

# ENVIRONMENT, CULTURE AND COMMUNITIES

# SERVICE PLAN

April - September 2015

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## Glossary

e+ card	The Council's multipurpose smartcard used by customers for such services as libraries, leisure centres and concessionary fares.
EPA	Environmental Protection Act 1990
Gazetteer	Geographical directory used in conjunction with a map
GIS	Geographic Information System – an electronic mapping system used to support many of our land-based services.
SALP	Site Allocation Local Plan
LTP3	Local Transport Plan 3
NPPF	National Planning Policy Framework
BRP	Bracknell Regeneration Partnership
CHP	Combined Heat and Power
LDF	Local Development Framework
SuD's	Sustainable Drainage

## Section 1: Services included in this plan

Our services include:

The Environment, Culture and Communities Department delivers services to ensure Bracknell Forest is a clean, safe, healthy and attractive place to live. We target our services to meet the high standards our residents, local businesses and visitors expect.

We deliver many of our services ourselves, others in partnership with the voluntary and community sector and some through contracts with private companies. We operate with three service divisions and one support division.

### Planning and Transport

Areas of work:

- Development management including pre-application negotiations with developers, determination of planning applications, enforcement and implementation.
- Planning and Transport policies – creation, implementation and monitoring.
- Thames Basin Heaths Special Protection Area mitigation and monitoring.
- Building control and dangerous structures.
- Land charges.
- Urban design listed buildings, conservation areas and built heritage.
- Sustainability appraisals and strategic environmental assessments.
- Promoting transport initiatives, public transport, travel choice and travel planning, community transport and sustainable means of travel to schools.
- Pedestrian crossings, road safety, traffic orders and cycle training.
- Highway improvement, new highway infrastructure and residential parking problems.
- Traffic management including traffic calming, speed management monitoring, traffic signals, urban traffic control and reducing congestion.
- Environmental promotions, home energy and travel plan advice.
- Energy management.
- Climate change.
- Managing and limiting impact from utility installation and major planned disruptions to the highways network.
- SuDs approval and land drainage related to new development.

### Leisure and Culture

Areas of work:

- Managing recreational green spaces including play areas, sports pitches, parkland, woods, heath and meadows.
- Specialist advice on safeguarding and enhancing biodiversity, management and amenity value of trees, landscape creation and development of Open Space of Public Value.
- Parks and countryside sites.
- Advice on trees.
- Promoting the arts in partnership with South Hill Park.
- Records and archives in partnership with other unitary authorities in Berkshire.
- Providing sports development opportunities in primary schools in partnership with the Education Department and work with the voluntary sports sector.
- Holiday activities for children and young people.
- Environmental and scientific learning opportunities at The Look Out Discovery Centre.
- Easthampstead Park residential conference centre.

- Horseshoe Lake watersports centre.
- Downshire golf course, floodlit driving range and pitch and putt.
- Sport and recreation facilities at five sites across the borough, including three dual use facilities.
- Libraries and information services through the web, a network of nine libraries and a home library service including regular visits to 30 residential homes.
- Maintaining and managing public rights of way.

## **Environment and Public Protection**

### Areas of work:

- Monitoring and testing the environment, consumer products and foods.
- Contaminated land regulation and management.
- Food safety and infectious disease control.
- Health and safety enforcement.
- Emergency planning and business continuity.
- Pest control and animal welfare.
- Regulation of housing standards including houses let in multiple occupation and the provision of disabled facilities grants and flexible home loans.
- Easthampstead Park Cemetery and Crematorium.
- Pollution control including air quality, fly tipping and abandoned cars.
- Weights and measures, consumer safety and trading standards.
- Licensing of premises, taxis, street trading and caravan sites.
- Road maintenance including vehicle access crossings, footways, cycleways, street lights, bridges, subways.
- Highway drainage, land drainage and flood control.
- Car park management and on street parking enforcement.
- Street cleansing, public toilets and litter bins.
- Refuse collection, recycling and waste disposal.
- Grounds maintenance.

## **Performance and Resources**

### Areas of work:

- Human resources management.
- Finance.
- Departmental business systems and the corporate GIS and gazetteer.
- Information security and management.
- Document imaging and archiving.
- Administration for the trees service.
- Performance improvement and service planning.
- Governance.
- Business continuity planning.
- Equalities and community engagement.
- Departmental health and safety.
- e+ card.
- Procurement support for the department.

