the field, is a mixture of the rapid application development methods that evolved for software development in the 1990's (RAD and DSDM), the more recent working practices of SCRUM and Lean, and 1950's-developed Japanese Kanban manufacturing method. These techniques, which involve 'sprints' (a period of a month or less during which a potentially releasable product increment is created), 'daily standups' (a short session during which each team member talks about their work – held in front of the 'team wall', itself a representation of the project in terms of 'to be done', 'in progress', and 'done' – a technique adopted from Kanban), 'retrospectives', and periodic 'show and tell' sessions (Ref 45). The GDS method is strongly centred on the experience of the digital system user, and so draws on the techniques of user-centred design, which is highly appropriate given the nature of digital interactions. The GDS design principles begin with the statement, 'start with user needs'. The ten principles are thus (Ref 46):

- Start with user needs
- Do less

- Design with data
- Do the hard work to make it simple
- Iterate. Then iterate again.
- This is for everyone
- Understand context
- Build digital services, not websites
- Be consistent, not uniform
- Make things open: it makes things better

D3 Note that there remains a place for conventional project management methods (of which the UK-developed Prince2 is the best known in government, although there are others). Where the system or solution to be developed cannot be created incrementally with demonstrable stages, in an evolutionary fashion, but involves rather a well-defined and possibly complex end-product, other methods have evolved. These involve defining at the beginning what is to be produced, the steps needed to produce it, the resources needed at each stage, the tests to be undertaken, the likely problems to be encountered along the way, and so forth. This remains the best method for producing such systems, and recent experience has shown that while the GDS-style agile method is excellent for relatively straightforward digital systems, it does not readily scale up to more complex applications, especially where multi-party system integration is required (e.g. Ref 47). Thus, for any ICT project, be it digital or not, it is best to use the right methods for the job in hand. Note however that many aspects of the GDS method can be used in non-digital ICT projects, and indeed in management in general.

APPENDIX E: GOVERNMENT SECURITY CLASSIFICATIONS

- E1 The Council still uses the old Government Protective Marking Scheme, in that documents are marked as Protect, Restricted or Unrestricted. (Note that there never was a formal classification in the UK of 'Unrestricted'; this should have been 'Unclassified'). Since 2nd April 2014 a new scheme has been in force across the whole of government, including local government (Ref 48).
- E2 The old scheme, which had a total of 6 levels (Unclassified, Protect, Restricted, Confidential, Secret, and Top Secret) has been replaced with just 3 levels (normally written in capitals): OFFICIAL, SECRET, and TOP SECRET. Local government does not work at the SECRET or TOP SECRET levels. Indeed, if it did, there would be major implications in terms of IT infrastructure, staff security clearances, enhanced building security, procedures for handling documents, etc.
- E3 The rules for marking and handling documents are as follows:
- There is no unclassified level below OFFICIAL - any information that is created, processed, generated, stored, or shared within (or on behalf of) the Council is OFFICIAL by definition.
 - There is no requirement to mark routine OFFICIAL information.
 - Personnel, physical and information security controls for OFFICIAL are based on commercial good practice, with an emphasis on staff to respect the confidentiality of all information. In some instances a more limited need to know must be enforced and assured. A single handling caveat OFFICIAL-SENSITIVE provides for this.
 - OFFICIAL-SENSITIVE must be clearly marked.
 - Organisations may apply a DESCRIPTOR to identify certain categories of sensitive information and indicate the need for common sense precautions to limit access. Where descriptors are permitted they must be supported by local policies and business processes. Descriptors should be used in conjunction with a security classification and applied in the format: OFFICIAL-SENSITIVE [DESCRIPTOR].
 - The Cabinet Office maintains the following list of core descriptors to ensure a consistent approach is adopted across government:
 - 'COMMERCIAL': Commercial- or market-sensitive information, including that subject to statutory or regulatory obligations, which may be damaging to the organisation or to a commercial partner if improperly accessed.
 - 'LOCOSEN': Sensitive information that locally engaged staff overseas cannot access. (Clearly this does not normally apply to Local Authorities).
 - 'PERSONAL': Particularly sensitive information relating to an identifiable individual, where inappropriate access could have damaging consequences.
 - The use of descriptors is at local discretion, but where they have been applied by an originator, they should be carried forward.

- There is no requirement to revisit old documents and re-classify them.
- It is proposed that a corporate project group be set up to plan the implementation of the new scheme. This would include reviewing and updating information security policies and guidance planning and implementation of communications and training, and initiating the technical work to remove the enforced selection of 'Restricted', 'Protect' and 'Unrestricted' before sending emails.
- As all information is implicitly OFFICIAL it means that staff only have to remember to mark documents/information they deem to be OFFICIAL – SENSITIVE (with an additional descriptor where necessary).

APPENDIX F: VOIP TELEPHONY

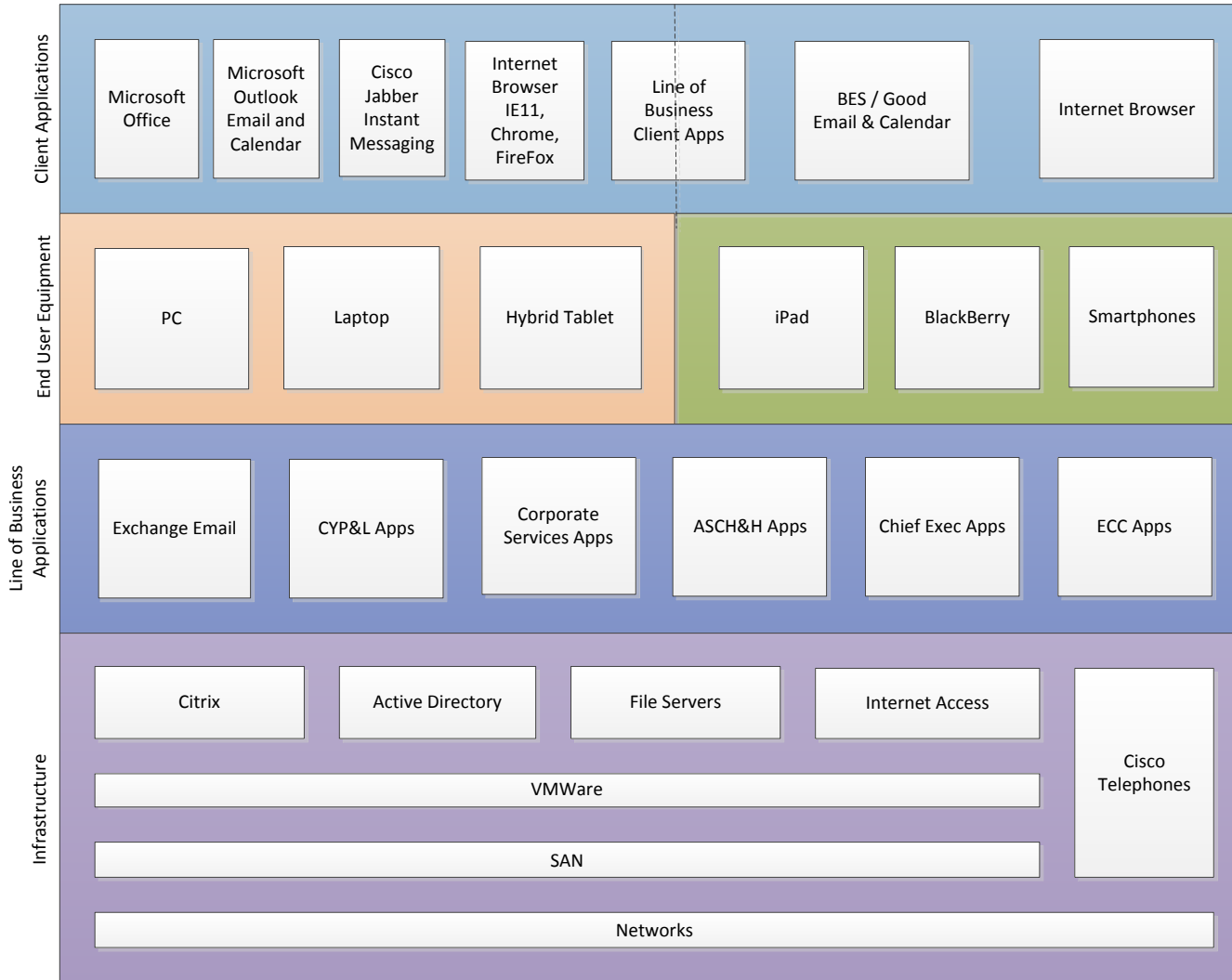
- F1 Originally, telephone systems worked by switching circuits, so that the two proponents in a conversation were connected over dedicated end-to-end circuits, the microphone on one handset going to the earpiece on the other, and vice-versa. These systems became quite sophisticated at the corporate level, with many organisations having their own in-house telephone exchange (a PABX, or Private Automatic Branch eXchange), whereby users could divert calls to secretaries, pick up other phones ringing nearby, and so forth. These systems were expensive, as was all telephony at that time.
- F2 As desktop computers entered the workplace, they too required connectivity, and offices were fitted out with two separate networks, one for telephony, one for computing. Telephony moved on, and eventually much of the technology in phone systems became digital (in the ones and zeros sense, not the GDS sense), and it was then realised that it should be possible to use a single data network to carry both computer data and voice data. By then, computer data sent over networks used a format known as "I.P.", short for Internet Protocol. This technology was originally developed to allow data to traverse networks based purely on the address carried with each digital data bundle, with the routing across the network being handled in real time. Known as 'packet switching', this was developed in the US to cater for networks that could be damaged during a nuclear war, with the need for data to nevertheless find its way to its destination, by whatever route still existed. These networks were the forerunner of the internet, which still works on the basis that data is broken up into packets, each of which finds its way to its destination by any route available.
- F3 Voice traffic, suitably formatted, was thus able to be carried across the computer data network, and this became known as 'Voice over IP'. It obviously cut down on the wiring, but it also provided greater flexibility for users. In the old world, with fixed phones, calls would go to a defined handset, unless diverted by entering a command into the handset, which was picked up by the PABX. With VoIP, the handset on any desk would be configured – when the user went through the log-in process – to receive their calls, which greatly facilitated hot-desking. The technology then moved on, and the functions of the handset could be reproduced in software on the desktop computer – so that it became a so-called 'soft-phone'. In parallel, VoIP technology was starting to be used in the consumer world, with phone calls being made at no cost over the internet, avoiding the charges of the telecommunications providers. Skype, which was launched in 2003, and has been owned by Microsoft since 2011, was one of the first software applications to allow this, but there are many such systems now. As communication networks expanded in capacity, and home users increasing installed broadband, so video calls (including free Skype calls), which need much more data than voice, also became possible.
- F4 As the Council stands today, there is a Cisco VoIP system in place, with Cisco desk phones in use, plus the soft phone application (Jabber) in place on computers. The Jabber application also works when a laptop is connected in remotely, and so users can receive and make calls from their laptop even when working from home, or indeed anywhere they have a connection, using a headset (or even the microphone and speaker on their laptop, although clearly that is inconvenient). As the Council moves to a one-laptop-per-person model,

there is no need for a Cisco deskphone, and – as many organisations now do – each person can use a lightweight headset to receive and make calls. Modern devices have noise-cancelling microphones, and some have noise-cancelling headphones too, so telephone calls in a busy open plan office are actually a better experience than with the older desk phones. Some users will nevertheless insist on an old-style phone, and they can be catered for with simple VoIP deskphones, which effectively mimic the capability of the headset – calls are still handled via the Jabber application. Jabber also supports video calls, although Jabber does not interface to Skype, which is the most widely used video calling system. It would seem appropriate to allow the use of alternatives to Jabber, including Skype, on the corporate PC estate.

APPENDIX G: MOBILE TRIAL – LESSONS LEARNED

- G1 What went well?
- Workstyles Concept – influencing temporary agency staff
 - Changed work practices with new ICT kit – BPR
 - Training
 - Predict change then test it
 - Challenging users to get the right solution
 - Not single solutions but majority for 2/3 difference ones
 - SSD Upgrades
 - Influencing process thinking
 - People are working more effectively in the field
 - Less admin and time
 - Quicker record updates – better information, timely, data quality
- G2 What didn't go so well?
- Workstyles not applied consistently
 - Right IT Kit – can't enable change in itself
 - Not training – support issues
 - Resourcing issues' kit/supplier (software and hardware)/support/infrastructure
 - Kit compatibility
 - Getting the right kit – moving picture
 - Not big player for suppliers
 - Software implications still not understood
 - Understanding the pace of change of working practices
 - Making access cost effective
 - Not always changing processes
- G3 Challenges
- Culture change around new processes
 - Culture of trust of staff
 - EDRMS not available for all areas
 - Finance
 - Mobile apps not available
 - Collaboration tools not available
 - Video Conferencing not available
 - Right kit
 - Right connectivity/access
 - Right applications
 - Stable setup
 - Wi-Fi strength
 - Speed
 - Internet access
 - Battery power
 - Car chargers/booster pack
 - 4G
 - BPR support required
 - Giving up paper

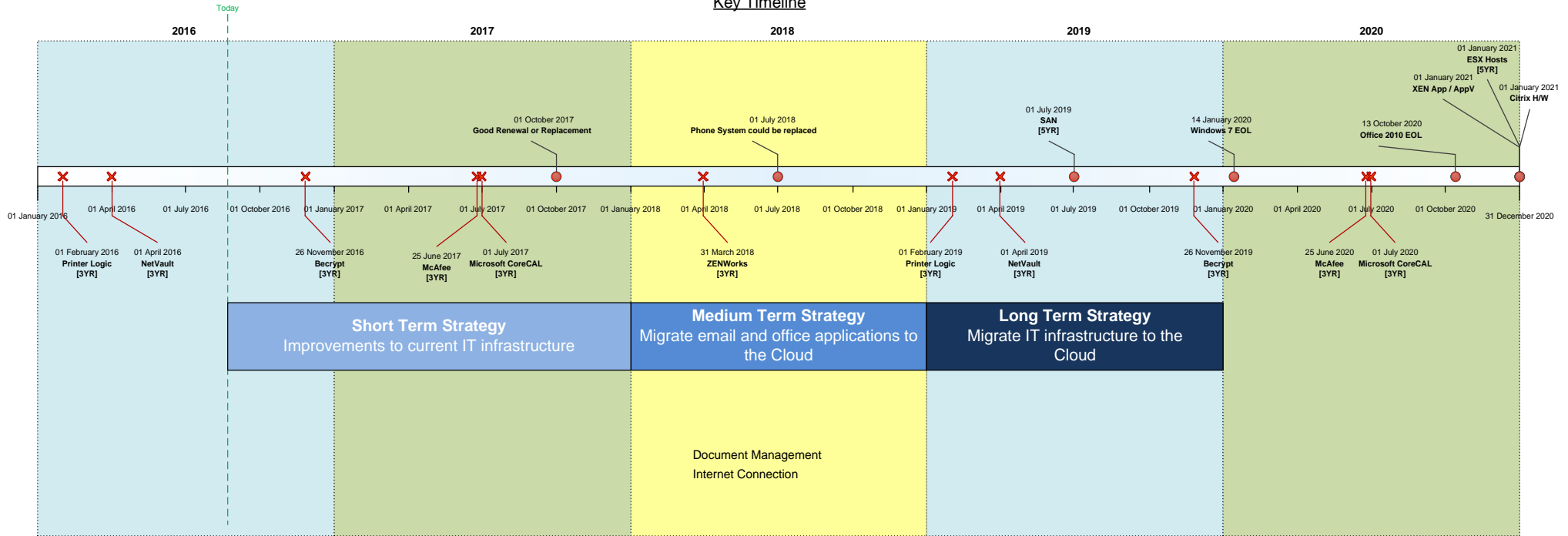
APPENDIX H: CURRENT TECHNOLOGY MODEL



159

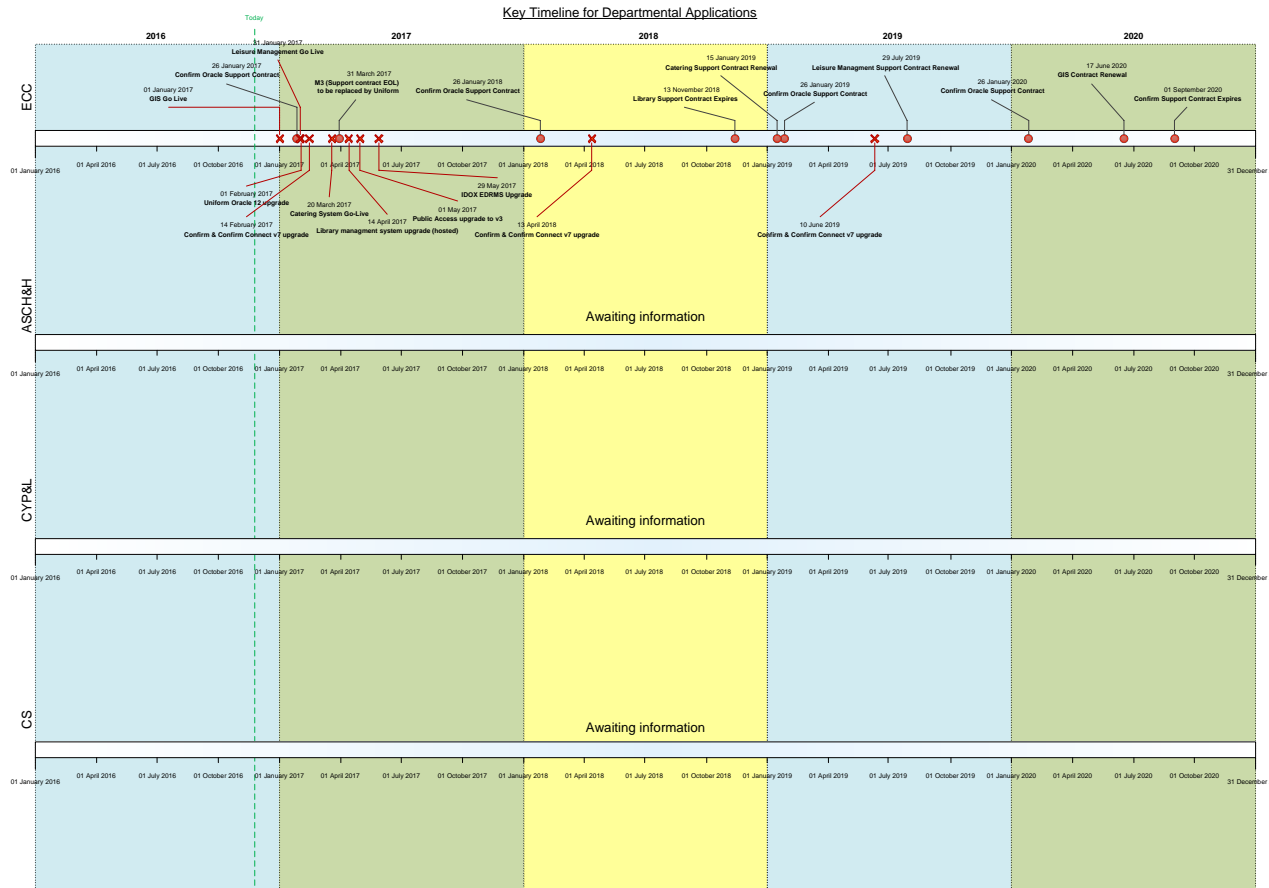
APPENDIX J: CORPORATE TIME LINES

Key Timeline



160

APPENDIX K: BUSINESS APPLICATION TIME LINES



161

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**TO: EXECUTIVE
14 MARCH 2017**

CUSTOMER CONTACT STRATEGY 2017-2020 Director of Corporate Services

1 PURPOSE OF REPORT

- 1.1 To provide the Executive with a new Customer Contact Strategy, proposing a new direction of travel for the management of customer contact through to December 2020.

2 RECOMMENDATIONS

- 2.1 **That the Executive endorses the new Customer Contact Strategy, the Action Plans for delivery and the governance arrangements.**
- 2.2 **That the delivery of the Strategy is driven through the Implementation phase of the Citizen & Customer Contact Transformation Programme**

3 REASONS FOR RECOMMENDATIONS

- 3.1 Good progress has been achieved in the delivery of the Customer Contact and Channel Strategies, since their introduction in 2011. Some of this work is still ongoing, in particular the delivery of new contact channels.
- 3.2 The 'new narrative' published in the Council Plan, acknowledges the significant financial pressures faced by the Council, and the development of the Borough and the local population. It is vital that the new Customer Contact Strategy should reflect this new narrative. A new approach to how we deal with customers is being designed by staff through the Citizen and Customer Contact Transformation Programme, and the Strategy has been written on this basis.
- 3.3 Significant developments in the digital world since the earlier strategy was written have given us an opportunity to rethink how we enable customers to interact with the Council. To establish the right strategy for the future required some considerable research into best practice elsewhere and the art of the possible, as well as consultation with Elected Members and Officers across the Council. This has been undertaken through 2015 – 2016, along with some qualitative research with borough residents to better understand their drivers for contacting the Council, and their preferred channels.
- 3.4 The outcomes of this research and consultation have resulted in a strong focus on delivering more digitally, and on developing a whole systems approach to dealing with customers with high level and complex needs. The means by which these aims will be delivered will develop as part of the implementation planning of the Citizen & Customer Contact Transformation Programme over the coming weeks.

4 ALTERNATIVE OPTIONS CONSIDERED

- 4.1 Significant progress has been made through the existing strategy, and the Council could leave it in place as it is. However this is likely to miss opportunities

that arise from developments in the digital world and new systems / technologies, and would not reflect the Council's new narrative.

- 4.2 The Council could decide to abandon a strategic approach to the management of customer contact, but this is likely to result in increasingly fragmented service design and delivery, and therefore increased cost.

5 SUPPORTING INFORMATION

5.1 Background

The Council has taken a corporate approach to managing customer contact since September 2003, with the adoption of the original Customer Contact Strategy. This original strategy had the following aims:

- Residents would have a larger proportion of their enquiries resolved by the first person within the Council that they talk to,
- Residents would be directed to the right expert, should their enquiry not be able to be resolved by the first person within the Council that they talk to,
- Residents would be more able to get through to the Council on the telephone,
- Residents with several enquiries, that span many existing departments, would be able to have them resolved by the first person who offers them service,
- Residents would receive consistent levels of service,
- Residents would not need to know the organisation structure of the Council to know where to call for their enquiry,
- Residents would be able to make contact with the Council by the method that most suits them,
- Allow the council to take advantage of economies of scale and provide improved service with fewer resources,
- Release scarce "expert" staff from simple enquiries and tasks, thereby allowing them to focus their time on complex or sensitive issues,
- Management information would provide valuable insight into customer demand.

- 5.2 Prior to the introduction of this strategy, contact with the Council was fragmented, with customers experiencing difficulties finding the right number to call, and many calls going unanswered, 'bouncing' from one phone to another in hunt groups, and voicemail messages going unreturned, sometimes for weeks. There were many more complaints from customers about the poor experience they were having, and satisfaction rates were significantly lower than is currently being reported by customers.

- 5.3 Since the introduction of the first Corporate Customer Contact Strategy, savings have been made as a result, both in the customer services team and in other departments. The Customer Services team was reduced by one FTE following the introduction of the automated operator service, and a management post of one FTE was removed when the team relocated to Time Square. In the last four years, a total of four FTE posts have been removed from the operational team, enabling investment in the CRM Development Team and the Digital Services Team. These teams are focused on increasing the ability of customers to self-serve, thereby delivering further savings and efficiencies in the future.

- 5.4 The implementation of the Customer Contact Strategy has resulted in the introduction of new access channels. The automated telephone channel ensures customers are able to contact the person or department they need to speak with, without the need for a switchboard operator. The automated payments line enables customers to make payments to the Council, for a range of services, at any time of the day. The key focus for the team at the moment is to improve digital access, integrating the CRM and customer portal into the website redevelopment, designing customer journeys that are simple and easy to use, and that work well on any digital device. Again, this will continue to deliver efficiencies, as customers increasingly choose digital, self-service channels to access the service they need.
- 5.5 Since the introduction of the Customer Contact Strategy, many improvements in the customer experience have been implemented, including:
- new access channels,
 - one main contact number,
 - implementation of a CRM system for logging customer enquiries,
 - reduced contact time from approximately 3.8 minutes to 2.5 minutes,
 - a wide range of services have been redesigned so that their first point of contact can be managed through Corporate Customer Services, including high volume services such as Registrars', School Admissions, Licensing, Highways, Trees, Landscaping and Street Cleansing, Waste and Recycling. This has allowed these teams to improve their service delivery capacity, or reduce their staffing numbers.
- 5.6 The service has a number of Performance Indicators, including the rate of abandoned calls and customer satisfaction. These targets are performing consistently well. In particular, customer satisfaction is consistently above 90% (against a target of 75%), indicating that the quality of service delivered by the Corporate Customer Services team is meeting the requirements of residents.
- 5.7 The most recent Customer Contact Strategy was adopted in 2011, and describes the Council's approach to dealing with customer contact. A key recommendation of the Strategy was the creation of a Channel Strategy. This was developed and an Action Plan combining all actions from both strategies was adopted, covering the following areas:
- Avoidable contact
 - Channel shift
 - Digital inclusion
 - Accessibility
 - Telephony
 - New media
 - Face to face
 - Post and paper communication
 - Payments
- 5.8 A significant amount of work has been undertaken in each of these areas, resulting in much improved customer access over recent years. This is reflected

in the high level of customer satisfaction reported through the Quarterly Service Reports, and also in the level of resident satisfaction reported through the Residents' Survey. Some of this work is continuing, and will be carried forward into the delivery of the new Strategy.

6 ADVICE RECEIVED FROM STATUTORY AND OTHER OFFICERS

Borough Solicitor

6.1

Borough Treasurer

6.2

Equalities Impact Assessment

6.3 EIA screenings will be carried out for each new project in the Strategy as it is implemented.

Strategic Risk Management Issues

6.4 A risk log will be created and maintained for each project arising from this Strategy.

7 CONSULTATION

Principal Groups Consulted

7.1 Members, Senior Officers, Representative group of residents, customer facing staff

Method of Consultation

7.2 Discussions with Members' ICT working group, interviews with individual members; workshops and discussions at Senior Leadership Group, CMT, DMTs; Telephone survey with residents; Blueprint design workshops with customer-facing staff.

Representations Received

7.3 Outputs from the interviews with Members, workshops with SLG and with staff are maintained as part of the Transformation Programme records.

Background Papers

Customer Contact Strategy 2011-2014

Channel Strategy 2011-2014

Contact for further information

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bobby.mulheir@bracknell-forest.gov.uk



Content

- Current context and emerging issues
- Recent trends and direction of travel
- Aims of the strategy – Council themes
- Starting point – achievements so far
- Work still outstanding
- The model for customer contact
- Cost reduction
- Governance
- Training
- Action plans

Current context

- Financial challenge
- Transformation
- Well educated, independent population
- High employment and digital skills
- Building and population growth
- Increasing customer demand



Recent trends



- Smart phones are everywhere
- Tablets have become the norm for accessing the internet
- Apps for everyday tasks – banking, health ...
- Self-service is everywhere – the supermarket, GPs ...
- Channels join up – online booking, SMS reminders ...
- Social media proliferates
- The world is digital

Council Plan & Transformation Programme

- Change of focus – identify and support those most in need
- Reduce demand for services by changing behaviour
- Maximise efficiency and integrate access channels
- Move to digital, wherever possible
- Promote self-reliance



Achievements to date



- High performing website
- Mobile website
- Telephone contact centres
- Online account
- Mobile responsive forms
- Some automated telephony
- Secure online and telephone payments
- Some online bookings

Still to be done

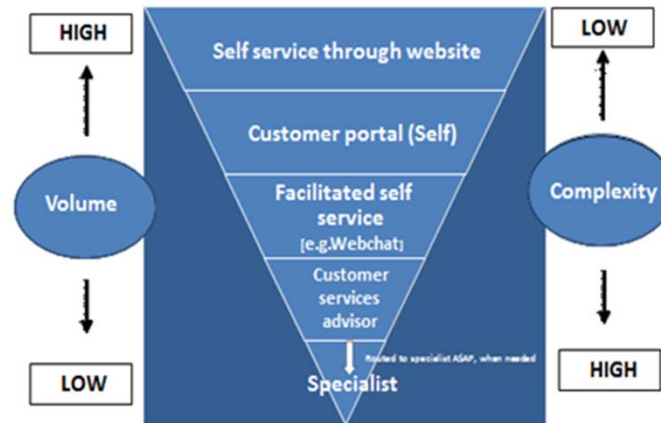
- Fragmented customer contact model
- Telephone technology could be better used
- Customer demand for digital communications
- SMS
- Web-chat
- Online bookings – bulky waste, welfare appointments ...
- More automation
- Chip and pin payments



Defining customer contact

Transactional customer contact	Relationship-based customer contact
<ul style="list-style-type: none"> • High volume • Low complexity • Rules based/standardised process • Target areas for automated self-service 	<ul style="list-style-type: none"> • Lower volume • Higher complexity • Can be more discretionary • Some aspects likely to work via self-service (e.g. online self-assessment, pre-population of application forms), but likely also to require specialist intervention
<ul style="list-style-type: none"> • Likely to be a one-off transaction (e.g. report it, apply for it, pay for it) • Signposting 	<ul style="list-style-type: none"> • May need co-ordinated input from multiple services (e.g. ASC, Housing, Benefits)

Digitally federated channel model



12

The move to more digital

- Services will be available 24/7
- Customers can choose where and when to access services
- Customers use the device they are comfortable with
- The experience is familiar – like dealing with other organisations
- Reduction in cost means we can focus resources on those with greater needs



Training

- Demand management
- Contact management
- 'Soft' skills
- Digital skills
- Assisted digital
- Cross-service training
- Multi-channel
- Workforce & Organisational Development Strategy



Action Plans

Channel Development

- Extend the use of the e+ card to support digital access to services
- Implement web-chat in customer services
- Evaluate wider implementation of web-chat
- Investigate use of SMS for appropriate services and develop a business case for implementation



Action Plans

Communications, Citizen Engagement and Volunteering

- Change messages about services to ensure that digital access is encouraged
- Change the tone of communications to show a shift in expectation to self-reliance and independence
- Implement subscription-based digital communications platform
- Identify roles in citizen & customer contact where volunteers could support delivery
- Develop volunteering strategy and plan

Action Plans

New Media

- Develop a model for customer facing staff to respond to social media interactions
- Investigate social media management systems to identify possible means of streamlining processes



Telephony

- Review current implementation of telephony system and reconfigure to maximise benefits
- Review current contact model
- Implement Q-buster technology
- Review use of voicemail and other telephony standards

Action Plans

Customer Online Account & Digital Strategy

- Link Council Tax account to online account
- Link subscription-based communication platform to online account
- Identify other accounts to be linked, and develop plan for integrations
- Continue redevelopment of public website
- Trial online booking system to deliver proof of concept

Action Plans

Email, Paper & Post

- Remove email addresses from website and publications
- Develop structured contact forms
- Investigate email automation systems
- Review current incoming and outgoing post, and reconfigure
- Develop plan to replace paper post with digital alternatives, e.g. e-billing for Revenues, etc.

Action Plans

Face to Face

- Remodel Time Square to promote self-service and provide assisted digital
- Work with the voluntary sector to provide support to customers accessing services, and to deliver channel shift
- Develop appointment-based operating model, reducing opening hours, and create a digital self-service journey

Action Plans

Payments

- Implement chip & pin capability across all Council premises
- Review collection of cash & cheques, and replace with digital alternatives
- Review payments system and methods, with a view to de-scoping the authority for PCI:DSS
- Investigate self-service payment kiosk for Time Square

Action Plans

High Needs Customers

- Develop joined-up, 'whole system' approach to supporting households most in need
- Redesign customer journeys, working with partners, to focus on tackling the root cause of problems
- Work with the voluntary sector to identify or develop support for high needs customers

Action Plans

Assisted Digital, Accessibility & Digital Inclusion

- Develop easy-read and other accessible versions of key website content
- Remodel Time Square reception to facilitate digital access, and provide assisted digital support
- Retain accessibility accreditation for the website
- Work with 3rd party suppliers to improve accessibility / usability of the customer interface
- Work with partners to improve the digital skills of customers
- Improve access to digital technologies at Time Square, and provide support

Action Plans

Customer Insight and Performance

- Develop data analysis and customer insight tools
- Develop reporting from CRM and other customer contact systems, to analyse demand
- Improve data collection to measure the impact of channel shift on costs
- Introduce new performance standards for all customer contact
- Develop new reporting model

Action Plans

Service Redesign

- Develop plan for roll-out of service redesign for all services across the Council
- Focus on making services work digitally, end to end
- Review digital capability of existing ICT systems to ensure maximum benefit from investment



Action Plans

Staff Training & Development

- Improve the digital skills and understanding of staff
- Ensure all staff understand their responsibility for digital leadership
- Train all customer facing staff in managing customer contact effectively – a big ask for some
- Train all customer facing staff in delivering assisted digital and facilitating digital inclusion



Bracknell Forest Council Customer Contact Strategy 2017-2020

A Three-Year Strategy to December 2020

Date: 15 February 2017
Version: 0.5

Contents

Foreword by Executive Member for Communities	1
Executive Summary	2
1. Introduction	3
2. Key aims of the strategy	
3. Where are we starting from?	
4. Objectives for the customer	
5. Delivery of the Strategy	
6. Governance arrangements	
7. Training	
8. Conclusion	
9. Action Plans	

Appendices

- A – Customer insight – what we know about our customers**
- B – How customers contact us currently**
- C – Current customer contact volumes**
- D – Objectives for the customer and customer feedback**
- E – Digital Inclusion in the borough**
- F – Current voluntary sector activity**

FOREWORD BY EXECUTIVE MEMBER FOR CULTURE, CORPORATE SERVICES & PUBLIC PROTECTION

This strategy is being published at a time of considerable change for the borough of Bracknell Forest. The newly developed town centre, the significant rate of new homes being built and a growing population mean that demand for our services is ever increasing. At the same time, serious financial pressure on the public sector means that we need to find ways of making our services more cost effective and efficient.

We are however in the fortunate position of having a very digitally able population, and this gives us the opportunity to redesign our services, making them more digital and self-service enabling, wherever possible. In this way we can continue to deliver valuable services to our residents at a reduced cost.

This strategy sets the direction for our approach to the management of customer contact in the coming years. It presents the principles which will guide our redesign of services, and a series of actions that will help us make further progress on the journey to increased self-service and improved efficiency whilst maintaining a high quality customer experience.



Iain McCracken
Executive Member for Culture, Corporate Services & Public Protection

Executive Summary

1. This strategy, covering the period to December 2020, establishes the direction of travel of the Council in relation to Customer Contact. It examines emerging trends, and suggests how these will affect the Council and its operations over the period. It describes the current model for managing customer contact, noting the areas where there is scope for improvement or development, and recommends a way ahead. It casts a vision of how things could be by the end of 2020, whilst recognising that funds and staff time are limited. Finally, it proposes how to get from where we are now, to where we want to be.
2. The priorities for the Council are clearly stated in the Council Plan:
 - Value for money
 - A strong and resilient economy
 - People have the life skill and education opportunities they need to thrive
 - People live healthy and active lifestyles
 - A clean, green, growing and sustainable place
 - Strong, safe, supportive, and self-reliant communities
3. The Council is currently undergoing a major transformation, in response to diminished funding, and to become more effective and efficient. Better management of customer contact, reduction in demand and new models of service delivery will be key to delivering the desired outcomes from the transformation programme. It should be noted that to deliver the aims of this strategy and the Citizen and Customer Contact programme the ICT strategy and Workforce and Organisational Development Strategy will need to be aligned with these aims.
4. This strategy notes the trends in the management of Customer Contact which have emerged in recent years, including the ubiquity of technology, the rapid shift to digital delivery and self-service, the adoption of multi-channel engagement with citizens, better use of data analytics to predict and manage demand, risk-based security to enable customers to manage their own data, and the beginnings of 'intelligent agents' and 'smart machines', which may one day replace some local government staff through the automation of their roles.
5. The main focus of delivery of the strategy is the shift to digital, which will have a major impact on the Council's contact with citizens. Digital channels hold great promise in providing an improved customer journey, while reducing Council costs. Self-service and self-reliance are important themes for how we work with citizens in the borough, in this increasingly digital world. It is imperative that end-to-end processes, and indeed desired outcomes, are examined and thought through, re-designing them as appropriate. We must avoid simply creating digital versions of processes that were optimised for the paper, post and telephone era.
6. Current customer service provision is examined in some detail, and a range of specific improvements proposed, to enhance the customer experience and to support the transformation agenda. As with the national digital guidance, the first rule of design will be 'start with user needs.' Traditional silos will be broken down, and newly designed processes implemented, focusing on the 'value' to the customer, enabling self-service and removing, or automating, administrative steps, wherever possible.

1. Introduction

- 1.1. Bracknell Forest Council has taken a strategic, corporate approach to the management of customer contact since September 2003, with a focus on improving the quality of service delivered. Given the current financial challenges facing the public sector, this focus now needs to shift to the management of demand for service and the costs of customer contact, whilst still maintaining the standards needed by residents.
- 1.2. The overarching aim of the Customer Contact Strategy is to ensure the quality of customer service provided by the whole organisation to the borough's residents and service users is of a consistently high standard, and is delivered in the most cost-effective and efficient way.
- 1.3. This Strategy outlines the direction of travel for taking customer service delivery forward by building on achievements to date, managing inbound customer contact, and making use of proactive outbound communication to improve delivery of , and better manage demand for, services. The Strategy details how the Council will take advantage of existing and emerging technologies to provide high quality service in the most cost efficient manner possible.

The current context for the borough

- 1.4. Bracknell Forest is a good place to live with a mainly affluent, well-educated and independent population. The borough lies 28 miles west of London, at the heart of the Thames Valley and within the county of Berkshire. Between 1991 and 2001, the population grew twice as fast as the average for South East England (14% compared to 7%). The population growth rate has slowed considerably since 2001 from 14% to 3%. The 2015 population estimate is 118,982. The 2015 analysis shows the population in Bracknell Forest:
 - increased by 957 (0.8%) from 2014 to 2015
 - increased by 1,458 (1.25%) from 2013 to 2014
 - is relatively young, with a median age of 38.5 years
 - is split 49.5% male to 50.5% female
 - has a population density of 10.7 persons per hectare
 - experienced net migration of 216 people between 2014 and 2015

Emerging Issues

- 1.5. The development of this strategy needs to take into account a number of emerging issues, locally, nationally and internationally, which may impact on customer demand over the next three years, and also on the Council's ability to meet that demand:
 - Local development means an increase in households of approximately 20% over coming years. This is likely to mean an increase in customer demand over the same period
 - Political uncertainty could impact the national, and local economy
 - A number of businesses have their European headquarters in Bracknell Forest. This could change following the outcome of the EU referendum.
 - Increases in the population of 0-18 year olds as a result of development leading to, for example, 6 new or significantly expanded schools and greater demand for related services
 - It is likely we could see an increase in schools becoming academies
 - Review and development of services provided by the Council may result in different types of customer demand.
 - Decisions to change how services are managed, or by whom, could result in some customer contact handled by other organisations.

- The Bracknell Forest population is digitally very able, and demand for digital services and communications exceeds what the Council currently provides.

Recent trends in customer access and service delivery

1.6. Since the publication of the previous Customer Contact Strategy in 2011, some considerable advances have been made, both in terms of the technology available to service providers to enable the development of more streamlined, efficient service delivery, and to customers, making access to digital, online and self-services ever more intuitive and straightforward:

- Smartphones – these are now ubiquitous, with nearly everyone carrying one in their handbag or pocket
- Tablets – these have become the ‘go-to’ means of accessing the internet. More than 50% of the citizens accessing the council’s website are now doing so using a mobile device
- Apps – banking, health management, etc. These have really helped to build people’s trust in internet based services, with their ease of use, reliability and high levels of security
- Supermarket self-checkouts – more and more of us have got used to doing things for ourselves that had previously been done for us. This helps to build our independence and self-reliance, and reduces the demand we place on service providers
- Online appointment booking – this works well for GPs, dentists and other public services
- GPs self-check-in – customers often prefer this option, as it removes the need to share personal information in a public place, and means that the professional you are seeing knows you have arrived.
- SMS reminders of appointments – this has significantly reduced costs for GPs, hospitals and dentists, as far fewer appointments are missed. And customers really appreciate the reminders arriving in a medium that they access all the time

1.7. In recent years, some key trends have emerged in delivering government customer service, at local, national and international levels. These trends are reflected in the approach Bracknell Forest Council is taking to developing its Customer Contact Strategy:

- Authorities are increasing their focus on digital business strategies to improve the overall customer experience
- Mobile is accelerating as a way to deliver service anytime, anywhere
- Social media continues to deliver information and services effectively, especially to specific populations and demographics
- Collection and measurement of key performance and customer satisfaction data is improving
- Contact centres continue to be an important channel, although becoming more Customer Engagement Centres, delivering across multiple, integrated channels, and moving more to assisted digital and encouraging self-reliance
- Channels are being aligned, to deliver the same answers / outcomes for customers via email, phone, web-chat, website, face to face
- Many authorities now have a ‘Customer Office’ reporting direct to the CEO
- Customer feedback measures experience and satisfaction with the whole customer journey, not just the customer contact
- ‘CRM Lite’ solutions are enabling authorities to make better connections with citizens
- Personas and customer journey mapping are helping authorities identify and address the ‘trouble spots’ in their services and workflows
- ‘Big data’ is being used to understand customer demand, and help design ways to better manage it

- Employees are being recognised and rewarded for delivering great customer experience to the public

2. Principal Aims of the Strategy

- 2.1. The current Council Plan states that we will focus resources on identifying and supporting those in greatest need to be able to maximise their opportunities to become independent. The Council will work with partners to provide joined-up support for those who rely most on public services. We will significantly reduce the overall cost of serving our communities and citizens by reducing the demand for services. The Borough's neighbourhoods and businesses will work together to enable people to provide more mutual support. More volunteers will do their bit for their communities. If they do need the Council's help, most people will prefer to use the Council's online information and services. When they really do need to talk to someone, the Council will deal with their requests efficiently. Income-generating services will be marketed well, delivered effectively and payments handled efficiently.
- 2.2. The Council will provide leadership and work with others to keep the Borough a place where all residents can thrive and benefit from effective core services. What we do ourselves we aim to do well, but we must prioritise and target our services to live within our means. In targeting our services, we will prioritise people and areas with the greatest need, early help and prevention so struggling or vulnerable people can maximise their opportunities to become independent.

Council Plan: Strategic Themes



2.3. The future approach to managing customer contact will reflect the aspirations of the Council Plan, and be responsive to the needs of the Bracknell Forest population. It should be noted that this strategy has been prepared in a period of significant change for the Council, driven by financial constraints and managed through a Council-wide Transformation Programme. Key decisions about the level of services the Council will deliver in future will need to drive how customer contact should be managed. This strategy therefore provides principles on the management of customer contact, but detailed developments will be delivered through the Transformation Programme.

2.4. The principal aims of the Customer Contact Strategy are maintaining levels of quality and customer satisfaction whilst achieving a substantial reduction in the cost of customer service provision, by:

- Maximising the efficiency and integration of all access channels.
- Moving to digital channels wherever possible.
- Identifying those in greatest need to target with joined-up services.
- Identifying and promoting opportunities for citizen self-reliance.
- Identifying the most cost-effective models of delivery.
- Managing the demand for services, by changing customers' behaviour.

- 2.5. The Council is currently undergoing a major transformation, both to respond to substantial cuts in funding causing the need for substantial savings, and also to be fit for the future and best placed to meet its aims, in changing and austere times. A Transformation Board was established in October 2015 to develop and deliver the programme, to fulfil the Council Plan's commitments to review the focus and delivery of all services over the following three years by which time savings of £25m are required. Those services representing major areas of expenditure are being reviewed in detail, to make them fit for the future. It is especially important that the ICT strategy aligns with, and fully supports both the Council-Wide Support Services review, and the Citizen and Customer Contact Programme, which form part of the larger agenda, along with the initiatives described below.
- 2.6. A fundamental part of the Transformation Programme will be a change in the organisational culture, which can be summarised as:
- Empowering managers and communities to be more self-reliant
 - Closer working with voluntary sector, partners, and communities
 - Blending a more commercial outlook combined with public sector ethos
 - Maximising the use of digital and automation
 - Joined-up and whole systems thinking
 - Managing risk and greater tolerance of risk
 - Breaking down silos and sharing information
 - Consolidating and removing duplication
 - Redesign of structures to reflect needs of a reducing organisation
 - Smarter use of buildings e.g. libraries
 - Invest in self-service technologies
 - Invest in volunteering
- 2.7. It is vital that this strategy links closely with the Communications and Marketing Strategy and its successful delivery is dependent on correlation with both the Corporate ICT Strategy and the Workforce and Organisational Development Strategy.

The Needs and Assets of the Borough

- 2.8. During the "analyse phase" of the Council's Transformation Programme we undertook some detailed research and analysis to better understand the needs of the borough's population, and the assets available both through the Council, and the wider borough, to meet those needs. This analysis provided the following information:
- The borough's population is largely online and highly digitally enabled.
 - There is a small proportion of the population that is not online (mainly older people), but evidence that the vast majority of them want to get online.
 - The population of the borough is growing and demand for services is therefore also growing, particularly for adult social care.
 - However within the Council we have a very fragmented approach to managing customer contact, and there are multiple contact points, which can be confusing for customers, and this is not the most cost-effective means of managing customer contact.
 - There is considerable duplication of contact and effort, both within the organisation and across different agencies, and particularly for complex cases, some of this effort undermines efforts elsewhere.
 - Council staff provide good customer care, and are often willing to go the extra mile – sometimes too willing, resulting in the Council delivering more than customers need, and potentially creating dependencies, and raising customer expectations of a level of

service beyond that which is needed. We need to shift the culture to one focused on helping people become more independent and self-reliant.

- There are some good examples of large scale use of volunteering but the use and management of volunteers across the organisation is fragmented and inconsistent.
- We can draw better upon a vibrant and diverse voluntary sector, as well as partners, including parish and town councils and the business sector.

2.9. The Society of Information Technology Management (SOCITM) analysis shows that take up of the Council's website is very high, with more than 50 web visits per household in the year to July 2015. The borough has the lowest rating for likelihood of digital exclusion (Doteveryone Digital Exclusion Heatmap). According to the Residents' Survey in 2014, 94% of residents have access to broadband at home, and recent tests show the average download speed in the borough is 38.1mbps. Given the digitally able population, and the widespread access to the internet in the borough, the Council is well placed to move to a delivery channel model making more use of digital channels (see model on Page ?)

3. Where are we starting from?

3.1. The delivery of previous strategies has ensured that we have made significant progress on the journey to delivering a federated digital model:

- The Council's website has been redeveloped, with a clear focus on simplifying customer journeys, and providing speedy and efficient transactions. This is currently in the beta phase of testing.
- The Council has an effective mobile version of the current website, and the new website has been developed to be mobile responsive.
- The Council has moved to a "CRM lite" solution, with an online customer account. To date, more than 16,000 customers have signed up for an account.
- The CRM system is based on our online forms package, and is completely responsive to mobile
- We have implemented automated telephony for the management of "switchboard" type calls, and have an automated telephone payment line
- Online bookings are available for a number of services, including bulky waste collections and Community Learning courses
- Secure online payments and telephone payments are enabled

Whilst much has been achieved, there is still more to do, e.g.:

- The current operating model in the Council is very fragmented, and therefore relatively expensive, compared with other local authorities.
- There are several, independently operated telephone contact centres, handling customer contacts with varying degrees of success. Some of these contact centres have high rates of unanswered calls, and limited performance reporting or analysis.
- Better use of the technology already in place would enable improved resource planning, routing of contacts, performance monitoring and management, and would facilitate 'load sharing' when demand in one area is higher than others.
- Feedback from customers through the Residents' Survey tells us that we are failing to meet their expectations, based on their experiences elsewhere, and their propensity to use digital channels.
- The Council has not yet trialled some channels routinely used by other councils, such as web-chat and SMS. These technologies are relatively inexpensive to implement, and could significantly extend the range of digital channels available to customers.
- Some councils have all bookable services available online – we need to investigate possible solutions that could meet all our booking requirements.

- End to end processes need to be reviewed, to reduce manual input and double-handling. Whole customer journeys need to be redesigned, to ensure we focus on the activities that add value to the customer.
- More automation of processes, using workflow in the CRM and telephony system will enable more services to be delivered digitally.

4. Objectives for the customer

- 4.1. Customers will choose which method they prefer for contacting the Council. Their preferred method of contact will vary, depending on both the profile of the customer and the type of enquiry. However, customers have told us in the residents' survey that they have an appetite to do more online than we currently provide. It is important, therefore, to design services, including the methods of contact, around the needs of the customer, and to facilitate the easiest possible digital journey, to ensure we can maximise the use of digital channels.
- 4.2. The main reasons for customers contacting the Council can be seen in the research findings in Appendix D.
- 4.3. The benefits for the customer of developing more digital access to services include:
- Services are available 24 hours a day, seven days a week
 - They can choose when and where to access services
 - Customers can use the device they are familiar with to access services
 - The experience is familiar - similar to experiences they have with other organisations
 - Increasing digital (and therefore cheaper) access for the majority of customers allows us to reallocate resources to customers with higher levels of need, and to create better, more joined-up services for them.
- 4.4. All customer contact can broadly be categorised in one of two ways, which have distinct characteristics:

Transactional customer contact	Relationship-based customer contact
<ul style="list-style-type: none"> • High volume • Low complexity • Rules based/standardised process • Target areas for automated self-service 	<ul style="list-style-type: none"> • Lower volume • Higher complexity • Can be more discretionary • Some aspects likely to work via self-service (e.g. online self-assessment, pre-population of application forms), but likely also to require specialist intervention
<ul style="list-style-type: none"> • Likely to be a one-off transaction (e.g. report it, apply for it, pay for it) • Signposting 	<ul style="list-style-type: none"> • May need co-ordinated input from multiple services (e.g. ASC, Housing, Benefits)

High volume transactional contacts: Main reasons:

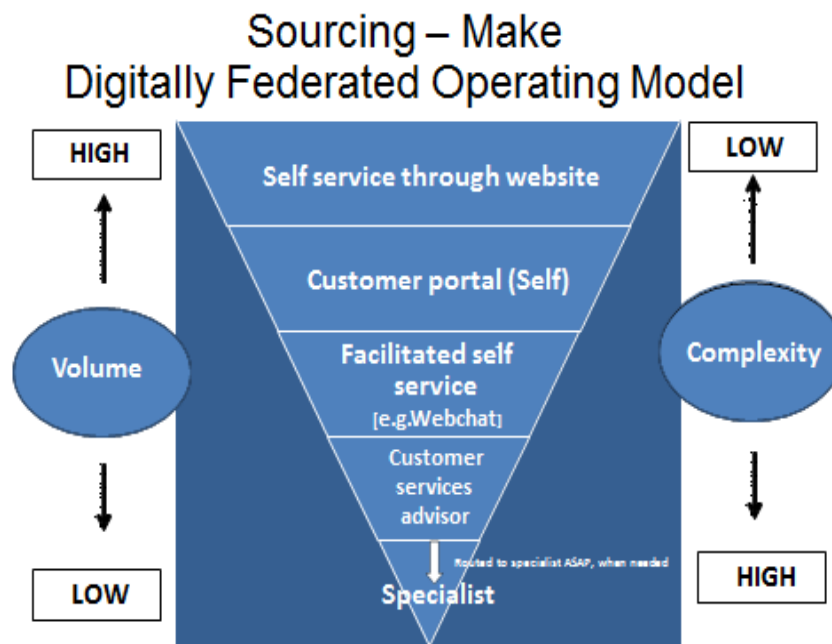
- Apply for something, e.g. e+ card, or free school meals
- Report something, e.g. a faulty street light, or graffiti

- Pay for something, e.g. council tax, or brown bin collection charge
- Book something, e.g. a course at the Open Learning Centre, or an appointment with a Registrar
- Ask for information, e.g. what's on in my neighbourhood, or when is my bin due to be emptied?
- Provide information, e.g. documents to support a planning application
- Notify a change of circumstances, e.g. moving house, or changing a name

4.5. All these activities lend themselves to being carried out online, through self-service. The operating model we will pursue to achieve delivery through the most appropriate channels is as follows:

5. Delivery of the Strategy

Digitally Federated Channel Model



What this model of delivery means for customers:

- The future model for customer service looks very different from today's
- The vast majority of customers will have a self-service account and use online services
- Where customers have difficulties using the web, we will provide assistance, with a view to moving them to self-service digital channels
- This model envisages a significant reduction in telephone contact
- Technology will be used to route calls to the most appropriate person or department
- Where a customer needs to speak with a specialist, they will be routed to the right person or department as quickly as possible

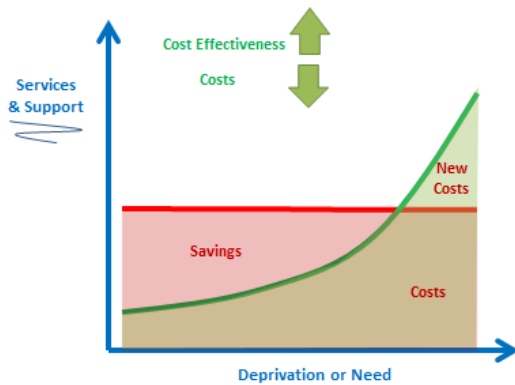
- 5.1. To ensure we can continue to deliver the objectives of our customers, we will continue to provide a range of contact channels which reflects the profile of our customer base, and recognises customer preference. However, we will encourage customers to use the cheapest channels, both by changing our communications with them and by reducing the ease of using more expensive channels for services that can, and should, be accessed online.
- 5.2. We will provide services digitally so that customers can, wherever possible, carry out their business with the Council at a time and in a manner convenient to them. Where investment would support channel shift to online and digital services, we will facilitate this.
- 5.3. We will promote digital inclusion so that customers are encouraged, where appropriate, to make maximum use of online services.
- 5.4. We will engage in proactive outbound communication to provide information, promote services, maximise income and reduce the number of inbound enquiries. We will make use of appropriate technologies to enable customers to subscribe to digital communications, to enable us to reduce the use of paper communications, and to ensure customers receive the communications that are relevant to them.
- 5.5. We will review all existing and technologies used by the Council in customer service delivery, to ensure we are getting maximum value from our investments, and to identify opportunities for rationalisation.
- 5.6. We will review structures, to ensure customer contact is managed in the most cost-effective and consistent way that meets the needs of customers. All functions dealing with external customers will be in scope, and in the early stages of the review will include:
 - Customer services
 - Digital Services
 - Registration service
 - Communications
 - Forestcare
 - CSC duty desk (MASH)
 - School admissions.
 - e+ card,
 - Complaints
 - Post
 - Revenues Service
 - Welfare and housing service
 - Community Engagement
 - Adult Social Care first point of contact
 - Family Information Service
 - Parks and countryside,
 - Planning
 - Freedom Of Information requests
 - Contractor interfaces, e.g., car parking
- 5.7. We will make optimum use of council, and partners', sites and buildings from which to deliver services to customers, providing customers with access to technology and appropriate support to enable them to access our digital services.
- 5.8. We will review performance standards and reporting, to ensure we are measuring the impact on customers through all our contact points and channels, and to improve the customer experience, wherever possible.
- 5.9. We will seek opportunities to work with partners to join up service delivery, particularly in delivering to those customers who are most vulnerable, or who have the most complex needs. For these customers we will take a 'whole system' approach to how we design their services, ensuring that we break down silos and reduce unnecessary repeating of information provision or decisions in one area resulting in failures in another.
- 5.10. We will make efficiency savings and reduce the cost of the delivery of customer-facing services across the Council by :
 - reacting to the changing shape of the organisation, and shaping customer contact around this,

- improving efficiency by delivering more for customers at the first point of contact, and removing low value contacts,
- configuring resources around the customer, particularly those who are most vulnerable, or who have the most complex needs,
- reducing “avoidable contacts” and removing waste and duplication in customer-related processes
- moving enquiries to lower cost contact channels, using digital, self-service channels wherever possible
- generating income from chargeable services, and collecting income in the most cost-effective ways, removing, or at least reducing, the use of expensive transactions using cash and cheques.

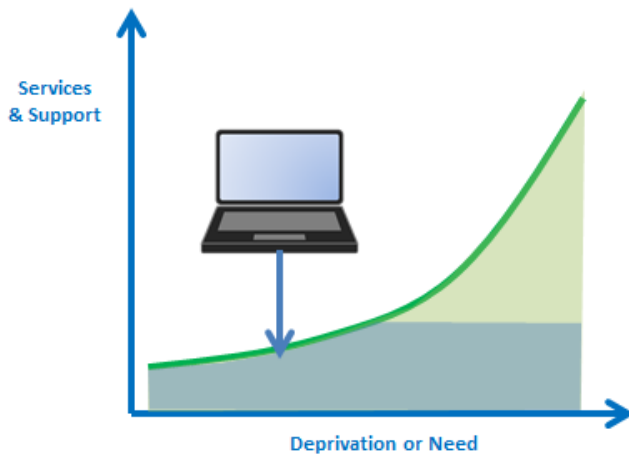
5.11. We will develop and implement an action plan which delivers this strategy, through the outcomes of the Citizen & Customer Contact Transformation Programme.

The cost of service delivery is reduced, if it can be delivered digitally. Those customers with the lowest levels of deprivation or need tend to have the lowest levels of need for services and support. These customers will be able to access most, if not all, of the services they use, digitally. For those customers with higher levels of need and deprivation, they will still be able to access some services digitally (or will be assisted to do so) but as the support and services they need become more complex, they will need more personal interaction. In this way, we can keep costs down for more straightforward services, and redirect money to those with higher needs.

Targeted Investment



Targeted Investment



6. Governance arrangements

- 6.1. Overall governance and monitoring of the Strategy and its action plan will be provided by the Citizen & Customer Contact Transformation Programme Team, chaired by the Director of Corporate Services. Representatives from each directorate will be required to sit on the Group. Corporate Services will be represented by the Chief Officer: Customer Services, the Customer Services Manager, the Digital Services Manager and the Chief Officer: Information Services.
- 6.2. Critical to the strategy is the monitoring of customer feedback. Customer satisfaction surveys will continue to be used in order to assess the impact of changes to customer service delivery. These will be rolled out across all channels, and to all services where there is customer contact. All services will work to the same standards for customer contact, including customer satisfaction and other measures.
- 6.3. The Chief Officer: Customer Services will have overall responsibility for the customer experience across all channels and across all services, and will have the authority to make changes to how customer contact is dealt with, when required.

7. Training

- 7.1. Delivery of the strategy will be dependent on the capabilities of our employees.
- 7.2. In order that a high level of customer service and effective demand management can be provided across all contact channels, all staff handling customer enquiries across the Council will be trained appropriately in contact and demand management, digital knowledge, “soft skills” such as how to support customers in accessing digital services, and the ICT systems used for contact management, enquiry recording and information provision. Refresher training will take place at regular intervals to ensure that knowledge is maintained and kept up to date.
- 7.3. Customer Services staff in particular are cross-trained so that they are able to respond to enquiries made by telephone, in person, by e-mail or by any of the range of developing channels, including web-chat and social media, and can provide assistance with self-service.
- 7.4. ICT Services staff will be fully trained in the range of systems used, in order that support can be provided to all service areas, and to ensure maximum value is obtained from all systems procured.
- 7.5. ICT Services staff will be expected to keep up to date with existing and emerging technologies in order that their advice and support may provides all service areas with an awareness of the opportunities available for customer service delivery, and improve the quality of business intelligence data collection to improve future strategy
- 7.6. Staff across the whole organisation will be given opportunities to improve their knowledge of digital technologies and digital skills, to ensure that they can get optimum benefit from the ICT systems in use, and can support customers in making the transition to more digital service access. This will be delivered through the Workforce and Organisational Development Strategy.
- 7.7. Customers will be encouraged to move to digital service access, and we will work with partners to support those who are digitally excluded to develop the skills and knowledge they will need to make the transition.

8. Conclusion

- 8.1. This Strategy will build on the progress made in developing how we deliver customer services across the Council over the period of the previous strategies, whilst responding to the financial pressures facing the Council. The high use of the Council’s website by residents, and the high propensity of residents to access services online, provides a platform for channel shift to move more customer services to using more digital services, and in the process reduce costs. The action plan, which will continue to be developed through the remainder of the Transformation Programme, will be key to the successful delivery of this strategy for the period 2017 - 20.

