

Notice of Meeting

Executive

Councillor Temperton (Chair),
Councillor Neil (Vice-Chair),
Councillors Bailey, Bidwell, Gillbe, Jefferies, Purnell and Wright

Tuesday 19 March 2024, 5.30 pm
Council Chamber - Time Square, Market Street, Bracknell, RG12 1JD



Agenda

All councillors at this meeting have adopted the Mayor's Charter which fosters constructive and respectful debate.

Item	Description	Page
1.	Apologies	
2.	Minutes	5 - 20
	To consider and approve the minutes of the meeting of the Executive held on 6 February 2024.	
3.	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.	
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.	Adoption of the Bracknell Forest Local Plan	21 - 30
	To seek a recommendation from Executive to Council to: 1) Adopt the Bracknell Forest Local Plan incorporating the Main Modifications	

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	<p>recommended by the Inspectors and Additional Modifications</p> <p>2) Agree to make the alterations to the adopted Policies Map that are necessary to give effect to the policies of the adopted Bracknell Forest Local Plan as modified.</p> <p>3) Withdraw the saved policies in the Bracknell Forest Borough Local Plan (adopted 2002), policies in the Core Strategy (adopted 2008) and policies CP1, SA11, SA12 and SA13 of the Site Allocations Local Plan (adopted 2013).</p> <p>The appendixes to the report can be found on the following links:</p> <p>Appendix A - Bracknell Forest Local Plan for adoption https://consult.bracknell-forest.gov.uk/file/6304536</p> <p>Appendix B:</p> <p>Polices Map 1 – Binfield https://consult.bracknell-forest.gov.uk/file/6304573</p> <p>Policies Map 2 – Warfield and Winkfield North https://consult.bracknell-forest.gov.uk/file/6304575</p> <p>Policies Map 3 – Bracknell and Winkfield South https://consult.bracknell-forest.gov.uk/file/6304576</p> <p>Policies Map 4 – Crowthorne and Sandhurst https://consult.bracknell-forest.gov.uk/file/6304574</p> <p>Reporting: Andrew Hunter, Executive Director: Place, Planning & Regeneration</p>	
6.	<p>Approval to consult on the Town Centre Masterplans Supplementary Planning Documents (SPDs)</p>	31 - 126
	<p>To agree to consult upon town centre masterplans to guide development at the Southern Gateway and the Eastern Gateway in line with the emerging Local Plan.</p> <p>Reporting: Andrew Hunter, Executive Director: Place, Planning & Regeneration</p>	
7.	<p>Highways and Transport Capital Programme 2024/25</p>	127 - 132
	<p>To approve the Highways and Transport Capital Programme for 2024/25 and its implementation as set out within the report.</p> <p>Reporting: Andrew Hunter, Executive Director: Place, Planning & Regeneration</p>	
8.	<p>Long-Acting Reversible Contraception Reprourement</p>	133 - 144
	<p>Long-Acting Reversible Contraception Reprourement - to be undertaken through the Provider Selection Regime.</p> <p>Reporting: Andrew Hunter, Executive Director: Place, Planning & Regeneration</p>	

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9.	Service plans 2024/25	145 - 244
	To present the directorate service plans for 2024-25, setting out key activity to deliver the council's strategic aims. Reporting: Katie Flint, Policy and Performance Lead	
10.	Council Plan Overview Report Q3	245 - 282
	To report on the progress of the council in delivering the commitments within the Council Plan from October to December. This includes performance information and highlights. Reporting: Katie Flint, Policy and Performance Lead	
11.	SEND Written Statement of Action	283 - 288
	To provide the Executive with an update on progress that has been made on delivery of the WSOA action plan since the last Executive report in September 2023. Reporting: Grainne Siggins, Executive Director People	

Exclusion of the Press and Public

Agenda items 12 is supported by annexes containing exempt information as defined in Schedule 12A of the Local Government Act 1972. If the Committee wishes to discuss the content of these annexes in detail, it may choose to move the following resolution:

That pursuant to Regulation 4 of the Local Authorities (Executive Arrangements) (Access to Information) Regulations 2012 and having regard to the public interest, members of the public and press be excluded from the meeting for the consideration of item 12 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).*

12.	Joint Venture Business Plan Review	289 - 328
	To review progress made by Bracknell Forest Cambium Partnership 2023-2024 and to agree and aims and strategy for the Joint Venture Business Plan for 2024-2027 Reporting: Sarah Holman, Joint Venture Business Partner	

Sound recording, photographing, filming and use of social media is permitted. Please contact Hannah Harding, 01344 352308, hannah.harding@bracknell-forest.gov.uk, so that any special arrangements can be made.

Published: 11 March 2024

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**EXECUTIVE
6 FEBRUARY 2024
5.30 - 6.30 PM**

Present:

Councillors Temperton (Chair), Neil (Vice-Chair), Bailey, Gillbe, Jefferies, Purnell and Wright

Apologies for absence were received from:

Councillors Bidwell

64. Declarations of Interest

There were no declarations of interest.

65. Minutes

RESOLVED that the minutes of the meeting of the Executive on 23 January 2024 together with the accompanying decision records be confirmed as a correct record.

66. Urgent Items of Business

There were no Urgent Items of Business.

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:

67. Capital Programme 2024/25

RECOMMENDED to Council:

a) General Fund Capital Programme of £13.016m for 2024/25 in respect of those schemes listed in Annexes A – D, of which £8.462m be funded from Council resources.

b) Approves the inclusion of £4.554m of expenditure to be externally funded (including £0.380m of S106 funding) as outlined in paragraph 5.20.

c) That those schemes that attract external grant funding are included within the Capital Programme at the level of funding received.

d) Agrees that capital schemes that require external funding can only proceed once the Council has received confirmation that the grant will be awarded.

e) The inclusion of an additional budget of £1m for Invest to Save schemes.

68. Revenue Budget 2024/25

RECOMMENDED that the Executive, in recommending to Council a budget and Council Tax level for 2024/25:

- i. Agrees the provision for inflation of £4.507m (section 8.2);
- ii. Approves a further council tax discount funded by Bracknell Forest Council in 2024/25 of £75 for working age households receiving council tax support as summarised in paragraph 8.3.1a);
- iii. Confirms its support for the draft budget proposals as set out in the report presented to the Executive’s meeting in December 2023, subject to the revisions in section 8.3.1b) to 8.3.1k) and those decisions to be taken elsewhere on this agenda on the capital programme;
- iv. Agrees the additional budget proposals as set out in Annexe A and Annexe D and in sections 6.2 (Revenue Support Grant), 6.3 (specific grants), 6.4 (business rates), 7.3 (collection fund) , 8.2 (inflation) and 8.3 (updated pressures & savings);
- v. Agrees that the additional grant funding received in the Final Local Government Finance Settlement announced on 5 February 2024 be allocated to social care services (£0.754m in Social Care Grant) and to Special Educational Needs and Disabilities services (£0.268m in Funding Guarantee and £0.010m in Services Grant) with no net budget impact;
- vi. Agrees that the Executive Member for Children, Young People and Learning approves the detailed budget allocations for High Needs pupils and Early Years provisions, up to the estimated level of available resources;
- vii. Includes a general contingency totalling £4.000m (section 10.7) use of which is to be authorised by the Chief Executive in consultation with the Executive Director: Resources in accordance with the delegations included in the Council’s constitution;
- viii. Approves the proposed Net Revenue Budget including the contribution of £1.509m from the Future Funding Reserve (including £0.038m additional interest from the use of balances) to support revenue expenditure, as set out in Annexe G;
- ix. Recommends a 4.99% increase in the Council Tax for the Council’s services and that the Council Tax requirement, excluding Parish and Town Council precepts, be set as £80.312m;
- x. Recommends that the Council Tax for the Council’s services and that each Valuation Band is set as follows:

