



NOTICE OF MEETING

The Executive

Tuesday 25 September 2018, 5.00 pm

Council Chamber - Time Square, Market Street, Bracknell, RG12 1JD

To: The Executive

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

Gill Vickers

Executive Director: Delivery

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If you require further information, please contact: Hannah Stevenson

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Published: 17 September 2018



The Executive

Tuesday 25 September 2018, 5.00 pm

Council Chamber - Time Square, Market Street, Bracknell, RG12 1JD

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**

Members are asked to declare any Disclosable Pecuniary or Affected Interests in respect of any matter to be considered at this meeting.

Any Member with a Disclosable Pecuniary 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 Disclosable Pecuniary Interest is not entered on the register of Members interests the Monitoring Officer must be notified of the interest within 28 days.

Any Member with an Affected Interest in a matter must disclose the interest to the meeting. There is no requirement to withdraw from the meeting when the interest is only an affected interest, but the Monitoring Officer should be notified of the interest, if not previously notified of it, within 28 days of the meeting.

3. **Minutes**

To consider and approve the minutes of the meeting of the Executive held on 17 July 2018.

5 - 32

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.

Executive Key Decisions

The items listed below all relate to Key Executive decisions, unless stated otherwise below.

5. **Community Centre and Health Care Hub at Blue Mountain**

To seek approval of the delivery strategy for the co-located community centre and health care hub for the site at Blue Mountain.

33 - 50

6. **Business Rate Pilot Proposal**

To consider submitting an application with the other five Berkshire unitary authorities to join the Business Rates Pilot Scheme 2019/20.

51 - 64

7. **Council Plan Overview Report - Quarter 1 2018/19**

To note the performance of the Council against its targets in the Council Plan during the first quarter of 2018/19.

65 - 104

Exclusion of the Press and Public

Agenda item 8 is supported by an annex containing exempt information as defined in Schedule 12A of the Local Government Act 1972. If the Committee wishes to discuss the content of this annex 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 and having regard to the public interest, members of the public and press be excluded from the meeting for the consideration of item 8 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).*

8. **Award of Refuse Collection Contract Extension**

To consider extending the current refuse collection contract.

105 - 114

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**EXECUTIVE
17 JULY 2018
5.00 - 6.14 PM**

Present:

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

6. Declarations of Interest

Councillor Birch expressed an Affected Interest in Agenda item 14 as a Director of Downshire Homes Ltd.

Councillor Heydon expressed an Affected Interest in Agenda item 14 as a Director of Downshire Homes Ltd.

The Chief Executive, Timothy Wheadon expressed an Affected Interest in Agenda item 14 as a Director of Downshire Homes Ltd.

7. Minutes

RESOLVED that the minutes of the meeting of the Executive on 12 June 2018 together with the accompanying decision records be confirmed as a correct record and signed by the Leader.

8. Urgent Items of Business

The Chairman gave notice that he had agreed to the addition of an item of urgent business to the agenda for the meeting. The report concerned Easthampstead Park Conference Centre and an urgent decision was required due to a material change in circumstances.

Executive Decisions and Decision Records

The Executive considered the following items. The decisions are recorded in the decision sheets attached to these minutes and summarised below:

9. Bracknell Forest Local Plan - proposed consultation on new sites

RESOLVED that:

- i) the principle of public consultation on Land at Hewlett Packard, Cain Road, Binfield and Land at 3M, Cain Road, Binfield (see Appendix A of Director of Environment, Culture and Communities report) for a period of three weeks in September 2018 is agreed.
- ii) the format and content of material produced for the consultation be approved by the Chief Officer: Planning, Transport and Countryside in consultation with the Executive Member for Planning and Transport.

10. Pre-submission consultation response on the draft Bracknell Town Neighbourhood Plan

RESOLVED that the Council's response to Bracknell Town Council on their draft Neighbourhood Plan be delegated to the Leader.

11. **Bracknell Forest Biodiversity Action Plan 2018-2023**

RESOLVED that:

- i) the new Biodiversity Action Plan 2018 to 2023 be approved and be adopted as a Council strategy.
- ii) minor changes to the new Biodiversity Action Plan 2018 to 2023 prior to adoption in (3.1 of the Director of Environment, Culture and Communities) above be agreed with the Chief Officer: Planning, Transport and Countryside in consultation with the Executive Member for Culture, Corporate Services and Public protection.

12. **Town Centre Youth Centre**

RESOLVED that the commencement of a feasibility study for the Town Centre Youth Centre be approved.

13. **Polling Districts and Polling Places Review**

RECOMMENDED that:

- i) no changes are made to the existing polling arrangements for the following wards:

Ward	Polling Districts
Ascot	WX; WY
Central Sandhurst	SP
Crown Wood	BF; WW
Crowthorne	CN
Great Hollands North	BH; BQ
Great Hollands South	BJ
Hanworth	BD; BK
Harmans Water	BL; BLP; WV
Little Sandhurst and Wellington	CS; SQ
Old Bracknell	BM; BN
Owlsmoor	SJ
Priestwood and Garth	BG; BP
Winkfield and Cranbourne	WN; WP; WS; WZ

- ii) the following changes are made to the Binfield with Warfield Ward:
 - a) separate the southern area of the existing 'BA' polling district into a new polling district to be called 'BI'. Shown in Annexe A – Fig 1 of the Director of Resources report.
 - b) separate the Amen Corner development from the 'BA' polling district and creating a new polling district to be called 'BAC'. Shown in Annexe A – Fig 1 of the Director of Resources report.
 - c) designate Newbold College as the polling station for the 'BI' new polling district.
 - d) designate Farley Wood Community Centre is designated as the polling station for polling district 'BAC' with the electors for that polling district using the main hall at the Community Centre.
 - e) Binfield Memorial Hall remains the polling station for the revised 'BA' polling district.
 - f) Farley Wood Community centre remains the polling station for the unchanged 'BB' polling district with the electors concerned continuing to vote in the "Meeting Room" at the Community Centre.
 - g) no changes are made to either polling districts 'BB' or 'WM', retaining existing polling arrangements.
- iii) the following change is made to the Bullbrook Ward:
 - a) one additional polling station is created at Bullbrook Community Centre to increase capacity at this polling place and reduce pressure on the two existing polling stations.
- iv) the following change is made to the College Town Ward:
 - a) designate the main sports hall at Sandhurst Secondary School as the default polling station for electors in polling district 'SO'. Should a scheduled exam clash with a polling day the existing arrangements at College Town Infants School would be reinstated.
- v) the following changes are made to the Warfield Harvest Ride Ward:
 - a) create a new polling district named 'WE' by splitting the existing 'WG' polling district into two areas, as shown in Fig. 2 in Annexe A of the Director of Resources report.
 - b) designate Westmoreland Pavilion as the polling station for the proposed 'WE' polling district.
 - c) that voters in the revised 'WG' polling district continue to vote at Warfield Community centre which would be a single polling station.
 - d) that voters in the unchanged 'WQ' polling district continue to vote at Warfield

Community Centre.

- vi) the following change is made to the Wildridings and Central Ward:
 - a) designate the former Magistrates Court as the polling station for 'BT' electors for the 2019 elections.
 - b) that subject to a re-evaluation by the Steering Group after planned renovation work, for all subsequent polls, Bracknell Central Library is designated as the polling station.

14. Capital Programme Outturn Expenditure 2017/18

RESOLVED that

- i) the outturn capital expenditure is noted.
- ii) the carry forward of £36.115m from the 2017/18 capital programme to 2018/19 including £0.858 relating to projects approved in 2016/17 (see paragraph 5.5 of the Borough Treasurer's report) is approved.
- iii) the financing of capital expenditure as shown in Table 2 of the Borough Treasurer's report is noted.

15. Revenue Expenditure Outturn 2017/18

RESOLVED that:

- i) the outturn expenditure for 2017/18, subject to audit, of £87.823m, which represents an under spend of -£0.544m compared with the approved budget is noted.
- ii) the budget carry forwards of £0.084m is noted (see paragraph 5.7 and Annexe C of the Borough Treasurer's report).

RECOMMENDED that:

- i) Council note the Treasury Management performance in 2017/18 as set out in Annexe B of the Borough Treasurer's report.
- ii) the earmarked reserves as set out in Annexe D of the Borough Treasurer's report is approved.
- iii) the virements relating to the 2017/18 budget between £0.050m and £0.100m are approved and recommend those that are over £0.100m are approved by Council (see Annexe E of the Borough Treasurer's report.).

16. Service Plans 2018/19

RESOLVED that the departmental service plans are noted.

17. Council Plan Overview Report and Annual Report

RESOLVED that

- i) the performance of the Council over the period from January – March

2018 highlighted in the Overview Report in Annex A of the Chief Executive's report is noted.

- ii) the performance of the Council against the Key Measures of Success in the Council Plan for 2017/18 highlighted in the Overview Report in Annex A of the Chief Executive's report is noted.

18. Exclusion of Public and Press

RESOLVED that pursuant to Regulation 21 of the Local Authorities (Executive Arrangements) (Access to Information) Regulations 2000 and having regard to the public interest, members of the public and press be excluded from the meeting for the consideration of item 18 & 19 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.

19. Downshire Homes Ltd

RESOLVED that:

- i) the report received from the Downshire Homes Board as at Appendix A of the Director of Adult Social Care, Health and Housing report is noted.
- ii) that the Council will extend nomination of households beyond those who are homeless, who have a learning disability and or autism or care leavers to include households where provision of accommodation can be demonstrated it is in the Council's interests to nominate.
- iii) the findings of the Social Finance Review of Downshire Homes Ltd are noted.
- iv) the changes to the mortgage the Council provides to DHL to enable purchase of properties as set out in paragraph 5.11 of the Director of Adult Social Care, Health and Housing's report is agreed.
- v) DHL is authorised to enter into a shared ownership agreement for a specific property purchase described in paragraph 5.13 of Director of Adult Social Care, Health and Housing's report, with the Borough Treasurer and Legal Services authorised to approve the specific terms of the agreement.

20. Easthampstead Park Conference Centre

RESOLVED that an offer to sell Easthampstead Park Conference Centre be made to Bidder C on the terms detailed in the Director of Environment, Culture and Communities report.

CHAIRMAN

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**Bracknell Forest Council
Record of Decision**

Work Programme Reference	I077640
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1. **TITLE:** Bracknell Forest Local Plan - proposed consultation on new sites
2. **SERVICE AREA:** Environment, Culture & Communities
3. **PURPOSE OF DECISION**

Seeking authority to carry out consultation on new sites that have emerged through the recent consultation on the draft borough local plan.
4. **IS KEY DECISION** Yes
5. **DECISION MADE BY:** Executive
6. **DECISION:**

RESOLVED that:

- i) the principle of public consultation on Land at Hewlett Packard, Cain Road, Binfield and Land at 3M, Cain Road, Binfield (see Appendix A of Director of Environment, Culture and Communities report) for a period of three weeks in September 2018 is agreed.
- ii) the format and content of material produced for the consultation be approved by the Chief Officer: Planning, Transport and Countryside in consultation with the Executive Member for Planning and Transport.

7. **REASON FOR DECISION**

The Regulations require that a local plan is prepared in consultation with the local community and other stakeholders. The proposed consultation will facilitate engagement and comments received will help inform sites included in the Submission BFLP.

It is important that the Submission BFLP is based on robust evidence and takes account of emerging national policy, in order to be found 'sound'.

8. **ALTERNATIVE OPTIONS CONSIDERED**

The option of not consulting on the new sites would leave the Council vulnerable at examination stage when stakeholders have the opportunity to pursue concerns that they have about which sites have been included with an independent inspector whose role is to assess a plan.

9. **PRINCIPAL GROUPS CONSULTED:** Public
Statutory consultees
Further details are in the report

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
17 July 2018	24 July 2018

**Bracknell Forest Council
Record of Decision**

Work Programme Reference	1076929
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1. **TITLE:** Pre-submission consultation response on the draft Bracknell Town Neighbourhood Plan

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

3. **PURPOSE OF DECISION**

To agree the Council's response to the draft Bracknell Town Neighbourhood Plan Consultation (Regulation 14 pre-submission)

4. **IS KEY DECISION** Yes

5. **DECISION MADE BY:** Executive

6. **DECISION:**

RESOLVED that the Council's response to Bracknell Town Council on their draft Neighbourhood Plan be delegated to the Leader.

7. **REASON FOR DECISION**

- The Council has a statutory duty set out in paragraph 3(1) of Schedule 4B of the Town and Country Planning Act 1990 (as amended) ("the Act") to provide advice and assistance to qualifying bodies undertaking neighbourhood planning.
- Approval of the Council's response to a Neighbourhood Development Plan is normally a decision for the Executive Member for Planning and Transport. However, where this is not possible (in this case due to the Executive Member being a Bracknell Town Councillor) the decision is delegated to the Executive.
- Owing to the timescale for the consultation which is now likely to commence on 9th July and end in mid August, and there being no meeting of the Executive during August, it will not be possible to secure an Executive decision. It is therefore recommended that the decision is delegated to the Leader of the Council.

8. **ALTERNATIVE OPTIONS CONSIDERED**

The alternative option is for the Council not to respond to the pre-submission consultation. However, for the reasons set out at paragraphs 6.2, 6.5 and 6.6 of the Director of Environment, Culture and Communities report, officers consider a response should be provided at this stage, in the spirit of co-operation and broad compliance with its statutory duty.

9. **PRINCIPAL GROUPS CONSULTED:** In producing a response, colleagues from affected services have been consulted.

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
17 July 2018	24 July 2018

**Bracknell Forest Council
Record of Decision**

Work Programme Reference	1077532
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1. **TITLE:** Bracknell Forest Biodiversity Action Plan 2018-2023

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

3. **PURPOSE OF DECISION**

To seek approval for the new Biodiversity Action Plan (BAP) 2018 to 2023 for Bracknell Forest Borough.

4. **IS KEY DECISION** Yes

5. **DECISION MADE BY:** Executive

6. **DECISION:**

RESOLVED that:

- i) the new Biodiversity Action Plan 2018 to 2023 be approved and be adopted as a Council strategy.
- ii) minor changes to the new Biodiversity Action Plan 2018 to 2023 prior to adoption in (3.1 of the Director of Environment, Culture and Communities) above be agreed with the Chief Officer: Planning, Transport and Countryside in consultation with the Executive Member for Culture, Corporate Services and Public protection.

7. **REASON FOR DECISION**

- i) As a unitary authority, Bracknell Forest Council is responsible for protecting and enhancing biodiversity as set out in policy documents including the community strategy, core strategy (Local Development Framework), climate change action plan and cultural strategy. Successful delivery will involve cross service co-operation; with key roles for the Council as Planning Authority, Highway Authority, Access Authority and as a land manager.
- ii) Approval and publication of BAP will support Council Strategic themes:-
 'A clean, green, growing and sustainable place'
 'Strong, safe, supportive and self-reliant communities' with particular reference to 'Levels of volunteering and community action in the borough are increased.'
- iii) At a National level there have been many recent publications from central government which reflect a rapidly changing approach to biodiversity. The most relevant of these is 'Biodiversity 2020: A strategy for England's wildlife and ecosystem services' published in August 2011 which sets broad priorities for the conservation of biodiversity.

The Bracknell Forest BAP aims to contribute towards this wider strategy by reporting to higher levels via the Berkshire Biodiversity Action Plan (now called the Berkshire

Biodiversity Strategy 2014-2020) through the Berkshire Local Nature Partnership (LNP).

- iv) The current legislation identified for UK Priority Habitats includes that provided by the NPPF paragraph 117: 'Planning policies should promote the preservation, restoration and re-creation of priority habitats, ecological networks and the recovery of priority species populations, linked to national and local targets, and identify suitable indicators for monitoring biodiversity in the plan.'
- v) As a public authority in England, Bracknell Forest has a duty under the NERC Act 2006 to have regard to conserving biodiversity as part of its policy or decision making. Conserving biodiversity can include restoring or enhancing a population or habitat. Having an approved, current BAP provides an essential evidence base, objectives and targets that are specific to Bracknell Forest. The BAP provides added weight to internal planning consultation responses and a valuable reference for officers, members, stakeholders and residents alike.
- vi) The BAP seeks to contribute to the protection and enhancement of biodiversity by: (1) addressing habitat connectivity, (2) developing a system for biodiversity accounting, (3) adopting a green infrastructure and (4) secure biodiversity enhancement projects through s106 funding which will help developers meet their planning obligation. These are all consideration in the planning process.

8. **ALTERNATIVE OPTIONS CONSIDERED**

- i) If a new Biodiversity Action Plan is not adopted, this will reduce the effectiveness of and capacity for positive measures to protect and enhance wildlife, including in relation to partnership working to achieve nature conservation objectives. In the absence of a valid BAP which identifies priorities, plans and projects, the local development industry would find it more challenging to meet their environmental obligations required under national and local planning standards.

BAPs play an important role in translating national and regional strategies, priorities and targets into direct local action on the ground, and in identifying which UK priority species and habitats are found in that local area. The UK BAP lists of priority species and habitats remain important and valuable reference sources. Notably, they have been used to help draw up statutory lists of priority species and habitats in England, as required under: Section 41 of the Natural Environment and Rural Communities (NERC) Act 2006.

- ii) The Council will also be unable to effectively demonstrate compliance with the statutory duty to conserve biodiversity in accordance with the Natural Environment and Rural Communities (NERC) Act 2006.

9. **PRINCIPAL GROUPS CONSULTED:** Bracknell Forest Nature Partnership
Town and Parish Councils
Volunteer Groups
General Public

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
17 July 2018	24 July 2018

**Bracknell Forest Council
Record of Decision**

Work Programme Reference	I077931
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1. **TITLE:** Town Centre Youth Centre

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

3. **PURPOSE OF DECISION**

For the Executive to approve the commencement of a feasibility study for the Town Centre Youth Centre project.

4. **IS KEY DECISION** No

5. **DECISION MADE BY:** Executive

6. **DECISION:**

RESOLVED that the commencement of a feasibility study for the Town Centre Youth Centre be approved.

7. **REASON FOR DECISION**

- i) A town centre youth facility is required to provide a place for young people to go, where they can socialise and receive advice and guidance from youth workers and other professionals whose remit is to provide early help to young people. This is particularly important for the most vulnerable young people in the Borough who may be at a greater risk of Child Sexual Exploitation (CSE), gang initiation and Child Criminal Exploitation (CCE), including 'County Lines' when gangs and organised crime networks exploit children to sell drugs.
- ii) The new town centre is attractive to young people and without such provision young people congregate in the town centre on an ad-hoc basis making the targeting and co-ordination of early help more difficult.
- iii) Creation of a town centre youth facility has been a long standing objective for the Council.
- iv) A site has been identified on Braccan Walk, which following consultation has the potential to deliver such a facility in close proximity to the town centre.

8. **ALTERNATIVE OPTIONS CONSIDERED**

- i) Not having such a facility is not a realistic option given the need outlined in 3.1 to 3.3 of the Director of Children, Young People and Learning's report.
- ii) The nearest existing youth facility is at Coopers Hill but this is too far from the town centre to make this an attractive location for young people. The new town centre is now drawing people of all ages and walks of life but there is currently no specific provision for young people.
- iii) The previous commitment by the Council to create a town centre youth facility has been actively pursued and the Braccan Walk proposal is presented as the most

favourable option following evaluation of a number of other options that have been previously considered. These have included:

- Development of the Coopers Hill site
- Accommodation in Princess Square
- Co-location with the library
- Accommodation at 14 Market Street
- Accommodation at the former 3M building

iv) On evaluation none of these options have proved to be viable in terms of either availability or location or surroundings or estimated running costs.

9. **PRINCIPAL GROUPS CONSULTED:** Young people in Bracknell Town and across the Borough including the Youth Council
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
17 July 2018	24 July 2018

**Bracknell Forest Council
Record of Decision**

Work Programme Reference	1071009
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1. **TITLE:** Polling Districts and Polling Places Review

2. **SERVICE AREA:** Resources

3. **PURPOSE OF DECISION**

To carry out a review of polling districts and polling places in the borough as required by Section 18 of the Representation of the People Act 1983 and Section 17 of the Electoral Administration Act 2013.

4. **IS KEY DECISION** Yes

5. **DECISION MADE BY:** Executive

6. **DECISION:**

RECOMMENDED that:

- i) no changes are made to the existing polling arrangements for the following wards:

Ward	Polling Districts
Ascot	WX; WY
Central Sandhurst	SP
Crown Wood	BF; WW
Crowthorne	CN
Great Hollands North	BH; BQ
Great Hollands South	BJ
Hanworth	BD; BK
Harmans Water	BL; BLP; WV
Little Sandhurst and Wellington	CS; SQ
Old Bracknell	BM; BN
Owlsmoor	SJ
Priestwood and Garth	BG; BP

Winkfield and Cranbourne	WN; WP; WS; WZ
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- ii) the following changes are made to the Binfield with Warfield Ward:
 - a) separate the southern area of the existing 'BA' polling district into a new polling district to be called 'BI'. Shown in Annexe A – Fig 1 of the Director of Resources report.
 - b) separate the Amen Corner development from the 'BA' polling district and creating a new polling district to be called 'BAC'. Shown in Annexe A – Fig 1 of the Director of Resources report.
 - c) designate Newbold College as the polling station for the 'BI' new polling district.
 - d) designate Farley Wood Community Centre is designated as the polling station for polling district 'BAC' with the electors for that polling district using the main hall at the Community Centre.
 - e) Binfield Memorial Hall remains the polling station for the revised 'BA' polling district.
 - f) Farley Wood Community centre remains the polling station for the unchanged 'BB' polling district with the electors concerned continuing to vote in the "Meeting Room" at the Community Centre.
 - g) no changes are made to either polling districts 'BB' or 'WM', retaining existing polling arrangements.
- iii) the following change is made to the Bullbrook Ward:
 - a) one additional polling station is created at Bullbrook Community Centre to increase capacity at this polling place and reduce pressure on the two existing polling stations.
- iv) the following change is made to the College Town Ward:
 - a) designate the main sports hall at Sandhurst Secondary School as the default polling station for electors in polling district 'SO'. Should a scheduled exam clash with a polling day the existing arrangements at College Town Infants School would be reinstated.
- v) the following changes are made to the Warfield Harvest Ride Ward:
 - a) create a new polling district named 'WE' by splitting the existing 'WG' polling district into two areas, as shown in Fig. 2 in Annexe A of the Director of Resources report.
 - b) designate Westmoreland Pavilion as the polling station for the proposed 'WE' polling district.
 - c) that voters in the revised 'WG' polling district continue to vote at Warfield Community centre which would be a single polling station.