## Section 2: Where we are now

### Where we are now

The Environment, Culture and Communities department continues to deliver the full range of environmental, planning, regulatory, leisure and cultural activities against an increasingly difficult financial backdrop. However, the residents' survey undertaken at the end of 2014 indicated a high level of use by residents (i.e. at least monthly) of services provided by the department, notably recycling facilities (86%), parks and open spaces (79%) and sport / leisure facilities (50%) and libraries (30%). If replies of 'used less frequently than monthly' are included, use by residents climbs to 94% for recycling, 91% for parks and open spaces, 69% for sports/leisure facilities and 57% for libraries.

A number of services rely on income streams for their survival and these continue to be affected by the economic situation. Development Control, Land Charges and Building Control have achieved their income targets, largely due to the increased regeneration activity in the town centre. The picture regarding the c. £12m per year income earned by leisure is mixed. Coral Reef and The Look Out continue to perform very strongly while Bracknell Leisure Centre and Edgbarrow Sports Centre have faced extensive new competition in the gym sector. Easthampstead Park Conference Centre and Downshire Golf Complex are likely to require a further improvement in the wider economy to return to significant financial surpluses. The continued investment in the facilities at Easthampstead Park Cemetery and Crematorium has helped us gain market share but more importantly to be able to continue to offer a highly regarded service.

Income from business sector season ticket car parking continues to suffer, linked to the economy and the current stage of the town centre regeneration.

Ensuring a fair and equitable trading environment and protecting both the environment and public health through transparent regulation and enforcement remains a key deliverable for the department. Investment has been made in planning regulation to ensure that development is appropriate to the local environment. However, whilst the commitment of the staff is high, continued pressures on resourcing the public health and environmental protection agenda results in them having to carefully prioritise their activity.

There has been a significant investment in the highway infrastructure as a result of the town centre regeneration. However, meeting the high level of public expectation in respect of highways maintenance is not possible. Funding continues to be targeted to try to slow the deterioration in the road network and the tactic of investing more into planned maintenance rather than being purely reactive shows benefits. However, the back log of need continues to increase as major parts of the highway infrastructure (including street lights) are all reaching the end of their useful life at approximately the same time. This is particularly the case in Bracknell where, as a 'new town', large areas of infrastructure were all constructed over a relatively short period of time.

The procurement of major Public Realm services – highways maintenance, street cleansing and grounds maintenance – resulted in new contracts being let from October 2014 with large savings and no reductions in service requirements.

The waste collection service continues to perform well although the kerbside collection recycling levels need to improve further. The downturn in the economy saw a decrease in waste tonnages. As the economy recovers these are increasing and as the current national performance measures are based on weight ratios achieving targets is becoming ever more challenging. However, the trial recycling reward scheme has been very well received receiving a gold award. The introduction of a charge for users of the discretionary garden waste service continues to help to recover some of the actual cost of the service to the benefit of all and participation rates are high.

The Council provides cultural services to meet the diverse needs of its growing population which are designed to complement the private and voluntary sector provision. This ranges from supporting the arts through the South Hill Park Arts Centre to direct provision of leisure facilities. The latter are run on a fundamentally commercial basis which generates income to minimise the net cost to the Council. Most customers consider leisure and cultural services to be of good quality and despite the economic downturn; the leisure establishments generally enjoy high user numbers.

As noted above, libraries continue to be well used by residents and ongoing improvements have been steadily made to the service.

Having adopted the Core Strategy to guide planning decisions to 2026, the Site Allocations Local Plan which identifies the sites which the Council feels should be used to deliver growth and infrastructure to 2026 was finally agreed in 2013. The focus now is on delivery of this plan whilst also undertaking essential work to update key related planning policies to ensure the plan remains current.

#### How does the service meet with user expectations?

The department has a strong customer focus and all services work hard to meet, and wherever possible exceed, customer expectations.

In the 2014 residents' survey, the top three things that residents said they liked best about living in the borough were "parks and open spaces" (42%), "access to nature" (30%) and sports and leisure facilities (16%). Overall, 87% of residents responding indicated they were satisfied with the local area as a place to live, with just 5% indicating they were dissatisfied, representing an improvement on the 2012 survey. The satisfaction of residents responding to the survey placed services provided by the department in the top eight places – parks and open spaces (86%), kerbside recycling (74%), Longshot Lane household waste recycling centre (73%), refuse collection (73%), standard of maintenance of public land (71%), sports and leisure facilities (64%), South Hill Park arts facility (59%) and Libraries (53%).

Leisure and cultural services compete in a market for customers and customer views are sought through various means. Three of the major sites hold the independently assessed Customer Services Excellence standard. Users express high satisfaction with parks, countryside and libraries although usage of the latter has fallen recently in part due to the regeneration of Bracknell Town Centre which leaves the borough's main library a little isolated.