Band	Tax Level Relative to Band D	£
A	6/9	1,077.42
B	7/9	1,256.99
C	8/9	1,436.56
D	9/9	1,616.13
E	11/9	1,975.27
F	13/9	2,334.41

G	15/9	2,693.55
H	18/9	3,232.26

xi. Recommends that the Council approves the following indicators, limits, strategies and policies included in Annexe E:

- The Prudential Indicators and Limits for 2024/25 to 2026/27 contained within Annexe E(i);
- The Minimum Revenue Provision (MRP) Policy contained within Annexe E(ii);
- The Treasury Management Strategy Statement, and the Treasury Prudential Indicators contained in Annexe E(iii);
- The Authorised Limit Prudential Indicator in Annexe E(iii);
- The Investment Strategy 2024/25 to 2026/27 and Treasury Management Limits on Activity contained in Annexe E(iv).

xii. Recommends to Council that the following additional Council Tax premiums be applied from 1 April 2025:

- A 100% premium for properties which have been empty and unfurnished for longer than one year (rather than 2 years as currently) and;
- A 100% premium for second homes.

xiii. Approves the virements relating to the 2023/24 budget as set out in Annexe H and recommends those that are over £0.100m for approval by Council.

69. Creation of a Joint Committee – Berkshire Prosperity Board

RECOMMENDED to Council that:

- i. the establishment of a fully constituted Joint Committee (to be known as the Berkshire Prosperity Board) from May 2024 to deliver a Berkshire-wide vision for inclusive green and sustainable economic prosperity is approved.
- ii. the proposed constitution for the Joint Committee as set out in Appendix A - Functions and Procedure Rules for a Joint Committee, Appendix B - Responsibilities of the accountable body and Appendix C - Governance structure is recommended to Council for approval subject to the Monitoring Officer being authorised to make minor amendments to the Functions & Procedure Rules in conjunction with the participating authorities.
- iii. the Chief Executive be delegated to reach a legally binding agreement between the member Authorities setting out the supporting arrangements and responsibilities between the Authorities, particularly that between the Lead Authority, known as the Accountable Body and the other member Authorities and go through the relevant democratic process if required.

70. Youth Services Strategy Public Consultation

RESOLVED that:

- i. the Executive approve the draft strategy and agree that the final consultation plan will be agreed with Executive Member for Children, Young People and Learning.
- ii. the Executive to note the invitation to Members to join a dedicated session to provide feedback on the draft strategy.
- iii. the Executive to note the intention to bring back a final strategy for Executive to approve following the consultation which will also include a detailed action plan.

71. **Design and Construction Multi Disciplinary Consultancy Services Contract**

RESOLVED that

- i. the Executive approves this Strategic Procurement Plan to tender the appointment of a Design & Construction Multi-Disciplinary Consultancy Services Contract.
- ii. Approval of this Strategic Procurement Plan authorises:
 - (i) a proposed contractual term for a duration of up to ten years with an initial period of five years and further 3 + 2 years based on key performance indicators of optional extensions with a contract value of £12m for 10-year contract.
 - (ii) Design & Construction Multi-Disciplinary Consultancy Services Contract to be procured from a single provider.
- iii. the Executive delegate authority to the Executive Director, Delivery and the Executive Member for Finance and Business Change to award the contract to the provider meeting the requirements of this contract.

CHAIRMAN

**Bracknell Forest Council
Record of Decision**

Work Programme Reference	I115786
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1. **TITLE:** Capital Programme 2024/25

2. **SERVICE AREA:** Resources

3. **PURPOSE OF DECISION**

To recommend to Council the annual budget.

4 **IS KEY DECISION** Yes

5. **DECISION MADE BY:** Executive

6. **DECISION:**

RECOMMENDED to Council:

a) General Fund Capital Programme of £13.016m for 2024/25 in respect of those schemes listed in Annexes A – D, of which £8.462m be funded from Council resources.

b) Approves the inclusion of £4.554m of expenditure to be externally funded (including £0.380m of S106 funding) as outlined in paragraph 5.20.

c) That those schemes that attract external grant funding are included within the Capital Programme at the level of funding received.

d) Agrees that capital schemes that require external funding can only proceed once the Council has received confirmation that the grant will be awarded.

e) The inclusion of an additional budget of £1m for Invest to Save schemes.

7. **REASON FOR DECISION**

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

8. **ALTERNATIVE OPTIONS CONSIDERED**

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

9. **DOCUMENT CONSIDERED:** Report of the Executive Director: Resources

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

Date Decision Made	Final Day of Call-in Period
6 February 2024	14 February 2024

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**Bracknell Forest Council
Record of Decision**

Work Programme Reference	I115474
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1. **TITLE:** Revenue Budget 2024/25

2. **SERVICE AREA:** Resources

3. **PURPOSE OF DECISION**

To recommend to Council the annual budget

4 **IS KEY DECISION** Yes

5. **DECISION MADE BY:** Executive

6. **DECISION:**

RECOMMENDED that the Executive, in recommending to Council a budget and Council Tax level for 2024/25:

- i. Agrees the provision for inflation of £4.507m (section 8.2);
- ii. Approves a further council tax discount funded by Bracknell Forest Council in 2024/25 of £75 for working age households receiving council tax support as summarised in paragraph 8.3.1a);
- iii. Confirms its support for the draft budget proposals as set out in the report presented to the Executive's meeting in December 2023, subject to the revisions in section 8.3.1b) to 8.3.1k) and those decisions to be taken elsewhere on this agenda on the capital programme;
- iv. Agrees the additional budget proposals as set out in Annexe A and Annexe D and in sections 6.2 (Revenue Support Grant), 6.3 (specific grants), 6.4 (business rates), 7.3 (collection fund) , 8.2 (inflation) and 8.3 (updated pressures & savings);
- v. Agrees that the additional grant funding received in the Final Local Government Finance Settlement announced on 5 February 2024 be allocated to social care services (£0.754m in Social Care Grant) and to Special Educational Needs and Disabilities services (£0.268m in Funding Guarantee and £0.010m in Services Grant) with no net budget impact;
- vi. Agrees that the Executive Member for Children, Young People and Learning approves the detailed budget allocations for High Needs pupils and Early Years provisions, up to the estimated level of available resources;
- vii. Includes a general contingency totalling £4.000m (section 10.7) use of which is to be authorised by the Chief Executive in consultation with the Executive Director: Resources in accordance with the delegations included in the Council's constitution;
- viii. Approves the proposed Net Revenue Budget including the contribution of