- d) that voters in the unchanged 'WQ' polling district continue to vote at Warfield Community Centre.
- vi) the following change is made to the Wildridings and Central Ward:
 - a) designate the former Magistrates Court as the polling station for 'BT' electors for the 2019 elections.
 - b) that subject to a re-evaluation by the Steering Group after planned renovation work, for all subsequent polls, Bracknell Central Library is designated as the polling station.

7. REASON FOR DECISION

- i) The proposals seek to update the current polling arrangements to ensure that all polling districts, places and stations are suitable for the next borough wide elections in May 2019.
- ii) All proposals are made with the intention to balance the number of electors within each polling district; to ensure that polling places are convenient and easily accessible for voters and that polling arrangements have capacity to absorb future demand arising from new residential property developments.

8. ALTERNATIVE OPTIONS CONSIDERED

The Electoral Review Steering Group considered a number of potential locations to replace polling stations that were no longer suitable or available taking consideration of representations made by a number of stakeholders as part of the formal consultation process that ran from September to November 2017 – Shown in Annexe B of the Director of Resources report.

9. PRINCIPAL GROUPS CONSULTED: Residents of the borough.

10. DOCUMENT CONSIDERED: Report of the Director of Resources

11. DECLARED CONFLICTS OF INTEREST: None

Date Decision Made	Final Day of Call-in Period
17 July 2018	24 July 2018

**Bracknell Forest Council
Record of Decision**

Work Programme Reference	I078076
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1. **TITLE:** Capital Programme Outturn Expenditure 2017/18
2. **SERVICE AREA:** Resources
3. **PURPOSE OF DECISION**
To report on capital expenditure incurred and financing for the year 2017/18.
4. **IS KEY DECISION** No
5. **DECISION MADE BY:** Executive
6. **DECISION:**

RESOLVED that

- i) the outturn capital expenditure is noted.
 - ii) the carry forward of £36.115m from the 2017/18 capital programme to 2018/19 including £0.858 relating to projects approved in 2016/17 (see paragraph 5.5 of the Borough Treasurer's report) is approved.
 - iii) the financing of capital expenditure as shown in Table 2 of the Borough Treasurer's report is noted.
7. **REASON FOR DECISION**
The reasons for the recommendations are set out in section 5 of the Borough Treasurers report.
 8. **ALTERNATIVE OPTIONS CONSIDERED**
Not Applicable
 9. **PRINCIPAL GROUPS CONSULTED:** Not applicable
 10. **DOCUMENT CONSIDERED:** Report of the Director of Resources
 11. **DECLARED CONFLICTS OF INTEREST:** None

Date Decision Made	Final Day of Call-in Period
17 July 2018	24 July 2018

**Bracknell Forest Council
Record of Decision**

Work Programme Reference	1075780
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1. **TITLE:** Revenue Expenditure Outturn 2017/18

2. **SERVICE AREA:** Resources

3. **PURPOSE OF DECISION**

To note outturn expenditure and make recommendations to the Governance and Audit Committee on Reserves.

4. **IS KEY DECISION** Yes

5. **DECISION MADE BY:** Executive

6. **DECISION:**

RESOLVED that:

- i) the outturn expenditure for 2017/18, subject to audit, of £87.823m, which represents an under spend of -£0.544m compared with the approved budget is noted.
- ii) the budget carry forwards of £0.084m is noted (see paragraph 5.7 and Annexe C of the Borough Treasurer's report).

RECOMMENDED that:

- i) Council note the Treasury Management performance in 2017/18 as set out in Annexe B of the Borough Treasurer's report.
- ii) the earmarked reserves as set out in Annexe D of the Borough Treasurer's report is approved.
- iii) the virements relating to the 2017/18 budget between £0.050m and £0.100m are approved and recommend those that are over £0.100m are approved by Council (see Annexe E of the Borough Treasurer's report.).

7. **REASON FOR DECISION**

The recommendations are intended to inform the Executive of financial performance against budget in the 2017/18 financial year.

8. **ALTERNATIVE OPTIONS CONSIDERED**

The report sets out the Council's actual financial performance in 2017/18 and the consideration of options is not therefore appropriate.

9. **PRINCIPAL GROUPS CONSULTED:** None.

10. **DOCUMENT CONSIDERED:** Report of the Director of Resources

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

Date Decision Made	Final Day of Call-in Period
17 July 2018	24 July 2018

**Bracknell Forest Council
Record of Decision**

Work Programme Reference	I076396
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1. **TITLE:** Service Plans 2018/19

2. **SERVICE AREA:** Chief Executive's Office

3. **PURPOSE OF DECISION**

Approval of updated Service Plans for 2018/19.

4. **IS KEY DECISION** Yes

5. **DECISION MADE BY:** Executive

6. **DECISION:**

RESOLVED that the departmental service plans are noted.

7. **REASON FOR DECISION**

i) Departments have reviewed the actions and performance targets which support the Council Plan's Key Measures of Success as well as the operational priorities. These revisions have been incorporated into the final versions of the individual service plans for each department.

ii) Within the 4 service plans there are now:

- 142 actions supporting the Key Measures of Success which in turn support the 6 strategic themes
- 115 Council Plan performance indicators
- 73 operational actions
- 49 operational performance indicators

The 2018-19 service plans for each department are attached as Annexes A-D of the Chief Executive's report.

iii) The Council's performance management framework provides for the preparation of Quarterly Service Reports (QSRs) by each department. These QSRs provide an update of progress and performance against the actions and indicators within the departmental Service Plans.

iv) Following the Executive & Employment Committees recent consideration of the Council Organisational Structure and its desire to enhance the performance management and appraisal of senior officers, the Service Plans will also form a key component of the appraisal process. Appraisal panels will determine with Directors which of the main actions form the most relevant personal objectives and progress will be assessed at year end.

8. **ALTERNATIVE OPTIONS CONSIDERED**

None Applicable.

9. **PRINCIPAL GROUPS CONSULTED:** None.

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

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

Date Decision Made	Final Day of Call-in Period
17 July 2018	24 July 2018

**Bracknell Forest Council
Record of Decision**

Work Programme Reference	1077260
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1. **TITLE:** Council Plan Overview Report and Annual Report

2. **SERVICE AREA:** Chief Executive's Office

3. **PURPOSE OF DECISION**

To inform the Executive of the performance of the Council over the fourth quarter of the 2017/18 financial year (January - March 2018) and the Annual Report.

4. **IS KEY DECISION** Yes

5. **DECISION MADE BY:** Executive

6. **DECISION:**

RESOLVED that

- i) the performance of the Council over the period from January – March 2018 highlighted in the Overview Report in Annex A of the Chief Executive's report is noted.
- ii) the performance of the Council against the Key Measures of Success in the Council Plan for 2017/18 highlighted in the Overview Report in Annex A of the Chief Executive's report is noted.

7. **REASON FOR DECISION**

To brief the Executive on the Council's performance, highlighting key areas, so that appropriate action can be taken if needed.

8. **ALTERNATIVE OPTIONS CONSIDERED**

None applicable.

9. **PRINCIPAL GROUPS CONSULTED:** None.

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

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

Date Decision Made	Final Day of Call-in Period
17 July 2018	24 July 2018

**Bracknell Forest Council
Record of Decision**

Work Programme Reference	1077498
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1. **TITLE:** Downshire Homes Ltd
2. **SERVICE AREA:** Adult Social Care, Health & Housing
3. **PURPOSE OF DECISION**

Executive is asked to consider extending the range of households that are nominated to Downshire Homes and also to receive a report from Downshire Homes Ltd on their operations to date.

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

RESOLVED that:

- i) the report received from the Downshire Homes Board as at Appendix A of the Director of Adult Social Care, Health and Housing report is noted.
- ii) that the Council will extend nomination of households beyond those who are homeless, who have a learning disability and or autism or care leavers to include households where provision of accommodation can be demonstrated it is in the Council's interests to nominate.
- iii) the findings of the Social Finance Review of Downshire Homes Ltd are noted.
- iv) the changes to the mortgage the Council provides to DHL to enable purchase of properties as set out in paragraph 5.11 of the Director of Adult Social Care, Health and Housing's report is agreed.
- v) DHL is authorised to enter into a shared ownership agreement for a specific property purchase described in paragraph 5.13 of Director of Adult Social Care, Health and Housing's report, with the Borough Treasurer and Legal Services authorised to approve the specific terms of the agreement.

7. **REASON FOR DECISION**

DHL was established with a narrow focus to provide accommodation for homeless households, those with learning disabilities and care leavers. It has become apparent that DHL may be able to provide accommodation which the Council can nominate to that will meet other Council corporate objectives.

8. **ALTERNATIVE OPTIONS CONSIDERED**

If the Council were to offer secure tenancies to households there would come a time when

the number of tenancies would require the Council to re-open the housing revenue account. The present threshold is 200 properties.

9. **PRINCIPAL GROUPS CONSULTED:** Not applicable
10. **DOCUMENT CONSIDERED:** Report of the Director of Adult Social Care, Health & Housing
11. **DECLARED CONFLICTS OF INTEREST:** Councillor Birch expressed an Affected Interest as a Director of Downshire Homes Ltd
Councillor Heydon expressed an Affected Interest as a Director of Downshire Homes Ltd.
The Chief Executive, Timothy Wheadon expressed an Affected Interest as a Director of Downshire Homes Ltd.

Date Decision Made	Final Day of Call-in Period
17 July 2018	24 July 2018

**Bracknell Forest Council
Record of Decision**

Work Programme Reference	1078323
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1. **TITLE:** Easthampstead Park Conference Centre
2. **SERVICE AREA:** Environment, Culture & Communities
3. **PURPOSE OF DECISION**

Following a material change in circumstances, to review options relating to the future operation of Easthampstead Park Conference Centre

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

RESOLVED that an offer to sell Easthampstead Park Conference Centre be made to Bidder C on the terms detailed in the Director of Environment, Culture and Communities report.

7. **REASON FOR DECISION**

The sale of Easthampstead Park Conference Centre to a well-established and high quality conference operator will bring much needed investment in a unique heritage facility which will not only protect and secure EPCC's future as a listed building and local business but will also bring additional employment into the borough. Furthermore, the combined effect of the revenue savings and capital receipt will make a significant contribution to meeting the council's savings requirements.

8. **ALTERNATIVE OPTIONS CONSIDERED**

- i) One alternative is not to dispose of the Centre and continue to manage the property directly but it is considered this would be damaging to the Council financial plans and transformation programme resulting in a continued annual revenue loss of circa £250,000 per annum and significant amounts per annum in capital maintenance costs. The condition of the listed building would unlikely to be improved by retention.
- ii) Another alternative is to establish a wholly owned council trading company which would allow the new operation to take advantage of the hotel market which the council, under direct management, is not lawfully able to do. However, based on the scale of investment proposed by all three companies to bring EPCC into a sustainable trading condition (circa £10m - £15m) it is considered too high a risk for the level of return that would need to be delivered for this to be achieved by a council influenced company with negligible expertise in the hotel market.
- iii) The soft market testing by external consultants has excluded previous parties for under bidding, lack of credibility and deliverability, especially for a continuing facility which also protects the listed building nature of the property.
- iv) Prior to the appointment of Christie and Co., Savills were appointed to consider the

value of the property and the suitability as conversion either as a single dwelling or multiple dwellings and for alternative uses such as education establishment or health complex. The conclusion of all of this analysis, whilst heavily caveated, was clear that none would be more viable and offer a sustainable future for the building than the disposal of the operation as a going concern.

9. **PRINCIPAL GROUPS CONSULTED:** Cllr Robert Angell
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
17 July 2018	24 July 2018

TO: THE EXECUTIVE
DATE: 25 SEPTEMBER 2018

**The Blue Mountain Programme (Phase 2)
Delivery Strategy for the Community Hub at Blue Mountain
Chief Executive**

1. PURPOSE OF REPORT

- 1.1 The purpose of this report is to seek approval of the delivery strategy for a co-located community centre and health care hub for the site at Blue Mountain. The project is being delivered by the Council in partnership with Binfield Parish Council, the East Berkshire Clinical Commissioning Group (CCG) and Binfield Surgery but is dependent upon appropriate funding being available from each partner. Alternative options of a standalone community centre (involving only the Council and Binfield Parish Council) or a smaller standalone community centre provided by the Council alone may be available, and would meet the Council's planning obligations, but the clear preference, of all four parties including the surgery, if a funding package can be agreed, is to provide a co-located health care hub and community centre.

2. RECOMMENDATIONS

That the Executive:

- 2.1 **Agree to progress the preferred option to provide a co-located community centre and health care hub at Blue Mountain in partnership with Binfield Parish Council, the East Berkshire Clinical Commissioning Group and Binfield Surgery subject to adequate funding from NHS England for the health care element.**
- 2.2 **Agree to enter into discussions with Binfield Parish Council on the appropriate joint funding of the enhanced community centre.**
- 2.3 **Agree to release funding of £200k from existing S106 income to support the next stages of the project.**

3 REASONS FOR RECOMMENDATIONThe Blue Mountain programme is a priority for the Council. The programme consists of Binfield Learning Village all-through school for 1851 pupils (operated as King's Academy Binfield) and a community centre required alongside 400 new homes at the Blue Mountain site. In the first phase, the Council has delivered the new school which has commenced in September 2018. The next phase requires the Council to deliver the community hub in line with the ongoing building of the new housing by Bloor and Linden Homes partnership.

- 3.2 The development of the Blue Mountain site in accordance with the Site Allocation Local Plan has been previously approved by the Executive. Planning Permission for the Binfield Learning Village and outline planning permission for the standalone community centre has been granted in June 2016. Subsequently, the Council received the land from the former site owner on the basis that an all-through school and community centre will be delivered by the Council. The residential parcel of land was part of the same outline planning permission, which was subsequently sold by

the land owner to Bloor Homes who are now building new homes in partnership with Linden Homes.

- 3.3 Bloor Homes currently estimate that approximately 100 dwellings will be built by winter 2019 or earlier. The S106 agreement does not have a specific trigger for completion of the community centre but there will be an expectation from the developers that the community centre at Blue Mountain is available for the residents between the occupation of the 50th to 100th dwelling. Based on the quickest delivery route (assuming no delays in scheme approval, procurement, design, planning & delivery) the earliest the Council could deliver the community centre and health care hub (with NHS/CCG funding) is winter 2020. A standalone community centre delivery at the earliest would be spring 2020. Overall, the programme also has several external dependencies, which could negatively impact the programme delivery.

4 ALTERNATIVE OPTIONS CONSIDERED

- 4.1 The Executive agreed in September 2014 that the Council's preferred policy for the development of the new community hubs is to transfer the ownership and management to the Parish and Town Councils. The plan for the proposed community centre at Blue Mountain is based upon this policy and Binfield Parish Council (BPC) has expressed an interest to operate the community centre at Blue Mountain. Under the standalone community centre option, the Council would seek to provide BPC with a long term lease/freehold at a peppercorn rent.
- 4.2 As part of the Development Framework Agreement dated 15 May 2015 entered into with the former owner of the Blue Mountain site, the Council received the land and the former Golf Club house building along with the responsibility to deliver a community centre with a required minimum area of 783m². In the event that the preferred option of a co-located community/health care hub is not achievable, the Council will still need to provide a standalone community centre. Two sub-options for a standalone community centre have been considered:
- 4.2.1 Refurbishment of the former clubhouse building – the existing building is approximately 2100m². A detailed design analysis was completed in consultation with Binfield Parish Council for the refurbishment and partitioning of the building. The cost of an extensive refurbishment to meet the required size is estimated to be £2.57m with a part of the existing building to be mothballed.
- 4.2.2 New build standalone community centre – a new build 'L' shaped design was developed in consultation with Binfield Parish Council. At a cost of £2.91m this was the preferred option of the Parish Council in comparison to the refurbishment option.
- 4.2.3 If the co-located community and health care hub is not deliverable then the Council will need to deliver either of the above two options taking into consideration the available S106 income and any potential contribution from the Parish Council. It is envisaged the cost of the new build would be funded by the Council from existing and future S106 income with a contribution from the Parish Council based on their CIL receipts to cover any shortfall.

5 SUPPORTING INFORMATION

Background

Community hub planning

- 5.1 The Council established a Community Facilities Working Group in 2015 chaired by the then Director of Resources. Membership to the group consists of Council officers as well as representatives from the Binfield Parish Council and a Ward Councillor regularly attended.
- 5.2 Originally the working group met to review the design and delivery of a standalone community centre. This included a design review with options of refurbishing the former clubhouse building as well as a new purpose built community centre. The refurbishment cost was estimated at £2.57m and the new build cost at £2.91m. The Parish Council preferred the new build option.
- 5.3 At the same time, there was enthusiasm to develop something of even greater community value to the Binfield area by including a relocated Binfield Surgery and health facilities into the design. As the discussion on a co-located community centre with health care provision gained momentum, the membership to the working group was expanded to include the East Berkshire CCG. The main focus of the group over the last year has been to develop a co-location design with the aim of seeking NHS funding towards the health care elements. The cost of the community centre element of the co-located design is significantly higher than the two standalone options and is estimated at £3.61m. This is now the preferred option of Binfield Parish Council and all other partners if funding is available.

In summary, the three options for the community centre are:

- | | |
|----------|--|
| Option A | Standalone community centre by refurbishment of the former clubhouse building at a cost of £2.57m. |
| Option B | Standalone community centre as a new build at a cost of £2.91m. |
| Option C | Co-located community centre with health care as a new build at a cost of £3.61m for the community centre element (currently preferred option). Plus an additional £6.34m cost attributable to the health elements. |

Site Allocation Local Plan and Outline Planning Permission

- 5.4 The Site Allocations Local Plan (SALP) policy SA7 requires the provision of an on-site multi-functional community centre. The proposed area of community space within the former clubhouse will be a minimum of 783m², which on the identified site could easily be accommodated within a new building on the same site, in accordance with policy SA7.
- 5.5 As per the outline planning application (2016), a new building could be proposed through the submission of a future reserved matters application. If that is pursued the building would be no higher than two storeys, with a minimum height of 8m, and a maximum of 9.7m, based on the height of the existing former clubhouse building. Alternatively, a new planning application could be submitted. The route will be decided based on pre-application advice from the Local Planning Authority.

Concept Design: co-located community centre and health care hub

- 5.6 Assessment has been carried out of the feasibility of either adapting the current clubhouse building or building a new facility to meet the requirements of a collocated community/health care hub. It was not possible to meet the space requirements of the co-located facilities in the existing building and therefore a new build will be required. The preferred option of a new build co-located community/health care hub will require a new planning permission because the proposed area of the building will increase significantly and the use will incorporate health care provision. 31 parking spaces were identified in the outline planning permission. The new build co-located concept design illustrates c. 41 spaces. In addition 66 parking spaces adjacent to the site will be available on a sharing basis with the school. The parking provision is expected to be adequate for the co-located community centre and health care hub. However, at peak hours spaces will inevitably be at a premium.

Capital Costs and Funding

Co-located Community/Health Care Hub

- 5.7 Based on the concept stage, the total cost of the new build is estimated at £9.95m (excluding VAT), which includes provision for estimated inflation 4.5% (2Q19 start on site to 4Q19 completion). Inflation rate will be reviewed and adjustment made on commencement of procurement activities. The apportionment of costs (excluding VAT) between the community centre and the health care areas are as follows:

	Community Centre	Health Care	Total
Area	886m ²	1252m ²	2138m ²
Capital Cost*	£3.61m	£6.34m	£9.95m

*VAT not included.

VAT

- 5.8 It is expected that the Council will develop the capital scheme and then lease the premises to the Binfield Parish Council as a provider of community services and to the Binfield Surgery for delivering health care. Hence, the assumption is that VAT on the capital build will be fully recoverable. The funding contribution from the NHS is expected to be provided as a S256 grant.

Community Centre Funding

- 5.9 The community centre funding requirement is £3.61m for a co-located hub. Whilst this is the preferred option, the current estimate of S106 income available to the Council for community centre use is £1.693m, but this is subject to the identified developments being constructed in line with the envisaged timetable. A further estimated £1.2m of S106 funding could be available if other large schemes, which could be expected to generate demand for the community centre and the health facility, are developed in line with current expectations, but this cannot be guaranteed. The breakdown of the sites with estimated S106 monies specifically for a community centre is as follows:

Reference	Development	Amount	Status	Comments
16/00020/OUT	Blue Mountain	Land & Clubhouse	Secured in s106/Developer Agreement	Agreement makes provision for the land and club house for community use.
14/00315/OUT	Amen Corner North	£0.806m	Secured in s106 Agreement	To be paid in 4 instalments. It is likely to be a greater amount due to indexation.
18/00242/OUT	Amen Corner South	£0.887m	Application under consideration	Amount to be secured will be dependent on number of dwellings approved and will be indexed.
Total – current estimate		£1.693m		
N/A	Other possible schemes	£1.2m	Preliminary	Large Schemes yet to be applied for.