There is often a disparity between very high expectations on the part of the residents expressed through their satisfaction with various services and the actual performance of the services in question. This is particularly true in areas such as keeping the area clean and development management. Regular performance monitoring in relation to cleanliness of streets and contractor performance continues to be assessed as good or very good. Assessing levels of residents' satisfaction is now harder as surveys do not tend to distinguish between Council owned land and that owned by Bracknell Forest Homes. Development management consistently exceeds national indicator targets but having to work within limitations imposed by the law often conflicts with residents' expectations leading to expressed dissatisfaction.

In terms of infrastructure, maintaining the road network remains challenging. However, road traffic volumes are falling and the use of public transport and cycling is rising in the Borough. The department is now using the Council's consultation portal for its consultation exercises with residents.

### Delivering in 2015-2016

Section 3 of this Service Plan sets out the indicators by which the performance of services in the department will be measured. These are monitored through the Quarterly Service Report.

Section 4 of the Plan sets out the actions this department will undertake in order to deliver on the Council's Medium Term Objectives. A significant area for work for the department will be around supporting the town centre regeneration and associated capital works. Performance against the actions will again be monitored through the Quarterly Service Report.

## Section 3: Service Delivery

All indicators which are reported through the Department's Quarterly Service Report are as follows:

Ind. Ref	Short Description (Key indicators are shaded)	2014/15 Target	2014/15 Actual	2015/16 Target
<b>Environment &amp; Public Protection</b>				
L183	Percentage of food establishments in the area holding four star or above food hygiene rating at the end of the quarter (Quarterly)	80% each quarter	Q1 83.1% Q2 83.1% Q3 83.8% Q4 85.8%	80% each quarter
NI191	Residual household waste in kgs per household (Quarterly & Annually)	Q1 161 Q2 323 Q3 484 Q4 645	Q1 173 Q2 359 Q3 500 Q4 N/A	Q1 161 Q2 323 Q3 484 Q4 645
NI192	Percentage of household waste sent for reuse, recycling and composting (Quarterly & Annually)	42% each quarter	Q1 41.1% Q2 42.0% Q3 40.2% Q4 N/A	42% each quarter (min)
NI193	Percentage of municipal waste land filled (Quarterly and Annually)	25% each quarter	Q1 21.07% Q2 21.1% Q3 22.0% Q4 N/A	25% each quarter (max)
NI196	Improved street and environmental cleanliness -- fly tipping (Annually) (EA score 2 = Effective)	2	2	2
L128	Number of reported missed collections of refuse bins (Quarterly)	180 each quarter	Q1 133 Q2 141 Q3 54 Q4 152	180 each quarter (max)
L146.1	Percentage of borough where environmental cleanliness is above EPA standard - Litter (Quarterly)	99% each quarter	Q1 100% Q2 100% Q3 100% Q4 99.2%	99% each quarter (min)
L146.2	Percentage of borough where environmental cleanliness is above EPA standard - Detritus and Weeds (Quarterly)	97% each quarter	Q1 100% Q2 100% Q3 100% Q4 100%	97% each quarter (min)
L146.3	Percentage of borough where environmental cleanliness is above EPA standard - Graffiti and fly posting (Quarterly)	99% each quarter	Q1 100% Q2 100% Q3 100% Q4 100%	99% each quarter (min)
L147	Percentage of environmental services contract inspections where quality meets required standards (Quarterly)	98.5% each quarter	Q1 100% Q2 100% Q3 100% Q4 99.42%	98.5% each quarter (min)
L200	Percentage of the Borough's households participating in recycling (Annually)	80%	82%	80%
L201	Percentage of the Borough's households that are participating in the recycling reward scheme (Quarterly)	Q1 17% Q2 18% Q3 19% Q4 20%	Q1 22.0% Q2 22.9% Q3 23.4% Q4 24.2%	25% each quarter
L212	Number of highway defects reported (Quarterly)	N/A	Q1 1,134 Q2 837 Q3 587 Q4 656	2,500 (max)