9. Customer Contact Strategy - Action Plan 2017-2020

Assisted Digital / Accessibility

Action	By When	By Whom	Additional information
Develop Easy-Read and other accessible versions of key website content	December 2017	Head of Digital Services	
Remodel Time Square reception to facilitate digital access, and provide assisted digital support	September 2017	Head of Customer Services	

Channel Development

Action	By When	By Whom	Additional information
Extend the use of the e+ card to support digital access to services	March 2018	E+ Programme Manager	
Implement web-chat for Customer Services	September 2017	Head of Customer Services	
Develop plan for wider implementation of web-chat	March 2018	Head of Customer Services	

Investigate use of SMS for appropriate services, and develop business case for implementation, as appropriate	March 2018	Head of Customer Services	
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Citizen Engagement

Action	By When?	By Whom?	Additional information
Change messages about services to ensure that digital access is encouraged	June 2017	Head of Communications & Marketing	
Change the tone of communications to show a shift in expectation to self-reliance and independence	June 2017	Consultant in Public Health	
Implement subscription-based digital communications system	September 2017	TBC	

Customer Insight

Action	By When?	By Whom?	Additional information
Develop data analysis and customer insight tools	September 2017	Head of Performance	There are opportunities to share Mosaic data with Bracknell Forest Homes.
Develop reporting from CRM and other customer contact systems, to analyse demand	September 2017	Head of Performance	

Customer Online Account

Action	By When?	By Whom?	Additional information
Link Council Tax account to online account	June 2017	Head of Customer Services	
Identify other accounts to be linked, and develop plan for integrations	September 2017	Head of Customer Services	

Digital Strategy

6
8

Action	By When	By Whom	Additional information
Continue redevelopment of public website, adding in new functionality	December 2018	Head of Digital Services	
Trial online booking system to deliver a proof of concept	September 2017	Head of Digital Services / Head of Customer Services	
Develop business case for roll-out of digital bookings for other services	December 2017	Head of Digital Services / Head of Customer Services	

Engage with the development of central government platforms for services, and implement them at BFC, when appropriate, e.g. Gov.Pay, Gov.Verify	December 2018	Head of Digital Services	
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Digital Inclusion

Action	By When	By Whom	Additional information
Work with partners to improve the digital skills of customers who are not digitally confident	March 2019	CO: CS / Head of Customer Services	
Improve access to digital technologies at Time Square, and provide support	September 2017	Head of Customer Services	

Email

Action	By When	By Whom	Additional information
Remove email addresses from website and publications	December 2017	Head of Digital Services	
Develop structured contact forms for website, to ensure emails are categorised and routed effectively	December 2017	Head of Digital Services	

Investigate email automation systems	June 2018	Head of Digital Services	
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Face to Face

Action	By When	By Whom	Additional information
Remodel Time Square activities to promote self-service and provide access to assisted digital, as required	September 2017	Head of Customer Services	
Work with the voluntary sector to provide more support to customers wanting to access services	September 2017	Head of Customer Services	This work needs to tap into already existing resources providing digital inclusion opportunities
Work with the voluntary sector to support channel shift at Time Square	September 2017	Head of Customer Services	
Develop appointment-based operating model, and create self-service digital journey	March 2018	Head of Customer Services	

High Needs Customers

Action	By When	By Whom	Additional information
Develop joined up, 'whole system' approach	September 2017	CO: Housing	

to supporting households in most need			
Work with the voluntary sector to identify or develop support for high needs customers	March 2019	Head of Community Engagement	

New Media

Action	By When	By Whom	Additional information
Develop and implement model for Customer Services staff to respond to social media interactions	June 2017	Head of Customer Services	
Investigate social media management systems to identify possible means of streamlining current processes	December 2017	Head of Communications & Marketing / Head of Customer Services	

Paper and Post

Action	By When	By Whom	Additional information
Review current ingoing and outgoing paper post, and reconfigure	September 2017	CO: CS	
Develop plan to replace paper post with digital alternatives, e.g. e-billing for Revenues, etc.	December 2017	CO: CS / Head of Revenues	

Payments

Action	By When	By Whom	Additional information
Implement chip & pin payments across Council premises	September 2017	Head of Revenues	
Review collection of cash and cheques, and replace with digital alternatives, wherever possible	March 2018	Head of Revenues	
Review payments system and methods, with a view to de-scoping the authority for PCI: DSS purposes	September 2018	Head of Revenues	

Performance

Action	By When	By Whom	Additional information
Improve data collection to measure the impact of channel shift on costs	March 2018	Head of Performance	
Introduce new performance standards for all customer contact	June 2017	CO: CS/ Head of Performance	
Develop new reporting model	March 2018	Head of Performance	

Service Redesign

Action	By When	By Whom	Additional information
Develop plan for roll-out of service redesign	June 2017	CO: CS	

for all services across the Council			
Focus on making services work digitally, end to end	December 2020	CO:CS	
Review digital capability of existing ICT systems to ensure maximum benefit from investment	March 2018	Digital Services Manager	This work may need to continue throughout the Service Redesign roll-out

Staff Training and Development

Action	By When	By Whom	Additional information
Improve the digital skills and understanding of staff	September 2018	CO: HR	
Ensure all staff understand their responsibility for digital leadership	September 2018	CO: HR	
Train all customer facing staff in managing customer contact effectively	December 2018	Head of Customer Services	
Train all customer facing staff in delivering assisted digital and facilitating digital inclusion	December 2018	Head of Customer Services	

Telephony

Action	By When	By Whom	Additional information
Review current contact model and implement digitally federated model	September 2017	CO: CS	

Review current implementation of ACD system and reconfigure to maximise the benefit from the system	December 2017	CO: CS	
Implement Queue-buster technology	June 2017	Head of Customer Services	
Review use of voicemail and other telephony standards	March 2018	CO: CS	

Volunteering and Community Engagement

Action	By When	By Whom	Additional information
Identify roles in citizen & customer contact where volunteers could support delivery	December 2017	Head of Customer Services	
Develop volunteering strategy and plan	March 2018	Head of Community Engagement	
Recruit and train suitable volunteers	March 2018	Head of Customer Services	

Appendix A – Customer insight – what we know about our customers

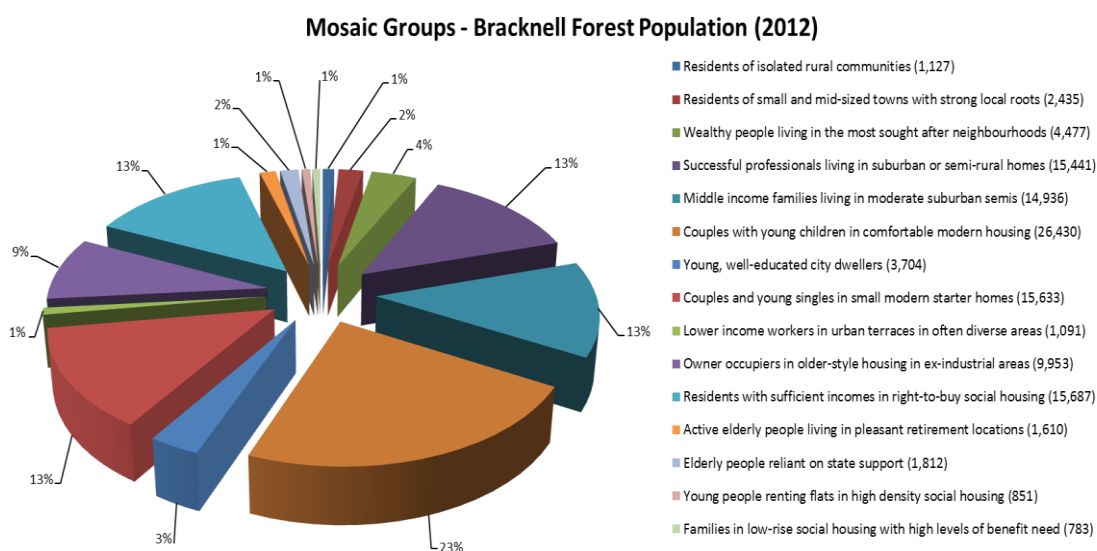
As part of our efforts to better understand the population of the borough, and how likely they are to be able to make use of digital services, we undertook some analysis of the data provided by Mosaic, which enables quite detailed segmentation of the local population.

Some of the high level findings are:

- Very low Income Deprivation compared with mean level for England;
 - Low levels of both children and old people living in poverty;
 - High levels of home ownership;
 - Higher levels of life expectancy than the rest of England;
 - Lower levels of self-rated ill-health; and so on.
- All the above indicate lower levels of need and vulnerability than faced by many other local authorities, and likely correspondingly lower levels of demand for council services such as Benefits and Social Care
 - It is predicted the population will rise to 134,000 in 2030, indicating that Bracknell Forest, like the vast majority of councils, will need to cope with a growing and changing potential customer base as the number of both children and older people grow

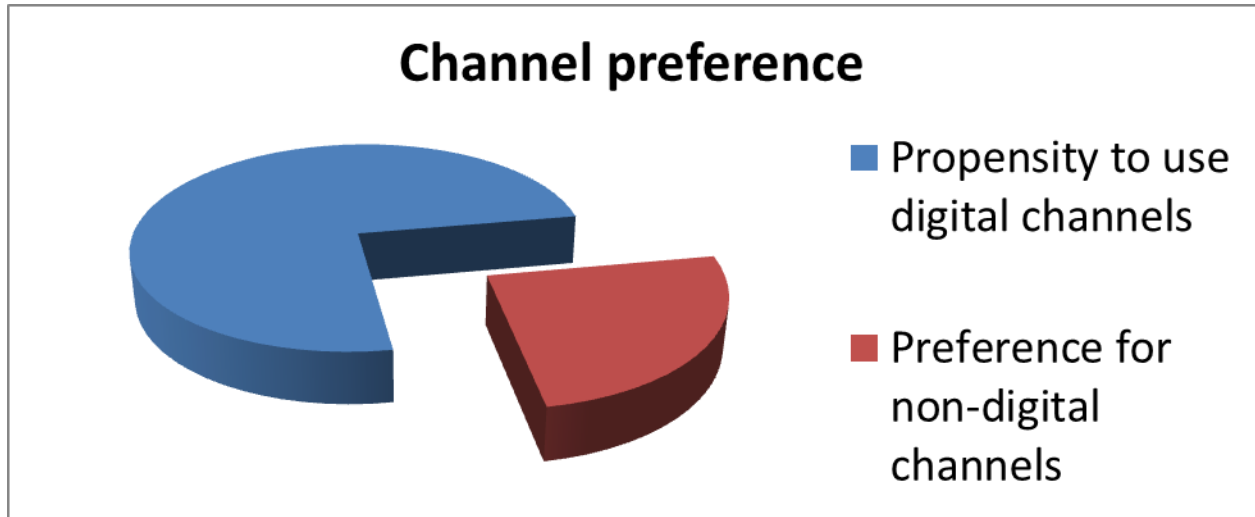
Five customer types make up around 75% of the Bracknell Forest population:

- Couples with young children in comfortable modern housing.
 - Residents with sufficient incomes in right-to-buy social housing.
 - Couples and young singles in small modern starter homes.
 - Successful professionals living in suburban or semi-rural homes.
 - Middle income families living in moderate suburban semis.
- There is significant under-representation of types associated with the preference/need for non-digital channels.
 - At least 75% of the population should be able to go digital allowing us to concentrate our resources on the other 25%.

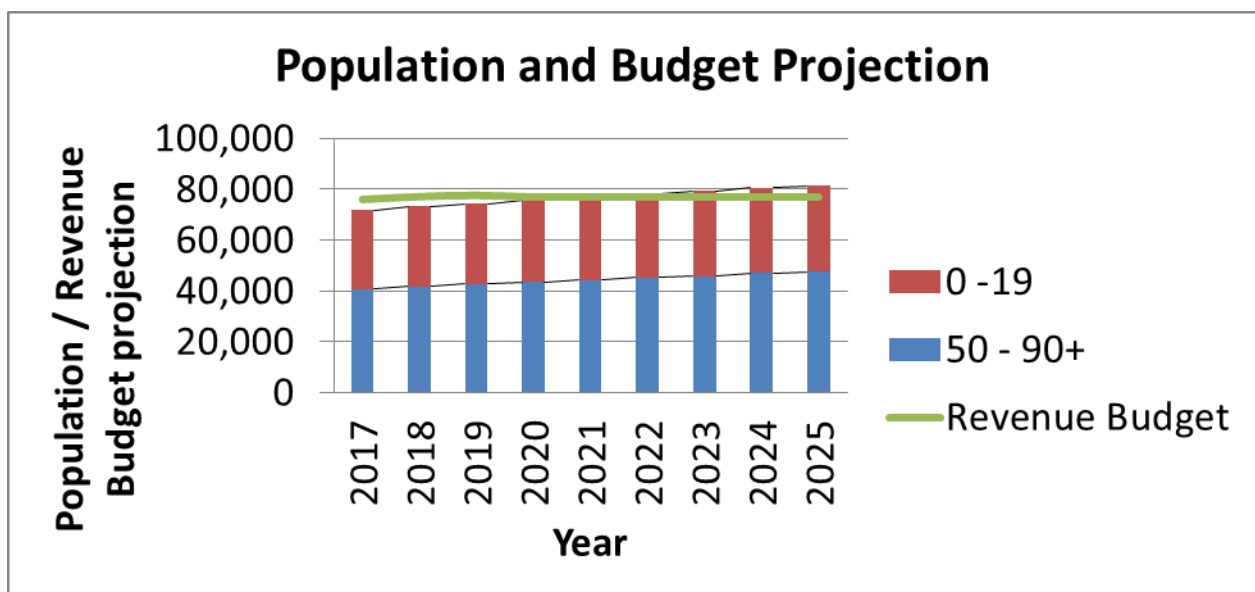


Channel Preference

- The Residents' survey 2014 suggests there is a much greater opportunity to use online and social media for communications with citizens.
- While 'online' was only the fourth most common mechanism for accessing information, it was the second most **preferred** method of accessing information ... accessing information 'online' was preferred over local media such as 'local newspapers / radio'.



Given the projected increase in the numbers of older people and children over the next few years, and the higher levels of demand these groups place on public services, it is anticipated that without changes in how we work, the demand for services will far outstrip the available budget.



Based on the national picture, Council budgets are reducing as the population and consequent demand for Children's and Adults' social care services increase.

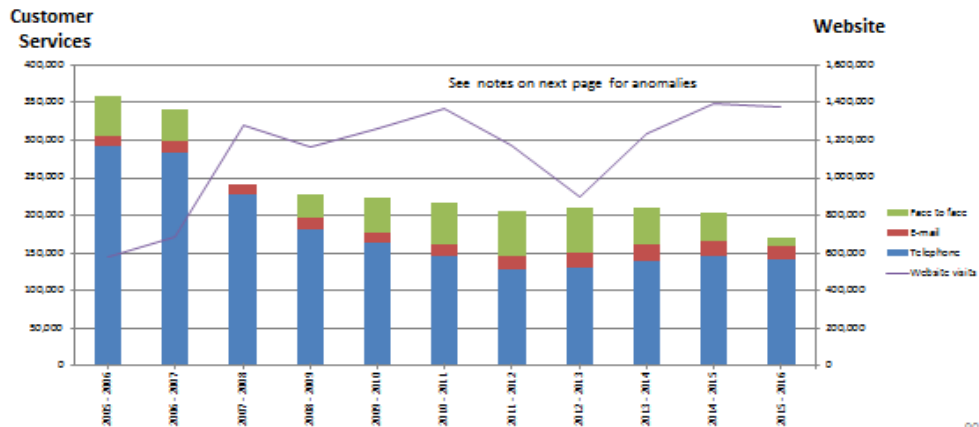
Appendix B – How customers contact us currently

The Council's face to face presence has been reduced in the town centre to one office, although there are many other physical locations across the Borough, where customers can access services. In addition, public and voluntary sector partners are offering locations for face to face contact. This presents an opportunity to share locations, thereby reducing costs to all organisations involved. We have not taken advantage of technological advances in the management of face to face contact, and there are opportunities to shift many of these interactions to digital channels.

The borough's physical contact points:

Children's centres	4
BFC offices	2
Drug & Alcohol Team	1
Leisure sites	6
Libraries	9
Youth centres	4
Schools (incl Academies)	39
Cemetery & Crematorium	1
Parking office	1
Open Learning Centre	1
Bracknell Forest Homes	1
Involve	1
Parish & Town Councils	6
Community Centres	13
Citizens Advice Bureau	1
National Offender Management Service	1
Longshot Lane (waste service)	1
Total	92

Baselining – changes in contacts over time through Customer Services



90

Baselining - Changes over time - notes



General trend – contacts via ‘traditional’ channels (telephone, post, face to face) are reducing, while web traffic increases



The number of telephone contacts remains steady, in the context of a growing population, and increased range of services dealt with through the Corporate Contact Centre



2007 – 2008 - Bracknell Forest Homes transfer
• Also issues with face to face data recording



2012 – 2013 – Issues with Google Analytics code on the (then) new website meant inaccurate data for part of the year



2014 – 2015 – Face to face contacts for Benefits and Housing now handled by Benefits team, rather than customer services



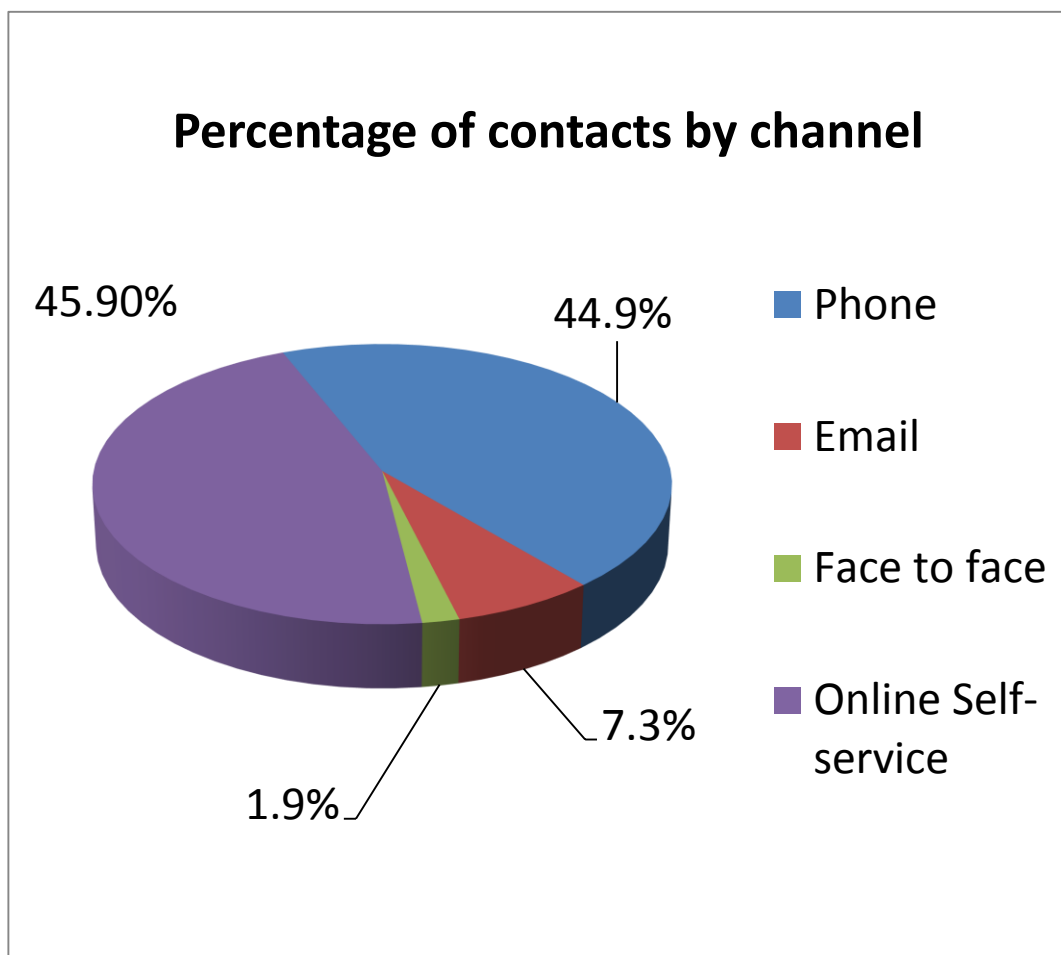
2015 – 2016 – New CRM system does not yet have all enquiries managed through it, so data, particularly for face to face, is patchy

91

Appendix C – Current customer contact experience

As part of the early stages of the Citizen and Customer Contact Transformation Programme we analysed the Council's data on customer contact, to try to better understand how this is managed, and what the experience is like for customers. Whilst the data is not comprehensive, it has given us some indication of the volume of customer contact received, and how this is currently channelled and managed.

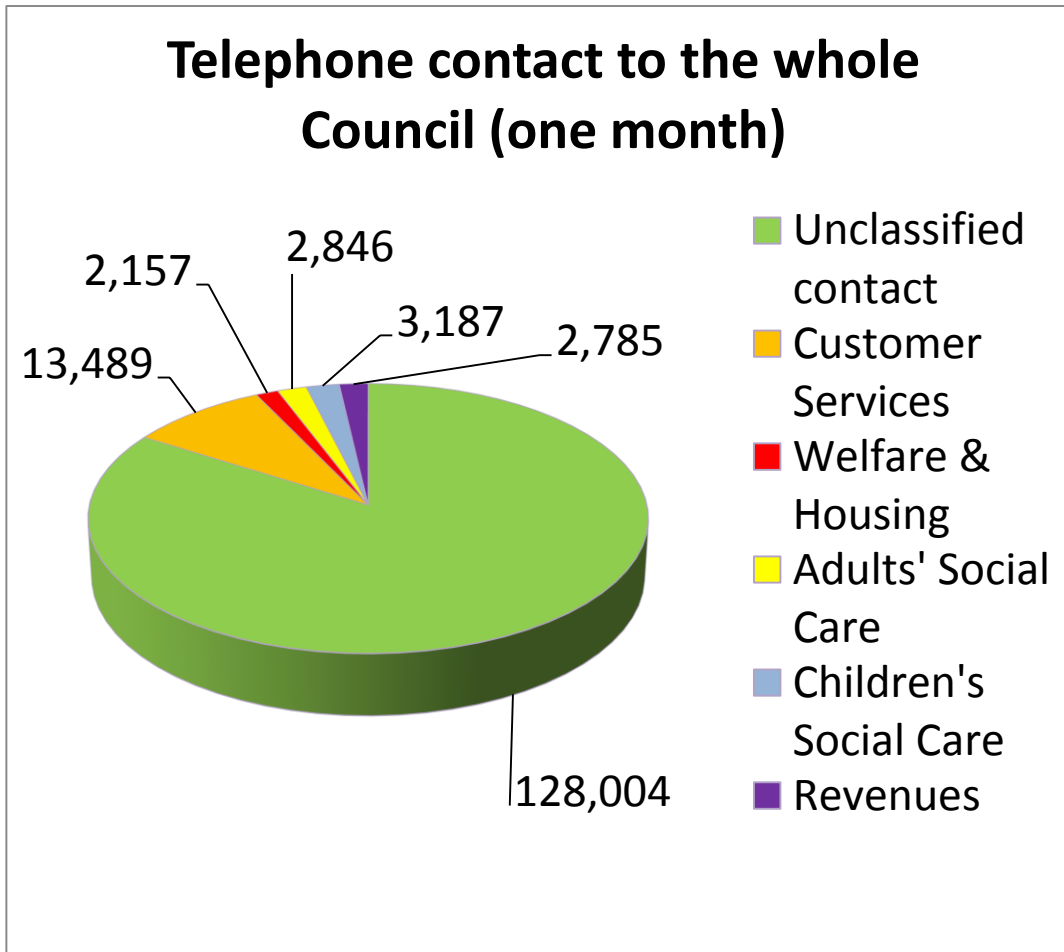
Channels for contact through Customer Services



Notes:

- Only about 20% of customer contact is channelled through Customer Services systems, and therefore able to be analysed by channel, or reason for contact. As can be seen from this data, the balance of contacts by channel has shifted to marginally more online self-service than telephone.

Telephone Contact Statistics – the whole Council



Notes:

- This data is from the Council's whole telephone system, and includes calls to external sites, such as Leisure centres
- More than 80% of telephone contact goes direct to service areas, and therefore cannot be analysed
- There is no way of knowing how these calls are handled, whether they are adding value, or what level of performance is being achieved
- In some areas, further analysis has shown that about 50% of calls are being missed, or redirected to voicemail

Top Ten hits via public website

SOCITM statistics show that the Council’s website is very widely used by local residents. Leisure services information is also accessed by large numbers of people outside the Borough. Work is underway to simplify the parts of the website that enable straightforward transactions, and to facilitate better promotional content for those commercial services who are generating income.

Baselining - top ten hits via public website

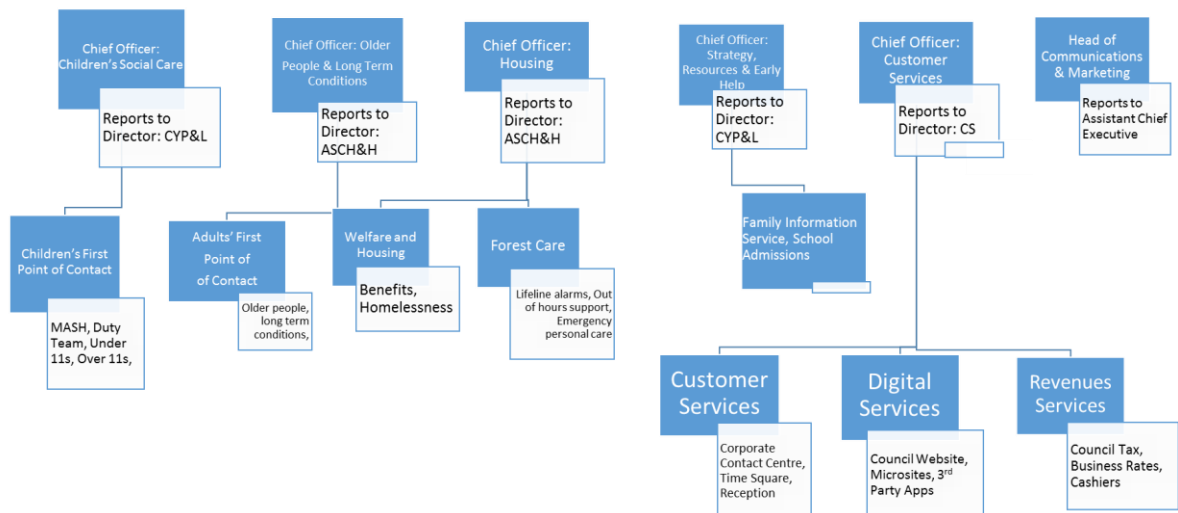
	Page views	Visitors
Coral Reef	1,205,864	803,055
The Look Out	579,535	387,880
Bracknell Leisure Centre	461,848	313,367
Jobs and careers	260,641	180,790
Planning applications	213,946	151,512
Libraries	205,844	136,024
Waste and recycling	194,808	128,085
Schools	174,869	102,984
Public transport	146,311	78,434
Contact and complaints	61,026	61,026

Period Apr 2015 - Mar 2016

71

How the management of customer contact is currently structured:

As can be seen from the following illustration, customer contact is managed in a very fragmented way across the organisation. This can mean that the standard of service received is very variable, and customers with complex needs often have to provide information to the Council repeatedly, and services for these customers are not ‘joined up,’ often resulting in sub-optimum outcomes.



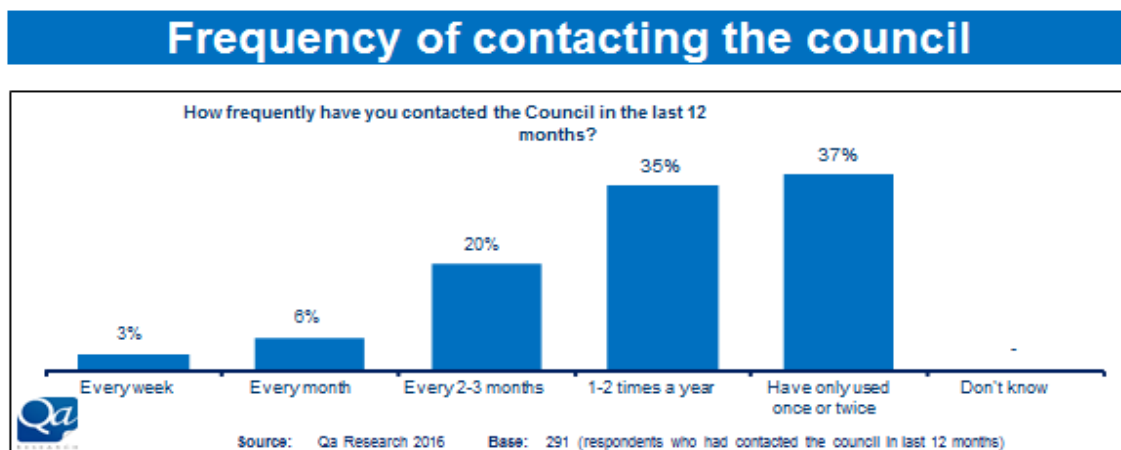
Appendix D – Objectives for the customer and customer feedback

Objectives for the Customer

We undertook some research with residents, using a statistically significant sample, to better understand:

- How they contact the Council (by which channels)
- Why they contact the Council (for which services)
- How often they contact the Council
- How they rate the Council services they contacted
- How likely they are to use digital channels to contact the Council
- How they prefer to receive information about the Council and its services

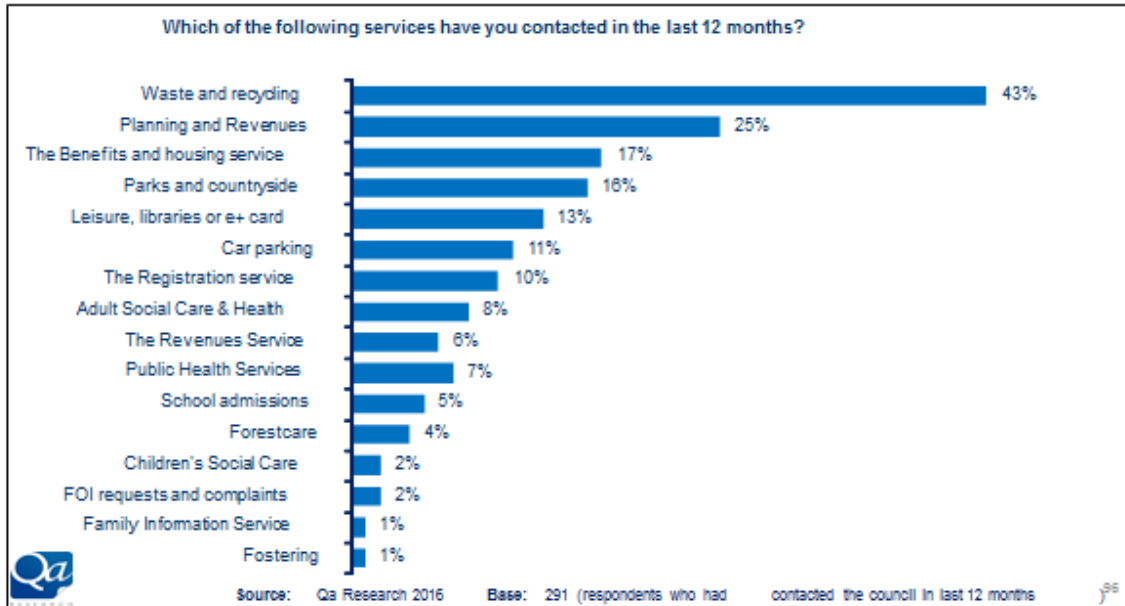
The results of this research are summarised on the following pages



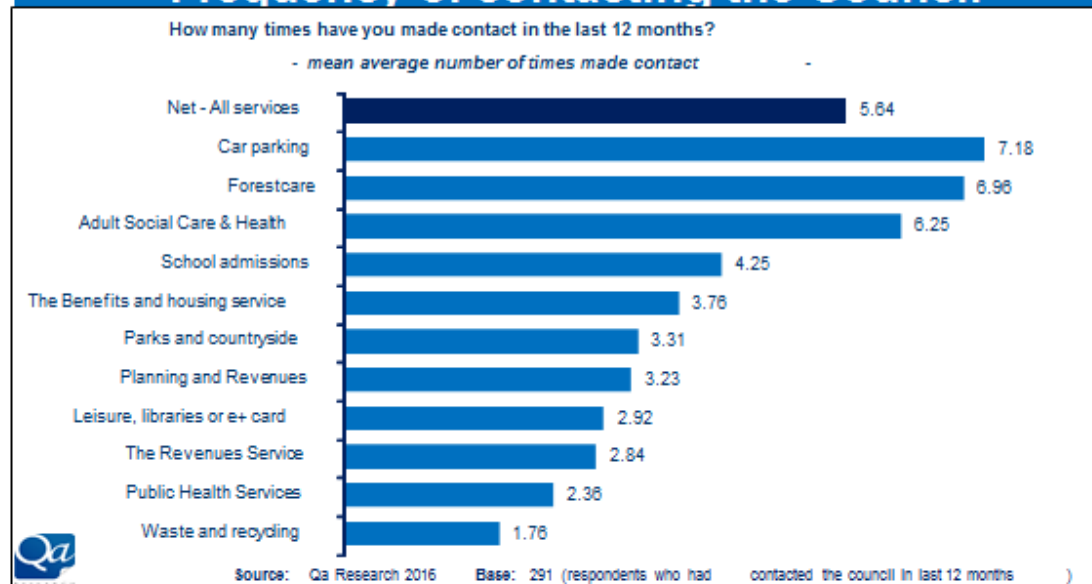
- Subgroup analysis
- Respondents aged 16-29 were significantly more likely to answer 'have only used once or twice' (65%) than those aged 30-59 (33%) and 60+ (39%).
- There were no other significant differences by demographic measures.

93

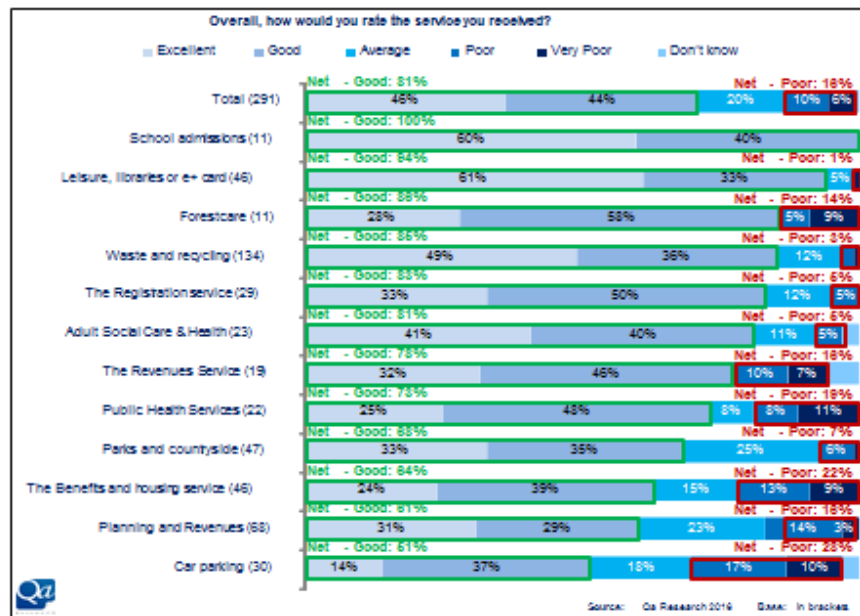
Which services were contacted



Frequency of contacting the Council



Quality of service received

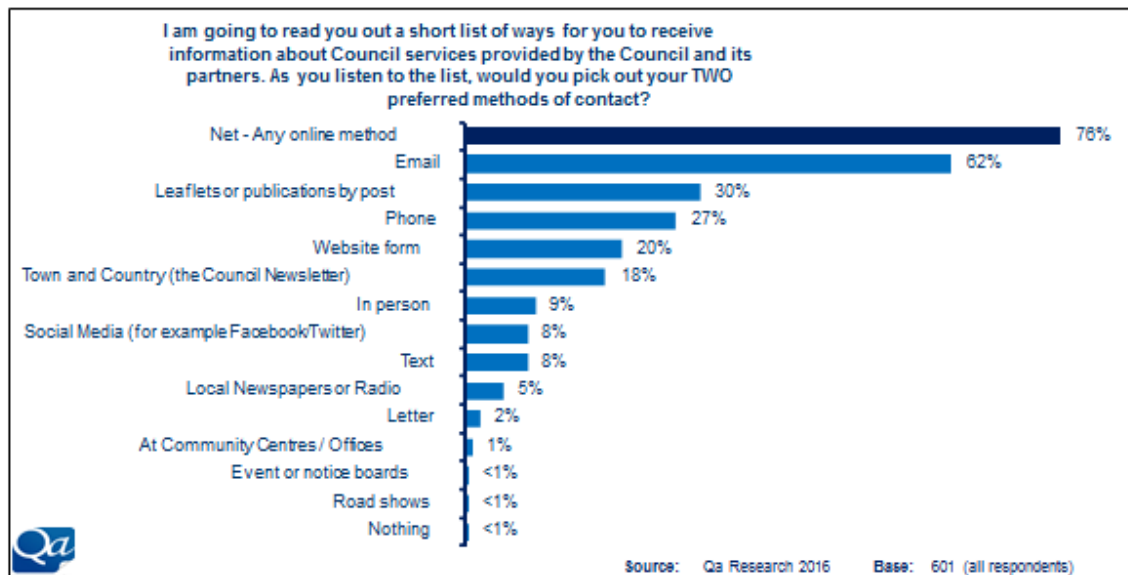


Likelihood of contacting the Council online

If you could contact the Council about ... and you could do everything you needed to do with them online, how likely would you be to do this?	Total	The Revenues Service	The Registration service	Leisure, libraries or e-card	Parks and countryside	Waste and recycling	Planning and Revenues	The Benefits and housing service	Forestry	Adult Social Care & Health	Car parking	School admissions	Public Health Services
Net - Likely	n/a	77%	70%	70%	67%	67%	67%	65%	61%	61%	59%	56%	45%
Net - Unlikely	n/a	23%	18%	20%	25%	28%	20%	32%	38%	31%	35%	28%	37%
Very likely	52%	41%	52%	30%	48%	53%	55%	44%	17%	20%	42%	41%	36%
Likely	10%	36%	17%	31%	10%	15%	12%	21%	44%	32%	18%	15%	0%
Neither likely nor unlikely	6%	-	10%	6%	6%	4%	12%	2%	-	6%	0%	11%	15%
Unlikely	17%	15%	7%	14%	13%	17%	12%	16%	0%	16%	12%	18%	23%
Very unlikely	13%	6%	11%	0%	12%	11%	6%	13%	30%	12%	24%	7%	14%
Don't know	1%	-	2%	1%	-	-	2%	1%	-	-	-	7%	3%
Base:	291	19	29	48	47	134	68	48	11	23	30	11	22

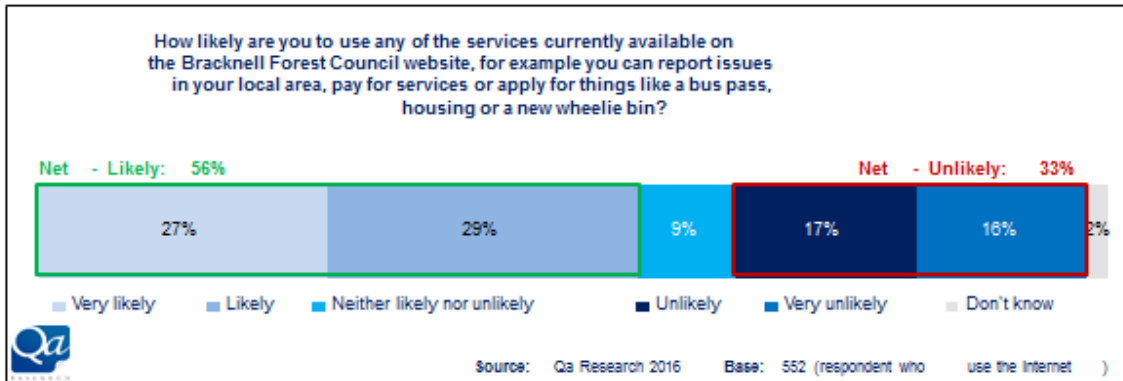
99

Preferred methods for receiving information



100

Accessing the internet

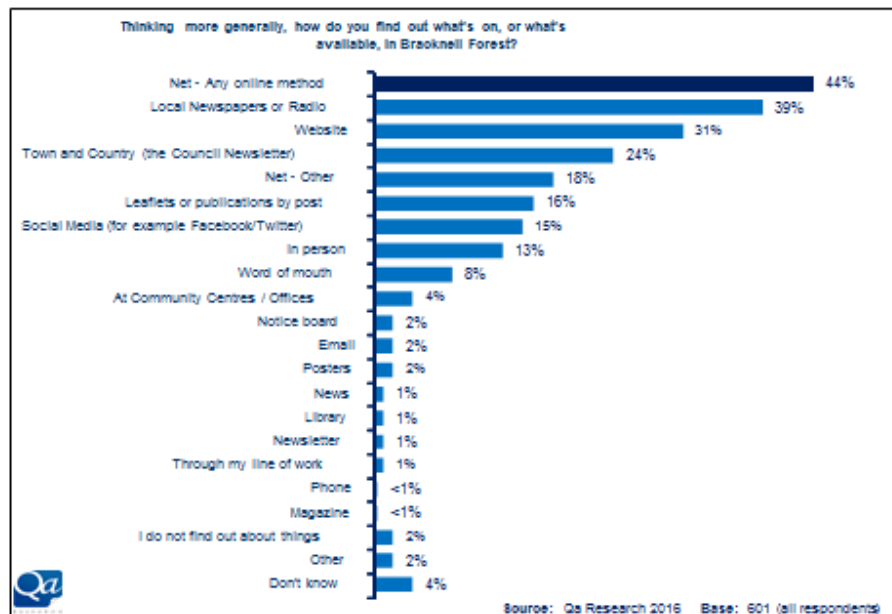


Subgroup analysis

- Respondents aged 16-29 were significantly less likely to answer *very likely* or *likely* (37%) than those aged 30-59 (63%) or 60+ (58%)

101

Communication channels for general information



104

Conclusions from Residents' Survey

- Residents contact the Council infrequently, on an "as needed" basis
- 'Passive' contact methods are preferred when receiving information from Council and active methods preferred when wishing to make contact
- Waste and recycling was a key service for contact
- Satisfaction with services is high, although there is room for improvement
- Residents are generally likely to use on line services
- Although phone is preferred, online is the second preference
- For those who were unlikely to use online services the barrier is a lack of need, rather than a resistance to digital access

Customer Feedback

Our research shows that customers are generally quite satisfied with the Council, and how it manages the local area. There is positive sentiment about the Borough as a place to live, and about the Council's reputation.

Resident views and satisfaction levels measured by Residents' Surveys over time:	2009	2012	2014
Percentage of residents who feel they can influence decisions in their locality	28%	30%	41%
Percentage of residents who participate in regular volunteering (monthly)	21%	28%	20%
Percentage of residents satisfied with the local area as place to live	83%	85%	87%
Like best about the borough – parks and open spaces	61%	58%	42%
Like best about the borough – access to nature	63%	50%	30%
Like best about the borough – sports and leisure facilities		23%	16%
Percentage of residents who believe people from different backgrounds get on well together	82%	87%	94%
Percentage of residents who think people in the area not treating one another with respect and consideration is a problem	30%	14%	13%
Percentage of residents who are satisfied with the way the Council runs things	50%	60%	65%
Percentage of residents who believe the Council offers value for money	35%	55%	59%
Percentage of residents who feel very well or fairly well informed by the Council	39%	64%	64%

Complaints Experience

- The Council has a very low level of complaints, compared with other authorities
- Most customer dissatisfaction is resolved at first point of contact
- Very few complaints go to the final stage and are dealt with by the Chief Executive
- A very small number of complaints go to the Local Government Ombudsman (in 2014-15, just 18 complaints)
- Only 6 of these resulted in detailed investigation by the LGO
- Of the 6, only 1 was upheld by the LGO

Appendix E – Digital Inclusion in the borough

As part of the analysis for the Transformation Programme for Citizen and Customer Contact we analysed the results of some research undertaken by Age Concern into Digital Exclusion among Older People in the Borough.

Preliminary research findings indicate that:

- 35% of older people were offline, but wanted to be online.
- Only 11% of older people were offline and were not interested in being online.
- 26% of older people were online, but were restricted in use.
- 28% of older people were online and active users.

Some of the barriers to older people getting online included:

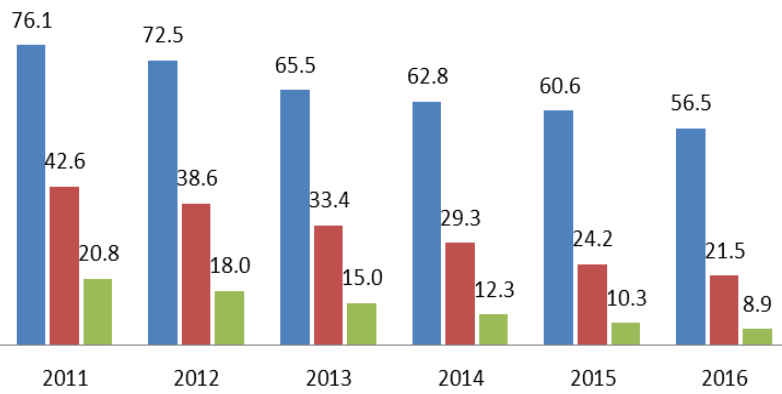
- No internet access in their own homes.
- No Wi-Fi in communal areas of care homes.
- Lack of knowledge of how to use a tablet/pc.
- Difficulty in retaining knowledge of how to use a tablet or pc.
- High costs of equipment.
- Little/no understanding of the value of the internet
- Fear of using the internet

Some ideas for addressing these barriers were:

- Informal digital tea parties
- Developing digital champions in the community - age appropriate training at various locations by digital champion peers
- Produce a 'catalogue' of the current support offer available to older people to access the Internet or be supported to do so and identify gaps
- Map of WiFi-spots in the Borough, with information about how to access them
- Produce an "App map" to determine the kinds of software & apps used by older people in order to create a directory of useful tools that can be promoted to older people to improve health and wellbeing
- Since the ONS survey began in 2011, the proportion of over 75's never having used the internet has fallen from 76% to 56.56% in 2016, representing a fall of approximately 20% whilst other older age groups have halved.
- Trends in internet usage by 75+ year olds nationally show that the numbers of who have never used the internet is falling year on year.

Decline in internet non-users, by age group, 2011-2016

■ 75+ ■ 65-74 ■ 55-64



Appendix F – Current voluntary sector activity

High level summary of the voluntary and community sector

The number of registered charities based in or offering services in Bracknell Forest is 643. Of this number:

- 366 support and work with children and young people
- 174 support and work with elderly/ old people
- 197 support and work with people with disabilities
- 38 support and work with people from a particular racial or ethnic background
- 279 support and work with the general public

NOTE: this data doesn't include all voluntary/ community groups that aren't required to register as a charity there are many small community groups in the borough run by volunteers who do not have or need charity status.

Further data analysis shows that the income and expenditure of 167 of these charities (majority being based/ have a head office in Bracknell Forest) is approx. £60 million per annum

High level summary of the public sector:

Bracknell Forest Council's public sector partners include:

- Thames Valley Police
- RBFRS
- Bracknell & Ascot CCG
- Berkshire NHS Foundation Trust
- Housing Associations, Inc. Bracknell Forest Homes, TVHA and Radian
- Bracknell & Wokingham College
- Royal Military Academy Sandhurst
- Six Parish & Town Councils
- 5 other unitary authorities in Berkshire

There are further opportunities for collaboration with partners to better meet the needs of customers with high levels of need, reduce demand for services, shift to digital, increase community self reliance and resilience and in providing community information.

High level summary of the business community in the borough:

- Approx. 4400 businesses in the Bracknell Forest post code area
- 35 large corporates, approx. 400 SME's and almost 4000 micro businesses
- 177 local businesses are globally owned multi-national corporates
- According to the 2015 Bracknell Forest Skills Survey 84% of local companies do not have a Corporate Social Responsibility (CSR) strategy; although the likelihood of having one increases with the size of businesses
- Within the Council's business liaison programme we have talked to 15 large corporates about their CSR strategy in the past year and supported them in setting up or increasing their CSR activities
- involve is currently engaged with over 20 of some of the largest organisations based in Bracknell Forest and is building relationships with these organisations, supporting them with to increase their Community Engagement

Bracknell Forest Council Residents Survey 2014

Rates of formal volunteering at least once a month were at 20% of the total sample, much lower than the national average reported in the Community Life Survey and lower than the 28% in 2012

Barriers to volunteering

work commitments (50%),
commitments in the home or in caring for children (28%)
commitments with other uses of spare time (30%)
never having thought of volunteering (14%),
not being aware of local volunteering opportunities (10%)
not thinking that they were the 'right age' to volunteer (10%).
bureaucracy (including need to undertake training & requirement for a new DBS Check)

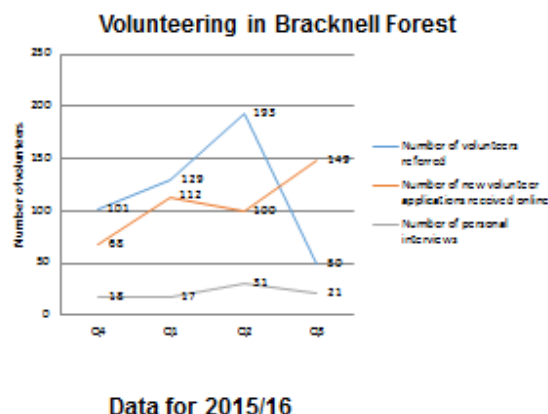
Baselining – Volunteering Involve's Volunteer Centre data

Number of volunteers referred to Volunteer Centre –
number of online applications received

2014/15
Q1 – 149 - 158
Q2 – 137 - 118
Q3 – no data*
Q4 – 73 - 68

15/16
Q1 – 129 - 112
Q2 – 193 - 100
Q3 – 50 - 149
Q4 – 120 - 91

* do-it.org - main portal for volunteer referrals
temporarily closed



106

Community Self-reliance

There are multiple examples of locally led actions and activities

- The Bracknell Foodbank, emergency food for people in need in the Bracknell Forest area who are referred by a wide range of local agencies and organisations. Volunteer driven.
- The Parkrun: free 5k timed run. (200 runners each week) – improves fitness, health and well-being of participants
- Bracknell in Bloom / Your Gardens Scheme, encouraging the community to take part in Bracknell In Bloom and take pride in Bracknell, making it an attractive place to live, work and visit.

Volunteers in the Community

- Involve currently has 107 volunteers delivering the befriending service in the borough, visiting weekly for 1- 2 hours a week.
- Good neighbours schemes such as Sandhurst GNS have 50+ volunteer drivers, transporting clients across the borough and beyond to medical/ health appointments.

- Homestart currently utilises over 50 volunteers to provide intervention to families in need.
- Cruse Bereavement Service uses volunteer counsellors and currently have over 40 volunteers delivering over 100 counselling sessions a week.

Where the Council currently use volunteers

- Managers who responded to a Council survey in 2014 reported using around 1,700 volunteers over 12 months, with approximately 920 of these people volunteering regularly
- This is a total of over 129,500 hours of time
- Costed at £12.20 per hour (BFC average hourly pay) this equates to a contribution of £1,579,900

**TO: EXECUTIVE
14 MARCH 2017**

**COUNCIL WIDE SUPPORT SERVICES TRANSFORMATION PROJECT
Director of Corporate Services**

1 PURPOSE OF REPORT

- 1.1 To update the Executive on the outcome of the Plan Phase of the Council Wide Support Services review.

2 RECOMMENDATION

- 2.1 **The Executive endorses the Business Case and agrees the Implementation Plan proposed for the 'Do' Phase of the Council Wide Support Services review.**

3 REASONS FOR RECOMMENDATION

- 3.1 The project must move immediately in to the 'Do' phase in order to achieve the required savings for 2017/18 and beyond.

4 ALTERNATIVE OPTIONS CONSIDERED

- 4.1 None.

5 SUPPORTING INFORMATION

- 5.1 Support services play a key role and are essential to service delivery. However if we are to maintain the delivery of front line essential services we must reduce the cost of support services.
- 5.2 Functions in scope are: Finance (including Procurement), HR (including Learning and Development and Health and Safety), Property, ICT and Legal. Performance Management and Business Intelligence fall under the scope of the Council Wide Support Services project but are subject to a separate review which is currently in the Analyse Phase.
- 5.3 There are 196 staff in scope, which equates to 176 FTE.
- 5.4 The project aimed to achieve savings of 10% (£800,000) during the first two years of implementation (2017/18 and 2018/19). It is hoped that a further 20% savings can be achieved during years 3-5.
- 5.5 A Target Operating Model (TOM) has been developed with is a new way of organising how support services are delivered. The different elements of the TOM are: Strategic Centre, Business Partnership, Centres of Expertise and Transaction Hub.
- 5.6 During the Plan Phase it emerged that there is significant crossover between elements of the first 3 categories. Given the size of our Local Authority it was decided to merge those elements into one hub (the Enabling Hub) and staff within that hub may have responsibilities that relate to one or more of those elements.

Unrestricted

- 5.7 Self service will be the default mode for managers and staff and this will be enabled with improved ICT systems and intranet support pages. There will be two hubs of equal importance – the Support Hub (where high volume tasks will sit and most of the new re-engineered, more efficient processes will sit) and the Enabling Hub as detailed above.
- 5.8 Staff for each function will be centralised and co-located. Functional centralisation is the most appropriate model to facilitate future shared services with other partners.
- 5.9 The new model has a number of benefits: it delivers savings now with further savings after 2 years; it's scalable with the changing size and shape of the Council to meet our changing requirements; it improves resilience by aggregating resource; it supports increased professionalism as staff can provide their expertise where it is needed across the Council; it delivers a consistent service across the Council; and it challenges existing ways of doing things and simplifies processes.
- 5.10 New structures for each function have been developed that achieve 10% cost saving against the baseline salary costs and align with the requirements of the new 'to be' processes and the TOM. The structures are shown in Appendix A of the Business Case.
- 5.11 Process mapping of core processes for each functional area was undertaken to develop new, more efficient 'to be' processes. Improved technology is required to facilitate increased self-service and the implementation of the new processes. During the Plan Phase required ICT improvements to functionality have been scoped. Investment is required to improve the intranet, iWork (HR) and Agresso (Finance) and to replace VFire (ICT helpdesk). Funding has been secured to begin these improvements however additional funding may be required. If this is the case, requests will follow the usual procedures.
- 5.12 Significant cultural change will be required across the organisation to support the implementation of the TOM. The success of the new model will be dependent upon managing expectations within the wider workforce and developing the organisation to move to embracing a more independent, self-serve approach.
- 5.13 The TOM achieves the target 10% savings of £759,000. In addition a number of qualitative benefits have been identified by the Board, which are outlined in the Business Case.
- 5.14 In order to achieve the savings target the Council will have to adopt a less risk averse culture. An increased tolerance of risk allows for more efficient processes, which in turn deliver the required savings. CMT have signed off a number of key policy changes that are required to implement the new 'to be' processes.

6 ADVICE RECEIVED FROM STATUTORY AND OTHER OFFICERS

Borough Solicitor

- 6.1 The Borough Solicitor is a member of the project board and has been involved in the development of the Business Case and Implementation Plan. There are no specific legal considerations.

Borough Treasurer

- 6.2 The Borough Treasurer is a member of the project board and has been involved in the development of the Business Case and Implementation Plan. The proposals will achieve the required savings for Council Wide Support Services.

Equalities Impact Assessment

- 6.3 The staff restructure process will follow the council's policy, which has a full EIA completed. An EIA screening will be completed at the start of the Do Phase to consider the equalities issues in relation to the wider workforce.

Strategic Risk Management Issues

- 6.4 The full Risk Log is attached as an appendix to the Business Case. The key project risks include: performance of support services being impacted during the implementation of the new model; support staff and customers find the scale of change too difficult to cope with and staff and managers feel overwhelmed by the change; there is insufficient capacity to deal with the scale of the change programme; an increase in errors as a result of greater use of self service; ICT systems are not sufficiently robust to deliver on expectations within the required timescale; key staff may leave if they are unsettled as a result of the project; and implementation of the new processes and self-service will need to be partially delivered by staff whose jobs are at risk.

7 CONSULTATION

Principal Groups Consulted

- 7.1 Staff, internal service users and Trade Unions have been regularly consulted with during this project. CMT were consulted on 18 January 2017 and endorsed the recommendations of the project board. The Senior Leadership Group was consulted at the Gateway Review on 23 January 2017 and also endorsed the recommendations.

Method of Consultation

- 7.2 Staff and internal service users have been consulted via written and face to face briefings and a series of workshops. Trade Unions have been consulted via regular meetings with the Chief Officer for HR and the Director of Corporate Services. A presentation was delivered to CMT on 18 January 2017 and to the Senior Leadership Group at the Gateway Review on 23 January 2017. A presentation was also delivered at Executive Briefing on 30 January 2017.

Representations Received

- 7.3 Included, where appropriate, in the final Business Case.

Background Papers

Council Wide Support Services Business Case
Council Wide Support Services Implementation Plan

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Transformation Programme / Plan Phase

Council Wide Support Services

Plan Phase Business Case

Issue Date: January 2017

CONTENTS

- 1 Strategic Justification 4
 - 1.1 Introduction..... 4
 - 1.2 Structure and content of the document..... 4
 - 1.3 Organisational overview 4
 - 1.4 Council plans..... 6
 - 1.5 Existing arrangements..... 7
 - 1.6 Existing costs 7
 - 1.7 Business needs and assets 8
 - 1.8 Key service requirements 9
 - 1.9 Outcomes..... 9
 - 1.10 Gap Analysis10
 - 1.11 Key Benefits12
 - 1.12 Dis-benefits14
 - 1.13 Key risks and Issues14
 - 1.14 Constraints.....14
 - 1.15 Dependencies15
 - 1.16 Gateway reviews16
- 2 Economic Justification18
 - 2.1 Introduction.....18
 - 2.2 Long-listed options18
 - 2.3 Initial Evaluation19
 - 2.4 Options appraisal – Option 120
 - 2.5 Qualitative benefits criteria26
- 3 Sourcing Arrangements28
 - 3.1 Introduction.....28
 - 3.2 Type of sourcing.....28
 - 3.3 Human resources implications.....28
 - 3.4 Implementation approach **Error! Bookmark not defined.**
- 4 Financial Justification.....29
 - 4.1 Introduction.....29
- 5 Management Arrangements for the Plan and Do phases.32
 - 5.1 Introduction.....32
 - 5.2 Programme management arrangements32

5.3	Project management arrangements for the plan phase.....	32
5.4	Gateway review arrangements	33
6	Authorisation.....	34
6.1	Authorised by:	34
	Appendix A: New Structures.....	34

1 STRATEGIC JUSTIFICATION

1.1 Introduction

This Business Case is for the Council Wide Support Services project and has been prepared during the Plan Phase of the project. This business case will be updated throughout the 'do' implementation phase of the project as details are confirmed.

1.2 Structure and content of the document

This document is made up of the following sections:

- the **strategic justification** section. This sets out the strategic context and the case for change
- the **economic justification** section. This demonstrates that the organisation has selected a preferred option or shortlist of options, which have the potential to meet the existing and future needs of the Council.
- the **financial justification** section. This highlights likely funding and affordability issues.
- The **sourcing arrangements** section. This outlines the sourcing approach(es) for the project, both those in scope of this business case, but also sourcing plans for the future.
- the **management arrangements** section. This sets out how the project will be managed in accordance with accepted best practice and the Transformation Programme governance and methodology, and includes an implementation plan for the do phase.

1.3 Organisational overview

The project covers the provision of Council-wide support services (excluding administrative support) which support the effective management of the organisation and identifies those which are essential to the Council's continued effective operation. It will provide options for the most cost effective delivery of these service models which align with the Council's current circumstances and the requirements to be placed on it over the next 4 years.

The principle aim of the project is to achieve significant reductions in the cost of council-wide support services from 2017/18 onwards by:

- Determining which council wide support services are required by the Council.
- Providing guidance on the options for the most cost effective forms of provision of these services, including the potential benefits of joint working, allowing for the potential significant changes to the Council, and also looking for innovative ways of service delivery.
- Reducing demand for support services and increasing the self-reliance of managers and staff where appropriate.
- Advising on the most cost effective cross Council organisational models for service delivery, both internally and externally.

- Advising on the advantages and disadvantages of each model including their impact on service resilience.
- Assessing the impact of changing from the current model including the financial and staffing impact.
- Identifying any barriers and constraints to achieving change.
- Identify the potential areas for future reviews of these services and possible timeframes for these.

The services in scope are as follows:

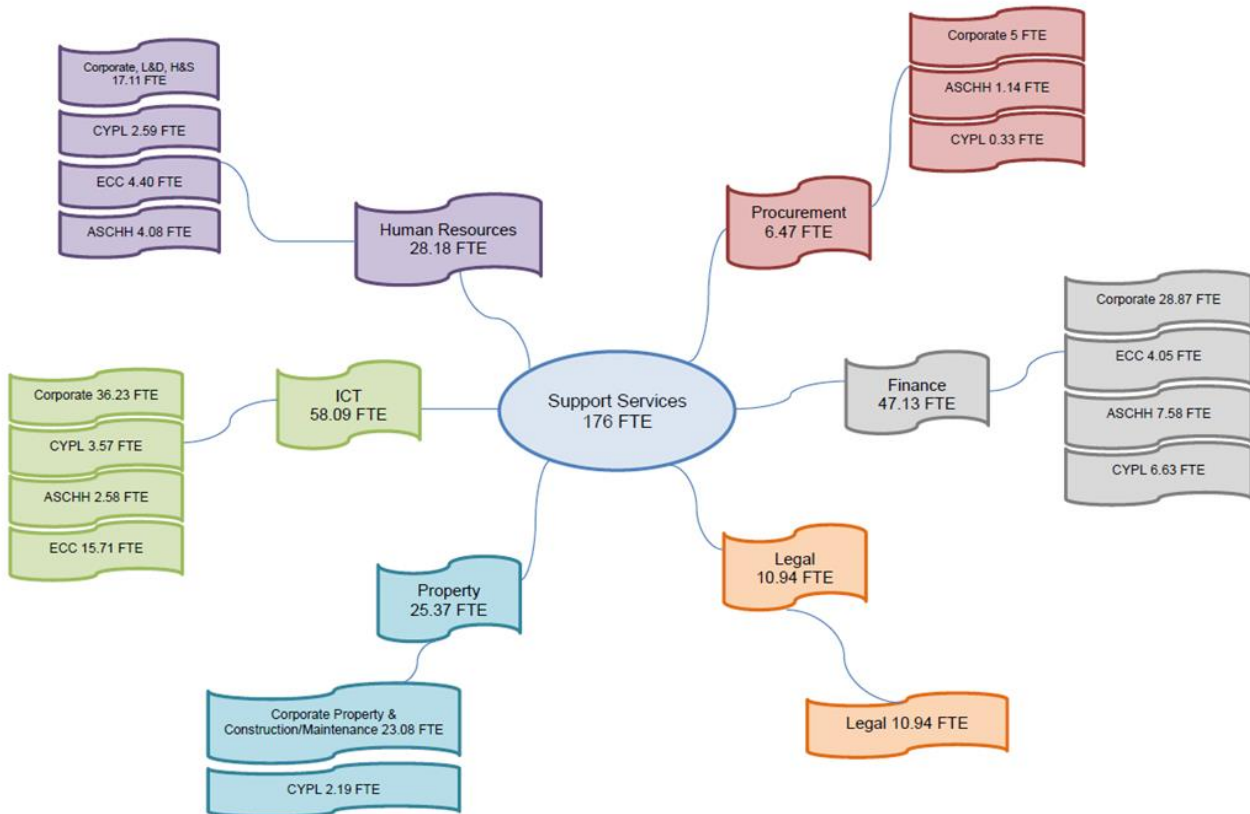
- Finance
- HR
- ICT
- Property Services
- Legal Services
- Procurement

Performance Management and Business Intelligence are in scope for the council wide support services review, however they form a separate work stream and are therefore not included within this Business Case but will be reported on at a later date.