Key

Red	Scheme(s) not secured for S106 contribution.
Amber	Scheme(s) likely to be secured for S106 contribution.
Green	Scheme(s) secured for S106 contribution.

- 5.10 Of course, the estimated realisable income from S106 is unlikely to be aligned with the cashflow required for the project. The majority of the estimated S106 funding will need to be forward spent by the Council and repaid once the income has been realised.
- 5.11 It may also be possible to add S106 contributions for the community centre funding from other developments if the government were to lift the pooling restriction from a maximum of five sites for one scheme and there are smaller S106 sites that could provide an increased income towards the scheme. However, this is clearly outside of the Council's control.
- 5.12 That said, if no further S106 income is generated, an overall shortfall in funding of up to £1.917m (new build co-located community centre cost of £3.61m less current estimated S106 income of £1.693m) could remain for the community centre element of the preferred scheme and this would need to be met collectively by the partner organisations. As indicated above, any S106 income from the additional sites could reduce the funding gap for the community centre, but the remaining gap would need to be subject to a discussion and, hopefully, agreement between the Council and Binfield Parish Council concerning what contribution the Parish Council might make from its CIL receipts or other resources towards securing the enhanced facility.
- 5.13 The potential CIL income to be transferred to the Parish Council attributed to the Blue Mountain development is estimated at £1.957m, although it is, of course, a matter for the Parish Council to determine how that should be used for the benefit of the local area. Specific discussion with Binfield Parish Council for contribution of the parish CIL income has not taken place to date. However, the general principle of utilising CIL income has been discussed at the Blue Mountain Community Facilities Working Group meetings.

- 5.14 If the Executive agree the approach outlined in this report, the Council will discuss the relative contribution details with the Parish Council at the next stage of this project. Members may be interested to note that such an approach would be in line with that being adopted in Warfield, where Warfield Parish Council is also considering committing part of their CIL income towards the planned Warfield Community Hub.

NHS/CCG Funding Process

- 5.15 Whilst the Council is responsible for providing a community centre at Blue Mountain, the provision of health care is the responsibility of CCG/NHS. Initial capital outlay by the Council towards the project enabling costs and building works to ensure it goes ahead in a timely manner will need to be met from the subsequent rental income for the long term lease with the Surgery/CCG. The funding mechanism is further explained in Appendix 2.

Next Stage

- 5.16 The Council will need to develop the service charge and running cost model for the community centre/health care. Work will also be required to support the CCG in developing the outline business case (including appointment of a joint District Valuer) and the full business case. Similarly, financial modelling will be needed to agree CIL or other contribution with Binfield Parish Council during the next stage of the project. Therefore, it is recommended that the Executive agrees to forward fund the next stage of the project at a cost of £200k as per the recommendation in paragraph 2.3 of this report. Some elements of this cost would be recoverable after the NHS funding is obtained.

Procurement and Construction

- 5.17 The Council will act as the developer of the new hub. It will let the contract for the construction of the co-located Community Centre and Health Care hub. In order to deliver as per the outline timetable in Appendix 3, it is recommended that an OJEU compliant framework procurement is used.
- 5.18 For the Binfield Learning Village element (Phase 1 of the Blue Mountain programme) the Council procured the contractor via the Improvement Efficiency South East (IESE) framework. This project realised good value for money and timely delivery for the Council. Using the new generation of the IESE framework now called Southern Construction Framework or similar frameworks such as Scape is likely to provide a quick delivery route along with a high degree of control on design and cost. This will be achieved by developing a robust specification and active project management controls. An outline timetable is attached in Appendix 3.

Communications and Community Engagement

- 5.19 As this project has multiple stakeholders, there is a need for a comprehensive communication plan to support the implementation strategy, critical information sharing and achieving a common understanding. During the next stage, the Council will prepare a communications plan to support the delivery of the project.
- 5.20 A visioning workshop has been held on 21 September 2018 for stakeholder mapping, objective setting and outlining the key benefits of the project.
- 5.21 In addition to the meetings of the working group, design consultation will also be undertaken within the local community including patients at relevant stages.

Conclusion

- 5.22 In summary, the co-located community centre and health care hub is expected to provide community wide benefits to the increasing population of Binfield. Subject to funding, the scheme has the support of Binfield Parish Council and the East Berkshire CCG and it is recommended that the Council also supports the enhanced facility, subject to appropriate funding being agreed by all parties. The funding model for the project is based on multi-stakeholder contribution including Bracknell Forest Council, CCG/NHS and the Parish Council. King's Group Academies as the school provider on the site has been supportive of the proposal to date.
- 5.23 The timetable has very little contingency, therefore, a focused and well managed delivery is essential. The Council will retain the freehold rights to the land and building and will receive part rent from the CCG/NHS as well as likely service charge from the Parish Council and the Surgery.
- 5.24 Commitment in principle has been issued by the CCG, Binfield Surgery and Binfield Parish Council. A PID is due to be submitted by the CCG as part of the bid to the NHS for funding. It is important before proceeding to the next stage of this project that the Executive agree this delivery strategy to secure the community centre and health care hub for the Blue Mountain site for the benefit of the local community.

6. ADVICE RECEIVED FROM STATUTORY AND OTHER OFFICERS

Borough Solicitor

- 6.1 The Council's Contract Standing Orders provide that decisions to award contracts in excess of £1 million should be taken by the full Executive.
- 6.2 Careful advice will need to be sought on the structure of the ownership and lease arrangements and whether an approval from the Secretary of State would be required.

Borough Treasurer

- 6.3 The capital requirement will have a cost to the Council, however the exact amount will depend upon the financing of the overall project - which the Council will minimise by the effective use of capital resources (capital receipts, CIL/S106 and borrowing) as part of its overall Treasury Management strategy. Should the Council need to borrow to finance the expenditure every £1m of borrowing will have an approximate revenue impact of £50,000 p.a.

Director: Place, Planning & Regeneration

- 6.4 The body of the report includes relevant matters from a planning and regeneration perspective.

Equalities Impact Assessment

- 6.5 The new facilities will be designed and built to comply with current British Standards for accessibility for disabled people.

Strategic Risk Management

- 6.6 There are several dependencies and risks that are being closely monitored and managed but may adversely affect the cost and programme. The strategic risks to the project are as follows:

Strategic Risks

ISSUE		RISK	COMMENT
1	Affordability Risk	High	<ul style="list-style-type: none"> a. Health care provision in the community hub is dependent upon NHS funding through the ETTF bidding process. If the funding will not be available then only the community centre could be provided to meet the Council's obligation. b. There is a gap in the available funding for the construction of the community centre. A strategy for how to meet the gap is included in this report. c. Rent modelling will need to be completed based on the NHS scenarios for shell & core, first fix and second fix delivery. d. Service charge modelling will need to be completed and gain stakeholder agreement.
2	Cost Risk	Medium	<ul style="list-style-type: none"> a. The overall scheme is at concept stage, hence cost could shift upwards through design, planning and delivery stages. The cost plan includes a contingency and allowance for inflation. b. Utility companies e.g. Thames Water may require upgrading to their networks and seek such cost from the scheme. An allowance has been made but additional funding could be required. c. Below ground and demolition risks e.g. asbestos, unknown utilities, etc. could delay the programme and increase cost. Contingency is being recommended to cover unknown risk and for fast-tracking the construction programme if required. d. Construction contract will not be awarded unless it can be delivered within the available resources. Risk will remain in terms of site unknowns.
3	Programme Risk	Medium	<ul style="list-style-type: none"> a. The programme has several external dependencies, hence, may slip by a year to 2021. b. Legal agreements between all stakeholders will need to be completed.
4	Planning Risk	Medium	Full planning protocols will be adhered to including pre-screening advice. Parking spaces will form a key consideration in the process.
5	Reputational Risk	Medium	The Council has worked extensively with the stakeholders (Parish Council, CCG and Surgery) to develop a co-located scheme including

			commissioning a feasibility study and partnership working. Information has been shared transparently with the stakeholders. With several external dependencies, such as NHS funding, the scheme may not be viable, in which case, the Council will endeavour to deliver a standalone community facility in keeping with the timetable stated in the report.
6	Communications Risk		As this is a multi-stakeholder project, a communications plan will be developed to support proper stakeholder engagement and a unified implementation strategy.
7	Contractor/Supplier Capability Risk	Medium	Optimum procurement route will be selected for the programme.
8	Legal Risk	Medium	Timetable will need to be managed for any planning permission related judicial review process. Approval from the Secretary of State may be necessary for long term lease arrangements.

7 CONSULTATION

- 7.1 At the relevant stages of the project consultation will be undertaken. The project team is working closely with the East Berkshire Clinical Commissioning Group, Binfield Parish Council, and the Binfield Surgery. In September, a workshop for the stakeholders to focus on the vision and outcomes has been arranged. The output from the workshop will contribute in developing the Outline Business Case for the NHS funding and also strengthen the partnership with the Parish Council and the Surgery.
- 7.2 At the appropriate stages, pre-planning public consultation as well as the statutory planning application consultation will be undertaken during the pre-construction stage. These will include open evenings and leaflet distribution.

Background Information

- Concept Plan
- Concept stage cost plan
- CCG/NHS Project Initiation Document
- Letter of Supports from Binfield Parish Council and Binfield Surgery
- Letter of Support from East Berkshire CCG
- Letter of Support from Bracknell Forest Council

Contacts for further information

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Appendix 1 – Concept Plan



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GROUND FLOOR PLAN 1:100



FIRST FLOOR PLAN 1:100

Appendix 2

1. The East Berkshire CCG is seeking funding for this project from NHS through a bidding process. The CCG received approval for preliminary funding c. £49k from NHS England for preparing a Project Initiation Document (PID). In August 2018, the CCG submitted an initial funding request (PID) for the NHS England Estates and Technology Transformation Fund (ETTF). ETTF is a multi-million pound investment (revenue and capital funding) in general practice facilities and technology across England (between 2015/16 and 2019/20). It is part of the General Practice Forward View commitment for more modernised buildings and better use of technology to help improve general practices services for patients.
2. At the time of writing this report, it is estimated that the outcome of the PID will be determined by NHS within six weeks but can usually take longer to know the result. Assuming that the scheme is given a go ahead to move to the next level of submission, an Outline Business Case (OBC) will need to be prepared by the CCG for submission to the NHS.
3. The CCG will develop the OBC with input from the Council, the Parish Council and the Binfield Surgery. It is based on the Treasury guidance, which provides a practical “step by step” guide to the development of business cases, using the Five Case Model –using an approach which is both scalable and proportionate.
4. At OBC stage a District Valuer (DV) will be appointed to value the scheme. The Council has requested the CCG that this appointment is made jointly to ensure the valuation is agreeable to CCG/NHS, the Surgery and the Council. The DV will review in detail the build cost, rent payable by CCG/NHS and also review the service charge.
5. The OBC is timetabled to be submitted to NHS England October 2018 to January 2019. Based on CCG’s experience on other schemes, at this stage it is likely the project team will be required by NHS to submit the next stage – Full Business Case (FBC). The purpose of the FBC is to revisit and where required rework the OBC analysis and assumptions building in and recording the findings of the formal procurement.
6. At completion of the FBC stage, it is expected that the funding contribution from the NHS to the Council will be awarded in the form of S256 grant. As the NHS contribution will be a grant, it will not trigger any VAT implication for the capital cost of the project.
7. Based on the above described NHS funding route, CCG has informed us that NHS England has recently agreed the funding policy nationally. This project, along with other CCG schemes, are required to develop costings in two parts:
8. Part 1 – three options have been considered for cost analysis of the health care areas under part 1.
 - a. Shell and Core: construct the building framework that appears complete from the outside, is watertight and incoming services installed up to the health care area. The cost of option a. is £4.29m out of the total cost £6.34m plus VAT for the health care provision (excluding common areas).

- b. First Fix: shell and core plus the installation of internal walls, electrical and plumbing distribution, installing cables, heating and air conditioning ducting and external plant, toilets services, raised access floors if required, suspended ceilings frames where required, fire systems first fix. The cost of option b. is £5.14m out of the total cost £6.34m plus VAT for the health care provision (excluding common areas).
 - c. Second Fix: first fix plus the installation of fixtures and fittings, electrical sockets, radiators but excluding decorations and floor coverings. The cost of option c. is £6.27m out of the total cost £6.34m plus VAT for the health care provision (excluding common areas).
9. The common areas will be fully built by the Council in the above three options.
 10. Part 2 – Fit Out: Wall colours, floorings, furniture, glazed partitioning etc. based on the specific requirements of the Surgery, CCG and NHS.
 11. The cost for both parts will be reviewed by the District Valuer (DV). The overall cost estimate for the health care provision has been divided proportionately based on the cost split of the three options, however it is important to note that a cost breakdown at concept stage is a general estimate which is subject to a change. Under Part 1, one of the three options listed above is likely to be agreed between the Council and the CCG in consultation with the DV. The cost breakdown will then be compared against the capital contribution NHS expects the Council to make upfront against which rent will be paid over the duration of the lease to ensure that the Council is able to recover its cost of delivering the health care provision.
 12. NHS requires that the Council pay the capital cost for the Part 1 during the works stage. Hence the Council will need to forward fund the cost of such works. On completion of Part 1, NHS will pay rent (without abatement) to the Council attributed to Part 1. Such rent will be paid via the CCG/Surgery and adjusted for inflation. The rent will enable capital recovery for the Council on its initial investment. The rent will continue to be paid throughout the tenure of the lease (estimated over 25 years with a possible extension). Scenario modelling during the outline business case stage will determine the period for the capital repayment. Once the capital is recovered further rent receipts are likely to create a revenue stream for the Council.
 13. The NHS will separately pay 100% of the cost of Part 2 fit-out as a S256 grant to the Council. Hence this element will not attract rent payment.
 14. The Council will construct the community centre and common areas fully irrespective of the option selected for completion.

Ownership, Rent and Service Charge

15. As an exception to the approval by the Executive in September 2014, it is recommended that the Council retains the freehold interest in the land and the new community centre/health care hub building. Binfield Parish Council is in agreement that the combined facility will be beyond their scope to own and manage.
16. Binfield Parish Council will receive a long term lease from the Council at peppercorn rent for their area of the building. The Head of Terms will be developed and agreed during the next stage of the project.

17. The CCG/NHS requires a long term (probably 25 years with a provision for extension) lease only for the health care area. Rent will be paid via the CCG/Surgery against the capital contribution from the Council towards the initial build stage. The rent will be calculated and agreed during the OBC stage along with the Head of Terms.
18. The Council may manage the overall facility by levying a service charge. Scenarios will be reviewed at the next stage. The service charge is likely to be payable to the Council via the CCG and the Parish Council for their respective areas. This will be calculated and agreed during the OBC stage.

Community/Health Care Hub outline timetable:

Item No.	Description	Timetable
1.	Concept Design Completed	June 2018
2.	Concept Stage Cost Plan Developed	July 2018
3.	Letter of Support from Binfield Parish Council	July 2018
4.	Letter of Support from Binfield Surgery and CCG	August 2018
5.	Project Initiation Document submitted by CCG to NHS	August 2018
6.	Community Centre Funding secured	Sep 2018 to Feb 2019
7.	Outline Business Case submitted by CCG to NHS	Oct 2018 to Jan 2019
8.	Full Business Case submitted by CCG to NHS	Jan to Feb 2019
9.	Health Care/NHS Funding secured	Feb to Mar 2019
10.	Procurement Plan Approved	February 2019
11.	Specification	February 2019
12.	Project Notification	March 2019
13.	First stage selection – The ‘mini competition’	
14.	The Contracting Authority issues mini competition document to all contractors.	March 2019
15.	The contractors submit mini competition part 1 to Contracting Authority.	April 2019
16.	The Contracting Authority evaluates and invites the top 3 or 4 contractors to submit mini competition part 2.	April 2019
17.	The contractors submit mini competition part 2 to Contracting Authority.	May 2019
18.	The Contracting Authority evaluates and identifies the best bid.	May 2019
19.	The Contracting Authority enters into a Pre-Construction Agreement with the successful contractor.	May 2019
20.	The Contractor completes the pre-construction service to the Authority’s satisfaction.	October 2019
21.	Second stage selection	
22.	The Contracting Authority enters into the enabling works contract.	November 2019
23.	The Contracting Authority enters into the underlying contract for the main works.	November 2019
24.	Construction Phase (subject to enabling works contract)	Nov 2019 to Dec 2020

Initial Equalities Screening Record Form

Date of Screening:	Directorate: Office of the Chief Executive		Section: Chief Executive's Office
1. Activity to be assessed	The Blue Mountain Site Community Centre and Health Care Hub		
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 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	Head of Transformation and Engagement.		
5. Who are the members of the screening team?	Programme Manager, Head of Transformation and Engagement and Community Development Manager		
6. What is the purpose of the activity?	The Blue Mountain programme is a priority for Bracknell Forest Council. The programme consists of Binfield Learning Village all-through school for 1851 pupils (operated as King's Academy Binfield) and community centre required alongside 400 new homes at the Blue Mountain site. In the first phase, the Council has delivered the new school which has commenced in September 2018. The next phase requires the Council to deliver the community hub in line with the ongoing building of the new housing by Bloor and Linden Homes partnership. A co-located health care provision is also planned in consultation with East Berkshire CCG.		
7. Who is the activity designed to benefit/target?	Local community of the residents and businesses of Binfield and surrounding areas.		
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	Y	Positive	New buildings and facilities will be built according to the regulations complying with the Equalities Act 2010. As a community/health function, a review of the appropriate needs has been taken account of in the design.
9. Racial equality	Y	Positive	Community engagement in developing community hub has been undertaken. Surgery has been consulted for the Health Care. The hub will benefit the entire local community.
10. Gender equality	Y	Positive	Community engagement in developing community hub has been undertaken. Surgery has been consulted for the Health Care. The hub will benefit the entire local community. The hub will benefit the entire local community.
11. Sexual orientation equality	Y	Positive	Community engagement in developing community hub has been undertaken. Surgery has been consulted for the Health Care. The hub will benefit

				the entire local community.
12. Gender re-assignment	Y		Positive	Community engagement in developing community hub has been undertaken. Surgery has been consulted for the Health Care. The hub will benefit the entire local community.
13. Age equality	Y		Positive	Community engagement in developing community hub has been undertaken. Surgery has been consulted for the Health Care. The hub will benefit the entire local community.
14. Religion and belief equality	Y		Positive	Community engagement in developing community hub has been undertaken. Surgery has been consulted for the Health Care. The hub will benefit the entire local community.
15. Pregnancy and maternity equality	Y		Positive	Community engagement in developing community hub has been undertaken. Surgery has been consulted for the Health Care. The hub will benefit the entire local community.
16. Marriage and civil partnership equality	Y		Positive	Community engagement in developing community hub has been undertaken. Surgery has been consulted for the Health Care. The hub will benefit the entire local community.
17. Please give details of any other potential impacts on any other group (e.g. those on lower incomes/carers/ex-offenders) 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?	None			
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?	<p>The development team will be structured to include architect and designers who are experienced in designing community/health care provision to ensure that these particular needs are met.</p> <p>Community hub will be planned in consultation with the community. A Community Working Group has been set up attended by Binfield Parish Council, Binfield Surgery and the CCG with meetings every month or as required. A sub working group has been established to undertake the feasibility study, OBC and FBC for the community hub – meeting weekly or as required.</p>			
20. Could the impact constitute unlawful discrimination in relation to any of the Equality Duties?		N	None	
21. What further information or data is required to better understand the impact? Where and how can that	Please contact the Programme Manager for further information.			

information be obtained?			
22. On the basis of sections 7 – 17 above is a full impact assessment required?		N	Statutory consents for Planning and Building Control will ensure that the new accommodation and alternations to existing buildings meet with current statutory requirements for disabled access.
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	<i>Timescale</i>	<i>Person Responsible</i>	<i>Milestone/Success Criteria</i>
Consultation with the Community on an on-going basis	On-going		Ability to demonstrate that consultation has fed back into the design
Consultation with internal and external stakeholders	On-going		
24. Which service, business or work plan will these actions be included in?	The Programme Team will be responsible for ensuring that the accommodation meets the particular needs of the end users and customers.		
25. Please list the current actions undertaken to advance equality or examples of good practice identified as part of the screening?	Community hub scoping to be carried out in partnership with a visioning workshop to be held in early September 2018.		
26. Officers signature Abby Thomas	Signature: Date: 30/08/2018		

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TO: EXECUTIVE
25 September 2018

BUSINESS RATES PILOT BID 2019/20
Borough Treasurer

1 PURPOSE OF REPORT

- 1.1 This report seeks the Executive's endorsement to a bid by the Berkshire local authorities and the Berkshire Fire Authority to be a pilot area for testing the 75% business rates retention system in 2019/20. This follows from the successful bid for 2018/19, through which Berkshire is set to secure at least £40m additional funding. In accordance with the terms of the bid, £25m of this is being spent on major infrastructure works, being co-ordinated by the Thames Valley Berkshire LEP. The remainder is being retained by the individual local authorities, proportionate to the level of their business rates income that exceeds the Government set baseline.

2 RECOMMENDATIONS

That the Executive:

- 2.1 Endorses the proposed draft submission from the Berkshire local authorities for Business Rates Pilot status in 2019/20 as set out in Annex 1 and authorises the Director: Finance to incorporate any proposed changes arising from the meeting of the Berkshire Leaders on 24 September.**

3 REASONS FOR RECOMMENDATIONS

The recommendations are intended to provide the Executive with the opportunity to review and endorse the Council's involvement in a bid to secure Business Rates Pilot status for Berkshire in 2019/20, with the submission date coinciding with the Executive's meeting.