Ind. Ref	Short Description (Key indicators are shaded)	2014/15 Target	2014/15 Actual	2015/16 Target
L224	Number of highways service requests per quarter (Quarterly)	N/A	Q1 89 Q2 82 Q3 70 Q4 75	200 (max)
L225	Number of highways service requests closed in the quarter (Quarterly)	N/A	Q1 75 Q2 77 Q3 67 Q4 65	200
NI168	Principal roads where maintenance should be considered (Annually)	7%	9%	7% (max)
NI169	Non-principal classified roads where maintenance should be considered (Annually)	6%	7%	6% (max)
<b>Leisure and Culture</b>				
NI197	Improved local biodiversity -- proportion of local sites where positive conservation management has been or is being implemented (Annually)	50%	53% - reported in arrears	50%
L002	Number of sessions by customers on computers in libraries (Quarterly)	Q1 12,500 Q2 25,000 Q3 37,500 Q4 50,000	Q1 11,192 Q2 23,350 Q3 34,214 Q4 44,886	Q1 11,250 Q2 22,500 Q3 33,750 Q4 45,000
L003	Number of visits to leisure facilities (Quarterly)	Q1 500,000 Q2 1,000,000 Q3 1,500,000 Q4 2,000,000	Q1 595,979 Q2 1,192,872 Q3 1,670,876 Q4 2,221,470	Q1 500,000 Q2 1,000,000 Q3 1,500,000 Q4 2,000,000
L015	Number of attendances for junior courses in leisure (Quarterly)	Q1 36,000 Q2 64,000 Q3 98,000 Q4 130,000	Q1 37,918 Q2 64,377 Q3 100,735 Q4 133,478	Q1 36,000 Q2 64,000 Q3 98,000 Q4 130,000
L016	Number of contacts through the Young People in Sport scheme (Quarterly)	Q1 18,000 Q2 25,000 Q3 41,000 Q4 55,000	Q1 17,400 Q2 24,800 Q3 38,300 Q4 54,800	Q1 18,000 Q2 25,000 Q3 41,000 Q4 55,000
L017	Number of web enabled transactions in libraries (Quarterly)	Q1 42,175 Q2 84,348 Q3 126,520 Q4 168,690	Q1 25,007 Q2 50,505 Q3 94,002 Q4 196,413	Q1 42,175 Q2 84,348 Q3 126,520 Q4 168,690
L018	Number of web enabled transactions in leisure (Quarterly)	Q1 8,500 Q2 17,000 Q3 25,000 Q4 34,000	Q1 7,712 Q2 14,409 Q3 19,841 Q4 28,122	Q1 7,000 Q2 14,000 Q3 20,000 Q4 27,000
L019	Number of items borrowed from library service (Quarterly)	Q1 127,250 Q2 254,500 Q3 381,750 Q4 509,000	Q1 78,681 Q2 256,314 Q3 372,181 Q4 478,871	Q1 127,250 Q2 254,500 Q3 381,750 Q4 509,000
L020	Number of people enrolled in the Leisure Saver Scheme (Quarterly)	520 each quarter	Q1 583 Q2 563 Q3 568 Q4 556	520 each quarter
L035	Income from Leisure Facilities (Quarterly)	Q1 2,509,000 Q2 5,018,000 Q3 7,527,000 Q4 10,036,000	Q1 2,844,000 Q2 5,807,000 Q3 7,848,000 Q4 10,120,000	Q1 2,509,000 plus buffer
L151	Number of visits to libraries (Quarterly)	Q1 95,750 Q2 191,500 Q3 287,250 Q4 383,000	Q1 88,978 Q2 191,383 Q3 273,583 Q4 351,558	Q1 95,750 Q2 191,500 Q3 287,250 Q4 383,000

Ind. Ref	Short Description (Key indicators are shaded)	2014/15 Target	2014/15 Actual	2015/16 Target
L230	Number of occasions when users access WiFi in libraries (Annually)	10,000	23,761	10,000
L227	Annual volunteer hours contributed to parks and open spaces (Annually)	5,000	5,580	5,000
L228	Annual volunteer hours for the library service (Annually)	3,800	4,527	3,800
<b>Performance and Resources</b>				
L223	Number of e+ smartcards issued or reissued (Quarterly)	N/A	Q1 4,456 Q2 3,374 Q3 2,024 Q4 2,316	N/A
L187	Percentage of the daily planning, building control and enforcement applications scanned and indexed by the end of the next working day (Quarterly)	97% each quarter	Q1 99.9% Q2 100% Q3 99.9% Q4 100%	97% each quarter
<b>Planning and Transport</b>				
L175	People killed or seriously injured in road traffic accidents (Quarterly and Annually)	N/A	-27.8% (Q) 5% (A)	N/A
NI167	Congestion - average journey time per mile during the morning peak (Annually)	N/A	2.31	N/A
NI154	Net additional homes provided (Cumulative)	416 for the year	Q1 48 Q2 102 Q3 236 Q4 375	522 for the year
L008	Number of planning applications received to date (Quarterly)	N/A	Q1 308 Q2 313 Q3 224 Q4 265	N/A
L009	Number of full search requests received (Quarterly)	N/A	Q1 425 Q2 374 Q3 354 Q4 354	N/A
L014	Number of people slightly injured in road traffic accidents (Quarterly)	N/A	Q1 -28.3% Q2 -21.2% Q3 -20.2% Q4 -25.1%	N/A
L046	Percentage of full searches answered in 10 working days (Quarterly)	90% each quarter	Q1 100% Q2 100% Q3 100% Q4 100%	90%
L160	Supply of ready to develop housing sites (Annually)	Minimum 5 years' supply plus buffer	4.8	5 year supply
NI157a	Percentage of major applications determined in 13 weeks or such extension of time as agreed with the applicant (Quarterly)	80% each quarter	Q1 100% Q2 85% Q3 89% Q4 73%	80% each quarter
NI157b	Percentage of minor applications determined in 8 weeks or such extension of time as agreed with the applicant (Quarterly)	80% each quarter	Q1 80% Q2 83% Q3 72% Q4 65%	80% each quarter