£1.509m from the Future Funding Reserve (including £0.038m additional interest from the use of balances) to support revenue expenditure, as set out in Annexe G;

ix. Recommends a 4.99% increase in the Council Tax for the Council's services and that the Council Tax requirement, excluding Parish and Town Council precepts, be set as £80.312m;

x. Recommends that the Council Tax for the Council's services and that each Valuation Band is set as follows:

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- The Investment Strategy 2024/25 to 2026/27 and Treasury Management Limits on Activity contained in Annexe E(iv).

xii. Recommends to Council that the following additional Council Tax premiums be applied from 1 April 2025:

- A 100% premium for properties which have been empty and unfurnished for longer than one year (rather than 2 years as currently) and;
- A 100% premium for second homes.

xiii. Approves the virements relating to the 2023/24 budget as set out in Annexe H and recommends those that are over £0.100m for approval by Council.

7. REASON FOR DECISION

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

8. ALTERNATIVE OPTIONS CONSIDERED

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

9. DOCUMENT CONSIDERED: Report of the Executive Director: Resources

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

Date Decision Made	Final Day of Call-in Period
6 February 2024	14 February 2024

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**Bracknell Forest Council
Record of Decision**

Work Programme Reference	I119146
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1. **TITLE:** Creation of a Joint Committee – Berkshire Prosperity Board

2. **SERVICE AREA:** Place, Planning & Regeneration

3. **PURPOSE OF DECISION**

To agree the creation of a Joint Committee with the six Berkshire Unitary Authorities, for the purposes of driving Economic Prosperity

4 **IS KEY DECISION** Yes

5. **DECISION MADE BY:** Executive

6. **DECISION:**

RECOMMENDED to Council that:

- i. the establishment of a fully constituted Joint Committee (to be known as the Berkshire Prosperity Board) from May 2024 to deliver a Berkshire-wide vision for inclusive green and sustainable economic prosperity is approved.
- ii. the proposed constitution for the Joint Committee as set out in Appendix A - Functions and Procedure Rules for a Joint Committee, Appendix B - Responsibilities of the accountable body and Appendix C - Governance structure is recommended to Council for approval subject to the Monitoring Officer being authorised to make minor amendments to the Functions & Procedure Rules in conjunction with the participating authorities.
- iii. the Chief Executive be delegated to reach a legally binding agreement between the member Authorities setting out the supporting arrangements and responsibilities between the Authorities, particularly that between the Lead Authority, known as the Accountable Body and the other member Authorities and go through the relevant democratic process if required.

7. **REASON FOR DECISION**

i. Developing a Joint Committee and sharing common goals across a functional economic area will provide Berkshire Authorities with exciting new opportunities for collaboration on economic development. Providing more flexibility and influence than a single council would have on its own. Helping local authorities speak with one voice to secure more funding from Government and other agencies and sources to help get key projects and initiatives off the ground.

ii. In particular, Berkshire Authorities, through collaboration, will benefit from:

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- Working together to a shared vision of inclusive and sustainable economic prosperity through working together to address challenges and meet opportunities whilst retaining the sovereignty of each Local authority.

- Having a strengthened case to Government and private investors for funding And greater investment for strategic projects across Berkshire.
- Acting as a vehicle to commission the Thames Valley Berkshire Local Enterprise Partnership (LEP) and others in response to the Government’s review of Local Economic Partnerships.
- Having a stronger, collective voice in lobbying Government and other agencies. Taking a collaborative mindset in targeting external bodies effectively for the benefit of Berkshire
- Advantageously positioning Berkshire in readiness for potential devolution proposals to benefit from additional responsibilities and funding opportunities. Setting up a Berkshire that is better able to efficiently, seize future opportunities and adapt to challenges.

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- Working on six shared themes: health and inequalities, education and skills, affordable housing, sector development, strategic infrastructure and net zero.
- Transform Berkshire`s productivity through, responsive, agile collaboration.

iii. The first official board would take place in April following the decision making for each of the six Unitary Council’s to establish the Board. The Board would meet four times a year. Each Council would lead on one of the six themes, with Bracknell Forest leading on Climate Change, and assisting on the Affordable Housing theme.

8. ALTERNATIVE OPTIONS CONSIDERED

- i. The main alternative approach is to continue to work on economic development in each unitary area as exists at the moment. This no change approach does not resolve matters relating to the functions passing to Local Authorities with the end of government LEP funding which takes place in April 2024. It also does not build a stronger voice for Berkshire and does not enable streamlined collective decision making.
- ii. the other main alternative option considered was to develop a Combined Authority/Mayoral Combined Authority, and seek a formal Devolution Deal. Berkshire Leaders have agreed not to pursue a directly elected Mayor.

9. **DOCUMENT CONSIDERED:** Report of the Executive Director: Place, Planning & Regeneration

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

Date Decision Made	Final Day of Call-in Period
6 February 2024	14 February 2024

**Bracknell Forest Council
Record of Decision**

Work Programme Reference	I119033
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1. **TITLE:** Youth Services Strategy Public Consultation

2. **SERVICE AREA:** People

3. **PURPOSE OF DECISION**

Approval to go out to public consultation on the Youth Services Strategy 2024 – 2027.

Bracknell Forest Council and its partners recognise the need for a clear strategic vision to drive and shape our youth service provision. It is vital that we undertake a public consultation to provide opportunities for feedback to those who will benefit from or who have a stake in youth services in Bracknell Forest. This will ensure that the strategy is supported by our young people, partners and the wider community. The Youth Service is a priority for the Labour Executive as outlined in their 2023 manifesto.

In addition, Bracknell Forest Council has a duty to secure sufficient youth services in the borough. Statutory guidance for local authorities on providing youth services, related to Section 507B of the Education Act (1996), as amended by the Education and Inspections Act (2006), places a duty on local authorities to 'so far as reasonably practicable,' secure for qualifying young persons in the authority's area access to sufficient educational leisure-time activities which are for the improvement of their well-being, and sufficient facilities for such activities, and, efficient recreational leisure-time activities which are for the improvement of their well-being, and sufficient facilities for such activities.

4. **IS KEY DECISION** Yes

5. **DECISION MADE BY:** Executive

6. **DECISION:**

RESOLVED that:

- i. the Executive approve the draft strategy and agree that the final consultation plan will be agreed with Executive Member for Children, Young People and Learning.
- ii. the Executive to note the invitation to Members to join a dedicated session to provide feedback on the draft strategy.
- iii. the Executive to note the intention to bring back a final strategy for Executive to approve following the consultation which will also include a detailed action plan.

7. **REASON FOR DECISION**

- i. The proposed Youth Services Strategy 2024 – 2027 policy has been created following a comprehensive data analysis, consultation and feedback on the proposed draft and priorities included.