4 ALTERNATIVE OPTIONS CONSIDERED

The bid could not be supported, which would mean the Council and other local authorities would not have the opportunity to benefit from additional funding in 2019/20.

5 SUPPORTING INFORMATION

- 5.1 The Government has committed to introduce a revised funding arrangement for local authorities in 2020/21, based on councils retaining 75% of business rates growth in their local areas compared to their assessed baseline. Work is on-going between Government officials and local authority representatives to develop the detailed arrangements for the new funding system and is expected to continue over the next 12 months.
- 5.2 In order to help inform the design of the new system, the Government has designated a number of areas as "pilots" for the last few years. Pilot areas, particularly those which have agreed devolution deals, have benefited from more flexibility around the use of funding. Most significantly, they are able to retain up to 100% of business

rates growth, compared to the standard level of 50%.

- 5.3 Given these benefits, the level of competition between areas to attain Pilot status has, understandably, been significant. As part of last year's bidding process for Pilot status in 2018/19, the Government made it clear that it was not interested in receiving bids from individual authorities. Consequently, agreement was reached across the Berkshire unitary authorities to submit a joint application. The bid preparation, submission and subsequent lobbying was led by Bracknell Forest at officer and Member level and proved successful, with the Berkshire bid being approved.
- 5.4 The agreed proposal was that a sum of £25m (estimated to be around 70% of the additional sum retained in the county area) would be invested in strategic infrastructure, prioritised in conjunction with the Thames Valley Berkshire LEP, with the remaining gain to be retained by the individual authorities. A report produced by the Institute of Fiscal Studies highlighted that Berkshire was expected to have the biggest financial gain per head of population of all 2018/19 pilot areas. Monitoring based on the first quarter's business rate collection data indicates that the expected gains are likely to be secured.
- 5.5 Following pressure from many local authority areas who were discontent about having their bids rejected and recognising the additional burden Pilots place on the Treasury, the Government has decided not to automatically continue with the current pilots, which was believed to be a possible scenario at one point. They have invited proposals to pilot a 75% rate retention system, reducing the incentive from the 100% retention in the current year to make it more affordable. Existing pilot areas are permitted to bid again, but will receive no favourable treatment. Unlike in the current year, there will be no "no detriment" arrangement, i.e. pilot authorities will need to accept the potential to lose as well as gain. It is worth noting that the Berkshire authorities were content to accept this for 2018/19.
- 5.6 Recognising the potential financial gains that Pilot status can bring to fund strategic infrastructure improvements and support local budgets, a proposal has been developed by the Berkshire authorities to attract Pilot status in 2019/20. It is very similar in structure to the successful 2018/19 bid, with 50% of the potential gains being pooled and the remainder being retained by individual authorities. For 2019/20 it is proposed that the potential to gain is extended to the Berkshire Fire Authority, who are keen to participate and would enable a slightly different offer to be presented.
- 5.7 The draft submission is attached as Annex 1. The Executive is asked to confirm Bracknell Forest's support for the proposal, which will be submitted by the Borough Treasurer to HMCLG on behalf of the Berkshire Authorities.

6 ADVICE RECEIVED FROM STATUTORY AND OTHER OFFICERS

Borough Solicitor

- 6.1 There are no material legal implications arising from the proposal in this report.

Borough Treasurer

- 6.2 The financial implications of this report are included in the report. Based on the current year's Pilot, it is likely that Bracknell Forest would receive an additional £3m as a result of being part of a 75% retention pilot in 2019/20, in addition to benefiting from priority strategic infrastructure improvements across the county area.

Equalities Impact Assessment

6.3 None.

Strategic Risk Management Issues

6.4 Additional funding secured through a Pilot would help secure the Council's medium term financial position.

7 CONSULTATION

All Berkshire local authorities have been involved in developing the Pilot proposal.

Background Papers

Annex 1 – Draft Proposal for Pilot Status

Contacts for further information

Stuart McKellar, Borough Treasurer, Corporate Services – 01344 352180

Stuart.mckellar@bracknell-forest.gov.uk

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Ministry of Housing,
Communities &
Local Government

Business Rates Pilot Scheme 2019/20

Application Form

This application form will be used to assess your application to pilot 75% business rates retention in 2019/20. Where relevant, further evidence to support points raised in this form may be included as an annex. Please note that authorities cannot apply to pilot 75% business rates retention as part of more than one application.

Information provided in response to this application may be published or disclosed in accordance with the access to information regimes – these are primarily the Freedom of Information Act 2000 (FOIA), the Data Protection Act 2018 (DPA), the EU General Data Protection Regulation, and the Environmental Information Regulations 2004).

The personal data you provide as part of this application will be held on a secure government system in line with the department's [personal data charter](#). Contact details will only be used for contacting you about your application or to update you on our work relating to local government finance reforms.

For any questions relating to the application process, please email:
Businessratespilots@communities.gsi.gov.uk.

FAQs relating to applications will be published on the Government publications website at <https://www.gov.uk/government/publications/75-business-rates-retention-pilots-2019-to-2020-prospectus>

1. Application Contact Details

Please include details of the lead pilot authority and lead official responsible for responding to any departmental queries relating to the pilot application.

a. Name of lead pilot authority	Bracknell Forest Council
b. Name of lead official	Stuart McKellar
c. Lead official job title	Finance Director
d. Lead official email address	Stuart.mckellar@bracknell-forest.gov.uk
e. Lead official contact phone number	01344 352180

2. Membership of the Proposed Pool

Please list all authorities belonging to the proposed pilot pool below. The application cannot be considered valid unless all of the listed members have endorsed all parts of the application (see Annex A). You can insert/delete lines as needed.

For the authority type box, please write down one of the following options for each participating authority: (1) Fire; (2) London Borough; (3) Metropolitan district; (4) County; (5) Shire District; (6) Greater London Authority; (7) Unitary Authority.

Authority name	Authority Type
Bracknell Forest Council	Unitary Authority
Reading Borough Council	Unitary Authority
Slough Borough Council	Unitary Authority
West Berkshire Council	Unitary Authority
Royal Borough of Windsor & Maidenhead	Unitary Authority
Wokingham Borough Council	Unitary Authority
Royal Berkshire Fire & Rescue Service	Fire

3. Membership details and pooling arrangements

Please answer all of the questions below using short and concise answers. Section 4 will allow you to outline your pilot proposal in more detail.

<p>a. Have all members included in the pilot area endorsed all parts of this application?</p> <p><i>(Please ensure that Annex A is signed by s.151 officer of each area and returned as part of the application to evidence this.)</i></p>	<p>Select one:</p> <p>(1) Yes;</p>
<p>b. Do any members of the proposed pool belong to any other current pool?</p> <p><i>(If 'no', please move to question 3.d.)</i></p>	<p>Select one:</p> <p>(1) No</p>

<p>c. If any members of the proposed pool belong to any other current pool, have other members of such pool been informed that the authority is applying to become a pilot as part of a different pool?</p>	<p><i>Select one:</i></p> <p>(1) N/A</p>
<p>d. Are there any precepting authorities that are not part of the proposed pilot area?</p> <p><i>(If 'yes', please move to question 3.e.)</i></p>	<p><i>Select one:</i></p> <p>(1) No</p>
<p>e. If there are any precepting authorities that are not part of the proposed pilot area, are these precepting authorities aware of this proposal?</p>	<p><i>Select one:</i></p> <p>(1) N/A</p>
<p>f. Are all members of the proposed pilot area willing to collaborate with MHCLG officials on system design of the new business rates retention system, sharing additional data and information, as required?</p>	<p><i>Select one:</i></p> <p>(1) Yes</p>
<p>g. How does the pilot pool propose to split non-domestic rating income in two-tier areas?*</p> <p><i>(F.ex. the pilot pool could propose to split the shares as in the current 50% business rates retention, or propose to test different kinds of tier split arrangements as part of the pilot.)</i></p> <p><i>(*The department will use this information in regulations to designate a tier split for the pooled pilot area. In practice, the pilot pool will be given one overall tariff or top-up, and the members of the pool can agree to change the headline tier split.)</i></p>	<p><i>Not applicable – Berkshire is not a 2 tier area.</i></p>

<p>h. Do you propose to retain any of the additional 25% of retained business rates in an investment pot or similar and distribute this after 2019/20?</p> <p><i>(If 'no', please move to question 3.j.)</i></p>	<p><i>Select one:</i></p> <p>(1) Yes</p> <p><i>The authorities have agreed to create an investment pot using 50% of anticipated additional retained business rates to fund strategic infrastructure improvements. The process to agree the priorities for investment would be managed by the Thames Valley Berkshire LEP, adopting the approach used in the current year's Pilot. The funding will be allocated to individual priority projects early in 2019/20 with the intention that as much as possible is spent during the year.</i></p>
<p>i. If any of the additional 25% of retained business rates are kept in an investment pot or similar, how will this be distributed after 2019/20?</p>	<p><i>The priority projects have already been identified. Any money not spent on these during 2019/20 will be rolled forward to 2020/21 to complete the agreed projects.</i></p>
<p>j. What is the anticipated income above baseline funding level for the pilot pool over 2019/20 (in £)?</p>	<p><i>Based on the current year, it is estimated that, overall, the pool will collect and retain in the order of £36m income above baseline funding in 2019/20. This would be an additional £22m above the position the authorities would be in if they were not in a Pilot, 50% of this gain being the removal of Levy payments alone.</i></p>

<p>k. What is the business rates base of the proposed pilot area like and what is its relevance to the economic geography of the area?</p> <p><i>(F.ex. you could describe the size and types of hereditaments in the area, business sectors relevant to the area, or the size of your business rates base in relation to baseline funding levels.)</i></p>	<p><i>Berkshire is a recognised and strong economic area within the Thames Valley. Together, the 6 unitary authorities expect to collect £562m in business rates in 2018/19. However, all councils are tariff authorities, with the overall tariff level being £354m. This means that Berkshire authorities receive as baseline funding only 37% of the business rates we collect, the remainder being used to support other areas.</i></p> <p><i>Within Berkshire there is significant diversity and variety in the tax base. The county covers both rural and urban areas, each with distinctive characteristics. It has very high-growth areas and provides access to and resources for Greater London and Heathrow airport, both of which are on the eastern boundary of the County. At the other end of the County, much of West Berkshire sits within the North Wessex Downs Area of Natural Beauty.</i></p> <p><i>The range of businesses within the area is equally diverse. Berkshire has the highest concentration of foreign-owned companies among the 38 LEP areas. Slough has many businesses that support the operation of the adjacent Heathrow Airport as well as Europe's largest trading estate under single ownership, the home of Mars and the iconic Horlicks factory. The County is also home to many national headquarters, such as the Waitrose HQ in Bracknell and Vodafone in Newbury. However, it is also recognised that in parts of the County, especially further to the west, there are many rural businesses which face economic challenges of a very different nature.</i></p>
<p>l. What pooling arrangements would the members of the pilot like to see if their application to become a pilot is unsuccessful?</p>	<p><i>None. With all councils being Tariff authorities, there is no advantage from a pooling arrangement under the current system.</i></p>
<p>m. How would the pilot area deal with residual benefits/liabilities once the pilot ends?</p>	<p><i>On completion of the pilot, any residual receipts directed into the LEP-driven Strategic Investment Fund will remain available for allocation by the LEP. Any further residual benefits or liabilities will be allocated pro rata to individual authority gains during the pilot.</i></p>

4. Details of the pilot proposal

Please explain how your proposal fulfills each of the below criteria for becoming a 75% business rates retention pilot in 2019/20 (as outlined in 3.2 of the 'Invitation to Local Authorities in England to pilot 75% Business Rates Retention in 2019/20'). If relevant, you may reference answers provided in section 3 of this application form and use this section to provide more detail on the responses. Although there is no formal word limit for answers provided in this section, please be as concise as possible.

a. How does the proposed pilot operate across a functional economic area?

Thames Valley Berkshire is one of the most productive sub-regions in the UK and strong economic growth across the County has translated into growth in the business rate tax base. A 75% business rates pilot in 2019/20 will continue to give the Berkshire unitaries the financial incentives to pool their business rates gains in a strategic and integrated way.

Our plans for investment from the pilot have been developed using evidence about the strategic needs of the County overall, including the anticipated significantly increased pressure on local infrastructure arising from the future Heathrow expansion. They are part of the Strategic Economic Plan for Berkshire, against which the LEP has already secured £142m of Local Growth Funds, supplemented by £25m from the current year Pilot. The Plan will make a strategic impact on the entire sub-regional economy, rather than simply re-distributing money to the six unitary authorities.

The investment identified in our programme will deliver some of the infrastructure that is required to maintain and enhance current growth in a sub-region that, given the nature of its business ownership, is arguably more exposed than any other to the possible medium-term impact of Brexit. It is growth that is important locally and also to the health and confidence of the wider UK economy.

Importantly, these are schemes for which plans are already in place. They can realistically be delivered within a short timescale. Investment will be phased, with the first instalments released during the 2019/20 financial year, as the benefit of actual business rates growth is secured. Funding from the pilot will be delegated to the Thames Valley Berkshire LEP, who will have full authority to determine how it is allocated, within the objectives of this submission. Local authority representatives on the LEP will help ensure that the funding is released quickly in order to accelerate the economic gains to the sub region.

b. How does the pilot area propose to distribute and use the additional 25% of retained business rates growth across the pilot area?

We will invest 50% (£11m) of the additional gain from being a pilot area through a Strategic Investment Fund, managed by the Thames Valley Berkshire LEP. This will provide additional funding for infrastructure investment, helping deliver at pace identified high priority highways, transport and digital schemes in different parts of the county.

The prioritization process will be managed by the LEP against objective criteria developed for the current year's Pilot, rather than notionally allocated to individual authority areas. Through this process, £24.4m of funding has already been awarded to major transport improvements in Slough, South Reading and Wokingham as well as £0.6m being awarded to the unitary authorities to develop future scheme proposals. This approach helps ensure that the maximum possible benefit is secured for the whole economic area and means that any future funding can be quickly released and spent on the agreed priorities.

Using the agreed process used to prioritize use of the 2018/19 Business Rates Retention monies, the Thames Valley Berkshire LEP has identified the following agreed priority order and outline costs for allocating any additional transport infrastructure funds:

	Scheme	£m
1	Slough Mass Rapid Transport (Phase 2)	3.1
2	Maidenhead Housing Sites Enabling Works (Phase 1)	1.1
3	East Reading Mass Rapid Transport (Phases 1 and 2) *	5.0
4	South Wokingham Distributor Road – Eastern Gateway	5.0

*subject to planning consent being obtained

The remainder of the gains will be distributed to the individual authorities. 1% will be allocated to the Fire Authority, with the remaining 49% being available to the unitary authorities, in proportion to their local gains. Within this, we propose that each Unitary Authority should receive a gain of at least £0.75m and £0.2m for the Fire Authority. Each authority's use of the gains will be developed in accordance with local priorities, but will typically be used to fund local infrastructure improvements or invested in key front line services in order to help ensure on-going financial sustainability.

c. How does the pilot area propose to arrange its governance for strategic decision-making around the management of risk and reward? How do the governance arrangements support proposed pooling arrangements?

This proposal has the support of the Leaders of all the Berkshire Unitary Authorities, the Chairman of the Fire Authority [Conor can you please confirm this is the case] and has been developed by their Chief Executives and Chief Financial Officers.

Decisions about the strategic investment fund will be made by the LEP, in the context of the objectives of this proposal and the identified priorities in the Berkshire Strategic Economic Plan.

Thereafter, the governance structure will consist of three levels:

- Leaders – Strategic direction and oversight, ensuring focus on collectively agreed outcomes.
- Chief Executives - Strategic management and resource allocation in accordance with governance arrangements which will include agreeing key decisions with Leaders.
- Chief Finance Officers - Advise Chief Executives in line with strategic duties, as well as managing the day-to-day running of the pilot and monthly cashflows.

Leaders and Chief Executives will meet at least every quarter, more frequently if necessary. The pilot will operate on the basis of one-member, one-vote.

Pooled funds will only include monies distributed through the Business Rate Retention System, and will not include RSG, other grants or council tax.

Governance arrangements will remain in place until the pilot is fully dissolved.

5. Submitting your application

Please return this form and Annex A with signatures of all s.151 officers from proposed pilot pool's member areas by the deadline of 25 September 2018. Where relevant, further evidence of points raised in this form may be included as an annex.

Please submit your completed application to:

businessratespilots@communities.gsi.gov.uk

or

Business Rates Reform; Local Government Finance; Fry Building, 2 Marsham St, Westminster, London SW1P 4DF.



Ministry of Housing,
Communities &
Local Government

Annex A – Evidence of authorisation

a. Name of lead pilot authority	Bracknell Forest Council
b. Name of lead official	Stuart McKellar
c. Lead official job title	Finance Director
d. Lead official email address	Stuart.mckellar@bracknell-forest.gov.uk
e. Lead official contact phone number	01344 352180

Please include the signatures of each member area's s.151 officer to evidence that all parts of your application have been fully endorsed by authorities listed in section 2 of the pilot application form. You can insert/delete lines as needed.

Authority name	Name of s.151 officer	Signature
Bracknell Forest Council	Stuart McKellar	
Reading Borough Council	Jackie Yates	
Slough Borough Council	Neil Wilcox	
West Berkshire Council	Andy Walker	
Royal Borough of Windsor & Maidenhead	Rob Stubbs	
Wokingham Borough Council	Graham Ebers	
Royal Berkshire Fire & Rescue Service	Conor Byrne	

**TO: THE EXECUTIVE
25 SEPTEMBER 2018**

**COUNCIL PLAN OVERVIEW REPORT
Chief Executive**

1 PURPOSE OF REPORT

- 1.1 To inform the Executive of the performance of the Council over the first quarter of the 2018/19 financial year (January - March 2018).

2 RECOMMENDATION

- 2.1 **To note the performance of the Council over the period from January – March 2018 highlighted in the Overview Report in Annex A.**

3 REASONS FOR RECOMMENDATION

- 3.1 To brief the Executive on the Council's performance, highlighting key areas, so that appropriate action can be taken if needed.

4 ALTERNATIVE OPTIONS CONSIDERED

- 4.1 None applicable.

5 SUPPORTING INFORMATION

Performance Management

- 5.1 The Council's performance management framework provides for the preparation of Quarterly Service Reports (QSRs) by each department. These QSRs provide an update of progress and performance against departmental Service Plans.

Quarterly Service Reports

- 5.2 Executive Portfolio Holders will have received the first quarter QSRs for their areas of responsibility. QSRs are also distributed electronically to all Members, and will be considered by the Overview & Scrutiny Commission and Scrutiny Panels. This process enables all Members to be involved in performance management.

Council Plan Overview Report

- 5.3 The QSRs have been combined into the Council Plan Overview Report (CPOR), which brings together the progress and performance of the Council as a whole. The CPOR enables the Corporate Management Team and the Executive to review performance, highlight any exceptions and note any remedial actions that may be necessary, either from under-performing or over-performing services, across the range of Council activities.
- 5.4 The CPOR for the first quarter (January - March 2018) is shown at Annex A.

6 ADVICE RECEIVED FROM STATUTORY AND OTHER OFFICERS

Borough Solicitor

- 6.1 There are no specific legal issues arising from this report.

Borough Treasurer

- 6.2 There are no direct financial implications arising from this report.

Equalities Impact Assessment

6.3 Not applicable.

Strategic Risk Management Issues

6.4 Any specific issues are included in the QSRs and in the CPOR in Annex A.

Other Officers

6.5 Not applicable.

7 CONSULTATION

Principal Groups Consulted

7.1 Not applicable

Method of Consultation

7.2 Not applicable.

Representations Received

7.3 None.

Background Papers

QSR – Resources – Quarter 1 2018/19

QSR – Environment, Culture and Communities – Quarter 1 2018/19

QSR – Adult Social Care, Health and Housing – Quarter 1 2018/19

QSR – Children, Young People and Learning – Quarter 1 2018/19

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COUNCIL PLAN OVERVIEW REPORT

Q1 2018 - 19
April – June 2018

Chief Executive:
Timothy Wheadon

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Section 1: Chief Executive's Commentary

1 Introduction

- 1.1 This report sets out an overview of the Council's performance for the first quarter of 2018/19 (–April - June 2018). The purpose is to formally provide the Executive with a high-level summary of key achievements, and to highlight areas where performance was not matching targets or expectations, along with any remedial action that is being taken. It complements the detailed Quarterly Service Reports (QSRs) previously circulated to Members by each Director, and is based upon the performance data that is available to all Members on-line one week after each reporting period.
- 1.2 Overall, good progress was made against the actions in the departmental service plans. At the end of the first quarter progress showed:
- 108 actions (78.8%) are on target to be completed within the timescales set
 - 20 actions (14.6%) are at risk of falling behind schedule
 - 3 actions (2.2%) have fallen behind schedule
 - 6 actions (4.4%) have been completed.
- 1.3 Section 3 of this report contains information on the performance indicators across the Council for each of the strategic themes. Again the picture was positive, showing that the status for the key indicators in the Council Plan in the third quarter is:
- 29 (63.5%) green – i.e. on, above or within 5% of target
 - 1 (2.3%) amber – i.e. between 5% and 10% of target
 - 13 (34.2%) red – i.e. more than 10% from target

25 further indicators have no set target.