<b>Ind. Ref</b>	<b>Short Description (Key indicators are shaded)</b>	<b>2014/15 Target</b>	<b>2014/15 Actual</b>	<b>2015/16 Target</b>
NI157c	Percentage of other applications determined in 8 weeks or such extension of time as agreed with the applicant (Quarterly)	90% each quarter	Q1 90% Q2 89% Q3 77% Q4 82%	80% each quarter
L181	Percentage of appeals dismissed (Annually)	66%	TBC	66%
L196	Number of planning enforcement cases received in the quarter (Quarterly)	N/A	Q1 211 Q2 167 Q3 118 Q4 91	N/A
L197	Number of planning enforcement cases closed in the quarter (Quarterly)	N/A	Q1 190 Q2 150 Q3 127 Q4 118	N/A
L241	Income received from CIL (Quarterly)	-	New for 2015/16	£100,000

N/A = Not applicable as it is not appropriate to set a target

## Section 4: Medium Term Objectives and Key Actions

Ref	Key Action Description	By when	Lead Officer	Links to related strategies/plans
<b>MTO 1: Re-generate Bracknell Town Centre</b>				
1.3 Deliver the framework which enables regeneration of Bracknell Town Centre.				
<b>Supported by the following sub-actions</b>				
1.3.2	Work with BRP and other proponents to secure the necessary regulatory approvals to deliver town centre regeneration	31/03/16	Chief Officer: Planning and Transport	Bracknell Town Centre Masterplan

1.5 Undertake highway improvement works to enhance accessibility to the town centre.				
<b>Supported by the following sub-actions</b>				
1.5.1	Implement modelling work to support the development of a transport network to accommodate planned growth	31/03/16	Chief Officer: Planning and Transport	SALP/ LTP3 / Core Strategy / Town Centre Master Plan
1.5.2	Complete construction of improvements to Bracknell Bus Station	31/06/15	Chief Officer: Planning and Transport	SALP/ LTP3 / Core Strategy / Town Centre Master Plan
1.5.3	Design and implement further town centre related junction improvements	31/03/16	Chief Officer: Planning and Transport	SALP/ LTP3 / Core Strategy / Town Centre Master Plan
1.5.4	Design and implement highway works off site to facilitate regeneration	31/08/16	Chief Officer: Planning and Transport	SALP/ LTP3 / Core Strategy / Town Centre Master Plan

1.8 Deliver high quality public realm and public spaces.				
<b>Supported by the following sub-actions</b>				
1.8.1	Implement improvements to Town Centre car parks as part of an on-going programme	31/03/16	Chief Officer: Environment and Public Protection	Town Centre Master Plan
1.8.3	Work with BRP to deliver enhanced environmental improvements to the town centre	31/03/16	Chief Officer: Environment and Public Protection	
1.8.4	Design and implement further town centre public realm improvements	31/03/16	Chief Officer: Planning and Transport	SALP/ LTP3 / Core Strategy / Town Centre Master Plan

Ref	Key Action Description	By when	Lead Officer	Links to related strategies/plans
<b>MTO 2: Protect communities by strong planning policies</b>				
2.1	Deliver the Local Development Scheme, including agreeing the Site Allocations Local			