- ii. The proposed strategy supports the Council’s plan to ensure engaged and healthy communities. Youth services is a political priority of the labour executive as outlined within their manifesto for the local elections in 2023.
- iii. Stakeholder consultation is an important part of the development of the youth strategy, enabling young people, families, members, key stakeholders, and wider residents to understand and comment on the proposed strategy.

8. ALTERNATIVE OPTIONS CONSIDERED

An alternative option would be not to develop a youth strategy. However, given that there is not currently a strategic document identifying and driving the shape of youth services locally, this is not an option.

9. **DOCUMENT CONSIDERED:** Report of the Executive Director: People

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

Date Decision Made	Final Day of Call-in Period
6 February 2024	14 February 2024

**Bracknell Forest Council
Record of Decision**

Work Programme Reference	I118017
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1. **TITLE:** Design and Construction Multi Disciplinary Consultancy Services Contract

2. **SERVICE AREA:** Delivery

3. **PURPOSE OF DECISION**

To approve the strategy procurement plan to tender the appointment of an organisation to provide multi disciplinary consultancy services

4 **IS KEY DECISION** Yes

5. **DECISION MADE BY:** Executive

6. **DECISION:**

RESOLVED that

- i. the Executive approves this Strategic Procurement Plan to tender the appointment of a Design & Construction Multi-Disciplinary Consultancy Services Contract.
- ii. Approval of this Strategic Procurement Plan authorises:
 - (i) a proposed contractual term for a duration of up to ten years with an initial period of five years and further 3 + 2 years based on key performance indicators of optional extensions with a contract value of £12m for 10-year contract.
 - (ii) Design & Construction Multi-Disciplinary Consultancy Services Contract to be procured from a single provider.
- iii. the Executive delegate authority to the Executive Director, Delivery and the Executive Member for Finance and Business Change to award the contract to the provider meeting the requirements of this contract.

7. **REASON FOR DECISION**

- i. It is a requirement of the contract standing orders, that the Executive approve any strategic procurement plan with a value more than £1m. This decision seeks approval for the procurement strategy.
- ii. The current Managing Partner framework expires on the 30 June 2025, therefore there is a requirement to commission an external organisation to provide Design & Construction Multi-Disciplinary Consultancy Services Contract to implement and manage the delivery of construction projects.

8. **ALTERNATIVE OPTIONS CONSIDERED**

- i. Consideration has been given to seeking consultants on an individual project basis,

however when Bracknell Forest Council have undertaken this in the past, it has proven to be a lengthy process. Involving numerous organisations into our practice allows room for error, as the continuity and the knowledge of the Councils stock is lost. However, having a Design & Construction Support team commissioned on a fixed term contract, ensures information on procedures and condition of our buildings are kept up to date.

- ii. After consulting with other Berkshire Councils, we were informed that 3 of the Councils have inhouse consultancy staff and procure specialist support as and when required through a framework.
 - iii. One Council had a professional services framework for Consultants on architectural and design services which ran for 4 years and covered Housing, Education and Corporate. This was procured through the Portal 'shortlisted' 6 consultant firms to be on 4 year Framework for which mini competitions were ran when projects came to fruition. Some projects were procured as design and build, some were separated and procured separately. These are then overseen by a large internal Construction Project Management team. However, we also use a Framework such as CCS/Fusion 21 for specific projects. This option would not be suitable for BFC due to there not being a large in-house team, holding the knowledge required.
 - iv. One of the authorities has recently procured a contract, with 2 different organisations, with 1 providing pre-contract services and the other providing post-contract services. Due to a number of recent issues, this Authority is looking at alternative options. Team members moving from other authorities have tried this model, however it has caused conflict and contractual issues between consultants and would require significant resources to manage the contracts. There could also be issues regarding where negligence claims lay.
 - v. An option is to create an inhouse multi-disciplinary consultancy team to recruit a number of individuals, to design and manage projects lower than £0.5m, which would equate to approx. salary costs of £630k per annum, as shown in the table below. However, there would still need to be some input from an external organisation, to provide additional technical input, ie project management, public health engineers etc. as and when required for each of the projects.
 - vi. Furthermore, the ongoing difficulties in recruiting and retaining specialist engineers and surveyors, within the construction industry would undoubtedly result in a number of these roles remaining vacant and incur additional costs using agency staff. In practice, some specialisms listed would not warrant full-time roles and this would further exacerbate the challenges and reduce value for money. Therefore, internalisation of this service would not be a viable solution.
9. **DOCUMENT CONSIDERED:** Report of the Executive Director: Delivery
10. **DECLARED CONFLICTS OF INTEREST:** None

Date Decision Made	Final Day of Call-in Period
6 February 2024	14 February 2024

To: **EXECUTIVE**
19th MARCH 2024

ADOPTION OF BRACKNELL FOREST LOCAL PLAN (2020-2037)

Executive Director: Place Planning and Regeneration

1 Purpose of Report

- 1.1 Bracknell Forest Council has been working to provide an up-to-date planning framework for Bracknell Forest to 2037.
- 1.2 Following extensive consultation, the Bracknell Forest Local Plan and accompanying Policies Map was submitted to the Secretary of State for Examination in December 2021. This marked the beginning of the examination phase. Public hearings were held in May, June and October 2022.
- 1.3 A consultation on Main Modifications took place between October and December 2023. The Inspector's Final Report was received on 1st March 2024 and concludes that the Bracknell Forest Local Plan is capable of adoption with Main Modifications to make the Plan sound, as set out in the appendix to the Final Report (see Background Papers).
- 1.4 On adoption, the Plan replaces the saved policies in the Bracknell Forest Borough Local Plan (adopted 2002), the Core Strategy (adopted 2008) and specific policies in the Site Allocations Local Plan (adopted 2013).
- 1.5 The purpose of this report is to seek the Executive's recommendation to Council to adopt the Bracknell Forest Local Plan incorporating Main Modifications and non-material additional modifications (see Appendix A) together with the accompanying Policies Map (Appendix B).

2 Recommendations

That Executive recommends to Council that it:

- 2.1 **Adopts the Bracknell Forest Local Plan incorporating the Main Modifications recommended by the Inspectors and non-material additional modifications (see Appendix A).**
- 2.2 **Agrees to make the alterations to the Policies Map (see Appendix B) that are necessary to give effect to the policies of the Bracknell Forest Local Plan, as modified.**
- 2.3 **Agrees that on adoption, the Bracknell Forest Local Plan will become part of the Development Plan for the Borough and that its policies will supersede all saved policies in the Bracknell Forest Borough Local Plan (adopted 2002), the Core Strategy (adopted 2008) and Policies CP1, SA11, SA12 and SA13 of the Site Allocations Local Plan (adopted 2013) for the purposes of decision making in Bracknell Forest.**
- 2.4 **Agrees that any other non-material additional modifications to the Bracknell Forest Local Plan, can be agreed by the Executive Director: Place Planning and Regeneration in consultation with the Executive Member for Planning and Transport, prior to final publication.**

2.5 Carries forward adopted Supplementary Planning Documents, as related to relevant policies in the Bracknell Forest Local Plan (see Appendix C).