Administrative functions are excluded, but admin support for key business processes within the support services is included in scope. Democratic Services are excluded from this review as they principally support the political decision-making process and will be subject to a separate review.

There are 176 FTE staff in scope (excluding staff supporting schools). The following spidergram lists the staff in scope by function and department:

Spidergram for CWSS – Functions and staff numbers in scope
01 September 2016



NB This diagram excludes support to schools

1.4 Council plans

The new Council Plan developed in 2015 set the framework for 4 years of financial reductions. The new narrative focuses on delivering core services well, prioritising those who are most vulnerable, increasing community self resilience and early intervention and prevention.

The Council Plan 2015 set out six strategic themes:

1. A clean, green, growing and sustainable place
2. Strong, safe, supportive and self-reliant communities
3. Value for money
4. A strong and resilient economy
5. People have the life skills and education opportunities they need to thrive
6. People live healthy and active life styles

The CWSS review supports the Council to deliver each of the 6 strategic themes and by continuing to provide high quality support services, albeit with a more streamlined delivery model, we will contribute towards Bracknell Forest delivering its overarching ambition for its residents. Support Services contribute specifically to the Value for Money theme by providing support services at a lower cost through simpler processes and improved use of expertise.

The project has links to the following projects in the Transformation Programme:

- Citizen and customer contact, especially in the areas of self-reliance, customer journey mapping and digital strategy.
- School support services review. These services will need to be able to use the same business processes and systems.

The project also has links to other Council initiatives:

- Devolution – Victor Nicholls
- Shared services – Tim Wheadon
- Office accommodation – Alison Sanders
- The cross Berkshire project One Public Estate led by Wokingham BC – Steve Caplan
- HR and Payroll iTrent implementation – Nikki Gibbons and Stuart McKellar

1.5 Existing arrangements

The existing arrangements are as follows:

- The council's current model for the delivery of core support service functions is essentially a hybrid model, with a high emphasis on decentralisation.
- Within each function there exists a central unit which leads on policy, professional direction and high level activities.
- For instance in HR; a central unit lead on policy and organisational development issues, pay and rewards, strategic recruitment and retention, administering/contract managing various corporate-wide administrative processes such as job evaluation, Occupational Health etc. and directly supports the Corporate Services Department. Learning and Development, Health and Safety and Recruitment Strategy are also located here.
- There are also decentralised Directorate specific units, led by a senior officer comprising a number of support functions, who contribute to corporate initiatives and policy work, but principally support the work of that directorate.
- The Property function is only devolved to CYPL.
- The only function without any devolved staff in directorates is Legal Services, but Children's Social Care legal support is provided by Reading Borough Council's Legal Team.

1.6 Existing costs

Existing Costs by Directorate

Existing costs (£'000)	Adult Social Care, Health and Housing	Children, Young People and Learning	Corporate Services/ Chief Exec's	Environment, Culture and Communities	Total
Revenue					
Salary costs	635	607	5,276	894	7,412
Other Costs	56	522	626	127	1,331
Income	-6	-3	-418	0	-427
Total	685	1,126	5,484	1,021	8,316
Staff Full Time Equivalents	15.4	15.3	121.3	24.2	176.2

Existing Costs by Function

Existing costs (£'000)	Finance	HR	ICT	Procurement	Property ¹	Legal ²	Total
Revenue							
Salary costs	1,994	1,100	2,365	300	1,035	618	7,412
Other Costs	323	101	291	25	28	563	1,331
Income	-189	-82	-4	0	-6	-146	-427
Total	2,128	1,119	2,652	325	1,057	1,035	8,316
Staff Full Time Equivalents	47.1	28.2	58.1	6.5	25.4	10.9	176.2

These figures are taken from the 2016/17 budget, with salary costs based on mid-point plus allowances and oncosts less a three percent vacancy factor.

The review of the Performance Management/Business Intelligence function forms part of this project and is expected to contribute to the achievement of the overall savings target.

However its scope, and therefore what staff and costs should be included in the review, has still to be determined. This function is therefore not included in the above figures.

¹Property excludes Home to School Transport, the Print Room, Print Service and Post and Courier Service which are included in the Citizen and Customer Contact Transformation Project

²Legal costs include the cost of the Reading Childcare Solicitor Joint Arrangement and expenditure on external law firms and barristers (using 15/16 actuals).

1.7 Business needs and assets

The needs and assets analysis that took place during the Analyse Phase identified the following business needs:

- To sustain service delivery at the front line the cost of support services will have to reduce.
- We will need to have flexible structures as the Council as a whole is continuing to change and may have different methods of providing its services.
- We need to align with national and local policies.
- We need to identify staff development opportunities.
- Support services need to be fit for the future and we need to consider future service improvements.
- We need to improve efficiency.
- We need to increase self-reliance and resilience across support service functions.
- We need to deliver an appropriate level of service and enhance the customer experience.
- Good relationship management between users and functions is vital.

There are a number of ICT systems that are used by support services and some work has already been delivered or is underway in relation to these systems as follows:

- We have implemented some self-service and automated processes, e.g. Phase 1 of the HR and Payroll system (iTrent).
- Upgrade to Milestone 5 on Agresso is currently underway.
- The self service reporting of maintenance via the Frontline system has been implemented and a programme of training of staff in remote sites delivered.
- An E-Learning system and My Learning Space have been implemented.

1.8 Key service requirements

The bullet points below outline the key service requirements for the project in relation to the above business needs. These requirements must be delivered at some stage of the implementation in order to meet the needs which have been identified.

- New staff structures within functional areas
- Improved ICT systems
- Improved intranet access for staff to self-service tasks
- Training for staff in new technology
- Efficient transactional core processes
- Organisational change – organisation must be prepared to take more risks
- Organisational change – staff that meet necessary competencies for 21st century Bracknell Forest employee
- Accommodation to allow co-location

1.9 Outcomes

The outcomes of this project are as follows:

Overall objective for this project	
The project will review the provision of Council Wide Support Services (excluding administrative support) which support the effective management of the organisation and identify those which are essential to the Council's continued effective operation. It will do so by achieving the following outcomes:	
Primary Outcomes	Supporting Outcomes
1. Achieve significant reductions in the cost of council wide support services from 2017/18 onwards	1.1. £800,000 savings to be achieved during Years 1 and 2 (2017/18 and 2018/19)
2. New Target Operating Model implemented	2.1. Staff within each function are co-located 2.2. Staff across the Council are able to access appropriate support from the Support Hub and the Enabling Hub
3. Effective and efficient processes	3.1. Less time is wasted during delivery of core processes 3.2. Staff and managers are empowered to progress and make decisions with minimal approval whilst delivering services 3.3. Staff are confident that when they require support beyond the self-service options, functions will work together in a consistent way to provide it 3.4. Staff don't spend time on unnecessary work and support
4. Increased use of self service	4.1. Staff find it easy to use the intranet/self-service access to enable them to be more self-reliant 4.2. Staff can use key ICT systems (iTrent, Agresso, Frontline, V-Fire) to do more for themselves 4.3. Staff and managers have the confidence, knowledge and ability to carry out their responsibilities in line with the new 21 st century Bracknell Forest employee 4.4. All staff have access to the training they need to do their job

1.10 Gap Analysis

The following table describes the gap between the existing arrangements and the outcomes being sought.

Primary Outcome 1: Achieve significant reductions in the cost of council wide support services from 2017/18 onwards	
Supporting Outcomes	Gap Analysis
1.1. £800,000 savings to be achieved during Years 1 and 2 (2017/18 and	Support Services currently cost the council £7,412,000 per annum (excluding Performance Management and Business Intelligence which are not included in this Business Case).

2018/19)	This needs to be reduced by 10% during Years 1 and 2 of the project.
Primary Outcome 2: New Target Operating Model implemented	
Supporting Outcomes	Gap Analysis
2.1. Staff within each function are co-located	The Council operates a hybrid model for delivery of its support services. Some of the functions are centralised within Corporate Services such as Legal, or are located in a couple of departments such as Property support (which is in Corporate Services and CYPL). However the majority of support services are located in Directorates led by a senior officer with professional coordination from Corporate Services.
2.2. Staff across the Council are able to access appropriate support from the Support Hub and the Enabling Hub	Support is currently accessed from departmental function teams, with only the Legal function centralised within Corporate Services. This results in little resilience within teams.
Primary Outcome 3: Effective and efficient processes	
Supporting Outcomes	Gap Analysis
3.1. Less time is wasted during delivery of core processes	BRP workshops identified 'waste' within core processes across all functions in scope. There is a considerable variety in the percentage of waste, but the average minimum waste by function is 9%. More processes need to be mapped.
3.2. Staff and managers are empowered to progress and make decisions with minimal approval whilst delivering services	Current processes involve lots of touch points and approval points which are unnecessary. There is a lot of repetition involved in reporting processes.
3.3. Staff are confident that when they require support beyond the self-service options, functions will work together in a consistent way to provide it	Core processes within functions currently operate differently within different departments.
3.4. Staff don't spend time on unnecessary work and support	BPR workshops identified some areas of work that don't add value and can therefore be stopped.
Primary Outcome 4: Increased use of self service	
Supporting Outcomes	Gap Analysis
4.1. Staff find it easy to use the intranet/staff portal to enable them to be	The current intranet, BORIS, is not user-friendly with only the ability to host information. There is no central place on it to find common self service tasks. There are no options for

more self-reliant	personalisation or communication tools. Information is hard to find and therefore does not support or enable self-service.
4.2. Staff can use key ICT systems (iTrent, Agresso, Frontline, V-Fire) to do more for themselves	Current systems are largely paper based with limited amounts of self-service available.
4.3. Staff and managers have the confidence, knowledge and ability to carry out their responsibilities in line with the new 21 st century Bracknell Forest employee	The competencies assessed as part of the current appraisal system do not cover the competencies and behaviours required by the new 21 st century Bracknell Forest employee.
4.4. All staff have access to the training they need to do their job	Current training programme does not cover the increase in self-service, new systems and new core competencies that will be required as a result of the Council Wide Support Services transformation project.

1.11 Key Benefits

The responsibility for benefits delivery for this project currently sits with Alison Sanders as the Project Sponsor. As work begins on implementation, the Benefits Realisation Plan will be further developed to identify a Benefits Owner for each benefit.

Primary Outcome 1: Achieve significant reductions in the cost of council wide support services from 2017/18 onwards	
Supporting Outcomes	Benefits
1.1. £800,000 savings to be achieved during Years 1 and 2 (2017/18 and 2018/19)	<ul style="list-style-type: none"> Savings targets for Support Services are achieved, with £500,000 achieved during 2017/18 and a further £300,000 achieved during 2018/19.
Primary Outcome 2: New Target Operating Model implemented	
Supporting Outcomes	Benefits
2.1. Staff within each function are co-located	<ul style="list-style-type: none"> Improved resilience and reduced single point of failure within functional areas. This will be measured by the amount of expertise bought in (i.e. agency staff) to perform business as usual and the % of staff that are co-located. The target for agency staff is a 50% reduction within the first 12 months post implementation. The target for % of staff that are co-located is 100% within 24 months of implementation. Staff knowledge and expertise will be increased as a result of cross-skilling. This will be measured using a staff survey of staff delivering the service within 24

	months of implementation with a target of 50% of staff saying the have benefited from cross-skilling as a result of co-location.
2.2. Staff across the Council are able to access appropriate support from the Support Hub and the Enabling Hub	<ul style="list-style-type: none"> Staff have easy access to the appropriate level of support required to enable their issue to be resolved. This will be measured using a customer survey. It is anticipated that satisfaction levels will initially fall as customers become accustomed to doing more for themselves. The target is a 50% satisfaction rate within 12 months of implementation.
Primary Outcome 3: Effective and efficient processes	
Supporting Outcomes	Benefits
3.1. Less time is wasted during delivery of core processes	<ul style="list-style-type: none"> More effective use of staff time. This will be measured by the time saved in delivering the core process when compared to the 'as is' baseline information. The target is a 20% reduction in the amount of staff time 'wasted' during delivery of new core processes.
3.2. Staff and managers are empowered to progress and make decisions with minimal approval whilst delivering services	<ul style="list-style-type: none"> More autonomy for staff and managers leading to them feeling more empowered and trusted. This will be measured by a reduction in the number of approval points in core processes and a customer survey. There is a target of 30% reduction in approval points within 12 months of implementation. The target for the customer survey is 50% of customers saying they feel more empowered and trusted within 12 months of implementation.
3.3. Staff are confident that when they require support beyond the self-service options, functions will work together in a consistent way to provide it	<ul style="list-style-type: none"> Processes within support services are standardised and therefore offer consistent advice and practices. This will be measured by comparing the number of deviances from the designed 'to be' processes and the number of 'to be' processes that cut across functions, e.g. starters and leavers. The target is 80% compliance with the new standardised processes within 12 months of implementation.
3.4. Staff don't spend time on unnecessary work and support	<ul style="list-style-type: none"> More effective use of staff time. This will be measured by the number of things that we have stopped doing with a target of 5% achieved within 12 months of implementation.
Primary Outcome 4: Increased use of self service	
Supporting Outcomes	Benefits
4.1. Staff find it easy to use the intranet/staff portal to enable them to be more self-reliant	<ul style="list-style-type: none"> More effective use of staff time. This will be measured using a customer survey with a target of 70% saying the intranet or self-service access effectively enables self-service.
4.2. Staff can use key ICT systems (iTrent,	<ul style="list-style-type: none"> More effective use of staff time. This will be measured by the number of staff (customers) that

Agresso, Frontline, V-Fire) to do more for themselves	have been trained in using the self-service features of the key ICT systems and by reviewing how much of the required new ICT functionality has been implemented. The target for implementation of new ICT functionality is 75% within 12 months of implementation of the TOM.
4.3. Staff and managers have the confidence, knowledge and ability to carry out their responsibilities in line with the new 21 st century Bracknell Forest employee	<ul style="list-style-type: none"> • The workforce meets the changing needs of the organisation. • Staff feel empowered and able to take on additional responsibility using self-service mechanisms. This will be measured using a customer survey.
4.4. All staff have access to the training they need in respect of increased responsibility across functions.	<ul style="list-style-type: none"> • Staff feel empowered and able to take on additional responsibility using self-service mechanisms. This will be measured using a customer survey and the % of training needs met (specifically related to support services) as recorded in the appraisal system. The target is 70% within 18 months of implementation.

1.12 Dis-benefits

The following dis-benefits have been identified and these include perceived dis-benefits:

- Less hands on support for managers meaning they may feel that they have to do more with less help.

1.13 Key risks and Issues

The Risk Log for this project is included at Appendix B. This contains full information on identified risks together with their mitigations. Some of the key risks being monitored by the Project Board include:

- Key staff may leave if they are unsettled as a result of the project.
- Savings are made but the resulting services are not sufficient to support the Council or the ongoing transformation programme.
- Performance of support services is impacted during the implementation of the new model.
- Savings are not made in line with budget reductions as they take longer to be delivered.
- The Council regards the new models as too risky.
- Service partners and users find the scale of change too difficult to cope with.
- Insufficient capacity to deal with the scale of the change programme.
- Risk of demand from other projects coinciding with changes at key points in CWSS implementation.

1.14 Constraints

The project is subject to the following constraints:

- Implementation of the new HR/Payroll service and other system implementation issues may impact some phases of the project.
- The capacity of ICT systems to deliver the streamlined processes in the required timescales.
- The office move to Time Square is not due to happen before the required implementation date, therefore options for co-location will be constrained by available office space.
- The success of this project depends on improvements being made to the intranet to facilitate easy self-service access.

1.15 Dependencies

There are a number of dependencies that impact this project as outlined below:

Dependency	Impact on Project
Property Review	There are a number of significant property reviews within the property review group which will impact on staff numbers in scope. The Civic accommodation project e.g. has made assumptions regarding the building officers provision and will be subject to further review as that project continues. There will be additional reviews of other support services not currently in scope with this project but may be in scope for citizen and customer contact services and school support services.
One Public Estate	Within the One Public Estate project, one possible avenue being explored by the Group is a combined professional service this would significantly impact on the property service and the future direction of that service but is probably 18 months to 2 years away.
Implementation of iTrent – HR	Staged implementation of the iTrent modules will impact on the delivery of new self-service capability for ‘to be’ processes. The Implementation Plan for the CWSS project will need to align with the delivery plan for iTrent implementation.
Agresso upgrade – Finance	The budget monitoring module within

	Agresso is required to deliver the new 'to be' budget monitoring process. This module is not currently used and implementation of Milestone 5 is required before the budget monitoring module can be fully assessed.
Development of the intranet	The success of this project is dependent upon improvements being made to the intranet to facilitate self-service access.
Council Transformation Programme	A number of the Council's Transformation Projects will impact on the Council Wide Support Services review. There are significant implications in terms of resource requirements from all functions to support the transformation projects, e.g. Within the Leisure Review a procurement exercise for Bracknell Leisure Centre, Coral Reef and Downshire Golf Complex is highly likely and will result in a large amount of HR, Legal, Property, Finance and Procurement resource being required during the course of the CWSS review.

1.16 Gateway reviews

The following feedback was received from the CWSS Gateway Review on 07/07/16:

- Self-service - More autonomy for staff and managers (fewer approvals)
- Streamlining - Reduce number of steps in each process
- Savings - Support Services cost 30% less in 5 years
- Mobile and flexible working - Less risk averse culture with fewer approval points in process
- Mobile and flexible working - Aids mobile and flexible working/processes available on line and on a range of devices, at all times
- Digital tools - Exploit the functionality of existing systems (e.g. Agresso)
- Using skills and resources more effectively - More opportunity for greater skill mix/Proportions of time doing professional work by staff increased
- Consistency and uniformity - Single overview and consistency of processes across the organisation/different tasks in different

directorates

- Resilience - Increased professional support and from size of team and single point of failure (SPF).

2 ECONOMIC JUSTIFICATION

2.1 Introduction

The Board undertook considerable work during the Analyse Phase to help shape the future direction of travel. They completed desk top research and drew upon their local and national knowledge to provide guidance and case studies on potential sourcing options and alternative delivery models available to Bracknell Forest. The Board considered 5 sourcing options:

1. In house transformation
2. Outsourcing to a private company
3. Companies and trading
4. Shared services
5. Divesting

It is clear that the overall shape of the Council will continue to change over the next 5 years. The changes we make need to be more flexible and dynamic to respond to this. We do not want to go for a single change as we feel this would produce the greatest risk for us, lead to instability and see a dip in the quality of support services offered and not allow for future flexibility.

As such a phased approach was proposed during the Analyse Phase, beginning with the implementation of the Target Operating Model to achieve internal transformation during 017/18 and 2018/19. This option has been further developed and forms the basis of this Business Case. The sourcing options will be subject to further consideration in two years' time.

2.2 Short-listed option

The table below outlines the key features, benefits and risks of the new Target Operating Model which have been developed during the Plan Phase.

No	Option	Features	Benefits	Risks
1	Implement Target Operating Model	<ul style="list-style-type: none"> • Self-service is the default mode. • Two hubs of equal importance – Support Hub and Enabling Hub. • TOM functions of Strategy, Expertise and Business 	<ul style="list-style-type: none"> • Support services offer value for money and savings targets are achieved. • Improved resilience within functional areas. • Staff knowledge and expertise will be increased. • More effective use of staff time. 	<ul style="list-style-type: none"> • Key staff may leave if they are unsettled as a result of the project. • Savings are made but the resulting services are not sufficient to support the Council. • Performance of support services is impacted during the implementation of

No	Option	Features	Benefits	Risks
		Partner are combined in the Enabling Hub. <ul style="list-style-type: none"> • Support Hub is where the high volume tasks will be undertaken. • Functional centralisation. 	<ul style="list-style-type: none"> • More autonomy for staff and managers. • Standardised processes with consistent advice and practices. 	the new model. <ul style="list-style-type: none"> • The Council regards the new models as too risky. • Service partners and users find the scale of change too difficult to cope with. • Insufficient capacity to deal with the scale of the change programme.

2.3 Initial Evaluation

The table below indicates the likelihood that the chosen model will deliver the required outcomes using a score of H (High likelihood of delivering that option), M (Medium likelihood) or L (Low likelihood).

Supporting outcomes	Option 1
£500,000 savings to be achieved during Year 1 with a further £300,000 savings to be achieved during Year 2	H
Staff within each function are co-located (by the end of 2 years)	H
A Support Hub and an Enabling Hub to be developed for each function	H
Reduce amount of non-value steps within core processes	H
Reduce amount of approval/touch points within core processes	M
Consistent and uniform processes across all directorates	H
Development of new intranet / staff self service access	H

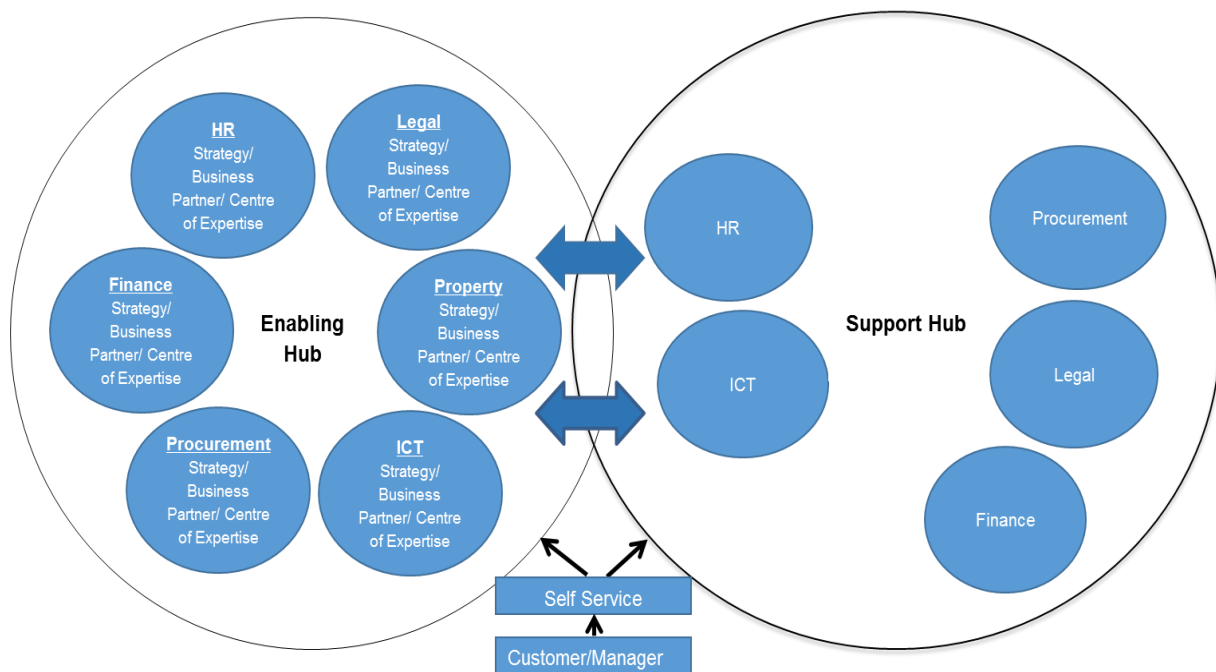
Supporting outcomes	Option 1
Improve functionality of current ICT systems; iTrent, Agresso, Frontline, V-Fire	M
Organisational development – embed competencies and behaviours for the new 21 st century Bracknell Forest employee	M

2.4 Options appraisal – Chosen Option

2.4.1 Description

The diagram below shows the Target Operating Model which is the new way of organising how support services will be delivered.

Target Operating Model – December 2016



The features of the Target Operating Model (TOM) are as follows:

- Self-service is the default mode for managers and staff and this will be enabled with improved ICT systems and intranet support pages.
- Two hubs of equal importance – Support Hub and Enabling Hub.
- Due to the size of our organisation the proposed TOM functions of Strategy, Expertise and Business Partner are difficult to separate so are combined in the Enabling Hub.
- There could well be some elements of strategy, business partnering and expertise in activity outside of the Enabling Hub (and maybe some in the Support Hub too).
- The Support Hub is where the high volume tasks will be undertaken, and where most of the new re-engineered, more efficient processes will sit.
- The Support Hub will have staff who will be supported to answer queries in that particular function. It will sit within each function to support staff needing to access that function.
- Managers can access the Support Hub depending on their need, assuming that self-service is not appropriate.
- The organisation of each function will be that all staff are centralised and co-located within the function and a Support Hub is contained within that function.
- Functional centralisation is the most appropriate model to facilitate future shared services with other partners.

As part of the transformation project and creation of the new Target Operating Model, the following design principles were agreed to assist in creating improvement and efficiencies for the authority:

- We will work towards being digital by default for all our staff, customers and members, empowering them with a high degree of freedom to act and take a risk based approach to delivery.
- We will maximise the skills and competencies of all our staff, extending the value that our specialists bring to complex issues.
- We will ensure customers get the right service at the right time.
- We will allow our customers to deal with us as simply and efficiently as possible.
- We will deal with our customer cases in a seamless way, ensuring clear end-to-end ownership and accountability.
- We will deliver services only to a standard and level that adds value to the customer and eliminate unnecessary activity in designing our processes.
- We will ensure we understand the full costs of services, however they are delivered.

New structures for each of the functions can be found at Appendix A.

2.4.2 Benefits

During years 1 and 2 the internal transformation of functions will provide 10% savings of £800,000. This is split in the budget as £500,000 during year 1 and £300,000 during year 2.

Outsourcing and/or sharing will be considered for years 3 to 5 and it is hoped that a further 20% of savings will be identified.

Non-financial benefits are outlined in section 2.5.

2.4.3 Risks

No	Risk	Impact	Mitigation
1	Key staff may leave if they are unsettled as a result of the project.	Loss of knowledge and experience.	Regular updates for all staff. Support for staff if they are affected.
2	Savings are made but the resulting services are not efficient.	Inefficient support services.	Focus is retained on value for money rather than just cost.
3	Performance of support services is impacted during the implementation of the new model.	Fall in performance of support services.	Implementation is carefully planned. Communications are clear and indicate when changes are going to be made and what the impacts are. Users are prepared and supported through the change.
4	The Council regards the new model as too risky.	Cost savings may not be achieved.	Service providers and users are supported to understand levels of risk and how they can be managed. The Board is weighing up risks carefully.
5	Service partners/functions and users find the scale of change too difficult to cope with. Staff and managers are overwhelmed by the change.	New processes can't be delivered.	The extent of cultural change required is identified and planned for. All stakeholders receive training and support before, during and after the changes. Performance is regularly reviewed and additional

			support provided where required.
6	Insufficient capacity to deal with the scale of the change programme.	Cost savings may not be achieved within required timescale.	Ensure resources are managed and that Board governance is used to provide quality assurance and oversight.
7	An increase in mistakes and errors as a result of greater use of self-service.	Additional support service resourcing will be required to rectify errors.	Assess the risk during co-design. Ensure training covers risk areas. Monitor use post-implementation and increase training where required.
8	An increase in fraudulent activity as a result of there being fewer checks and more self-service.	Financial loss for the Council.	Assess risk as part of co-design. Ensure suitable risk based monitoring is in place as part of design.
9	ICT systems are not robust and sufficient to deliver on expectations within the timescale.	Savings can not be achieved. Staff will have insufficient capacity to self-serve if this is not supported by appropriate technology.	Ensure the ICT implications of new works of working are understood and built into implementation plans. Allow sufficient time in implementation plan for thorough testing. Identify high risk areas and prioritise. Ensure ICT developments are closely managed with overall implementation.
10	Staff and managers circumvent the new self-service systems and develop their own way of doing things.	Efficiencies in processes won't be realised.	Introduce regular post-implementation reviews to monitor compliance with new ways of working. Where possible remove the mechanisms (paper forms etc.) which support old ways of working.
11	Lack of flexibility with the model so that it fails to adapt to wider transformation/changes made across the Council.	Support services will no longer be fit for purpose.	Monitor at programme level and investigate and areas which appear to impact/be impacted by other transformation

			initiatives.
12	Due to the cross-cutting nature of this project and other transformation projects there is a likelihood that identified savings are double counted.	The full quantum of savings envisaged in support service may not be achievable.	Finance team involvement in all transformation projects will enable issues to be highlighted at an early stage for discussion at the Transformation Programme Board.

2.4.4 Assumptions

Include assumptions particular to this option and, in the comments column, indicate the impact of that assumption on the financial and non-financial benefits if the assumption is incorrect. The table has been populated with some standard assumptions – delete any which do not apply to this project.

No	Subject	Assumption	Comments
1.	Number of years to be modelled	The business case will model implementation year plus 1 year.	The implementation will take place partly through 2017/18 (1 September has currently been assumed) with the full savings being achieved in 2018/19. The Council's Efficiency Plan assumes that further savings can be achieved in 2019/20 but the identification/validation of these savings will require a separate piece of work
2.	Staff turnover	The staff costs have been based on a 3% vacancy factor.	Staff budgets assume a 3% vacancy factor.
3.	Impact of changes arising from government policy	While this could impact efficiency and resource levels it is not possible to model this accurately.	N/A
4.	VAT recovery	The financial case will assume no impact on VAT unless this is specifically mentioned.	
5.	Redundancy costs	These cannot be quantified at this stage and are therefore excluded from the financial appraisal. The Council has a Structural Changes Reserve to meet the cost of redundancies	If the Structural Changes Reserve is not sufficient to cover all the costs, additional funding will need to be identified or year one savings

		associated with efficiency savings.	will reduce.
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2.4.5 Timescale

It is assumed that changes will be implemented by 1 September 2017 at the latest, although service areas will develop detailed timescales that may include implementation sooner.

Milestone	Start date	End Date
Implementation Plan agreed	January 2017	January 2017
iTrent Employee Self Service goes live	January 2017	January 2017
Trade Unions notified	January 2017	January 2017
Staff consultation on restructure	February 2017	February 2017
Agresso Milestone 5 implementation complete	February 2017	March 2017
Baseline data collated for Benefits Realisation Plan	February 2017	March 2017
Agree order for new processes to be implemented	February 2017	May 2017
Secure funding for additional ICT upgrade requirements	March 2017	April 2017
Selection process for new structures	March 2017	April 2017
iTrent Learning and Events and Performance Manager (appraisals) go live	April 2017	May 2017
Employment Committee	May 2017	May 2017
Redundancy letters issued	May 2017	May 2017
Staff training on new processes	May 2017	March 2018
Upgrades to Frontline processes implemented	June 2017	July 2017
Implementation of new processes	March 2017	March 2018
Implementation of new structures	September 2017	September 2017
Functionality in People Manager goes live	October 2017	November 2018
Develop proposal for shared services for Legal function	January 2017	September 2017
Identify which areas within functions would be appropriate for shared services	October 2018	December 2018

2.5 Qualitative benefits criteria

Supporting Outcomes	Benefits
2.1. Staff within each function are co-located	Improved resilience and reduced single point of failure within functional areas.
	Staff knowledge and expertise will be increased as a result of cross-skilling.
2.2. Staff across the Council are able to access appropriate support from the Support Hub and the Enabling Hub	Staff have easy access to the appropriate level of support required to enable their issue to be resolved.
3.1. Less time is wasted during delivery of core processes	More effective use of staff time.
3.2. Staff and managers are empowered to progress and make decisions with minimal approval whilst delivering services	More autonomy for staff and managers leading to them feeling more empowered and trusted.
3.3. Staff are confident that when they require support beyond the self-service options, functions will work together in a consistent way to provide it	Processes within support services are standardised and therefore offer consistent advice and practices.
3.4. Staff don't spend time on unnecessary work and support	More effective use of staff time.
4.1. Staff find it easy to use the intranet/staff portal to enable them to be more self-reliant	More effective use of staff time.
4.2. Staff can use key ICT systems (iTrent, Agresso, Frontline, V-Fire) to do more for themselves	More effective use of staff time.
4.3. Staff and managers have the confidence, knowledge and ability to carry out their responsibilities in line with the new 21 st Century Bracknell	The workforce meets the changing needs of the organisation.
	Staff feel empowered and able to take on additional responsibility using self-service mechanisms.

Forest employee	
4.4. All staff have access to the training they need to do their job	Staff feel empowered and able to take on additional responsibility using self-service mechanisms.

3 SOURCING ARRANGEMENTS

3.1 Introduction

We have put considerable thought and effort into looking at what is the 'best fit' for Bracknell Forest – drawing on Board members' knowledge and experience of other Councils and looking at what other Local Authorities are doing.

It is clear that the overall shape of the Council will continue to change over the next 5 years. The changes we make need to be more flexible and dynamic to respond to this. We do not want to go for a single change as we feel this would produce the greatest risk for us, lead to instability and see a dip in the quality of support services offered and not allow for future flexibility.

3.2 Type of sourcing

We have come up with a 5 year Plan for support services.

For years 1 and 2 we will work towards transforming our functions internally and move towards a new Target Operating Model. Outsourcing and sharing will be considered for years 3 to 5. These options take a while to prepare for and will be developed in years 1 and 2.

3.3 Human resources implications

Where staffing changes are involved the council's organisational change protocol will apply. This outlines the steps to be taken from initial staff consultation and union involvement through to implementation, and includes arrangements for consultation/feedback, putting staff At Risk of redundancy, appeals, slotting in/selection for available posts, seeking redeployment, getting committee approval, giving notice and the final exit arrangements. A detailed timetable will be drawn up once the date for starting consultation, the effective date and the Employment Committee date have been agreed. It is suggested that the larger and more significant the change to the operation, the more time will need to be allowed for meaningful consultation and staff feedback, and for selection for available posts. The timescale from start of consultation to Employment Committee decision can take around three months, and after notice is given it should be noted that many staff will have up to 12 weeks' notice to work as a consequence of their length of service.

Where jobs in the new structure are essentially unchanged there is no need to have them evaluated, but where there is a substantial change then an evaluation should be requested before staff consultation begins. It should also be noted that as redundancy estimates are usually sent out with At Risk letters, Corporate HR will need names and dates of At Risk staff as early as possible to allow the estimates to be prepared. Corporate HR will also monitor total numbers involved to determine whether official notification to government is triggered (an HR1). Should outsourcing be involved, advice will need to be sought on TUPE transfers. Utilising natural wastage to avoid redundancies means that for any vacancy which naturally arises once employees have been put at risk, consideration must be given either to postponing filling it, or to offering it in the first instance to At Risk employees only.

4 FINANCIAL JUSTIFICATION

4.1 Introduction

Business Process Re-engineering workshops combined with a high level analysis of all activities carried out by support service functions have identified “waste” within core processes and self service opportunities. This work has confirmed that the original assumption that 10% savings could be achieved is valid.

4.2 Revenue Savings

On this basis, functional leads were asked to design new staff structures that would achieve 10% cost savings against the baseline salary costs. The revised structures are included in Appendix A with the full year recurring savings each structure is expected to achieve included in Table 2 below. All functional areas achieved the 10% target except Property, however savings in excess of 10% in some areas ensured the overall 10% target was marginally exceeded (10.2%). There will be potential savings in Other Costs as well but these will need to be explored in the implementation phase.

Table 1 - Baseline Costs

Current Arrangements (£'000)	Finance	HR	ICT	Procurement	Property	Legal	Total
Revenue							
Salary costs	1,994	1,100	2,365	300	1,035	618	7,412
Other Costs	323	101	291	25	28	563	1,331
Income	-189	-82	-4	0	-6	-146	-427
Total	2,128	1,119	2,652	325	1,057	1,035	8,316
Staff Full Time Equivalents	47.1	28.2	58.1	6.5	25.4	10.9	176.2

Table 2 - Revised Structures

Cost Implications (£'000)	Finance	HR	ICT	Procurement	Property	Legal	Total
Revenue Savings identified (Full Year Effect)							
Salary costs	-200	-112	-263	-36	-86	-62	-759
FTE reductions	-5.0	-2.6	-9.0	-1.0	-1.5	-1.0	-20.1

Assuming a 1 September implementation date would generate approximate savings of £0.443m in 2017/18 with the full year effect being achieved in 2018/19. However, it will be possible to take some savings from 1 April 2017 if they relate to vacant posts

4.3 Revenue costs

It is not possible to identify the one-off revenue costs associated with the staff changes identified in this phase as this will depend on the level of vacancies, staff turnover and the level of voluntary and compulsory redundancies actually required. The project assumes that these one-off costs can be met from the Structural Changes Reserve. There will be a number of calls on this fund from a number of projects but if the balance on the reserve proves to be insufficient the Council has the option to flexibly use capital receipts to fund certain transformation work. As these receipts would normally be used to fund capital expenditure and thereby reduce the costs associated with borrowing, there will be an opportunity cost associated with this approach should it prove necessary.

4.4 Capital Costs

Financial System - Agresso

It is likely that Agresso Planner, a flexible budgeting, forecasting and planning tool, will be required to support the finance element of the Target Operating Model. However, although this is available with Milestone 5 at no additional cost, its functionality has still to be explored. It is possible that additional "Experience Packs" will need to be purchased to maximise the functionality available and to support self service. The use of Planner in other local authorities will need to be explored and further discussion held with Unit 4 before this can be confirmed one way or the other. Any potential costs cannot therefore be quantified at this stage. Further discussions are expected to be held in January.

Payroll/HR System - iTrent

Phase 2 of the implementation of iTrent is currently underway. This includes the implementation and roll out of Employee Self Service (ESS) and Manager Self Service (MSS) including the development of email prompts. The additional cost of Phase 2 (£125,000) is being met via a revenue contribution from the Transformation Reserve and the savings generated from the restructuring of the HR function are dependant on its successful implementation. The business case has also identified potential non-staff savings of £5,000 relating to software consolidation which have been included in the summary in Section 4.5.

ICT - HelpDesk system VFire

VFire is used by IT officers across the departments as well as Corporate IT to log and action IT incidents and service requests. There are self service modules available in the software but alternative helpdesk systems will also be explored including whether these could also be used to manage work flow processes for facilities, HR and finance. The financial implications cannot be quantified until this piece of work is completed.

Property - Asset Management Online (Frontline Data)

No further capital investment is required.

4.5 Financial Summary

Cost Implications (£'000)	2016/17	2017/18	2018/19	Total
Revenue Savings				
Salary costs	0	-443	-316	-759
Other Costs¹	0	-5	0	-5
Total	0	-448	-316	-764
Project Costs				
Revenue	TBC	TBC	TBC	TBC
Capital	0	TBC	TBC	TBC

¹Relates to a reduction in software costs following the implementation of iTrent phase 2.

5 MANAGEMENT ARRANGEMENTS FOR THE PLAN AND DO PHASES.

5.1 Introduction

This section describes the manageability of the project. Its purpose is to set out the actions that will be required to ensure the successful delivery of the project in accordance with BFC standards.

5.2 Programme management arrangements

The project is an integral part of the Council's transformation programme, which comprises a portfolio of projects for the delivery of significant savings to contribute to achieving £23m of reductions over the next four years. The Transformation Programme Board chaired by the Chief Executive monitors the delivery of the projects in the portfolio through monthly board meetings. The project lead is accountable to the board and reports on project performance at the board meetings.

5.3 Project management arrangements for the plan phase Project Board

The Project Board are the first point of escalation for the project. The sponsor is the only member who can make a final decision and has the casting vote. The sponsor will sign-off on behalf of the Project Board. The Project Board will meet monthly.

Name	Position	Role in Project
Alison Sanders	Director, Corporate Services	Project Sponsor
Damian James	Head of Performance and Resources (Environment, Culture and Communities)	Key User / Customer / Supplier
Nikki Gibbons	Chief Officer: HR	Supplier Representative
Steve Caplan	Chief Officer: Property	Supplier Representative
Paul Day	Chief Officer: ICT	Supplier Representative
Stuart McKellar	Borough Treasurer	Supplier Representative
Sanjay Prashar	Borough Solicitor	Supplier Representative
Victor Nicholls	Assistant Chief Executive	Supplier Representative
David Watkins	Chief Officer: Early Intervention (Children, Young People and Learning)	Key User / Customer / Supplier
Neil Haddock	Chief Officer: Commissioning and Resources (Adult Social Care, Health and Housing)	Key User / Customer / Supplier
Debbie Langley	ICT Services Manager / Deputy Transformation Programme	Supplier Representative / Programme

	Manager	Representative
Andrew Hunter	Chief Officer: Planning and Transport (Environment, Culture and Communities)	Challenge Officer
Gill Vickers	Director of Adult Social Care, Health and Housing	Challenge Officer

Project Team

Kellie Williams	Project Manager	Project Manager
Arthur Parker	Chief Accountant	Finance Support
Pat Butler	HR Manager	HR Support

Other Stakeholders

Heather Lumby	iESE	External Advisor
Caroline Stanger	Activist Group	External Advisor

5.4 Gateway review arrangements

The Gateway Review for the Plan Phase of this project will take place on 23 January 2017. As with the Analyse Phase of Council Wide Support Services this Gateway Review will be presented to the Council's Senior Leadership Group.

6 AUTHORISATION

6.1 Authorised by: Alison Sanders, Director of Corporate Services

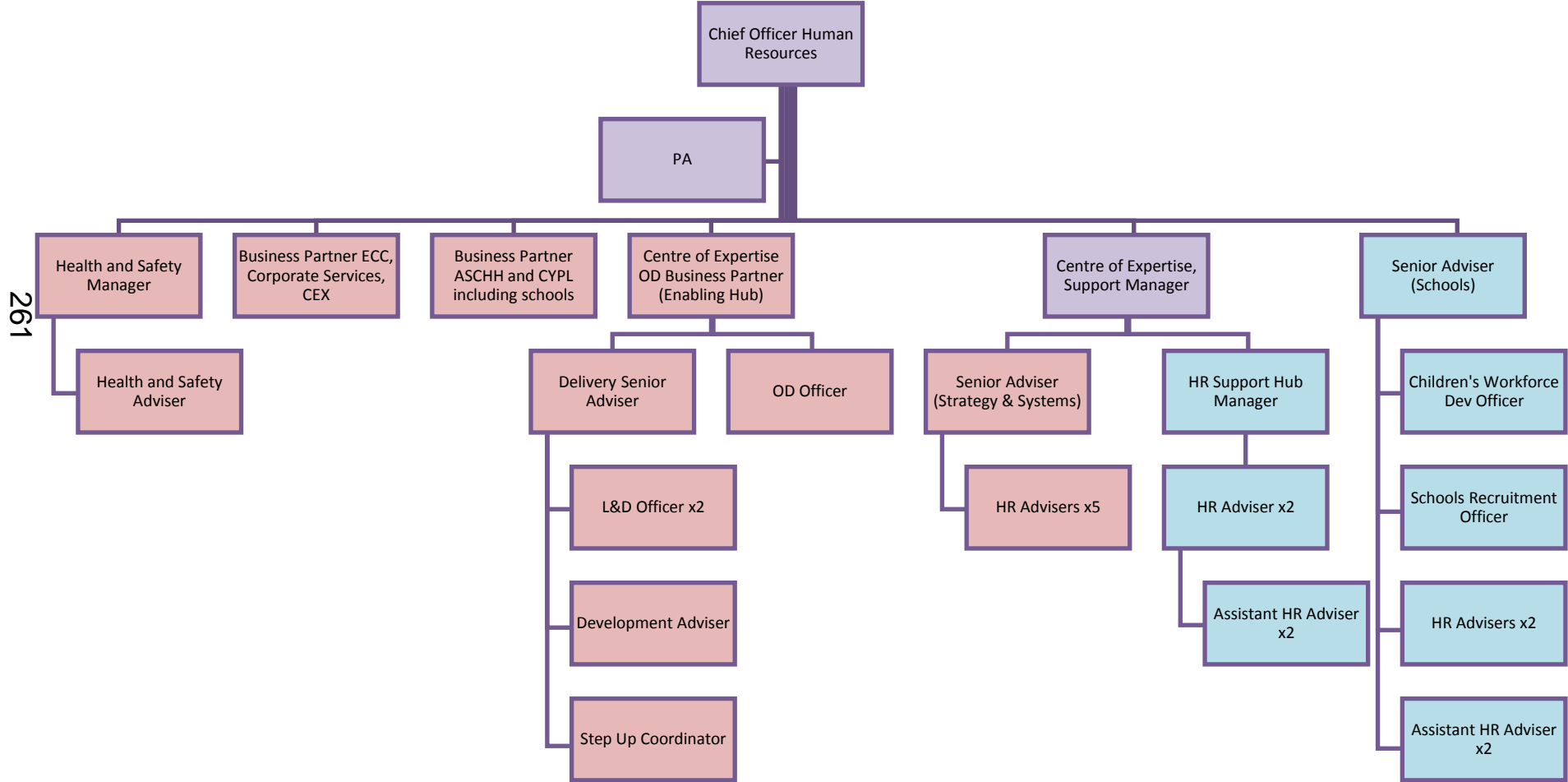
Signed:

Date:

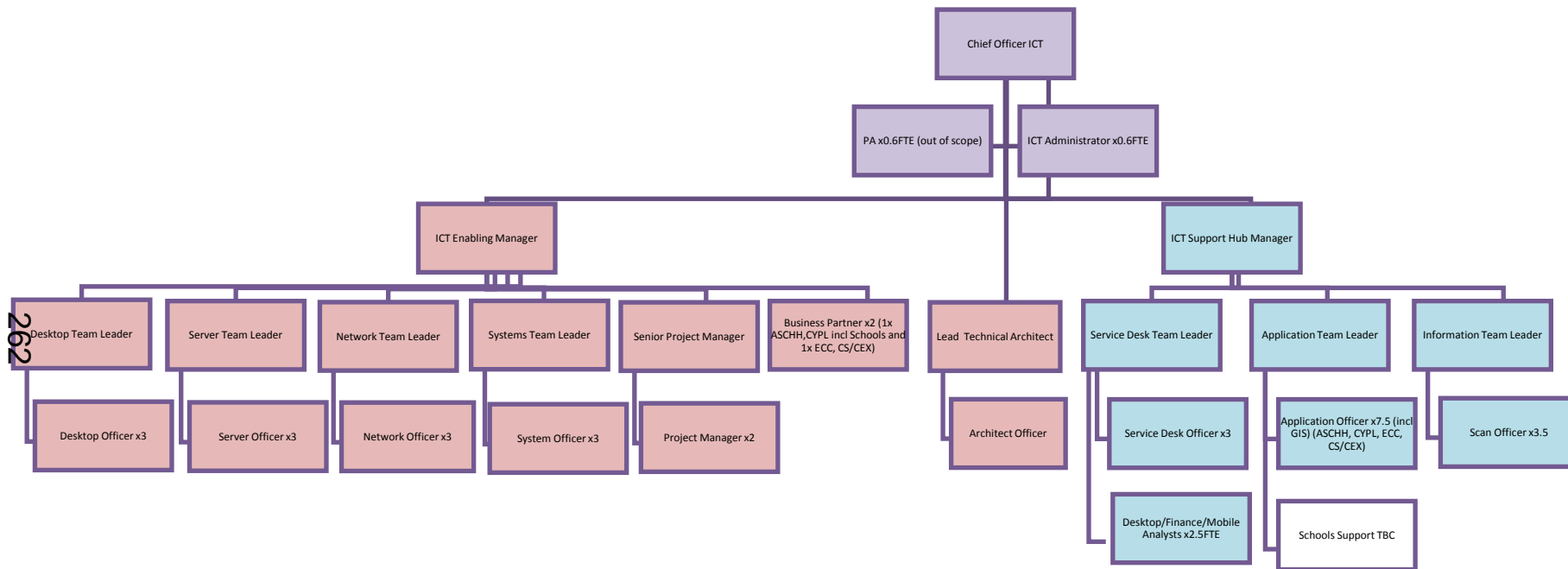
Project Lead/Senior Responsible Owner

HUMAN RESOURCES STRUCTURE

APPENDIX A: NEW STRUCTURES

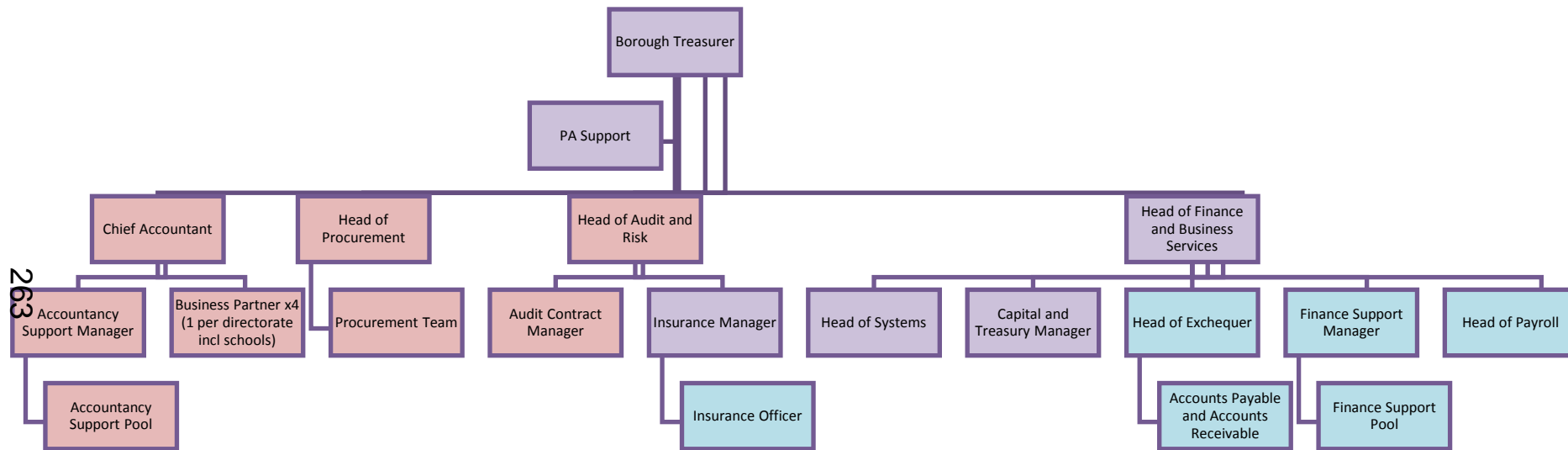


ICT STRUCTURE



262

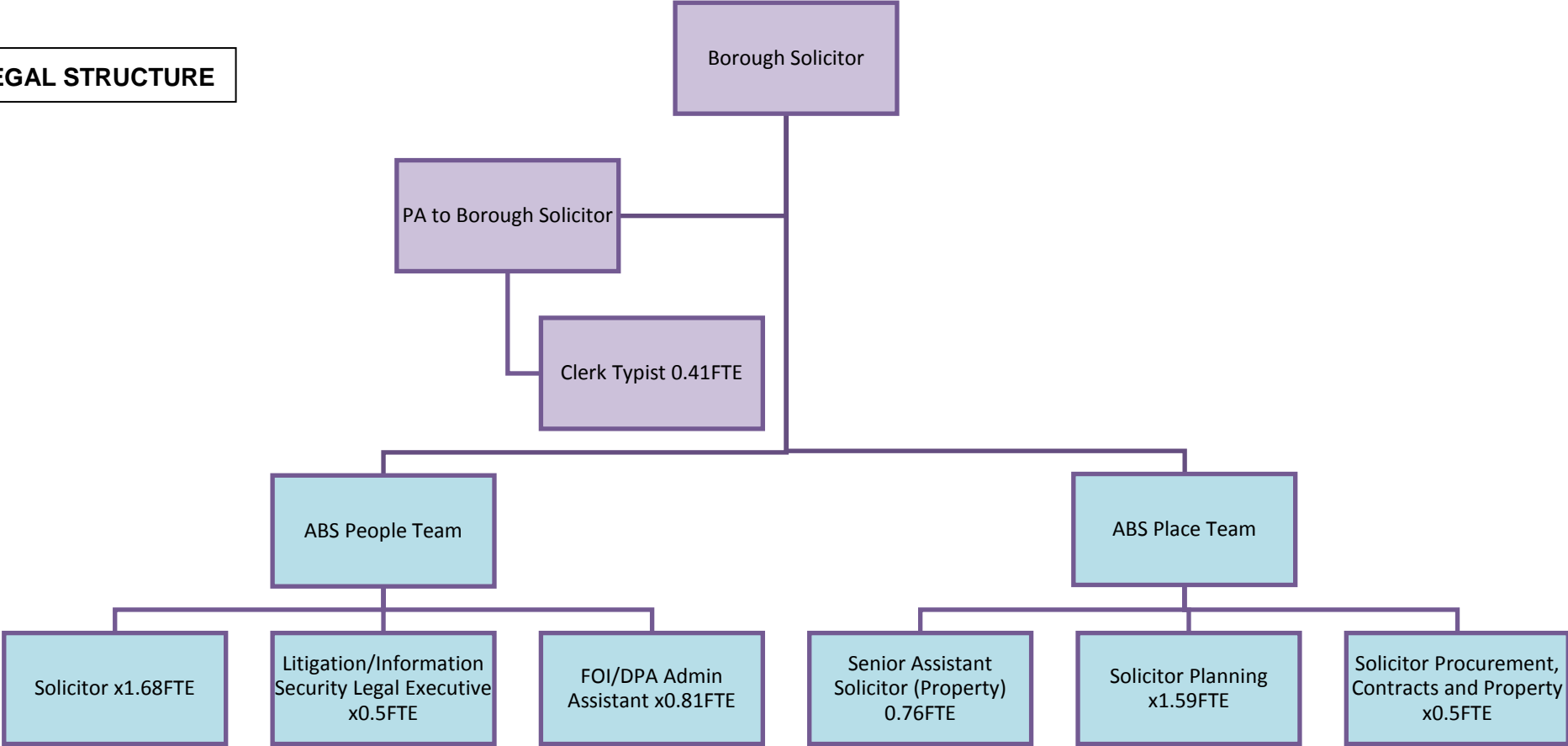
**FINANCE &
PROCUREMENT
STRUCTURE**

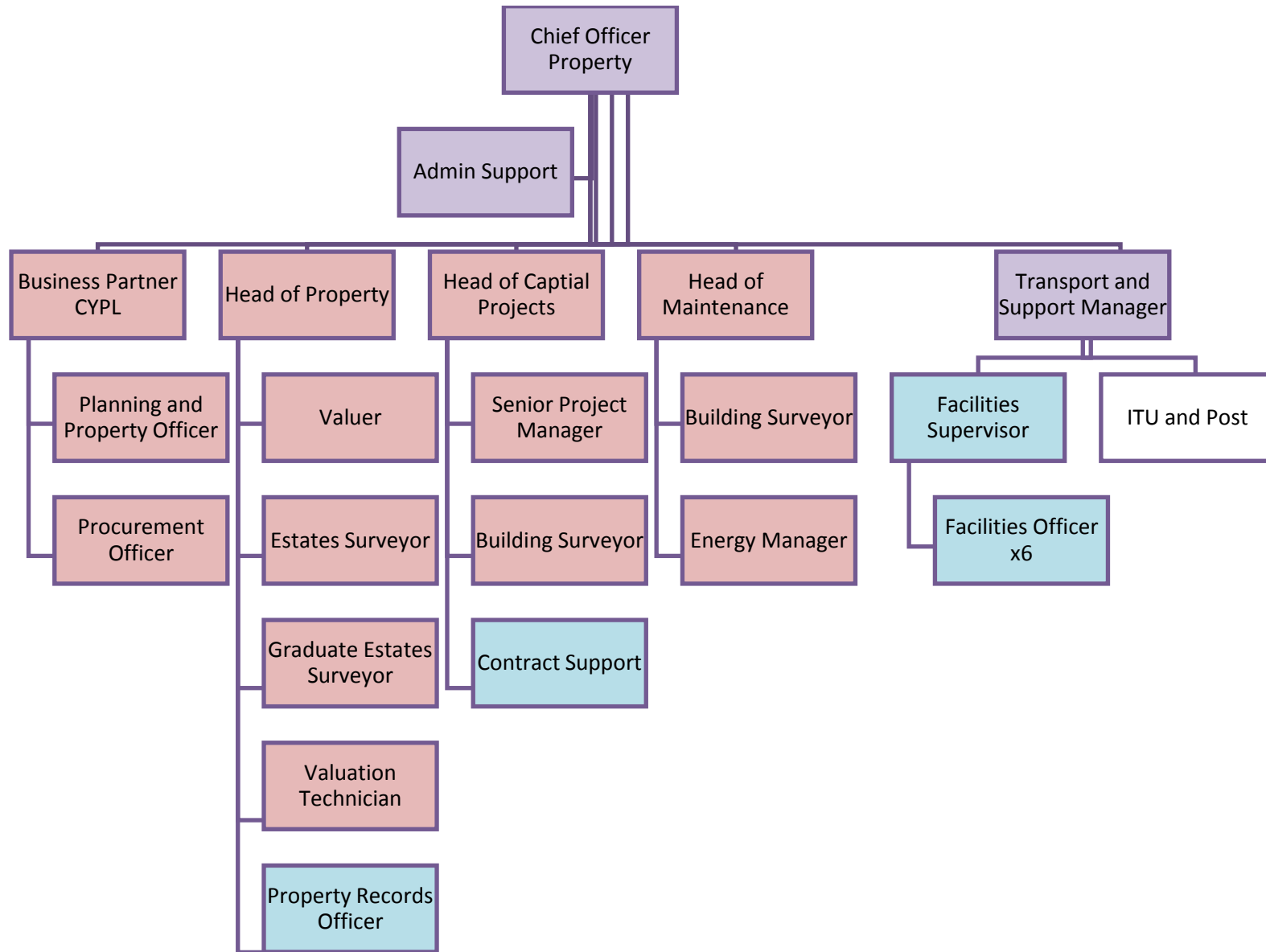


263

LEGAL STRUCTURE

264





Council Wide Support Services Risk Log

*grey out risk once complete

APPENDIX B: RISK LOG

Ref *	Risk	Potential Impact	Current Residual Risk Score			Risk Owner	Mitigating Actions	Mitigated Risk Score			Raised by	Date reviewed
			Like'hd	Impact	Total			Like'hd	Impact	Total		
1.	Key staff may leave if they are unsettled as a result of the project		3	4	12	Board (all below)	Regular updates for all staff. Support for staff if they are affected	3	3	9	Board (all below)	22/08/16
2.	Savings are made but the resulting services are not efficient		2	5	10		Focus is retained on value for money rather than just cost	2	2	4		22/08/16
3.	Individual sourcing decisions do not fit into the vision		1	3	3		Project governance is sufficiently robust to ensure individual decisions fit with the overall vision	1	2	2		22/08/16
4.	Performance of support services is impacted during implementation of new models		5	4	20		Implementation is carefully planned. Communications are clear and indicate when changes are going to be made and what the impacts are. Users are prepared and supported through the change	3	3	9		22/08/16
5.	The Council regards the new models as too risky		3	3	9		Service providers and users are supported to understand levels of risk and how they can be managed. The Board is	3	2	6		22/08/16

Ref *	Risk	Potential Impact	Current Residual Risk Score			Risk Owner	Mitigating Actions	Mitigated Risk Score			Raised by	Date reviewed
			Like'hd	Impact	Total			Like'hd	Impact	Total		
							weighing up risks carefully					
6.	Service partners/functions and users find the scale of change too difficult to cope with staff and managers overwhelmed by change		3	3	9		The extent of cultural change required is identified and planned for. All stakeholders receive training and support before during and after the changes. Performance is regularly reviewed and additional support provided where required	3	2	6		22/08/16
7.	Shared services and other initiatives and projects conflict with the aims of this project		2	4	8		The project board members ensure that the project is kept up to date with new initiatives and impacts and links are regularly reviewed	2	3	6		14/11/16
8.	Loss of control over service delivery through changes to tasks and activities		4	3	12		Ensure the business case for change is communicated and understood	2	1	2		22/08/16
9.	Insufficient capacity to deal with the scale of the change programme		4	4	16		Ensure resources are managed and that Board governance is used to provide quality assurance and oversight	3	3	9		14/11/16
10.	Legal risks associated with implementing structural and organisational change		1	2	2		Ensure Legal team are aware as changes are made.	1	2	2		22/08/16

Ref *	Risk	Potential Impact	Current Residual Risk Score			Risk Owner	Mitigating Actions	Mitigated Risk Score			Raised by	Date reviewed
			Like'hd	Impact	Total			Like'hd	Impact	Total		
11.	The new model does not deliver the required savings targets within the timescale		3	4	12		Ensure savings identified in the Plan phase of each project are logged and regularly reviewed, with contingency plans where it seems unlikely that savings will be achieved within the timescale.	2	3	6		14/11/16
12.	An increase in fraudulent activity as a result of there being fewer checks and more self-service		3	3	9		Assess risk as part of co-design. Ensure suitable risk based monitoring is in place as part of design.	2	2	4		22/08/16
13.	An increase in mistakes an errors as a result of greater use of self-service		4	3	12		Assess the risk during co-design. Ensure training covers risk areas. Monitor use post-implementation and increase training where required.	2	2	4		22/08/16
14.	ICT systems not robust and sufficient to deliver on expectations within the timescale		4	4	16		Ensure the ICT implications of new ways of working are understood and built into implementation plans. Allow sufficient time in implementation plan for thorough testing. Identify high risk areas and prioritise. Ensure ICT developments are	3	2	6		22/08/16

Ref *	Risk	Potential Impact	Current Residual Risk Score			Risk Owner	Mitigating Actions	Mitigated Risk Score			Raised by	Date reviewed
			Like'hd	Impact	Total			Like'hd	Impact	Total		
							closely managed with the overall implementation.					
15.	Staff resisting change due to lack of understanding of the business case for the new model		3	4	12		Ensure engagement plans cover the 'why' as well as the 'what'. Use examples / storyboards to illustrate how things will change. Ensure managers understand and regularly discuss with their teams.	2	2	4		22/08/16
16.	Staff and managers circumvent the new self-service systems and develop their own way of doing things		4	3	12		Introduce regular post-implementation reviews to monitor compliance with new ways of working. Where possible remove the mechanisms (paper forms etc.) which support old ways of working.	2	2	4		22/08/16
17.	Set up and implementation costs of the new direction are greater than the saving potential		1	3	3		Ensure the cost of change is regularly reviewed and monitored.	1	3	3		22/08/16
18.	Lack of flexibility with the model so that it fails to adapt to wider transformation/ changes made across the Council		1	3	3		Monitor at programme level and investigate any areas which appear to impact / be impacted by other transformation	1	3	3		22/08/16

Ref *	Risk	Potential Impact	Current Residual Risk Score			Risk Owner	Mitigating Actions	Mitigated Risk Score			Raised by	Date reviewed
			Like'hd	Impact	Total			Like'hd	Impact	Total		
							initiatives.					
19.	Change is introduced which the departments are unable to work with		3	3	9		Ensure reps from the Departments are closely involved with the co-design.	2	3	6		22/08/16
20.	Insufficient time to fully develop the Business Case		4	3	12		Regularly monitor the development of the business case and prioritise / gain extra resource where required.	3	3	9		14/11/16
21.	Pressure of work and limited capacity means staff cannot complete BRP work within specified timescales		4	4	16		Consider postponing the Gateway Review to allow additional time to complete work	2	3	6		23/09/16
22.	Staff don't have confidence in, or understanding of, the process		4	4	16		Regular communication with staff in scope including face to face director's briefing.	2	3	6		14/11/16
23.	Unable to meet deadlines within project plan due to pressure of work and limited capacity of board members		4	4	16		Extend deadlines to allow sufficient time to complete the work. Full implementation plan may not be available for Gateway Review	3	3	9		14/11/16

RISK MATRIX

5	Green	Yellow	Yellow	Red	Red
4	Green	Green	Yellow	Red	Red
3	Green	Green	Yellow	Red	Red
2	Green	Green	Yellow	Yellow	Red
1	Green	Green	Green	Yellow	Yellow
	1	2	3	4	5

LIKELIHOOD

IMPACT

Likelihood:
 5 Very High
 4 High
 3 Significant
 2 Low
 1 Almost Imp

Impact:
 5 Catastrophic
 4 Critical
 3 Major
 2 Marginal
 1 Negligible

271

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Transformation Programme
Project Title: Council Wide Support Services
'Do' Phase
Implementation Plan

Issue Date: January 2017

1 Introduction 3
2 Project Approach..... 3
3 Work Breakdown Structure..... 5
4 Project Workstreams/Sub Projects 5
5 Deliverables 7
6 Project Quality Strategy..... 8
7 Financial Plan..... 9
8 Milestone Table..... 9
9 Project Plan..... **Error! Bookmark not defined.**

1 Introduction

This document has been produced to capture and record the basic information needed to implement the project in the 'Do' phase. The plan addresses the following aspects:

- Project approach describing the key elements of the project
- Work breakdown structure where there are several work streams or sub-projects.
- Details of activities within each work stream, including resources required, cost and duration.
- Details of the specific deliverables expected from the project, including which outcomes the deliverables are supporting.
- Quality assurance details.
- Project budget.
- Milestone table.
- Summary project schedule. (A full project gantt chart will also be developed)

When approved by the Project Board this plan will provide the "Baseline" for the implementation. Any changes should be subject to change control.