2 Overview of Q1 and what went especially well

- 2.1 The Time 2 Change project concluded this quarter. The project has been a fantastic example of team work and collaboration across the whole Council, delivering transformational changes to customers, members and staff and producing an outcome we can all be proud of.

The project has successfully achieved its objectives by consolidating all town centre office functions into one building and delivering savings. The new Council Chamber is complete, furniture installed and officially opened by the Mayor in May. There are still some strands of activity to be completed such as new furniture in the atrium breakout areas, way finding signage in the new Ground South area and the final configuration of the new meeting room booking technology. The whole organisation has been transformed into a more agile work force in 10 months with the benefits of a significant shift to digital and a reduction in paper. The office environment is a modern flexible one and the improvements to the democratic function of the Council have been considerable, making access to the Council much easier for its residents.

- 2.2 The role of online services and digital technology in adult social care also continues to grow, and the Council was one of a handful of successful bids to be awarded funding from the LGA Digital Innovation Programme. This is a high profile national programme which is providing seed funding for local authorities to conduct initial

research to identify innovative solutions to increase the use of digital technology in adult social care. Public Health indicators including the number of community groups worked with by Public Health to develop their support to local residents; the number of people accessing online Public Health and the number of people actively engaged with Public Health social media channels have all exceeded targets and are performing well.

- 2.3 Our Children, Young People and Learning services have started the year strongly with the successful completion and handover of the new Kings Academy Binfield. We look forward to the first official day of opening when the children commence school. Everyone wishes the Trust and the school every future success.
- 2.4 The development of ten high need beds across Rainforest Walk and Holly House for care leavers with high levels of need is also a significant step forward and enables us to support a greater number of young people closer to their community. I would also like to recognise the strong performance of our advocacy services for children receiving support through children's social care to have their views heard. This is such a vital service to ensure that our services meet the quality standard expected of Bracknell Forest as well as meeting the needs of individual children and young people.
- 2.5 The use of Gov.Uk Notify for SMS reminders for council tax payments has been very successful, seeing an increase in the number of people paying immediately on receipt of the reminder and also a reduction in the number of people taken to court.
- 2.6 The staff awards initiative has been prepared for launch during Q1 2018/19 and will be formally launched September 2018. The programme provides the organisation with opportunities to celebrate and recognise the achievements of staff right across the organisation. The criteria for awards will further embed One Council values and behaviours.
- 2.7 Workforce issues remain a real focus – particularly at a time of such sustained organisational change. Members will be pleased to see that overall sickness absence rates are reduced in Q1, particularly in Adult Social Care, Health & Housing and in the Chief Executive's Office (where the 2016/17 figure was distorted by an incidence of long term sickness). However, there is no room for complacency and we are watching the increase in turnover rates – particularly in the Children, Young People and Learning and Environment, Culture & Communities.

3 What we are doing about things going not quite so well?

- 3.1 Budget pressures continue to be a challenge, and in this quarter we have had a stark reminder of how sensitive care costs are to the combined pressures created from new demand, changes in needs, market conditions and changes in the profile of the numbers of people we are supporting. Following a sustained 7 month run of reducing care costs, we have seen a sudden sharp overall increase in June, resulting in an increase of almost £0.5m. A large proportion of this is in due to the cost of care packages for just four clients.

We are looking at options to minimise the risk of any further overspend and to manage this down over subsequent months. However this will become more challenging as we start to feel the effect of seasonal pressures across the health and care system particularly in quarters 2 and 3. While the situation is concerning, it also confirms that our transformation programme is tackling the right things such as: greater investment in early help and prevention services to enable vulnerable people of all ages to remain safe and as independent as possible; developing alternative

support options in the local care market and improving the join-up between Council services, partners and across the wider health and care system.

3.2 In Children, Young People and Learning the percentage of good and outstanding schools continues to be an area that we focus on. Although the percentage is below our aspirations, we have hosted in our schools the highest number of Ofsted school inspections over a 12 month period in the last three years. Ten out of the eleven inspected have seen successful outcomes and have remained at good or above or have improved so we are on track to improve this measure significantly if this trend continues into the next academic year. Schools are embracing the learning improvement strategy and again we can correlate the success with the implementation of this strategy. This will be seen in the strongly improved performance at GCSE and A Levels in the second quarter's data.

3.4 There are a number of areas in Environment, Culture and Communities where we are looking to accelerate performance in quarter 2; libraries are two months or so behind implementing self service and then technology assisted opening but the pilot in Binfield is now live.

The early public response to our new leisure management contractor has not been as positive as we had anticipated but there are signs of improvement and the plans to invest £2.8m in the service should help significantly. At the same time visitor numbers appear lower against target. However, the 2018/19 data relates to only the three outsourced sites compared to all sites in 2017/18 and the target was increased from 1.3m to 1.7m visits with the new contract.

Performance in planning appeals is lower than the target of at least 66% dismissed. The reasons for this will be reviewed in the next quarter. Similarly the % of major applications determined within 13 weeks was below target, but numbers are low and this represents only 2 applications. By July performance was back at 100%. In addition, we do continue to miss our recycling targets despite the focused efforts of the dedicated waste and recycling team. This can only really be addressed by changing the waste collection arrangements which will need to be looked at in 2019.

Timothy Wheadon
Chief Executive

Section 2: Budget Position

REVENUE BUDGET MONITORING

The monthly monitoring returns are set out in detail in each department's Quarterly Service Report (QSR).

Across the Council, variances have been identified that indicate a net over spend of £2.1m, with £2.5m remaining unallocated in the Corporate Contingency. The net position is therefore an under spend of -£0.4m.

The major variances being reported are as follows:

Children, Young People and Learning

- Within Children's Social Care, placement costs are forecast to over spend by £0.8m. The current forecast shows an increase of 9.0 FTE to 129.1 FTE (+7%) when compared to the budgeted number of FTE high cost placements. The majority of the increase has occurred in Independent Fostering Agencies where there are an extra 5.7 FTE young people (+21%).
- The budget includes savings from the Transformation Programme to the value of £1.2m. As the programme is still evolving and work progressing, to date, savings of £0.4m have been identified. Based on current expectations a further £0.5m of savings are anticipated to be delivered this financial year, with the remaining £0.3m expected to be achieved during 2019/20.

Adult Social Care, Health and Housing

- An under spend on Housing, primarily from the capitalisation of salaries for staff administering disabled facilities grant and income from various Council properties (-0.2m)
- Favourable movements in care package costs within the Community Team for Mental Health (CHMT - £0.09m) and the CHMT for Older Adults (-£0.17m). This has been more than offset by additional operational costs within the two teams relating to the backfilling of vacant posts for staff working on transformation with agency staff (£0.31m).
- An increase in care package costs within Adult Community Team (£0.6m) and Community Team for People with Learning Disabilities (£0.1m). The latter already reflects the estimated impact of inflationary increases for community services and sleep-ins. Early indications are that this position will deteriorate further in next month's monitoring report.

Environment, Culture & Communities

- Additional costs will be incurred at Easthampstead Park Conference Centre (£0.1m) due to delays in finalising the sale.

Although the Contingency contains sufficient funds to cover the over spend at present, early indications are the over spend on Adult Social Care will increase further next month. However, there are potentially some compensating savings arising from the revenue impact





of the capital programme which have still to be quantified.








The in-year financial position will continue to be monitored closely over the next few months, most particularly the impact of demand pressures in Children's and Adult Services, which are the most volatile areas. This will enable additional mitigating actions to be introduced if necessary to help ensure that expenditure is contained within the approved budget by the year end.











Section 3: Strategic Themes








Value for money















Action	Due Date	Status	Comments
1.1 Council Tax is in the lowest 10% nationally amongst similar authorities			
1.1.01 Maintain Council Tax in the lowest 10% nationally of all unitary authorities.	31/03/2019		Achieved
1.2 The cost, quality and delivery mechanism of all services will be reviewed by 2019			
1.2.05 Undertake a council wide review of Citizen and Customer Contact and implement the findings. (T)	31/03/2019		The current approach to management of customer contact is subject to review as part of the transformation programme. A full analysis was undertaken in 2017, and the programme is now in the implementation phase, with a key focus on shifting to digital channels wherever possible. Work will begin later this year to look at alternative sourcing options and decide the most appropriate model for the council.
1.2.06 Undertake a council wide review of support services (HR, ICT, Finance, Property, Legal, Procurement, Performance Management and Business Intelligence) and implement the findings. Investigate opportunities for shared services. (T)	31/03/2019		The reset of the CWSS programme has been completed, with a delivery framework approved by the Corporate Management Team. A permanent programme manager has now been appointed to deliver within this reset framework & handover work is underway. Work is ongoing to develop and improve outcomes within this framework.
1.2.07 Working in Partnership with Everyone Active to monitor the contracted-out leisure service against the key performance indicators and standards set out within the contract. (E) (T)	31/03/2019		This period covers the first full quarter of the new partnership with Everyone Active, which started in March 2018. There have been a number of transition challenges for the new operator to face, particularly at Bracknell Leisure Centre in terms of customer service levels and engaging with the incumbent teams. They are tackling these challenges, with the council working closely with them to ensure the partnership progresses in a satisfactory manner.




1.2.08 Implement the remaining elements of the library transformation review. (E) (T)	31/03/2019		Frontline restructure is progressing according to plan and should be complete prior to the end of quarter 2. Budget target for 2018/19 will consequently be met. Self-service technology is rolling out across libraries with technology assisted opening to follow
1.2.09 Implement the agreed actions following the Transformation Review of South Hill Park (T)	31/03/2019		The actions identified in the transformation review have progressed sufficiently well that the Transformation Board has deemed the project move to the operational stage and as a consequence the transformation project will be brought to a close. Improvements in governance have been strong and phase 1 of the capital project has been implemented well. The project remains at amber because phase 2, the creation of a new function space, has yet to be progressed.
1.2.11 Undertake a review of key council properties and implement the findings (including Time Square, Easthampstead House, Commercial Centre, Easthampstead Park Conference Centre, South Hill Park, Open Learning Centre, London Road waste site Heathlands site). (T)	31/08/2019		The sale of Easthampstead Park Conference Centre as a business is continuing with an anticipated completion of the sale to the new operators in the autumn. The future redevelopment of the Commercial Centre is being evaluated for the most feasible use of the land and redevelopment of the facilities, making them fit for purpose and suitable for the service delivery in the future. The competitive dialogue process to mitigate the Council's liabilities in managing the former landfill site at London Road and release the land for future use are being progressed with recommendations likely to be considered by Members in 2019.
1.2.13 Complete the transformation review of Parks and Countryside seeking to make financial savings for the council. (T)	31/03/2019		The implementation stage of the review is underway with a number of the projects implemented and contributing to savings. Other elements such as the creation of the Natural Estate and the formulation of a Country Park are being developed but will take longer than originally anticipated.
1.2.14 Complete the transformation review of Planning and Building Control seeking to make financial savings for the council (T)	31/03/2019		The transformation projects are running to time and creating savings with likely project close down in quarter 2 2018/19.
1.2.15 Implement the Accommodation Strategy for consolidation of Council office accommodation in Time Square. (T)	31/05/2018		The project has successfully achieved its objectives by consolidating all town centre office functions into one building, changing the culture of how the council operates, and delivering savings. The project is now officially closed.
1.2.16 Prepare a Business case towards establishing a shared Legal Service with West Berkshire Council	01/10/2018		Business case agreed by both CEs on 24 July. Going to both Executives in September for final approval





with a view to implementing a shared structure by 1 October 2018. (T)			
1.2.17 Work with ASCHH to implement e-benefits/digital solution for welfare services	31/03/2019		E-benefits applications and change of circumstances are in place, using IEG4 forms and integration to Northgate system through APIs. A review of this implementation will begin in Q2, to establish whether the same functionality could be provided within the CRM system, to enable rationalisation of systems and cost reductions.
1.2.18 Work with ASCHH to review BFC Mychoice to extend digital operation	30/06/2018		Work on this review will begin in Q2, in line with the review of the current implementation of e-benefits.
1.2.19 Design and implement a People Directorate that brings Adult Social Care, Health & Housing and Children, Young People & Learning services into a single directorate structure (T)	31/03/2019		Directorate designate has been appointed to lead the work to align Adult Social Care, Health & Housing and Children, Young People & Learning services into a single directorate structure. Work is in progress to recruit to the new tier 2 assistant director level senior management structure.
1.2.20 Joint commercial development and early help function (T)	31/03/2019		Plans are on track to design and implement the joint commercial development and early help function.
1.2.21 Joint commissioning and transformation function (T)	31/03/2019		Plans are on track to design and implement the joint commissioning and transformation function. The Assistant Director for Joint Commissioning and Transform has initiated a strategic review of the current commissioning functions as part of the 'analyse' phase of the organisation and service redesign work.
1.2.22 Establish the arrangements for the new Strategic Emergency Planning Service as delivered by the new joint arrangements	31/03/2019		Service commenced 1 April 2018. Recruitment continuing. Committee arrangements in place. Service delivery plans being formulated. Initial focus for service has been to assist RBWM in respect of Royal Wedding. BFC interface priority will focus on re establishing and supporting new roles and responsibilities of senior managers in new structure
1.2.23 Extend the current contract with SUEZ for the continued delivery of waste collection	30/09/2018		Negotiations reaching final stages. Executive decision scheduled for September
1.2.24 Undertake a joint review of the Transport Development and Highway Maintenance functions	30/11/2019		Transformation Board has deferred this review.
1.3 We charge appropriately for services and seek opportunities to generate additional income			
1.3.03 Open a 2nd Chapel at Easthampstead Park Cemetery and Crematorium.	30/06/2018		Chapel to open in September 2018.
1.3.05 Review Service Level Agreements and charging with schools and academies and explore	31/03/2019		The Directorate is currently reviewing SLAs as part of the CYPL Transformation Programme lead

opportunities for further service provision. (T)			
1.3.06 Implement the changes to the discretionary Home to School Transport service.	31/03/2019		Contributions for discretionary HTST (Post 16) are now business as usual.
1.3.07 Implement the Commercial Property Investment Strategy to support Property Acquisitions in line with the Council's budget requirements and existing property investment portfolio, and begin acquisitions. (T)	30/06/2018		By the end of July 2018 we would have committed £70m of the approved £90m budget to produce an additional £4.3m gross additional income per annum.
1.3.08 Develop and deliver a programme to embed commercial practices across the Council in order to maximise value from all available resources. (T)	31/12/2018		Draft Business Development toolkit developed, being tested by services selling to schools.
1.4 Self-service and the use of online services has increased			
1.4.01 Increase the range of services available through the website and uptake of customer online account, ensuring that all services meet accessibility requirements.	31/03/2019		At the end of June approximately 26,500 customers had set up an online account. Work to enable access to council tax information through the customer account is nearing completion. The website has successfully attained accessibility accreditation, and was judged by SOCITM as reaching the highest standards of accessibility.
1.4.02 Review and amend the ICT and Digital Strategy 2017-2020 to ensure it remains current and relevant.	30/09/2018		Over the Summer the ICT strategy is being comprehensively re-aligned with current business needs – in close liaison with the internal business customer. A draft of the ICT strategy will be available for CMT in late August
1.4.03 Implement employee and manager self service in the new HR and Payroll system. (T)	31/12/2018		Annual Leave and Other absence recording via Self Service have both gone live in line with the current project timetable. Information sessions on both modules have been well supported. Timesheets and additional hours is the next module to be implemented in the next quarter along with enhanced Manager access.
1.4.05 Continue to implement the Organisational Development and Workforce Transformation Strategy in line with agreed plan for delivery. (T)	31/03/2020		Permanent staff have had the opportunity to apply for a Leadership and Management diploma qualification level 3. The first cohort started in May 2018 and a network to support progress has been put in place. A second cohort will commence in September 2018. Workforce planning development has been completed via two CIPD workshops for managers during April, followed by a Senior Leadership Group discussion session. Change management workshops will be delivered in September and November, focused for managers considering workforce change. The Managers

			forum s continue to be rolled out, the forum covered the One Council s customer experience and service re-design tool kit, together with the staff awards launch. Reward and Recognition – The staff awards programme has been launched at the Managers Forums, July 2018. The staff launch will be via cascade from managers, DORIS, flyers and an email from the CEO. In addition to embed the One Council Values and Behaviours, lanyards have been distributed to the workforce. A pilot team development programme is nearing completion and will be evaluated during July. As a result of this and other interventions, Organisational Development is designing a Managers “basket” of resources to support team development.
1.4.06 Introduce self issue in libraries and deliver the extension of opening hours through the use of technology. (T)	31/12/2018		Rollout of the self-service technology in Binfield Library (the pilot site) has been delayed to quarter 2 due to a number of technical issues that required resolution before go live.
1.4.17 Implement the Council's strategy to maximise the apprenticeship levy.	31/03/2020		5 Managers have started the Level 3 Team leader/supervisor apprenticeship and 14 have started the level 5 Operational Manager apprenticeship. The process to enrol a new cohort in September is underway. The apprenticeship programme is being evaluated and a report prepared for CMT to appraise the Management Team of the progress to date and recommend future developments.
1.4.18 Review in collaboration with ASC and CYPL the provision of a range of learning and development opportunities to ensure that Adult and Children's Social Care meet their statutory obligations with regard to safeguarding and the continuous professional development of social workers, in line with their re-registration requirements.	31/03/2019		The following safeguarding courses were delivered in the first quarter: Targeted Multi-agency Safeguarding, CSE, Modern Slavery and Human Trafficking, Introduction to Domestic Abuse, Introduction to Safeguarding Children and Young People. In addition training was delivered by members of SilSip. Staff in Children's Social Care have been nominated by managers to undertake further post qualification training e.g. Consolidation of Practice training & Practice Educator Practice Educator Professional Standards' Stages 1 and 2 - commencing in autumn 2018.
1.4.19 Create and review workforce development plans and in collaboration with departments.	30/06/2018		Final discussions with Managers are being undertaken with a full summary to go to CMT in August.
1.5 Community involvement and the use of volunteers in the delivery of council services has increased			
1.5.01 Support communities and Town and Parish Councils with the	31/03/2019		Advice provided to Warfield PC on Air Quality issue and process decision

preparation of Neighbourhood Plans.			sought from Executive to agree BFC response to draft Bracknell Neighbourhood Development Plan.
1.5.03 Ensure that community based delivery models and the use of volunteers are considered as service delivery options in all Transformation Programme policy and service reviews. (T)	31/03/2019		Considered in the sourcing options in the analyse phase of all reviews. The new strategy for the library service is community based with increased use of volunteers.
1.6 Resident and staff satisfaction levels remain high			
1.6.03 Ensure that residents and staff are consulted on all proposed major changes to services and that the impact of these changes on them is assessed. (E) (T)	31/03/2019		On track. Staff and customer consultation on all significant transformation, service improvement and budget proposals and EIAs produced.
1.6.07 Analyse and develop themes for improvement as a result of the Employee Staff survey. (E)	31/03/2019		Complete results of the staff survey were sent through to all staff. Staff had the opportunity to discuss the results with Managers and these comments were fed back by a series of workshops with senior managers and CMT to agree themes for improvement.
1.7 Spending is within budget			
1.7.02 Implement savings as identified for 2018-19. (T)	31/03/2019		The 2018/19 savings relating to the Resources department have already been removed from the departmental budgets. There are some Council Wide savings relating to the Citizen and Customer Contact review that are still to be distributed across the Directorates.
1.7.04 Implement savings as identified for 2018-19. (T)	31/03/2019		Savings included in monthly budget monitoring reports received by Managers.
1.7.05 Implement savings as identified for 2018-19. (T)	31/03/2019		Other than Easthampstead Park Conference Centre, all savings are scheduled to be met. There has been a delay in completing the sale of EPCC resulting in an unplanned in-year pressure.
1.7.21 Develop and deliver the Childrens Services Transformation Programme identifying savings for 2018/19 and beyond.(T)	31/03/2019		The Children's Transformation programme is in the plan phase and proposals have been developed that include savings of £1.85m by the end of 2019/20. The Transformation Team are now fully staffed and the seven approved work streams being taken forward are: CTW1 - Front Door: Re-design & re-engineer an integrated Gateway to Services CTW2 - Early Help: Create a whole council Early Help service & engineer effective processes CTW3 - Placements: Reduce the unit costs of Children Looked After Placements CTW4 - Family Safeguarding Model: Reduce the number of Children Looked After CTW5 - Senior Structures: Restructure the Leadership Team and align structures









			CTW6 - School Support Services: Develop a new model for traded services CTW7 - Education Improvement: Drive improvement within education & early years through a new Chief Officer and the SEND strategy.
1.7.22 Adult Social Care 2018-19 transformation savings commitments delivered (T)	31/03/2019		The ASCH&H Transformation programme has delivered a £356k (full year equivalent) reduction in long-term provided care costs during the first quarter which is ahead of profile. The risk of planned savings being severely impacted by demand pressures has increased in M3 following the first increase in provided care costs for 7 months. Contingency arrangements are in place to manage down the risk of a continued over-spend.
1.7.23 Spending is within the approved budget for the year.	31/03/2019		First quarter monitoring across Council budgets has highlighted continuing pressures in Childrens and Adult services, with expenditure overall projected to remain within budget.
1.8 Surplus assets are sold			
1.8.01 Set realistic targets for anticipated capital receipts as part of annual budget.	31/03/2019		Capital receipts to date have been in line with those anticipated.