3 Reasons for Recommendations

3.1 It is important that the Council has an up to date and robust planning framework to guide development which reflects current national policy and guidance. The Bracknell Forest Local Plan contains a spatial strategy and policies for managing development that help meet the environmental, social and economic opportunities and challenges facing the area. It also helps achieve the aims of the Council Plan and is a key corporate document.

4 Alternative Options Considered

4.1 The Bracknell Forest Local Plan can only be adopted with all of the Main Modifications recommended by the Inspectors. Not adopting the Bracknell Forest Local Plan would result in a waste of resources incurred in preparing the Plan and existing out of date local policies would remain in place. This could result in speculative planning applications and subsequent appeals which might lead to significant costs. It could also provoke intervention by the Secretary of State under Section 27 of the Planning and Compulsory Purchase Act 2004 ('the 2004 Act'). This can be applied if it is thought that a local planning authority is failing or omitting to do anything it is necessary to do in connection with the preparation, revision or adoption of a local plan. Such intervention by the Secretary of State has recently been undertaken in respect of West Berkshire and Mole Valley Councils' local plans.

5 Supporting Information

Plan making process

5.1 Officers commenced preparation of the Bracknell Forest Local Plan in 2016. The Plan has undergone five formal periods of public consultation during its evolution. These are summarised below:

- Issues and Options (June – July 2016)
- Draft Bracknell Forest Local Plan (February - March 2018)
- New Sites (September 2018)
- Revised Growth Strategy (October - December 2019)
- Pre-Submission Bracknell Forest Local Plan (March – May 2021)

5.2 The Plan has been informed by a Sustainability Appraisal, Habitat Regulations Assessment and a wide range of other evidence, including technical reports. The consultations have attracted many responses from residents, amenity groups, agencies, utility providers and other stakeholders which have been analysed. In addition, the Government has amended legislation and updated the National Planning Policy Framework (NPPF) and accompanying guidance during the preparatory process. As a result, a number of significant changes have been made to the content of the policies and supporting text during the plan making process.

It has also been necessary to update the Policies Map for the Borough. This shows the geographical extent of allocations and designations arising from policies in local plans. Draft versions have been produced at key stages during the process and final

changes have now been incorporated in the Map (comprises of four geographical components - see Appendix B).

5.3 In December 2021, the Pre Submission version of the Bracknell Forest Local Plan and accompanying documents (including the Policies Map) were submitted to the Secretary of State for Examination. At the same time, the Council requested that the Inspectors recommended Main Modifications to make the Plan sound and capable of adoption. Independent Planning Inspectors, Louise Nurser and David Troy were appointed to undertake the examination of the Plan. This resulted in the following events:

- May and June 2022 – Stage 1 hearing sessions.
- October 2022 – Stage 2 hearing sessions.
- January 2023 – Post hearings letter in which the Inspectors indicated that whilst they had found the production of the Bracknell Forest Local Plan to have met the Duty to Co-operate and be legally compliant, it was considered that a number of changes known as ‘Main Modifications’ were required to make the Plan capable of being found ‘sound’ and suitable for adoption.
- October to December 2023 - publication of Schedule of Proposed Main Modifications for public consultation for six weeks. Responses received were subsequently sent to the Inspectors.
- 1st March 2024 - Inspectors’ Final Report received. The Report concludes that the preparation of the Bracknell Forest Local Plan has met the duty to cooperate and that with the recommended Main Modifications, satisfies the requirements referred to in Section 20(5)(a) of the Planning and Compulsory Purchase Act 2004 and the soundness criteria set out in the NPPF. The Inspectors consider that the Plan is capable of adoption with the incorporation of the Main Modifications recommended by the Inspectors (see Background Papers).

5.4 The Main Modifications recommended by the Inspectors are substantially the same as the Proposed Main Modifications published for consultation between October and December 2023, with some small amendments. The most significant of the Main Modifications are set out below:

- Revisions to the Spatial Strategy to make it clearer where future growth and development is being directed and to provide guidance on the approach to be taken to development proposals in different parts of the Borough. This is supported by the addition of a settlement hierarchy policy.
- Extensions to the settlement boundaries to reflect committed development and the ‘suburban residential character’ of the park homes development at Warfield Park.
- The deletion of Policy LP7 involving the construction of a Garden Village at Jealotts Hill, Warfield on the basis that the exceptional circumstances required by para. 140 of the NPPF have not been demonstrated. The Inspectors concluded that the proposal would have a significant and unavoidable impact on openness and would result in a substantive encroachment into the Green Belt. They also consider that it would have an impact on a sensitive rural landscape. In terms of the business case, the Inspectors state that Syngenta has a highly educated and specialised workforce based in the area, has links to academic institutions and commercial organisations across the country and beyond and has existing specialist buildings on site. They therefore found

that there is no realistic suggestion that this position would change if the Science and Innovation Park was not built. Doubt is also expressed about the need for the proposed amount of speculative employment floorspace. It is considered that there may be opportunities for further intensification of the existing site which could assist collaborative working. The Inspectors are not convinced that any future investment decision would be solely driven by the funding gap argument or that the model promoted is pivotal to Syngenta's future at the site.

- Deletion of three smaller housing allocation sites due to potential adverse impacts on the setting of nearby heritage assets (two in Sandhurst and one in Binfield).
- Inclusion of an over-arching climate change policy
- Sustainable construction standards are to be encouraged rather than required.
- Deletion of policies relating to strategic gaps and wedges and the separation of settlements since it is considered that the Landscape Character and Countryside policies are adequate to cover the issue.
- A number of other modifications to ensure that the plan is positively prepared, justified, effective and consistent with national policy.
- A revised housing trajectory and updated housing supply position.
- Moving certain policies from Part 2 of the Plan (non-strategic policies) to Part 1 (Strategic Issues).
- A number of other modifications to ensure that the Plan is positively prepared, justified, effective and consistent with national policy.

Policies and proposals for land use in Bracknell Forest

- 5.5 To date, the Council has had to rely heavily on the saved policies in the Bracknell Forest Borough Local Plan (2002), the Core Strategy (2008) and the Site Allocations Local Plan (2013). However, the weight attached to these policies has been reduced over time by changes in planning legislation and policy.
- 5.6 Following the adoption of the Plan, the Development Plan will comprise of the following documents:
- Bracknell Forest Local Plan (2024)
 - Joint Minerals and Waste Plan to 2036 (Adopted 2023)
 - Saved policy NRM6 of the partially revoked South East Plan
 - Five 'made' neighbourhood plans covering Binfield, Bracknell Town, Crowthorne, Warfield and Winkfield
- 5.7 Any planning applications submitted by developers, agents and landowners will be assessed against the relevant policies contained within these plans, amplified by the supporting text, to determine whether planning permission should be granted, unless material considerations indicate otherwise. The Bracknell Forest Local Plan will supersede the saved policies in the Bracknell Forest Borough Local Plan (adopted 2002), the Core Strategy (adopted 2008) and policies CP1, SA11, SA12 and SA13 of the Site Allocations Local Plan (2013). These will no longer be of relevance in decision making.
- 5.8 The Council also has a number of Supplementary Planning Documents (SPDs) which have been adopted to supplement saved policies in the Bracknell Forest Borough Local Plan and policies in the Core Strategy. These provide further guidance on the implementation of the Council's approach to particular issues, such as design. Officers have reviewed these SPDs for their relevance and consistency

with the new Bracknell Forest Local Plan policies. Where SPDs still contain relevant technical guidance and are reasonably consistent, it is proposed to carry them forward as providing supplementary guidance to the specified new policies (see Appendix c).