Any changes to this document must be carried out using a Change Management process and agreed by the Project Board.

2 Project Approach

This project will follow the commissioning cycle of **Analyse, Plan, Do, Review**.

Early in the project an engagement plan will be produced which will include looking at the extent of cultural change that will be required and identifying the depth of engagement that will be required.

Challenge will be provided by a Challenge Director and Challenge Officers on the project board and the external advisors. The analyse and plan phases will also look at models in other organisations and engage with the market to look at innovative ideas for service delivery.

The analyse and plan phases will be carried out looking at all services in scope. The implementation is likely to require a number of different work streams depending on the sourcing solution selected.

The **Analyse** phase will involve working with staff from each support service to confirm current performance and costs, map out current processes and collate any existing benchmark data. This phase will also confirm the scope of the project, what the strategic requirements are for support services and what delivery models are available, looking at how support services are delivered in other organisations, what the market can provide and what benefits these models have brought to the organisations which use them. The phase will include mapping current high level customer journeys to establish how support services are accessed and received. The results of this activity will be developed into an outcome framework and an outline business case. This phase is likely to take 8 weeks and a gateway review at the end of the phase will confirm that the phase has looked at the correct areas and that the outcomes are realistic, achievable and will deliver what the organisation requires.

The **Plan** phase will look in more detail at the gap between the current arrangements and the priority outcomes being sought. Working with service providers and service users the project will design the future model including how the services will be accessed and delivered.

Given the complexity of the different services involved in this project these designs will be compared with existing models in other organisations and with offerings from the private sector. The project will produce a sourcing strategy with various options for sourcing the services which will deliver the outcomes, engaging with the market, potential public sector suppliers, existing providers, partners and service users. The strategy will need to establish whether services are to be grouped together for sourcing purposes or treated separately. An outline implementation plan will also be produced. This phase is likely to take 12-16 weeks and will be followed by a gateway review which will look in particular at the sourcing strategy and how it meets the requirements of the organisation.

The **Do** phase will involve sourcing the services – this could involve changing current in house provision, sourcing externally from various providers or stopping providing aspects of the current services. The timescale for implementation will be determined by the sourcing strategy and the complexity of the final solutions.

The **Review** phase will start following completion of the first implementation and continue for at least 12 months following the final implementation.

The Board undertook considerable work during the Analyse Phase to help shape the future direction of travel. They completed desk top research and drew upon their local and national knowledge to provide guidance and case studies on potential sourcing options and alternative delivery models available to Bracknell Forest. The Board considered 5 sourcing options:

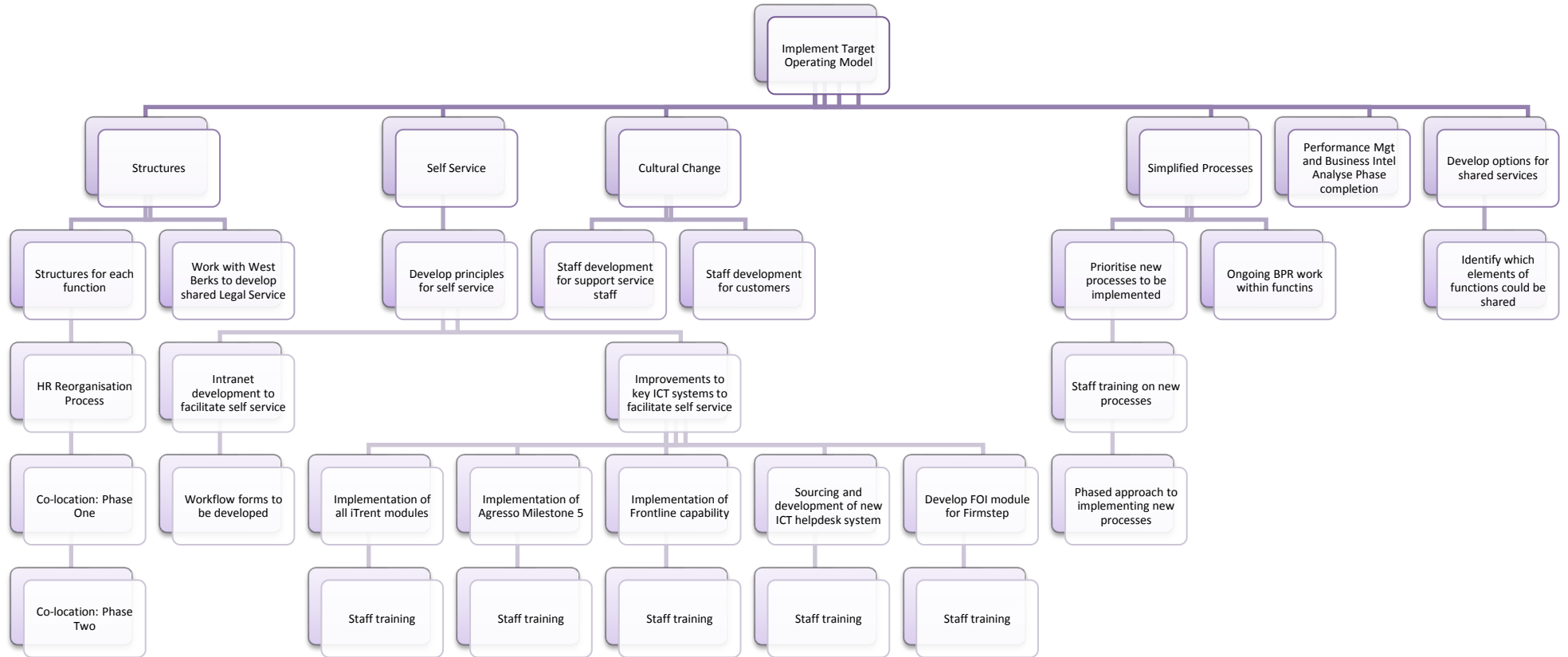
1. In house transformation
2. Outsourcing to a private company
3. Companies and trading
4. Shared services
5. Divesting

It is clear that the overall shape of the Council will continue to change over the next 5 years. The changes we make need to be more flexible and dynamic to respond to this. We do not want to go for a single change as we feel this would produce the greatest risk for us, lead to instability and see a dip in the quality of support services offered and not allow for future flexibility.

As such a phased approach was proposed during the Analyse Phase, beginning with the implementation of the Target Operating Model to achieve internal transformation during 017/18 and 2018/19. Outsourcing and sharing will be considered for years 3 to 5. These options take a while to prepare for and will be developed in years 1 and 2.

3 Work Breakdown Structure

277



4 Project Work streams/Sub Projects

Work streams					
Work stream	Description/Output	Duration	Resources Required	Costs	Lead Person
Structures	New co-located structures for each function that achieve 10% savings target and align with the Target Operating Model.	By January 2017	HR support for restructure HR officer to support with new JD/Person Specs	TBC	Chief Officers
	Desk plan for Phase 1 of new structure implementation (prior to move to Time Square)	By September 2017	n/a	Nil	
	Desk plan for Phase 2 of new structure implementation (all staff co-located in Time Square)	Feb – June 2018	n/a	Nil	
Self service	Improved technology to facilitate self-service. This includes upgrades to iTrent and Agresso, VFire being replaced, an FOI module being created and increased use of existing Frontline capabilities. Workflow processes to be created to improve interface between systems and the intranet will be improved to support self-service.	By Sept 2017	Officer within Digital Services to develop work flow forms / intranet	TBC	Colin Stenning
		By Sept 2017	Internal HR resource to modify iTrent reporting	Nil	Nikki Gibbons
		By Sept 2017	Officer to work on development of FOI module	TBC	Sanjay Prashar / Toni Ball

		TBC	VFire resources required?	TBC	Paul Day / Debbie Langley
		TBC	Agresso resources required	TBC	Calvin Orr
Simplified Processes	Phased approach to implementation of 'to be' core processes.	By March 2018	Training for staff on new processes	TBC	Chief Officers
	Ongoing BPR work to map further processes across functions.	By March 2019	Staff time to map new processes	Nil	
Performance Mgt and Business Intel	Complete Analysis and produce Analyse Phase report.	TBC	Consultancy support being provided by Activist	TBC	Victor Nicholls
Develop options for shared services	Ongoing discussions with West Berkshire around shared Legal Service. Identify which elements of each function could be shared and begin discussions with other boroughs.	18 months	TBC	TBC	Sanjay Prashar / Alison Sanders
Benefits Realisation	Benefits Realisation Plan to be developed, including all baseline information (e.g. staff survey)	By March 2017	Officer time	n/a	TBC

5 Deliverables

This section should include the main deliverables the project is expected to achieve. It may be presented in the following format:

Item	Components	Description	Contributes to which outcome?
Staff structures	<ul style="list-style-type: none"> New staff structure for each function New job descriptions and person specifications created 	A staff structure for each function that aligns with the Target Operating Model with staff located within the Support Hub	Structures

	<p>and subject to job evaluation</p> <ul style="list-style-type: none"> • Restructuring Report 	and the Enabling Hub.	
Desk plans	<ul style="list-style-type: none"> • Desk plans for Phase 1 of implementation (when staff are spread across two sites) • Desk plans for Phase 2 of implementation (when staff are fully co-located in Time Square) 		Structures
To be processes	<ul style="list-style-type: none"> • Process maps 	New 'to be' processes that focus on value to the customer.	Simplified processes
Intranet	<ul style="list-style-type: none"> • Intranet section dedicated to self service • FAQ section for each function 	An intranet that is fit for purpose, with single sign on access to all necessary ICT systems and workflow forms for cross-cutting processes.	Self service
Improved ICT systems	<ul style="list-style-type: none"> • Workflow forms for cross-cutting processes • FOI module on Firmstep • Implementation of all iTrent modules • Implementation of Milestone 5 of Agresso and any required Experience Packs • New helpdesk system for ICT 	Improved ICT functionality that meets the needs identified in the new 'to be' processes.	Self service
Benefits Realisation Plan	<ul style="list-style-type: none"> • Baseline data • SMART targets 		Benefits realisation

6 Project Quality Strategy

The project is expected to achieve the following outcomes:

- Cost savings of £800,000 over two years (2017/18 and 2018/19).
- Improved technology to enable increased self-service.
- More efficient core processes across all functions in scope.

The Project Board will continue to meet on a monthly basis to monitor implementation.

All benefits will be profiled early in the Implementation Phase and a full Benefits Realisation Plan produced and monitored by the Project Board.

Significant issues or concerns will be escalated to the Transformation Board.

The principles of self service, developed during the Plan Phase, will be used to measure progress against.

7 Financial Plan

The following funding has already been secured to begin delivering the required ICT upgrades:

- £20,000 from the 2017/18 Capital Funding Programme for improvements to the intranet to enable increased self-service.
- £125,000 via a revenue contribution from the Transformation Reserve to deliver Phase 2 of the implementation of iTrent. This includes the implementation and roll out of Employee Self Service (ESS) and Manager Self Service (MSS) including the development of email prompts.

A bid will need to be made to either the Transformation Reserve or the Capital Funding Programme for the following:

- Intranet - Additional funding may be required for intranet improvements to develop all the required interfaces for self-service.
- VFire – replacement of this system is likely to be required as it is not currently fit for purpose
- Agresso - Two additional Experience Packs may need to be purchased to maximise the self-service functionality for budget monitoring.
- Firmstep – Funding may be required to develop an FOI Module.

Quotes for these are currently being sought.

8 Milestone Table

This section should include key milestones and the target dates for completion – include project management milestones, such as plan agreed, budget agreed etc., deliverables milestones and key decision making meetings.

Milestone	Start date	End Date
Implementation Plan agreed	January 2017	January 2017
iTrent Employee Self Service goes live	January 2017	January 2017
Trade Unions notified	January 2017	January 2017
Staff consultation on restructure	February 2017	March 2017
Agresso Milestone 5 implementation complete	February 2017	March 2017
Baseline data collated for Benefits Realisation Plan	February 2017	March 2017
Agree order for new processes to be implemented	February 2017	May 2017
Secure funding for additional	March 2017	April 2017

ICT upgrade requirements		
Selection process for new structures	March 2017	April 2017
iTrent Learning and Events and Performance Manager (appraisals) go live	April 2017	May 2017
Employment Committee	June 2017	June 2017
Redundancy letters issued	June 2017	June 2017
Staff training on new processes	March 2017	March 2018
Upgrades to Frontline processes implemented	June 2017	July 2017
Implementation of new processes	March 2017	March 2018
Implementation of new structures	September 2017	September 2017
Functionality in People Manager goes live	October 2017	November 2018
Develop proposal for shared services for Legal function	January 2017	September 2017
Identify which areas within functions would be appropriate for shared services	October 2018	December 2018

9 Project Plan

	Jan-17	Feb-17	Mar-17	Apr-17	May-17	Jun-17	Jul-17	Aug-17	Sep-17	Oct-17
Staff consultation on restructure										
Baseline data collated for Benefits Realisation Plan										
Develop proposals for shared Legal service										
Organisational Development activities										
Implementation of new processes (including training)										
iTrent modules go live	Employee Self Service			Learning & Events, Perf Mgr						People Manager
Agresso Milestone 5 implemented										
Develop requirements for Vfire replacement										
Frontline upgrades										
Intranet development										
Implement new structures										

283

**TO: EXECUTIVE
14 MARCH 2017**

ADOPTION OF THE DESIGN SUPPLEMENTARY PLANNING DOCUMENT

Director of Environment, Culture and Communities

1 PURPOSE OF REPORT

- 1.1 The purpose of this report is to seek approval of the Executive to adopt the Design Supplementary Planning Document (SPD), attached at Appendix A, as planning guidance and to agree the Consultation Statement for publication at Appendix B.

2 EXECUTIVE SUMMARY

- 2.1 The Design SPD is a new document and sets out design principles and best practice to guide the design quality of developments proposals in the Borough. The Design SPD:

- Incorporates the information for householders on extending their homes as currently set out in the design leaflet entitled “Extending your Home: A Householders Guide”. The design leaflet will therefore cease to have effect from the date of the adoption of the Design SPD:
- Builds on the design guidance set out within the National Planning Policy Framework (NPPF): and
- Builds upon the Council’s own policies as set out in the Core Strategy Development Plan Document 2007; the saved policies of the Bracknell Forest Borough Local Plan 2002 and the current Streetscene SPD and Character Area Assessment.

- 2.2 A Draft SPD was approved by the Executive in September 2016 for public consultation between Monday 17th October and Monday 27th November 2016. The consultation comprised an advertisement in the local newspaper, placing the documents in local public buildings and consulting directly with all the individuals and organisations the planning database who have expressed an interest in planning matters. A total of 26 responses from the public and professionals were received during the consultation period. All responses have been considered in producing the final version of the Design SPD (Appendix A). A summary of the consultation process, the responses received and how they have been considered is provided in the Consultation Statement (Appendix B). The adopted Design SPD will replace the design leaflet entitled “Extending Your Home: A Householders Guide” and will be a material consideration in the determination of planning applications.

3. RECOMMENDATIONS

3.1 That the Executive:

- (i) **Approves the adoption of the Design SPD at Appendix A as a material consideration in the determination of all planning applications validated from the date of its adoption;**
- (ii) **Approves the revocation of the design leaflet “Extending Your Home: A Householders Guide” for all planning applications validated from the date of the adoption of the Design SPD at Appendix A;**

- (iii) **Agrees the publication of the Consultation Statement at Appendix B;**
- (iv) **Authorises the Executive Member for Planning and Transport to agree any minor changes to Appendix A and Appendix B prior to adoption in (i) above.**

4 REASONS FOR RECOMMENDATIONS

- 4.1 The Council has reviewed its current design guidance and considers that a Design SPD would assist with:
- the implementation of current planning policies;
 - support the approach to design in the emerging Comprehensive Local Plan; and,
 - provide prospective applicants with a clearer idea of the Council's expectations for design.
- 4.2 The public consultation secured the views of the public and professionals in accordance with the Council's Statement of Community Involvement (SCI). In general, the document was welcomed as providing additional guidance of value when designing new development in the Borough and submitting planning applications. The new document will replace and update information contained in the leaflet titled "Extending Your Home: A Householders Guide". It includes additional design advice covering key design principles for new housing and commercial development in the Borough in addition to guidance for householders. The Design SPD is consistent with national and local policy and its adoption will ensure that it becomes a material consideration in the determination of planning applications from the date of adoption.

5 ALTERNATIVE OPTIONS CONSIDERED

- 5.1 Not adopting the Design SPD would be likely to result in more officer time being spent on assessing the standard of design included within planning applications to ensure that an acceptable standard is achieved. In addition, the Council's current guidance leaflet does not have the same legal status as a SPD which is a material planning consideration, and therefore carries less weight in planning terms.

6 SUPPORTING INFORMATION

Background to the Design SPD

- 6.1 The National Planning Policy Framework (NPPF) states at paragraph 153 that SPDs should be used to assist applicants to make successful applications. This new SPD, which includes many clear illustrations, will help applicants properly understand how the Council's design policies can be met. It also details the Council's desire to achieve high quality development across the Borough. The key policies relevant to this new Design SPD will be policy CS7 Design in the Core Strategy Development Plan Document 2007 and Bracknell Forest Borough Local Plan 2002 saved policy EN20 – Design considerations in new development. The document also complements and cross references to the current Streetscene SPD, Parking Standards SPD and Character Area Assessments SPD.

The Design SPD

- 6.2 The proposed SPD is at Appendix A to this report and is structured as follows:

Chapter One - Introduction

This sets out the scope of the document, who it is aimed at, and the weight to be given to the information within it.

Chapter Two - Design and Context

This chapter details some of the more high level principles relating to understanding the site and context of the area, responding to existing character and, where needed, creating “places” with their own identity and the standards of quality expected in new development in the Borough.

Chapter Three - Built Form and Spaces

Detailed guidance is provided on the basic principles of design to create places that will provide good communities and pleasant homes for our residents in the future.

Chapter Four – Extending Your Home

This includes much of the information already set out in the “Householder’s Leaflet: A Guide to Extending Your Home”, with additional information and up to date references and sources.

Chapter Five – Design and Access Statements

The document includes information relating to what should be provided within a Design and Access Statement, checklists and where to go for additional information.

Appendix

Further sources of information

Scope of the new Design SPD

- 6.3 The new SPD is intended to be simple and easy to use and sets out key design principles to consider when proposing new buildings or extending existing properties. Its scope is wide and relevant to both small and large scale new developments. The SPD seeks to achieve the right content and tone for a wide audience of both technical professionals assessing large scale developments and the general public submitting small scale householder planning applications. The aim is to keep the document focussed and easy to use and not to reproduce design advice found in other Council documents. Cross references are made within the document to Council policy and guidance as appropriate. In particular the Design SPD should be read in context with the appropriate Character Area Assessments that have been prepared for the borough. This will ensure that the design principles can be applied in the context of the defined character of the area where the proposal is located.
- 6.4 The Design SPD has now been through the public consultation process in accordance with the Council’s Statement of Community Involvement (SCI) and all comments have been fully considered and amendments made to the document if considered appropriate. A summary of all the respondents’ comments and any

subsequent amendments to the document are set out in the Consultation Statement at Appendix B. It is anticipated that the document will be adopted and used for development management purposes from 1 April 2017.

7 Consultation

7.1 The Consultation Draft SPD was subject to full public consultation for a statutory 6 week period between Monday 17th October and Monday 25th November 2017. The consultation sought views from the public, town and parish councils, developers, agents, businesses and other interested parties. Copies of the Draft SPD and its supporting information were placed in libraries and town/parish council offices for inspection. All documentation was also made available on-line using the Council's consultation portal. The Draft SPD was also discussed at the Agents Forum meeting in November 2016.

7.2 In total there were 26 responses from members of the public, Crowthorne Parish Council and professionals. The Consultation Statement at Appendix B sets out the detail of the consultation including:

- a summary of each response;
- officer response to each comment made;
- recommendations for any appropriate changes to the SPD; and
- a reference for the location of the change within the document.

7.3 The key comments raised through the consultation process can be summarised as follows:

- A general welcoming of the new document as additional design advice.
- Additional emphasis needed on the positive contribution of green infrastructure and the need for more trees within new development.
- More reference to heritage assets, landscape character issues and maintaining views of historic assets.
- More consideration needed within new development of the existing character within neighbourhoods.
- The need to consider all within the community, particularly older people, people with dementia and young children when designing new places.
- Additional air quality, flood and Sustainable Drainage System (SuDS) information needed.
- New development should be built to higher densities to ensure a 5 year land supply is achieved and meet local needs more quickly.
- Too much development is happening all at the same time
- The need to continue to secure additional infrastructure to support new development sites and provide for existing communities.
- Some clarity needed in relation to specific diagrams and photos used.

All comments received on the draft document have been fully considered by officers. While changes to the document have been made as a result of the public consultation, these have been predominantly minor. Additionally, some of the photos and diagrams have been changed to improve clarity.

8 ADVICE RECEIVED FROM STATUTORY AND OTHER OFFICERS

Borough Solicitor

- 8.1 The authority to approve the Recommendations of the Report are reserved to the Executive pursuant to Part 2 of Section 5 of the Bracknell Forest Council Constitution (May 2016).
- 8.2 The Executive will note that, SPD's are local plan documents that add further detail to policies in a local plan and can be used to provide additional guidance on a particular issue, such as design. Once adopted an SPD becomes a material consideration in the determination of planning applications and will form part of the Council's statutory Local Development Framework.
- 8.3 Paragraph 7.1 of the report, advises that the Design SPD (attached at Appendix A) has completed the process of public consultation required to be undertaken prior to formal adoption in accordance with paragraph 12 of The Town and Country Planning (Local Planning) England Regulations 2012 and Section 19(3) of the Planning and Compulsory Purchase Act 2004 ("the Act") and is now at the adoption stage of the statutory process.
- 8.4 The Council is required to adhere to the public participation requirements set out in paragraph 12 of The Town and Country Planning (Local Planning) England Regulations 2012 prior to the adoption of an SPD. This includes the publication of a statement confirming the persons who have been consulted, setting out a summary of the main issues raised by those persons and explaining how those issues have been addressed in the SPD. The report confirms that this requirement has been complied with as evidenced at Appendix B.
- 8.5 The Executive are advised that The Equality Act 2010 introduced a single public sector equality duty. This duty requires the Council to have due regard in its decision making processes to the need to:
- a) eliminate discrimination, harassment, victimisation or other prohibited conduct;
 - b) advance equality of opportunity between persons who share a relevant protected characteristic and those who do not; and
 - c) foster good relations between those who share a relevant characteristic and those that do not share it.
- The relevant protected characteristics are age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex and sexual orientation.
- 8.6 The report confirms that an Equalities Screening Assessment has been undertaken in relation to the SPD and appended at Appendix C.
- 8.7 Further, the SPD will potentially engage certain human rights under the Human Rights Act 1998 ('the HRA'). The HRA prohibits unlawful interference by public bodies with convention rights. The term 'engage' simply means that human rights may be affected or relevant. In the draft SPD, a number of rights are potentially engaged:-
- The right to a fair trial (Article 6) – giving rise to the need to ensure proper consultation and effective engagement of the public in the process;
 - The right to respect for private and family life (Article 8) – for instance the Design SPD could impact on viability of housing provision or re-provision. Other considerations may include impacts on amenities or the quality of life of individuals based on design considerations being too prohibitive;
 - Article 1, Protocol 1 (Protection of Property) – this right prohibits interference with individuals' right to peaceful enjoyment of existing and future property/homes. It could be engaged, for instance, if the Design SPD makes future development unviable.

8.8 It is important to note that few rights are absolute in the sense that they cannot be interfered with under any circumstances. 'Qualified' rights, including Article 6, Article 8 and Protocol 1, can be interfered with or limited in certain circumstances. The extent of legitimate interference is subject to the principle of proportionality whereby a balance must be struck between the legitimate aims to be achieved by a local planning authority in the policy making process against the potential interference with individual human rights.

8.9 The Executive is advised that the SPD has been subject to consultation and engagement. It has also been subject to an assessment in the light of the Human Rights Act 1988 since it establishes principles which aim to protect privacy and amenity which fall within the category of a right to respect private and family life.

Borough Treasurer

8.10 There are no direct financial implications arising from this report.

Equalities Impact Assessment

8.11 An Equalities Screening Record has been undertaken for the Design SPD and included as Appendix C.

Strategic Risk Management Issues

8.12 None as a consequence of this report.

Consultation

8.13 The preparation of the SPD has been informed by all the relevant technical officers across the Council including the Local Highway Authority.

8.14 The public consultation is detailed in paragraph 7.1 above and the Consultation Statement at Appendix B.

Background Papers

APPENDIX A Design Supplementary Planning Document
APPENDIX B Consultation Statement
APPENDIX C Equalities Impact Assessment screening

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Design Supplementary Planning Document

Bracknell Forest Council

291



March 2017



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Contents

1	Introduction	2	4	Extensions and Alterations	32
1.1	Achieving good design through the planning system	2	4.1	Introduction	32
1.2	Design SPD	3	4.2	General guidance	32
1.3	How to use this document	3	4.3	Rear extensions	33
2	Responding to the Context	4	4.4	Rear infill extensions	35
2.1	Key principle	4	4.5	Side extensions	36
2.2	Understanding the site and its context	4	4.6	Front extensions and porches	37
2.3	Integrating the site into its surroundings	8	4.7	Roof extensions	38
2.4	Placemaking	8	4.8	Windows and doors	39
2.5	Sustainable Drainage Systems (SuDS)	9	4.9	Solar panels, satellite dishes and air source heat pumps	39
2.6	Sustainability	11	4.10	Balconies and roof terraces	39
3	Built Form and Spaces	12	4.11	Garages and outbuildings	40
3.1	Key principles	12	5	Design and Access Statements	41
3.2	Streets, blocks, open spaces and landscape	12	5.1	Introduction	41
3.3	Plots	15	5.2	Content of a Design and Access Statement	41
3.4	Frontages	16	6	Appendix: Further sources of information	42
3.5	Addressing edges	19			
3.6	Backland development	21			
3.7	Built form	22			
3.8	Building design	24			
3.9	Other residential requirements	28			

1 Introduction

1.1 Achieving good design through the planning system

1.1.1 Bracknell Forest Council is committed to securing high quality new development. The requirement for good design is at the heart of this commitment and is central to the assessment of all development proposals within the Borough.

1.1.2 Government Policy, as set out in the National Planning Policy Framework (NPPF) and National Planning Practice Guidance (NPPG), emphasises the importance of good design. The NPPF defines places that achieve good design as being those that:

- “Function well ... over the lifetime of the development”
- “Establish a strong sense of place”
- “Sustain an appropriate mix of uses ... support local facilities and transport networks”
- “Respond to local character ... surroundings and materials, while not preventing innovation”
- “Create safe and accessible environments”
- Are “visually attractive ... [with] good architecture and appropriate landscaping”.

1.1.3 The Council’s Core Strategy Development Plan Document (2008) sets spatial objectives for the development of the Borough. Policy CS7 Design requires good design for all development, together with a series of series of criteria as follows:

- *“i. build on the urban, suburban and rural local character, respecting local patterns of development and the historic environment;*
- *ii. provide safe communities;*
- *iii. enhance the landscape and promote biodiversity;*
- *iv. aid movement through accessibility, connectivity, permeability and legibility;*
- *v. enable a mix of uses;*
- *vi. provide high quality usable open spaces and public realm;*
- *vii. provide innovative architecture; and*
- *viii. provide well designed and integrated public art.”*

1.1.4 Saved Policy EN20 and emerging design related policies in the Comprehensive Local Plan further strengthen the Council’s commitment to high quality design within the Borough.

1.1.5 The Council has also adopted Supplementary Planning Documents (SPDs) to provide guidance on aspects of design. These include:

- the Bracknell Forest Character Area Assessments SPD which assesses local character in key parts of the area and provides guidance on how it can be retained and enhanced;
- the Streetscene SPD, which sets out how to create positive streetscenes;
- the Sustainable Resource Management SPD, which provides guidance on how to make buildings more environmentally friendly; and
- the Parking Standards SPD.

1.1.6 Core Strategy Policy CS7 Design also requires proposals to demonstrate how they will achieve good design, through Design & Access Statements, clear and informative drawings, including streetscenes, and other material that may define the future quality of development proposals, including concept statements, development briefs, masterplans or design codes.

1.1.7 The Council assesses all new development against ‘Building For Life 12’ criteria. Performance is measured at all stages of the planning process and once a development is completed its score is reported as part of the Council’s Annual Monitoring Report (AMR). Therefore all applicants should consider the Building for Life criteria from the outset of the design process.

1.1.8 The Council is currently developing a Comprehensive Local Plan (CLP) which will set the long-term spatial vision and development strategy for the Borough up to 2036. Once adopted, it will replace many of the saved policies in the Bracknell Forest Borough Local Plan (2002) and the Core Strategy (2008). It will be wide ranging in terms of the issues that it will cover. Please keep up to date on the progress of the CLP by referring to the Planning Policy pages of the Council’s website.

1.1.9 All areas of the Borough either have in place a Neighbourhood Plan or are working towards adopting a Neighbourhood Plan. These Neighbourhood Plans include additional policies specific to their areas which often relate to issues of character and context. The implementation of these policies and consultation with local resident groups should assist developers of both small scale proposals and larger neighbourhood extensions to achieve enhancements to an area and promote a sense of neighbourhood pride for all the community in development coming forward in their area.

1.2 Design SPD

1.2.1 This Design Guide document provides design principles and best practice to guide the design quality of development proposals. It elaborates on the design principles set out in both the NPPF and Core Strategy Policy CS7 Design and sets out how development proposals can achieve them. Saved Policy EN20 has also informed this guide.

1.2.2 In particular it focuses on design principles for built development in order to complement the other SPD documents that the Council has already adopted (identified above). In particular, the Streetscene SPD focuses on developments where new streets are to be created so this guide makes reference to it where relevant.

1.2.3 The Council intends to adopt this document as a SPD following a thorough public consultation process. Once adopted, it will form part of the Council's policy context and will be a material consideration when applications are being considered. It is also intended to be of help to householders who may wish to make changes to their properties under their Permitted Development rights.

1.2.4 The Council will work positively with applicants to secure good design solutions that will support the sustainability of the development proposal.

1.2.5 The content is split into five sections:

- **Section 1:** Introduction (this section);
- **Section 2:** Design and Context;
- **Section 3:** Built Form and Spaces;
- **Section 4:** Extensions and Alterations; and
- **Section 5:** Design and Access Statements.

1.2.6 **Section 2:** Design and Context, focuses on how development proposals should respond to their surroundings. This is relevant to all development proposals, for residential and commercial developments as well as for householder extensions and alterations.

1.2.7 **Section 3:** Built Form and Spaces, provides general design principles for buildings and spaces, and how to relate them together to create positive places. It also provides principles for the design of buildings, and for the associated requirements that need to be accommodated on plot, such as parking, servicing and amenity space. It also provides guidance on the relationships with neighbouring properties. These design principles apply to all forms of development, although the examples focus on residential development, the most common form of development in the Borough.

1.2.8 **Section 4:** Extensions and Alterations, provides design principles for the design of residential extensions and alterations to existing properties.

1.2.8 **Section 5:** Design and Access Statements, sets out the Council's expectations for Design and Access Statements where they are required to accompany a planning application.

1.3 How to use this document

1.3.1 This document is relevant to different types of development although not all sections are relevant to all proposals.

1.3.2 This document refers to 'designers' in a number of places. The design role is vital to securing good design and high quality development. In most cases, it should be carried out by the architect for a project, or another suitably experienced professional (for instance a masterplanner, on a large scale development). However, it should also help and guide local residents wishing to improve their home.

2 Responding to the Context

2.1 Key principle

2.1.1 A well designed development relates well to its surroundings. It should be integrated into its context and should respond positively to local character. Where appropriate, new development should also create new places with a positive character. It should also make a contribution towards environmental sustainability.

2.1.2 To achieve this, designers need to understand the site and its context.

2.2 Understanding the site and its context

2.2.1 **Principle: Good design starts from an understanding of the place, the local context and the site. Development proposals should be informed by a thorough analysis of the physical and policy context and character of the area as well as the specific conditions of the site. This should be summarised and the opportunities and constraints identified for pre-application discussion and to support application material. The steps include:**

- a site visit;
- site and context analysis;
- character appraisal; and
- identifying opportunities and constraints.

Site visit

2.2.2 Before starting to design, a visit to the site and its surroundings is absolutely essential. On the site visit, designers should identify local features and characteristics that may influence the design or technical approach, including site features (for instance trees), key views in and out of the site and technical issues (for instance drainage). In some cases a site visit will provide enough information. In others, technical surveys will be needed to feed into the design process.

Site and context analysis

2.2.3 As a minimum, designers should consider the issues set out below and, where relevant, include them in their site and context analysis. The table shown on the following page provides guidance on which issues are likely to be relevant to different scales of development proposal.

2.2.4 Designers will be expected to identify and analyse the range of issues relevant to their particular site and development proposal. The amount of detail required for each development proposal will depend on its size, the type of development and the complexity of the project.

Issues relevant to different scales of development

Design influences		Development scale
Scale	Relevant issues	Likely to be relevant to
Wider context	<ul style="list-style-type: none"> • Strategic role and function of the site • Settlement pattern • Accessibility to facilities, services and public transport by all modes of transport • Housing need and/ or market assessment 	<ul style="list-style-type: none"> • Major development
Local context	<ul style="list-style-type: none"> • Pattern of blocks, plot sizes and buildings • Townscape character (see 2.2.5 below) • Landscape character including open spaces, wildlife corridors and designations (SSSI, SPA etc) (see 2.2.5 below) • Local mix of uses including community facilities • Topography • Views into and out of the site • Movement pattern including all modes of transport • Drainage • Site allocations 	<ul style="list-style-type: none"> • Major development • Infill development
Local context for householders	<ul style="list-style-type: none"> • Built heritage including conservation areas, listed buildings, registered parks and gardens, locally listed buildings • Planning policy designations 	<ul style="list-style-type: none"> • Major development • Infill development • Householder development

297

Design influences		Development scale
Scale	Relevant issues	Likely to be relevant to
Site features, characteristics and conditions	<ul style="list-style-type: none"> • Site levels • Buildings and structures • Landscape including trees, hedgerows, ponds, etc • Ecology • Views into/within/across/ out of the site • Heritage, including archaeology • Flood risk and drainage • Pollution including contamination • Ground conditions • Access for all modes of transport • Utilities • Microclimate • Daylight/ sunlight • Boundary conditions 	<ul style="list-style-type: none"> • Major development • Infill development • Householder development

Character appraisal

2.2.5 To demonstrate an understanding of the existing character, designers should carry out an appraisal of the townscape and landscape character of the site and its local context.

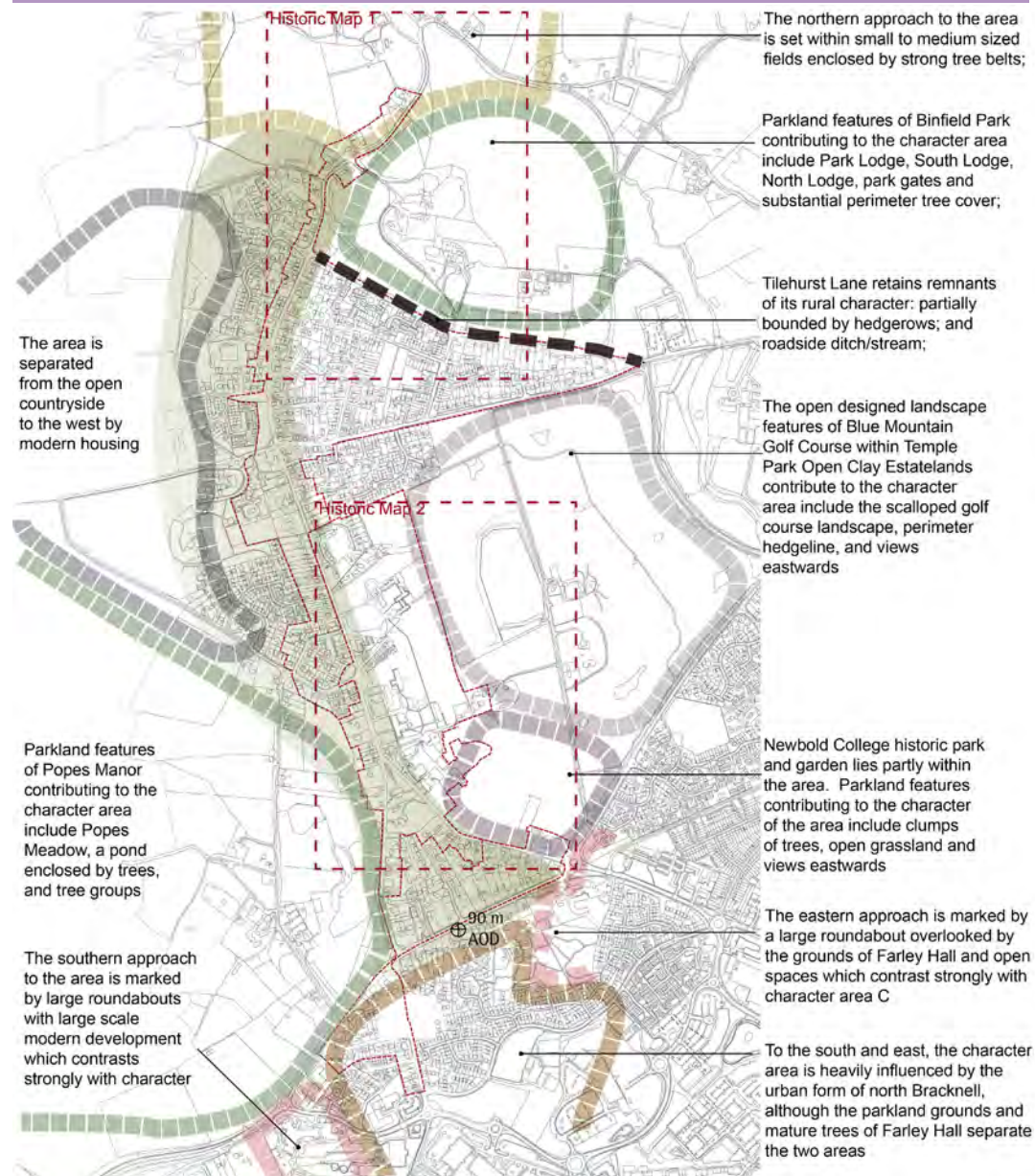
2.2.6 First check whether the site is within a Conservation Area or forms one of the Bracknell Forest Character Areas, as identified in the Bracknell Forest Character Area Assessments SPD. The Council has carried out an appraisal for each of these areas and this should be the starting point. However, it is likely that designers will need to carry out a detailed appraisal of the site in its surroundings to supplement the information that is already available. Heritage assets and their settings may also be present and consideration should be given to the impact of existing heritage assets and the setting of heritage assets.

■ Conservation Areas are statutory designations for areas of “special architectural or historic interest, the character or appearance of which it is desirable to preserve or enhance”. Bracknell Forest’s Conservation Areas can be found at:

<http://www.bracknell-forest.gov.uk/bfconservationareas>.

■ The Bracknell Forest Character Area Assessments SPD identifies and assesses areas with distinctive and positive character in the Borough. It makes recommendations for maintaining and enhancing the character of specific areas, including recommendations for future

Binfield and Popeswood Study Area, taken from Character Area Assessments SPD 2010



development proposals. It can be found at:
<http://www.bracknell-forest.gov.uk/spds>

2.2.7 The area to be assessed will depend upon the nature and scale of the development proposal. It may be at the level of the neighbourhood, the street, or the site together with neighbouring plots.

2.2.8 The character appraisal should identify and assess the positive and negative characteristics of the site and its immediate context.

2.2.9 The Bracknell Forest Character Area Assessments SPD and the Streetscene SPD together identify a number of elements to be assessed:

- landscape setting;
- townscape and built form;
- streetscene;
- width of street;
- boundary treatments;
- building line;
- plot sizes;
- building heights and sense of enclosure;
- landscaping – soft and hard; and
- parking solutions.

Identifying opportunities and constraints

2.2.10 Designers should identify the opportunities and constraints that affect the design approach to their site and should explain how these have influenced their development proposals. Positive opportunities for placemaking should be identified as well as constraints to development. There should be a clear link between the opportunities and constraints plan and the development proposals.

2.2.11 New development and associated landscape should retain, incorporate and enhance features that contribute towards the landscape character and biodiversity of the area. This includes elements such as:

- field patterns and lanes;
- landscape features, such as trees and hedgerows;
- wetlands and watercourses;
- typical species of vegetation; and
- characteristic local habitats.

Understanding the site and context – critical review	
Is there evidence of a visit to the site and context?	
Is there a site and context analysis that covers the appropriate issues?	
Is there a townscape and landscape character appraisal that identifies both positive and negative characteristics of the area?	
Is there a clear link between opportunities and constraints that have been identified and the development proposals?	

2.3 Integrating the site into its surroundings

2.3.1 **Principle:** It is important that proposals for new development, whatever their size, are well integrated into the existing context. This can be achieved in a number of ways, including:

- linking new routes and access points into the existing movement network;
- respecting existing desire lines and making connections to local destinations, such as schools, shopping and employment areas;
- relating well to the existing hierarchy of routes, in terms both of function and character, so the relative importance of routes is clear, to help people find their way around;
- using development blocks and/or plots that relate to the existing grain of development (i.e. the pattern or arrangement of built development and spaces) in terms of size and configuration; and
- responding to prevailing building heights, plot sizes, densities and degrees of variation in the local context.

2.3.2 The Streetscene SPD addresses these issues in more detail.

Integrating into the context – critical review	
Do the proposals create connections to existing streets, pedestrian and cycle paths and public transport stops?	
Have new connections been made, reflecting existing desire lines and creating routes to local destinations?	
Has a clear street hierarchy been established and do proposals support the existing street hierarchy?	
Do the development blocks and plots relate to the existing grain of development?	
Do building heights and densities respond to the prevailing pattern in the context?	

2.4 Placemaking

2.4.1 **Principle:** New development should exploit opportunities to create a positive sense of place that enhances the existing character of the site and local area whilst efficiently using land to meet housing need. This may include:

- incorporating existing positive site features into new development to provide continuity and create an instant sense of maturity;
- creating a sense of place that responds positively to the character of the local area in terms of urban design, architecture, landscape and public realm;
- creating new places with a positive character appropriate to their role and function within the wider area, e.g. a new neighbourhood centre or open space/ local park; and
- views and areas of historic interest and relevance.

2.4.2 For many aspects of design, the ‘right’ approach will depend on the site, the nature of the proposed development and the context. The sense of place and character of a development will depend upon a number of choices that a designer makes in relation to the elements included in section 3 of this guide. Where a choice may have a particular influence on the character of a development, this is highlighted in the relevant section.

2.4.3 Decisions made at this stage will contribute to creating cohesive communities providing facilities and ease of access for all age groups. This will ultimately assist with community pride and a real sense of place.

Placemaking – critical review	
Do the proposals incorporate existing positive site features into the new development?	
Have local characteristics influenced the design	
Do the proposals create new places with a positive character that is appropriate to their role and function?	



Positive integration of existing mature trees in The Parks, Bracknell and creating usable amenity for office workers

2.5 Sustainable Drainage Systems (SuDS)

Principle: SuDS should be considered from the outset and be one of the key factors to inform development proposals, housing layouts and the public realm.

2.5.1 SuDS have been introduced to reduce the causes and impacts of flooding, remove pollutants from urban run-offs at source and combine water management with green spaces, enhancing the visual amenity of neighbourhoods, habitats for wildlife and, in some places, recreation areas. SuDS is the opposite to historic ways of dealing with surface water management and therefore piping water away from a site is no longer acceptable unless there is no other way of managing water where it falls.

2.5.2 Surface water drainage is a material consideration and all new development proposals are required to incorporate SuDS and use SuDS to inform layouts and how water will be accommodated on site. Experience tells us that dealing with water where it falls is actually a more cost effective approach for developers than traditional piping systems. This is in addition to the benefits for future residents with higher quality multi-functional public realm, visual amenity and space for wildlife to live alongside them. Consideration also needs to be given to the ongoing grounds maintenance and cleansing of SuDS as designs develop.

2.5.3 The Council is now the Lead Local Flood Authority (LLFA) and is a statutory consultee for all planning consultations. Drainage information is also required to validate planning applications. There are many sources of information and guidance on how to achieve successful SuDS. The following are examples:

- CIRIA guidance – The SuDS Manual.
- DEFRA – Non Statutory Technical Standards for Sustainable Drainage Systems.
- NHBC Foundation – A Simple Guide to Sustainable Drainage Systems for Housing.
- Surface Water Flood Maps – available from the Council or from www.flood-warning-information.service.gov.uk
- UKSUDS.com – includes tools for sizing attenuation volumes to replicate existing site conditions



2.5.4 Surface Water Flood Maps should be used to positively identify the potential for SuDS within development sites. As well providing an indication of ditches and potential off-site catchments draining through the site, the mapping also indicates any natural valleys and lower lying areas where water may naturally pond. This allows the designers to quickly identify suitable types of SuDS and their optimum locations at the start of the Masterplanning process. The mapping also indicates what degree of risk may be present from off-site sources, and whether allowances may need to be made for these flow routes within the layout. Through consideration of the site topography and natural flow paths at the outset of the planning process, the depths of SUDS features, and their associated land take will be kept to a minimum.

2.5.5 Outline applications should also include reference to the Surface Water Flood Maps and include a preliminary drainage strategy demonstrating how the masterplan/ application has accommodated the flow routes of water through the site. It should include an assessment of the degree of risk present and clearly indicate where water will flow post development. The outline application must demonstrate that the level of the outfall from the site has been considered and that sufficient space is present within the masterplan/application parameters to accommodate the required SUDS measures.

2.5.6 For full or reserved matters applications, applicants will need to demonstrate how guidance and technical standards are met, how water is dealt with on the site, design calculations to support the proposals, a detailed management strategy, exceedance routes and temporary drainage during construction.

Sustainable Drainage Systems – critical review	
Does the Drainage Strategy follow the principles of SuDS?	
Has sufficient information been supplied for the LLFA to assess?	
Has the layout or proposal clearly been informed by SuDS?	
How is the public realm used to accommodate water where it falls?	
Are there any foreseen management issues that are not addressed?	



2.6 Sustainability

2.6.1 **Principle: Proposals should contribute to the environmental sustainability of the development itself and of the local area where possible, including consideration of:**

- climate change mitigation and adaptation;
- sustainable construction;
- water efficiency; and
- the long term robustness of the development proposal, ie how it will perform as lifestyles and technologies change, for instance in terms of its flexibility and adaptability.

2.6.2 The NPPF has a presumption in favour of sustainable development, i.e. development that balances economic, social and environmental sustainability.

2.6.3 The Council has adopted a Sustainable Resource Management SPD, which sets targets and provides guidance on how to make development more environmentally friendly, based on the Code for Sustainable homes and BREEAM standards.

2.6.4 However, the Government has now withdrawn the Code for Sustainable Homes. For the time being the Sustainable Resource Management SPD is still in place and provides good design advice relating to housing layouts and such topic areas as microclimates, achieving water efficiencies, sustainable material choices and construction methods etc. However there are some limitations on its application in relation to some policy matters. Please contact the Planning section of the Environment, Culture and Communities department for more details. The Council is carrying out a review as part of the preparation of the emerging Comprehensive Local Plan.

2.6.5 The BREEAM standard for non-residential development still applies for commercial development.

Sustainability– critical review	
Do the proposals address climate change mitigation and adaptation?	
Do they incorporate a sustainable approach to construction?	
Do they include proposals for water efficiency?	
Will the development provide flexible and adaptable accommodation?	

3 Built Form and Spaces

3.1 Key principles

3.1.1 Well-designed developments compose buildings and spaces into a successful whole. This applies to a range of scales and includes the following elements:

- streets, blocks, open spaces and landscape;
- plots;
- frontages; and
- built form.

Primarily, development should respect and respond to the character of the surrounding area. However, in some locations development may need to seek to “resolve” or “repair” the urban environment by adopting innovative and efficient approaches to design.

304

3.2 Streets, blocks, open spaces and landscape

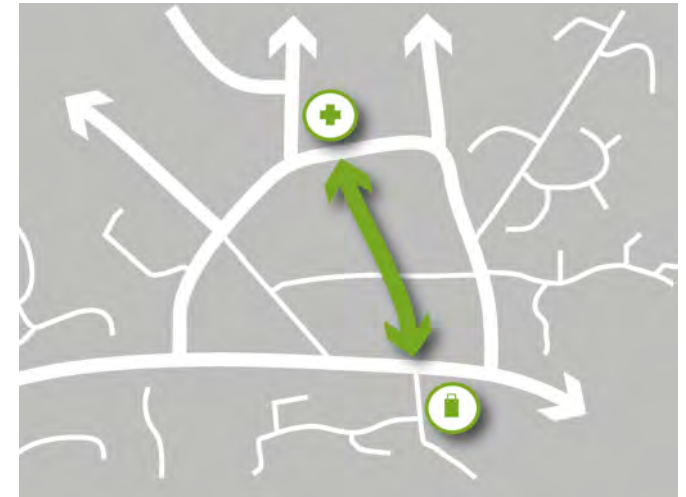
3.2.1 **Principle:** For large sites, the street network should define:

- a connected network of routes for all modes of transport;
- a clear hierarchy of routes, so people can find their way around; and
- a pattern of development blocks and open spaces that provides a basis for creating character and a distinctive identity for the development.

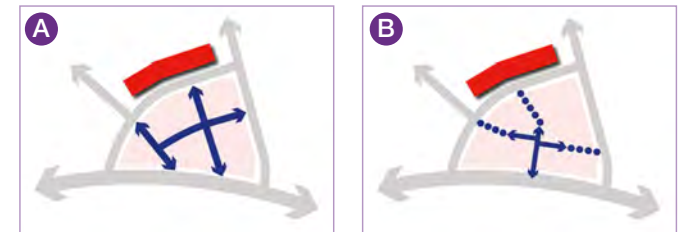
3.2.2 The Streetscene SPD provides further guidance for new developments and housing layouts.

Connectivity

3.2.3 Developments should create a connected network of routes through the site, preferably in the form of streets. These routes should be direct, convenient and attractive for people on foot and cyclists, as well as suitable for vehicles. Additionally, the new routes should create good connections to existing routes and facilities, such as footway/cycleways and bus stops.



New development should connect destinations and help people get to where they want to go.



- A** Make connections to local facilities and create an extension to the existing road network.
- B** Where vehicular links are not possible, pedestrian / cycle links should be provided.

Street hierarchy

3.2.4 A clear hierarchy of routes should be defined, based on consideration of how each street should be used, including: the relative amounts of pedestrian and vehicular traffic, parking, speed of vehicles, width of carriageway, and the use of the buildings adjoining the street.

3.2.5 The design of the movement network, the streets and open spaces, and the built form adjoining them should reinforce one another so that people can find their way around and understand the development.

3.2.6 A variety of street types helps to create variations in character in large scale developments.



Existing layout: The street hierarchy is incoherent, unsupported by street design, buildings or land uses.



Revised layout: The street hierarchy is improved by realigning the main route and improving junction arrangements, street treatments and the location of community uses.

Development blocks and open spaces

3.2.7 Principle: The pattern of blocks for built development and/ or open spaces should be based on a perimeter block structure that creates well-defined streets and open spaces. This form of development enables a clear distinction between the fronts and backs of buildings, a good sense of enclosure and active edges.

3.2.8 Each development block should be defined by street frontages and/ or open spaces and will be subdivided into a plot pattern. The block and/ or street space will need to accommodate parking and the appropriate private amenity space for residents.

3.2.9 How a street is designed, and the parking strategy for how parking is accommodated within a block or the streetscene, will significantly affect its character and so will need careful consideration.

3.2.10 The size, shape and configuration of the development blocks, the spaces between the buildings, and open spaces all influence the form of development and its character, so need to be considered together with the mix of uses, the type of units and other matters such as parking.

3.2.11 All open spaces should have a clear function and should be located in a suitable position for that function. They should also be sited and designed to play a positive role as focal points in the development, whether to help create a sense of identity, or to bring existing and new communities together.

3.2.12 The pattern of streets, development blocks and open spaces will influence how people find their way around. Designers should consider potential views, both into and out of the development. Potential views within a new development are also important and the creation of focal points or local landmarks should be considered. Views within streetscenes should also be concluded (or terminated) positively (see section 3.7.3 below).

3.2.13 Active edges are created by buildings with entrances off the street and windows overlooking it. Entrances bring activity and animate the street. Windows create a sense of supervision. Both contribute to making the street feel safe and secure to use.



New development area has a well connected street network that links into existing local streets and surrounding destinations. It is based upon the historic street pattern but has transformed parts of it into pedestrian and cycle routes through small open spaces.

Landscape

3.2.14 Landscape plays an important role in much of the Borough, creating a strong context and character for built development, with significant parts of the area formerly being forested. Different parts of the Borough have a different landscape character, based on their soils and underlying geology.

3.2.15 The strategic approach to landscape should be integrated into the form of development from the earliest stage and not simply added in to a scheme that has already been designed.

3.2.16 The Streetscene SPD provides guidance on incorporating landscape and landscape character into new developments. The Character Area Assessments SPD identifies landscape characteristics within the defined character areas. The Council has also carried out Landscape Character Assessments which provide evidence for the emerging Local Plan. Please contact the Planning section of the Environment, Culture and Communities department for more details.

Streets, blocks and open spaces– critical review	
Do the proposals create a connected network of routes for all users?	
Do they define a clear hierarchy, based on both function and character, and with variation in large developments, so that people can find their way around?	
Is there a clear pattern of perimeter blocks with open spaces suitably positioned to perform the function and role identified for them?	
Is the pattern of streets, blocks and open spaces appropriate to the type of development being proposed and relevant to the character of the area, with a clear distinction between fronts and backs?	
Is the approach to landscape an integral part of the development proposal?	

3.3 Plots

3.3.1 Development blocks should be sub-divided into a series of plots for different buildings to be developed, or to break down the scale and impact of a large-scale development.

3.3.2 The pattern of plots and how they are developed affects how a development functions, the success of the plot and the character of the wider area. For instance wide fronted plots allow room for parking to be on-plot next to a house, whereas narrow fronted plots would need a different parking solution.

3.3.3 **Principle: Development plots should be large enough to accommodate the proposed built development and the requirements associated with it (such as amenity space, parking, servicing, waste and recycling collection) in an arrangement that is practical and attractive. They should be configured to make sure that new development relates well to its neighbours.**

3.3.4 Where a development is proposed on an existing plot, it should be of a form that responds positively to the existing character of the area. For instance, where there are existing large houses set in large plots, new large houses or a block of apartments are more likely to be able to respond to the existing character than a terrace of smaller houses.

3.3.5 See section 3.9 below for more detail on these issues.

Plots– critical review	
Are plots of a size and configuration to be able accommodate the requirements of the development?	
Do they relate to the pattern of plots in the surroundings?	

3.4 Frontages

3.4.1 Principle: The buildings that are set alongside a street should be considered and designed together as a group. Development should face onto the street to create a frontage. The two frontages together define and enclose the streetscene and establish an appropriate character for that particular street.

3.4.2 Successful frontages have many different elements that come together to create a pleasant whole. These are:

- building lines and set backs;
- continuity of built development;
- boundary treatments; and
- size of front gardens.

The Streetscene SPD provides detailed guidance for the design of streets.

3.4.3 Principle: Frontages should be designed to create a streetscene with a distinctive character that relates to the context of the area. In particular the relationships between existing building lines, set backs, landscaping and the continuity of the frontage should be considered carefully.

3.4.4 The Streetscene SPD sets out how the different elements can be combined to create a range of different characters that may be appropriate in different parts of the Borough.

3.4.5 In general, frontages with a positive character have some elements that are consistent or repeated. These create a framework for other elements to vary. So, for instance, where there is a strong landscape structure in front gardens and on boundaries, the building lines and the buildings themselves may vary without threatening the positive character. Or where there is a regular pattern of semi-detached houses with consistent set backs and spaces between them, the treatment of boundaries may vary.

3.4.6 Together the two frontages to a street will set the character for the street, so they should generally have common features to establish a degree of consistency between them.

3.4.7 Well designed frontages have:

- the fronts of buildings addressing them along their length;
- window openings that overlook the street;
- entrances activating the street;
- no rear elevations or flank walls onto them; and
- any garages being less prominent elements on the frontage than the associated housing.

Building lines and set backs

3.4.8 Principle: The building line is the line created by the main facade of buildings in relation to a street. The design approach to building lines should be justified and should relate to the existing building lines in the area. In particular, the building line for infill developments should follow the existing building line.

3.4.9 Streets with a positive character tend to have a distinctive building line. In most cases, this will be a consistent distance between the front of buildings and the street. However, in some cases, every building is set back a different distance from the street, in which case the variation is characteristic.

3.4.10 The set back of a building line from the street creates space for front gardens. See section 3.4.17 below for more detail.

Continuity of frontages

3.4.11 **Principle:** The continuity of built form is a measure of how built up the area is. Designers should make sure that the continuity of the frontage is appropriate to the context and local character and the nature of the development proposal.

3.4.12 A continuous frontage makes a street space feel more enclosed, which is likely to be appropriate to the character of an urban form of development, or a centre. Frontages with gaps between buildings are more appropriate to suburban or rural forms of development.

3.4.13 It is important that the degree of continuity suits both the type of development and the character that is proposed. For instance, large detached houses placed very close together are unlikely to create a successful character – the result will be neither urban nor suburban in character. In general, units with larger footprints need space around them, whereas those with smaller footprints are more appropriate to sit on smaller plots.

3.4.14 In some rural and existing suburban areas buildings are spaced far apart and there is no continuity of built frontage. In these cases, continuity is provided by the landscape and boundary treatments, which become the defining characteristic. Strong hedgerows and planting can tie an otherwise discontinuous built form together to create a well defined streetscene.

3.4.15 Topography influences the continuity of frontages. On a sloping site, designers should preferably create more continuous frontages parallel to the contours and use a more broken frontage perpendicular to the slope. Detached houses or short groups of houses can be designed to step up slopes more simply than longer terraces, in terms both of entry levels and roof forms.

Front gardens

3.4.16 **Principle:** The set back of buildings from the street should be designed positively to accommodate various requirements that may be associated with the development, as well as to contribute to the character of the development. For a residential development the set back should generally take the form of a front garden.

3.4.17 The depth of front gardens has an impact on the feeling of enclosure of the street and reinforces the street hierarchy and character. In a large scale development front gardens should vary in depth across the development, contributing to areas of different character, but they should be consistent in depth along any given street.

3.4.18 Front gardens should:

- be clearly defined as private space belonging to a particular dwelling;
- be rational in size and shape, avoiding awkward fence and boundary lines; and
- relate to the street hierarchy and volume of traffic in terms of treatment and depth, for instance houses set close to a shared surface street with narrow privacy strips are appropriate to a courtyard or mews street with no through movement.

3.4.19 Front gardens should generally include some elements of soft landscape as well as hard landscape, although in some locations hard surfaced privacy strips may be appropriate. They may also need to accommodate parking spaces, waste and recycling storage, utilities boxes, and projecting building elements, such as bays or porches. These elements all need to be designed into the space with some care, so they do not undermine the quality of the frontage.