Ref	Key Action Description	By when	Lead Officer	Links to related strategies/plans
	Plan (SALP) as soon as possible and completing a review of the Core Strategy (expected to run from 2016 - 2031).			
	<b>Supported by the following sub-actions</b>			
2.1.1	Develop proposals to review the Core Strategy/Local Plan Review as part of a revised Local Development Scheme in line with National Planning Policy Framework (NPPF)	31/03/16	Chief Officer: Planning and Transport	Local Development Scheme
2.1.2	Secure the production of Masterplans for the five major sites identified in the Site Allocations Local Plan (SALP) - South Warfield, Amen Corner North and South, TRL and Blue Mountain	31/03/16	Chief Officer: Planning and Transport	Local Development Scheme
2.1.3	Develop a Gypsy and Traveller Local Plan	31/03/16	Chief Officer: Planning and Transport	Local Development Scheme
2.1.4	Develop a Development Management Local Plan	31/03/16	Chief Officer: Planning and Transport	Local Development Scheme
2.1.5	Support neighbourhood planning to enable grant funding to be secured	31/03/16	Chief Officer: Planning and Transport	Local Development Scheme
2.1.6	Complete parking standards survey and implement parking strategy	31/03/16	Chief Officer: Planning and Transport	Local Development Scheme
2.1.7	Agree an approach to minerals and waste planning with partner Councils through the production of a new strategy	31/03/16	Chief Officer: Planning and Transport	Local Development Scheme
2.1.8	Work with land owners and developers to bring forward the delivery of strategic housing sites across the borough	31/03/16	Chief Officer: Planning and Transport	Local Development Scheme

2.3	Ensure infrastructure is delivered alongside new development to the benefit of the whole community, by introducing Infrastructure Delivery Plans, which residents contribute to, in support of any approved planning policy document.			
	<b>Supported by the following sub-actions</b>			
2.3.1	Review and implement the Infrastructure Delivery Plan developed as part of SALP	31/03/16	Chief Officer: Planning and Transport	SALP, Core Strategy / Local Development Scheme
2.3.2	Negotiate s106 agreements on appropriate sites	31/03/16	Chief Officer: Planning and Transport	SALP, Core Strategy / Local Development Scheme
2.3.3	Produce guidance in line with the introduction of Community Infrastructure Levy (CIL) and new S106 agreements	30/06/15	Chief Officer: Planning and Transport	Local Development Scheme
2.3.4	Produce guidance in line with the	30/09/15	Chief Officer:	Local

Ref	Key Action Description	By when	Lead Officer	Links to related strategies/plans
	introduction of the 5 year land supply		Planning and Transport	Development Scheme/Housing Trajectory
2.3.5	Implement the Borough wide CIL (subject to approval)	31/03/16	Chief Officer: Planning and Transport	Local Development Scheme

2.4	Continue to protect our green belt and avoid coalescence of existing communities consistent with the NPPF.			
	<b>Supported by the following sub-actions</b>			
2.4.1	Implement policies to protect the green belt and monitor their effectiveness	31/03/16	Chief Officer: Planning and Transport	SALP, Core Strategy

2.5	Take strong enforcement action against those that do not comply with planning law.			
	<b>Supported by the following sub-actions</b>			
2.5.1	Prepare and adopt a Local Enforcement Plan which continues to prioritise enforcement action applying available resources to 'most serious' cases	31/08/15	Chief Officer: Planning and Transport	Local Development Scheme

Ref	Key Action Description	By when	Lead Officer	Links to related strategies/plans
<b>MTO 3: Keep Bracknell Forest clean and green</b>				
3.1	Maintain our open spaces to a high standard.			
	<b>Supported by the following sub-actions</b>			
3.1.1	Maintain our green flag status on the four existing sites	30/11/15	Chief Officer: Leisure and Culture	Local Development Scheme
3.1.2	Take action against those that do not comply with environmental legislation, e.g. fly tipping, scrap metal dealers	31/03/16	Chief Officer: Environment and Public Protection	
3.1.3	Maintain environmental amenity land across the whole of the borough according to contract specification	31/03/16	Chief Officer: Environment and Public Protection	
3.1.4	Improve access to information and ability to report issues about the environment through online citizens account	30/06/15	Chief Officer: Customer Services	Customer Contact Strategy / Channel Strategy

3.2	Implement Parks Quality Improvement Programme.			
	<b>Supported by the following sub-actions</b>			
3.2.1	Raise quality standards at five sites (Westmorland Park, Snaprails Park, Bracknell Footpath 5, Blackmoor	31/03/16	Chief Officer: Leisure and Culture	Parks & Open Spaces Strategy / Biodiversity

