

**TO: COUNCIL  
12 JULY 2017**

---

**EXECUTIVE REPORT TO COUNCIL  
The Leader**

**1 PURPOSE OF REPORT**

- 1.1 Since the Council meeting on 26 April 2017, the Executive has met three times on 9 May 2017, 6 June 2017 and on 12 July 2017 (special meeting). This report summarises decisions taken at those meetings by reference to the relevant portfolio within which they fall.
- 1.2 Updated Forward Plans are published every Friday and are available for public inspection at Easthampstead House in the usual way and online at [www.bracknell-forest.gov.uk](http://www.bracknell-forest.gov.uk). Full details on the decisions taken by individual portfolio holders can also be accessed online through the Council's website.

**2 RECOMMENDATION**

- 2.1 **Council is asked to consider the recommendations set out at paragraph 5.2.1.**

**3 REASONS FOR RECOMMENDATIONS**

- 3.1 The reasons for recommendations are set out in the supporting information and in the reports considered by the Executive.

**4 ALTERNATIVE OPTIONS CONSIDERED**

- 4.1 Alternative options are discussed in the relevant individual reports considered by the Executive.

**5 SUPPORTING INFORMATION**

**Transformation and Finance**

**5.1 Citizen and Customer Contact Transformation Programme**

- 5.1.1 The Executive endorsed the "Plan" Phase of the Citizen and Customer Contact Transformation Programme agreed by Members following the "Analyse" Phase gateway review. The principal aim of the programme is to achieve a substantial reduction in the cost of service provision by:

- i) maximising the efficiency and integration of all access channels
- ii) moving to digital channels where possible
- iii) identifying those in greatest need, to target with joined-up services
- iv) identifying and promoting opportunities for citizen self-reliance
- v) identifying the most cost-effective models of delivery

- 5.1.2 The Citizen and Customer Contact Review is also a key enabling programme that will facilitate digitalisation of services, better management of customer demand and more effective coordination of services, all of which will result in cost reductions.

Delivery of the new customer experience blueprint will require investment in key enabling technologies and projects. An outline business case will be developed for each investment required, showing the cost of implementation and the potential savings that would result from its wider roll-out.

## **5.2 Commercial Property Investment Strategy Update**

### **5.2.1 The Executive recommends to Council the release of £20m capital funding in 2017/18 from the indicative 2018/19 Capital Programme in order to accelerate delivery of the Council's agreed Commercial Property Investment Strategy.**

- 5.2.2 As part of the medium term financial strategy (articulated in the Efficiency Plan approved by Council last Autumn) £20m has been earmarked in the capital programme in each of the three years 2016/17 to 2018/19 for investment in commercial properties. The aim of this is to secure on-going additional income of £3m by 2019/20. A formal Commercial Property Investment Strategy (CPIS) was considered by the Executive and adopted by Council in November 2016.

- 5.2.3 The Council acquired its first new commercial property in February 2017. Extremely tight deadlines were set by the vendor for exchange and completion, which the Council was able to achieve. This has helped establish a market perception that Bracknell Forest Council is good to do business with. Over a dozen other properties have since been considered carefully. Bids have been made for five of these and two have been accepted, with detailed due diligence currently being undertaken on the second before contracts are exchanged.

- 5.2.4 It is clear that a key factor in submitting successful bids is an ability to act quickly both in bidding and subsequently in completing and exchanging. The regular meetings of the Executive Committee: Commercial Property and the agreed delegations to the Chief Executive and Borough Treasurer provide a governance framework that facilitates this.

- 5.2.5 Experience to date has also demonstrated that there is a significant level of market activity at the current time. While an overall sum of £60m has been earmarked, £20m of this currently does not become available until April 2018. In order to enable the CPIS to be pursued as soon as practicable, without compromising on the robust assessment approach that has been taken to date, it is recommended that Council brings forward the £20m earmarked for the CPIS in 2018/19 into the current year. If this is agreed, it would accelerate delivery of part of the Council's Efficiency Plan; take some of the pressure off other services to achieve savings in 2018/19.

## **Council Strategy and Community Cohesion**

### **5.3 Residents' Survey 2017 Results**

- 5.3.1 In 2011 the Executive agreed that the Council would conduct a regular residents' survey to ensure that residents' views continued to shape the Council's strategy and that the Council remains informed of residents' perceptions of its services. The aim of the Residents' Survey is to gather the views of a representative number of Bracknell Forest residents on a variety of issues relating to the Council as well as attitudes towards Bracknell Forest as a place to live and work.