Ind Ref	Short Description	Previous Figure Q4 2017/18	Current Figure Q1 2018/19	Current Target	Current Status
L051	Percentage of current year's Council tax collected in year (Quarterly)	98.50%	29.33%	29.30%	
L053	Percentage of current year's Business Rates collected in year (Quarterly)	102.65%	36.23%	33.20%	
L221	Satisfaction level expressed in survey of contact with Customer Services, across all channels (Quarterly)	84.33%	89.50%	85.00%	
L257	Cumulative number of complaints received at stages 2 and 3, statutory social services complaints, and complaints referred by the Local Government Ombudsman (Quarterly)	149	43	N/a	N/a
L261	Level of council wide staff sickness absence, including schools (Quarterly)	2.22	1.67	7.50	
L262	Level of council wide voluntary staff turnover, including schools (Quarterly)	3.0%	3.0%	N/a	N/a


A strong and resilient economy



Action	Due Date	Status	Comments
2.1 The borough is regarded as an excellent business location			
2.1.01 Deliver the business liaison programme with key Bracknell Forest businesses.	31/03/2019		In the period April - July five meetings took place. The programme is now looking more towards SME's and high growth start ups. Of the larger corporates a number of contacts have moved on making it more difficult to set up meetings with them at the current time. No major issues reported in the meetings with businesses, mainly parking was named.
2.1.02 Work in partnership with the Local Enterprise Partnership (LEP) to develop a strategy to support Bracknell Forest Small and Medium Enterprises (SMEs).	31/03/2019		Working closely with the business liaison rep at the LEP as well as the Growth Hub. In addition relationships with other organisations supporting SME's locally are maintained, including agents and the chamber. No feedback yet from the TVCC bid to the LEP which is supposed to support SME's with additional measures, complimenting the Growth Hub work.
2.1.03 Support the formation of a Business Improvement District (BID) for the Southern and Western employment area.	31/03/2019		The feasibility study for the BID is currently underway. Surveys have been sent to all businesses within the proposed BID area and two people are on the ground visiting businesses to conduct additional interviews. Results should be published this summer with an event planned in September to (hopefully) launch the marketing campaign for the BID proposal.
2.1.05 Use the findings of the Functional Economic Area and Economic Development Needs Assessments to inform economic planning policies for the borough	31/03/2019		Further joint work has been commissioned to review the findings of the EDNA in light of current market conditions. Draft Local Plan includes Policy LP8 which allocates sites for economic development.
2.1.06 Identify, secure and implement necessary infrastructure to support growth through S106 and Community Infrastructure Levy (CIL) and bids for funds.	31/03/2019		Work is progressing on the Infrastructure Delivery Plan for the new Local Plan. CIL income is being secured in line with targets. New post created to help co-ordinate S106 including liaison with legal. Funding being provided to legal to help support a new junior post to help expedite S106s. Transformation saving target for S106 monitoring being met to date.
2.2 The new town centre opens in 2017			
2.2.01 Work with the Bracknell Regeneration Partnership (BRP) to implement and monitor the construction programme for the regenerated town centre.	31/05/2018		
2.2.02 Deliver the programme of agreed town wide improvements.	30/09/2018		
2.2.03 Deliver key transport infrastructure which supports a newly functioning town centre. (E)	31/03/2019		Intelligent Transport infrastructure associated with the Lexicon continues to operate well. Monitoring and refinement

			work will continue as further town centre re-development progresses.
2.2.04 Produce and implement a strategy for Market Square and the new market.	31/03/2019		Project currently on hold whilst site is being used as construction compound for Thomas Homes.
2.2.05 Ensure provision of public transport through improvements to cycleways, Bracknell Bus and Rail stations and ongoing dialog with all public transport providers to seek service improvements in order to provide access to Bracknell town centre by means other than car.	31/03/2019		Bus operators report that patronage has increased moderately since the Lexicon opened. Alongside the extension of Council supported bus services to cover evenings and Sundays, bus operators have also introduced changes to their commercially funded services in response to demand. Improved footway and cycleway links to the town centre are now in place and formalisation of the NCN422 cycle route will follow. Bracknell rail services will increase to 4 trains per hour (during peak periods) from December 2018. Cycle parking within the town centre has been increased by over 100%.
2.2.06 Deal proactively with planning applications and monitor adherence to agreed S106 obligations.	31/03/2019		Process improvements are being secured through the Transformation review of planning. Performance on planning applications and pre-applications is good and additional funding is being secured from developers to support S106 monitoring.
2.3 A thriving town centre is supported by coordinated town centre management			
2.3.01 Work with BRP to develop and implement the town centre management strategy.	31/03/2019		Ongoing.
2.3.02 Create planning policies that enable future regeneration for a continually evolving Town Centre through the comprehensive local plan.	31/03/2019		The Draft Local Plan includes Policy LP30 - Development in Bracknell Town Centre and provides a framework for future development to support the role of the town centre and its ongoing vitality. The Draft Local Plan also includes a number of proposed allocations in or on the edge of the town centre where redevelopment would provide for beneficial regeneration.
2.3.03 Manage the cleaning and grounds maintenance of the town centre in accordance with the town centre management agreement.	31/03/2019		Grounds Maintenance - no issues. Street Cleansing no issues with keeping the Town Centre litter free but there are issues with being able to remove fast food and grease stains from paving slabs. This is currently being assessed with BRP, our contractor, CLL plus other private sector expertise.
2.5 Improvements in strategic infrastructure have been made to reduce congestion and improve traffic flows			
2.5.01 Replace all highway street lights with LED units throughout the borough and install CMS (Central Management System).	01/12/2018		Approximately 9800 LED units have been installed. The project continues on course for completion this year.
2.5.02 As part of the local plan process provide an evidence base in order to make informed infrastructure investment decisions related to the infrastructure delivery plan.	28/02/2019		Comments received from statutory consultees and other infrastructure providers will inform the development of the IDP as will further work on the Council's Transport model. Further evidence base work is being prepared on a water cycle






			study, on air quality and on viability which will provide further relevant information.
2.5.03 Prepare bids to secure funding for infrastructure via the LEP, seeking to deliver the infrastructure on the Councils 123 list.	31/03/2026		Current work on transport modelling and the IDP will provide essential evidence to support future infrastructure funding bids via the LEP and any other sources. The Regulation 123 list comprises infrastructure that is intended to be wholly or partly funded via CIL.






Ind Ref	Short Description	Previous Figure Q4 2017/18	Current Figure Q1 2018/19	Current Target	Current Status
L265	Number of newly incorporated businesses (Quarterly)	206	191	N/a	N/a
L268	Percentage of working age people who are unemployed (Quarterly)	3.2%	3.8%	N/a	N/a
L269	Percentage of working age population in employment (Quarterly)	82.8%	83.1%	N/a	N/a
L271	Percentage of the borough covered by Superfast broadband (Quarterly)	91.0%	95.7%	99.0%	








People have the life skills and education opportunities they need to thrive










Action	Due Date	Status	Comments
3.1 Children have access to high quality early years provision			
3.1.02 Develop sufficient, flexible childcare places for all eligible two year olds in line with statutory duty.	31/03/2019		175 children accessed a funded 2 year old place during the summer term 42 PVI settings and 79 Childminders are registered to deliver 2 year old funding. Work is ongoing to continue to increase the numbers of providers delivering the entitlement
3.1.03 Develop sufficient, flexible 30 hour childcare places for eligible 3 and 4 year olds, to meet parental demand in line with the statutory duty.	31/03/2019		43 PVI settings, 87 Childminders and 13 maintained nursery classes were registered to deliver 30 hours during Q1. An additional maintained nursery will be delivering from September.
3.1.04 Support Private, Voluntary and Independent Pre-School Provision to be judged at least good or outstanding by Ofsted.	31/03/2019		4% (2 out of 43) PVI settings are currently rated Requires Improvement, there are action plans in place to support these providers to achieve at least Good in their next inspection
3.1.05 Continue to develop Children's Centres to offer services for children and young people under the development of the One Council Early Help offer.	31/03/2019		The 0-19 Health visiting and school nursing service commenced in April 2018. HVs are co-located on 3 CC sites; school nurses are co-located on 2 CC sites. Some additional service, for example the enuresis clinic is now delivered on a CC site. Evidence based Parenting programmes are being co-facilitated by Early Help staff on CC sites. 0-19 parenting programme will be fully joined up from September 2018.
3.2 School places are available in all localities			
3.2.01 Provide sufficient pupil places, through the Education Capital Programme to meet basic need.	31/03/2019		There are sufficient pupil places in all organisational areas to meet basic need. As at 06/06/18 of the 1,595 primary places available for the Sep-18 intake, 1,363 were allocated, leaving 232 or 14.5% surplus places across the Borough. For secondary of the 1,476 places available for the Sep-18 intake, 1,332 were allocated leaving a surplus of 144 places or 9.8%
3.2.02 Progress the project for the provision of a new Primary / Secondary Learning Village at Blue Mountain (7 form entry secondary school, a 2 form entry primary school and a nursery provision).	31/03/2019		Completion of the new Kings Academy Binfield slipped from its original target of 1-Jun but the project did achieve practical completion on 05-Jul. The school provider has taken possession of the site and the school is on target to open its doors to 120 Y7 pupils from the start of the Sep-18 academic year.
3.2.03 Secure sufficient school places to provide for children from planned and future housing developments.	31/03/2019		Last year's forecasts of primary aged pupils were not as accurate when compared with current numbers on roll as they have been in previous years, despite no changes in methodology or assumptions. A thorough review of the methodology and base data began in the quarter in order to fully

			understand this and the implications for the 2018-based forecasts to be made available in Quarter 2. However, the target of providing sufficient places was comfortably met.
3.2.04 Monitor and implement the Infrastructure Delivery Plan against agreed timescales.	31/03/2019		Recently completed infrastructure includes the following: Woodbridge Park SANG (Cabbage Hill), Woodbridge Primary School, Junction improvements at: Twin Bridges, John Nike Way and Millennium Way. Improvements to roundabouts at: Coppid Beech, the Sports Centre, Horse and Groom and the Met Office. The upgrading of Bracknell Bus and Railway Stations. Cycle links across Bracknell Town Centre. Open space enhancements at: Shepherds Meadow, Horseshoe Lake, Larks Hill, Ambarrow Court and Englemere Pond. 3G pitches at Bracknell Town Football Club. Community Centre at The Parks. Redevelopment of Garth Secondary School. Extensions to 12 other schools. Biodiversity enhancements. Open space and sports pitches at Peacock Meadows, Tarmans Copse and Wykery Copse. The provision of public art. The Binfield Learning Village at Blue Mountain is scheduled to open in September 2018.
3.2.05 Proactively seek new education related facilities through the planning process on large scale development sites where a need is identified.	31/03/2019		The Draft Local Plan includes proposals for three new primary schools as part of major development sites. No potential sites have been identified yet to meet future secondary education needs.
3.2.06 Progress the project to oversee the construction and opening of the new primary school at Amen Corner North.	31/03/2019		The new Amen Corner North primary school is at RIBA Stage 4 (technical design), however construction (Stage 5) has commenced on the groundworks and external areas. The project is on programme to open its doors to pupils from September 2019.
3.2.07 Progress the project to oversee the construction and opening of the expanded Crowthorne CE School at the TRL site.	31/03/2019		The proposed new school buildings on the Bucklers Park site (formerly TRL) have been designed up to RIBA Stage 3 (Developed Design). The trajectory of this new school building is dependent on pupil numbers arising from the new housing and is currently earmarked for a Sep-23 opening. Legal & General have sold 26 of their proposed 1,000 houses, but as yet there are no house completions or children arising from the development.
3.3 More children are attending schools that are judged as good or better			
3.3.01 Ensure schools are judged at least good or outstanding by Ofsted through the implementation of the Learning Improvement Strategy.	31/03/2019		Improvements seen but remains below national. Following the introduction of the Learning and Improvement strategy and newly restructured School Improvement team as from September 2017 there have been 11 inspections this academic year of which 10 have had a positive outcome. One primary school went from Good to Requires Improvement in March 2018 but would have previously been graded as inadequate. All

			HMI visits for schools requiring improvement have had a positive outcome judging schools to be on track to be good at their next inspection. Increasing the percentage of good or better schools remains a key focus for the department.
3.3.02 Ensure effective collaboration and communication with Regional Schools Commissioner and all schools including those within locally established Multi Academy Trusts and stand alone academies.	31/03/2019		There is a strengthening relationship with the RSC. Regular meetings take place with the Department for Education (DfE). Building positive relationships with one of the academy trusts remains an area for further development. There is an effective working relationship with 4 out of the 5 trusts currently in Bracknell Forest. There have been concerns around admissions and exclusions in some of the academy trusts and support has been sought from the RSC.
3.4 Levels of attainment and pupil progress across all phases of learning are raised			
3.4.01 Ensure effective use of Pupil Premium grant to close gaps in attainment. (E)	31/03/2019		Key messages about evaluating the impact of the school's strategy were shared at a well attended network meeting in April. 27 BFC schools attended the Pan Berkshire PPG conference in June. 15 BFC schools expressed an interest in an oracy project aimed at closing the gap between disadvantaged pupils and their peers as a result of conference. A Full Pupil Premium Review was conducted and priority secondary school: recommendations were given and have been acted upon. A Member led Task and Finish group on disadvantaged pupils with SEND has been established. The impact will be evaluated using end of year data in July/September 2018.
3.5 Children and young people from disadvantaged backgrounds are supported to achieve their potential			
3.5.02 Identify, assess and refer Young Carers, where appropriate, for support and intervention to ensure they reach their full potential in school (E)	31/03/2019		There are currently 186 young carers identified, of which 34 have received additional support through 1:1 targeted youth work or via other services, for example Adult Social Care. In addition, 14 low level young carers have been passed to SIGNAL for support having reached their 18 th birthday.
3.5.03 Implement agreed recommendations from the High Needs Block review with a focus on quality and best value (E)	31/03/2019		A review of the Alternative Provision and an exercise on specialist place planning is currently being completed to ascertain future need that will have an impact on current practice. This is being done in collaboration with various colleagues across the LA as well as in schools.
3.5.04 Work with schools to identify young people at risk of disengaging in education, employment or training and ensuring appropriate interventions are put in place. (E)	31/03/2019		Between April to June the Elevate Bracknell Forest team delivered targeted careers IAG with 72 different year 11 school pupils, who have been identified at risk of NEET through reviews with schools, to ensure they have an appropriate post-16 offer (September Guarantee) which meets the requirements of Raising the Participation Age. Additionally,

			introductory careers IAG was delivered with 82 pupils across years 9 and 10. Collaborative working remained a priority which was reflected by referrals to the service from FIT, Children's Social Care and YOS.
3.5.05 Enhance the emotional health and wellbeing of children and young people at tier 2 in partnership with schools and other providers through the delivery of the Emotional Health and Well Being (EHWB) Action Plan. (E)	31/03/2019		We have now rolled out the PPEP training to all schools and monitor progress at weekly SEN Task Group meetings.
3.5.07 Undertake a review of the Prevention and Early Intervention Service and implement a three year modernisation programme. (T)	31/03/2019		Has been taken over by the current Early Help Transformation Programme.
3.5.08 Implement plan in collaboration with Cornerstone to increase BF Foster Carers to be able to provide care for more complex and challenging young people	31/03/2019		The family placement team's work in partnership with Cornerstone has led to improvements in training to existing foster carers, developing a mentor scheme and targeting recruitment. This has resulted in an increase of 5 to date.
3.6 Children and young people with Special Educational Needs are supported to achieve their potential			
3.6.01 Continue to implement Special Educational Needs (SEND) legislation including ensuring Education, Health and Care Plans (EHCP) are completed on time and the transferring from SEN statements to EHCP is progressed. (E)	31/03/2019		There was a slight fall in the overall percentage due to a small number of assessments running over 20 weeks. Will remain Green at this stage (still above performance of South East and our statistical neighbours) and see what the trend is by Qtr 2.
3.6.02 Increase the number of children with Special Educational Needs support achieving a Good Level of Development at the end of EYFS (E)	31/03/2019		We don't have the data for this yet- this needs to be reported in Q2
3.7 All young people who have left school go on to further education, find employment or undertake some form of training			
3.7.01 Develop accommodation for care leavers working with BFC Housing to oversee the Holly House site to provide additional local supported accommodation for care leavers with high level of support needs.	31/03/2019		There are 10 high need beds have been developed across Rainforest Walk and Holly House for care leavers with high levels of need
3.7.02 Provide focused support for care leavers to enable access to appropriate education, employment and training opportunities. (E)	31/03/2019		Care leavers are supported intensively by a structured evidence-based resilience intervention and careers info, advice and guidance. This is supplemented by a co-ordinated and formalised network of educational/employment support. Four particular young people were supported intensively during this period; one lived in Southampton, one in Reading and two in Bracknell. Each young person has an EHCP. Outcomes achieved were one young person passed two 45 minute long exams and

			achieved his CSCS card. Feedback from the young person was that he has never passed any exams before now. One young person increased her capacity to engage with Job Centre Plus resulting in job centre engagement. One young person achieved one college place and two jobs and the fourth young person completed a careers plan, engaged with local career relevant training resulting in two job interviews.
3.7.03 Work in partnership with the Elevate Project through Breakthrough Employment Service in order to support young people with additional needs into employment. (E)	31/03/2019		A total of 19 young people have been supported by Elevate and Breakthrough Employment. This support has included a series home visits for each young person, 1-1 meetings at college or in the community, review and complete CV's, job searches and applications and referral to Adult Social Care (ASC) if eligible. This has achieved a smooth transition for those involved as well as served to reassure parents/carers that their child is effectively supported. Outcomes for each young person will be reported in the next quarter with expected results to consist of successful employment, increased levels of confidence and resilience, examples of independence and a reduced reliance on ASC.











Ind Ref	Short Description	Previous Figure Q4 2017/18	Current Figure Q1 2018/19	Current Target	Current Status
NI114	Number of permanent exclusions from secondary schools (Quarterly)	2	5	N/a	N/a
NI117	Number of 16 - 18 year olds who are not in education, employment or training (NEET) (Quarterly)	3.2%	2.9%	7.5%	
L237	Number of apprenticeships starts for 16-24 year olds through City Deal interventions (Quarterly)	5	2	5	
L325	Number of permanent exclusions from primary schools (Quarterly)	1	2	N/a	N/a
L326	Number of fixed period exclusions from secondary schools (Quarterly)	201	175	N/a	N/a
L327	Number of fixed period exclusions from primary schools (Quarterly)	49	32	N/a	N/a
L334	Percentage of maintained primary schools rated good or better by Ofsted (Quarterly)	75.0%	74.0%	89.0%	
L335	Percentage of maintained secondary schools rated good or better by Ofsted (Quarterly)	75.0%	75.0%	100.0%	
L336	Percentage of academy primary schools rated good or better by Ofsted (Quarterly)	0.0%	20.0%	50.0%	
L337	Percentage of academy secondary schools rated good or better by Ofsted (Quarterly)	100.0%	50.0%	60.0%	
L338	Number of permanent exclusions from maintained primary schools (Quarterly)	0	1	N/a	N/a
L339	Number of permanent exclusions from	1	2	N/a	N/a









	maintained secondary schools (Quarterly)				
L340	Number of permanent exclusions from academy primary schools (Quarterly)	1	1	N/a	N/a
L341	Number of permanent exclusions from academy secondary schools (Quarterly)	1	3	N/a	N/a
L342	Number of fixed period exclusions from maintained primary schools (Quarterly)	-	22	N/a	N/a
L343	Number of fixed period exclusions from maintained secondary schools (Quarterly)	-	127	N/a	N/a
L344	Number of fixed period exclusions from academy primary schools (Quarterly)	-	10	N/a	N/a
L345	Number of fixed period exclusions from academy secondary schools (Quarterly)	-	48	N/a	N/a





People will live active and healthy lifestyles














Action	Due Date	Status	Comments
4.1 Numbers of adults and young people participating in leisure and sport is increased			
4.1.02 Increase participation in Young People in Sports Scheme from 2017/18 levels	31/07/2019		All Young People in Sport events between April-June went ahead as planned and were well attended. In addition the in-school coaching sessions were delivered with minimal weather interruptions.
4.1.03 Work in partnership with Everyone Active to undertake capital improvement works at Bracknell Leisure Centre	31/03/2019		Council has approved a £2.8m investment for Bracknell Leisure Centre and the planning for the investment is proceeding as planned. However, the need to undertake detailed building surveys has put the overall timescale under some pressure but currently these are still felt to be achievable.
4.1.04 Work in partnership with Everyone Active to create development proposals for Downshire Golf Complex and determine how to proceed	31/12/2018		Everyone Active is preparing plans for new building supported by a business plan for a potential invest to save proposal.
4.3 Comprehensive public health programmes aimed at adults and young people, including smoking cessation, weight management and sexual health are in place			
4.3.01 Enhance the emotional health and wellbeing of children and young people through the commissioning of online counselling structured sessions in schools and interactive social media projects (E)	31/03/2019		The uptake of online counselling continues to grow and the waiting times remain consistently lower than 2 hours.
4.3.04 Promote sustainable travel as a safe and healthy option in line with the policies set out in the local transport plan.	31/03/2019		We continue to investigate gaps in pedestrian / cycle network and develop mitigation measure linked to emerging developments. We have also met with Parish Councils to ensure emerging neighbourhood plans align with our own plans and policies. In addition to developing schemes we have carried out promotion events on walking to work and cycle maintenance.
4.3.05 Working in partnership with Everyone Active and Public Health to facilitate/promote health improvement schemes within the leisure facilities. (E)	31/03/2019		No particular health initiatives have taken place or been started during this period. It is early days for the partnership with Everyone Active, and the priority in these early months is more on ensuring a smooth transition to private management, with customer standards being maintained, before undertaking this type of additional work
4.3.06 Continue to develop and deliver the offer of support to resident run community groups with the aim of building community	31/03/2019		The number of community groups being supported by Public Health has exceeded targets. The social prescribing service has been launched.