- 5.9 Over the next few months, the SPDs will be reviewed (insofar as that is possible, depending on the content and enactment of the Levelling Up and Regeneration Act 2023 which ushers in the new planning system). The intention is to produce new guidance related to specific new policies such as those on affordable housing and housing mix so that they are in full alignment with policies contained in adopted development plan document.

Next stages

- 5.10 Following adoption, Regulation 26 of the Town and Country Planning (Local Planning) (England) Regulations 2012 ('the 2012 Regulations') requires the Council to make the Bracknell Forest Local Plan, the Sustainability Appraisal Report and the Adoption Statement available in accordance with Regulation 35. This will involve placing documents on the Council's website and making paper copies available at the Council's offices at Time Square and in libraries across the Borough. There is also a requirement to notify those who asked to be notified of the adoption of the Local Plan and send a copy of the Adoption Statement to the Secretary of State.

6 Consultation and Other Considerations

Legal Advice

- 6.1 Local plan documents are produced under the '2004 Act', as amended by the Localism Act 2011. The process to be followed in producing local plans is set out in the '2012 Regulations'.
- 6.2 Pursuant to Section 23 of the '2004 Act', a local planning authority may only adopt a submitted development plan document (such as the Bracknell Forest Local Plan) in accordance with the Inspectors' Main Modifications and additional modifications if the 'additional modifications (taken together) do not materially affect the policies that would be set out in the document if it was adopted with the main modifications but no other modifications'. The decision to adopt under Section 23(3) must be taken by Full Council.
- 6.3 Following adoption, the Council will need to comply with the requirements of Regulations 26 and 35 of the '2012 Regulations' relating to making documents available and notifying people who asked to be notified (and other consultees) as soon as reasonably practicable.
- 6.4 On adoption of the Bracknell Forest Local Plan, any person aggrieved may, under Section 113 of the '2004 Act', make an application to the High Court to legally challenge the Plan. This application must be made during the six-week period starting with the date of adoption. The High Court may quash the Plan wholly, or in part.

Financial Advice

- 6.5 The cost of preparing the Bracknell Forest Local Plan is being met through the existing Planning Policy budget. This has covered the costs of the consultation stage, submission and the examination process, although, the Planning Inspectorate has yet to send the final invoice.

- 6.6 The adoption process itself does not carry significant costs. However, if the Council was faced with one or more legal challenges to the Bracknell Forest Local Plan after its adoption, defending these would need to be funded and may impact on resources available.

Other Consultation Responses

- 6.7 Extensive public consultation has taken place during the preparation of the Plan. The Examination was also conducted in a very thorough and considered manner by the appointed independent Planning Inspectors and included public consultation on the Proposed Main Modifications.

Equalities Impact Assessment

- 6.8 The Scoping Assessment identifies that an Equality Impact Assessment (EqIA) is not relevant to this document. A full EqIA is not therefore required.

Strategic Risk Management Issues

- 6.9 There are no direct financial risks associated with the report.

Climate Change and Ecological Impacts

- 6.10 The Bracknell Forest Local Plan contains an overarching policy on Climate Change which signals ways of mitigating and adapting to changes in our climate. The supporting text to this policy, refers to a range of more detailed policies that set out the approach to be taken on particular topics. These include travel, sustainable drainage systems and the protection of trees and hedgerows. The combined effect should be to reduce the impact of any increase in emissions of CO₂ due to the need to accommodate future growth.
- 6.11 Similarly, there are a number of policies that cover ecological impact. These address matters such as protecting and improving green infrastructure, securing avoidance and mitigation measures to retain the integrity of the Thames Basin Heaths Special Protection Area. There is also a policy that seeks to ensure that biodiversity in the Borough is protected and enhanced. Generally, development should incorporate biodiversity improvements and secure at least a 10% measurable net gain for biodiversity. This is to be achieved through planting schemes, new habitats, new roosting or nesting features, or through the enhancement and management of existing habitats.
- 6.12 All policies have been subject to sustainability appraisal work at key stages. This assesses the effect of the Plan and proposals on environmental, social and economic objectives, and is a statutory requirement in the plan making process. The sustainability objectives cover environmental objectives relating to the reduction of emissions of greenhouse gases, managing flood risk and conserving and enhancing the diversity of wildlife and habitats.

Health & Wellbeing Considerations

- 6.13 The Plan acknowledges that developments (either individually or cumulatively) can have an adverse impact upon health and amenity, both during construction and on completion. The location of development and placing limits on the entry of pollutants that present a significant threat are important considerations. Provisions are included

to require suitable mitigation measures to reduce the risk of unacceptable adverse impacts of dust, noise, vibration and odour.

- 6.13 The Sustainability Appraisal referred to in para 6.12 above included an objective concerned with protecting and enhancing human health and wellbeing. In assessing the policies in the Plan against this objective, it was concluded that they would have a predominantly neutral or positive effect on this objective.
- 6.14 Para 13 of the Inspectors' Report deals with the Public Sector Equality Duty and confirms that the Inspectors have considered the protection of health, safety and amenity and sustainable accessibility for all persons including those with relevant protected characteristics during the Examination. This has fed into their conclusion that the Plan is legally compliant.

Background Papers

Inspectors' Report

<https://www.bracknell-forest.gov.uk/sites/default/files/2024-03/inspectors-report-bracknell-forest-local-plan.pdf>

Appendix to Inspectors' Report - Main Modifications

<https://www.bracknell-forest.gov.uk/sites/default/files/2024-03/schedule-of-main-modifications-bracknell-forest-pre-submission-local-plan.pdf>

Planning and Compulsory Purchase Act 2004 (as amended)

[Planning and Compulsory Purchase Act 2004 \(legislation.gov.uk\)](https://www.legislation.gov.uk/ukpga/2004/10)

Town and Country Planning (Local Planning) (England) Regulations 2012 (as amended)

[The Town and Country Planning \(Local Planning\) \(England\) Regulations 2012 \(legislation.gov.uk\)](https://www.legislation.gov.uk/ukreg/2012/1100)

National Planning Policy Framework, 2023

https://assets.publishing.service.gov.uk/media/65a11af7e8f5ec000f1f8c46/NPPF_Deember_2023.pdf

Sustainability Appraisal/Strategic Environmental Assessment (SA/SEA)

<https://consult.bracknell-forest.gov.uk/resources/portal/supportingfiles/716530>

<https://consult.bracknell-forest.gov.uk/file/5941302>

<https://consult.bracknell-forest.gov.uk/file/6244566>

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Appendix A - Bracknell Forest Local Plan for adoption