Continuous frontage: Urban character associated with central urban or village locations - these help to create a high degree of enclosure.



Non-continuous frontage: Formal and regular building line with rhythm. Strong design feature associated with a suburban location.



Non-continuous informal frontage: Informal and irregular building line with building set in large plots. Associated with edge of settlement locations.



Local examples of varying frontages.

Boundary treatments

3.4.20 **Principle: Boundary treatments such as hedgerows, walls or railings should enclose private spaces in front of buildings.**

3.4.21 Generally boundary treatments to front gardens should allow some views between street and dwelling, so that the development overlooks the streetscene.

3.4.22 Private gardens should not back onto public spaces such as streets, footpaths or open spaces. Where the boundary of a property is clearly visible within the streetscene, a certain quality of boundary treatment will be expected - close boarded fences will not be acceptable in such situations.

3.4.23 Boundary treatments should:

- 3.4.23.1 be consistent within each street and with the local character; and
- 3.4.23.2 where possible and appropriate, use natural screens and hedges complementing the landscape design and enhance biodiversity, or brick walls to provide solid boundaries with a natural appearance and longevity, especially when the material is characteristic of the local area.

3.4.24 Where there is a conscious design decision to have no boundary treatment, then open plan privacy strips or front gardens should be consistently designed so that they contribute to the character of the street and a planting scheme should be provided for these private spaces.

Frontages – critical review

Do buildings overlook the street with main entrances creating activity and movement within the streetscene?

Is there a clear approach to the building line and is it justified in relation to the existing or new character of the street?

Is the degree of continuity of the frontage appropriate for the development proposal and the context?

Do the proposals handle any slopes well?

Does the development create front gardens of an appropriate depth, enclosed with suitable boundary treatments?

Does the design approach to these elements create a consistent character for the frontage and for the street as a whole, one that is appropriate to the development and its context?



Where front gardens are open and minimal, care is needed to ensure some space for planting is provided to visually soften the streetscene.



An example of consistent and high quality boundary treatment.



An example of a typical garden depth with railings that clearly define private space from public space.

3.5 Addressing edges

3.5.1 In certain locations, frontages should respond to their specific location and site conditions, as well as to the general principles outlined above. These include:

- settlement edges; and
- edges to open space.

3.5.2 **Principle: Development should generally be designed to face outward when it overlooks a route or open space, or there are existing houses facing towards the site boundary.**



In this example, dwellings front onto an open space, which provides a focal point in the layout.

Settlement edges

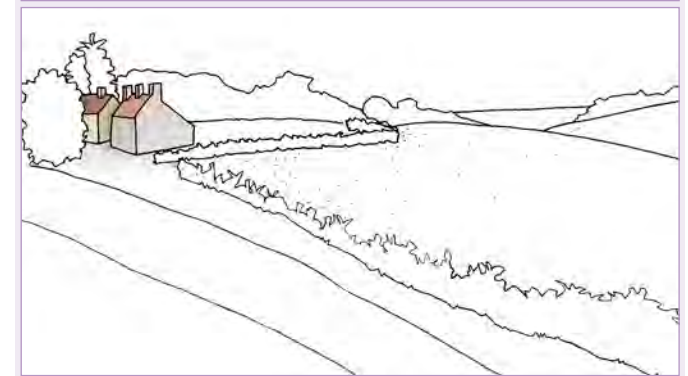
3.5.3 **Principle: Development on the edge of a settlement, on greenfield sites or in the countryside should respond to the unique character and setting of each site, taking into consideration a thorough understanding of the local pattern of settlement and its setting in the wider landscape.**

3.5.4 The location, siting and design of new development on the edge of settlements should be carefully designed to:

- create an edge to the built up area that relates to the local development and landscape pattern; and
- incorporate soft landscape to soften the edge of settlements and to help integrate new housing into its rural setting.

3.5.5 New development and associated landscape should retain, incorporate and enhance features that contribute towards the landscape character and biodiversity of the area wherever possible. This includes elements such as:

- field patterns and lanes;
- landscape features, such as trees and hedgerows;
- wetlands and watercourses;
- typical species of vegetation; and
- characteristic local habitats.



Settlement edges, views towards them as well as from them should be carefully considered and respond to local characteristics.

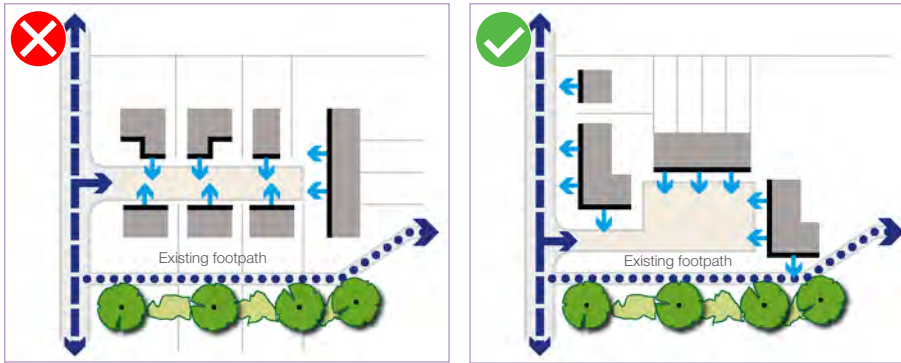
Edges to existing open spaces and routes

3.5.6 **Principle:** Development should face outwards onto all existing and proposed open spaces and routes, and provide active frontages to animate and overlook them, particularly where there are existing houses facing towards the site boundary.

Addressing edges – critical review

Does the development create a settlement edge that responds to the character of other edges, and it is softened by landscape?

Does it face outwards to animate and overlook open spaces and routes?



Where development lies adjacent to existing pedestrian routes, it must help to improve their quality and pedestrian safety.



Sketch illustrating how buildings can successfully provide overlooking and enclosure to an open space.



The sketch illustrates the idea for an informal character that relates well to the homes on the other side of the road.

3.6 Backland development

3.6.1 Some applications for development relate to sites that are located behind street frontage properties and so only partially visible from the street. These sites are known as backland sites.

3.6.2 **Principle: All backland development should be subordinate, i.e. it should occupy a minor proportion of the block in which it is sited; should be designed to the highest standards and should have a positive a legible entrance**

3.6.3 Backland development should:

- not harm the existing character of the local area;
- relate positively to the existing layout and existing urban form;
- create a positive and legible entrance to the backland site;
- maintain the quality of environment for existing residents;
- create a satisfactory living environment for the new home owners and existing surrounding properties;
- relate to a site of sufficient size and suitable shape to accommodate the number of dwellings proposed when compared to the existing grain of development in the area, together with their external space, access and parking requirements;
- not be taller than the existing buildings nor be highly visible from the main street frontage;

- be accessible without harming the character of the existing street frontage, and with no loss of important features, whether these are existing buildings, or trees and planting between existing buildings; and
- contribute to the public realm, where there is more than one dwelling proposed, by creating public streets and/or courtyard spaces that are not designed solely around technical highways requirements.

Backland development – critical review

Is backland development subservient to the block that contains it and is it designed to the highest standards?



Houses should be arranged to face each other across a road or space.

3.7 Built form

3.7.1 **Principle:** The design of the built form should be specific to its location and role within the proposed development and the context. The height, shape and form of buildings should be considered at the scale of the street frontage and the street as a whole, in terms of how they contribute to the streetscene and create character.

Building heights

3.7.2 **Principle:** The height of buildings should respond to a number of factors:

- the existing heights and degree of variation in height in the local context;
- the scale and importance of the space that the building will define or enclose;
- its position in the street hierarchy;
- the position of the building line in relation to the street;
- whether it is a focal point or landmark location in the development;
- the impact on the setting of any heritage assets or views; and
- the density of the development.

3.7.3 Within large developments taller buildings should be positioned in strategic locations to help people find their way around the development. These may include centres, focal points, landmark locations, the gateways or entrances to the development, and along main streets.

Key buildings – corners, landmarks and focal points

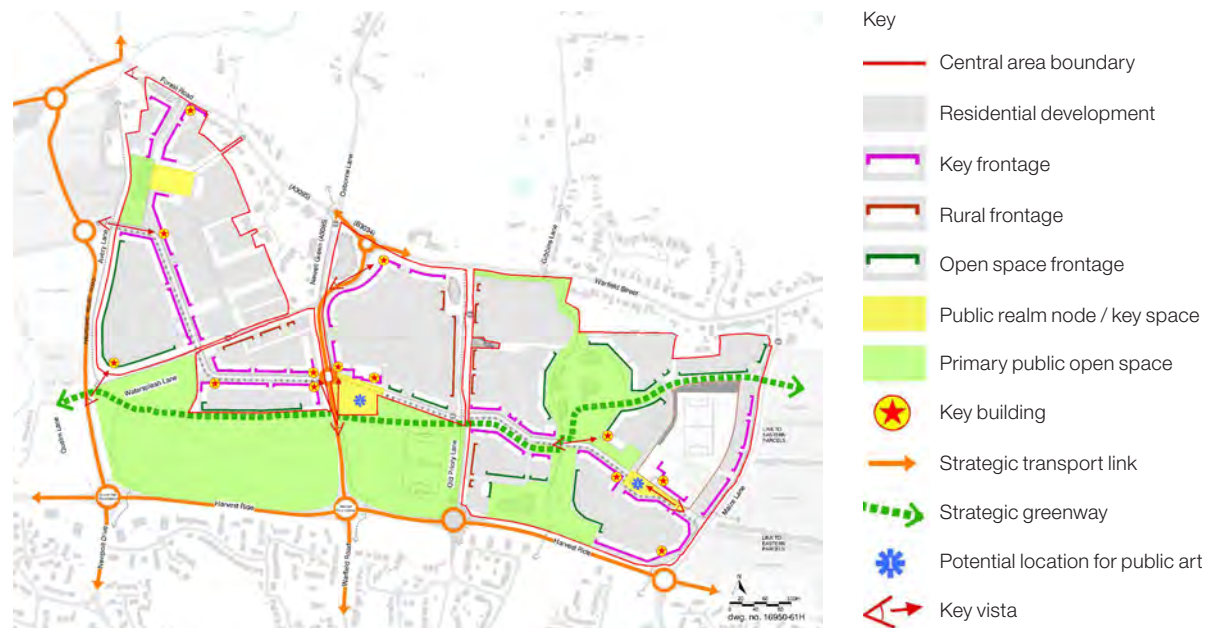
3.7.4 **Principle:** Key buildings are prominent because of their siting – they may terminate views along key streets, or define and enclose focal points or open spaces, or they may mark key decision points for navigating around a development. These buildings should be designed to reflect the importance of their role in the development.

3.7.5 In some (but not all) cases, key buildings should be taller than the buildings around them. Key buildings may also stand out because of their form (including at roof level), the design of their elevations, or a degree of contrast between them and adjoining buildings, for instance in terms of materials. The extent to which they should be distinguished from their surroundings will vary from situation to situation.

3.7.6 All key buildings should be designed and built to the highest quality, as they are the most prominent elements of the development and so must be special.

3.7.7 The Streetscene SPD identifies that buildings on corners should be designed to respond to their position in the layout. Generally they should have two front elevations with windows to habitable rooms on each. In prominent locations, it will also be appropriate to design them as high quality landmark buildings that fit within the character of the area.

3.7.8 Where a new building is proposed in an established context, then it should not block, compete or distract from an important view towards an existing landmark building.



Key buildings and focal points should be carefully considered and clearly detailed on masterplans and layout proposals. Image courtesy of Barton Willmore.

3.7.9 Important vistas should be terminated with buildings of an appropriate scale, massing and quality of design. Buildings that are visible at the end of a street/road have the function of ‘concluding’ or ‘terminating’ the view. The form of the building or group (including its roof) should be coherent at a distance, and its elevations (including the pattern of openings and the combination of materials) should be designed to have a formality that is appropriate to the vista. A symmetrical composition is one way to create a suitable scale and formality.

3.7.10 Groups of more than one building may also be used to enclose and define focal points within a development—for example buildings around a public square, or an open space.

3.7.11 When designing groups of buildings in key locations, designers should:

- meet the expectations of their location and visual prominence;
- follow an overall design concept for the group, including details, features and materials;
- consider the composition as a whole in terms of harmony, balance, symmetry and rhythm – elevations, 3D and axonometric drawings of key building groups should be provided to test these compositions; and
- use high quality materials effectively, and detail to create impact.

Composition of buildings

3.7.12 Principle: Compose buildings as three dimensional forms in groups, so that the relationships between them (the roof forms in particular) are specifically designed to create an attractive frontage when viewed from all directions.

3.7.13 This is particularly important for residential developments, where different house types may be grouped and arranged in different ways to suit the street network in different parts of the site. Small changes to the position of dwellings in the plan form of units can have a bigger impact upon the resulting form of the development.

3.7.14 Apartment blocks may take different forms depending upon the location, context, and local character. Their layout and plan form should be designed to respond to these factors as well as to provide high quality homes. For instance, a deep plan apartment building may introduce a bulky built form that does not relate well to an established context, whereas a shallower plan may relate more positively to its surroundings. Height is also an important consideration and should relate to the character of the area and the development surrounding the block. Apartments should also be placed on plots where a good balance between the built form, parking and usable amenity space can be achieved. (See section 3.9 below).

Built form – critical review	
Do building heights relate to their position in the development and the context?	
Are key buildings appropriate to their siting and designed to the highest quality?	
Have buildings been designed successfully as groups and is this demonstrated in three dimensional drawings?	
Is the form of any apartment blocks appropriate for the context and local character of the area?	

3.8 Building design

3.8.1 **Principle: Design new buildings with a coherent design approach that influences the whole building or development, from its form to the elevations, including the use of materials and detailing, whatever the architectural style may be.**

3.8.2 The Council's Core Strategy Policy CS7 Design specifically encourages innovative architecture. Where a contemporary approach is adopted then the proportions of the form and elevations and the quality of materials and detailing will be of particular importance. Designers will need to be able to explain how their design approach is appropriate to the context and local character as well as to the client's brief for the site.

3.8.3 Generally, design buildings to reflect some of the attractive qualities of the local form of housing, for example in terms of scale and proportion of elevations.

3.8.4 If a traditional approach is to be followed then the design of a building should correctly use traditional proportions and details and a similar quality of materials to the source for its inspiration.

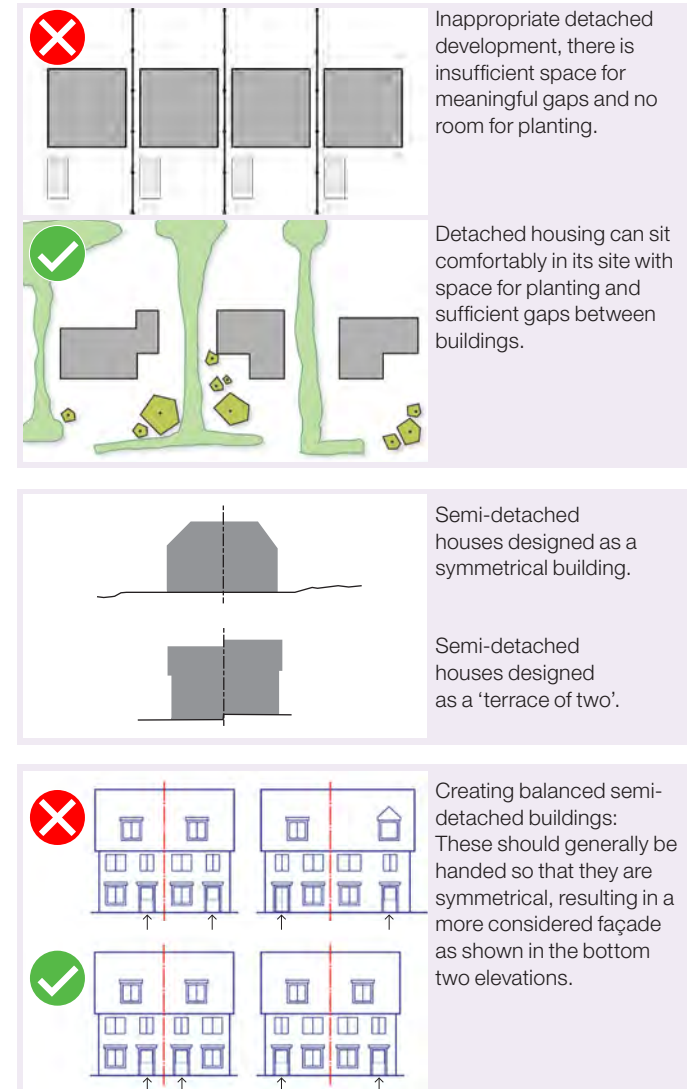
Roofs

3.8.5 The form of new buildings, including roofs, should relate well to those found in the local context. This may include:

- how forms are orientated, with ridges parallel or perpendicular to the street with either eaves or gables on the building frontage;
- the roof type and pitch, for instance whether it is a hipped roof or has gables;
- the scale and position on the roof of gables, dormers or mansard roofs;
- projecting elements, such as bays or porches; and
- consider how the roofscape will be viewed from higher levels or longer distances, in particular where development is located in undulating landscape, on hillsides and ridge lines.

3.8.6 Generally, in new development, design buildings so that their roofs:

- have ridge lines parallel to the longer side of the building or building block, creating buildings that are better proportioned and with a less dominating roof;
- are simple and uncomplicated, avoiding difficult and unnecessary detailing;
- can be continuous, avoiding unnecessary stepping and staggering of the building line, as this looks unattractive along the street and makes the verge details very prominent; and
- relate well to the existing topography.

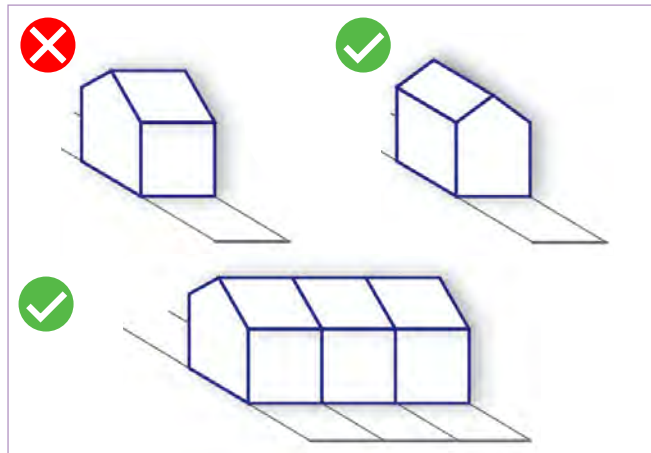


3.8.7 Gables have a stronger presence in the streetscene than roofs with eaves, even when the buildings are the same height. Gables can be used where a key building is required, for instance on corners to mark the presence of a junction. However, where they are sited on the street frontage it is important that they are designed with care, to be well proportioned, and with openings at ground floor level to create an active frontage in the streetscene.

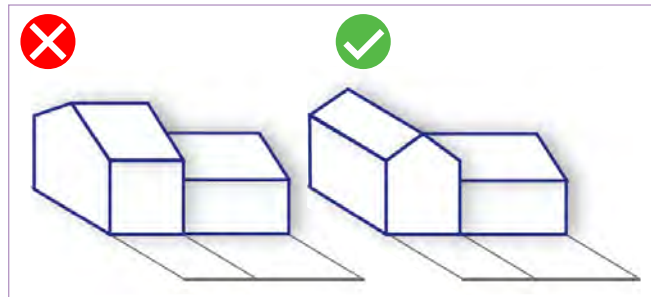
3.8.8 Roof pitches affect the character of a development. Traditional buildings generally have steeply pitched roofs with a narrow span, also with chimneys. New development is often deeper in plan than existing buildings. In an existing context, roof forms will need to be designed with care so that the result is not much taller or more bulky than the surrounding buildings.

3.8.9 Mansard roofs should be smaller than the building they span, so that they are set behind a parapet, and do not overhang the walls of the building at any point.

3.8.10 Dormer windows may either take the form of small gables on the line of the façade or should be be inset from the eaves line. They should be designed in three dimensions to make sure their position and proportions relate well to the roof and the building as a whole.



Ridge lines parallel to the longer side of the building are better proportioned.



Where house types of different depth are combined with each other we have to take particular care of the roof forms. Ridge lines that are parallel but not of similar height or in a continuous line create awkwardly shaped roofs and details. It can help to change the orientation of the roof to create a better design.

Elevations

3.8.11 Design elevations to:

- respond to the local context;
- be well balanced;
- follow a consistent design approach/ architectural style;
- reflect their position, i.e. elevations fronting the street must be designed as a welcoming frontage; and
- respond to their aspect, for instance with larger openings on the south side of the building.

3.8.12 The proportions of the windows and their positioning within the overall elevation are important to the quality of the design.

3.8.13 The style of window should relate well to the proportions of the opening.

3.8.14 All entrances should be from the street frontage. Apartment blocks may also have a secondary entrance from parking areas. It is important to provide independent access to all ground floor flats facing onto streets to create activity and movement within streetscenes.

Windows and doors



Random sizing and placement of windows attempts to create a frontage, but lacks any sense of proportion and composition.



Semi-detached building with a clear primary frontage and secondary frontage, each entrance positively addresses both the green and the street.



The front of the building is clearly oriented towards the street with a few windows facing onto the car park.



Clear and consistent placement of windows and doorways creates a positive street scene.

Elevation



Building of three townhouses sets out to create symmetry without following through in the design of the facade.



Well proportioned building with formal symmetry.

Materials



In these two examples the change in material appears random and adds unnecessary complications.

An elevation should contribute towards creating a positive street environment. The elevations of groups of houses should be considered as a whole in order to create a positive street-scale, in terms of proportion, materials, roofing and the placement of windows.

Materials and details

3.8.15 Generally, changes in material should relate to the form of the building and should have a clearly identifiable role in its design.

3.8.16 In traditional buildings, generally a change of material is associated with a set back or projection rather than being on a flush façade. Where designers are adopting a traditional approach, it is important to make sure that the design includes the modelling that is associated with traditional buildings.

3.8.17 A change in materials, if well designed, can help to articulate a building form and elevation and relate it to the scale of its context. However, it cannot successfully overcome the problems of a form that is too bulky for its context, or an elevation that is not well proportioned.

3.8.18 Design quality can be achieved through simple, well proportioned forms and elevations with limited decoration, using high quality materials and detailing.

3.8.19 Where materials are used to reflect traditional building forms and vernacular architecture, they should be real, rather than 'stick-on' features. For instance, chimneys should be genuine and relate to fireplaces.

3.8.20 Plant, for instance air conditioning units, or lift overruns, should be enclosed within designed structures and not be visible from the streetscene.

Building design – critical review	
Is there a coherent design approach to the building or buildings?	
Are key buildings designed to be appropriate to their siting and of the highest quality?	
Are the roof forms well designed and appropriate to their location and role in the development? How will they be viewed from the immediate streetscenes and in more distant views? Has the topography and site levels been considered?	
Are elevations well proportioned, appropriate to their siting, and coherent in their architectural style?	
Are high quality materials proposed and do they have a clear role in the design?	

3.9 Other residential requirements

3.9.1 **Principle:** Site dwellings so that all of their associated requirements, including outdoor space, parking and waste and recycling storage/ collection, can also be arranged appropriately within a plot, and function well for the end user. The development, as a whole, should also relate well to neighbouring properties and its surroundings.

Outdoor space

3.9.2 **Principle:** All new dwellings should have easy access to usable outdoor space (private or communal).

3.9.3 All gardens should be able to accommodate activities such as playing, drying clothes, cycle and waste and recycling storage.

3.9.4 The sizes of private gardens should be proportionate to the size of the dwelling, the potential number of occupants and the location of the development. Generally in town centres or urban areas, people have a lower expectation for garden size, compared with suburban or rural areas. Therefore garden sizes should vary according to the context.

3.9.5 External access to private gardens at least 1 metre wide should be provided for each unit, unless incompatible with local character.

3.9.6 All gardens, terraces and balconies should receive direct sunlight for at least part of the day at all times of the year. For this reason, areas that are fully shaded by tree canopies are not suitable for private or communal outdoor space. This applies to private or communal gardens for apartment blocks as well as to houses.

3.9.7 Cycle and waste and recycling storage in gardens should be accessible through the garden and the levels fully considered. Steps leading to waste and recycling collection areas are not acceptable.

3.9.8 Where a block of apartments is proposed, a careful balance is needed between the building footprint, its position on the plot in response to local character, parking provision and usable open space for residents.

3.9.9 Wherever possible, upper floor inhabitants of apartments should have access to a communal garden area, a communal or private roof terrace, or a private balcony.

3.9.10 Careful consideration will be given to issues of overlooking and privacy where balconies are proposed. The design of balustrades should balance the benefits of allowing light into the space against those of providing a visual screen. North facing balconies are unlikely to receive adequate sunlight and should be avoided.



Balconies and roof terraces can provide amenity space for people living in urban areas or in flats.

Privacy

3.9.11 Principle: All development should be arranged on plots to achieve reasonable levels of privacy for the inhabitants and for residents of neighbouring buildings.

3.9.12 Reasonable levels of privacy can be achieved by considering the distance between windows on different plots.

3.9.13 For two storey houses a minimum back to back distance of 22m between facing windows is accepted as providing a reasonable degree of privacy for the occupants of both dwellings. With a building(s) with windows above first-floor level, a back-to-back separation of no less than 22m is considered reasonable. As storeys rise additional separation distances may be necessary to mitigate against overlooking, overshadowing and overbearing impacts. In addition to providing adequate back-to-back separation, overlooking impacts can be mitigated by oblique siting relationships, where within the building habitable rooms are located, window design (e.g. use of obscure glazing for non-habitable rooms, high-level windows and rooflights) and screening such as outbuildings or vegetation. In applying these separation distances the impacts of levels differences on sloping sites will also be taken into account.

3.9.14 Blocks of flats do not necessarily have private 'backs' the way most houses do. In considering siting relationships between blocks of flats a minimum distance between facing habitable windows of 22m will be sought to avoid unacceptable levels of overlooking. However, each case will be considered on its own merits and it being demonstrated that a development proposal adheres to the additional guidance to safeguard residential amenity as set out in section 3.9 of this SPD.

3.9.15 Generally a distance of 12m between windows on the street side of dwellings is accepted as providing a reasonable degree of privacy to the occupants of both buildings. This distance is likely to be the minimum required to accommodate the carriageway, footway(s), services, and privacy strips or front gardens.

3.9.16 Where the building line is close to the street, a reasonable degree of privacy can be achieved through one or more of:

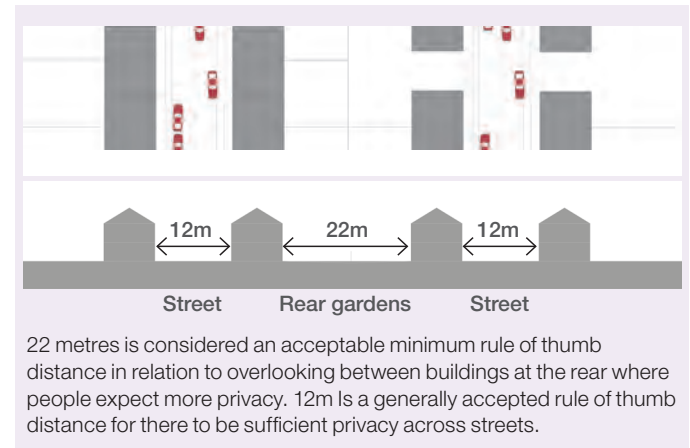
- a small planted privacy strip;
- the internal planning of accommodation, such as kitchen facing the street and bedrooms at the rear;
- a boundary treatment that creates some degree of screening, for instance a hedgerow; and
- vertically proportioned windows that are not too large in size.

3.9.17 Ground floor residential accommodation will feel more overlooked in mixed use areas than in a residential area, so may require all of the above measures to create a reasonable level of privacy.

3.9.18 On a sloping site, accommodation that is raised above the level of pedestrians will feel private, whereas accommodation below the level of pedestrians will feel overlooked. Designers should consider carefully the relationship of routes to dwellings to achieve a reasonable level of privacy for all residents whilst maintaining accessibility for all.



The careful orientation of terraces and placement of windows can ensure that both privacy and high density is achieved.



Relationship to neighbouring properties/ surroundings

3.9.19 **Principle:** New development should be sited and designed to minimise any potential impacts on neighbouring properties and/or its surroundings.

3.9.20 New development should make sure that neighbouring properties continue to receive adequate levels of sunlight and daylight and that new development is not unduly overbearing.

3.9.21 The appropriate distance from an apartment block to on-site assets such as trees, or to neighbouring properties, and between different buildings that form part of the development, should be governed by:

- sunlight and daylight considerations, so that each dwelling has some sunshine in its living spaces for part of the day, and habitable room windows should be assessed in accordance with BRE standards; and
- how the blocks enclose the space to create attractive places that are comfortable to use, whether these are communal outdoor spaces or parking areas.

3.9.22 The Streetscene SPD provides guidance on enclosing street and other spaces.

3.9.23 New development of more than two storeys will generally need a degree of separation from a boundary with the garden of an existing property.

This is particularly important for new apartment blocks and commercial/office accommodation, where planting may also be required to soften the impact.

Parking

3.9.24 **Principle:** Parking should be accommodated within the development in convenient positions, to encourage people to use the designated locations.

3.9.25 The Parking Standards SPD sets out the required levels of car parking for new development. The Streetscene SPD provides detailed guidance on how parking within the streetscene can affect character.

3.9.26 Parking for houses should be:

- sited so that it does not dominate the streetscene or development;
- designed as positive and attractive spaces and incorporate planting where appropriate to soften parking areas;
- conveniently located for the property it serves providing a safe and easily accessible route;
- garages should generally be set behind the building line or positioned so as not to be visually dominant within streetscenes; and
- designed to contribute to a sustainable drainage system.

3.9.27 Space and provision should be made for charging points for electric vehicles, either on plot or within communal parking courts.

3.9.28 Where a block of apartments is proposed, parking should ideally be located underground in a basement. Where this is not a viable option, parking should be integrated into the landscape around the building.

3.9.29 The Streetscene SPD and Parking Standards SPD provide detailed guidance on parking layouts, design and the level of provision required.



Example of well integrated car parking fronting onto a public space, including an example of a flat over garage (top).

Waste and recycling storage/collection

3.9.30 Principle: Waste and recycling storage should be designed into the development in convenient positions both for collection and to encourage people to use them.

3.9.31 Generally for houses, external waste and recycling storage should be provided in private gardens, to the rear of the property.

3.9.32 For apartment blocks, waste and recycling storage areas should ideally be incorporated into the ground floor layouts, integral to the building. However, where an external store is necessary, this should be sensitively designed and located where it is not be highly visible within the streetscene, but still within the required carry distances for both residents and waste and recycling collectors. As new Waste Management technologies are developing, consideration should be given to providing up to date ways of dealing with waste and its collection for dwellings and commercial premises. Suitable provision will therefore need to be approved by the Council's Waste Management team.

3.9.33 The Streetscene SPD provides detailed guidance on waste and recycling stores and collection, including for blocks of apartments.

Other residential requirements – critical review

Does the development provide usable outdoor space for all dwellings with sunlight for part of the day?

Is there a reasonable level of privacy between the new development and existing properties and for the inhabitants of the new development?

Is parking well designed and convenient?

Is waste and recycling storage well designed and convenient?



Below: Example of well considered storage design with robust, sturdy waterproof materials that compliment architecture.

4 Extensions and Alterations

4.1 Introduction

4.1.1 Extensions and alterations to houses do not always need planning permission since Permitted Development rights, a national grant of planning permission, allows certain building works to be carried out without having to make a planning application.

4.1.2 The exercise of Permitted Development rights is subject to conditions and limitations (for example limits on height, size or location etc.) to control the impact of a development and to protect local amenity. Please contact the Planning section of Environment, Culture and Communities for more information or refer to the Planning Portal at

https://www.planningportal.co.uk/info/200125/do_you_need_permission.

4.1.3 It is important to note that extensions or external alterations to apartments do not, in general, have Permitted Development rights and there are a range of exclusions which apply to protected areas, such as a Conservation Areas.

4.1.4 This section of the Design SPD provides guidance for designing extensions and alterations to houses that are not Listed Buildings or within Conservation Areas. Proposal for extensions and alterations in Conservation Areas or on a Listed Building should be discussed with the planning section at an early stage to identify whether or not permission will be required.

4.1.5 Many residential areas in the Borough have a distinctive and attractive character, which is created by the combination of buildings and landscape. This helps to make each place a unique and attractive place to live, somewhere that people feel they belong. In most cases, this character is not something that will result in a formal designation such as a Conservation Area but, nevertheless, it is important locally.

4.1.6 Over time, lifestyles change and people use their homes differently. Alterations or extensions allow homes to be adapted so that people can continue to live in their local area.

4.1.7 Each alteration or extension, in itself, makes a small change to an area and to its character. However, many such alterations and extensions can erode the attractive qualities of a house, the residential environment for inhabitants and neighbours, and can undermine the character of the area.

4.1.8 However, if well designed, extensions and alterations can relate well to the home, the neighbouring properties and the character of the area.

4.2 General guidance

4.2.1 In addition to the guidance given in this section, guidance is also given in chapter 3 of this document on issues of separation and overlooking of neighbouring properties which will also be relevant and should be considered. The design of an extension or alterations to a property should start from:

- the original design of the building in its plot; and
- the character of the street or area.

4.2.2 Extensions or alterations should respond to the scale, proportions and design of the original building. This may include:

- the shape of the building, in particular its roof, and original features such as bay windows, porches, dormers or chimneys; and
- the relationship with neighbouring properties, including the building line, the roof pitch and slope, the topography and the aspect of each house.

4.2.3 Extensions or alterations may adopt a design approach that integrates the proposal into the design of the original building, or they may adopt a contemporary design approach that complements its design. In both cases, the proposal must be considered together with the original building, so that it creates a coherent and well-designed whole.

4.2.4 The Council's Core Strategy Policy CS7 specifically encourages innovative architecture. The Council will therefore welcome modern design using contemporary materials provided it is high quality and appropriate to its context. A high quality, contemporary design can help to improve the environmental sustainability of a property and, at the same time, enhance the appearance of a building.

4.2.5 Where an innovative architectural approach is proposed, then designers should provide a rationale for their design approach, including where departing from any of the detailed design guidance below.

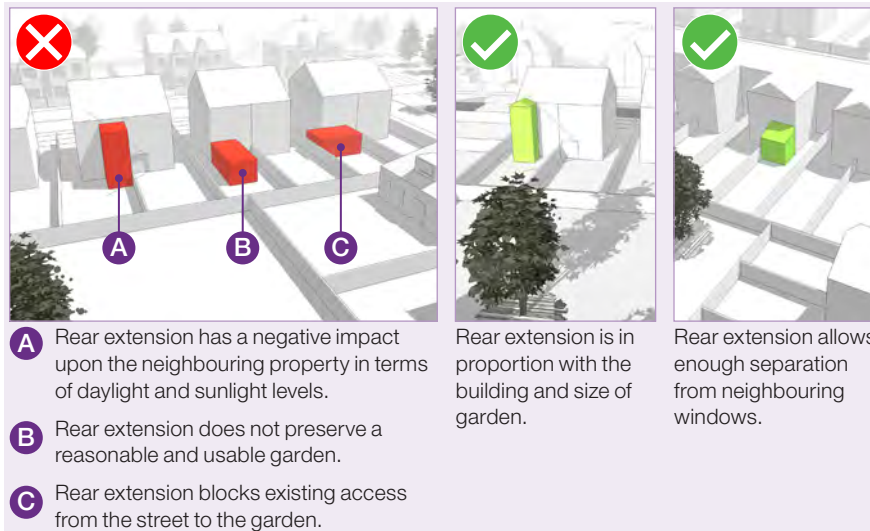
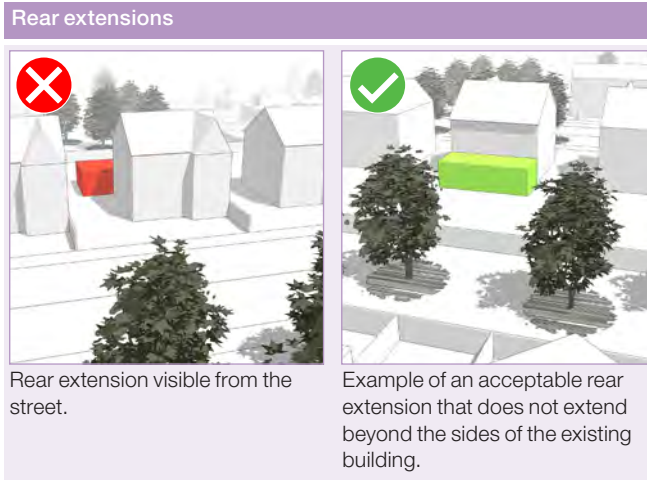
4.3 Rear extensions

4.3.1 Rear extensions should maintain the quality of residential environment, should relate well to neighbouring buildings and should generally not be visible from the street.

4.3.2 Rear extensions should retain a reasonable living environment for the property being extended, by:

- preserving a back garden of a reasonable size, appropriate for the potential number of occupants of the house, and able to accommodate activities such as playing, drying clothes, cycle and waste and recycling storage;
- being set behind the original building, and not projecting beyond it at the sides;
- maintaining an external access to the garden;
- being subordinate to the original building in height, with eaves height no taller than the original eaves height;
- following the style of the original building, or complementing it with a high quality modern addition;
- ensuring that the roof form is well proportioned and does not alter or interfere with the main roof form; and
- being appropriate in size to the buildings, gardens and plots of both the original and neighbouring properties.

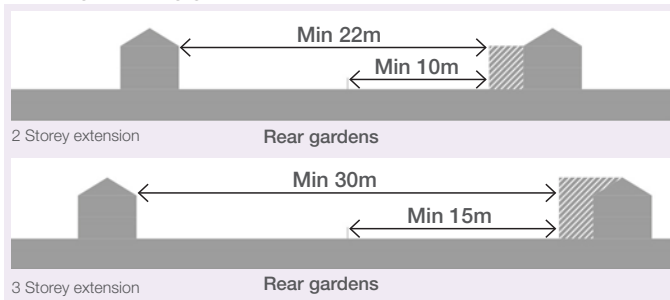
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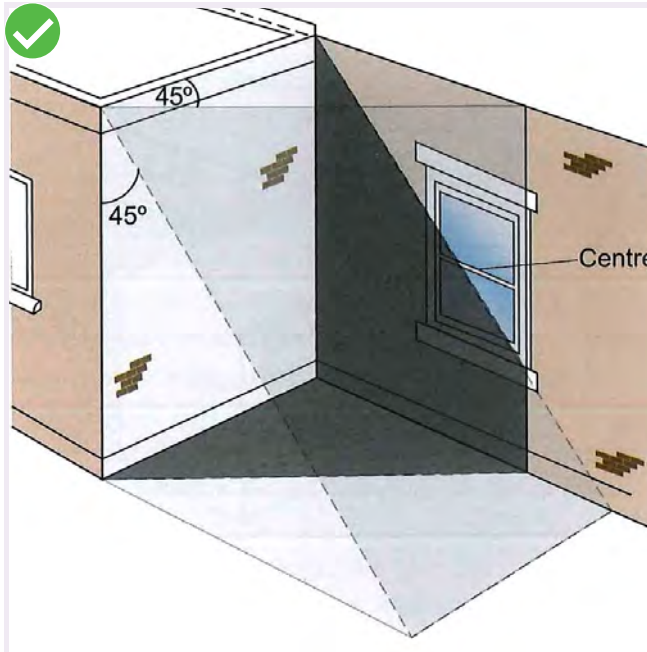
4.3.3 Rear extensions should maintain the quality of environment for neighbours, by:

- ensuring reasonable levels of daylight and sunlight to the habitable rooms in adjoining properties in accordance with Site Layout Planning for Daylight and Sunlight – A Guide to Good Practice Second Edition 2011 BRE or subsequent updates;
- the 45 degree rule to check maintaining daylight and sunlight levels (see diagram opposite); where side facing habitable room windows maybe affected, use the 25 degree rule;
- positioning of windows to minimize any potential overlooking of the neighbouring property or garden;
- ensuring in a 2 storey extension that first floor windows do not overlook an adjoining boundary less than 10m away or bring properties closer than 22m;
- ensuring that a new window at second floor level, including a dormer, is no less than 30m from a neighbouring property and 15m from a boundary where it directly overlooks that property's boundary;
- where windows are required in side elevations, ensuring that any at first floor level use obscure glazing with opening fanlights only; and
- setting the extension away from the property boundary so as to avoid any dramatic change in scale in relation to the neighbouring garden.

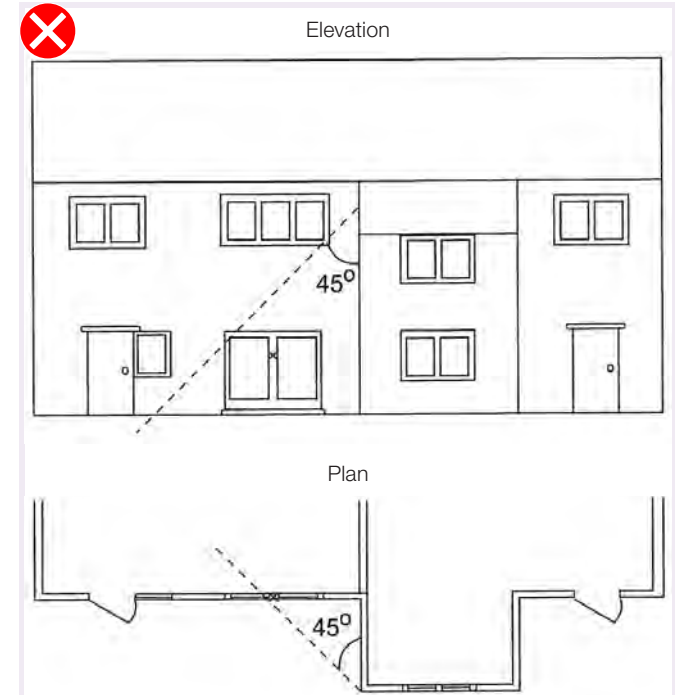
326



The '45 degree rule'



Application of the 45 degree approach to a domestic extension. A significant amount of light is likely to be blocked if the centre of the window lies within the 45 degree angle on both plan and elevation. Here the centre of the window lies outside the 45 degree angle on elevation, both impact of the extension is likely to be small.
 Taken from *Site Layout Planning for Daylight and Sunlight A Guide to Good Practice Second Edition 2011 BRE Press.*



Here the extension has a pitched roof, so a point halfway along the roof slope is used as the start of the 45 degree line on the elevation. The affected window is a patio door, so a point 1.6 metres above the ground has been taken. This point is within the 45 degree angles on both plan and elevation, so a significant reduction of light is likely.
 Taken from *Site Layout Planning for Daylight and Sunlight A Guide to Good Practice Second Edition 2011 BRE Press.*

4.4 Rear infill extensions

4.4.1 Rear infill extensions are popular in traditional terraces of houses, where there is an L-shaped building with a side return. The side return is generally a narrow and relatively dark alley to the garden. Filling in the side return offers owners the opportunity to create open plan kitchen and living areas at the rear of their properties.

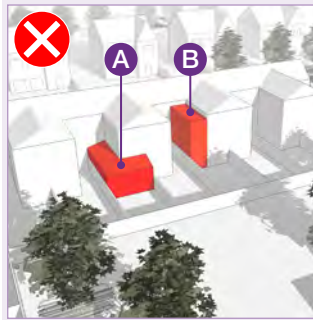
4.4.2 Infill extensions should generally retain the form of the original building and should be carefully designed to make sure they maintain the quality of living environment for neighbouring properties.

4.4.3 Infill extensions should:

- 327
- be subordinate to the original building and limited to a single storey in height;
 - minimise the height on the party wall line;
 - maintain the integrity of the original building, for instance by retaining a column at its rear corner, and avoiding a wrap around extension; and
 - follow the style of the original building, or complement it with a high quality modern addition.

4.4.4 They should maintain the quality of environment for neighbours by ensuring reasonable levels of daylight and sunlight to the habitable rooms in adjoining properties, preferably with a sloping roof and keeping the height on (or adjoining) the party wall as low as possible.

Infill extensions



A Wrap-around extensions do not retain the integrity of the original building.

B This infill extension is overbearing and impacts on the neighbouring environment.



Examples of acceptable rear and side extensions. Exceptions to the general guidance can be admissible if there is a clear justification and exceptional design quality.



4.5 Side extensions

4.5.1 In some residential areas, there is a regular pattern of buildings and spaces, for instance in 1930s semi-detached suburban housing. In these locations, where the rhythm of the street frontage contributes to local character, side extensions should not interfere with this.

4.5.2 Side extensions should be sited and designed so as to minimise any impact on local character, by:

- being well back from the original building line, and preferably not seen in views along the street;
- being subordinate to the original building, in particular so that extensions of 2 storeys are noticeably smaller in footprint than the original building;
- having a carefully designed roof form that is in scale with the original roof;
- following the style of the original building, or complementing it with a high quality modern addition; and
- avoid terracing where this is not currently present.

4.5.3 Side extensions should retain a reasonable living environment for the property being extended, by:

- maintaining a gap between the dwelling and the site boundary of at least 1m to allow external access to the garden; and
- retaining off-street parking provision behind the building line where it exists at present.

4.5.4 Side extensions should maintain the quality of environment for neighbours, by:

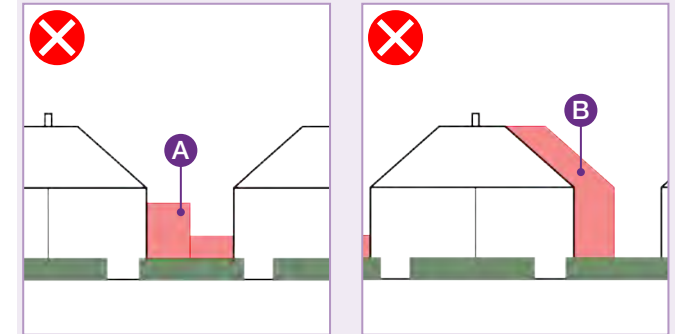
- ensuring reasonable levels of daylight and sunlight to the habitable rooms in adjoining properties – use the 45-degree rule to check this (See section 4.3.3);
- positioning windows to minimise any potential to overlook the neighbouring property or its garden;
- where windows are required in side elevations, ensuring that any at first floor level are obscure glazed with opening fanlights only; and
- setting the extension away from the property boundary so as to avoid any dramatic change in scale in relation to the neighbouring garden.

4.5.5 On corner plots, side extensions may be considered as being both side extensions and front extensions, as they will potentially relate to both streets. Both elevations should be designed as street frontages.

4.5.6 On corner plots, side extensions should contribute to local character by:

- turning the corner, i.e. facing in both directions to create two frontages, each with windows at ground floor and upper levels overlooking the street;
- being set back from the existing building line on both streets; and
- following the boundary treatments along both streets, in terms of its position, height and materials.

Side extensions



- A Side extensions, even when subordinate can lead to the infill of gaps between houses, detracting from character.
- B A side extension to this semi-detached house makes it look unbalanced and 'top-sided'.



- C Side extension is subservient and in proportion with the existing building.
- D Side extension retains space between buildings and is clearly subservient to the existing building.

4.6 Front extensions and porches

4.6.1 Front extensions are highly visible in the streetscene and should be carefully designed to make sure they do not erode local character.

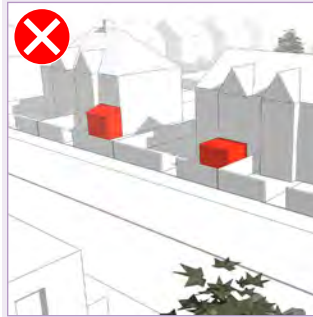
4.6.2 Generally, small porches are an acceptable form of front extension. Because of their prominence in the streetscene, the design, materials and details of any other front extension will need to be high quality.

4.6.3 Front extensions should maintain local character by:

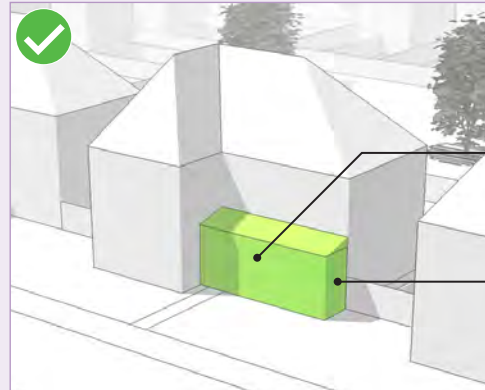
- being small in footprint relative to the original building;
- porches being set behind the existing building line so that they are not dominant elements in the streetscene;
- being subordinate in scale so that they do not dominate the original building;
- generally following the style of the original building in terms of design, materials and detailing, including roof materials and pitch; and
- being consistent with others on a terrace or other group of buildings, and not having an unbalancing effect on the group as a whole.

4.6.4 They should maintain the quality of environment for neighbours, by ensuring reasonable levels of daylight and sunlight to the habitable rooms in adjoining properties – use the 45-degree rule to check this (See section 4.3.3)

Front extensions and porches



Front elevations that sit in front of the existing building line negatively impact upon the streetscene.



Example of an acceptable extension.

Sits behind predominant building line.

Does not extend beyond width of original building.

4.7 Roof extensions

4.7.1 Roof extensions should not affect the local character or the environment of neighbouring properties.

4.7.2 Roof extensions should:

- not unbalance the symmetry of a terrace or semi-detached dwellings;
- be clad in appropriate materials;
- ensure that the roof material and the shape of new windows relate well to the original building;
- position dormer windows with care, avoiding front or side slopes where they may unbalance the building or disrupt the consistency of a group or terrace;
- size dormers so they are subordinate elements at roof level, and do not extend across the full width of the roof;
- ensure that dormers do not rise above the ridge or hip of a roof;
- preferably align new openings with those on lower levels; and
- preferably locate skylights on side or rear roof slopes.

Roof extensions



A Dormer is out of proportion with the remainder of the house.

B Impacts on the symmetry and integrity of the semi-detached houses.

C The dormer and its windows have a poor relationship with the rest of the house.



Example of an acceptable roof extension.



The dormer extends above the roof-line.



Example of an acceptable dormer window.

4.8 Windows and doors

4.8.1 The design and detailing of windows/doors on the street frontage is of particular importance as it contributes to local character.

4.8.2 The design of new windows and doors should relate well to those originally used in the building.

4.8.3 Replacement windows and doors on street frontages should:

- complement the existing by matching the opening arrangement, material and details to the originals;
- maintain the original glazing pattern which is generally an integral part of the appearance and quality of the building; and
- where the building is part of a group or terrace, they should maintain its consistency of appearance.

4.9 Solar panels, satellite dishes and air source heat pumps

4.9.1 These additions generally do not require planning permission. However, it is important to consider their impact on the attractiveness of new and existing individual dwellings and the street.

Solar panels

4.9.2 Where possible solar panels should not be placed on the front elevation of buildings or in a position that is visible from the street frontage. They should preferably be mounted in a regular pattern with equal set backs from the eaves and ridgelines.

Satellite dishes

4.9.3 Satellite dishes should be placed in the least prominent position, avoiding the front elevation wherever possible.

Air source heat pumps

4.9.4 Air source heat pumps should not be placed on front elevations or in a position that is visible from the street. If this cannot be avoided then they should be sensitively screened.

4.10 Balconies and roof terraces

4.10.1 New balconies and roof terraces on existing buildings should not affect neighbouring properties, or alter local character, either of a group of buildings or of the streetscape.

4.10.2 Balconies, including Juliet balconies, and roof terraces should be:

- positioned, and screened if necessary, so that they do not overlook neighbouring homes or gardens; and
- sited away from locations that are sensitive to additional levels of noise or disruption.

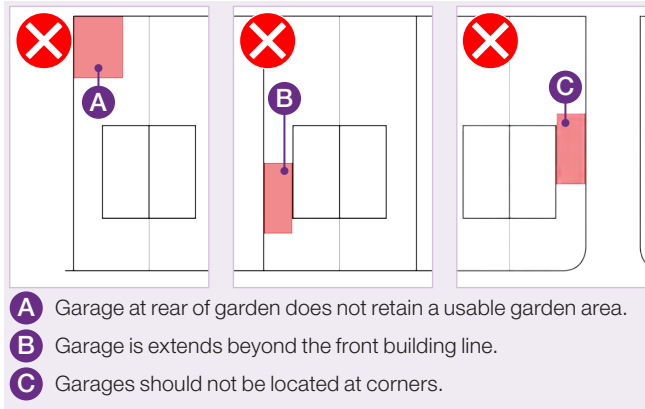
4.11 Garages and outbuildings

4.11.1 New garages and outbuildings should not affect the quality of the living environment or the character of the streetscene or the area.

4.11.2 Garages and outbuildings should:

- preserve a back garden of a reasonable size, appropriate for the potential number of occupants of the house, and able to accommodate activities such as playing, drying clothes, cycle and waste and recycling storage;
- be set back behind the building line of the original house so they do not intrude in the streetscene;
- be subordinate in footprint and scale to the original house;
- follow the style of the original building, or complement it with a high quality modern addition; and
- ensure that the roof form is well proportioned and in scale with the original house and its roof.

Garages and outbuildings



5 Design and Access Statements

5.1 Introduction

5.1.1 A Design and Access Statement is a short report that needs to be submitted with certain applications for planning permission and listed building consent. These include:

- all major development proposals;
- development in conservation areas for one or more dwellings;
- development in conservation areas for more than 100 sqm of floorspace; and
- listed building consent.

5.1.2 A Design and Access Statement is used by the local planning authority and others to help understand the development proposal, why it is as it is, and how it has evolved.

5.1.3 The level of detail should be proportionate to the complexity of the application but it should not be a long document.

5.1.4 This section refers to applications for detailed planning permission. For information on listed building consent applications, please contact the Planning section of the Environment, Culture and Communities department.

5.2 Content of a Design and Access Statement

5.2.1 The Design and Access Statement should explain how the development proposal is a suitable response to the site and its setting and it should demonstrate that it can be accessed by all.

5.2.2 It should:

- explain the relevant design principles and concepts;
- outline the steps taken to appraise the context of the proposed development;
- demonstrate how the design approach takes that context into account;
- explain the approach to access;
- explain how relevant Local Plan policies have been taken into account;
- detail any consultation with the local planning authority and local residents and how this has informed the proposals; and
- explain how any specific issues that might affect access have been addressed.

5.2.3 Outline planning applications must provide information about the proposed uses and amount of development proposed for each use. They must also indicate the area or areas where access is proposed to the development. Applicants may also provide additional information as part of the application to help the Council assess it against planning policies. The Design and Access Statement should explain how the application will achieve high quality design and so comply with Core Strategy Policy CS7 and any other relevant policies.

5.2.4 A Design and Access Statement is an opportunity for an applicant to showcase the development proposals. It should be easy to understand, engaging to read, have a high level of information expressed in a diagrammatic format and should realistically communicate what the proposals will look like, how they will function and the impact they will have on the surrounding area.

5.2.5 For more information on Design and Access statements, please see:

<http://www.designcouncil.org.uk/resources/guide/design-and-access-statements-how-to-write-read-and-use-them>

6 Appendix: Further sources of information

Bracknell Forest Council Supplementary Planning Documents and guidance notes

The Council has produced and adopted a number of Supplementary Planning Documents (SPDs) to guide development in the Borough and interpret local planning policy. These are:

- Amen Corner SPD
- Character Area Assessments SPD
- Design SPD
- Designing for Accessibility SPD
- Planning Obligations SPD
- Parking Standards SPD
- Streetscene SPD
- Sustainable Resource Management SPD
- Thames Basin Heaths SPD
- Warfield SPD

Copies of the documents listed above can be found on the Council's website at:

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

General design advice

Good design advice can be found in numerous locations nationally.

The NPPF and NPPG set out key principles on design issues and should be used as a reference.

Suggested reading includes:

- By Design - Urban design in the planning system: towards better practice - DETR and CABE, 2000
- Urban Design Compendium 2 - English Partnerships and the Housing Corporation, 2006
- Manual for Streets - DfT and DSLG, 2007
- Manual for Streets 2 - A Wider Application of the Principles - CIHT, 2010
- Car Parking: What Works Where - English Partnerships 2006
- Protecting design quality in planning - CABE, 2002

Neighbourhood Plans

Binfield Neighbourhood Plan has now been adopted and is a material consideration when determining planning applications. Neighbourhood plans are also being progressed for the areas of Bracknell, Crowthorne, Sandhurst, Warfield and Winkfield. Further information is available on the Council's website at:

<http://www.bracknell-forest.gov.uk/neighbourhoodplanning>

The Beauty In My Back Yard (BIMBY) toolkit may also be of interest to local residents wishing to work with local developers on new housing schemes. This can be found on the Prince's Foundation website.

Sustainable Drainage Systems (SuDS)

Information relating to the level of information required when submitting a planning application can be found on the Council's website at:

<http://www.bracknell-forest.gov.uk/planningapplicationssuds>

Ciria has produced a SuDS Manual (updated in 2015) titled "The SuDS Manual (C753)" and this can be viewed at:

http://www.ciria.org/Memberships/The_SuDs_Manual_C753_Chapters.aspx

Information on SuDS is also available from the following national organisations:

www.susdrain.org

www.uksuds.com

Waste and Recycling

Specific guidance on Waste and Recycling is set out within the document titled Requirements for Waste and Recycling Provision at New Developments which can be viewed on the Council's website at:

<http://www.bracknell-forest.gov.uk/guidance-notes-for-new-developments-waste.pdf>

Copies of this booklet may be obtained in large print, Braille, on audio cassette or in other languages. To obtain a copy in an alternative format please telephone 01344 352000.

Nepali

यस प्रचारको सक्षेपं वा सार निचोड चाहिं दिइने छ, ठूलो अक्षरमा, ब्रेल वा क्यासेट सून्नको लागी । अरु भाषाको नक्कल पनि हासिल गर्न सकिने छ । कृपया सम्पर्क गनुहोला ०१३४४ ३५२००० ।

Tagalog

Mga buod/ mga hango ng dokumentong ito ay makukuha sa malaking letra, limbag ng mga bulag o audio kasette. Mga kopya sa ibat-ibang wika ay inyo ring makakamtan. Makipag-alam sa 01344 352000

Urdu

اس دستاویز کے خلاصے یا مختصر متن جلی حروف، بریل لکھائی یا پھر آڈیو کیسٹ پر ریکارڈ شدہ صورت میں فراہم کئے جا سکتے ہیں۔ دیگر زبانوں میں اس کی کاپی بھی حاصل کی جا سکتی ہے۔ اس کے لیے براہ مہربانی ٹیلیفون نمبر 01344 352000 پر رابطہ کریں۔

Polish

Streszczenia lub fragmenty tego dokumentu mogą być dostępne w wersji napisanej dużym drukiem, pismem Brajla lub na kasecie audio. Można również otrzymać kopie w innych językach. Proszę skontaktować się z numerem 01344 352000.

Portuguese

Podemos disponibilizar resumos ou extractos deste documento em impressão grande, em Braille ou em audiocassete. Podem também ser obtidas cópias em outros idiomas. Por favor ligue para o 01344 352000.

Appendix B

Design Supplementary Planning Document: Regulation 12 (a) Statement of Consultation

This statement has been prepared in accordance with Regulation 12(a) of The Town and Country Planning (Local Planning) (England) Regulations 2012 for the adoption of Bracknell Forest Council's Design Supplementary Planning Document (SPD). This statement is required to set out:

1. Who was consulted in the preparation of the SPD;
2. A summary of the main issues raised during the consultation; and
3. How the issues raised have been addressed in the SPD.

1. Purpose of the Design SPD

The Design Supplementary Planning Document (SPD) sets out design principles and best practice to guide the design quality of development proposals within the Borough. The SPD provides guidance as a material consideration to planning applications in the Borough. The Design SPD sets out guidance relating to:

- Design and context;
- Built form and spaces;
- Householder extensions;
- Design and Access Statements.

2. Consultation

In the preparation of the Design SPD, officers throughout the Council, including those with a responsibility for planning, transport and green infrastructure were consulted in the preparation of the Draft and final SPD.

Following this, the draft Design SPD and its evidence was published for consultation for a 6 week period from Monday 17th October at 9 am until 5pm on Monday 27th November 2016. Bracknell Forest Council has comprehensively consulted with interested members of the public and range of key and statutory organisations to help assess the content of the Design SPD. The consultation included:

- Planning consultants/agents.
- Developers/architects.
- Statutory bodies and organisations.
- Members of the general public who have specified an interest in Local Plan issues.

Details of who has been consulted on the SPD and how they were consulted can be viewed below.

Details of the responses made to the consultation and how they have been taken account of in the adopted SPD are detailed below.

3. Consultation Responses

A total of 26 representations on the draft SPD were made. The 26 representations comprised of local residents, Crowthorne Parish Council, Statutory consultees and neighbouring boroughs and 4 developers. The main issues raised were:

- Additional emphasis needed on the positive contribution of green infrastructure and the need for more trees within new development.
- More reference to heritage assets, landscape character issues and maintaining views of historic assets.
- More consideration needed within new development to the existing character within neighbourhoods.

- The need to consider all within the community, particularly older people, people with dementia and young children when designing new places.
- Additional air quality, flood and Sustainable Drainage System (SuDS) information needed.
- New development should be built to higher densities to meet ensure a 5 year land supply and meet local needs more quickly.
- Too much development is happening all at the same time
- The need to continue to secure additional infrastructure to support new development sites and provide for existing communities.
- Some clarity needed in relation to specific diagrams and photos used.

The following table provides a detailed summary of the responses and officer responses and actions which explain how the issues raised have been addressed in the final SPD.