resilience			
4.3.07 Develop or commission a range of health improvement services aimed at supporting healthy and active lives (e.g. weight management, smoking cessation and physical activity)	31/03/2019		There are now seven accessible physical activity sessions available each week. Health improvement services are now fully integrated with health social prescribing in order to provide a more holistic service.
4.3.08 Develop a strong range of digital services aimed at supporting healthy and active lives, with a particular emphasis on social media based innovation	31/03/2019		Access to the Public Health Portal and Public Health Facebook community is exceeding targets.
4.3.09 Enhance the emotional health and wellbeing of children and young people through the commissioning of online counselling as well as projects aimed at reducing stigma and increasing emotional literacy	31/03/2019		As well as the success of online counselling Public Health have delivered a number of mental health focused session in school and with youth organisations.
4.4 Personal choices available to allow people to live at home are increased			
4.4.11 Seek acquisitions of suitable properties through Downshire Homes Ltd, supporting the Council's housing needs in accordance with annual target.	31/03/2019		Completed on 5 properties and another 2 properties are in progress.
4.4.12 Develop personal housing plans for customers who face homelessness	31/04/2019		This was completed as part of the Homeless Reduction Act 2017 that came into force on 3rd April 2018.
4.4.13 Provide capital funding to the Holly House scheme to secure accommodation for young single homeless people	31/03/2019		Funding provision is complete and the refurbishment of the accommodation is well on the way and timelines on target for completion
4.4.14 Increase the accommodation available for people with learning disabilities (E)	31/03/2019		Ongoing
4.4.15 Implement new overpayment recovery contract to minimise impact on individual's financial position	31/04/2019		Contract awarded for 2 years to Reigate and Banstead
4.4.16 Further developments towards personalised health and care (T)	01/07/2018		Bracknell Forest Council has been provided with a mandate by the CCG and Integrated Care System Leaders to develop an integrated operating model for the CCG continuing health care function. The scope includes the development of a local authority led trusted assessor and care management function for the East Berkshire CCG footprint. This will provide a strategic enabler to increase the number of people that are receiving a personal health budget and direct payment. This will enable people to have far greater choice and control over how their continuing health care needs are met.
4.4.17 Develop new housing options for older people	31/03/2019		As part of the Integrated Care System, the council and partners commissioned Housing LIN to undertake a research into Housing with Care for vulnerable adults including adults with

			disabilities and older people. The first draft of this review is due to be shared with the ICS Care & Support Market Steering Group during July. Initial meetings with ICS partners will then take place, followed by considerations within Bracknell Forest about how to take proposals forward.
4.4.18 Develop new housing options for people with learning disabilities	31/03/2019		As part of the Integrated Care System, the council and partners commissioned Housing LIN to undertake a research into Housing with Care. The first draft of this review is due to be shared with the ICS Care & Support Market Steering Group during July. Initial meetings with ICS partners will then take place, followed by considerations within Bracknell Forest about how to take proposals forward.
4.6 Integration of council and health services care pathways for long term conditions is increased			
4.6.01 Review the model of providing DAAT services and implement any improvement identified	31/03/2019		We are currently undertaking a review of the group programme working with our service user forum. Any changes will be implemented during quarters 2 & 3.
4.6.02 Review the effectiveness of the Breaking Free online element of the DAAT service by monitoring the number of people accessing the service in this way and the outcomes achieved	31/03/2019		Only 3 cards have been activated so far this year. However we ran out of stock and had to wait for new supplies to be sent through. Since the service was commissioned there has been a steady increase in the number of cards activated each year as follows: 2015/16 = 15 2016/17 = 23 2017/18 = 37
4.6.10 Identify suitable venues across Bracknell Forest in community services such as GP surgeries and libraries in order to make substance misuse services more accessible (E)	31/03/2019		We are now delivering a substance support group on a monthly basis at a supported accommodation project. We are currently developing a 6 week abstinence based programme which will be delivered from a community venue.
4.6.11 Support the delivery of services which promote independence, reduce delayed transfers of care and develop hospital avoidance schemes	31/03/2019		Bracknell has a home first policy which is supported by Discharge to assess beds, Hospital to Home services, and the connections hub, further work will continue through the various Frimley ICS working Groups.
4.6.12 Integrated health and care workforce development plans produced and approved by all partner organisations (STP) (T)	31/03/2019		Workforce development plans are in the process of being developed and work continues across Frimley STP footprint to develop health and social care roles fit for the future.
4.6.13 Integrated models of care delivery hubs (STP) (T)	31/03/2019		A local strategy and operational group has been established locally to drive the delivery of local Integrated care delivery services. This is linked to the enhanced Intermediate care services which will go live in August 2018.
4.7 Accessibility and availability of mental health services for young people and adults is improved			
4.7.02 Work with partners to improve Child and Adolescent Mental Health Services (CAMHS) provision as detailed in the Emotional Health Well Being	31/03/2019		We have now rolled out the PPEP training to all schools and monitor progress at weekly SEN Task Group meetings.

Action Plan and CCG Transformation Plan.			
4.7.06 Develop and deliver a new community network to support individuals with Mental Health needs gain independence through engaging with community assets and resources (E)	31/03/2019		The next Network Group Meeting will take place at the Open Learning Centre on Friday, 6th July 2018. The Project Board is now providing seed funding to the local organisations most accessed by the Network for the benefit of improving what the Network can offer supported individuals and their carers in the community to achieve their recovery goals. Sport in Mind have received £5,000 to guarantee five additional sports sessions a week for one year in Bracknell Forest as of the beginning of the 2018/19 financial year. The main focus of Network's development during Q1 has been around the drafting and approval of the executive summary document detailing the 2nd tranche of Network development. Areas of Network expansion covered in the document include Adult psycho-education sessions, Older Adults maintenance groups for Cognitive Stimulation Therapy (CST), Minor Cognitive Impairment (MCI), Cognitive Behavioural Therapy for Carers (CBT), Individual Placement and Support (IPS) scheme, Network Peer-to-Peer scheme, further integration of the BFCN into the CMHTs and the Bracknell Forest Mental Health Forum. All of these will be co-produced with supported individuals and their carers as well as practitioners from the Bracknell Forest Community Mental Health Teams. All of the activities mentioned above are have an effect in reducing likelihood of supported individuals needing future secondary mental health intervention and bed-based provision, as seen from the reduced waiting list for CMHT Care Co-ordination.
4.8 Learning opportunities are available for adults			
4.8.01 Work with partners to coordinate opportunities for Digital Inclusion activities, in particular enabling older and vulnerable people to gain access to the internet and online council services. (E)	31/03/2019		Work to develop digital inclusion activities will begin in Q2, with an aim to roll out from Q3, once the reconfiguration of Time Square reception has been completed.
4.8.02 Ensure the Quality Improvement Plan is successfully implemented.	01/07/2018		The Quality Improvement Plan (QIP) has been up dated in line with the Self Assessment Report (SAR) submitted to Ofsted and has been approved by the Community Learning Management Board. All actions are on track.
4.8.03 Review and deliver a refreshed annual learning offer in collaboration with early help, schools, community and local businesses which meets grant conditions and is financially viable. (E)	01/07/2019		The 2017-18 Programme, which closes at the end of July, has been delivered successfully with significant increases in numbers taking part in Family Learning and employability courses. The overall number of learners participating is projected to be approximately the same as 2016-17. The Programme for Autumn term 2018 has recently been









			published and reflects a continued to focus on improving employability skills, including the softer skills that can support those who have multiple barriers to accessing employment. New Family Learning courses are to be piloted with two schools next term.
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Ind Ref	Short Description	Previous Figure Q4 2017/18	Current Figure Q1 2018/19	Current Target	Current Status
OF1c.2a	Percentage of people using social care who receive direct payments (Quarterly)	44.3%	45.3%	37.8%	
L003	Number of visits to leisure facilities (Quarterly)	1,796,615	368,399	425,677	
L015	Number of attendances for junior courses in leisure (Quarterly)	106,548	36,851	39,000	
L030	Number of lifelines installed in the quarter (Quarterly) <i>NB: Forestcare have had an installer vacancy for the past few months following the promotion of one of our installers. We have also mobilised two new large contracts which our remaining installers have been supporting on. We have now recruited another installer who will work to increase the target overall next quarter.</i>	246	186	230	
L031	Percentage of lifeline calls handled in 60 seconds in the quarter (Quarterly)	97.70%	97.73%	97.50%	
L278	Percentage of adult social care records in the Adult Social Care IT System that contain the person's NHS number (Quarterly)	98.5%	98.6%	98.0%	
L279	The number of young people who are newly engaging with KOOTH (the online counselling service for young people) (cumulative - new plus existing registrations by end of year) (Quarterly)	2,361	2,612	2,150	
L280	The % of young people who receive a response from KOOTH (the online counselling service for young people) within 2 hours (Quarterly)	100.0%	100.0%	100.0%	
L281	Number of individual clients attending Youthline sessions (Quarterly)	550	195	N/a	N/a
L309	Number of community groups worked with by Public Health to develop their support to local residents (Quarterly)	77	87	73	
L310	Number of people accessing online Public Health services via the Public Health portal (Quarterly)	8,234	2,359	800	
L311	Number of people actively engaged with Public Health social media channels (Quarterly)	2,423	2,542	2,400	

A clean, green, growing and sustainable place



Action	Due Date	Status	Comments
5.1 An up-to-date Local Plan that provides for economic growth and protects important open spaces is in place			
5.1.01 Develop a comprehensive Local Plan in line with the Local Development Scheme.	31/03/2019		Consultation on the Draft Local Plan was completed in February/March and work is now under way to summarise, consider and respond to the comments made. Further evidence is being secured on viability and other matters to inform the publication version of the Plan. It is proposed to consult on two potential new allocation sites in September 2018 subject to Executive approval.
5.2 The right levels and type of housing are both approved and delivered			
5.2.02 Keep under review the Strategic Housing Market Assessment (SHMA) and establish the borough housing target to be delivered by 2034.	31/03/2019		The government's final methodology for calculating housing need should be included in the forthcoming revised NPPF (and expanded upon in updates to the NPPG) which is expected later in July 2018. Revised population projections are also expected later this year. Further estimates of our housing needs will be made once these are available. Officers are also watching how the SHMA is being considered at the RBWM local plan examination which is now under way.
5.2.03 Ensure suitable mitigation measures to protect the Thames Basin Heath Special Protection Area are secured to enable delivery of housing through the planning process.	31/03/2019		The updated SPA SPD is being implemented and is providing effective mitigation for new residential development in the relevant areas of the Borough. Relevant planning applications are also being subject to appropriate assessment in light of the recent legal judgement (Sweetman) on the screening of EIA developments and the consideration of mitigation measures.
5.2.05 Support housing delivery where possible with the Council's own land holdings	31/03/2019		We are promoting a number of sites for potential residential development as part of the town centre regeneration.
5.3 Appropriate infrastructure development is completed to support housing growth including; Warfield Link Road, Coral Reef Junction, Jennetts Park, town centre			
5.3.03 Facilitate the development of new Community Hubs at three sites: Blue Mountain (Binfield); Warfield; Transport Research Laboratory (Crowthorne) working with the Parish Councils and explore the transfer of Farley Wood community centre to Binfield Parish Council and Martin's Heron & The Warren community centre to Winkfield Parish Council. (T)	31/03/2019		On track. Aiming for the transfer to Martins Heron and the Warren Community Centre to Winkfield Parish Council by September. A combined health and wellbeing and community centre is being explored for the Blue Mt site in partnership with the CCG, Binfield Parish Council and Binfield Surgery making this a significantly more complex project than a stand alone community facility.

5.3 Appropriate infrastructure development is completed to support housing growth including; Warfield Link Road, Jennetts Park, town centre			
5.3.01 Deliver the transport improvements identified within the Infrastructure Delivery Plan (IDP), Transport Assessments and the Strategic Transport Action Plan.	31/03/2019		The Transport Capital Programme continues to incorporate Borough led transport improvements which result from new development and the strategic transport action plan, currently focussed towards the A322, A329 and A3095 strategic corridors. Local junctions and corridors will also be improved as development growth is delivered. Developer led improvements continue to be managed through the S106 and S278/38 processes.
5.4 Neighbourhood Plans and Community Infrastructure Levy (CIL) to support local community facilities and other infrastructure are in place			
5.4.01 Develop agreement of the Borough Council and Town and Parish Councils CIL spending priorities.	31/03/2019		Discussions ongoing with Town and Parish Councils about infrastructure provision. Neighbourhood plans are also being developed for all Town and Parish Councils which identify local infrastructure priorities.
5.4.02 Deliver Neighbourhood Planning Referendums when plans are developed.	31/03/2019		None presently required.
5.6 Resident satisfaction levels with parks and open spaces is maintained			
5.6.01 Delivery of Special Protection Area (SPA) mitigation with enhancement to Suitable Alternative Natural Green Space (SANGS)	31/03/2019		Enhancements carried out on a rolling basis in line with individual SANG management plans and reflecting forthcoming development pressure. Spend reported to SPA board.
5.7 Cleanliness of the borough is maintained to defined environmental standards			
5.7.01 Maintain public realm land to relevant Environmental Protection Act (EPA) and contractual standards.	31/03/2019		Performance in areas inspected - very good.
5.7.02 Take appropriate action in response to fly tips on Council land.	31/03/2019		18 service requests received by PPP relating to Fly tipping in Q1 - all were, or are in the process of being investigated.
5.8 The cost of waste disposal, supported by a recycling rewards scheme is reduced			
5.8.01 Enable and encourage the public to increase recycling, seek opportunities to increase the materials recycled and reduce dependence on landfill.	31/03/2019		Waste figures reported quarterly in arrears. Introduction of plastic pots, cartons and foil to recycling bins was introduced in quarter 4. Landfill is the lowest ever recorded to 12.4% mainly due to more waste being diverted to landfill to energy from waste. Recycling has fallen slightly to 39.2% due to a very low amount of garden waste collected due to snow and freezing weather in Q4.
5.8.02 Continue to support the development of the recycling reward scheme.	31/03/2019		Reward Scheme continues to grow with over 15,000 members. Good causes initiative continues to be very successful as well as the e-magazine sent quarterly to incentive scheme members.







Ind Ref	Short Description	Previous Figure Q4 2017/18	Current Figure Q1 2018/19	Current Target	Current Status
NI157a	Percentage of major applications determined in 13 weeks (Quarterly)	94%	72%	85%	
NI157b	Percentage of minor applications determined in 8 weeks (Quarterly)	94%	95%	85%	
NI157c	Percentage of other applications determined in 8 weeks or within an agreed extension of time period (Quarterly)	97%	98%	90%	
NI181	Time taken in number of days to process Housing Benefit or Council Tax Benefit new claims and change events (Quarterly)	4.0	7.0	8.0	
NI192	Percentage of household waste sent for reuse, recycling and composting (Cumulative figure reported quarterly in arrears)	40.6% (Q3 2017/18)	39.2% (Q4 2017/18)	45.0% (Q4 2017/18)	
NI193	Percentage of municipal waste land filled (Cumulative figure reported quarterly in arrears)	11.8% (Q3 2017/18)	12.4% (Q4 2017/18)	18.0% (Q4 2017/18)	
L178	Number of household nights in B&B accommodation (Quarterly)	583	607	754	
L241	Income from CIL (Quarterly)	1,153,898	1,506,215	N/a	N/a
L284	Number of homes given planning permission (Quarterly-cumulative)	956	475	670 (year end target)	
L286	Percentage of successful planning appeals (Quarterly)	80.0%	36.0%	66.0%	
L312	Number of families that have been in non self contained accommodation for over 6 weeks at quarter end (Bed & Breakfast) (Quarterly)	0	Not able to report*	0	N/a
L313	Number of families that have been in non self contained accommodation for over 6 weeks at quarter end (Non Bed & Breakfast) (Quarterly)	11	Not able to report*	14	N/a
L347	Planning permissions granted for net additional dwellings not yet implemented (Quarterly)	New indicators for 2018/19 Awaiting data			
L348	Number of residents subscribing to the recycling reward scheme (Quarterly)	-	15,063	14,850	


**Due to a change in the IT module (required as change in legislation, Homeless Reduction Act 3rd April 2018) that we use to record homeless and temporary accommodation data, we are unable to report this indicator in Q1.*









Strong, safe, supportive and self-reliant communities






Action	Due Date	Status	Comments
6.1 Levels of volunteering and community action in the borough are increased			
6.1.02 Implement the Council's approach to embedding community self reliance as a cross cutting theme across all the Council's services and activities through the Citizen and Customer Contact Review. (T)	31/03/2019		Research and insight work completed including discussions with other local authorities. Collaboration with colleagues across the organisation starting and discussions with senior officers.
6.1.04 Recruit volunteers to support redevelopment of the website and the customer's online account by carrying out testing.	31/03/2019		All new developments on the public website are published as "beta" to enable the public to test and contribute to further development. The online council tax account will be tested with staff who live in the borough, before going live with a beta version to the public. We will consider recruitment of a user panel in Q3, to support ongoing testing of digital developments.
6.2 High levels of community cohesion are maintained			
6.2.02 Ensure local work on the Prevent agenda addresses issues of community cohesion through the implementation of the Prevent Steering Group strategy. (E)	31/03/2019		On track
6.2.04 Monitor the implementation of the new 'All of Us' Equality Scheme for 2017-20 which sets out the Council's equality and cohesion objectives and actions. (E)	31/03/2020		On track
6.4 Safeguarding structures to safeguard children and vulnerable adults are well-established			
6.4.03 Provide access to Advocacy Services for children receiving support through Children's Social Care to enable them to have their views heard. (E)	31/03/2019		No of young people who have used Advocacy service in Qtr 1 No of children - 35 No of families - 23 No of on-going cases (per family) - 12 No of new referrals received Qtr 1 (per family) - 11 Independent Advocacy continues to be offered to support young people to have their voices heard. It is available for young people involved in child protection, for children looked after, care leavers and young people who wish to make a complaint.
6.4.05 Implement the Pay and Workforce Strategy specifically in relation to the recruitment and retention of children's social workers and teachers.	31/03/2019		Teachers: Support continues for School Direct with 12 secondary Primary NQT (Newly Qualified Teacher) Pool Successful appointments commencing in September 2018: 15 Social Care. There were no resignations received from social workers during this period. Unfilled vacancies 11 vacancy rate : 13.9%
6.5 Early assessment is in place to identify children and young people with additional needs and provide early help			

6.5.01 Further develop the effective transition between Early Help and specialist services by improving the step up/step down to/from statutory services.	31/03/2019		Step Ups continue to decrease as Early Help services successfully manage them and step them down to universal services if necessary. Step downs have increased and are appropriately being referred to Early Help services.
6.6 Prevention of harm, reduce crime and disorder and make the town centre safe			
6.6.02 Prevent harm to victims, offer support to children and manage perpetrators by holding monthly multi-agency meetings to co-ordinate the support and response for repeat and/or standard/medium/high risk cases of Domestic Abuse	31/03/2019		These meetings take place each month and referrals are routinely referred in by police.
6.6.03 Work with our partners to respond to problem locations where crime and disorder are causing disruption to residents, businesses and our community	31/03/2019		These meetings take place monthly and referrals are received in from all partners who have challenging cases that need a multi-agency approach. The team's data analyst also routinely analyses the data to identify any problem locations that need a response.
6.6.04 Support regular multi-agency offender management meetings to prioritise intervention with offenders who commit the most crime and cause most harm to the community	31/03/2019		The IOM multi-agency meeting continues to operate successfully, coordinated and lead by Laura Wright TVP & Justin Whitlock BFC. Panel meeting are held monthly, leads and practitioners liaise daily to deliver a robust service to this identified prolific cohort, targeting intervention to the 'Seven Pathway' approach to reducing recidivism. These pathways are 1. Case Management & Transition 2. Accommodation 3. ETE 4. Health 5. Substance Misuse 6. Families 7. Finance, Benefits & debt.
6.6.05 Lead on Prevent, having strategic oversight of the action plan, co-ordinating referrals to the Channel Panel and supporting workforce training	31/03/2019		Prevent Steering Group meets three times a year and is attended by the Head of Counter Terrorism Policing South East. Channel Panels are scheduled monthly to co-ordinate interventions and safeguarding to any potential referrals. However, if a referral doesn't meet Channel threshold, good practice is employed and a safeguarding review is carried out to identify other existing vulnerabilities and appropriate referrals are made. Work has begun on developing the next Prevent Plan and Strategy (2019 – 2122) for BFC in line with the new Counter Terrorism Bill and Contest Strategy.
6.6.06 Work with the Lexicon, tenants and partners to ensure that the town centre is a safe place to be enjoyed by all	31/03/2019		Monthly meetings take place to address any problem issues in the town centre. These are attended by police, some tenants, BFC and the Lexicon. It is a very pro-active group which has achieved good results. Public order, criminal damage and violence are routinely monitored through the Community Safety Partnership each quarter

6.6.07 Ensure that support is offered to residents who are at risk of exploitation	31/03/2019		There are a number of multi-agency groups that respond to child victims who are at risk of the different types of exploitation and ensure that the support is matched to the level of risk. There is also a strategic group which covers all exploitation to children that steers the programme of work and ensures that we are using best practice and maximising safeguarding. A new strategic programme of work supporting victims of Modern Slavery and Exploitation has begun and 180 frontline BFC and partner staff were trained in June on how to identify, refer and support victims. Additional training for more staff as well as Councillors is planned. Support to any victims identified will be given by Thames Valley Partnership who have recently been commissioned by the Police and Crime Commissioner. The Strategic Group will ensure that the CSP develops a robust response to modern slavery including support and disruption.
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Ind Ref	Short Description	Previous Figure Q4 2017/18	Current Figure Q1 2018/19	Current Target	Current Status
NI062	Stability of placements of looked after children in terms of the number of placements (Quarterly)	13.8%	0.7%	10.0%	
NI063	Stability of placements of looked after children - length of placement (Quarterly)	56.0%	53.8%	60.0%	
L092	Number of children on protection plans (Quarterly)	105	105	107	
L161	Number of looked after children (Quarterly)	138	144	130	
L185	Overall crime (Quarterly)	4,969	1,595	Reduction on 2017/18 in line with CSP	N/a
L202	Number of families turned around through Family Focus Project (Quarterly)	22	15	20	
L203	Number of Referrals to Early Intervention Hub (Quarterly)	146	137	83	
L204	Total number of CAFs and Family CAFs undertaken (Quarterly)	45	35	26	
L242	Number of cases that step up to Children's Social Care (Quarterly)	9	2	N/a	N/a
L243	Number of cases that step down from Children's Social to Early Intervention Hub (Quarterly)	60	60	N/a	N/a
L287	Number of children in need supported under Section 17 of the Children Act (Quarterly)	743	728	660	

L288	Number of foster carers recruited to meet need (Quarterly)	12	5	20 (Annual)	
L289	Average caseload per children's social worker (Quarterly)	17.2	16.7	16.0	
L290	Rate of referral to children's social care (Quarterly)	155.7	200.5	N/a	N/a
L316	Forestcare - % of Lifeline demos within 7 days of customer request (Quarterly)	100%	98%	95%	
L346	Average caseload for Family Safeguarding Model (Quarterly)	-	Data not yet available	13	N/a

Note: Details of the annual indicators not being reported on this quarter are contained within the departmental quarterly service reports (QSRs).