5.3.2 The findings of the Residents' Survey 2017 continue to confirm that residents generally view Bracknell Forest as a good place to live. The results provide a robust and representative sample and findings that can be generalised to the borough as a whole. The headline messages to be taken from the survey are:

- **Residents continue to feel that Bracknell Forest is a good place.** The majority of respondents (90%) continue to be satisfied with their local area as a place to live, with access to green space and the countryside once again being cited as a key part of the appeal of Bracknell Forest.
- **Respondents continued to agree that there was strong community cohesion** in their local area, with an exceptionally high, 96%, agreeing that people from different backgrounds get on well together.
- **The majority of respondents continue to express satisfaction with Bracknell Forest Council and consider it provides value for money.** 68% of respondents were at least fairly satisfied with the way that Bracknell Forest Council runs things. 62% agreed that the Council provides value for money.
- **The services provided or supported by Bracknell Forest Council generate high levels of satisfaction overall, although there is the potential for improvement in some areas.** The most frequently used services are also those that report the highest levels of satisfaction. Parks, open spaces, the countryside, waste & recycling services, leisure, sports & arts facilities, libraries and schools all have high levels of satisfaction amongst those who use them; however, planning, local bus services, and in particular road maintenance were all areas that reported some dissatisfaction.
- **The majority of residents continue to feel they are at least fairly well informed about Council services.** There is a preference for email communication for around a third of residents and this is currently being pursued by the Council through the Citizen and Customer Contact Transformation Programme.
- Despite satisfaction with the local area remaining high, **many still feel that they are unable to influence decisions.** Three fifths of respondents felt that they could not influence decisions.

5.3.3 The results of the survey will inform service planning and delivery of the transformation programme.

### **Adult Services, Health & Housing**

#### **5.4 Provision of Community Based Intermediate Care Service**

5.4.1 The Executive approved a model for future commissioning of Intermediate Care. This is currently provided via a combination of bed based care at the Bridgewell Centre and community based care provided in people's homes.

5.4.2 The new model involves decommissioning the Bridgewell Centre and developing a community based Intermediate Care service, providing care and rehabilitation for

## Unrestricted

individuals in their own homes where possible and keeping them out of hospital by using Intermediate Care teams. This care could be consultant or nurse led, with Integrated Care teams providing both medical and social care support. People ready to be discharged from hospital would be triaged for early supported discharge into a range of different levels of support, ranging from:

- High support (provided by Community Hospital beds);
- Medium support (provided through a small block contract with private sector/nursing homes) with Community Rehabilitation teams in-reaching to provide intensive rehabilitation services;
- Medium/low levels of support – provided at home through Community Rehabilitation teams; augmented by existing services such as the Rapid Assessment Community Clinic, Community Nursing and 24/7 support as required;
- Long term support – provided through the Reablement (Adult Social Care), Falls Service and Long Term Residential care; Integrated Care Teams, Community Nursing and Voluntary Sector.

5.4.3 The decommissioning of a bed based intermediate care service from the Bridgewell Centre presents opportunities for future use of this site including the possibility of procuring a care provider to run a dual registered Elderly Mentally Impaired (EMI) residential and nursing care home for a period of time, pending the redevelopment of the former Heathlands site. Separate plans are in progress for seeking a potential provider of the service from Bridgewell, subject to being able to undertake works at Bridgewell to make it fit for purpose for the interim before Heathlands is open at an affordable price.

## 5.5 Development of The Lodge – Learning Disability Accommodation

5.5.1 The Executive gave approval for The Lodge, Stoney Road, to be developed to provide bespoke new build accommodation for a minimum of 10 residents with a learning disability. It was agreed that offers from registered social landlords be sought to undertake the development and provide nominations agreement.

5.5.2 The Council owns The Lodge which is currently used to house homeless households. Potential redevelopment of the site has been soft market tested with a number of Registered Providers. The responses suggest that a grant of about £500,000 would be required to support the development and this could be taken from the Disabled Facilities Grant (community capacity grant) in 2017/18 (or in 2018/19 if required to fund the build cost). Registered Providers will be asked to consider an offer for the land and/or what subsidy would be required e.g. subsidised land value or payment of grant.

5.5.3 Having purpose-built accommodation located in Bracknell Forest would be convenient for family and friends to visit and allow the LD Team to monitor the effectiveness of care and support being provided. Based on current plans, there could be annual revenue savings of around £150,000 p.a.

## 5.6 Community Based Support Service Tender

## Unrestricted

- 5.6.1 The Executive approved an award of contract for the Community Based Support Service. The Council currently procures traditional domiciliary care services, based on time and task, through an approved list of 18 providers on a spot purchase basis.
- 5.6.2 The Council is now moving to a new model, where support at home and in the community is delivered with greater focus on an individual's outcomes, with a significant emphasis on regaining, preserving or achieving an optimal level of independence and promoting community access and integration with health services.
- 5.6.3 The Council will be contracting with five providers under a framework agreement. The model requires providers to partner with the voluntary and community sector to nurture an asset based approach to delivering services. The providers will utilise assistive technology and work with the voluntary sector to look for alternative solutions to paid support, which will be reflected in their care planning.
- 5.6.4 The gain share model will incentivise providers to work in an outcomes focused way in order to achieve a reduction in the individual's requirement for paid support. Where a reduction is achieved any savings made on the Individual's personal budget for the year will be split between the council and the provider 50/50. The Individual's personal budget will then be decreased to the lower amount for the following year.