Draft Design SPD Consultation Responses, BFC response and action
Consultation period: 17 October – 28 November 2016

Name (and Organisation If Relevant)	Issue(s) raised	BFC response and comment	Action taken Para Reference/ Table Reference/Page No.
339 Amy Steel – Natural England	1) Provision should be made for Green Infrastructure within development – this should be inline with the GI Strategy covering Bracknell Forest and the NPPF Urban green spaces provide multi-functional benefits Opportunities to provide and retrofit green roof systems, roof gardens, green walls and tree planting to provide shade and cooling. Issues relating to air quality, ground and surface water and soils should be considered within urban design plans.	Agree with comments made. Many of the issues raised (points 1 – 5) are discussed within the Council’s Sustainable Resources Management (SRM) SPD. An additional sentence has been added at 2.6.4 which further reiterates the issues covered in the SRM SPD and cross references to this document.	Sentence added at para 2.6.4
	2) Biodiversity enhancement – e.g. bat roost and bird box provision	As above	As above
	3) Landscape enhancement - landscape characterisation – avoid unacceptable impacts	As above	As above
	4) Impacts of lighting on landscape and biodiversity	As above	As above
	5) Climate change and sustainable development principles	As above	As above
Katie Newton - Environment Agency	No comments to make	No action required	-

Name (and Organisation If Relevant)	Issue(s) raised	BFC response and comment	Action taken Para Reference/ Table Reference/Page No.
D Rothwell	No comments to make	Comment: No action required	-
340 K Naylor	1) Reference to health and well being issues need to be included. Healthy lifestyles can be made easier through the pattern of development. Development should provide for all ages, from play for the young to adaptable homes and communities for the aging population, including the increasing occurrence of dementia. More reference to “people” needed, especially at page 5.	The NPPG covers this issue at Paragraph: 014 Reference ID: 26-014-20140306: https://www.gov.uk/guidance/design#vibrant-Neighbourhoods It makes reference to the health and well being and quality of life of those living in an area and how this is influenced by its cohesion. Cohesion relies upon a neighbourhood having a robust structure and identity. The table on page 5 relates to site analysis and therefore reference to “people” is not relevant at this point. However, a paragraph is added at 2.4.3 within the placemaking section.	Additional paragraph added at 2.4.3
	2) Section 3 - better open spaces leads to better health outcomes. Local action needed on health inequality – access to open space can help with this. Para 3.9 needs to reference active lifestyles e.g. cycling, walking, good access to local services for all ages and abilities.	Access to open space and issues of connectivity are implied throughout the document but are detailed in part at section 2.3 and at 3.2.3. The scope of the document is limited and can only detail design issues. No additional text is therefore considered appropriate within this document.	-
	3) This document should underpin the Council’s commitment to becoming a Dementia Friendly Community.	The scope of the document is limited and can only detail design issues. It is felt that the principles contained within the SPD support access to new development for all members of the community	-
Alexandre Tissot Demidoff	If character and context is so important, why is the Blue Mountain development going ahead against community wishes? The Blue Mountain scheme is considered poorly planned, community were steam rolled and it	This response relates to an allocated site where planning permission has been granted and development is now taking place. The comments are therefore not relevant to this SPD.	-

Name (and Organisation If Relevant)	Issue(s) raised	BFC response and comment	Action taken Para Reference/ Table Reference/Page No.
M McLoughlin	1) Agreement with all sections of the document.	Welcomed. No action required	-
	2) Need to consider children in all development, good planning for schools, especially Secondary schools.	Provision for children and schools is addressed within planning policy and the Planning Obligations SPD. No Action required	-
	3) You are doing a great job in looking after the interests of us all.	Welcomed. No action required	-
H Guest – South Oxfordshire District Council	Consider there to be no impacts on South Oxfordshire so comment to make	No action required	-
Crowthorne Parish Council 343	1) Character Area Assessments SPD should be maintained and updated regularly to assist developers with responding to character and context and to include new development sites such as TRL and any development over 10 units.	This comment is noted and the need to respond to character and context is stated throughout this SPD No action required in relation to this SPD.	-
	2) Planning Officers should be area specific so they get to know the area and local councillors, both for Borough and Parish	This response has been forwarded to the Head of Planning for consideration No action required in relation to this SPD	-
	3) Key heritage and historical elements need to be preserved where practicable	The Council has a statutory duty by virtue of Section 72(1) of the Town and Country Planning Act 1990 to pay special regard to the value of heritage assets for the current and future generations. The impact on the heritage assets will be reviewed as part of the development of the Comprehensive Local Plan. Additionally, minor amendments to the text have been made referencing heritage assets and views in line with Heritage England's consultation response. See below. No further action required	-

Name (and Organisation If Relevant)	Issue(s) raised	BFC response and comment	Action taken Para Reference/ Table Reference/Page No.
344	4) Document draws on development in Bracknell town, more is needed in relation to the parishes. Particularly when dealing with infill development or replacement buildings, need to echo form, landscape and spaces, both visually and physically.	The Borough as a whole was considered when drafting the Design SPD and it is not thought to have a specific focus in terms of area. No action required	-
	5) Air quality must be taken seriously	This is discussed in more detail in the Sustainable Resource Management SPD and cross references to this document have been included in chapter 2. No action required	-
	6) Section 4 is good but approval for extensions should only be given if the parking standards (2016) can be met and all other policies and SPDs.	The Parking Standards SPD is a document to guide provision, assist in the assessment of planning applications and seeks to ensure consistency in decision making. Each application is assessed on its own merits in the light of the SPD and other material considerations. No action required.	-
	7) Policy CS7 encourages “innovative architecture”. Who is competent to decide what is considered innovative and what is grossly out of keeping with the context?	With good design guidance in place assessment of design should be more transparent to the local community in terms of understanding what is meant by good design. Additionally, all Planning Officers have the appropriate qualifications and experience to assess design and to implement national and local planning policy and guidance. Innovative architecture is considered alongside a number of issues including sustainability, character and landscape context. No action required.	-
	8) In relation to Design and Access	Section 5.1.1 sets out when DASs are	Links to further information on

Name (and Organisation If Relevant)	Issue(s) raised	BFC response and comment	Action taken Para Reference/ Table Reference/Page No.
345	Statements (DASs), when are DASs required, what weight is to be given to DASs, would applications with DASs be examined more stringently?	required to be submitted. DASs are an information document explaining the proposals submitted and detailing why a specific design response has been chosen. They are an aid to understanding an application and therefore do not hold any “weight” as suggested. Further details may be requested as part of a DAS if applicants do not provide sufficient information.	DASs are included in the appendix.
	9) Generally the document is welcomed. Excellent and well thought out standards. However, the document should be a key tool for case officers and not disregarded as some SPDs are. The Character Area Assessments SPD is out of date and needs updating and the document is too focussed on Bracknell town.	Welcomed and noted No action required.	-
	10) Borough has a rich and varied context and one set of standards may not do justice in all cases. Planning is about judgement as well as consistency.	Noted and agreed No action required	-
L Bird – St. William Homes – Berkeley Group and National Grid Property Holdings	1) The intentions of the SPD are fully supported.	Welcomed and noted.	
	2) To meet the Council’s 5 year housing supply, optimising density is crucial. Higher densities on Brownfield sites will alleviate pressures on greenfield sites. Therefore a more flexible approach to density should be applied.	A reference to using land efficiently has been inserted at 2.4.1 in response to this comment. However, density is only one issue alongside a number of issues that will be considered when assessing the development of Brownfield sites.	Additional wording added at 2.4.1
	3) Approach to placemaking is fully supported	Welcomed. No action required	-
	4) Para 2.4.1 – reference to optimising brownfield sites should be made clear	Response as point 1)	Additional wording added at 2.4.1

Name (and Organisation If Relevant)	Issue(s) raised	BFC response and comment	Action taken Para Reference/ Table Reference/Page No.
346	5) Section 2.6 should reference the issue of viability for Brownfield sites as these are often more costly to develop.	The issue of the viability of a development falls outside the scope of this SPD. Viability is a consideration for the developer in bringing sites forward for development. Therefore they must have regard to the quantum of development and site development costs, including site preparation/ remediation and the delivery of physical and social infrastructure. The developer has the option to submit a viability assessments as set out within the Planning Obligations SPD (Feb: 2015) No action required.	-
	6) 3.9.13-14 – the back to back distances are considered too restrictive for Brownfield sites and the issue of viability and a more flexible approach should be adopted.	This point has been considered. However, in relation to achieving good design and quality of amenity space for future residents, the rule of thumb is considered reasonable. However, all guidance is considered on a case by case basis at the time of assessing an application. No action required.	-
C Bell - Savills on behalf of Thames Water Utilities Ltd	General support for section 2.5 on SuDS as SuDS can help to: <ul style="list-style-type: none"> - Improve water quality - Provide opportunities for water efficiency - Enhance landscape and visual features - Support wildlife - Provide amenity and recreational benefits 	It is felt that these issues are stated at paragraph 2.5.1. However, some revisions to the text and diagrams in section 2.5 have been made to set out more clearly information on SuDS requirements as requested by BFC Senior Engineer for SuDS	Amendments made to 2.5
D Palmer - Turley on behalf of	General support for a Design SPD however important to remain a degree of flexibility is	Comment welcomed This response has been considered.	-

Name (and Organisation If Relevant)	Issue(s) raised	BFC response and comment	Action taken Para Reference/ Table Reference/Page No.
Bloor Homes (Southern) Ltd	<p>applied.</p> <p>1) Concern in relation to a tick box approach to the key principles and that this appears over simplified. Planning balance must be considered. Boxes should be removed.</p> <p>-</p>	<p>However, it is felt that the text within each section clearly states the complexity of issues and the balances that are needed within the planning system. The Critical Review boxes are intended solely as a prompt to ensure ALL the key issues are fully considered. Therefore, the Critical Review boxes are retained.</p> <p>No action required</p>	
D Palmer (cont.) 347	<p>2) The following are also considered simplistic and unduly restrictive</p> <ul style="list-style-type: none"> - para 3.5.5 existing landscape should be retained, incorporated and enhanced. - para 3.5.6 “ development should face outwards on existing and proposed open spaces and routes to create active frontages” - para 3.9.6 all gardens, terraces and balconies should receive direct sunlight for at least part of the day - para 3.9.9 residents of apartment should have access to communal garden areas, roof terraces or private balcony - section 3.8 - top diagram page 23 should be deleted – meaningful gaps between detached dwellings are considered unrealistic unless low density housing 	<p>All issues raised have been considered and amendments if appropriate made as follows:</p> <ul style="list-style-type: none"> - para 3.5.5 has been amended to include the words “wherever possible”. - para 3.5.6 is retained as drafted as this is considered good design which is supported in a number of national guidance documents - para 3.9.6 is retained as drafted as this is considered to be good practice and contributes to the health and well being of future residents - as above <p>- section 3.8 is retained as drafted as it is considered that the reasoning for the diagram is clearly set out at paras 3.8.3 and 3.8.4.</p>	Text inserted at para: 3.5.5
H Cook – Spelthorne Borough Council	No comments but look forward to further joint working on strategic issues.	Response noted - no action required	-
F Macdonald –	Pleased to see that archaeology is noted as	Response welcomed - no action required	-

Name (and Organisation If Relevant)	Issue(s) raised	BFC response and comment	Action taken Para Reference/ Table Reference/Page No.
Berkshire Archaeology	one of the range of site features that may influence design as it is important in terms of risk management to be flagged up early in the process.		
R Agnew – Gladman Developments Ltd 348	<p>Whilst the introduction of a SPD can be helpful in guiding developers, suitable flexibility should also be given to applying this SPD. Its application should not become a burden, impose ridged restrictions or financial constraints upon development. Therefore the following is recommended</p> <ol style="list-style-type: none"> 1) further wording is needed to explain how the SPD will be applied in the assessment of planning applications. 2) Para 1.2.3 add wording “The Council will work positively with applicants to secure good design solutions that will support the sustainability of the development proposal.” 3) Add an additional para at 1.2.4 re applying the SPD flexibly and not imposing architectural styles or tastes as set out in the NPPF. <p>Request details of committee meeting when document will be adopted and details of changes and subsequent decisions made.</p>	<p>As a SPD, the Design SPD seeks solely to build on and provide more detailed guidance on policies contained within the suite of Bracknell Forest Council’s local policy documents, as per the NPPF. It will therefore be a material consideration when assessing planning applications.</p> <ol style="list-style-type: none"> 1) No additional wording is considered necessary. 2) Para added as suggested with minor alteration to wording – see para 1.2.4. 3) This has been considered but is not felt to be necessary as compliance with the NPPF in all decision making is implicit. Noted. 	Inserted para 1.2.4
M Small – Historic England	<p>HE considers the SPD as “excellent” and “comprehensive”. Detailed comments are:</p> <ol style="list-style-type: none"> 1) Table on page 5 – reference should be made to “historic landscape character” as per the recent historic landscape characterisation for the East Berkshire authorities and to Historic England documents 	<p>Response is welcomed.</p> <p>The reference to landscape character would not preclude the impact on historic landscape character since the SPD would be read in the context of the Bracknell Forest Landscape Character Assessment xxxx and additional information on landscape character including the historic</p>	-

Name (and Organisation If Relevant)	Issue(s) raised	BFC response and comment	Action taken Para Reference/ Table Reference/Page No.
		significance. No additional information is considered necessary.	
349	2) Reference to checking the significance of off site heritage assets and their setting. Views should include those into and across the site, as well as those within and out of a site. Cross reference to historic England documents.	Text amended in section 2.4.1 and 3.7.2 to address this point.	Additional bullet point inserted at 2.4.1 and 3.7.2
	3) Para 2.3 – should specify that Greenfield development should have regard to existing landscape character, framework and historic features even though an overlap with the Streetscene SPD. Suggest sub-section 3.5 should be moved to sub-section 2.3	This comment is noted. However, reference to countryside is thought to negate the need for reference to Greenfield sites. It is felt that this addition along with sections 2.1 and 2.2 as drafted sufficiently cover this point.	-
	4) Welcome the reference to conservations areas at para 2.2.6 but would like to see reference to heritage assets and their setting included.	Comment noted and additional sentence included at 2.2.6	Additional text inserted at 2.2.6
	5) Para 2.4 – second bullet – include the word “heritage”	This is not considered necessary	-
	6) Para 2.3 – should specify that Greenfield development should have regard to existing landscape character, framework and historic features even though an overlap with the Streetscene SPD. Suggest sub-section 3.5 should be moved to sub-section 2.3	This reference is not considered necessary as it is a wider point than simply heritage character. Sub section 3.5 relates to edge of settlement. Similar issues are discussed in relation to over development areas within the text. No action required	-
	7) Section 2.4 should include information on views and any historic significance.	An additional bullet point has been added at 2.4 and is amended as requested	An additional bullet at 2.4
	8) Para 3.2 could refer to historic street patterns	This is not considered necessary and no additional text is proposed.	-

Name (and Organisation If Relevant)	Issue(s) raised	BFC response and comment	Action taken Para Reference/ Table Reference/Page No.
	9) Para 3.7.2 should also identify the setting of heritage assets and significant views	Amended as requested	Additional bullet at 3.7.2
	10)Section 4.9 could reference HE guidance on Energy Efficiency and Historic Buildings.	Not considered necessary No action required.	-
M Owen – Barton Willmore on behalf of Willson Developments Ltd	Have the following comments 1) Building for Life 12 (BfL12) is a design tool to be used throughout the planning process and not necessarily to achieve 12 green lights.	1) Wording amended.- deleted “fully meeting”	Deleted words at 1.1.7
	2) Concur with table 5 but where not relevant, specific reference as part of a DAS will not be required	Not considered relevant	-
350	3) Para 2.3.1 – responding to building heights, plot sizes, densities and degrees of variation in the local context should not preclude alternative or innovative approaches to development and that context is not necessarily a precedent.	This is noted and it is felt that the text within the document allows for variation if appropriate. Additionally, this is covered within policy CS 7 and therefore no need to repeat within the SPD	-
	4) Alternatives to perimeter blocks may be appropriate where a more organic approach is needed, e.g. edge of settlement – this issue should be carried forward into the critical review box on page 14.	The text is felt to detail the intent of perimeter blocks in terms of defining fronts and backs. Issues relating to character are detailed within the document elsewhere so not to preclude other patterns of development.	-
	5) Para 3.3 – 3.5 – overall, considers that respecting and responding to character is potentially restrictive and provide insufficient room for innovation. In some locations development could “seek to resolve” or “repair” the urban environment by adopting innovative and efficient approaches.	Two sentences have been added at 3.1.1 to address this issue.	Added wording at 3.1.1
	6) Sections 2.5, 3.4.16 and 3.4.20 should refer to swales as they have an impact on	The SuDS section of the document has been reworded. However, detailed	-

Name (and Organisation If Relevant)	Issue(s) raised	BFC response and comment	Action taken Para Reference/ Table Reference/Page No.
351	these areas. More information on “in parcel” SuDS solutions should be discussed due to its impact on the streetscene.	information on SuDS design is extensive and can be sources elsewhere as detailed in the appendix	
	7) Providing 3-dimensional information is not necessarily considered a requirement or critical component in all situations and therefore further clarification is needed.	This is noted, however, it is not felt that the wording needs changing.	-
	8) Images on page 23 – top image is considered inappropriate and suggest clarification is needed.	The Council does not consider this image is inappropriate but a useful guide to achieve to the right plot for the size of house. No action is required.	-
	9) Para 3.9.15 is considered to use ambiguous language	This para has now been deleted.	Deleted para 3.9.15
	10) Para 3.9.28 Disagree that basement parking is ideal solution.	To ensure parking does not dominate streetscenes and to avoid large parking courts, basement car parking is considered to be an ideal solution in many cases. No action required.	-
A L Davies	1) General agreement with section 2. Important to improve the existing road infrastructure.	Response welcomed No action required.	-
	2) General agreement – good DASs can aid quicker decisions from planning department.	Cars need to be parked on areas of hard standing however, different types of hard surfaces can be used in accordance with the Streetscene SPD. No action required	-
	3) Parking areas should use different surfaces to reduce the amount of hard standing.	Noted. This is something that the Council tries to ensure that it facilitates through design, but is ultimately the responsibility of residents. No action required	-

Name (and Organisation If Relevant)	Issue(s) raised	BFC response and comment	Action taken Para Reference/ Table Reference/Page No.
	4) General agreement with section 4 – including extensions should not interfere with light or shade of adjoining property	Welcomed. Guidance on light and shade issues are detailed in section, however, each case considered on its own merits No action required	-
	5) General agreement – good DASs can aid quicker decisions from planning department.	Noted, although suggest that a DAS can aid interpretation and understanding rather than lead to quicker decisions within the planning department as such. No action required	-

The consultation draft went to the Executive on 27th September 2016 (Item no.32) to agree the consultation draft Design SPD and consultation process.

The consultation period ran between Monday 17th October and Monday 28th November 2016. The document and a consultation questionnaire were available to view:

- On the Bracknell Forest Council website;
- At the Council offices at Time Square and Easthampstead House;
- At all 6 Parish and Town Council Offices; and
- All 9 libraries in the Borough.

Letters, as at appendix 1, were sent to the following organisations under the Council's duty to cooperate

Duty to Co-operate Organisations	Email Address
Basingstoke and Deane Borough Council	ldf@basingstoke.gov.uk
Berkshire Local Nature Partnership	info@BerkshireLNP.org
Bracknell and Ascot Clinical Commissioning Group	BACCG.BACCGenquiries@nhs.net
Buckinghamshire County Council	customerservices@buckscc.gov.uk
Chiltern District Council	planningpolicy@chiltern.gov.uk
Civil Aviation Authority	infoservices@caa.co.uk
Elmbridge Borough Council	tplan@elmbridge.gov.uk
Enterprise M3 Local Enterprise PartnershipEnter	info@enterprisem3.org.uk
Environment Agency	enquiries@environment-agency.gov.uk
Greater London Authority	mayor@london.gov.uk
Guildford Borough Council	planningpolicy@guildford.gov.uk
Hampshire County Council	ldfconsultation@hants.gov.uk
Hart District Council	planningpolicy@hart.gov.uk
Highways England	info@highwaysengland.co.uk
Historic England	southeast@HistoricEngland.org.uk
Homes and Communities Agency	mail@homesandcommunities.co.uk
Natural England	consultations@naturalengland.org.uk
NHS England	england.contactus@nhs.net
NHS North and West Reading Clinical Commissioning Group	RCCG.NandWReadingCCG@nhs.net
NHS South Reading Clinical Commissioning Group	southreadingccg@nhs.net
Office of Rail Regulation	contact.cct@orr.gsi.gov.uk
Oxfordshire County Council	planning@oxfordshire.gov.uk
Oxfordshire Local Enterprise Partnership	info@oxfordshirelep.com
Reading Borough Council	LDF@reading.gov.uk
Runnymede Borough Council	planning@runnymede.gov.uk
Rushmoor Borough Council	plan@rushmoor.gov.uk
Slough Borough Council	planningpolicy@slough.gov.uk
Slough Clinical Commissioning Group	SLOCCG.Info@nhs.net
South Buckinghamshire District Council	LDF@southbucks.gov.uk
South Oxfordshire District Council	planning.policy@southoxon.gov.uk
Spelthorne Borough Council	planning.policy@spelthorne.gov.uk
Surrey County Council	planning.consultations@surreycc.gov.uk
Surrey Heath Borough Council	planning.policy@surreyheath.gov.uk
Surrey Heath Clinical Commissioning Group	shccg.contactus@nhs.net
Thames Valley Berkshire Local Enterprise Partnership	info@thamesvalleyberkshire.co.uk
Waverley Borough Council	planningpolicy@waverley.gov.uk
West Berkshire Borough Council	planningpolicy@westberks.gov.uk
Royal Borough Windsor and Maidenhead Borough Council	planning.policy@rbwm.gov.uk

Windsor, Ascot and Maidenhead Clinical Commissioning Group	WAMCCG.Info@nhs.net
Woking Borough Council	planningpolicy@woking.gov.uk
Wokingham Borough Council	policyandplans@wokingham.gov.uk
Wycombe District Council	planning_policy@wycombe.gov.uk

An advertisement, as detailed at appendix 2, was placed in the Bracknell News local newspaper which is circulated to all households in the Borough. The advert appeared in the 19/10/16 edition.

An email, as detailed at appendix 3, was sent to all contacts on the Council's consultation portal http://mylimehouse.bracknell-forest.gov.uk/portal/planning/design_spd/design_spd_2016

Appendix 1 – Main Consultation Letter

17 October 2016

Dear

Consultation Draft Design Supplementary Planning Document

Bracknell Forest Council is publishing a Draft Design Supplementary Planning Document (SPD).
The public consultation runs from Monday 17th October until Monday 28th November 2016.

The document sets out general advice on design principles and aims to assist with the implementation of current planning policies and provide prospective applicants with a clearer view of the Council's expectations for design when submitting planning applications.

The Consultation Draft Design SPD sets out:

- high level design principles relating to understanding a site and the context of the area including the existing character where the site is located.
- guidance on the basic principles of design to create places that will provide good communities and pleasant homes for residents in the future.
- guidance and key principles relating to householder extensions.
- advice relating to the content of Design and Access Statements.

Comments on the Consultation DRAFT Design SPD can be made:

- on-line using our planning consultation portal page: http://mylimehouse.bracknell-forest.gov.uk/portal/planning/design_spd/design_spd_2016
- Or by e-mail to development.plan@bracknell-forest.gov.uk
- or writing to: Head of Planning, Time Square, Market Street, Bracknell, RG12 1JD.

The documents are available to view online at www.bracknell-forest.gov.uk/spds

Copies of the document are also available at Libraries and Parish and Town Councils across the Borough.

Subject to the responses on the public consultation, a final version of the SPD is anticipated to be adopted as planning guidance in early 2017.

If you have any queries or require further copies of the documents, please get in touch with a member of the Strategic Sites and Design Team, call 01344 352000 or email development.plan@bracknell-forest.gov.uk

Yours sincerely



Max Baker (Head of Planning)

Have your say to shape quality of development design

Residents are being invited to give their views on a new document which will guide the quality of new development in Bracknell Forest.

A consultation has been launched to help develop Bracknell Forest Council's Design Supplementary Planning Document (SPD). The document will provide general guidance on the key principles of design and assist prospective applicants in understanding Bracknell Forest Council's expectations for design when submitting planning applications.

The guidance within the SPD is far-reaching and will apply to everything from building an extension on a home to constructing a block of apartments. The overall aim is to create buildings that will provide good communities and pleasant homes for residents in the future.

The consultation, launched on Monday, 17 October, runs until 28 November.

Cllr Chris Turrell, Executive Member for Planning and Transport said: "This document will have an impact on all residents as it will be used to assess the design of future buildings in the Borough—the buildings we may live, work or shop in – but it will also guide decisions on applications at a more local level, such as planned extensions to existing homes.

"We all want attractive, well designed and well thought out buildings to make the Borough as pleasant a place to live as possible and this document will help with that"

"That is why I would urge residents to get involved and have their say during this consultation period."

Comments on the draft Design SPD can be made:

- on-line using our planning consultation portal page: http://mylimehouse.bracknell-forest.gov.uk/portal/planning/design_spd/design_spd_2016
- Or by e-mail to development.plan@bracknell-forest.gov.uk
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Copies of the document are also available for viewing at Council libraries and Parish Council offices across the Borough.

Subject to the responses on the public consultation, a final version of the SPD is anticipated to be adopted as planning guidance in early 2017.

If you have any queries or require further copies of the documents, please contact the Council's development plan team, by calling 01344 352000 or emailing development.plan@bracknell-forest.gov.uk

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The Consultation Draft Design SPD sets out:

- high level design principles relating to understanding a site and the context of the area including the existing character where the site is located.
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The documents are available to view online at www.bracknell-forest.gov.uk/spds

Copies of the document are also available at Libraries and Parish and Town Councils across the Borough.

Subject to the responses on the public consultation, a final version of the SPD is anticipated to be adopted as planning guidance in early 2017.

If you have any queries or require further copies of the documents, please get in touch with a member of the Strategic Sites and Design, call 01344 352000 or email development.plan@bracknell-forest.gov.uk

Consultation Draft – Design Supplementary Planning Document

Bracknell Forest Council is publishing a **Draft Design Supplementary Planning Document (SPD)**. **The public consultation runs from Monday 17th October until Monday 28th November 2016.**

The document sets out general advice on design principles and aims to assist with the implementation of current planning policies and provide prospective applicants with a clearer view of the Council's expectations for design when submitting planning applications.

The Consultation Draft Design SPD sets out:

- high level design principles relating to understanding a site and the context of the area including the existing character where the site is located.
- guidance on the basic principles of design to create places that will provide good communities and pleasant homes for residents in the future.
- guidance and key principles relating to householder extensions.
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- on-line using our planning consultation portal page: http://consult.bracknell-forest.gov.uk/portal/planning/design_spd/design_spd_2016
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- or writing to: Head of Planning, Time Square, Market Street, Bracknell, RG12 1JD.

Copies of the document are also available at Libraries and Parish and Town Councils across the Borough.

Subject to the responses on the public consultation, a final version of the SPD is anticipated to be adopted as planning guidance in early 2017.

If you have any queries or require further copies of the documents, please get in touch with a member of the Strategic Sites and Design Team, call 01344 352000 or email development.plan@bracknell-forest.gov.uk

Initial Equalities Screening Record Form

Date of Screening:	Directorate: Environment Culture and Communities	Section: Spatial Policy	
1. Activity to be assessed	Design Supplementary Planning Document		
2. What is the activity?	<input checked="" type="checkbox"/> Policy/strategy <input type="checkbox"/> Function/procedure <input type="checkbox"/> Project <input type="checkbox"/> Review <input type="checkbox"/> Service <input type="checkbox"/> Organisational change		
3. Is it a new or existing activity?	<input type="checkbox"/> New <input checked="" type="checkbox"/> Existing		
4. Officer responsible for the screening	Max Baker/Hilary Coplestone		
5. Who are the members of the screening team?	Max Baker/Hilary Coplestone		
6. What is the purpose of the activity?	The purpose is to assist in the implementation of planning policy by setting out guidance on design principles against which to assess proposed development within the Borough.		
7. Who is the activity designed to benefit/target?	All residents irrespective of their background, ethnicity, gender or physical needs. It will also be relevant to developers and landowners by providing guidance on the Council's design policies in new development		
Protected Characteristics	Please tick yes or no		Is there an impact? What kind of equality impact may there be? Is the impact positive or adverse or is there a potential for both? If the impact is neutral please give a reason.
	What evidence do you have to support this? E.g equality monitoring data, consultation results, customer satisfaction information etc Please add a narrative to justify your claims around impacts and describe the analysis and interpretation of evidence to support your conclusion as this will inform members decision making, include consultation results/satisfaction information/equality monitoring data		
8. Disability Equality – this can include physical, mental health, learning or sensory disabilities and includes conditions such as dementia as well as hearing or sight impairment.	Y ✓	N	Positive
9. Racial equality	Y	N ✓	
10. Gender equality	Y	N ✓	
11. Sexual orientation equality	Y	N ✓	

12. Gender re-assignment	Y	N ✓		
13. Age equality	Y ✓	N		There will be a positive impact since the SPD reinforces existing planning policy guidance to lead to the creation of safe and accessible environments in terms of built form and spaces which should assist older people should their mobility become more limited.
14. Religion and belief equality	Y	N ✓		
15. Pregnancy and maternity equality	Y	N ✓		
16. Marriage and civil partnership equality	Y	N ✓		
17. Please give details of any other potential impacts on any other group (e.g. those on lower incomes/carers/ex-offenders, armed forces communities) and on promoting good community relations.	The SPD aims to secure good design and create places, buildings and spaces that work for everyone, that are accessible to all and are accessible by walking, cycling and public transport.			
18. If an adverse/negative impact has been identified can it be justified on grounds of promoting equality of opportunity for one group or for any other reason?	N/A			
19. If there is any difference in the impact of the activity when considered for each of the equality groups listed in 8 – 14 above; how significant is the difference in terms of its nature and the number of people likely to be affected?	N/A			
20. Could the impact constitute unlawful discrimination in relation to any of the Equality Duties?	Y	N ✓	Please explain for each equality group	
21. What further information or data is required to better understand the impact? Where and how can that information be obtained?				

22. On the basis of sections 7 – 17 above is a full impact assessment required?	Y	N ✓	Full assessment not required as no potentially negative impacts have been identified.
23. If a full impact assessment is not required; what actions will you take to reduce or remove any potential differential/adverse impact, to further promote equality of opportunity through this activity or to obtain further information or data? Please complete the action plan in full, adding more rows as needed.			
Action	Timescale	Person Responsible	Milestone/Success Criteria
24. Which service, business or work plan will these actions be included in?	Planning and Transport		
25. Please list the current actions undertaken to advance equality or examples of good practice identified as part of the screening?	The SPD provides guidance to secure the creation of safe and accessible environments in terms of built form and spaces		
26. Chief Officers signature.	Signature:		Date:

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**TO: EXECUTIVE
14 MARCH 2017**

**PROPOSED SHARED EMERGENCY PLANNING SERVICE FOR BERKSHIRE
Director of Environment, Culture and Communities**

1 INTRODUCTION

- 1.1 The purpose of this paper is to set out in summary what is being proposed with regard to the creation of a combined Berkshire Emergency Planning Service and to seek agreement as to the way forward. A similar report is being presented to all Berkshire authorities.

2 RECOMMENDATIONS

2.1 That:

- (i) **The six unitary authorities in Berkshire set up a shared Emergency Planning Service governed through the Berkshire Chief Executives' Group. It is proposed that West Berkshire act as Lead Authority.**
- (ii) **The Shared Service will provide Emergency Planning, Business Continuity Planning and Out of Hours Coordination (where appropriate), to all six unitary authorities.**
- (iii) **A Joint Team of 5 FTE is established. The Team Manager will be based in the Lead Authority. 2 teams of 2 FTE will be based in Berkshire West and Berkshire East. It is proposed that no fixed base is established. The Team Manager will be responsible for deciding on work locations in liaison with the six unitary authorities.**
- (iv) **The budget for the service is set in the first year at £371k and apportioned to each unitary authority as an annual payment as follows:**

Bracknell Forest -	£45k
Reading -	£65k
RBWM -	£71k
Slough -	£48k
West Berkshire -	£82k
Wokingham -	£60k
- (v) **Permanent staff would TUPE to the Lead Authority on their existing terms and conditions and will be slotted into the staffing structure set out in this report where appropriate. Vacancies will be filled through internal/external recruitment where required.**
- (vi) **The Borough Solicitor, in consultation with the Borough Treasurer and Director of Environment, Culture & Communities be authorised to agree the terms of an Inter Authority Agreement between the constituent authorities formalising the arrangement.**
- (vii) **Subject to Executive approval in all six unitary authorities, the Service will commence on 1st October 2017.**

3 REASONS FOR RECOMMENDATION

- 3.1 The proposal provides for greater resilience across the six Berkshire councils when it comes to the strategic planning needs; helps ensure cover during periods of leave for example, and results in a small reduction in cost.

4 ALTERNATIVE OPTIONS CONSIDERED

- 4.1 To continue as we are would mean accepting the risk of not being able to meet mandatory obligations in response to a major civil emergency. The risk is considered too high as the arrangements now rely on too small a pool of officers.

5 BACKGROUND INFORMATION

- 5.1 Consultants were employed to look at the existing arrangements across Berkshire. Their report highlighted a number of key issues which were undermining the effectiveness of the current service. They are:

- a lack of resilience in each authority due to a reliance on one or two key individuals. Where vacancies or prolonged absences occurred, the individual authority was seen as vulnerable in the event of an incident, and the shared planning workload inevitably fell more heavily on the officers in post with other authorities;
- no managerial resource empowered to drive through initiatives to deliver standardisation and improve efficiency. This resulted in duplicated work, wasted resource and the parties moving at the speed of the slowest;
- a disparity in the resourcing of Emergency Planning between some of the Councils, resulting in the cost of multi-agency work being funded inequitably;
- a lack of a career structure/personal development framework with opportunities for succession planning to aid retention;
- multiple points of contact for communication with partner agencies.

- 5.2 The consultants concluded that 'whilst the Emergency Planning officers have demonstrated a high level of professional commitment and a willingness to work together, the lack of overall management and the inequitable funding arrangements across the partners have resulted in wasted effort and, overall, an ineffective use of resources'.

- 5.3 The current service was originally structured in 1998. Much has changed since. The original model was based on each Unitary Authority (UA) having its own dedicated Emergency Planning resource with a range of activities being shared and these being managed through a Memorandum of Understanding. A key element of this approach was the retention of a local presence.

- 5.4 There are valid questions as to whether or not such a model is the most effective in light of current circumstances. It has led to a somewhat fragmented approach across the County, in a Service where a consistent and unified response is often particularly important. Collective leadership is vague and, in an area where engagement with partners and the Thames Valley Local Resilience Forum (TVLRF) is important, this has become an increasing problem and concern.

The Service – what needs to be delivered

5.5 The local authority Emergency Planning function is driven by the requirements of the Civil Contingencies Act within which there can be seen to be seven key requirements:

1. *Assess the risk of emergencies occurring and use this to inform contingency planning*

This is largely done at a Thames Valley level although each UA will carry out an overview of their own risks which would usually contribute to the Corporate Risk Register. There is a TVLRF Risk Group that produces an LRF Risk Register which is kept regularly updated.

2. *Put in place emergency plans and maintain those plans for the purpose of ensuring that if an emergency occurs, or is likely to occur, the person or body is able to perform its functions.*

Plans are developed based on legislative requirements or identified risk. Some are based on specific requirements e.g. the need for an emergency mortuary – others are based on specific geographies most notably Berkshire and the Thames Valley. Each local authority has a Major Incident Plan which seeks to provide an authority specific overarching response in the event of a major incident. In Berkshire responsibility for the development of many Plans is designated to a specific UA within the Memorandum of Understanding. Perhaps the most visible element of Emergency Planning is when there is actually an emergency. From a local authority perspective the function will usually be the first ‘port of call’ and is seen as performing an essential coordinating role. In addition to assisting with the response to the emergency, the local authority also takes the lead in recovery work in relation to any major incident. This role will fall to emergency planning to coordinate.

3. *Put in place business continuity management arrangements*

With the exception of West Berkshire, this role is undertaken by Emergency Planning. At the moment it sits outside of the scope of the proposed shared service. The responsibility lies both internally within the Council and more broadly within the wider business community.

4. *Put in place arrangements to make information available to the public about civil protection matters and maintain arrangements to warn, inform and advise the public in the event of an emergency*

Each UA will do this to some degree through their own website, but this is an activity that is also supported through the LRF which has its own groups that develop and support this area of work. A range of leaflets are also produced both locally and at LRF level.

5. *Share information with other local responders to enhance coordination*

Given the local geography there is an extensive and fairly complex governance structure focused around Berkshire based activities and more extensive LRF activities which have a Thames Valley focus. There are a wide range of LRF sub groups which are in the process of being consolidated. At the moment these Groups tend to be disproportionately resourced by Berkshire EPOs which is an issue which has been raised at the LRF and is currently being reviewed.

6. *Cooperate with other local responders to enhance coordination and efficiency*
As above.

7. *Provide advice and assistance to businesses and voluntary organisations about business continuity management*

This is largely done through UA websites and through the Berkshire Business Continuity Forum.

- 5.6 It is clear from the above that a significant amount of this work is already being undertaken jointly and through the MOU. There are however, further opportunities to 'join things up' and thereby improve effectiveness – the collective preparation of Major Incident Plans being just one example.

Critical Success Factors

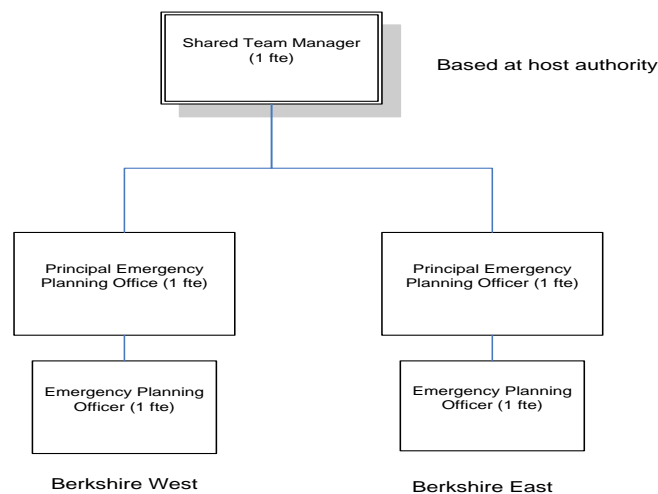
- 5.7 The following success factors are considered relevant to the proposals for change:

- 1) *Enhanced resilience* – a shared team will allow resources to be deployed much more effectively to where they are needed rather than rely on mutual aid arrangements. Under the proposed arrangement the total capacity across Berkshire will reduce to 5 FTE. In theory it should be more than 6 FTE but in practice it is better than the current arrangement where there are 4.5 FTE located in just four authorities, covering more than just an Emergency Planning function and with two of those already operating a shared arrangement.
- 2) *Enhanced effectiveness* – there is considerable scope to reduce or eliminate duplication most notably in plan development, training and exercising and in attendance at meetings. A shared service, should still deliver these benefits through the appointment of a single manager. At present leadership is diffuse and all but non-existent at a strategic level;
- 3) *Strengthened mutual aid arrangements* – this will be much more easily coordinated in a shared arrangement;
- 4) *No increase in costs* – the proposal delivers a saving overall, although the distribution of those savings varies significantly depending on the UAs current financial contribution to emergency planning;
- 5) *Local presence* - the proposal is to create 2 teams of 2 FTE with one being based in Berkshire West and the other in Berkshire East. The Team Manager would be based within the Lead Authority. Each Authority will need to be comfortable with this. Under the new arrangement there will not be an Emergency Planning resource sat in each of the six Council offices five days a week.
- 6) *Enhanced working relationships with the Thames Valley Local Resilience Forum (TVLRF) and Berkshire Resilience Group (BRG)*. The appointment of a single manager should greatly enhance these relationships. Berkshire is not acting as one and in the arena of Emergency Planning where planning and operational work is increasingly undertaken across a Thames Valley geography this is increasingly important. There are significant efficiencies that could be achieved at Local Resilience Forum (LRF) and Berkshire Resilience Group (BRG) meetings by rationalising the attendance of Emergency Planning officers. This would bring savings in time and money and the added benefit of Berkshire speaking and acting with one voice.

Staffing Structure

- 5.8 The model proposes 2 officers for three authorities with a team manager working within the host authority.
- 5.9 The appointment of a team manager is seen as key. Appointing the right manager with the required skill set/experience to motivate the team and with sufficient influence and access to decision makers will be critical to the success of the enterprise.
- 5.10 The overall proposed staffing structure is set out in Fig 1. It is proposed that existing staff are transferred under TUPE. Table 2 includes staffing costs which have been used to build the indicative budget.
- 5.11 Emergency planning staff currently do more than Emergency Planning. All but one Authority has their Emergency Planning function supporting Business Continuity Planning. Following further discussion it has now been agreed that this role should be undertaken by the Shared Team.
- 5.12 Out of hours coordination is another area that is frequently undertaken by Emergency Planning. The position in each unitary authority is not entirely clear but in four authorities the Emergency Planning Officer either coordinates a rota of out of hours officers or is part of the rota (or both). Some Emergency Planning Officers are also responsible for managing the contract for the out of hours contact centre. Once again, following further discussion it has been suggested that these responsibilities are taken on by the Shared Team.

Fig 1 – Proposed staffing structure for the Shared Emergency Planning Service



For these arrangements to work each Council will need to have in place its own interface arrangements. Each Council has its own needs and expectations. The current support arrangements would require little change with the principle lead still being provided via the Chief Officer: Environment and Public Protection’s Division.

Operating Base

- 5.13 It is proposed that the Team Manager is based at the Lead Authority and the two teams located in their respective areas with either a main base chosen for the teams in one authority in Berkshire West and Berkshire East or the staff work more flexibly. This would be determined by the Team Manager once appointed. The accommodation costs would be absorbed by the respective Authority given the small size of the Team.

Financial Appraisal

- 5.14 Setting up the Shared Service might create one off transitional costs estimated at £8,500. These costs require further investigation. If realised they will need to be shared between the six Authorities.
- 5.15 The financial appraisal is set out in accompanying tables:
- Table 1 - The anticipated costs associated with retaining the current Emergency Planning arrangements in 2017/18;
- Table 2 - The costs associated with a new shared service model in 2017/18 based on the assumptions set out earlier in this report;
- Table 3 - Proposals for how the costs of the proposed shared service might be apportioned across the six UAs.
- 5.16 Further discussion at the Berkshire Chief Executives' meeting has led to an agreement that the contribution of each UA to the Shared Service should be based on a combination of population base and inherent risk. Some unitary authorities present an inherently greater risk and therefore potentially greater workload in terms of emergency planning. The largest risk is seen to be in West Berkshire (a combination of land area, AWE and major rivers), followed by Reading and RBWM (major rivers). Proposed contributions reflect this. In every case the proposed contribution to the Shared Service is seen to be close to, or below, the cost of maintaining an 'in house' service.
- 5.17 Further discussion is required on the provision of support services. A small allocation has been put within the budget.
- 5.18 Overall the final analysis highlights the need for a budget of £371k per annum would be required for a new Emergency Planning Shared Service. This includes a contingency of £14k per annum for the Team Manager as they see fit.

Conclusions

- 5.19 There is a general view that the operating framework established in 1998 for Emergency Planning is no longer sustainable. Ongoing financial constraint is perhaps at the heart of this but the need for Berkshire to present a stronger single voice coupled with opportunities to avoid duplication of effort are clearly evident.
- 5.20 It is proposed to operate a team of 5 fte with 2 teams of 2 fte providing support in both Berkshire West and Berkshire East. The Team Manager would be based in the Lead Authority. Whilst there is a geographical alignment the emphasis will be on deploying resources to where they are needed and in moving towards formulating a Berkshire wide approach to working practices, rather than one focused on each

unitary authority. Each unitary authority will need to come to terms with the fact that it will not have a dedicated resource sat in its Authority. In addition to Emergency Planning it is also proposed that the Shared Service would undertake Business Continuity Planning and Out of Hours Coordination.

- 5.21 On current assumptions the expectation is that the new shared service will operate with an annual budget of £371k per annum. Contributions from each unitary authority have been based on a combination of population base and risk. Contributions should be close to, or below, current expenditure.
- 5.22 In terms of governance it has been suggested that West Berkshire should be the Lead Authority and that the Berkshire Chief Executives' Group will act as the governance mechanism. This will need to be finalised.
- 5.23 Staff transition may cause issues and some form of salary protection may be required. If this proposal gets unanimous support across the six unitary authorities, then a target date of 1st October 2017 has been set for implementation.

6 ADVICE RECEIVED FROM STATUTORY AND OTHER OFFICERS

Borough Solicitor

- 6.1 The proposal envisages an Emergency Planning shared service spanning the six Berkshire Unitaries to be hosted by West Berkshire Council as lead authority. An inter authority agreement will be entered into prior to the shared service becoming operational setting out the contractual obligations of the parties under the arrangement. Affected staff will be transferred to West Berkshire Council under the operation of TUPE and thereafter placed at the disposal of each of the other participating authorities pursuant to S113 of the Local Government Act 1972.

Borough Treasurer

- 6.2 The financial implications are contained within the body of the report. Based on the proposal the shared service should deliver a small saving against current budget of £15k pa, this will allow the initial start-up costs to be contained within budget.

Chief Officer: Human Resources

- 6.3 BFC has responsibility to ensure that the staff affected at this Authority are managed appropriately in accordance with TUPE and that appropriate, early and meaningful consultations take place with them and the recognised Trade Unions. It is normal practice for the host Authority's job evaluation scheme to be used to determine the grades of the new structure. There are no potential redundancies at BFC arising from this joint working arrangement.

Equalities Impact Assessment

- 6.4 Not applicable

Strategic Risk Management Issues

- 6.5 The proposals seek to reduce the risk to the Council

7 CONSULTATION

Principal Groups Consulted

7.1 Berkshire Chief Executives Group and Emergency Planning Officers

Method of Consultation

7.2 Direct

Representations Received

7.3 Relevant comments incorporated into the decision making process

Background Papers

None

Contact for further information

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TO: THE EXECUTIVE
DATE: 14 MARCH 2017

CAPITAL PROGRAMME 2017/18 INTEGRATED TRANSPORT

Director of Environment, Culture & Communities

1 PURPOSE OF DECISION

- 1.1 To approve the Capital Programme for Integrated Transport for 2017/18 and its implementation as set out in the body of the report and (Annex 1).

2 RECOMMENDATION

- 2.1 **That the Integrated Transport Capital Programme for 2017/18 (Annex 1) be approved.**

3 REASONS FOR RECOMMENDATION

- 3.1 To facilitate transport services in line with the Council's Local Transport Plan 3.

4 ALTERNATIVE OPTIONS CONSIDERED

- 4.1 Failure to approve Integrated Transport Capital Programme would prevent the delivery of local transport services contrary to the requirements set out in the Council's adopted Transport Policy (LPT3).

5 SUPPORTING INFORMATION

- 5.1 The Integrated Transport Capital Programme is formed to support the adopted Local Transport Plan which sets out the key challenges facing Bracknell Forest through the period 2011-2026. Schemes are developed taking account of the wider policy goals and issues such as deliverability and public impact/acceptability.
- 5.2 Historically, funding for the programme has been made up of an Integrated Transport Grant from Central Government, alongside developer contributions (S106) for transport mitigation measures.
- 5.3 However, in addition to grant allocation of (£520k) and S106 funds (£350k), the Council has been successful in securing additional funds from Central Government through the Local Growth Fund towards implementing transport measures linked to economic growth and carbon reduction with a focus on unlocking the Town Centre regeneration and housing development. This work began with Warfield Link Road and Coral Reef Junction improvements in 2015/16 along with Town Centre accessibility improvements which will continue into 2017/18.
- 5.4 Further Local Growth funds of £2.9m have now been secured for the A329 London Road Corridor improvements which are due to start in 2017/18 and continue into 2018/19. The total cost of the project is £3.8m with the funding gap of £900k coming from additional Borough capital. This has been included in the corporate capital programme and will be spread over two years.

- 5.5 As well as these schemes, the Council continues to implement local improvements that support the Local Transport Plan. These focus on improving access, mobility and travel choice, highway capacity and road space allocation, road safety and traffic management.
- 5.6 **Annex 1** shows the Integrated Transport Capital Programme for 2017/18. These schemes align with the transport policies and objectives within the Local Transport Plan but with a reduction in grant allocation of £200k (the Executive previously made a decision to prioritise £200k of the Integrated Transport Block for highway maintenance). This reduced allocation has resulted in a greater need to focus local improvements on identifiable road safety, traffic management and accessibility issues where intervention is considered a priority for the Council.

6 ADVICE RECEIVED FROM STATUTORY AND OTHER OFFICERS

Borough Solicitor

- 6.1 The approval of the Recommendation falls within the decision making remit of the Executive under Part 2, Section 5 of the Council Constitution. Paragraph 6.3 confirms the steps taken to ensure compliance with the Council's equalities duties under the Equality Act 2010.

Borough Treasurer

- 6.2 The sums detailed within the report form part of the 2017/18 Capital Programme for Environment, Culture and Communities this report identifies the specific schemes on which this funding is to be allocated.

Equalities Impact Assessment

- 6.3 An Equalities Impact Assessment was undertaken in preparation for the formal publication of the adopted LTP3. There are no direct negative equality/diversity impacts arising from the works proposed in this report. The identified schemes improve safety and accessibility for all road users.

7 CONSULTATION

Principal Groups Consulted

- 7.1 Stakeholders will vary dependant on individual schemes and their impact. Applicable consultation processes will precede scheme implementation.

Method of Consultation

- 7.2 Not applicable at this time.

Representations Received

- 7.3 Not applicable at this time.

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2017/18 Integrated Transport Capital Programme		£000
Funding Streams		1 Integrated Transport Grant - £520
		2 Section 106 - £350
		3 Council Capital Funding - £450
		4 LEP Local Growth Funding - £2000
		Total: £3320
		Budget Allocation
1.0	Access, Mobility & Travel Choice	305
1.1	Harvest Ride Pedestrian Facilities - improved facilities in the vicinity of Quelm Park Roundabout to assist residents/school children crossing Harvest Ride to/from the newly opened Warfield Primary School. Work will include a new footway link on Harvest Ride (north side) between the school and the existing pedestrian refuge near Totale Rise. Existing splitter islands on Quelm Park roundabout to be widened.	70
1.2	Sunninghill Road Footway - introduction of a footway between Cheapside and the existing footway beyond Pump Lane. The link will provide a safe pedestrian route for residents/children between Cheapside and the Primary School located in Watersplash Lane.	60
1.3	School Flashing Lights - continuation of the Borough-wide improvement to existing School Patrol warning lights to incorporate 20mph advisory speed limit signage. Improvements will include low power LED technology to increase visibility, heighten driver awareness and improve road safety.	40
1.4	Controlled Crossing Upgrades - final phase of modernisation/upgrade to existing zebra crossings. Improvements will include low power LED technology to increase visibility, heighten driver awareness and improve road safety.	25
1.5	Mobility Improvements - measures to improve pedestrian access such as dropped kerbs and improvement to bus stop access. These improvements will include facilities for the mobility impaired.	15
1.6	Binfield Road Footway/Cycleway - scheme to convert the existing footway along Binfield Road to a footway/cycleway. The scheme will extend between the junctions of Jocks Lane and Downshire Way where a connection will be formed with the existing cycle network. The route will connect new development at Warfield as well as providing a vital link for pedestrians and cyclists to the new Town Centre.	95
2.0	Highway Capacity and Road Space Allocation	2575
2.1	A329 London Road Corridor (Phase 1 and 2) - scheme to improve journey times and capacity along the A329 between Bracknell and Ascot. Phase 1 will involve a series of measures to improve traffic flow, including modifications to the entrance/exit to LV School, widening on the westbound approach to the Fernbank Road junction and lengthening the right-turn lane into Priory Road. Phase 2 will include the conversion of the existing Martins Heron roundabout to a traffic signalised crossroads alongside a full refurbishment of the Priory Rod/Fernbank Road signal junctions to approve operational efficiency. Implementation of Phase 2 will continue unto 2018/19.	2450
2.2	Downshire Way (Phase 3) - southbound capacity improvement to address peak hour congestion on approach to Twin Bridges Roundabout. Scheme will create two extended traffic lanes.	25
2.3	Binfield Road Capacity/Safety Improvements (scheme development) - investigation, site surveys and detailed design work to develop a scheme to improve capacity and safety and support development growth. The scheme will consider junction improvements between Harvest Ride and Western Roundabout.	45
2.4	Binfield Road / Forest Road Junction Improvement (scheme development) - investigation, site surveys and detailed design work to develop a scheme to improve junction capacity and safety (traffic signals) to support development growth.	55
3.0	Traffic Management	440
3.1	Urban Traffic Management Control (UTMC) - Expanding control capability at key traffic signal junctions - enabling greater co-ordination of flow management. The application of information and communications technology to transport infrastructure. As travel patterns increase, infrastructure will struggle to meet demand, especially in a congested areas, and ITS(Intelligent Transport Systems) offers opportunities to manage and smooth traffic flows to create more reliable journey times.	150
3.2	Residential Parking Schemes - working with Bracknell Forest Homes to provide increased parking capacity in residential areas experiencing difficulties. Additional match funding is provided by Bracknell Forest Homes (total £240k). Identified schemes include - Dalcross, Keepers Coombe, Wheatley, Welbeck, Wroxham, Bucklebury, Peregrine Close, Windlebrook Green and Garth Square.	120
3.3	Local Safety Schemes - projects to include: Braziers Lane/Forest Road Junction - safety scheme to prevent t 'failure to give way' collisions. Work will incorporate a splitter island in Locks Ride to increase junction conspicuity (£30k) B3022 Bracknell Road/Malt Hill/Hayley Green Junction - improved signing, road markings, antiskid surfacing, stop lines and VAS to prevent 'failure to give way' collisions (£30k) B3022 Bracknell Road/Forest Road Junction ('Five Ways' junction) - measures to improve visibility at the exit from Forest Road (Westbound) and speed reduction measures along B3022 Bracknell Road (15k) A3095 Mill Lane - measures to improve safety on the section between the Southern Business Area and Wildridings Roundabout. Work will include extension of the central crash barrier to prevent vehicles exiting the carriageway towards residential areas near to the bend and speed management measures. Works to be combined on the outside of the bend , combined with Speed management scheme to reduce the speed limit to 50mph (55k)	130
3.4	Speed Management/Traffic Management Schemes - projects to include: Longhill Road - introduction of a 30mph limit on Long Hill road between Locks Ride and Harvest Ride (£10k) West End Lane - reduction of the speed limit to 20mph (from national speed limit) due to the new addition of the Warfield development 'green-way' crossing (£10k)	20
3.5	Traffic Management Schemes (scheme development) - investigation, site surveys and detailed design work to develop future schemes which address safety, vehicle speed and the management of local traffic flow.	20

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**TO: EXECUTIVE
14 MARCH 2017**

**HIGHWAY MAINTENANCE WORKS PROGRAMME 2017-21
Director of Environment, Culture & Communities**

1 PURPOSE OF DECISION

- 1.1 The Council as part of its overall budget allocation makes provision for highway maintenance schemes. The funding is then targeted according to highway condition. In order to ensure most effective use of resource and the early booking of the plant and equipment, approval is sought annually to approve the targeting of funding to a those roads identified on a rolling list as being in greatest need. The most recent assessment prioritises the works for the next four years as per Annex 1.
- 1.2 Approval is sought to target the available budget against schemes in this list as the priority for spending for 2017/18 so far as the total budget allows.

2 RECOMMENDATION

- 2.1 That the budget for 2017-18 be targeted at the four year indicative Highway Maintenance Works Programme as set out in Annex 1 having due regard to the priority, availability of road space and available budget.**

3 REASONS FOR RECOMMENDATION

- 3.1 The proposals in this report therefore identify the priority work across the network to maintain the highway in as good a condition as resources allow, having due regard to the Council's intervention policy based on condition as set out in the Local Transport Plan.

4 ALTERNATIVE OPTIONS CONSIDERED

- 4.1 The proposals seek to effect works according to priority based on an assessment of condition that also reflects general safety. It is essential to have a large range of schemes is essential in order to minimise delay and maximise operational efficiencies. The Annex represents a continual 4 year rolling programme and is updated annually. Given the current financial position the Council faces and the reducing spend on highway maintenance, it would not be appropriate to allocate resources to anything other than that identified through a methodical and objective needs assessment.

5 SUPPORTING INFORMATION

- 5.1 The 2017/18 budget includes £1.637m for the non-routine highway maintenance schemes. This is the level of funding provided via the Department for Transport's (DfT) Highway Maintenance Capital Funding which is a reduction on last year. This funding allocation is not ring fenced and could in theory be spent according to local needs. However, the clear expectation is that it is used for the purpose intended.
- 5.2 The DfT now also awards Council's further funding based on their 'efficiency' assessments. Councils will be graded in three bands following completion of a self-assessment questionnaire and those in the higher bands will receive, on a sliding scale, up to 100% of the available additional funding based on the assessment of our

bid. In Bracknell's case the maximum we can expect under this process is £127,000 in the financial year 2017/18.

- 5.3 There is an additional £228,000 from the Council's own capital programme by way of capitalised revenue for road maintenance and street lighting. This funding is generally used for the schemes within the estates and for footpaths.
- 5.4 The Council also makes additional provision in its revenue budget. The sum included in the 2017/18 budget proposals is circa £2.4m. This is used for routine maintenance purposes on bridges , roads , paths and cycleways, drainage, street lighting, winter service and our 24/7 emergency event response service.
- 5.5 Even with this level of funding, the level of maintenance demand far exceeds available budgets. Accordingly funding has to be targeted. The Local Transport Plan defines how we prioritise spend according to an assessment of need having regard to the condition of the asset. Annex 1 sets out the results of that objective assessment according to road type.
- 5.6 The nature of the actual work in any given street can only be fully defined and costed once a more detailed survey has been undertaken. The form of treatment ultimately decided for each road will be the most appropriate for the nature and category of the road to ensure the most cost effective use of available budgets and preserve the useful life of the structure. On the A, B and C roads we generally use what are known as heavy duty inlays. These include the hot laid materials such as Hot Rolled Asphalts and Stone Mastic Asphalts. These are more expensive than the materials that we can use on the unclassified roads where we tend to use cold laid micro asphalt overlay treatments.
- 5.7 At this stage in the process the costings have to be considered 'indicative'. The list is therefore no more than a statement of intent subject to the funds. In addition whilst the need to do the works may have been identified at times the ability to do it is restricted because of other plans for the network. Where possible we try to co-ordinate activity in order to minimise local disruption but also to try to avoid new surfacing being dug up shortly after it has been laid. For such reasons works to some streets have to be deferred but they remain on the Programme and are carried forward into next year's plan.
- 5.8 Within the overall budget we plan to continue with our programme to maintain our bridge assets and protect sites where vehicle excursions could potentially occur giving rise to high risk of injury to others.
- 5.9 This report focuses mainly on the investment in the road surface. Members will also be aware that we are currently replacing all the existing street lighting lanterns with LED lanterns connected to a central management system. This project is funded through an 'invest to save' bid approved by Council. As part of this programme we will continue to replace life-expired concrete street lighting columns at sites throughout the Borough.
- 5.10 All works are procured through contracts which have been secured through competitive tendering.
- 5.10 The recommendation seeks approval to commit the budget as a whole. If approved the practice has not been to seek further approval. Ward Members are advised of the planned works in their Ward and the overall progress against budget is reported via the QSR. We need to take this approach and confirm the overall plan and level of

spend now in order to book the necessary plant and other necessary resources. The window of opportunity is tight.