<https://consult.bracknell-forest.gov.uk/file/6304536>

Appendix B:

Policies Map 1 – Binfield

<https://consult.bracknell-forest.gov.uk/file/6304573>

Policies Map 2 – Warfield and Winkfield North

<https://consult.bracknell-forest.gov.uk/file/6304575>

Policies Map 3 – Bracknell and Winkfield South

<https://consult.bracknell-forest.gov.uk/file/6304576>

Policies Map 4 – Crowthorne and Sandhurst

<https://consult.bracknell-forest.gov.uk/file/6304574>

Appendix C

Supplementary Planning Documents that provide further guidance on policies that are to be deleted and equivalent policies in the Bracknell Forest Local Plan

Supplementary Planning Document	Key policy ‘hooks’ in Bracknell Forest Borough Local Plan and/or Core Strategy	Equivalent policy ‘hook(s)’ in Bracknell Forest Local Plan
Design (2017)	<ul style="list-style-type: none"> • Core Strategy Policy CS7: Design • Bracknell Forest Borough Local Plan Policy EN20: Design considerations in new development 	<ul style="list-style-type: none"> • Policy LP28: Design principles • Policy LP50: Design • Policy LP51: Tall buildings
Character Area Assessments (2010)	<ul style="list-style-type: none"> • Core Strategy Policy CS7: Design • Bracknell Forest Borough Local Plan Policy H4: Areas of special housing character 	<ul style="list-style-type: none"> • Policy LP28: Design principles • Policy LP54: Protection and enhancement of trees and hedgerows • Policy LP50: Design • Policy LP51: Tall buildings
Sustainable Resource Management (2008)	<ul style="list-style-type: none"> • Core Strategy Policy CS1: Sustainable development principles 	<ul style="list-style-type: none"> • Policy LP27: Climate change • Policy LP33: Flood risk • Policy LP50: Design

	<ul style="list-style-type: none"> • Core Strategy Policy CS10: Sustainable resources • Core Strategy Policy CS12: Renewable energy • Core Strategy Policy CS13: Sustainable waste management 	<ul style="list-style-type: none"> • Policy LP53: Biodiversity • Policy LP55: Sustainable construction • Policy LP58: Pollution and hazards • Policy LP59: Development of land potentially affected by contamination
Streetscene (2011)	<ul style="list-style-type: none"> • Core Strategy Policy CS7: Design • Bracknell Forest Borough Local Plan Policy EN20 	<ul style="list-style-type: none"> • Policy LP 28: Design principles • Policy LP 50: Design • Policy LP 51: Tall buildings • Policy LP 53: Biodiversity
Designing for Accessibility (2006)	<ul style="list-style-type: none"> • Core Strategy Policy CS16: Housing needs of the community • Bracknell Forest Borough Local Plan Policy EN22: Designing for accessibility • Bracknell Forest Borough Local Plan Policy H14: Accessible housing • Bracknell Forest Borough Local Plan Policy M7: Access for people with disabilities 	<ul style="list-style-type: none"> • Policy LP26: Transport infrastructure provision • Policy LP38: Accessible and adaptable dwellings • Policy LP40: Housing mix • Policy LP50: Design
Parking Standards (2016)	<ul style="list-style-type: none"> • Core Strategy Policy CS24: Transport and new development • Bracknell Forest Borough Local Plan Policy M9: Vehicle and cycle parking 	<ul style="list-style-type: none"> • Policy LP25: Transport principles • Policy LP62: Parking
Planning Obligations (2015)	<ul style="list-style-type: none"> • Core Strategy Policy CS6: Limiting the impact of development • Core Strategy Policy CS7: Design 	<ul style="list-style-type: none"> • Policy LP24: Infrastructure • Policy LP50: Design • Policy LP16: Affordable housing • Policy LP53: Biodiversity

	<ul style="list-style-type: none"> • Core Strategy Policy CS13: Sustainable waste management • Core Strategy Policy CS17: Affordable housing 	<ul style="list-style-type: none"> • Policy LP38: Accessible and adaptable dwellings
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N.B. Three other SPDs provide further guidance on policies that will remain in place (Amen Corner SPD (2010) Policy SA8 of the Site Allocations Local Plan, Warfield SPD Policy SA9 of the Site Allocations Local Plan, Thames Basin Heaths SPD (2018) 'saved' Policy NRM6 of the South East Plan.

To: **Executive**
19 March 2024

**Approval to consult on the Bracknell Town Centre Masterplans Supplementary
Planning Document
Executive Director: Place Planning & Regeneration**

1 Purpose of Report

- 1.1 To seek endorsement of the Executive to hold a public consultation on the Bracknell Town Centre Masterplans Supplementary Planning Document (SPD) Consultation Draft (see Appendix 1).
- 1.2 The Bracknell Town Centre Masterplans SPD will be a material consideration in the determination of planning applications within the masterplan areas. The SPD has been produced in parallel with the emerging Bracknell Forest Local Plan (BFLP) to facilitate development of two strategic locations within Bracknell's town centre and the High Street multi-storey car park. The three masterplans within this document cover the Southern Gateway (emerging Policy LP10) and Eastern Gateway (emerging Policy LP9), that form key approaches to the centre and have direct links into the heart of the centre, and the High Street Car Park site.
- 1.3 The SPD builds upon Local Plan policies and the Town Centre Vision 2032 (approved by Bracknell Forest Council (BFC) in January 2019) in order to add greater detail, guide development and facilitate delivery of the two strategic locations.
- 1.4 The SPD provides design guidance, presented as a series of Development Principles that are to inform Design Codes that are to be submitted as part of planning applications for these sites, to demonstrate any development proposals accord with the SPD.
- 1.5 In order for the Council to adopt the document as an SPD it must be subject to public consultation under the Town and Country Planning (Local Planning) (England) Regulations 2012. Upon adoption, this SPD will become a material consideration in the determination of planning applications within these sites, with the SPDs production supporting the Council's plan-led approach to development.

2 Recommendations

2.1 That Executive:

(i) agree public consultation on the Bracknell Town Centre Masterplans SPD Consultation Draft (Appendix 1) and supporting documents, beginning on 8 April 2024 and ending on 20 May 2024 as set out in section 7 of this report.

(ii) delegate authority to the Executive Director Place Planning and Regeneration in consultation with the Executive Member for Planning and Transport to agree any necessary minor amendments to the Bracknell Town Centre Masterplans SPD Consultation Draft, and supporting documents, prior to publication for public consultation.