### **5.7 Commissioning of Public Health Nursing Services from 2018**

- 5.7.1 The Executive approved the commissioning of a 0-19 Public Health Nursing Service, incorporating Health Visiting and School Nursing on the basis of a two year contract with provision for three separate one-year extensions from 1 April 2018.
- 5.7.2 Health Visiting services support the health of young children (0-5) and their parents. On starting school, the health needs of children and young people (ages 5 to 19) are supported by the School Nursing service. Both services are currently provided by Berkshire Healthcare Foundation Trust.
- 5.7.3 The previous Health Visiting contract ended in December 2016. A new contract was awarded for 15 months from January 2017 which brings the service commissioning cycle in line with that of School Nursing. Both contracts will now end in March 2018. Procurement of the replacement is now well underway.

### **5.8 Motor Neurone Disease Charter**

- 5.8.1 The Executive endorsed the Council adopting the Motor Neurone Disease Charter (MND). The charter helps local authorities and communities better understand the needs of people with MND.
- 5.8.2 There are five points to the charter:
- The right to an early diagnosis and information;
  - The right to access quality care and treatments;
  - The right to be treated as individuals and with dignity and respect;
  - The right to maximise their quality of life;
- and

- Carers of people with MND have the right to be valued, respected, listened to and well-supported.

## **5.9 Accommodation for Young Single Homeless People**

- 5.9.1 The Executive agreed to award a contract for housing related support for young, single, homeless people. The new contract will generate an annual saving of £70,000 compared to the current budget.
- 5.9.2 Part of the accommodation provided for young single homeless people will be in Holly House which contains 35 self contained units. Holly House is a Council owned building let on a long lease to a registered provider. The building is in need of repairs to heating, windows and roof and the current condition has made them very difficult to heat. The Council has provided some revenue subsidy to tenants to offset high heating costs during the winter months.

Holly House does, however, occupy a wider site owned by the Council which includes a shop and car park. Development of the individual building is limited due to the lease on the shop which has 15 years to run. Consequently, it is sensible to limit investment in Holly House to provide a 15 year life for the building so that a decision on a wider development opportunity can be considered when leases are up for renewal.

## **Culture, Corporate Services and Public Protection**

### **5.10 Community Safety Partnership Plan 2017-2019**

- 5.10.1 The Executive endorsed the priorities identified within the Community Safety Partnership Plan 2017-2019.
- 5.10.2 In order to identify the priorities within the 2017 Strategic Assessment, all crime, victim, offender and Anti Social Behaviour data available to the Community Safety Partnership (CSP) was collected and grouped together according to type. An online survey was also used to consult on perception and fear of crime. A total of 113 survey responses were received and most people felt that Bracknell Forest is a safe place to live or work and fear of crime remains low.
- 5.10.3 The 2017 Strategic Assessment has identified the following priorities to inform the 2017-19 CSP Plan;
- Protection of Vulnerable People (Domestic Abuse, Child Sexual Exploitation and Anti Social Behaviour);
  - Violence and Serious Organised Crime (Violence Against the Person and Modern Slavery);
  - Reduce Reoffending (Substance Misuse, Repeat Domestic Abuse Victimisation and Acquisitive Crime);
  - Prevention and Early Intervention (Youth Crime Prevention, Anti Social Behaviour and Preventing Violent Extremism).
  - Bracknell Town Centre.

Also aligned with the priorities in the Police and Crime Commissioner's Police and Crime Plan 2017-2021.

### **5.11 Coral Reef Pre-opening Report**

- 5.11.1 The Executive noted the current progress of this project and agreed pricing for the opening of Coral Reef in September 2017. The Executive also noted the detailed capital position outlined in the exempt part of the report.
- 5.11.2 Entrance prices for the re-furbished Coral Reef were originally assessed in 2014 to reflect the greatly enhanced facility and the need to recover the significant investment the Council has made. Given the time lapse between the initial planning phase and pool opening, officers have reviewed current charges for other leisure activities that potential customers may choose to use instead of Coral Reef and have recommended a pricing structure that offers value for money and a strong competitive offer in the leisure market.