6 ADVICE RECEIVED FROM STATUTORY AND OTHER OFFICERS

Borough Solicitor

6.1 The Borough Solicitor has no further comments to add to this report.

Borough Treasurer

6.2 The approved 2017/18 capital programme includes budgets for Highway Maintenance works as stated in paragraph 5.1. Spend against these budgets will be monitored on a monthly basis and reported on in line with the 2017/18 capital budget monitoring timetable

Equalities Impact Assessment

6.3 There are no Equality Impact Issues.

Strategic Risk Management Issues

6.4 Should the Council fail to maintain the highway network to minimum standards, then the risk of litigation increases.

7 CONSULTATION

Principal Groups Consulted

7.1 Not applicable. The works proposed reflect actual conditions.

Method of Consultation

7.2 Not applicable.

Representations Received

7.3 Not applicable.

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Annex 1 - Highway Maintenance Forward Programme 2017 - 2021														
A Roads	Road		Road Name	Road Description		Ward	Parish	Priority	RCI 2016	Section length	Width	Area	Rate	Estimated Cost
	Number	Section (if known)	Name	From	To					(m)				(£)
	A330	340	Ascot Road	FROM MALT HILL	TO WELLERS LANE	Winkfield&Cranbourne / Binfield With Warfield	Warfield	2	36	1038.77	6.5	6752.01	25	£168,800
	A322	040	Bagshot Road	FROM SPORTS CENTRE RAB	TO GLEBEWOOD	Old Bracknell / Harmans Water	Bracknell	2	39	244	7	1708	25	£42,700
	A322	045	Bagshot Road	FROM GLEBEWOOD	TO HORSE & GROOM R/A	Old Bracknell / Harmans Water	Bracknell	2	19	600	7	4200	25	£105,000
	A329	720	Berkshire Way	FROM BERKSHIRE WAY R/A	TO BERKSHIRE WAY MILL LA R/A	Great Hollands North	Bracknell	2	59	991.14	8	7929.12	25	£198,228
	A329	660	Berkshire Way	BERKSHIRE WAY R/A	TO VIGAR WAY R/A	Binfield With Warfield	Binfield	3	48	912.7	7.25	6617.08	25	£165,427
	A329	610	Berkshire Way	FROM COUNTY BOUNDARY	TO START OF THE THROUGH ROUTE	Binfield With Warfield	Binfield	3	41	200	8	1600	25	£40,000
	A330	325	Cocks Lane	FROM BRACKNELL ROAD	TO GARSONS LANE	Winkfield&Cranbourne	Winkfield / Warfield	3	35	509.7	5.5	2803.35	25	£70,084
381	A3095	165	Foresters Way	FROM FORESTERS WAY R/A	TO NINE MILE RIDE R/A	Crowthorne	Crowthorne	3	45	513.2	8.8	4516.16	25	£112,904
	A332	120	Kings Ride	FROM PRINCE CONSORT DRIVE	TO COUNTY BOUNDARY	Ascot	Winkfield	3	48	537	9.5	5101.5	25	£127,538
	A330	330	Kingscroft Lane	FROM COCKS LANE	TO MALT HILL	Winkfield&Cranbourne	Warfield	2	47	502.36	5.5	2762.98	25	£69,075
	A330	320	Maidens Green	FROM WINKFIELD STREET	TO BRACKNELL ROAD	Winkfield&Cranbourne	Winkfield	2	53	260.1	5.8	1508.58	25	£37,715
	A3095	298 / 296	Newell Green	FROM WARFIELD ROAD	TO FOREST ROAD	Binfield With Warfield	Warfield	1	42	467.69	6.5	3039.99	25	£76,000
	A330	310	Pigeonhouse Lane	North Street	Braziers Lane	Binfield With Warfield	Winkfield	2	17	1153.13	6	6918.78	25	£172,970
	A3095	120/130	Rackstraw Road	Foresters Way RAB	Acacia Rd RAB	Owlsmoor / Central Sandhurst	Sandhurst	1	11	2500	9	22500	25	£562,500
	A332	210	Sheet Street Road	FROM WINDSOR ROAD	TO COUNTY BOUNDARY	Winkfield & Cranbourne	Winkfield	2	70	659.65	7.5	4947.38	25	£123,684
	A329	741	Skimped Hill Lane	FROM MILLENNIUM WAY R/A	TO SKIMPED HILL LANE R/A	Priestwood&Garth / Wildriding&Central	Bracknell	1	32	199.78	14	2796.92	25	£69,923
	A332	105	Swinley Road	FROM BAGSHOT ROAD/SWINLEY R	TO SWINLEY ROAD 2WAY	Ascot	Winkfield	2	17	189.89	4	759.56	25	£18,989
	A332	107	Swinley Road	FROM SWINLEY ROAD 2WAY	TO BAGSHOT ROAD/SWINLEY ROAD R/A	Ascot	Winkfield	2	17	199.25	4	797	25	£19,925
	A3095	270	Warfield Road	Met Off RAB	Grange Road	Bullbrook / Priestwood&Garth	Bracknell	1	38	94	11	1034	25	£25,850
	A321	195	Yorktown Road	FROM YORKTOWN ROAD R/A	TO WELLINGTON ROAD	Central Sandhurst	Sandhurst	2	25	237.63	11	2613.93	25	£65,348
	A321	205	Yorktown Road	FROM WELLINGTON ROAD	TO PARK ROAD	Central Sandhurst	Sandhurst	2	21	405.76	7.5	3043.2	25	£76,080
	A321	210	Yorktown Road	FROM PARK ROAD	TO SWAN LANE	Central Sandhurst	Sandhurst	2	37	417.49	8	3339.92	25	£83,498
	A321	215	Yorktown Road	FROM SWAN LANE	TO NEWTOWN ROAD	Central Sandhurst	Sandhurst	2	50	144.7	9	1302.3	25	£32,558

A Roads	Road	Road Name	Road Description		Ward	Parish	Priority	RCI 2016	Section length	Width	Area	Rate	Estimated Cost	
	A321	225	Yorktown Road	FROM CROWTHORNE ROAD	TO HIGH STREET	Central Sandhurst	Sandhurst	2	38	119.14	8	953.12	25	£23,828
	A329	746	3m RAB	Whole RAB (including Bond Way)	Whole RAB (including Bond Way)	Priestwood&Garth / Wildriding&Central	Bracknell	1	41	850	15	12750	25	£318,750
														£2,807,372

Annex 1 - Highway Maintenance Forward Programme 2017 - 2021														
B Roads	Road		Road Name	Road Description		Ward	Parish	Priority	RCI 2016	Section length	Width	Area	Rate	Estimated Cost
	Number	Section (if known)	Name	From	To					(m)				(£)
	B3018	097	Binfield Road	FROM MILLENNIUM WAY	TO FOWLERS LANE	Priestwood&Garth	Bracknell	2	21	64.5	14	903	25	£22,575
	B3022	140	Bracknell Road	FROM WARFIELD STREET	TO MALT HILL	Binfield With Warfield / Winkfield&Cranbourne	Warfield	2	21	442	6.5	2873	25	£71,825
	B3022	145	Bracknell Road	FROM MALT HILL	TO CRICKETERS LANE	Winkfield&Cranbourne	Warfield	2	13	614	6.5	3991	25	£99,775
	B3022	150	Bracknell Road	FROM CRICKETERS LANE	TO WINKFIELD ROW	Winkfield&Cranbourne	Warfield	2	20	289	6.5	1878.5	25	£46,963
	B3022	154	Bracknell Road	FROM WINKFIELD ROW	TO PARKERS LANE	Winkfield&Cranbourne	Warfield/ Winkfield	2	19	672	6.5	4368	25	£109,200
	B3022	156	Bracknell Road	FROM PARKERS LANE	TO WINKFIELD LANE	Winkfield&Cranbourne	Winkfield	2	30	136	6.5	884	25	£22,100
	B3018	060	Church Hill	FROM CARTERS HILL	TO TERRACE ROAD NORTH	Binfield With Warfield	Binfield	1	54	301.41	8.5	2562	25	£64,050
	B3017	025	Locks Ride	FROM PRIORY ROAD	TO CHAVEY DOWN ROAD	Winkfield&Cranbourne	Winkfield	2	44	281.57	6	1689.4	25	£42,236
	B3034	090	Lovel Lane	FROM HATCHET LANE	TO WINDSOR ROAD	Winkfield&Cranbourne	Winkfield	3	36	1087	4.5	4891.5	25	£122,288
	B383	090	Mounts Hill	FROM COUNTY BOUNDARY	TO WINKFIELD ROAD R/A	Winkfield&Cranbourne	Winkfield	2	6	383	12	4596	25	£114,900
	B3430	060	Nine Mile Ride	FROM GOLDEN RETRIEVER	TO CROWTHORNE ROAD R/A	Great Hollands South	Bracknell	1	25	73.76	8	590.08	25	£14,752
	B3430	171	Nine Mile Ride	FROM START/END OF DUAL (ped. crossing o/s The Look Out)	TO START/END OF DUAL (ped. crossing o/s The Look Out)	Crowthorne	Crowthorne	2	26	47.74	11	525.14	25	£13,129
	B3017	020	Priory Road	FROM CHURCH ROAD	TO LOCKS RIDE	Ascot	Winkfield	3	44	421	5.5	2315.5	25	£57,888
	B383	030	Sunninghill Road	FROM COUNTY BOUNDARY	TO WATERSPLASH LANE	Winkfield&Cranbourne	Winkfield	3	37	308.23	5.5	1695.3	25	£42,382
303	B383	035	Sunninghill Road	FROM WATERSPLASH LANE	TO LOVEL LANE	Winkfield&Cranbourne	Winkfield	3	26	1855.93	6	11136	25	£278,390
	B3408	035	Wokingham Road	FROM LONDON ROAD R/A	TO JOCKS LANE	Binfield With Warfield	Binfield	3	21	83.16	11	914.76	25	£22,869
	B3408	040	Wokingham Road	FROM JOCKS LANE	TO WOKINGHAM ROAD R/A	Binfield With Warfield	Binfield	3	35	298.43	9.5	2835.1	25	£70,877
	B3408	090	Wokingham Road	FROM WOKINGHAM ROAD R/A	TO MILLENNIUM WAY	Priestwood&Garth	Bracknell	1	69	212.37	9.5	2017.5	25	£50,438
														£1,266,633

Annex 1 - Highway Maintenance Forward Programme 2017 - 2021

C Roads	Road		Road Name	Road Description		Ward	Parish	Priority	RCI 2016	Section length (m)	Width	Area	Rate	Estimated Cost (£)
	Number	Section (if known)	Name	From	To									
	C8653	010	Broad Lane	FROM BAGSHOT ROAD	LARGES BRIDGE DRIVE	Harmans Water	Bracknell	2	24	400	6.3	2520	25	£63,000
	C8653	020	Broad Lane	FROM LARGES BRIDGE DRIVE	TO Bardeen Place	Harmans Water	Bracknell	2	11	185	6.3	1165.5	25	£29,138
	C8632	020	Church Road	Wokingham Road	High Street	Little Sandhurst & Wellington	Sandhurst	1	23	300	7.5	2250	25	£56,250
	C8649	074	Crowthorne Road	FROM ROSEDALE GARDENS	TO SPINNER GREEN	Wildridings&Central	Bracknell	2	5	38.8	5.5	213.4	25	£5,335
	C8649	078	Crowthorne Road	FROM SPINNER GREEN	TO RECTORY LANE	Wildridings&Central	Bracknell	2	15	122.93	6.5	799.05	25	£19,976
	C8649	081	Crowthorne Road	FROM RECTORY LANE	TO REEDS HILL R/A	Wildridings&Central / Old Bracknell	Bracknell	2	22	249.4	6.5	1621.1	25	£40,528
	C8670	10	Crowthorne Road	FROM YORKTOWN ROAD	TO WELLINGTON ROAD	Wellington/ Central Sandhurst	Sandhurst	2	14	100	7	700	25	£17,500
	C8670	40	Crowthorne Road	FROM WELLINGTON ROAD	TO LONGDOWN ROAD	Wellington/ Central Sandhurst	Sandhurst	2	11	449	7.5	3367.5	25	£84,188
	C8670	50	Crowthorne Road	FROM LONGDOWN ROAD	TO SANDHURST ROAD	Little Sandhurst & Wellington/ Central	Sandhurst	2	18	932	7.5	6990	25	£174,750
	C8647	005	Doncastle road	FROM BERKSHIRE WAY	TO DONCASTLE ROAD R/A	Great Hollands North	Bracknell	1	24	111	8	888	25	£22,200
	C8647	008	Doncastle road	DONCASTLE ROAD ROUNDABOUT		Great Hollands North	Bracknell	1	23	84	8	672	25	£16,800
	C8647	090	Doncastle Road	FROM ELLESFIELD AVENUE	TO DONCASTLE ROAD R/A	Great Hollands North	Bracknell	1	52	291	8	2328	25	£58,200
	C8660	030	Downshire Way	FROM DOWNSHIRE Way R/A	TO WESTERN ROAD	Priestwood&Garth	Bracknell	3	12	137	15	2055	25	£51,375
	C8660	040	Downshire Way	FROM WESTERN ROAD	TO WOKINGHAM ROAD	Priestwood&Garth	Bracknell	3	11	42	15	630	25	£15,750
	C9601	060	Fernbank Road	FROM MILL RIDE	TO KING EDWARDS RISE	Ascot	Winkfield	1	44	472	6.5	3068	25	£76,700
	C9601	065	Fernbank Road	FROM KING EDWARDS RISE	TO RHODODENDRON WALK	Ascot	Winkfield	1	38	162	6.5	1053	25	£26,325
384	C8731	010	Foxley Lane	FROM TERRACE ROAD SOUTH	TO MURRELL HILL LANE	Binfield With Warfield	Binfield	1	74	211.77	5	1058.9	25	£26,471
	C8731	090	Foxley Lane	FROM MURRELL HILL LANE	TO FOREST ROAD	Binfield With Warfield	Binfield	1	64	781.21	5	3906.1	25	£97,651
	C8632	030	High Street	FROM CHURCH ROAD	TO MOUNTBATTEN RISE	Little Sandhurst & Wellington	Sandhurst	3	45	136.34	7.5	1022.6	25	£25,564
	C8605	090	Lower Church Road	FROM MILL LANE	TO HIGH STREET	Little Sandhurst & Wellington	Sandhurst	2	72	640.72	5.5	3524	25	£88,099
	C8605	025	Lower Sandhurst Road	FROM COUNTY BOUNDARY	TO AMBARROW LANE	Little Sandhurst & Wellington	Sandhurst	3	70	504.35	6.5	3278.3	25	£81,957
	C8605	050	Lower Sandhurst Road	FROM AMBARROW LANE	TO LOWER CHURCH ROAD	Little Sandhurst & Wellington	Sandhurst	3	34	680.03	7	4760.2	25	£119,005
	C8635	010	Mill Lane	FROM LOWER CHURCH ROAD	TO COUNTY BOUNDARY	Little Sandhurst & Wellington	Sandhurst	3	59	280.86	5	1404.3	25	£35,108
	C3022	110	Park Road	FROM LONDON ROAD	TO DEEPFIELD ROAD	Bullbrook	Bracknell	1	33	84.15	7.5	631.13	25	£15,778
	C8640	010	Popeswood Road	From London Road	St Marks Road	Binfield With Warfield	Binfield	1	15	585.7	6	3514.2	25	£87,855
	C8641	20	Ringmead	Hanworth Road	TO OAKENGATES	Hanworth	Bracknell	2	19	222	7	1554	25	£38,850
	C8641	30	Ringmead	FROM OAKENGATES	TO NASEBY	Hanworth	Bracknell	2	29	260	7	1820	26	£47,320
	C8641	40	Ringmead	FROM NASEBY	TO BIRCH HILL ROAD	Hanworth	Bracknell	2	16	326	7	2282	27	£61,614
	C8642	010	Ringmead	FROM HANWORTH ROAD	TO BIRCH HILL ROAD	Old Bracknell / Hanworth	Bracknell	2	32	220.07	7	1540.5	25	£38,512
	C8670	060	Sandhurst Road	FROM CROWTHORNE ROAD	High Street	Crowthorne / Little Sandhurst&Wellington	Crowthorne	1	10	556.17	7.5	4171.3	25	£104,282
	C8639	020	Terrace Road South	FROM ROEBUCK ESTATE	TO CRESSEX CLOSE	Binfield With Warfield	Binfield	3	37	258	6	1548	25	£38,700

	C9613	090	Watersplash Lane	FROM BOROUGH BOUNDARY	TO SUNNINGHILL ROAD	Winkfield&Cranbourne	Winkfield	3	53	256.4	7	1794.8	25	£44,870
	C8657	050	Weather Way	FROM LONDON ROAD	TO THE RING	Wildridings&Central	Bracknell	3	23	88.66	8.5	753.61	25	£18,840
	C8634	090	Wellington Road	FROM WELLINGTON CLOSE	TO YORKTOWN ROAD	Central Sandhurst	Sandhurst	3	32	132.46	6.5	860.99	25	£21,525
	C8659	050	Western Road	FROM DOWNMILL ROAD	TO EASTHAMPSTEAD ROAD	Priestwood&Garth	Bracknell	3	31	298.89	9.5	2839.5	25	£70,986
	C8659	060	Western Road	FROM EASTHAMPSTEAD ROAD	TO DOWNSHIRE WAY	Priestwood&Garth	Bracknell	3	37	285.16	10	2851.6	25	£71,290
	C8649	010	Wildridings Road	FROM WILDRIDINGS ROAD JUNCTION	TO BISHOPDALE	Wildridings&Central	Bracknell	1	31	135.03	15	2025.5	25	£50,636
	C8649	015	Wildridings Road	FROM BISHOPDALE	TO DEEPPDALE	Wildridings&Central	Bracknell	1	13	281.39	7	1969.7	25	£49,243
	C8649	020	Wildridings Road	FROM DEEPPDALE	TO FOUNTAINS GARTH	Wildridings&Central	Bracknell	1	15	250.27	7	1751.9	25	£43,797
	C8649	025	Wildridings Road	FROM FOUNTAINS GARTH	TO WILDRIDINGS ROAD JUNCTION	Wildridings&Central	Bracknell	1	15	167.88	7	1175.2	25	£29,379
	C8649	030	Wildridings Road	FROM WILDRIDINGS ROAD JUNCTION	TO INGLETON	Wildridings&Central	Bracknell	1	14	319.39	7	2235.7	25	£55,893
	C8649	040	Wildridings Road	FROM INGLETON	TO KYLE CLOSE	Wildridings&Central	Bracknell	1	26	290.96	7	2036.7	25	£50,918
	C8649	050	Wildridings Road	FROM KYLE CLOSE	TO CROWTHORNE ROAD	Wildridings&Central	Bracknell	1	22	85.07	7.5	638.03	25	£15,951
		n/a	Yateley Road	High Street	Borough boundary	Little Sandhurst & Wellington	Sandhurst	1	18	200	8	1600	25	£40,000
	C8630	040	Yorktown Road	FROM BERRYBANK	TO COLLEGE ROAD	College Town	Sandhurst	1	27	53.77	7.5	403.28	25	£10,082
														£2,146,053

Annex 1 - Highway Maintenance Forward Programme 2017 - 2021

Road		Road Name	Road Description		Ward	Parish	Priority	RCI 2016	Section length (m)	Width	Area	Rate	Estimated Cost (£)
Number	Section (if known)	Name	From	To									
U0003	/010	Abingdon Close	FROM WELLINGTON DRIVE	TO END OF ABINGDON CLOSE CULDESAC	Harmans Water	Bracknell	3	42	75.26	7.5	564.45	10	£5,645
U0005	020	Acacia avenue	Red Bitmac Area No 74-76		Owlsmoor	Sandhurst	2	6	110	5.5	605	10	£6,050
U0010	10/20	Agar Crescent	Whole Road		Priestwood & Garth	Bracknell	1	33/29	299	4.8	1435.2	10	£14,352
U0026	10	Ambarrow Crescent	FROM CHURCH ROAD	TO END	Little Sandhurst & Wellington	Sandhurst	1	24	116	5	580	10	£5,800
U0029	/020	Angel Place	FROM ANGEL PLACE JUNCTION	TO END OF ANGEL PLACE CULDESAC	Binfield With Warfield	Binfield	2	6	27.95	5.5	153.725	10	£1,537
U0039	010	Arlington Close	FROM STONEY ROAD	TO END	Priestwood & Garth	Bracknell	2	24	76	5	380	10	£3,800
U0088	/010	Beaumont Gardens	FROM WELLINGTON DRIVE	TO END OF BEAUMONT GARDENS CULDESAC	Harmans Water	Bracknell	3	42	81.98	7.5	614.85	10	£6,149
U0101	10	Bennings Close	Whole road		Priestwood & Garth	Bracknell	2	24	77	5	385	10	£3,850
U0128	010	Blackcap Place	whole Carriageway	Off Avocet Crecent	Central Sandhurst	Sandhurst	3	19	66.97	5.5	368.335	10	£3,683
U0139	/010	Blue Coat Walk	FROM WELLINGTON DRIVE	TO END OF BLUE COAT WALK CULDESAC	Harmans Water	Bracknell	3	42	73.64	5	368.2	10	£3,682
U0147	10	Bottle Lane	Junction with Howe Lane		Binfield With Warfield	Binfield	3	31	2206.76	6	13240.6	10	£132,406
U0154	10/20	Bracken Bank	Whole Road		Ascot	Winkfield	3	26/67	487	4.5	2191.5	10	£21,915
U0166	10	Braybrooke Road	Whole road		Priestwood & Garth	Bracknell	2	75	490	5.6	2744	10	£27,440
U0188	20/30/40/50	Brunswsick	Whole road		Hanworth	Bracknell	3	24	239.44	6	1436.64	10	£14,366
U0200	10/20	Burlsdon Way	Whole road		Bullbrook	Bracknell	1	42	209.61	6.5	1362.47	10	£13,625
U0205	10	Byron Drive	Whole Road		Little Sandhurst & Wellington	Crowthorne	3	12	171	5.8	991.8	10	£9,918
U0209	/010	Cabbage Hill Lane	FROM HAZELWOOD LANE	TO RYEHURST LANE	Binfield With Warfield	Warfield	3	27	617.58	6	3705.48	10	£37,055
U0225	/010	Caswall Close	FROM BENETFELD ROAD	TO END OF CASWALL CLOSE CULDESAC	Binfield With Warfield	Binfield	2	19	53.76	5	268.8	10	£2,688
U0246	/010	Cheam Close	FROM FARINGDON DRIVE	TO END OF CHEAM CLOSE CULDESAC	Harmans Water	Bracknell	2	42	71.88	5	359.4	10	£3,594
U0250	010	Cherbury Close	Whole Road		Harmans Water	Bracknell	1	20	100	4.3	430	10	£4,300
U0257	10/20/30/40	Chisbury Close	Whole Road		Crown Wood	Winkfield	1	24	358	5	1790	10	£17,900
U0294	10/20	Coningsby	Whole road		Old Bracknell	Bracknell	1	27	361	5	1805	10	£18,050
U0312	10	Cotterell Close	Whole Road		Priestwood & Garth	Bracknell	2	33	73	4.5	328.5	10	£3,285

U0331	10/20/30/40	Crossfell	Whole road		Wildridings&Central	Bracknell	2	24	252	6	1512	10	£15,120
U0344	10	Cumberland Drive	Whole road		Bullbrook	Bracknell	1	31	68.79	7	481.53	10	£4,815
U0345	10	Cumnor Way	Whole road		Harmans Water	Bracknell	1	42	86.2	5	431	10	£4,310
U0354	10	Darwall Drive	Whole road		Ascot	Winkfield	2	24	241	6.3	1518.3	10	£15,183
U0360	/010	Deansgate	FROM BIRCH HILL ROAD	TO END OF DEANSGATE CULDESAC	Hanworth	Bracknell	1	24	122.73	6	736.38	10	£7,364
U0361	10	Deepdale	Whole road		Wildridings&Central	Bracknell	2	24	175	6	1050	10	£10,500
U0362	10	Deepfield Road	Park Road	Bay Road	Bullbrook	Bracknell	1	24	583.27	6	3499.62	10	£34,996
U0374	20/30	Doncastle Road	Ellesfield Ave	Oldbury	Great Hollands North	Bracknell	2	49	364.09	8.5	3094.77	10	£30,948
U0375	/010	Donnybrook	FROM BIRCH HILL ROAD	TO END OF DONNYBROOK CULDESAC	Hanworth	Bracknell	1	24	169.18	6	1015.08	10	£10,151
U0378	010/020	Dovedale Close	whole road		Owlsmoor	Sandhurst	3	24	248.38	5.5	1366.09	10	£13,661
U0379	30	Downmill Road	FROM WESTERN ROAD	TO LONGSHOT LANE	Priestwood & Garth	Bracknell	3	25	452	7	3164	10	£31,640
U0395	010	Dundas Close	Whole road		Wildridings&Central	Bracknell	2	24	176	5	880	10	£8,800
U0401	/030	Earlswood	FROM RINGMEAD	TO END OF EARLSWOOD CULDESAC	Hanworth	Bracknell	1	24	41.1	6	246.6	10	£2,466
U0414	010/020/030	Elizabeth Close	FROM BAGSHOT ROAD	TO END OF ELIZABETH CLOSE CUL-DE-SAC	Harmans Water	Bracknell	1	25	433	5.5	2381.5	10	£23,815
U0420	10	Emmets Nest	Whole road		Binfield With Warfield	Binfield	1	24	122.68	6	736.08	10	£7,361
U0427	/020	Evedon	FROM EVEDON JUNCTION	TO END OF EVEDON CULDESAC	Hanworth	Bracknell	3	24	41.56	6	249.36	10	£2,494
U0429	10/20/30	Evesham Walk	FROM ACACIA AVENUE	TO END OF EVESHAM WALK CUL DE SAC	Owlsmoor	Sandhurst	2	24	259	5	1295	10	£12,950
U0432	10	Fairmead Close	FROM WESTBOURNE ROAD	TO END OF FAIRMEAD CLOSE CULDESAC	College Town	Sandhurst	2	32	113	5	565	10	£5,650
U0441	10/20	Fencote	Whole Road		Crown Wood	Bracknell	3	24	96	5.5	528	10	£5,280
U0445	10	Fernbank Crescent	Whole road		Ascot	Winkfield	3	15	142	5	710	10	£7,100
U0446	10	Fernbank Place	Outside 61 - 67		Ascot	Winkfield	3	32	454.26	5.5	2498.43	10	£24,984
U0464	010/020	Flint Grove	Whole Road		Bullbrook	Bracknell	1	24	194	5	970	10	£9,700
U0485	010/020	Fortrose Close	Whole Rod		College Town	Sandhurst	2	24	64	5	320	10	£3,200
U0510	010/020	Garth Square	whole Road		Priestwood & Garth	Bracknell	2	30	135	6	810	10	£8,100
U0514	/010	Gipsy Lane	FROM LARGES LANE	TO END OF GIPSY LANE CUL DE SAC	Bullbrook	Bracknell	3	na	150.62	4.5	677.79	10	£6,778
U0515	10	Girton Close	Whole road		Owlsmoor	Sandhurst	2	34	50.34	5.5	276.87	10	£2,769
U05281	010	Goughs Barn Lane	whole adopted bit		Binfield With Warfield	Warfield	2	83	141	4.5	634.5	10	£6,345
U0584	10/20	Haywood	Whole Road		Hanworth	Bracknell	3	24	250	5.5	1375	10	£13,750
U0615	10	Hillside Drive	Whole road		Binfield With Warfield	Binfield	1	31	63.14	5.5	347.27	10	£3,473
U0620	010 to 060	Holbeck	Whole Road		Great Hollands South	Bracknell	1	42 and 24	585.35	6	3512.1	10	£35,121
U0622	010	Holly Spring Lane	FROM WARFIELD ROAD	TO JIGS LANE SOUTH	Priestwood & Garth Warfield Harvest Ride	Bracknell / Warfield	1	24	627	5.5	3448.5	10	£34,485
U0636	10/20/30	Horsham Road	Whole road		Owlsmoor	Sandhurst	3	24	435.39	6	2612.34	10	£26,123
U0667	10	Jubilee Close	Whole road		Ascot	Winkfield	2	26	57.1	5	285.5	10	£2,855

U0672	10	Keates Green	Whole Road		Priestwood & Garth	Bracknell	1	36	63.18	5	315.9	10	£3,159
U0683	010	Keynsham Way	Whole road		Owlsmoor	Sandhurst	2	13	111	5	555	10	£5,550
U0690	10	King Edwards Close	Whole road		Ascot	Winkfield	3	24	37.18	5.5	204.49	10	£2,045
U0701	10/20/30	Knightswood	Whole Road		Hanworth	Bracknell	2	24	305	6	1830	10	£18,300
U0706	10	Lake End Way	Whole Road		Crowthorne	Crowthorne	3	42	183	6	1098	10	£10,980
U0718	10/20/30	Lauradale	Whole road		Wildridings&Central	Bracknell	3	24	318.74	7	2231.18	10	£22,312
U0722	10/20/30/40	Leaves Green	Whole road		Crown Wood	Bracknell	3	24	527.61	6	3165.66	10	£31,657
U0725	010	Leppington	Whole Road		Hanworth	Bracknell	2	21	126	5.8	730.8	10	£7,308
U0726	010	Letcombe Square	Whole Road		Harmans Water	Bracknell	1	30	45.67	8	365.36	10	£3,654
U0736	010	Limerick Close	Whole Road		Priestwood & Garth	Bracknell	2	55	107	5	535	10	£5,350
U0741	10/20/30/40	Liscombe	Whole Road		Hanworth	Bracknell	1	24	519.92	6.5	3379.48	10	£33,795
U0743	/010	Little Ringdale	FROM UFFINGTON DRIVE	TO END OF LITTLE RINGDALE CULDESAC	Harmans Water	Bracknell	1	42	60.58	5.5	333.19	10	£3,332
U0750	10	London Road (service road)	o/s John Nike Hotel		Binfield With Warfield	Binfield	3	21	55	10	550	10	£5,500
U0772	10	Lower Broadmoor Road	100m and including j/w High St		Crowthorne	Crowthorne	1	24	500.5	7	3503.5	10	£35,035
U0776	10/20/30/40	Ludlow	Whole Road		Hanworth	Bracknell	3	24	325	6	1950	10	£19,500
U0777	010	Lutterworth Close	FROM FOLDERS LANE	TO END OF LUTTERWORTH CLOSE CULDESAC	Priestwood & Garth	Bracknell	3	19	127.01	6.5	825.565	10	£8,256
U0781	20/30	Lyndhurst Close	Near no 26		Harmans Water	Winkfield	2	18	255.3	6	1531.8	10	£15,318
U0788	10/20/30	Madingley	Whole Road		Hanworth	Bracknell	3	27	270	5.5	1485	10	£14,850
U0800	10/20/30	Malham Fell	Whole road		Wildridings&Central	Bracknell	3	24	157.98	6	947.88	10	£9,479
U0827	10/20/30	Melrose	Whole Road		Hanworth	Bracknell	3	29	423	6	2538	10	£25,380
U0829	010	Membury Walk	Whole Road		Harmans Water	Bracknell	1	24	36	5.5	198	10	£1,980
U0833	10	Merton Close	Whole road		Owlsmoor	Sandhurst	2	24	118.03	6	708.18	10	£7,082
U0844	010	Milman Close	Whole carriageway (No through Road	From junction Lily Hill Road to end of cul de sac	Bullbrook	Bracknell	1	24	83.13	5	415.65	10	£4,157
U0855		Moray Avenue	from owlsmoor road to inverness way		College Town	Sandhurst	2	24	258	6.5	1677	10	£16,770
U0861	10/20	Mountbatten Rise	Whole road		Little Sandhurst & Wellington	Sandhurst	3	24	232.18	6	1393.08	10	£13,931
U0863	/010	Mulberry Close	FROM FURZEHILL CRESCENT	TO END OF MULBERRY CLOSE CULDESAC	Crowthorne	Crowthorne	1	63	104.68	6	628.08	10	£6,281
U0873	10/20/30	Naseby	Whole Road		Hanworth	Bracknell	3	24	360	5.5	1980	10	£19,800
U0884	010	New Road	FROM BAY DRIVE	TO END OF NEW ROAD CULDESAC	Bullbrook	Bracknell	1	26	150.64	5.5	828.52	10	£8,285
U0887	010	New Wokingham Road	FROM WATERLOO ROAD	TO DUKES RIDE	Crowthorne	Crowthorne	2	51	112	6.5	728	35	£25,480
U0945	10	Osborne Lane	Whole Road		Binfield With Warfield	Warfield	2	24	600.55	7	4203.85	10	£42,039
U0949	10	Owlsmoor Road	Yeovil Road	A3095	Owlsmoor / College Town / Central Sandhurst	Sandhurst	2	18	1219.7	6	7318.2	10	£73,182
U0950	030	Oxenhope	Whole road		Wildridings&Central	Bracknell	3	24	45.81	6.5	297.765	10	£2,978
U0957	010	Park Road	Whole road		Central Sandhurst	Sandhurst	2	n/a	370	5.5	2035	10	£20,350
U0977	10	Peterhouse Close	Whole road		Owlsmoor	Sandhurst	3	24	106.6	6	639.6	10	£6,396
U0980	10/20/30	Pickering	Whole road		Wildridings&Central	Bracknell	3	24	276.86	6.5	1799.59	10	£17,996
U0984	10	Pinefields Close	From No. 5	To No. 12	Crowthorne	Crowthorne	3	23	47	5	235	10	£2,350

U0986	10/20	Pinehill Road	Sandhurst Road	Jerome Corner	Crowthorne	Crowthorne	1	36	250	8	2000	10	£20,000
U1009	10/20/30	Prince Andrew Way	Whole road		Ascot	Winkfield	2	24	417	5.5	2293.5	10	£22,935
U1010	10/20	Prince Consort Drive	Whole Road	From junction with Kings Ride till the end	Ascot	Winkfield	3	49	735	5	3675	10	£36,750
U1015	010	Priory Walk	Whole Road		Harmans Water	Bracknell	1	42	53	5.5	291.5	10	£2,915
U1021	10	Queens Close	Whole road		Ascot	Winkfield	2	28	61.45	5	307.25	10	£3,073
U1022	10/20	Queens Pine	Whole road		Crown Wood	Bracknell	3	24	207	5.3	1097.1	10	£10,971
U1029	10	Radnor Road	Whole Road		Harmans Water	Winkfield	2	24	141				
U1034	10	Randall Mead	Whole road		Binfield With Warfield	Binfield	3	15	47.08	5.5	258.94	10	£2,589
U1043	010	Rectory Close	Whole Road		Little Sandhurst & Wellington	Sandhurst	2	36	92				
U1047	10/20/30	Redditch	Whole Road		Crown Wood	Bracknell	3	24	304.74	6	1828.44	10	£18,284
U1059	010 to 080	Ringwood	Whole road		Great Hollands South	Bracknell	1	24	523				
U1098	010	Sandy Lane	FROM HIGH STREET	To Chiltern Road	Little Sandhurst & Wellington	Sandhurst	2	na	100	6.3	630	10	£6,300
U1099	10/20/30/40	Sarum	Whole Road		Great Hollands South	Bracknell	3	42	317	6	1902	10	£19,020
U1113	010	Segsbury Grove	Whole road		Harmans Water	Bracknell	1	38	370	5.5	2035	10	£20,350
U1149	10/20/30/40/ 50/60/70	Spinis	Whole Road		Great Hollands South	Bracknell	3	43/24	580	5.5	3190	10	£31,900
U1150	10	Spinner Green	Whole road		Wildridings&Central	Bracknell	1	36	85				
U1163	10/20	St Helens Close	Whole road		Little Sandhurst & Wellington	Sandhurst	3	na	174.2	6.5	1132.3	10	£11,323
U1169	/010	St Michaels Road	FROM HIGH STREET	TO MASON PLACE	Little Sandhurst & Wellington	Sandhurst	1	31	291.39	5.5	1602.65	10	£16,026
U1176	10	Staverton Close	Whole Road		Priestwood & Garth	Bracknell	1	36	185	4	740	10	£7,400
U1180	010	Stoney Road	Whole road		Priestwood & Garth	Bracknell	1	31	514.18	5.5	2827.99	10	£28,280
U1181	10/20	Stratfield	Whole Road		Great Hollands South	Bracknell	3	24	282	5.5	1551	10	£15,510
U1201	10/20/30/40	Sylvanus	Whole Road		Great Hollands South	Bracknell	1	42	400	5.9	2360	10	£23,600
U1238		The Ridgeway	whole road		Wildridings&Central	Bracknell	3	26	242.33	6.5	1575.15	10	£15,751
U1267	10	Trinity	Whole road		Owlsmoor	Sandhurst	3	24	104.65	5.5	575.575	10	£5,756
U1278	10 to 90	Ullswater	Whole road		Great Hollands South	Bracknell	1	24	572	7	4004	10	£40,040
U1279	10 to 90	Underwood	Whole road		Great Hollands South	Bracknell	2	24	555	7	160.08	10	£1,601
U1287	/090	Vandyke	FROM START OF VANDYKE CULDESAC	TO VANDYKE JUNCTION AFTER 26.67 METRES	Great Hollands North	Bracknell	1	24	26.68	6	160.08	10	£1,601
U1289	070	Viking	Whole Road		Great Hollands North	Bracknell	3	24	20.8	6	124.8	10	£1,248
U1294	10	Wadham	Whole road		Owlsmoor	Sandhurst	2	29	70.3	5.5	386.65	10	£3,867
U1296	010	Walbury	Whole Road		Harmans Water	Bracknell	1	28	100	4.5	450	10	£4,500
U1299	010	Wallingford Close	Whole Road		Harmans Water	Bracknell	1	36	80	4.5	360	10	£3,600
U1315	10	Warren Row	Whole road		Ascot	Winkfield	3	24	55	6	330	10	£3,300

U1323	/010	Watersplash Lane	FROM THE SPLASH	TO NEWELL GREEN	Binfield With Warfield	Warfield	3	14	483.76	4	1935.04	10	£19,350
U1324	10/20	Waverley	Whole Road	From Junction with Ringmead to no.	Great Hollands North	Bracknell	3	24	86	6	516	10	£5,160
U1325	010/020	Wayland Close	Whole Road		Harmans Water	Bracknell	1	36	400	5.6	2240	10	£22,400
U1327	10/20/30/40/ 50/60	Welbeck	Whole Road	From Junction With Ringmead to no.42	Great Hollands North	Bracknell	3	29	433	6	2598	10	£25,980
U1333	10	Wellington Drive	Whole road		Harmans Water	Bracknell	2	42	381	8	3048	10	£30,480
U1341	10	Westbourne Road	Whole road		College Town	Sandhurst	2	63	111	8	888	10	£8,880
U1339	010	West End Lane	Whole Road		Binfield With Warfield	Warfield	3	36	680.36	6	4082.16	10	£40,822
U1347	/020	Westley Mill	FROM PENDRYS LANE	TO BOTTLE LANE	Binfield With Warfield	Binfield	3	35	1003.68	4	4014.72	10	£40,147
U1351	/010	Whatley Green	FROM WATERHAM ROAD	TO END OF WHATLEY GREEN CULDESAC	Old Bracknell	Bracknell	3	na	31.75	7.5	238.125	10	£2,381
U1352	10/20/30/40/ 50/60	Wheatley	Whole Road	From junction with Ringmead to no.40	Great Hollands North	Bracknell	3	24	430	6	2580	10	£25,800
U1373	/010	Wilmot Close	FROM BENETFELD ROAD	TO END OF WILMOT CLOSE CULDESAC	Binfield With Warfield	Binfield	2	6	50.76	5	253.8	10	£2,538
U1382	010	Windmill Road	Whole Road		Priestwood & Garth	Bracknell	3	24	232.62	5.5	1279.41	10	£12,794
U1393	10/20/30/40/ 50	Winscombe	Whole road	From junction with Ringmead to no.26	Great Hollands North	Bracknell	3	24	433	6	2598	10	£25,980
U1395	/010	Wokingham Road	ROUNDS HILL FROM WOKINGHAM ROAD JUNCTION	TO WOKINGHAM ROAD JUNCTION AFTER 102.20 METRES	Priestwood & Garth	Bracknell	3	na	102.2	4.5	459.9	10	£4,599
U1407	10	Woodies Close	Whole road		Binfield With Warfield	Binfield	2	24	63	5	315	10	£3,150
U1412	10/20	Woodridge Close	Whole road		Wildridings&Central	Bracknell	2	36	156	6	936	10	£9,360
U1433	10/20	Yeovil Road	FROM OWLSMOOR ROAD	TO COLLEGE ROAD	Owlsmoor / College Town	Sandhurst	2	26	542	9	4878	10	£48,780
U1434	010	York Road	Forest Road	Tilehurst Lane	Binfield With Warfield	Binfield	1	85	239.2	6	1435.2	10	£14,352
													£2,064,632

Annex 1 - Highway Maintenance Forward Programme 2017 - 2021

Footways	Road Name	Road Description		Ward	Parish	Priority	Length (Provisional)	Width (Provisional)	Area (Provisional)	Est cost per sq m	Estimated Cost
	Name	From	To				m	m	sq.m		£
	Abbotsbury	Whole footway		Great Hollands North	Bracknell	2	1600	1.8	2880	6.00	£ 17,280.00
	Abingdon Close	Whole footway		Harmans Water	Bracknell	1	760	2.00	1520	6.00	£ 9,120.00
	Ambarrow Crescent	Whole footway		Little Sandhurst & Wellington	Sandhurst	1	580	2.00	1160	6.00	£ 6,960.00
	Ashbourne	Whole footway		Great Hollands North	Bracknell	2	1350	1.8	2430	6.00	£ 14,580.00
	Bagshot Road FP01	Opladen Way	New Forest Ride	Crown Wood	Bracknell / Winkfield	3	640	2.9	1856	6.00	£ 11,136.00
	Barwell Close	Whole footway		Crowthorne	Crowthorne	2	180	1.8	324	6.00	£ 1,944.00
	Beaumont Gardens	Whole footway		Harmans Water	Bracknell	1	800	2.00	1600	6.00	£ 9,600.00
	Berrybank	Whole footway		College Town	Sandhurst	2	400	2.0	800	6.00	£ 4,800.00
	Bowland Drive	Whole footway		Crown Wood	Winkfield	1	400	1.8	720	6.00	£ 4,320.00
	Bracken Bank	Whole road		Ascot	Winkfield	3	740	1.80	1332	6.00	£ 7,992.00
	Broadlands Court	Whole footway		Priestwood & Garth	Bracknell	2	170	1.8	306	6.00	£ 1,836.00
391	Brookers Row	Whole footway		Crowthorne	Crowthorne	2	345	2.5	863	6.00	£ 5,175.00
	Bucklebury	Whole footway		Hanworth	Bracknell	2	1300	1.8	2340	6.00	£ 14,040.00
	Burlsdon Way	Whole footway		Bullbrook	Bracknell	2	330	1.8	594	6.00	£ 3,564.00
	Chase Gardens	Whole footway		Binfield with Warfield	Binfield	2	230	1.8	414	6.00	£ 2,484.00
	Cheviot Road	Whole footway		Little Sandhurst & Wellington	Sandhurst	1	760	2.00	1520	6.00	£ 9,120.00
	Chiltern Road	Whole footway		Little Sandhurst & Wellington	Sandhurst	1	460	2.00	920	6.00	£ 5,520.00
	Church Road	Whole footway		Ascot	Winkfield	3	700	1.80	1260	6.00	£ 7,560.00
	Church Road	Whole footway		Owlsmoor	Sandhurst	1	800	2.00	1600	6.00	£ 9,600.00
	Claverdon	Whole footway		Hanworth	Bracknell	2	1200	1.8	2160	6.00	£ 12,960.00
	Coningsby	Whole footway		Old Bracknell	Bracknell	3	680	1.8	1224	6.00	£ 7,344.00
	Cottesmore	Whole footway		Hanworth	Bracknell	2	700	1.8	1260	6.00	£ 7,560.00
	Daventry Court	Whole footway		Priestwood & Garth	Bracknell	1	260	2.5	650	6.00	£ 3,900.00
	Ditchling	Whole footway		Hanworth	Bracknell	2	400	2.5	1000	6.00	£ 6,000.00
	Dormer Close	Whole footway		Crowthorne	Crowthorne	1	116	1.80	209	6	£ 1,252.80
	Dryden	Whole footway		Hanworth	Bracknell	2	350	2.4	840	6.00	£ 5,040.00
	Dukeshill Road	Whole footway		Priestwood & Garth	Bracknell	1	520	1.8	936	6.00	£ 5,616.00
	Emmets Park	Whole footway		Binfield with Warfield	Binfield	2	650	1.80	1170	6	£ 7,020.00
	Faircross	Whole footway		Wildridings & Central	Bracknell	2	550	1.8	990	6.00	£ 5,940.00
	Fairfax	Whole footway		Priestwood & Garth	Bracknell	2	210	1.8	378	6.00	£ 2,268.00
	Fernbank Crescent	Whole road		Ascot	Winkfield	3	142	1.80	256	6.00	£ 1,533.60

	Fernbank Place	Whole Road		Ascot	Winkfield	3	910	1.80	1638	6.00	£	9,828.00
	Firtree Close	Whole footway		Little Sandhurst & Wellington	Sandhurst	1	300	2.00	600	6.00	£	3,600.00
	Flint Grove	Whole footway		Bullbrook	Bracknell	2	275	1.8	495	6.00	£	2,970.00
	Footpath leading to Subway 66	Large areas need reconstruction/patching due to loss of shape from tree roots	Back of Ringwood and Holland Pines	Great Hollands South	Bracknell	1	250	2.50	625	7.50	£	4,687.50
	Footpath No54	Ringmead	Ringmead	Hanworth	Bracknell	3	570	3	1710	7.50	£	12,825.00
	Footway No32	Leaves Green	Opladen Way	Crown Wood	Bracknell	2	490	2.5	1225	7.50	£	9,187.50
	Forest Road	Chavey Down Road	Hayley Green	Winkfield & Cranbourne	Winkfield	3	990	1.50	1485	6.00	£	8,910.00
	FP 34 Jigs Lane South to Goughs Lane	Whole footway		Warfield harvest Ride	Warfield	2	600	2.5	1500	6.00	£	9,000.00
	FP 47 Mill Lane to Twin Bridges Roundabout	Whole footway		Great Hollands North	Bracknell	2	800	2.5	2000	6.00	£	12,000.00
	Frodsham Way	Whole footway		Owlsmoor	Sandhurst	2	200	2.0	400	6.00	£	2,400.00
	Glenwood	Whole footway		Harmans Water	Bracknell	1	700	2.00	1400	6.00	£	8,400.00
	Goaters Road	Whole Road		Ascot	Winkfield	3	390	1.80	702	6.00	£	4,212.00
	Great Hollands Road	from subway 69 towards Mill Lane.		Great Hollands North/ Great Hollands South	Bracknell	2	360	1.80	648	6	£	3,888.00
	Halewood	Whole footway		Great Hollands South	Bracknell	2	400	1.80	720	6	£	4,320.00
392	Harmans Water Square	Harmans Water Square	Cumnor Way	Harmans Water	Bracknell	2			0			
	Harvest Ride	Binfield Road	Totale Rise	Binfield with Warfield	Binfield	3	500	3.50	1750	6.00	£	10,500.00
	Heron Close	Whole road		Ascot	Winkfield	1	95	1.75	166	6.00	£	997.50
	Hexham Close	Whole footway		Owlsmoor	Sandhurst	2	180	1.8	324	6.00	£	1,944.00
	Highfield	Whole footway		Great Hollands South	Bracknell	2	400	1.80	720	6	£	4,320.00
	Hone Hill	Whole footway		Central Sandhurst	Bracknell	2	300	2.00	600	6.00	£	3,600.00
	Hubberholme	Whole Footway		Wildridings and central.	Bracknell	2	200	1.8	360	6.00	£	2,160.00
	Ingleton	whole footway		Wildridings & Central	Bracknell	2	700	1.80	1260	6.00	£	7,560.00
	Isis way	Whole footway		Central Sandhurst	Sandhurst	2	736	2.0	1472	6.00	£	8,832.00
	Jevington	Whole footway		Hanworth	Bracknell	3	400	1.8	720	6.00	£	4,320.00
	Juniper	Whole footway		Hanworth	Bracknell	3	1500	1.8	2700	6.00	£	16,200.00
	Keates Green	Whole footway		Priestwood & Garth	Bracknell	1	120	1.8	216	6.00	£	1,296.00
	Keldholme	whole footway		Wildridings & Central	Bracknell	2	1200	1.80	2160	6.00	£	12,960.00
	Kennel Lane	Whole Footway		Priestwood & Garth	Bracknell	3	700	1.8	1260	6.00	£	7,560.00
	Knowles Avenue	Whole footway		Crowthorne	Crowthorne	2	622	2.0	1244	6.00	£	7,464.00
	Kyle Close	Whole footway		Wildridings & Central	Bracknell	2	250	1.8	450	6.00	£	2,700.00
	Laundry Lane	Whole footway		College Town	Sandhurst	2	130	2.4	312	6.00	£	1,872.00

	Leicester	Whole footway		Crown Wood	Bracknell	2	300	1.8	540	6.00	£	3,240.00
	Lily Hill Road	Waldron Hill	Bullbrook Drive	Bullbrook	Bullbrook	2	180	2.0	360	6.00	£	2,160.00
	Liscombe	whole footway		Hanworth	Bracknell	2	500	1.8	900	6.00	£	5,400.00
	Littledale Close	Whole footway		Harmans Water	Bracknell	1	1400	1.80	2520	6.00	£	15,120.00
	Locks Ride	Whole footway		Winkfield & Cranbourne	Winkfield	3	1300	1.4	1820	6.00	£	10,920.00
	London Road	From John Nike Way to Old London Road		Binfield with Warfield	Binfield	3	185	1.8	333	6.00	£	1,998.00
	Lovel Road	Whole footway		Winkfield & Cranbourne	Winkfield	3	1200	2.0	2400	6.00	£	14,400.00
	Ludlow	Whole footway		Hanworth	Bracknell	2	300	1.8	540	6.00	£	3,240.00
	Lydney	whole footway		Hanworth	Bracknell	2	500	1.8	900	6.00	£	5,400.00
	Maple Close	Whole footway		Little Sandhurst & Wellington	Sandhurst	1	600	2.00	1200	6.00	£	7,200.00
	Minchin Green	Whole footway		Binfield with Warfield	Binfield	2	114	1.8	205	6.00	£	1,231.20
	Nuneaton	Whole footway		Crown Wood	Bracknell	1	700	1.8	1260	6.00	£	7,560.00
	Old Wokingham Road	Whole footway		Crowthorne/ Great Hollands South	Crowthorne/ Bracknell	1	1400	1.2	1680	6.00	£	10,080.00
	Ollerton	Whole footway		Hanworth	Bracknell	2	1000	1.8	1800	6.00	£	10,800.00
395	Parsons Field	Whole footway		Central Sandhurst	Sandhurst	2	188	2.0	376	6.00	£	2,256.00
	Perryhill Drive	Whole footway		Little Sandhurst & Wellington	Sandhurst	1						
	Prescott	Whole footway		Hanworth	Bracknell	2	550	1.8	990	6.00	£	5,940.00
	Queens Pine	Whole footway		Crown Wood	Bracknell	2	258	1.8	464	6.00	£	2,786.40
	Reeds Hill	Whole footway		Old Bracknell	Bracknell	3	1600	2.0	3200	6.00	£	19,200.00
	Rickman Close	Whole footway		Old Bracknell	Bracknell	3	170	2.5	425	6.00	£	2,550.00
	Ripplesmere	Whole footway		Harmans Water	Bracknell	1	500	2.00	1000	6.00	£	6,000.00
	Rose Hill	Whole footway		Binfield with Warfield	Binfield	1	420	1.5	630	6.00	£	3,780.00
	Rosedale Gardens	Whole footway		Wildridings & Central	Bracknell	2	1000	2.0	2000	6.00	£	12,000.00
	Sarum	Whole footway		Great Hollands South	Bracknell	3	350	1.5	525	6.00	£	3,150.00
	South Road	From Beaufort Park to past Cemetery where		Crowthorne	Crowthorne	2	110	1.80	198	6	£	1,188.00
	Spinner Green	Whole footway		Wildridings & Central	Bracknell	2	230	2.5	575	6.00	£	3,450.00
	St Andrews	Whole footway		Great Hollands South	Bracknell	2	440	1.8	792	6.00	£	4,752.00
	Stoney Road	Whole footway		Priestwood & Garth	Bracknell	2	1000	1.8	1800	6.00	£	10,800.00
	Swaledale	Whole footway		Wildridings & Central	Bracknell	2	1700	2.5	4250	6.00	£	25,500.00
	Swan Lane	Whole footway		Central Sandhurst	Sandhurst	2	700	1.8	1260	6.00	£	7,560.00
	Sylvanus	Whole footway		Great Hollands South	Bracknell	3	350	1.8	630	6.00	£	3,780.00
	Tawfield	Whole footway		Great Hollands South	Bracknell	3	1400	1.8	2520	6.00	£	15,120.00
	The Close	Whole footway		Ascot	Winkfield	1	150	1.8	270	6.00	£	1,620.00

	The Green	Whole footway		Old Bracknell	Bracknell	1	200	2.00	400	6.00	£ 2,400.00
	Thornhill	From 25 to 12 Hurley Court		Harmans Water	Bracknell	2	600	1.8	1080	6.00	£ 6,480.00
	Threshfield	Whole footway		Wildridings & Central	Bracknell	2	600	2.4	1440	6.00	£ 8,640.00
	Turnberry	Whole footway		Great Hollands South	Bracknell	3	1200	2.0	2400	6.00	£ 14,400.00
	Vincent Rise	Whole footway		Harmans Water	Bracknell	1	580	2.00	1160	6.00	£ 6,960.00
	Warfield Road	Footway from Hollyspring lane	to Wick Hill House	Bullbrook/ Priestwood & Garth	Bracknell	2	700	2.50	1750	6	£ 10,500.00
	Waverley	Whole footway		Great Hollands North	Bracknell	1	1500	2.00	3000	6	£ 18,000.00
	Welbeck	Side 50/51		Great Hollands North	Bracknell	2	35	2.5	88	6.00	£ 525.00
	Wellington Drive	Whole footway		Harmans Water	Bracknell	1	2500	2.00	5000	6.00	£ 30,000.00
	Wokingham Road	Ambarrow Lane	Dukes Ride	Little Sandhurst & Wellington	Sandhurst	2	780	1.8	1404	6.00	£ 8,424.00
	Wood End	Whole footway		Crowthorne	Crowthorne	2	190	1.70	323	6.00	£ 1,938.00
	Woodmere	Whole footway		Harmans Water	Bracknell	1	1000	2.00	2000	6.00	£ 12,000.00
	Woolford Close	Whole footway		Winkfield & Cranbourne	Winkfield	3	340	1.8	612	6.00	£ 3,672.00
	Wroxham	Whole footway		Great Hollands North	Bracknell	1	800	1.80	1440	6.00	£ 8,640.00
	Yardley	Side 43		Great Hollands North	Bracknell	2	200	2.5	500	6.00	£ 3,000.00
394											£ 769,339.50

Annex 1 - Highway Maintenance Forward Programme 2017 - 2021

Description of works	Road		Road Name	Road Description		Ward	Parish	Length (Provision	Width (Provision	Area (Provision	Est cost per sq m	Total estimated	Reason for treatment	Priority
	Number	Section (if known)	Name	From	To			m	m	sq.m				
	C8539	80/90	Terrace Road North	Terrace Road North RAB	Church Hill	Binfield							Refurbish all marking	1
	B3408	90	B3408 Wokingham Road	Binfield Road	Downshire Way	Priestwood							Refurbish all marking	1
	A329	746	3M RAB	Whole RAB		Priestwood							Refurbish all marking	1
	U1192	10/20/30	Swan Lane	Whole Road		sandhurst							Refurbish all marking	1
	B3018	0/85/90/95/9	Binfield Road	Wokingham Road	Harvest Ride	Binfield							Refurbish all marking	1
	A321	5/210/215/2	Yorktown Road	High Street	Rackstraw Road	Sandhurst							Refurbish all marking	1
	U0583	10	Hayley Green	School Keep Clear markings		Warfield							Refurbish all marking	1

Annex 1 - Highway Maintenance Forward Programme 2017 - 2021														
A Roads	Road		Road Name	Road Description		Ward	Parish	Priority	RCI 2016	Section length	Width	Area	Rate	Estimated Cost
	Number	Section (if known)	Name	From	To					(m)				
High Friction Sites														
	A321		Yorktown Road	Near York Way o/s the shops			Sandhurst	1		105	7	735	35	25725
	A321		Yorktown Road	Crowthorne Road	Scotland Hill		Sandhurst	2		117	7	819	35	28665
	C8630		Yorktown Road	A3095	Laundry lane		Sandhurst	1		250	3.5	875	35	30625
	U0887	020	New Wokingham Road	Waterloo Road	Borough Boundary		Crowthorne	2		100	6.5	650	35	22750
														£107,765

Annex 1 - Highway Maintenance Forward Programme 2017 - 2021														
A Roads	Road		Road Name	Road Description		Ward	Parish	Priority	RCI 2016	Section length	Width	Area	Rate	Estimated Cost
	Number	Section (if known)	Name	From	To					(m)				
Drainage														
			Waterloo Road	New Wokingham Road	Church Road West			1						0
			Yorktown Road	Newton Road	York Way			2						0
			Foresters Way	Nine Mile Ride	Bracknell Road			1						0
			Warfield Street	Bracknell Road	Maize Lane			1						
			Warfield Road	Folders Lane	Sandy Lane			3						0
			Bagshot Road	South Hill Road	Glebewood			1						
			Winkfield Lane	Drift Road	Crouch Lane			2						
			Maidens Green	Bracknell Road	Church Road			3						

Annex 1 - Highway Maintenance Forward Programme 2017 - 2021											
Job No	Order No	Description of works	Road		Road Name	Road Description		Ward	Parish	Reason for treatment	Priority
			Number	Section (if known)	Name	From	To				
					Larges Bridge Lane	Larges Bridge Drive	Larges Lane			Footway overlay/reconstruction on the railway bridge	1
					Wood Lane	Wood Lane	Forest Road			Construct new path	1
					Church Road	Heath Hill Rd S	Church Road			Construct new path	1
					Verge repairs						
					Service Yard						
					Warren Row	Garage forecourts and service road to rear of shops				Surface failure - Not highway but inspected for BFC	1
					Signs						
			A329		Berkshire Way	Berkshire Way	Doncastle Road			Replace Chevro Flex	1
			A322		Bagshot Road	H& G Roundabout				Replace Chevro Flex	2
					Ped Barriers						
					The Ring	FP 121				Barriers would benefit from replacement (posts showing signs of corrosion)	2
					Vehicle Restraints						
398			A3095		Foresters Way	Snap rails sub-way				Upgrade barrier (see Atkins report)	1
			A329		3m RAB					remove wooden posts	1
			A329		Twin Bridges					remove wooden posts	1

TO: EXECUTIVE
14 MARCH 2017

CIVIC ACCOMMODATION PROCUREMENT PLAN
Director of Corporate Services

1 PURPOSE OF REPORT

- 1.1 To approve the Procurement Plan for the procurement of the works contract for the refurbishment / remodelling of Time Square.
- 1.2 To seek a delegation of the decision to award the construction contract for the Time Square refurbishment works to the Director of Corporate Services in consultation with the Executive Member for Transformation & Finance. This is in order to be able to move quickly to commence the contract in view of the need to deliver the savings from vacating Easthampstead House as quickly as possible.

2 RECOMMENDATION

- 2.1 **That the Procurement Plan for the procurement of the works contract for the refurbishment / remodelling of Time Square attached at annex A (restricted paper), is approved.**
- 2.2 **That the decision to award the construction contract for the Time Square refurbishment works is delegated to the Director of Corporate Services in consultation with the Executive Member for Transformation & Finance. This is in order to be able to move quickly to commence the contract in view of the need to deliver the savings from vacating Easthampstead House as quickly as possible.**

3 REASONS FOR RECOMMENDATION

- 3.1 That the decision to award the construction contract for the Time Square refurbishment works is delegated to the Director of Corporate Services in consultation with the Executive Member for Transformation & Finance.

4 ALTERNATIVE OPTIONS CONSIDERED

- 4.1 None, as it is a requirement of the Contract Standing orders that any contracts in excess of £100,000 are required to go out to a formal tendering process to ensure value for money and compliance with legislation.

5 SUPPORTING INFORMATION

- 5.1 This project will enable the Council to consolidate it's property portfolio and reduce the existing operational arrangements and budgets required in order to maintain both sites.

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- 5.2 It is expected that the tendering process will provide for an increase in the quality of provision whilst ensuring value for money.
- 5.3 The works are below the OJEU threshold, notices will be placed on the South East Business Portal and Contracts Finder.
- 5.4 The actual construction phase will be based on the successful tenderers submission in both cases.

Currently the programme dates are as follows:

Task	DATE
Procurement Plan Sign Off	14 March 2017
Selection Questionnaire (SQ) Published / S.E Business Portal	27 March 2017
Response deadline	15 May 2017
Evaluation complete	22 May 2017
ITT issued	14 June 2017
ITT response deadline	11 July 2017
Contract award (Time Square remodelling works only)	12 September 2017
Construction starts	14 October 2017
Construction completion	06 February 2018
Handover	20 February 2018

The above project programme is based on the decision of award of the works contracts being delegated to the Director of Corporate Services in consultation with the Executive Member for Transformation and Finance.

6 ADVICE RECEIVED FROM STATUTORY AND OTHER OFFICERS

Borough Solicitor

- 6.1 No significant legal issues arise from the matters discussed in this report.

Borough Treasurer

- 6.2 The financial implications are contained in the Procurement Plan.

Equalities Impact Assessment

- 6.3 Attached as appendix B.

Strategic Risk Management Issues

6.4 Contained within the procurement plan.

7 CONSULTATION

Principal Groups Consulted

7.1 Council Officers including the Head of Procurement, Borough Solicitor and the Borough Treasurer were consulted in the drafting of this plan.

Contact for further information

Kamay Toor – 01344 355183

Kamay.toor@Bracknell-forest.gov.uk

Derek Fitz-Gibbon - 01344-352093

Derek.Fitz-Gibbon@bracknell-forest.gov.uk

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Initial Equalities Screening Record Form Final

Date of Screening: 25.10.2016 (revised 03.01.2017)	Directorate: Corporate Services	Section: Transformation – Civic Accommodation project	
1. Activity to be assessed	To relocate the Council's accommodation of staff and Democratic Services from Easthampstead House to Time Square		
2. What is the activity?	<input type="checkbox"/> Policy/strategy <input type="checkbox"/> Function/procedure <input checked="" type="checkbox"/> Project <input type="checkbox"/> Review <input type="checkbox"/> Service <input checked="" type="checkbox"/> Organisational change		
3. Is it a new or existing activity?	<input checked="" type="checkbox"/> New <input type="checkbox"/> Existing		
4. Officer responsible for the screening	Claire Garton – Transformation Project Manager for the Civic Accommodation Programme		
5. Who are the members of the screening team?	Claire Garton – Civic Accommodation Project Manager Matt Howlett – Civic Accommodation Programme Manager		
6. What is the purpose of the activity?	The purpose of the activity is to re locate all existing staff and functions from Easthampstead House (EH) to Time Square (TS).		
7. Who is the activity designed to benefit/target?	The purpose of the relocation is to consolidate the Council's property portfolio. This will benefit the Council in terms of ongoing revenue savings, in addition to supporting the vision for the new Town Centre. Easthampstead House is not in keeping with the vision for the new town centre, due to be completed in Autumn 17.		
Protected Characteristics	Please tick yes or no	Is there an impact? What kind of equality impact may there be? Is the impact positive or adverse or is there a potential for both? If the impact is neutral please give a reason.	What evidence do you have to support this? E.g equality monitoring data, consultation results, customer satisfaction information etc Please add a narrative to justify your claims around impacts and describe the analysis and interpretation of evidence to support your conclusion as this will inform members decision making, include consultation results/satisfaction information/equality monitoring data
8. Disability Equality – this can include physical, mental health, learning or sensory disabilities and includes conditions such as dementia as well as hearing or sight impairment.	Y	New Council chamber located in TS will need to be accessible to anyone (including councillors, staff and local residents) who may have a physical disability. New audio visual equipment supplied to Council Chamber in TS will need to ensure that anyone with a visual impairment or other physical disability is able to contribute effectively to meetings. TS will need to remain open & accessible to	The Council's Managing Partner Atkins will be responsible for developing the project from concept design up to the completion of the construction works including the defects period. Atkins and the successful contractor will consider and use best endeavours to reduce the impact of the construction works on existing staff and local residents, which will include ensuring the TS building remains accessible at all times.