Ref	Key Action Description	By when	Lead Officer	Links to related strategies/plans
	Pond, Edmonds Green and Lane)			Action Plan / Rights of Way Improvement Plan
3.2.2	Deliver the Parks and Open Spaces Strategy	31/03/16	Chief Officer: Leisure and Culture	Parks & Open Spaces Strategy
3.2.3	Implement improvement works to Suitable Alternative Natural Greenspaces (SANGS) in accordance with the agreed work programme	31/03/16	Chief Officer: Leisure and Culture	

<b>3.3</b>	<b>Increase the amount of green space that is accessible to residents.</b>			
<b><i>Supported by the following sub-actions</i></b>				
3.3.1	Transfer land into public ownership including Jennetts Hill and The Parks	31/03/16	Chief Officer: Leisure and Culture	Parks and Open Spaces Strategy / Local Development Scheme

<b>3.4</b>	<b>Reduce energy consumption in the Borough.</b>			
<b><i>Supported by the following sub-actions</i></b>				
3.4.1	Work with partner agencies to improve energy efficiency in existing homes	31/03/16	Chief Officer: Planning and Transport	Climate Change Action Plan / Carbon Management Plan
3.4.2	Implement a programme to install LED street lighting	31/03/16	Chief Officer: Environment and Public Protection	Climate Change Action Plan / Carbon Management Plan

<b>3.6</b>	<b>Help people improve the energy efficiency of their homes.</b>			
<b><i>Supported by the following sub-actions</i></b>				
3.6.1	Support the Green Deal and Energy Company Obligation through marketing and communication with local residents	31/03/16	Chief Officer: Planning and Transport	Climate Change Action Plan / Carbon Management Plan

<b>3.7</b>	<b>Help people to get their energy from sustainable sources.</b>			
<b><i>Supported by the following sub-actions</i></b>				
3.7.1	Promote renewable and low carbon energy systems to local residents through marketing and communication	31/03/16	Chief Officer: Planning and Transport	Climate Change Action Plan / Carbon Management Plan

Ref	Key Action Description	By when	Lead Officer	Links to related strategies/plans
3.8	Monitor and respond to the impact of severe weather conditions			
<b>Supported by the following sub-actions</b>				
3.8.1	Implement agreed plans to respond to severe weather conditions	31/03/16	Chief Officer: Environment and Public Protection	Winter response plan

3.9	Reduce waste to landfill.			
<b>Supported by the following sub-actions</b>				
3.9.1	Continue to expand, promote the recycling reward scheme	31/03/16	Chief Officer: Environment and Public Protection	
3.9.2	Increase and improve the quality of recycling locally and reduce the amount of residual waste sent to landfill	31/03/16	Chief Officer: Environment and Public Protection	

Ref	Key Action Description	By when	Lead Officer	Links to related strategies/plans
<b>MTO 5: Work with schools and partners to educate and develop our children, young people and adults as lifelong learners</b>				
5.11	Ensure systems in place for effective pupil and school place planning.			
<b>Supported by the following sub-actions</b>				
5.11.5	Provide planning and transport advice & support towards new and improved educational facilities across the Borough	31/03/16	Chief Officer: Leisure and Culture / Chief Officer: Planning and Transport	Core strategy/ SALP/ Bracknell Forest Borough Local Plan

Ref	Key Action Description	By when	Lead Officer	Links to related strategies/plans
<b>MTO 6</b>				
Support Opportunities for Health and Wellbeing				
6.6	Support sports activities and facilities within the borough.			
<b>Supported by the following sub-actions</b>				
6.6.1	Complete the designs and award contract for the transformation of Coral Reef	30/09/16	Chief Officer: Leisure and Culture	

6.7	Recognise the value libraries play in our communities.			
<b>Supported by the following sub-actions</b>				
6.7.4	Facilitate the development and opening of a new Community Centre and Library at Harmans Water	31/03/16	Head of Libraries	
6.7.5	Complete the volunteering pilot project at Great Hollands Library	31/03/16	Head of Libraries	

Ref	Key Action Description	By when	Lead Officer	Links to related strategies/plans
6.8	Support health & wellbeing through Public Health.			
<b>Supported by the following sub-actions</b>				
6.8.5	Monitor and report air quality in the borough with particular reference to the implementation of the two current Air Quality Management Area action plans	31/03/16	Chief Officer: Environment and Public Protection	Local Air Quality Management Process (Environment Act 1995)
6.8.6	Reduce the opportunity for the purchase of age restricted products by undertaking a programme of test purchasing and educational visits	31/03/16	Chief Officer: Environment and Public Protection	Licensing Policy
6.8.8	Pilot a public "health check" scheme at Bracknell Leisure Centre	31/03/16	Chief Officer: Leisure and Culture	
6.8.9	Continue to assist the Council in maintaining a reducing casualty record by delivering road safety education into local communities through innovative education initiatives	31/03/16	Chief Officer: Planning and Transport	LTP3