### **Planning and Transport**

### **5.12 Joint Central and Eastern Berkshire Minerals and Waste Local Plan – Issues and Options Consultation**

- 5.12.1 The Executive approved the Issues and Options for the Central and Eastern Joint Minerals and Waste Plan for public consultation.
- 5.12.2 The unitary authorities in Berkshire have responsibility to plan for the future production of minerals and for the management of waste disposal within the Berkshire area. Minerals and Waste is a strategic issue which is better planned for on a larger geography than an individual unitary authority. As such Bracknell Forest, Reading, the Royal Borough of Windsor & Maidenhead and Wokingham Councils are pursuing a Joint Minerals and Waste Local Plan. Slough Borough Council does not wish to take part in the joint arrangement, but will have a watching brief. West Berkshire Council is currently preparing a Minerals and Waste Local Plan for the area of its district.
- 5.12.3 The plan will cover the area of the four Council's and will guide minerals and waste decision-making up to 2036. The four authorities are working in collaboration with the Hampshire Services of Hampshire County Council (HCC) to produce the plan with the costs of the work being shared equally between the four authorities. HCC is the Minerals and Waste Authority for Hampshire and has a dedicated in-house team of specialist planners. The team have a track record of successful completion and adoption of minerals and waste local plans on behalf of groups of authorities in Hampshire. They have the capacity to undertake this work in accordance with an agreed programme. The programme accords with the programme for the preparation of the plan set out in this council's Local Development Scheme agreed by the Executive on the 15 November 2017.

### **5.13 Suitable Alternative Natural Greenspaces (SANG) – Capacity Allocation**

- 5.13.1 The Executive have agreed not to provide capacity in its Strategic Suitable Alternative Natural Greenspaces (SANGs) for large Prior Approval schemes or other unplanned large applications located beyond the defined settlements in Binfield,

Bracknell, Warfield and Winkfield because they undermine the Council's Thames Basin Heaths Special Protection Area Avoidance and Mitigation Strategy.

- 5.13.2 The Thames Basin Heaths, which cover parts of Surrey, Hampshire and Berkshire, comprise a rare example of lowland heathland. It is home to three important bird species, (the Dartford Warbler, the Nightjar and the Woodlark) and protected by international law (the EU Birds Directive and the EU Habitats Directive), national legislation (the Conservation of Species and Habitats Regulations 2010 (as amended)) and by planning policy as a 'Special Protection Area' (SPA). The heaths, and the birds that nest and breed there, are easily disturbed by people and their pets.
- 5.13.3 The Council must ascertain that any development in the Borough would not harm the integrity of the SPA either by itself or in combination with all other applications in the other 11 local authorities affected by the SPA. An Appropriate Assessment is undertaken on all relevant planning applications which involves:
- Predicting the likely effects of the development;
  - Assessing whether these are likely to have an adverse effect on the integrity of the SPA; and
  - Proposing avoidance and mitigation measures.
- 5.13.4 To mitigate the impact of development the Council has produced the Thames Basin Heaths Special Protection Area Avoidance and Mitigation Supplementary Planning Document (SPASPD) (2012) which sets out a two-pronged strategy:
- Providing suitable Alternative Natural Greenspaces (SANGs) with new or upgraded existing open space to divert recreation activity away from the designated SPA;
  - Strategic Access Management and Monitoring (SAMM) whereby financial contributions are paid by developers to Natural England which are spent on matters such as wardening and habitat works at the SPA.
- 5.13.5 The Council also facilitates some residential development by providing access to its own SANGs. Individual SANGs have catchment areas so a development needs to be within a specific distance of the SANG in order to use it for mitigation. However, SANG capacity is finite and is particularly under pressure in the north of the Borough where there tends to be a higher level of residential development.
- 5.13.6 In order to allocate land for residential development and bring forward development in a planned way, the Council through the local plan process is required to demonstrate that sufficient SANG capacity is available to be able to mitigate the impacts of proposed residential development. The Council is currently working hard to ensure that sufficient SANG is available in the right place to support its future Comprehensive Local Plan proposals. Any erosion of Council SANGs capacity by it being allocated to unplanned development will put the implementation of the Site Allocations Local Plan and the Comprehensive Local Plan which underpins our long term strategy for developing and protecting the Borough.

## **6 ADVICE RECEIVED FROM STATUTORY AND OTHER OFFICERS**



## Unrestricted

### Borough Solicitor

- 6.1 The Borough Solicitor's comments have been addressed in the reports to the Executive.

### Borough Treasurer

- 6.2 The Borough Treasurer's comments have been addressed in the reports to the Executive.

### Equalities Impact Assessment

- 6.3 Equalities issues, where appropriate, have been addressed in the reports to the Executive.

### Strategic Risk Management Issues

- 6.4 Any strategic risks have been identified in the reports to the Executive.

### Background Papers

Executive Agenda – 9 May 2017 and 6 June 2017

Appendix A: Commercial Property Investment Strategy report

### Contact for further information

Priya Patel, Corporate Services - 01344 352233

priya.patel@bracknell-forest.gov.uk