		<p>residents and staff at all times during the construction phase.</p> <p>The Project team will need to ensure that residents & staff with disabilities continue to have access to sufficient disabled car parking whilst construction work is completed, however, this will also be considered as part of the procurement screening.</p> <p>Desk planning will also need to take account of any physical disabilities of staff moving across from EH to TS, or existing TS staff whose current location may change, including any special furniture requirements.</p> <p>Long term Car parking requirements for any employees or visitors who might have a physical disability, will need to be incorporated in to any car park planning to ensure there is a sufficient number of disabled car parking spaces to meet the needs of any additional staff due to the move from Easthampstead House to Time Square, in addition to the existing requirements at Time Square.</p>	<p>The Project team will work with Atkins to ensure that any of the impacts identified within this screening are kept to a minimum.</p> <p>The general layout of TS is open plan, and the overall layout will remain as existing.. Each floor can be accessed by a number of lifts, and existing 'specialist' furniture for staff can easily be transported across from EH to TS.</p> <p>A Project Board are also required to sign off all key stages of the project, which will help to ensure that all of these issues are addressed as part of the project scope.</p>
9. Racial equality	N	N/A	
10. Gender equality	N	N/A	
11. Sexual orientation equality	N	N/A	
12. Gender re-assignment	N	N/A	
13. Age equality	N	N/A	
14. Religion and belief equality	N	N/A	

15. Pregnancy and maternity equality	N	N/A	
16. Marriage and civil partnership equality	N	N/A	
17. Please give details of any other potential impacts on any other group (e.g. those on lower incomes/carers/ex-offenders, armed forces communities) and on promoting good community relations.	Not Applicable		
18. If an adverse/negative impact has been identified can it be justified on grounds of promoting equality of opportunity for one group or for any other reason?	Not Applicable		
19. If there is any difference in the impact of the activity when considered for each of the equality groups listed in 8 – 14 above; how significant is the difference in terms of its nature and the number of people likely to be affected?	Not Applicable		
20. Could the impact constitute unlawful discrimination in relation to any of the Equality Duties?	N	Not Applicable	
21. What further information or data is required to better understand the impact? Where and how can that information be obtained?	HR teams will need to provide accurate information at the planning stage regarding any employees who have recorded a physical disability. This will allow the project team to ensure that adequate provisions are made for them when planning car parking spaces for employees transferring from EH to TS.		
22. On the basis of sections 7 – 17 above is a full impact assessment required?	N	Any potential considerations identified under Section 8, will be fully incorporated into the project plan, to ensure that accessibility remains key. The Project Manager for Construction will ensure that responsibility is placed on to the winning Contractor, to ensure the building remains safe and accessible at all times during the construction phase.	
23. If a full impact assessment is not required; what actions will you take to reduce or remove any potential differential/adverse impact, to further promote equality of opportunity through this activity or to obtain further information or data? Please complete the action plan in full, adding more rows as needed.			
Action	Timescale	Person Responsible	Milestone/Success Criteria
Managing partner will be responsible for ensuring any plans submitted by the Council for Public facing areas allow easy access for anyone with a physical disability.	By Dec 16	Kamay Toor	Building & Council Chamber remains accessible to anyone with a disability.

Further EIA will need to be completed on the procurement of the works contractor. This will focus on the procurement process.	TBC	Kamay Toor / Derek Fitz-Gibbon	Completed EIA
Managing partner and successful contractor will need to be accountable for ensuring the building remains accessible to residents and staff during the construction phase. This will need to be considered when agreeing contract terms.	TBC	Kamay Toor / Derek Fitz-Gibbon	Where usual Building entrances are affected, adequate alternative routes into building are provided.
Audio visual specifications will be designed to ensure that all visual or hearing impairments are considered as part of the design.	TBC	Matt Howlett / Claire Garton	New audio visual equipment installed
Project Manager to ensure that a full up to date record of any employees with a declared physical disability is provided by HR, to ensure they have easy access to a car parking space (where they already have one in EH)	TBC	Matt Howlett / Claire Garton	All employees who currently have access to an accessible car parking space continue to do so.
Project Manager to record any special furniture requirements within teams as part of the reviews to be carried out with Service Heads.	TBC	Matt Howlett / Claire Garton	All staff requirements are met
24. Which service, business or work plan will these actions be included in?	Transformation Property Review		
25. Please list the current actions undertaken to advance equality or examples of good practice identified as part of the screening?	Not Applicable		
26. Chief Officers signature.	Signature: <i>A Sanders</i>	Date: <i>3/1/17</i>	

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TO: THE EXECUTIVE
14 MARCH 2017

TRANSFORMATION PROGRAMME – LIBRARY REVIEW AND PROCUREMENT PLAN
Director of Environment, Culture & Communities

1. PURPOSE OF REPORT

- 1.1. To approve implementation of the new strategy for library services and to agree the Procurement Plan to introduce new technology in all Bracknell Forest Libraries.

2. RECOMMENDATIONS

- 2.1. That the Executive agree for implementation the recommendations emanating from the Transformation Review of the Library Service as detailed in the annexe 1 and note the anticipated saving detailed in paragraph 5.4;
- 2.2. That the Procurement Plan for the introduction of new technology in all Bracknell Forest Libraries to provide Self-service and Technology Assisted Opening (TAO) as detailed in annexe 2 is approved; and
- 2.3. That, subject to the successful tender falling within the approved capital budget, the Director of Environment, Culture and Communities be given delegated authority to award the contract;

3. REASONS FOR RECOMMENDATION

- 3.1. The Library review forms part of the Council's Transformation Programme and over the last nine months it has been exploring ways in which the savings target of £400k could be achieved. It has been identified that the outcome of the review could achieve a saving in the region of £390k.
- 3.2. The Plan Phase Gateway review held on 30th January 2017 saw members support the direction of travel to retain the current network of libraries by finding service efficiencies, refining internal processes, (including reduction of staffing levels), implementing new self-serve technology, and investing in a volunteering programme. Executive Members have already been given access to the plan phase gateway review documents but should they wish to have another copy please contact Carol Billyard, PA to the Director of Environment Culture and Communities.
- 3.3. A procurement process will invite bids from tenderers to provide and install the new technology in all Bracknell Forest libraries within the budget identified. Introduction of this technology will contribute to the challenging savings target for the service.
- 3.4. In line with the Contract Standing Orders it is required that contracts over the value of £400k require sign off by the Director and Executive Member. However, in light of the significant nature of this procurement the approval of the Executive is sought in respect of this procurement plan.

- 3.5. In order to realise savings as early as possible, it is recommended that authority to award the contract, if within budget, be given to the Director of Environment, Culture and Communities

4. ALTERNATIVE OPTIONS CONSIDERED

- 4.1. The option of 'No change' was considered. This would mean continuing with the library service in its current form with no major changes. This option was not selected as no savings could be achieved, the same inflexible hours at libraries would remain and it would result in libraries being unable to modernise to a competitive level.
- 4.2. The option for 'Closures' was considered. Whilst these could achieve capital and revenue savings, public consultation demonstrated the level of concern from residents had this been pursued. While due process could minimise the risk of legal challenge and a comprehensive service could probably be demonstrated following some closures, Members preferred to follow the "volunteering and technology" model in the first instance in preference to closures.
- 4.3. And finally, the option of 'Revolution' which would involve developing an entirely new service, including merging with other services, e.g. further education. Whilst there is an opportunity for shared services possibly creating savings, there would be a loss of library culture and environment and there is evidence that these types of partnerships have been unsuccessful for other library services.

5. SUPPORTING INFORMATION

- 5.1. The library review is led by the Director of Environment, Culture and Communities, supported by the Library Review Transformation Project Manager, and a Project Board involving managers with specialist advice being provided by Activist.
- 5.2. The project has reviewed the Council's approach to library service provision within the borough, its financial position and has gathered the views and opinions of staff as well as the public. The project considered the following aims:
- Reduce the cost of providing a library service.
 - 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 libraries and identify what will be required from the service in the future.
 - Identify where there are other complementary services 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.
- 5.3. The plan phase of the library review looked in more detail at:
- The gap between the current arrangements and the outcomes being sought;
 - The potential future options for design and operation of the library service;

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- The practicalities of achieving the vision and the savings, with clear options for the future; and
- The views of the public, staff and stakeholders on the preferred option by running a consultation exercise.

5.4. The new strategic plan for libraries to reduce costs and improve service for residents has been reviewed and supported by members at the recent Gateway Review and has been endorsed by the Transformation Board. The recommendations are detailed in Annexe 1. The fundamental principles revolve around three main areas: significant savings in the management of stock by automating this and involving local staff in stock selection; revenue savings and an increase in opening hours of the library service through technology enabled opening and self service; and further service remodelling requiring the support of local volunteers. The savings envisaged through the implementation of the recommendations are summarised in the table below.

Table One.

Savings initiative £000	Totals	Year 1 2017/18	Year 2 2018/19
1. Stock management transformation	110	90	20
2. Technology enabled transformation	131		131
3. Service remodelling and single staffing	149	131	14
Totals	390	225	165

The savings are closely in line with the efficiency targets set of £250k for 2017/18 and £150k for 2018/19.

5.5. The capital budget for the technology required to support the new vision for our libraries has been approved by Council and comprises:

Table Two

	Total	Council funded	External funded
2016/17	£110,000	£97,000	£13,000
2017/18	£100,000	£56,000	£44,000
2018/19	£480,000	£480,000	
Totals	£690,000	£633,000	£57,000

5.6. There are two major capital cost elements to the project:

Table Three

Component	Cost
Contract sum via procurement <i>Comprising RFID equipment, tagging of all stock, Alto and smartcard configuration and self-service set-up and cabling.</i>	£565,000
Building alterations <i>Comprising Counter pods, refurbishment after works, signage, marketing and start-up promotion.</i>	£124,000
	£689,000

5.7. EU Open procurement will be used as there are only a small number of suppliers providing Self Service and TAO.

5.8. Advertising will be via -Tenders Electronic Daily, Supplement to the Official Journal of the European Union and the South East Business Portal.

5.9. The anticipated timetable for the procurement process will be as follows:

Milestone	Start date	End Date
Executive Decision to agree the Procurement Plan	January 2017	March 2017
Prepare Tender documentation	February 2017	April 2017
Issue Invitation to Tender	April 2017	May 2017
Evaluation of Tenders	May 2017	June 2017
Director Decision to Award if in budget	June 2017	July 2017
Award of Contract	July 2017	August 2017
Contract Start Date	September 2017	
Implementation across the nine libraries	September 2017	2018 (TBC)

6. ADVICE RECEIVED FROM STATUTORY AND OTHER OFFICERS

Borough Solicitor

6.1. The procurement plan reflects the procedural requirements of the Councils Contract Standing Orders. Legal advice will be available during the procurement process and this will require the Public Contracts Regulations to be fully adhered to from advertisement to contract execution stage.

Borough Treasurer

6.2. The Transformation Programme, which includes the Library Review, is critical in delivering savings in the short to medium term so that a balanced and sustainable

council budget can be delivered for 2017/18 and beyond. The savings identified for Libraries to date are close to achieving the overall target for the review.

Equalities Impact Assessment

6.3. Technology screening attached at Annex Three.

Full project equality impact assessment attached at Annex Five.

Privacy Impact Assessment

6.4. Attached at Annex Four.

Strategic Risk Management Issues

6.5. Key risks and issues identified within the Procurement Plan itself.

7. CONSULTATION

Principal Groups Consulted

7.1. During the analyse phase of the review, in May and June 2016, we carried out a programme of early engagement with residents, library staff and key stakeholders to gather their views on the library service in Bracknell Forest. We used a variety of methods to ensure that as many people as possible were able to take part including an online survey, a dedicated email address, comments cards in libraries, focus groups, and four public meetings in venues across the borough.

7.2. During the plan phase of the review a further engagement programme was carried out. This involved a member workshop 4th October 2016, and throughout November and December 2016 there were 10 staff workshops, a library staff survey which received 42 responses, four public meetings across the borough to which over 90 people attended and 2nd public survey, during October and December 2016, which received 927 responses.

7.3. The feedback received was strongly in agreement with the councils preferred options and has informed the formulation of Plan Phase report and recommendations.

Contact for further information

Vincent Paliczka
Director of Environment, Culture and Communities
01344 351751
Vincent.Paliczka@bracknell-forest.gov.uk

Recommendations

Strategy and vision

1. Produce a new library strategy, based on the results of the review, to deliver the vision and outcomes and give a clear message to customers, staff, and stakeholders;
2. Ensure that the strategy encompasses council priorities that library services can play a major role in addressing, such as digital enablement and social isolation;
3. As part of the strategy, consider how the library service wants to position itself in relation to other council and community services, such as arts and culture, education and health.
4. Actively pursue the possibility of a new Bracknell Library in the redeveloped shopping centre;

Collaboration

1. Actively seek to build partnerships with other council, public and community-led services to a) share services and premises in a more efficient way, b) to make the service more relevant to a wider group of local people and c) identify any commissioning opportunities for the library service;
2. Work with other authorities on relevant projects and maximise the benefits of national initiatives such as the Society of Chief Librarians National Offers, the Summer Reading Challenge and the work of the Libraries Taskforce;
3. Continue conversations with parish and town councils to establish potential for increased community involvement in the management of the library service;
4. Work with colleagues in property, planning and regeneration to identify new housing developments and opportunities for the library service;
5. Consider the relationship between South Hill Park and the library service and whether joint cultural programmes would be beneficial;

Workforce and management

1. Review the staffing structures in line with the new vision for the service and to reduce costs;
2. Introduce a robust performance management system to reflect the new vision; include targets on take up of self-service and number of volunteer hours;

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3. Building on the 37% of people surveyed who said they were likely to volunteer, introduce a managed volunteer programme to support the library staff and strengthen community engagement;
4. Develop a training programme to ensure that staff and volunteers are fully equipped to deliver the new service;
5. Develop a new process for stock management that gives all staff an involvement in stock selection and circulation, making the most of local knowledge and staff expertise;
6. Consider the longer-term prospect of smaller libraries moving to a community managed model where this has the support of the local community;

Technology

1. Introduce self-service and Technology Enabled Opening technology to enable greater flexibility and extend opening hours;
2. Ensure that the new systems are used to their maximum effect by implementing the culture change plan; and
3. Fully automate the stock purchasing process to make it more efficient.

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Annexe 2 - Procurement Plan

Annexe 3 - Procurement EIA

Annexe 4 – Procurement PIA

Annexe 5 – Full Library Review EIA

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Initial Equalities Screening Record Form

Date of Screening:	Directorate: Environment Culture & Communities	Section: Libraries	
1. Activity to be assessed	Please give full details of the activity Introduction of self service and technology enabled opening for all libraries in the Borough. This will deliver kiosks so the public can issue and return books and pay for library fines. All library stock will be RFID tagged. Technology will be provided so the public can access the library during non-staffed hours. This will include door access activated via e+ card, CCTV to monitor activity including marking of key events such as when a member of the public enters or leaves the library, heating and lighting controls.		
2. What is the activity?	<input type="checkbox"/> Policy/strategy x Function/procedure <input type="checkbox"/> Project <input type="checkbox"/> Review <input type="checkbox"/> Service <input type="checkbox"/> Organisational change		
3. Is it a new or existing activity?	x New <input type="checkbox"/> Existing		
4. Officer responsible for the screening	Mandy Bates		
5. Who are the members of the screening team?	Mandy Bates, Fiona Atkinson		
6. What is the purpose of the activity?	To enable the public to return and issue books themselves without needing to go to the library counter To enable the public to use the library facilities during non-staffed hours.		
7. Who is the activity designed to benefit/target?	The public		
Protected Characteristics	Please tick yes or no	Is there an impact? What kind of equality impact may there be? Is the impact positive or adverse or is there a potential for both? If the impact is neutral please give a reason.	What evidence do you have to support this? E.g. equality monitoring data, consultation results, customer satisfaction information etc Please add a narrative to justify your claims around impacts and describe the analysis and interpretation of evidence to support your conclusion as this will inform members decision making, include consultation results/satisfaction information/equality monitoring data
8. Disability Equality – this can include physical, mental health, learning or sensory disabilities and includes conditions such as dementia as well as hearing or sight impairment.	Y ✓	N	Kiosk not accessible to users in a wheelchair or visually impaired customers Building access control panel not accessible to users in wheelchair or visually impaired customers Procurement process to ensure that all equipment and software purchased to be DDA compliant. Access control panel to be installed at appropriate height
9. Racial equality	Y	N	

		✓		
10. Gender equality	Y	N ✓		
11. Sexual orientation equality	Y	N ✓		
12. Gender re-assignment	Y	N ✓		
13. Age equality	Y	N ✓	<p>Children may not be able to access the kiosk</p> <p>Other library services have not allowed children under 16 to access non-staffed library without an adult present due to safety concerns</p>	<p>Ensure the instructions to use the kiosks are simple and that they are not too high.</p> <p>Library service management have decided not to allow unaccompanied under 16s into the Library as part of the technology enabled opening. This will form part of the induction information pack and promotional material.</p>
14. Religion and belief equality	Y	N ✓		
15. Pregnancy and maternity equality	Y	N ✓		
16. Marriage and civil partnership equality	Y	N ✓		
17. Please give details of any other potential impacts on any other group (e.g. those on lower incomes/carers/ex-offenders, armed forces communities) and on promoting good community relations.		None		
18. If an adverse/negative impact has been identified can it be justified on grounds of promoting equality of opportunity for one group or for any other reason?		n/a		
19. If there is any difference in the impact of the activity when considered for each of the equality groups listed in 8 – 14 above; how significant is		Please explain		

the difference in terms of its nature and the number of people likely to be affected?			
20. Could the impact constitute unlawful discrimination in relation to any of the Equality Duties?	Y	N ✓	Please explain for each equality group
21. What further information or data is required to better understand the impact? Where and how can that information be obtained?			
22. On the basis of sections 7 – 17 above is a full impact assessment required?	Y	N ✓	Please explain your decision. If you are not proceeding to a full equality impact assessment make sure you have the evidence to justify this decision should you be challenged. If you are proceeding to a full equality impact assessment please contact Abby Thomas.
23. If a full impact assessment is not required; what actions will you take to reduce or remove any potential differential/adverse impact, to further promote equality of opportunity through this activity or to obtain further information or data? Please complete the action plan in full, adding more rows as needed.			
Action	Timescale	Person Responsible	Milestone/Success Criteria
Procurement process to ensure that all equipment and software purchased to be DDA compliant and easy to use	April 2017	Mandy Bates	All equipment and software DDA compliant and have easy to follow instructions that automatically adjust for different user groups
Access control panel to be installed at appropriate height	During each library installation	Implementation project manager	All access control panel DDA compliant
Information explaining why unaccompanied under 16s are not able to use the library during non-staff hours to be included in induction pack and on promotional material	Before go live in first library	Fiona Atkinson	Induction pack and promotional material produced containing guidance and, where appropriate, reasons why
24. Which service, business or work plan will these actions be included in?	Tender documentation and Library procedures		
25. Please list the current actions undertaken to advance equality or examples of good practice identified as part of the screening?			
26. Chief Officers signature.	Signature:		Date:

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Privacy Impact Assessment

Introduction

The Council handles information about individuals, such as residents, service users and its staff. A privacy impact assessment (PIA) is a process which helps the Council to assess privacy risks to individuals in the collection, use and disclosure of information. They help identify privacy risks, foresee problems and bring forward solutions.

Purpose

There are a number of reasons why the Council needs to conduct a PIA for its projects:

- To identify privacy risks to individuals
- To identify privacy and data protection liabilities for the Council
- To protect the Council's reputation
- To instil public trust and confidence in it's services and new projects

By conducting a PIA, the Council will identify and manage privacy risks appropriately whilst also understanding the type of information which is being included in projects.

Procedure

The first step in the process is to identify the need for a PIA. The screening questions are designed to help responsible officers to decide if a PIA is necessary and they are also designed to be used by project managers and other staff who are not familiar with data protection or privacy matters. The screening questions allow 'non-experts' to identify the need for a PIA as they are best placed within the Council to understand the types of information being processed.

For all new projects or changes in processes (or any activity which could have an impact on the privacy of individuals), the screening record form must be completed and signed off by the Chief Officer (or delegated officer) to show that the Council have considered the types of information being processed.

In some cases a PIA isn't required however justification for not completing the assessment must be recorded on the screening form as part of the audit trail.

Where the screening form indicates that a PIA should be completed, the template provides key privacy risks which the responsible officer will need to apply to the project/change in process and assess the risk as described in Appendix A of the template. It is usual for an officer involved with the project/change in process to complete the PIA however final sign off by the Chief Officer (or delegated officer) is required is required.

Definitions

A **Project** is a new project or any change in process regarding the handling of Personal Information; it includes obtaining, recording, holding/storing, disclosing, transmitting or disseminating personal information. Any activity which could have an impact on the privacy of individuals.

Personal Information is any information which relates to a living individual who can be identified – (a) from that information, or (b) from that information and other information which is in the possession of, or is likely to come into the possession of, the Council.

Sensitive personal information is personal information (as described above) consisting of information as to –

- a) the racial or ethnic origin of the data subject
- b) his/her political opinion
- c) his/her religious beliefs or other beliefs of a similar nature
- d) whether he/she is a member of a trade union (within the meaning of the Trade Union and Labour Relations (Consolidation) Act 1992)
- e) his/her physical or mental health or condition
- f) his/her sexual life
- g) the commission or alleged commission by him/her of any offence, or
- h) any proceedings for any offence committed or alleged to have been committed by him/her, the disposal of such proceedings or the sentence of any court in such proceedings

VERSION	Version 3
DATE AGREED	November 2012
NEXT REVIEW DATE	November 2014
AGREED BY	Corporate Management Team
COVERAGE	This Procedure applies to Bracknell Forest Council
AUTHOR(S)	Information Management and Security Officer

Amendment to V1 – Penny O’Callaghan – reviewed and refreshed to take into account restructure December 2013

Amendment to V2 – Penny O’Callaghan – inclusion of risk column, rewording of some sections, Appendix A added and additional guidance April 2014

Screening Record Form for New Project / Change in Process / or any activity which could have an impact on the privacy of individuals

Date of Screening:	Directorate: Environment Culture & Communities	Section: Libraries
1. Project to be assessed	Library Self Service and Technology Assisted Opening	
2. Officer responsible for the screening	Mandy Bates, Fiona Atkinson	
3. What is the Project?	<input type="checkbox"/> Policy/strategy <input checked="" type="checkbox"/> Function/procedure <input type="checkbox"/> Project <input type="checkbox"/> Review <input type="checkbox"/> Service <input type="checkbox"/> Organisational change	
4. Is it a new or existing handling of Personal Information?	<input checked="" type="checkbox"/> New <input checked="" type="checkbox"/> Existing	
5. Personal Information involved	<input checked="" type="checkbox"/> Personal Information (information about an identifiable individual) See definitions <input type="checkbox"/> Sensitive Personal Information (such as health information or information about any offence) (*also tick Personal Information) See definitions <input checked="" type="checkbox"/> Over 1,000 records of Personal Information	
6. Type	<input checked="" type="checkbox"/> Collecting new Personal Information <input checked="" type="checkbox"/> Re-using existing Personal Information <input type="checkbox"/> Sharing Personal Information with another organisation <input checked="" type="checkbox"/> The project uses new or additional information technologies which have the potential for privacy intrusion	
	If two boxes are ticked at section 5 and one box at section 6 a full Privacy Impact Assessment should be undertaken.	
7. Summary of the business case justifying the Project	<p>Please describe briefly its aims, objectives and main activities as relevant.</p> <p>Bracknell Forest library service consists of nine libraries located across the Borough. In addition, there is a home library service providing library resources to housebound customers.</p>	

Unlike most library services around the Country, Bracknell Forest's libraries have not yet benefited from investment in new self-service technology that can bring efficiencies and an enhanced offer to customers.

The Transformation Programme, specifically the Library Services review, has identified that a different business model including self-service could deliver significant savings.

Different options were considered in the Analyse Phase Gateway Review on 20th July 2016 as well as at an additional mini gateway review workshop held on the 4th October 2016. However it was agreed at the Plan Phase Gateway Review on 30th January 17 that the introduction of Self Service Kiosks and Technology Assisted Opening (TAO) would form part of a new model to deliver efficiencies and savings across the Library service.

The project is closely linked to a wider transformation of the library service, in particular: a new vision for the service and refocusing of its activities and its image; increased hours of access; a programme of staff restructuring and culture change; and extended use of volunteers in libraries.

In summary, the introduction of new technology in the Library Service will provide:

1. Self-service that enables customers to issue and return books and pay library charges for themselves, without the need of staff intervention
2. Technology Assisted Opening (TAO) that enables library members to access Library premises when the libraries are closed and to make use of the full range of facilities on offer

8. On the basis of sections 5 and 6 above is a full impact assessment required?

Y

✓

N

9. If a full Privacy Impact Assessment is not required; what action will be taken to reduce and avoid privacy intrusion? Please complete the action plan in full, adding more rows as needed.

Action	Timescale	Person Responsible	Milestone/Success Criteria

10. Chief Officer / Head of Service (or delegated officer's) signature.	Signature:		Date:

When complete please retain on the file and send a copy to Legal Services Penny.O'Callaghan@bracknell-forest.gov.uk.

Have you considered whether you need to do an Equality Impact Assessment?

Privacy Impact Assessment Template for New Project / Change in Process / or any activity which could have an impact on the privacy of individuals

The following should be completed and retained on the file with a copy provided to Legal Services Penny.O'callaghan@bracknell-forest.gov.uk

Project name	Library Self Service and Technology Assisted Opening
Department	Environment Culture & Communities
Chief Officer / Head of Service (or delegated officer)	Gareth Jones/Fiona Atkinson
Are members of the public in favour of the project, if so, provide details and refer to supporting evidence	Yes. As part of the transformation project the public have been consulted on the proposals. 78% agreed that the council should implement Option 2, the Council's preferred option;

452

Instructions for completion

Some cells within the assessment have already been completed and you will need to complete the following cells:

Answer: This response should relate to the question being asked and confirm whether existing controls are already in place e.g. Q1, Yes – Council documentation includes a statement which details how the information will be used and who it will be shared with or No – The Council hasn't informed the individual yet.

Assessment of risk:

In the Assessment of Risk column, score the risk in terms of **Likelihood** and **Impact** using the matrix in **Appendix A** as a guide.

By plotting the numbers on the matrix, you will be scoring them against CMT's tolerance level and you will be able to determine if they are classed as green, amber or red. Enter the appropriate colour in the **Tolerance** cell.

Corrective action/recommendation: You will be able to complete this once you have scored the risk.

Green risks – no further action is required as the risk is at a suitable level

Amber risks – You may need to take further action in an attempt to mitigate the risk down to a green. Fill in the cell if this action is appropriate and consider whether the risk is acceptable at its current level.

Red risks – These are significant risks where attention is required and cannot be tolerated at that current level. You will need to take corrective action to mitigate against the risk.

Priority: This column relates to the priority of the corrective actions and generally should be assessed as:

Red risks – Priority 1 (High)

Amber risks – Priority 2 (Moderate)

Green risks – Priority 3 (Low)

Privacy Impact Assessment

Category 1: Purpose Specification						
Question	Rationale	Answer (Yes/No/N/A)	Risk	Assessment of risk	Corrective action / recommendation	Priority (1,2,3)
453 1. If personal information is collected will the individual be informed of how it will be used and who, if anyone, it may be shared with?	The purpose of information collection should be stated when the data is collected. Subsequent data use should be limited to stated or compatible purposes. Making your purpose statement available to the public provides greater openness.	Yes for LMS No The council has not informed the individual yet regarding CCTV	Use of data is not restricted to the original intended purpose or compatible purpose communicated to the individual.	Likelihood score: 1	Comment - All information collected on the self service kiosks and door control is passed to the Library Management System (LMS). The LMS complies with the councils assessed privacy risk to individuals. The membership forms contain the Council's Fair Processing Notice (Information will not be passed to third parties) Audit data held by self service and TAO will use membership number rather than individual details. Additional CCTV images will be recorded when the library is open with no staff. These images will be retained for an agreed period before being deleted. The public will be notified as part of the TAO guide. The relevant image of	
				Impact score: 2		
				Tolerance colour: Green		

					an individual will not be passed to a third party except the police if needed for a criminal investigation.	
2. Is this project needed to deliver services to the public? If not, processing should be with the person's freely given consent.	The Council can process personal information in order to fulfil its statutory responsibilities. If it is not necessary in order to provide a statutory service, the processing should be with the person's freely given consent.	Yes	Consent is not obtained as required.	Likelihood score:1	Comment - It is a statutory requirement for the Council to provide a library service but not a statutory requirement that people use the service.	
				Impact score: 2		
				Tolerance colour: Green		
3. Have the pieces of information the Council needs to collect to fulfil the project's purpose been identified.	Only the amount and type of data needed to achieve a project's purpose should be collected.	No	Data is collected that is in excess of what is strictly required to deliver the project objectives	Likelihood score: 1	Comment – Data is collected in the LMS and the self issue machine and door access software will be configured not to collect data other than membership number. CCTV images are already collected in libraries. However, additional images will be taken when the library is open without staff. This is to ensure public safety and record any significant events e.g. library books being removed without scanning.	
				Impact score:2		
				Tolerance colour: Green		
4. Will there be a review of whether	Privacy is promoted when the Council	Yes	Regular reviews are not	Likelihood score:3	Comment - the LMS system will be reviewed to test that	

the pieces of information collected are still needed?	reviews whether excessive information is being collected and acts accordingly.		undertaken to confirm that information still needs to be collected or retained.	Impact score:2 Tolerance colour: Green	the system complies with the management privacy risks. The Self service kiosk and door access control does not retain personal data. CCTV policies will be reviewed as part of management privacy risks.	
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Category 2: Collection Specification

Question	Rationale	Answer (Yes/No/N/A)	Risk	Assessment of risk	Corrective action / recommendation	Priority (1,2,3)
455 5. Will the Council only collect the personal information that is needed for the system's purpose?	The Council should not collect personal information it does not need. Limiting the collection minimises the possible use of inaccurate, incomplete or outdated information. It also reduces the information that can be compromised should a breach occur.	Yes	Data is collected that is in excess of what is strictly required to meet the purpose of the system.	Likelihood score: 1	Comment –The LMS is where personal data about the public is stored. The new systems will not collect personal information except CCTV images.	
				Impact score: 2		
				Tolerance colour: Green		
6. Will the personal information be obtained by consent? If not, provide details.	Information should be obtained by consent or in a way that is not inappropriately intrusive.	Yes	Consent is not obtained for the information collected.	Likelihood score:1	Comment – The LMS system holds the data. The membership forms contain the Council's Fair Processing Notice (Information will not be passed to third parties) The public will be informed about the use of CCTV	
				Impact score:3		
				Tolerance colour: Green		

					during non-staff times. It is then the public's choice whether they use the service.	
Category 3: Records Management						
Question	Rationale	Answer (Yes/No/N/A)	Risk	Assessment of risk	Corrective action / recommendation	Priority (1,2,3)
7. Will there be procedures in place to verify data is accurate, complete, and current?	The Council are required to keep information accurate and when appropriate, up to date. The Council must make reasonable efforts to minimise the possibility of using inaccurate, incomplete, or outdated information.	Yes	Procedures and controls do not ensure that data is accurate, complete and up to date.	Likelihood score:4	Comment – The LMS contains the personal information. Customers will be encouraged to keep their details up to date.	
				Impact score:2		
				Tolerance colour: Green		
8. Will information be retained for no longer than necessary? Does the Retention Schedule need to be amended/updated as a consequence of this project?	The Council must not keep personal information for longer than necessary and has a Records Retention Schedule which should be complied with. If amendment is needed to this Schedule, please submit a request form; available at the last page of the Schedule.	No	Personal information is not removed when it is no longer required.	Likelihood score:1	Comment – Self service kiosk and door access control do not hold personal data. The system controls the deletion of CCTV images after a defined period of time in system configuration. This requirement will be included in tender specification.	
				Impact score:2		
				Tolerance colour: Green		
9. Will there be a procedure to provide notice of	The Council may want to consider establishing logs and audit trails to	n/a	There is no clear trail to identify who has been	Likelihood score:		

correction or modification of information to third parties (if any)?	identify users and third parties that received personal information. This would allow the Council to notify down-the-line users when data are modified from those originally transmitted.		provided with data and end users could potentially be using data that is out of date.	Impact score:		
				Tolerance colour:		

Category 4: Use Limitation

Question	Rationale	Answer (Yes/No/N/A)	Risk	Assessment of risk	Corrective action / recommendation	Priority (1,2,3)
457 10. Will the use or disclosure of personal information limited to the purposes it was collected for?	Personal data must be collected for specified, explicit, and legitimate purposes and not used in a way that is incompatible with those purposes.	Yes	Personal information is used or disclosed for purposes not intended when it was originally collected.	Likelihood score:1	Comment - The LMS retains the personal information. The information will only be used for the delivery of self service and TAO. CCTV images will only be kept for a limited period.	
				Impact score:3		
				Tolerance colour: Green		
11. Will access to personal information be limited to staff/contractors that need the data for their work? If so, describe how.	Employee/contractor access can be limited by policies and procedures or system design. User access should be limited to the information that each employee needs for official duties.	Yes	The security of information is not sufficiently robust to ensure it can only be accessed by employees/contractors who need the data for their work.	Likelihood score: 1	Comment – All library staff access to LMS to fulfil their role. Access to CCTV images will be limited to staff who need to investigate key events. Those staff needing access will be identified as part of the project and receive appropriate training. System security will be used to limit access and this will form part of the tender specification.	
				Impact score:3		
				Tolerance colour: Green		

Category 5: Security Safeguards

Question	Rationale	Answer (Yes/No/N/A)	Risk	Assessment of risk	Corrective action / recommendation	Priority (1,2,3)
12. Will there be appropriate technical security measures in place to protect data against unauthorised access or disclosure?	The Council are required to have appropriate technical and organisational measures in place to ensure personal information is protected from unauthorised access, unlawful processing, accidently loss or destruction of, or damage to personal information.	Yes	System access controls are not sufficiently robust to prevent unauthorised access or disclosure.	Likelihood score: 1	Corporate ICT and supplier will advise of necessary security measures to ensure appropriate controls	
				Impact score:4		
				Tolerance colour: Amber		
13. Will there be appropriate physical security in place?	Technical security receives more attention, but physical security is also important.	Yes	Physical access controls are not sufficiently robust to prevent unauthorised access or disclosure.	Likelihood score:2	Comment – Location of CCTV images to be in a secure location.	
				Impact score: 4		
				Tolerance colour: Amber		

14. Will mechanisms be in place to identify: <ul style="list-style-type: none"> • Security breaches? • Disclosure of personal information in error? 	The Council has an Incident Management Reporting Procedure but it should also consider plans to identify security breaches (such as audit trails) or inappropriate disclosures of personal information. Mechanisms should be established to quickly notify affected parties so they can mitigate collateral damage.	Yes	Culture, training and communication of policies and procedures for reporting incidents do not ensure that all significant breaches are reported to the Information Security Officer.	Likelihood score:1	Comment - The staff are regularly trained on the council's information security policy and procedures.	
				Impact score:1		
				Tolerance colour: Green		

Conclusion

460

<p>Comments of Chief Officer/Head of Service</p>	
<p>Approved by Chief Officer/Head of Service</p> <p>Date:</p>	<p>In my view the [potential] privacy intrusion of this project are justified, necessary and proportionate. I agree that the issues raised in this assessment should be addressed</p>

Appendix A

We do not have the resources to manage every risk so we need to establish what risks are most likely to happen and what the impact will be. This allows us to focus our efforts on the highest risks. A Council wide scoring methodology of impact and likelihood has been developed to help establish if risks are above the tolerance level determined by CMT. This is set out in the simple risk matrix below:

461

LIKELIHOOD

5					
4					
3					
2					
1					
	1	2	3	4	5

IMPACT

LIKELIHOOD:

5 Very High

4 High

3 Significant

2 Low

1 Almost Imp

IMPACT:

5 Catastrophic

4 Critical

3 Major

2 Marginal

1 Negligible

The scoring of risks is a judgement based assessment but the following can be used as a guide for assigning scores to risks.

CRITERIA FOR ASSESSING LIKELIHOOD

PROBABLILTY	SCORE	DEFINITION
Almost impossible	1	Rare (0-5%).The risk will materialise only in exceptional circumstances.
Low	2	Unlikely (5-25%). This risk will probably not materialise.
Significant	3	Possible (25-75%). This risk might materialise at some time
High	4	Likely (75-95%). This risk will probably materialise at least once.
Very High	5	Almost certain (>95%). This risk will materialise in most circumstances.

462

Note: the timeframe over which the risk should be assessed should usually be the one-year time frame of the Service Plan or the life of a particular Project/Programme or Partnership – dependent upon the level of risks being considered.

CRITERIA FOR ASSESSING IMPACT

	Negligible	Minor	Major	Critical	Catastrophic
Score	1	2	3	4	5
Disruption to established routines/operational delivery	No interruption to service. Minor industrial disruption.	Some disruption manageable by altered operational routine.	Disruption to a number of operational areas within a location and possible flow to other locations.	All operational areas of a location compromised. Other locations may be affected.	Total system dysfunction. Total shutdown of operations
Damage to reputation	Minor adverse publicity in local media.	Significant adverse publicity in local media.	Significant adverse publicity in national media.	Significant adverse publicity in national media. Senior management and/or elected Member dissatisfaction.	Senior management and/or elected Member resignation/removal.
Security	Non notifiable or reportable incident.	Localised incident. No effect on operations.	Localised incident. Significant effect on operations.	Significant incident involving multiple locations.	Extreme incident seriously affecting continuity of operations.
Financial (Organisation as a whole or any single unit)	<1% of monthly budget	>2% of monthly budget	<5% of monthly budget	<10% of monthly budget	<15% of monthly budget

463

	Negligible	Minor	Major	Critical	Catastrophic
Score	1	2	3	4	5
General environmental and social impacts	No lasting detrimental effect on the environment i.e. noise, fumes, odour, dust emissions, etc. of short term duration	Short term detrimental effect on the environment or social impact i.e. significant discharge of pollutants in local neighbourhood.	Serious local discharge of pollutants or source of community annoyance within general neighbourhood that will require remedial attention.	Long term environmental or social impact e.g. chronic and significant discharge of pollutants.	Extensive detrimental long term impacts on the environment and community e.g. catastrophic and/or extensive discharge of persistent hazardous pollutants.
Corporate management	Localised staff and management dissatisfaction.	Broader staff and management dissatisfaction.	Senior management and /or elected Member dissatisfaction. Likelihood of legal action.	Senior management and/or elected Member dissatisfaction. Legal action.	Senior management and/or elected Member resignation/removal.
Operational management	Staff and line management dissatisfaction with part of a local service area.	Dissatisfaction disrupts service.	Significant disruption to services.		Resignation/removal of local management.
Workplace health and safety	Incident which does not result in lost time.	Injury not resulting in lost time.	Injury resulting in lost time. Compensatable injury.	Serious injury /stress resulting in hospitalisation.	Fatality (not natural causes)

1 Introduction

As a consequence of the Government's four-year financial settlement, Bracknell Forest Council is faced with a potential budget deficit of around £25m between now and 2019/20.

The new Council Plan provides a framework that sets out how the Council will address this challenge. This includes a comprehensive review of how all Council services are delivered over a four-year period, known as the Transformation Programme. The speedy delivery of savings through the effective transformation of services is critical to the achievement of a balanced and sustainable budget in each of the next three years.

The library service is one of the first service reviews in the Transformation Programme. The ambition is to provide the best library service possible within the reduced budget available, so the Council has to ask itself tough questions about how best to target resources. The borough's libraries will need to be worked harder, maximising the use of the buildings and the impact of their services.

The Authority is not prevented from making budget savings which may disproportionately affect people with protected characteristics but it must demonstrate that it has attempted to identify where this may occur and that it has taken all reasonable steps to remove or reduce these potential impacts.

Therefore an Equality Impact Screening tool was completed in November 2016; the outcome being to undertake a Full Impact Assessment.

This report evidences that a significant amount of consultation opportunities have been provided to staff and the public to assess the impact of the proposals for the future direction of the library service.

While 78% of those who responded to the consultation indicated support from the proposals, there was also some concern expressed. These were the potential for the loss of experienced library staff and the loss of their technical skills, increased social isolation if staff numbers or opening hours were reduced and some members of staff had concerns around personal safety and security if single staffing was to become normalised.

The majority however recognised the positive benefits of the following of increased volunteering opportunities for the Borough, no library closures, increased library access, improved technology and a continued and improved statutory provision.

This report sets out:

- 1 Introduction
- 2 Purpose of this report
- 3 Methodology and Sources of Data
- 4 Background
- 5 Consultation & Engagement
- 6 Assessment of Impact on Equality strands
- 7 Conclusions
- 8 Monitoring Arrangements
- 9 Publication of Equality Impact Assessment

2 Purpose of this report

This is a Full Equality Impact Assessment Report which reviews the impact of the Council's preferred options for the transformation of the Library Service on the key groups affected. It looks at issues identified, considerations and conclusions around the proposed improvements to the library service delivery.

The proposed savings of £400,000 are from the library service as a whole which incorporates all 9 libraries within the borough.

There are two key pieces of legislation to consider in relation to the provision of library services and any changes made to that provision. In very simple terms, authorities need to prove that all residents have equal access to library services, regardless of their circumstances, and that the library service is an adequate one to meet their needs.

Firstly, the Public Libraries & Museums Act 1964 requires first tier English local authorities to provide a 'comprehensive and efficient' public library service. Local authorities must:

- Provide a comprehensive and efficient library service for all persons in the area that want to make use of it;
- Promote the service; and
- Lend books and other printed material free of charge for those who live, work or study in the area.

The second important area of legislation for library services is equalities legislation, principally the Equality Act (2010) which brings together nine separate pieces of legislation into one single act simplifying the law and strengthening it in important ways to help tackle discrimination and inequality.

The need to assess the impact of the Council's decisions on protected groups is central to ensuring that decisions are made fairly.

A review of the proposals and consultation has indicated that the protected characteristics that may not benefit fully from the proposals are:

- Younger people
- Older people
- People with disabilities

Additionally, while females within the library service will not be disproportionately affected by the proposals, the fact that the vast majority of staff members are female means that numerically there is the potential for them to be impacted on more negatively compared with men.

3 Methodology and Sources of Data

The library review follows the standard four-stage cycle of strategic commissioning: *analyse, plan, do and review*.

1. **Analyse:** exploring what's needed and why and what you want to achieve.

2. **Plan:** working out how best to achieve the results that are needed.
3. **Do:** putting your plans into effect.
4. **Review:** making sure the plans are working and checking that the results are being delivered.

This is the largest and most fundamental review of Bracknell Forest's library service and its scope has included:

- Analysis of current performance and the services provided;
- An analysis of community needs;
- Extensive research into best practice elsewhere;
- Providing advice on the statutory obligation to provide a public library service;
- A comprehensive programme of consultation and engagement with public, staff and stakeholders over six months, using a variety of methods;
- Research into other possible means of delivering the library service;
- Detailed work on new technology, volunteering and stock management;
- Development of a vision and outcomes framework;
- The identification of savings and efficiencies alongside improvements to the service;

Members have been involved in the Analyse and Plan Phase stages of the review to:

- Elicit their views on key issues identified to date.
- Identify the issues that members are interested in and/or those that are controversial or difficult.
- Identify what council members may find controversial or difficult, to inform the approach to the next stage of the review.
- Ensure more effective decision-making in the final stages of the review.

4 Background

By the end of the analyse phase of the library review in July 2016, the Council had identified possible options to maintain a quality library service whilst making substantial savings. They arrived at a core option, which it was felt necessary to implement regardless of service model chosen. This option would bring substantial efficiencies through the introduction of Self-service Kiosks and Technology Enabled Opening (TEO), modernising processes and potentially sharing services with others.

Self-service kiosks will enable customers to issue and return books and pay library charges for themselves, without the need of staff intervention. Technology Enabled Opening (TEO) that enables eligible library members to access Library premises when the libraries are closed and to make use of the full range of facilities on offer.

In addition, the council identified three possible directions for the plan phase:

- Option 1 - closing some of the library buildings;
- Option 2 - moving towards increased community involvement and volunteering; or

- Option 3 - completely remodelling the service and invest in new facilities

Early engagement with public, staff, stakeholders and councillors during the analyse phase, showed a clear preference for keeping libraries open and increasing community involvement through volunteering. The Council decided that option 2 was therefore the preferred option to explore further in the plan phase of the review and consult the public on.

Option 2 – Preferred proposed option (in addition to core option)

- Retain current network of libraries, no closures.
- Find savings through reviewing internal processes, staffing levels, and investing in new self-service technology.
- Explore sharing services with other partners and council services and modernise the stock management processes. Retain current network of libraries.
- Invest in a volunteering programme.
- Work towards increased community involvement.
- Remodel individual libraries as required as new housing and redevelopment materialise.

Both the core option and option 2 are interdependent and together will achieve the £400k savings required. The new technology and volunteering programme will enable more efficient processes and better use of existing staff resources.

5 Consultation & Engagement

During May and June 2016 a programme of early engagement was conducted with residents, library staff and key stakeholders to gather their views on the library service in Bracknell Forest. Then a public consultation on the preferred option ran from mid-October to mid-December 2016. Both consultation programmes consisted of:

- An online survey (with paper copies);
- A staff survey;
- Four public meetings across the borough;
- Focus groups with young people;
- Provision of a dedicated email address for comments and questions; and
- A series of themed workshops with library staff.

Over 2000 responses were received to the survey completed in May and June 2016 which focussed on how, when and why respondents used existing service. And during public consultation in October to mid-December on the analyse report and the council's options to achieve savings, 927 people completed the survey and summary responses are shown below:

- 78% agreed that the council should implement Option 2, the Council's preferred option;

- Those who disagreed with option 2 were concerned about the quality of service, losing knowledgeable staff and the potential unreliability of volunteers;
- 21% saw no or little impact if the changes were made;
- 12% predicted a negative impact; concerns were focused around loss of knowledgeable staff;
- When asked about other ways of making savings, the most popular suggestion (12%) was sharing buildings with other organisations. This was closely followed by cutting councillors' expenses, charging for use of the library, introducing cafes in libraries to raise income, closing the least used libraries and introducing volunteers.
- The most popular type of sharing of buildings was with other community services, including health centres (59%), closely followed by sharing with other council services (52%);
- 68% had already used self-service in shops and supermarkets;
- 66% were likely to use self-service machines in libraries;
- Of the 24% who did not want to use self-service machines, the most popular reason by far (67%) was that they would prefer to speak to a person. There was also anxiety about ability to work the machines, reliability of the technology and potential job losses;
- 50% said they would use the swipe card technology to access the library. Concerns were around safety and security and needing staff to assist;
- 37% said they would be likely to volunteer in a library;
- When asked what kind of books they wanted the library service to buy, popular fiction was the most popular choice, followed by crime, bestsellers, children's books, biographies and travel.

A survey of library staff was undertaken in November/December 2016. All staff were invited to take part and 57.5% responded. Summary responses are shown below:

- 62% thought that the service was not buying the right stock;
- Many felt that different libraries needed different ranges of stock, to suit their different communities;
- More staff input into stock selection was asked for;
- 71% had never worked in a single staffed library;
- There were many concerns about staff safety and security in relation to single staffing and swipe card access;
- Volunteers need proper management and clear roles;
- Good staff training for the new self-service technology is essential to its success, especially in relation to customer uptake.

Four public meetings were held across the borough in November and December at Binfield Primary School, Great Hollands Primary School, The Parks Community Centre and Sandhurst Community Centre. Over 90 people attended the meetings.

The meetings heard presentations on the results of the analyse phase and the preferred option from Cllr Iain McCracken, Executive Member for Culture, Corporate Services & Public Protection, Vincent Paliczka, Director of Environment, Culture and Communities and Sue McKenzie from Activist Group.

The meetings were broadly in agreement with the preferred option for making the savings. However, there were a number of questions, including:

- How a volunteer programme would work and whether it was sustainable;

- Whether increased volunteering would mean the loss of knowledgeable library staff;
- How safety and security would be addressed with the introduction of swipe card technology; and
- Whether the council would relocate Bracknell Library into the new shopping centre

Ten workshop sessions with staff were held in November and December 2016, around three key themes reflecting the proposed changes to the service:

- Reviewing the stock management process;
- Introduction of self-service technology; and
- A volunteer programme.

Speakers with expertise in each area met with groups of staff to discuss the practicalities of each of the three areas, their experience from elsewhere and (most importantly) to gather staff knowledge and try to address concerns. These discussions have given us valuable insight that now informs the future service planning.

6 Assessment of Impact on Protected Characteristics (Impact/Evidence/Mitigation)

6.1 **Disability Equality** – this can include physical, mental health, learning or sensory disabilities and includes conditions such as dementia as well as hearing or sight impairment.

Proposal	Impact	Evidence	Mitigation Measures
Self-service Technology	Introduction of self-service technology could have potential adverse impact. Library users with disability/impairment may have difficulties using self-service technology unless existing support is maintained.	<p>Source: Institute of Public Care - PANSI & POPPI databases + ONS 10.1% of the Bracknell Forest population aged 18-64 have a moderate or serious physical disability. *This data not include long-term illness.</p> <p>Source: Library review public consultation results December 2016 Of the respondents who answered this question, 20% have a long-term illness, moderate or serious physical disability.</p>	<p>Users who require the support of staff to access services during existing core hours will continue to be able to do so. Opening hours are being extended so the opportunity to access services will increase.</p> <p>Self service technology will increase the ability of staff to support library users.</p> <p>Digital enablement will be increased by providing users with the opportunity and guidance to be able to access information and complete processes for themselves.</p>
Technology assisted opening (TAO)	Technology assisted opening will enable the Council to provide access to libraries outside of staffed opening hours. Using libraries outside of opening hours will be a new experience for all users but may not provide the same opportunities to some disabled users. Some disabled users	As above	<p>People with disabilities will continue to be able to access library services during daytime opening hours when staff and volunteers will be in the library and able to support people to access the service.</p> <p>A very successful volunteering programme, along with</p>

	<p>may always require the assistance of staff or volunteers and they therefore may be unable to use the open access technologies outside of staffed opening hours.</p>		<p>improved technology, may result in staffed library hours extending.</p> <p>Books can also be reserved online or over the phone.</p> <p>Home library service will remain and with increased volunteer capacity could also increase services provided to older people and people with disabilities who may not be able to visit libraries.</p> <p>However, it is accepted that some people with disabilities who require support may not be able to access the extended hours of service. Volunteers may be able to extend the time when support is available but this cannot be guaranteed.</p>
Volunteering	<p>The implementation of increased use of volunteers will require the support of staff. Volunteers will need to be provided with the necessary equality and diversity awareness training to be able to support those users who may require additional support. The staff supporting volunteers will also need to have up to date training and development</p>	As above	<p>Equality and diversity and volunteer management training for staff and equality and diversity training for volunteers will be provided and will be refreshed regularly.</p> <p>Staff support will be put in place to ensure that people with disabilities are able to volunteer in the libraries if they are able to meet the role description</p>

	<p>in managing volunteers and equality and diversity to be able to support both volunteers and library users.</p> <p>Implementation of volunteering programme could have positive impact. Volunteers will increase the number of people available to help customers if they are unable to use self-service technology. A very successful volunteering programme may result in staffed library hours extending.</p> <p>A volunteer co-ordinator will be recruited for two years. The coordinator will lead on the recruitment and retention of volunteers.</p>		<p>requirements. Library staff will be provided with training and support to work with volunteers with additional needs.</p> <p>The volunteer scheme could provide opportunities to support people with disabilities into employment or training,</p>
Supplier Selection Stock Management Processes	No impact identified. Supplier selection is an electronic process by which stock will be purchased, monitored and issued to reflect the diversity of the borough. The stock purchased will continue to cover a broad range of interests and beliefs.		
Potential that insufficient volunteer numbers or ad-hoc volunteer absence may require single staffing	Staff with certain disabilities may be unable to work alone and may require staff support. This would mean that they would be unable to work if	Harman water library has a lift to access the library service	<p>Operational objective is not to have single staffing but planned support from volunteers.</p> <p>In recognition that the intention</p>

	single staffing was required.		<p>is to maintain service provision even if insufficient volunteers are available are ad-hoc absences occur the following Single staffing risk assessments have been completed and will be carried out annually <i>and following actions required identified:</i></p> <ul style="list-style-type: none"> • <i>Staff should be inducted in and follow the guidelines for Lone Working in the Staff Manual.</i> • <i>Investigate cost/feasibility of improving CCTV coverage to all libraries and linking existing CCTV to Forestcare as part of RFID? In full Capital bid.</i> • <i>Install digilocks (or standard key locks) on staff office doors where required.</i> • <i>All staff will be provided with a Forestcare pendant. This enables staff to alert Forestcare services that there is an incident taking place. Forestcare can listen in to the situation and if required send emergency services.</i>
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6.2 Racial equality

Proposal	Impact	Evidence	Mitigation Measures
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<ul style="list-style-type: none"> • Self-service Technology • Technology assisted opening • Volunteering • Supplier Selection Stock Management Processes • Implementation of Single Staffing 	No Impact identified at this time.		
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6.3 Gender equality

Proposal	Impact	Evidence	Mitigation Measures
<ul style="list-style-type: none"> • Self-service Technology • Technology assisted opening • Volunteering • Supplier Selection Stock Management Processes • Potential for Single Staffing 	<p>While the intent is to manage natural staff turnover to realise financial savings, ultimately there is the possibility of redundancy for some staff and this would numerically adversely impact women more than men although not disproportionately.</p> <p>Some staff may feel concerned by if single staffing was required although volunteer recruitment should mean that staff are not working alone. Some staff may not feel safe when working alone but this could impact men and women.</p>	<p>Women make up a large majority of library staff in the current library service. Of the 73 members of staff 69 are female.</p> <p>Source: Library review staff survey results December 2016</p> <p>71% of staff who responded to the survey have never worked in single-staffing libraries before. The staff had varying concerns about working in this manner ranging from feeling isolated and being unable to go to the toilet to personal security safety on dark late nights and with difficult customers.</p>	<p>Any redundancies will follow the organisational change protocol and all staff will be treated fairly during the process irrelevant of gender.</p> <p>Single staffing risk assessments have been completed and will be carried out annually <i>and the following actions required identified:</i></p> <ul style="list-style-type: none"> • <i>Staff should be inducted in and follow the guidelines for Lone Working in the Staff Manual.</i> • <i>Investigate cost/feasibility of improving CCTV coverage to all libraries and linking existing CCTV to Forestcare as part of RFID</i>

			<p><i>Capital bid.</i></p> <ul style="list-style-type: none"> • <i>Install digilocks (or standard key locks) on staff office doors where required.</i> • <i>All staff will be provided with a Forestcare pendant. This enables staff to alert Forestcare services that there is an incident taking place. Forestcare can listen in to the situation and if required send emergency services.</i>
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6.4 Sexual orientation equality

Proposal	Impact	Evidence	Mitigation Measures
<ul style="list-style-type: none"> • Self-service Technology • Technology assisted opening • Volunteering • Supplier Selection Stock Management Processes • Implementation of Single Staffing 	No impact identified at this time.	There is no evidence that sexual orientation impacts on working ability	

6.5 Gender re-assignment

Proposal	Impact	Evidence	Mitigation Measures
<ul style="list-style-type: none"> • Self-service Technology • Technology assisted opening • Volunteering • Supplier Selection Stock Management Processes 	No impact identified at this time.	There is no evidence that sexual orientation impacts on working ability	

<ul style="list-style-type: none"> Implementation of Single Staffing 			
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6.6 Age equality

Proposal	Impact	Evidence	Mitigation Measures
Self-service Technology	Introduction of self-service technology could have potential adverse impact. Older library users may have difficulties using self-service technology unless existing support is maintained.	<p>Source: ONS Population Estimates Unit published tables. Crown copyright % of Bracknell population by age group.</p> <p>16-24 = 12.8% 25-34 = 17% 35-44 = 19% 45-54 = 20% 55-64 = 14.2% 65-74 = 9.5% 75 over = 7.5%</p> <p>Source: Library review public consultation results December 2016 % of respondents to survey by age group.</p> <p>16-24 = 13% 25-34 = 17% 35-44 = 19% 45-54 = 19% 55-64 = 14% 65-74 = 10% 75 over = 8%</p>	<p>Users who require the support of staff to access services during existing core hours will continue to be able to do so. Opening hours are being extended so the opportunity to access services will increase.</p> <p>Self service technology will increase the ability of staff to support library users.</p> <p>Staff and volunteers will be provided with full training on how to use new technologies but will also be trained and developed to be able to support library users should they require it.</p> <p>For the first month of implementation a promotional team will be in every library to welcome and introduce users to the new practices and support staff, volunteers and users.</p> <p>While it is recognised that older people may face more</p>

			<p>challenges with the use of new technology, the current core service is intended to be maintained with the support of volunteers. This means that during existing core hours there will be support for any customers who requires it as at present meaning there will be no adverse impact.</p> <p>Volunteers will increase the number of staff available to help customers if they are unable to use self-service technology. A very successful volunteering programme may result in staffed library hours extending.</p> <p>However, it is recognised that some older members of the community may not elect to use the extended services available</p>
Technology assisted opening	Children, the elderly and people with certain disabilities may not be able to avail themselves of the extended, unstaffed, service hours made possible by technology assisted opening.	As above.	<p>.</p> <p>Children will be able to attend as usual during staffed core opening hours and these hours may increase. A policy on minimum age will be developed. Specific inductions will be developed for children who are allowed to access the library with their parent's</p>

			<p>permission.</p> <p>The elderly and disabled will be supported to feel confident in the use of technology and efforts to build their confidence will be ongoing.</p>
Volunteering	<p>Use of volunteers and retention of current library network could have positive impact.</p> <p>Volunteering can be positive experience for community and give opportunities for valuable work experience for young people and/or help social isolation in older people.</p>		
Supplier Selection Stock Management Processes	<p>No impact identified. Supplier selection is an electronic process by which stock will be purchased, monitored and issued to reflect the diversity of the borough. The stock purchased will continue to cover a broad range of interests and beliefs.</p>		
Potential for the implementation of single staffing	<p>Older members of staff may feel less confident if required to work alone due to operational matters</p>		<p>Single staffing risk assessments have been completed and will be carried out annually <i>and the following actions required identified:</i></p> <ul style="list-style-type: none"> • <i>Staff should be inducted in and follow the guidelines for Lone Working in the Staff Manual.</i>

			<ul style="list-style-type: none"> • Investigate cost/feasibility of improving CCTV coverage to all libraries and linking existing CCTV to Forestcare as part of RFID Capital bid. • Install digilocks (or standard key locks) on staff office doors where required. <p>All staff will be provided with a Forestcare pendant. This enables staff to alert Forestcare services that there is an incident taking place. Forestcare can listen in to the situation and if required send emergency services.</p>
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6.7 Religion and belief equality

Proposal	Impact	Evidence	Mitigation Measures
<ul style="list-style-type: none"> • Self-service Technology • Technology assisted opening • Volunteering • Supplier Selection Stock Management Processes • Implementation of Single Staffing 	No Impact identified at this time.	There is no evidence that religion or belief equality has any impact on the ability to access the library service	

6.8 Pregnancy and maternity equality

Proposal	Impact	Evidence	Mitigation Measures
<ul style="list-style-type: none"> • Self-service Technology • Technology assisted opening • Volunteering • Supplier Selection Stock Management Processes • Implementation of Single Staffing 	No Impact identified at this time.	There is no evidence that pregnant women or those with maternity responsibilities will be unable to access the service because of these factors.	

6.9 Marriage and civil partnership equality.

Proposal	Impact	Evidence	Mitigation Measures
<ul style="list-style-type: none"> • Self-service Technology • Technology assisted opening • Volunteering • Supplier Selection Stock Management Processes • Implementation of Single Staffing 	No Impact identified at this time.	There is no evidence that those in different partnership arrangement will be unable to access the service because of these factors.	

7 Conclusions

- 7.1 While there are some uncertainties expressed by the public about the ability for the council to maintain its core staffed library services through the increased use of volunteers, the plan is to at least maintain the existing core staffed service with the possibility of extending this if volunteering is incredibly successful and therefore these uncertainties are unlikely to materialise and, setting aside any short term implementation issues, no adverse impact is anticipated. It is recognised however that the extended service hours may be more difficult to access in people with certain disabilities, the elderly and children
- 7.2 78% of those surveyed in a recent public consultation indicated support for the proposed changes in the library service. Some concerns were expressed about the introduction of new technology but as indicated above those that require support during existing core hours will be able to receive it, and those that do not wish to take advantage of the extended service made possible by technology assisted opening need not use it. Self-service technology will increase digital enablement and ensure that staff maintain capacity to support library users.
- 7.3 The concerns raised from staff around single staffing and security will be addressed and monitored through risk assessments and the culture change required for this new way of working will be addressed by supporting staff through the changes with development and training.
- 7.4 The proposal outlined will deliver an anticipated £400K savings which will contribute to the £25million budget saving requirement the Authority has to make in the years ahead.

8 Monitoring Arrangements

- 8.1 Monitoring the on going situation against our equalities commitment is of crucial importance. The Council's annual equality information report for the library service will play a key tool in monitoring, along with customer and staff feedback and satisfaction information and monitoring of any complaints received.
- 8.2 A project manager is in place to coordinate and support the changes, team leaders and staff throughout the implementation phase and any subsequent consultation periods.
- 8.3 Steps will be taken to ensure that any adverse impact is minimised through the mitigation measures identified and resolved in the shortest possible timescale by carrying out consultation where required, producing clear and relevant technology procurement specifications, providing trainings and development to staff, volunteers and users and by following change management protocol in close communication with human resources.
- 8.4 Ongoing monitoring of usage statistics and the interpretation of that usage will be completed to further increase participation.
- 8.5 Benefits realisation plans have been devised to ensure that the benefits identified are implemented, monitored and realised.

8.6 Risk assessments for the implementation of technology, volunteering and single staffing have been or will be completed and will be reviewed and carried out on a regular basis (annually once project is completed).

8.7 The proposal will be presented to the Executive on the 14th March 2017 when a decision will be made whether to proceed with the proposal or not.

9 Publication of Equality Impact Assessment

9.1 The EIA will be part of the Executive report going to Executive Decision on the 14th March 2017. This will also be published on the Bracknell Forest Council website. For further queries or information please contact the project manager

10 Appendices

10.1 These are available electronically on request.

- Equalities Screening Record Form
- Final options presented for full consultation
- QA Consultation Report (full version)

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