Ref	Key Action Description	By when	Lead Officer	Links to related strategies/plans
MTO 8	Work with the police and other partners to ensure Bracknell Forest remains a safe place			
8.5	Improve the safety of our roads by improvements to the infrastructure and, where appropriate, by thorough speed enforcement.			
<b>Supported by the following sub-actions</b>				
8.5.1	Work in partnership with neighbouring authorities through groups like Safer Roads Berkshire to maximise the impact of road safety programmes and initiatives	31/03/16	Chief Officer: Planning and Transport	LTP3
8.5.2	Work with Thames Valley Police to manage effective speed enforcement	31/03/16	Chief Officer: Planning and Transport	LTP3

Ref	Key Action Description	By when	Lead Officer	Links to related strategies/plans
MTO 9	Sustain the economic prosperity of the Borough			
9.1	Contribute to the work of the Thames Valley Berkshire Local Enterprise Partnership, including the promotion of inward investment and support for existing firms.			
<b>Supported by the following sub-actions</b>				
9.1.2	Monitor the performance and effectiveness of street works permits	31/03/16	Chief Officer: Planning and Transport	South East Permit Scheme
9.1.3	Implement the funded transport schemes as set out in the LEP programme	31/03/17	Chief Officer: Planning and Transport	LEP Growth Deal Bid documents

Ref	Key Action Description	By when	Lead Officer	Links to related strategies/plans
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9.2	Support the work of the Economic and Skills Partnership to sustain the local economy, in particular by co-ordinating the implementation of the Bracknell Forest Local Economic Development Strategy.			
<b>Supported by the following sub-actions</b>				
9.2.6	Continue to promote and support the Primary Authority Partnership and, by working with local businesses enable their compliance with legislative requirements	31/03/16	Chief Officer: Environment and Public Protection	
9.2.7	Deliver the Highways Capital Maintenance Programme to support the local economy	31/03/16	Chief Officer: Environment and Public Protection	Highways Capital programme / Highways maintenance programme
9.2.8	Identify external funding opportunities to deliver major transport infrastructure	31/03/16	Chief Officer: Planning and Transport	Infrastructure Delivery Plan, LTP3, Core Strategy, SALP
9.2.9	Develop and implement strategies that identify schemes which significantly contribute to the transport system, e.g. A329/A322 initiative	31/03/16	Chief Officer: Planning and Transport	LTP3

Ref	Key Action Description	By when	Lead Officer	Links to related strategies/plans
MTO 10	Encourage the provision of a range of appropriate housing			
10.1	Ensure a supply of affordable homes.			
<b>Supported by the following sub-actions</b>				
10.1.1	Review the provision of the Disabled Facilities Grants (DFG)	31/03/16	Chief Officer: Environment and Public Protection	Housing Strategy
10.1.2	Promote and develop flexible Home Improvement Loan Schemes	31/03/16	Chief Officer: Environment and Public Protection	
10.1.3	Ensure appropriate standards of accommodation in the private rented sector through appropriate enforcement and support to landlords.	31/03/16	Chief Officer: Environment and Public Protection	Housing Strategy
10.1.4	Undertake housing needs survey to ensure provision of a range of appropriate housing (including gypsy sites)	31/03/16	Chief Officer: Planning and Transport	LDF evidence documents
10.1.5	Prepare a Strategic Housing Market Assessment in liaison with other Berkshire authorities	30/09/16	Chief Officer: Planning and Transport	Core Strategy/ SALP

Ref	Key Action Description	By when	Lead Officer	Links to related strategies/plans
MTO 11	Work with our communities and partners to be efficient, open, transparent and easy to access and to deliver value for money			
11.1	Ensure services use resources efficiently and ICT and other technologies to drive down costs.			
<b>Supported by the following sub-actions</b>				
11.1.13	Assess feasibility of self-service kiosks at Bracknell Leisure Centre	31/03/16	Chief Officer: Leisure and Culture	
11.1.14	Procure new Leisure Management System	31/03/16	Chief Officer: Leisure and Culture	

11.8	Implement a programme of economies to reduce expenditure.			
<b>Supported by the following sub-actions</b>				
11.8.3	Expand the use of incentives for residents using the e+ scheme	31/03/16	Director of Environment, Culture and Communities	
11.8.4	Implement the Electronic Document Management Strategy to enhance and extend document scanning	31/03/16	Director of Environment, Culture and Communities	