Section 4: Corporate Health

a) Summary of People

Staff Turnover

Department	Previous Figure*	For the last 4 quarters	Notes
Adult Social Care, Health & Housing	10.4%	11.1%	
Children, Young People & Learning	14.3%	16.0%	
Environment, Culture & Communities	17.1%	17.4%	
Resources	11.3%	12.4%	
Chief Executive's Office	20.0%	12.5%	
Total Voluntary Staff Turnover including schools (L262)	13.9%	14.8%	

* This figure relates to the previous 4 quarters and is taken from the preceding CPOR.

Comparator data	%
Total voluntary turnover for BFC, 2017/18:	10.3%
Average voluntary turnover rate UK public sector 2016:	10.0%
Average Local Government England voluntary turnover 2016:	14.0%

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

Staff Sickness

Department	Quarter 1 2018/19 (days per employee)	Previous Financial Year (Actual Average days per employee)	2018/19 Projected Annual Average (days per employee)	Notes
Adult Social Care, Health & Housing	2.34	12.00	9.35	
Children, Young People & Learning	1.52	5.93	6.08	
Environment, Culture & Communities	1.40	5.21	5.60	
Resources	2.03	6.77	8.12	
Chief Executive's Office	0.71	13.57	2.84	
Total staff sickness excluding maintained schools	1.83	7.03		

Comparator data	All employees, average days sickness absence per employee
Bracknell Forest Council 17/18	7.03 days
All local government employers 2017	8.50 days

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

b) Summary of Complaints

Department	Type of complaint	New	Total cumulative complaints	Outcome of all complaints received year to date
Adult Social Care, Health & Housing	Statutory	6	6	3 – ongoing 2 – upheld/fully substantiated 1 – not upheld/not substantiated
	Housing stage 2	0	0	
	Housing stage 3	0	0	
	Local Government Ombudsman	1	1	1 – not upheld/not substantiated
Children, Young People & Learning	Statutory stage 1	27	27	6 – ongoing 10 – partially upheld/partially substantiated 11 – not upheld/not substantiated
	Statutory stage 2	1	1	1 – ongoing
	Statutory stage 3	1	1	1 – ongoing
	Stage 2	0	0	
	Stage 3	0	0	
	Local Government Ombudsman	0	0	
Environment, Culture & Communities	Stage 2	5	5	5 - ongoing
	Stage 3	2	2	2 – not upheld/not substantiated
	Local Government Ombudsman	0	0	
Resources and Chief Executive's Office	Stage 2	0	0	
	Stage 3	0	0	
	Local Government Ombudsman	0	0	

c) Strategic Risks and Audits

The Strategic Risk Register was reviewed by the Strategic Risk Management and the Corporate Management Team on 5th and 6th June 2018 respectively before being presented to the Governance and Audit Committee for feedback on 27th June 2018. The only key change was to reinstate the cyber risk as a separate risk as this had been merged with the IT risk in quarter 3 of 2017/18 and this was no longer considered appropriate.

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TO: EXECUTIVE
25 September 2018

REFUSE CONTRACT RENEWAL - SUEZ
Interim Executive Director: Delivery

1 PURPOSE OF REPORT

- 1.1 The Council has a Contract with SUEZ that ends on 31 March 2019. The Contract includes provision for an extension for a further 8 years.
- 1.2 This paper sets out the outcome of detailed negotiations for the extension of that Contract relative to the foreseeable needs over the next Contract Term. This paper contains fiscal information and projections as at a point of time. It informs the likely budget need based on reasoned estimates.

2 RECOMMENDATIONS

- 2.1 **That the Council extends its Refuse Collection Contract with SUEZ for a further 8 years from 1 April 2019 based on the option appraisal as set out in A(2) of restricted Annex 1 subject to current terms and conditions as need to be amended to reflect legislative change and those required in respect of operational need such as those highlighted in paras 5.15, 5.16, 5.19, 5.21, 5.25 and 5.28, and**
- 2.2 **That, once the Government Strategy for Waste is produced in the Autumn, officers report back to the Executive with a review of options to introduce further changes to the collection offer.**

REASONS FOR RECOMMENDATIONS

- 3.1 The Council has to renew its Waste Collection Contract from April 2019. The decision needs to be taken now because there is a long lead in for the build of a new fleet of vehicles.

4 ALTERNATIVE OPTIONS CONSIDERED

- 4.1 The option not to extend the current contract was considered. The Council had the option of bringing the service back in house should it wish to do so. Doing so would incur a significant set up cost and whilst the Council could subsequently re-tender the Contract the TUPE'd staff would have gained and secured benefits that could impact on future cost. The existing Contract was awarded following a competitive tendering process and SUEZ has evidenced the ability to deliver the required service to the required standards over the term. The Terms of the Contract have also been tested over that period of time and proven to meet the Council's needs. SUEZ has provided an excellent service since 2011 and risk of change and the cost of re-tendering would be high and almost certainly would outweigh the likely gain on a like for like basis. Such options were therefore discounted.

5 SUPPORTING INFORMATION

Overview

- 5.1 The current Contract includes for the collection of the Borough's household waste; waste from some BFC schools, some Council-owned premises and a small number of external organisations such as Parish and Town Councils. The Contract commenced on 1 August

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2011 and runs until 31 March 2019. The Terms of the Contract allow for an extension for a further 8 years.

- 5.2 As part of the review of the arrangements the new Contract will focus on domestic collections. As a result many of the non domestic premises such as schools, Town and Parish offices are being advised that they need to make alternative arrangements. The Contract provides the means for BFC premises to access SUEZ commercial services and assistance is being offered where required. The changes will result in better control of the waste stream and less contamination. Where necessary arrangements will be made to assist in the transition particularly in schools.
- 5.3 The number of households including flats has grown over the current Term from 46,750 in March 2011 to 49,270 in 31 March 2018. The projected demographic growth over the next Term is for a further 7,500 properties. The projections do not break down to house type and as we have seen the trend has been towards building more flats and large estates. This seems unlikely to change and both bring their own challenges that have to be considered in relation to the nature and make-up of the fleet.
- 5.4 In considering whether or not to extend the Contract the Council needs to be satisfied, in the absence of competition, that the proposal still represents value for money (VFM). In that regard the Contract was awarded as part of a competitive EU procurement process. The Contract costs have been limited since its Award to inflationary rises and the impact of demographic growth. The basis for that arrangement is sound and the main contract need is just to update a number of clauses. The main changes needed relate mainly to legislative changes that have come into effect since. No changes will affect the balance of risk to either party.
- 5.5 In addition, with a contract like this the investment required is significant and it is essential to have regard to the potential for change over the next Term. Due to recent media exposure we are currently experiencing an upturn in the levels of environmental awareness across society as a whole. However, as yet little has been evidenced to any significant degree when it comes to wholesale shift in social attitudes relative to the waste going in the bins at a local level. The general expectation, often not helped by the media, still seems to be that councils should deal with everything coming out of a household without restriction. The Government has responded recently to the need for the nation to do better and published a 25 year Environment Plan. Whilst this Plan contains little by way of clear direction of intent in relation to household waste, it does indicate a move towards giving the waste agenda greater attention over the coming years. Accordingly, the form of contract and contractor relationship will be critical to a council's continued ability to serve the best interests of its community relative to the legislative demands, environmental responsibilities and resource constraints over the coming years.
- 5.6 Against this background it is not yet clear as to how the Government might respond to those councils like Bracknell Forest, who will find themselves unable to meet the current national 50% recycling target. This Council for example, is currently disadvantaged in the way that our performance has to be calculated. For example each year approximately 9% of the residue of the waste sent to the Lakeside energy from waste facility is recycled. That figure cannot be counted against the 50% target. In looking to renew our Contract we have had to assume that recycling rates will continue to be calculated as they are now for at least the next few years. Whilst there is talk at national level of change in how we might better evaluate performance, as yet there is no indication of exactly how or in what timeframe that might come about. Accordingly, the extended Contract continues to focus on the need to continue to try to help reduce contamination and reduce the overall level of general bin misuse e.g. for garden waste.

Managing Growth

- 5.7 In seeking new contract rates/costs we have had make a number of assumptions relative to growth and likely demand changes based on the current service offer. The Contract provides the means to be able adjust and respond to growth demands. Applying the assumptions, based on current forecast of house building and population growth, we know that there will be an unavoidable need for at least two other trucks during the next Term based on the current service offer. That detail is shown in the option analysis set out Annex 1 relative to two scenarios. The Contract Terms have been reviewed to ensure we can manage the need for additional vehicles as and when the situation arises. The alternative approach is to 'pay in advance' and in so doing have the required number of trucks for the next Contract Term. Doing so would however, create needless surplus capacity at the start of the Contract. It is better to buy as and when need is evidenced. Therefore this option was not explored.

Expansion of current collection service offered

- 5.8 There is no proposal to expand the current service offer at this point in time. There is discussion at both local and national level about the need for change to our approach to waste generation, collection and recycling. Accordingly, a recommendation is made that looks forward to the need to consider further options once we are better informed by the Government's proposals in its Strategy for Waste due in the Autumn. Food waste is an obvious area to consider and the recommendation reflects this but the challenge for collection authorities is how to make food collection affordable. There could also be others and therefore the key consideration for the Council at this stage is to ensure that in the new contract period there is flexibility in the choice of the new fleet so not to limit options for the future. As best as one can do so at this point of time the recommendation reflects this as explained below.

Fleet requirements

- 5.9 The number and type of truck required is influenced by a number of factors. This includes the nature of the collection offer (with or without food for example), the number of properties to be served (flats/non flats) bin sizes, travel distances etc. The fleet also needs to include provision to deal with narrow streets and parked cars particularly in the newer estates. Smaller trucks have less capacity and this affects the number of trucks needed.
- 5.10 Having looked at cost and practicalities the proposals reflect the fact that if we were ever to introduce a food collection service, we would use specialist single use vehicles. These are not only cheaper to buy and run but are better able to get around busy estates. Options such as the use of pod vehicles have been considered and dismissed on grounds of cost, efficiency and practicalities.

Bins and bin sizes

- 5.11 The Council has a duty to arrange the collection of waste from all households. It also has the power to specify the type and size of container; materials to be collected; the frequency of collections and where bins are to be presented for collection. This effectively means that the Council has the means to control to some degree the amount of waste that it considers 'reasonable' to collect kerbside. It can also mandate the form of presentation so as to minimise cost and maximise recycling opportunities. Bin size is a significant factor to take account of when considering fleet numbers as this helps determine capacity and the number of collection rounds needed.
- 5.12 With introduction of the collection of additional recyclable items in February the standard

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residual bin for all new properties was changed to 180l capacity. This is proving adequate for most property needs provided the resident properly utilises all bins offered. The Council supports this approach with a permitted policy variation by allowing for additional bins for large families as per evidenced need.

- 5.13 The issue of bin size will need to be part of any consideration in relation to any further expansion of the collection offer.

Garden waste

- 5.14 The Contract continues to include for the collection of garden waste. In order to build in better resilience and to maximise operational efficiency the option recommended would result in the use of dedicated trucks rather than the continued use of split vehicles.
- 5.15 There are no proposals to change the basic service however, in order to maximise the benefits for those residents using just sacks they will need to register for a collection in advance. The garden waste trucks will then look out for them and collect them as part of the round. This arrangement can be managed through the use the SUEZ 'CORE' IT system the purchase of which is also part of the recommended option. The system enables customer requests to automatically update the trucks in cab routing systems. The collection crew would not be able to sign off a round as complete unless all tasks have been completed. This arrangement enables the collection service to be made more efficient without risk of service failure due to missed bins, sacks etc.
- 5.16 In addition, in order to maximise efficiencies the recommended option includes for garden waste being suspended for one cycle over the Christmas. This enables the redeployment of the trucks to collect the excess recycling produced over that period. Few residents need to use the garden waste service over Christmas.
- 5.17 The fee for 2019 has already been set with no increase and this minor adjustment to service will be made clear as part of the service renewal process.

Clinical and bulky waste

- 5.18 The Council has to make provision for the collection of clinical waste and bulky household items. There are no proposals to change these arrangements relative to the needs of the customer.
- 5.19 However, over recent years we have seen the impact of the NHS decision to stop patients taking back sharps at GP surgeries. With demographic changes we have also seen an increased service demand for clinical waste collections. These changes drive a need to review of the way the service is delivered if costs are to be minimised. The arrangements for clinical waste will (subject to SUEZ being able to terminate a sub contract) result in SUEZ pricing to provide an 'in-house' service as part of this extension. This allows greater flexibility in being able to respond to changing demands due to demographic change.

Contract variations

- 5.20 Against such uncertainties, careful consideration has been given to the robustness of the existing Contract Variation Clause. Both parties have to be able to have open and fair negotiations in the event of an agreed demand led variation demand. The Clause has been used to good effect during the current term. It has been reviewed again and is still considered to be robust and able to meet the future adjustment needs such as those outlined above.

Customer interface

- 5.21 Central to the overall service offer is the customer/back office/contractor interface. Waste companies are now able to offer customer interface options whereby the need for a council's direct intervention is minimised leaving them with a clearer client monitoring role. SUEZ has a product called CORE that is available and which if acquired could address a number of specific needs in addition to those as indicated above. Our current waste collection service is very paper based, with a large number of manual processes still in place to ensure the service runs smoothly day to day. CORE automates much of this, so hugely improving efficiency and allowing reporting on all aspects of the service, for example recycling contamination and the number of recycling bins not out which will make identification of areas of poor recycling much simpler. The system is already in use elsewhere and has been seen in use in a live situation.
- 5.22 Operationally and from a customer perspective the case for CORE is proven. The Council is committed to the digital age and the development of its self-help offer. The proposal includes for the acquisition of this product as part of the overall capital investment. How soon it can be set up will be dependent upon several factors not least IT support. Whilst there is a need for corporate IT support, the majority of the work will fall to SUEZ, customer services and the waste officers, they will need to agree the design and set up requirements. The plan would be to commence the commissioning work in the current year if possible so that it can be set up, tested and made operational once the new fleet is delivered. There may well need to be some transitional arrangements.

Capital investment option

- 5.23 The cost appraisal has considered the benefits to the Council should it once again fund the capital investment for the fleet. The option of leasing the trucks was considered and rejected on cost grounds. The prices and delivery dates of vehicles will be tested against those that the Council could get through a Framework Agreement prior to confirming any order. But on past performance it is highly likely that the SUEZ offer to buy on our behalf is in the best financial interests of the Council. The Contract provides the means for this to be done and for SUEZ to the fleet for the purposes of our contract whilst protecting the Council's interests. SUEZ recovers the cost of maintenance as part of the overall contract price.
- 5.24 The specification of the trucks will reflect that used nationally by SUEZ as doing so aids maintenance and the ability to 'trade' vehicles in and out of the wider SUEZ fleet should the need arise. The new trucks have to meet current legislative and also the SUEZ standards relating to their operational use. The specification of the truck includes for cameras, tracking and driver management related software as now. As we have found these help support the Council's interests relative to minimising fuel consumption and the customer interface.

Accommodation and recharges

- 5.25 The Council provides the necessary accommodation without charge save for the workshop. There is no proposal to change this although the workshop will become part of the main agreement and the recharge cost managed. The current arrangements allow for the potential redeveloped/refurbishment of the depot and protect both parties' reasonable interests.

Fuel costs/use

- 5.26 Fuel cost is a significant factor. The current arrangements will continue whereby the Council pays for fuel at SUEZ contracted rates but the cap on overall use will continue.

Unrestricted

Under the current arrangement SUEZ have had to make a shortfall in the overall cost. This shortfall has been taken into account in the revised costings. The thresholds will also be adjusted to take account of forecast growth and the legislative requirement to use Euro 6 compliant vehicles. The total fuel use is influenced by the type of trucks needed to deliver the agreed level of service and the proposal reflects all currently known factors of influence.

- 5.27 One major influencer to fuel cost is the design and size of each collection round. Trucks need to operate to their maximum potential and for this to be effected it will require some round changes. This will mean that some residents will see changes in their day of collection. This need will be addressed as and when new trucks are brought into use and will be managed in such a way as to minimise potential confusion. The Contract allows for this but before any such change is made comprehensive delivery plan will be developed and agreed.
- 5.28 The arrangement for the fuel thresholds and cap to be reviewed is to be changed to make it an annual consideration. This enables the council to better adjust to actual change rather than forecasted and thereby better manage cost.

Demographic growth

- 5.29 The Contract provides for an additional payment based on property growth. The rate payment arrangements will continue to be index linked and paid as now. This ensures that the council only pays as the need arises.

Key to successful delivery

- 5.30 Whilst there will be a comprehensive communications plan developed in preparation of the change. It has been assumed that the resources of the Council and SUEZ will be used to best effect to manage any change arising from the contract extension e.g. round changes.

Timeframe for delivery

- 5.31 If agreed the need is to conclude the extension negotiations in October in order to be able to place an order for trucks mindful of a typical lead in time of 6 months from time of placing the order. It is not however, essential that the entire fleet arrive on day one. Indeed it can be an advantage to stagger delivery. Such detail will inform final cost and thereby final budget demand

6 ADVICE RECEIVED FROM STATUTORY AND OTHER OFFICERS

Borough Solicitor

- 6.1 This Contract was advertised and tendered as a 7.8 / 8 and 8 year extension Contract. The Contract was set in that format. The legal requirements for an extension of the second 8 year cycle of the Contract have been complied with and the report deals with why an extension is best value for the Council. Such changes as are required in the new Contract relate to the life cycle of the vehicles and changing demand of the service set by changing demographics and organic changes to the way we live and accumulate and collect waste currently and going forward.

Borough Treasurer

- 6.2 The calculations throughout are based on best estimates, in particular the cost of the vehicles and PWLB rates used may alter up to the point any order for new vehicles is placed.

Leasing by the Contractor was explored, the current contractor was not keen on this option and the current contractor was not keen on this option and the Council's discussions with our Re3 partners have confirmed that this option was not considered favourably by all due to the lower rates at which the Council could borrow rather than the higher rates applicable to the contractor who would then pass on these costs. The Council itself will have the option of changing the funding from borrowing to leasing, depending on what is the most favourable at the time.

The additional vehicles in 2022 are based on demographic projections and would be required regardless with whom the contract was placed, the approach of purchasing the vehicles as required rather than all at the start of the contract is considered the most financially beneficial.

Whilst options 1 and 2 are both above the current contract price and annual budget of £1.9m, consideration should be given to the fact that Suez made an error in the fuel prices in the current contract of £0.050m pa which was beneficial to the Council. Whilst they honoured their current contract price and did not seek to recover the fuel costs the fuel figures in the extension options correct that error

Equalities Impact Assessment

- 6.3 The extension of the Contract builds on the learning gained to date and provides for better quality assurance where required. The CORE system provides for better customer interface and the management of need.

Strategic Risk Management Issues

- 6.4 The Council has no option but to re-let its collection contract at a time of change relative to Government and public attitudes to waste.

The market place for recyclate is very fragile with China, India and the Far East introducing stringent restrictions on what they will allow to be imported and to what quality standard. The markets are likely to continue to change over the coming years. This could result in the need for operational changes over the Term which also include for fleet changes. The Variation Clause in the Contract provide for the flexibility needed to be able to adapt according to changing demands.

Until the Government publish its proposed Waste strategy in the Autumn there is risk and the proposals seek to minimise this by leaving the councils with as many options as possible for future change.

Other Officers

- 6.5 Customer services team have seen a demonstration of the contractor's 'CORE' system. They will need to be more fully involved if the product is to be purchased. The proposal above for a working group to develop a full business case would need to include them and IT.
- 6.5 This report has been produced as a product of a working group that includes the Head of Procurement. All comments have been taken into account.

7 CONSULTATION

Principal Groups Consulted

7.1 None

Method of Consultation

7.2 Not applicable

Representations Received

7.3 Not applicable

Background Papers

Tender submission details – SUEZ

Contacts for further information

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By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

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