3 Reasons for Recommendation(S)

- 3.1 The emerging BFLP contains site-specific strategic policies that allocate the Eastern Gateway (Policy LP 9) and Southern Gateway (Policy LP10) sites for comprehensive well-designed mixed-use development.
- 3.2 The sites are Council-owned, sustainably located and form key gateways into the town centre, and their development will make an important contribution to the town centre's continued regeneration.
- 3.3 The Council has committed to ensuring that development is plan-led, that achieves a high standard of design that positively contributes to placemaking. Policy LP28 – 'Design principles' in the emerging Local Plan states that for larger, complex and more sensitive developments to be delivered in a structured and coherent way, a masterplan and design code would be required to be produced and agreed with the Council to establish an overall vision and strategy for a development as a whole. The policy specifically requires these of the Eastern Gateway and Southern Gateway sites. Further to this, both policies LP9 and LP10 make specific reference to a forthcoming 'Bracknell Town Centre Masterplans' SPD. This SPD provides the Masterplan element, and a design code would be required to be submitted as part of subsequent planning applications for these sites.
- 3.4 The High Street Car Park has recently been closed and, for structural reasons, can no longer function as a car park; the site will therefore require redevelopment. This site is not specifically allocated in Local Plan policy but falls within the town centre area on the Local Plan Policies Map. Guidance for this site is included in the SPD given its proximity and significance as a natural continuation of the Southern Gateway development. It also provides an opportunity for a key connection between the town centre to the east, and Market Street and Peel Centre to the west.
- 3.5 Given that the emerging Local Plan is anticipated to be soon adopted as part of the Council's development plan, it is important for the masterplans to be progressed ready for the submission of planning applications on these sites.
- 3.6 A statutory stage in the production of an SPD is public consultation on a draft document. Therefore, an effective consultation on the Bracknell Town Centre Masterplans SPD will ensure it can be adopted and become a material consideration in determining planning applications affecting the sites. The SPD will allow the comprehensive masterplanning of the site through the planning application process.
- 3.7 The preparation of the SPD contributes towards the Council Plan (2023-2027) priority for a 'Thriving and connected economy' to ensure that 'Bracknell town centre continues to thrive and be a destination of choice'. This is to be measured by increasing visits and the development of new homes within the town centre.

4 Alternative Options Considered

- 4.1 Production of the SPD could be delayed, however this would result in a lack of guidance to support emerging Local Plan policies LP9 and LP10, and to guide the beneficial redevelopment of the High Street Car Park site. Given that a masterplan is required to be agreed with the Council prior to the submission of any planning applications for the gateway sites (Policy LP28), delay to SPD adoption would also have knock-on delays for the development of these strategically important sites.
- 4.2 The Council could opt not to take a lead on the production of masterplans for these sites, and instead leave this for future developers to undertake. This approach would

put the Council in a weaker, more reactive position to control development on these sites.

- 4.3 The absence of an adopted up to date SPD would make the Development Management process more difficult to implement if planning applications are received, potentially leading to uncoordinated, piecemeal development. This is a particular concern for these strategically important sites that are key components of the continued regeneration of Bracknell town centre. Production of the SPD will assist potential developers by providing clarity on the Council's expectations and requirements for the sites.

5 Supporting Information

Background

- 5.1 The purpose of the Bracknell Town Centre Masterplans SPD is to provide land use and design guidance for the three strategically important development sites in Bracknell town centre – two of which are allocated in the emerging Local Plan for mixed-use development. Once adopted, the SPD will be a material consideration in the determination of planning applications on these sites.

Bracknell Town Centre Masterplans SPD Consultation Draft

- 5.2 The document is structured to provide an initial overview of the Council's vision for the town centre with detailed analysis of the opportunities and constraints of the wider town centre, in terms of the heritage, character, access, landscape, heights and land use. A synopsis of recent property market analysis provides an overview of demand for residential and commercial opportunities in and around the town centre. The analysis has informed proposed uses in the masterplans.
- 5.3 In order to ensure that individual site proposals consider the town centre as a whole, a town centre-wide concept is developed; shaped around the key objectives and principles set out in the Bracknell Town Centre 2032 vision document. Such considerations include the need for new homes and employment spaces, as well as new cultural and leisure uses to ensure that the town centre feels sociable, vibrant and welcoming. Reconfiguration of the road network would also serve to encourage walking and cycling, and to create a more legible centre. The gateway location of the three sites provides an opportunity to address the inward-looking approaches to the town centre and create a more outward looking and welcoming approach.
- 5.4 The SPD contains a number of site-specific and general 'Development Principles' that planning applications for each of the sites would be required to respond to. Key issues include:
- Movement
 - Key frontages and edges
 - Heights
 - Land use
 - Green infrastructure
 - Landmark buildings
 - Public realm
 - Sustainability
 - Public Art

- 5.5 Additionally, there are a number of key public spaces within each of the sites that have been identified as requiring a specific development principle.
- 5.6 The SPD also sets out the quantum and types of uses which will be included within the development areas. This includes housing (with a proportion of affordable and older peoples housing), commercial space for retail and business purposes, open space with play and youth provision, carparking and other uses which may feature in the schemes, including hotel use. The SPD also highlights key routes and linkages and identifies buildings (such as Easthampstead House) that could be retained and repurposed in any redevelopment scheme.
- 5.7 A phasing and delivery section indicates the anticipated timing of development and emphasises the need to deliver supporting infrastructure in the early phases. Because of the structurally unsound condition of the High Street Car Park and it's more compact size, this site is expected to be developed in a single phase. Whereas the more expansive Southern and Eastern Gateway sites are anticipated to be delivered across a number of phases.

Next Stages

- 5.8 It is proposed to consult on the Draft SPD for 6 weeks starting on 8 April 2024 and ending on 20 May 2024. Consultation will take the form of a town centre exhibition, an online summary and response form, hardcopies of the documents provided in the Council offices and all Libraries across the Borough. The consultation will also be publicised through the Town and Parish Council's and all of the Council's social media channels. The responses to the consultation will be considered and used to inform and update an amended SPD which will be presented back to Executive for adoption in Summer 2024. Further details of the proposed consultation are in Section 7 of this report.

6 Consultation and Other Considerations

Legal Advice

- 6.1 Preparation, consultation and adoption of Supplementary Planning Documents is carried out in accordance with the Town and Country Planning (Local Planning) (England) Regulations 2012. The recommendations in this report comply with the legal requirements set out in the Regulations.

Financial Advice

- 6.2 There are no direct financial implications from the recommendations and a suitable budget is in place to fund the consultation exercise.

Other Consultation Responses

- 6.3 As set out in the report.

Equalities Impact Assessment

- 6.4 An Equalities Impact Assessment screening has been undertaken and is appended to this report (Appendix 2).

Strategic Risk Management Issues

- 6.5 Failure to publish the SPD Consultation Draft in accordance with regulations will lead to a delay in adoption of the final document which may affect the delivery timings for

development and the ability to plan properly, for the development of this land and related infrastructure.

- 6.6 Delay or failure to deliver development could result in the Council being unable to demonstrate housing land supply, and therefore could be in a weaker position to oppose unplanned and inappropriate development.
- 6.7 Adoption of the SPD is therefore important to maintaining the Council's plan-led approach to development.

Climate Change Implications

- 6.8 Bracknell Town Centre is the most sustainable location for development in the Borough. It has excellent access to a wide range of facilities including retail, employment, leisure and various forms of public transport without the need to travel by car. The promotion of significant development in this most sustainable location is therefore beneficial in terms of minimising climate change impacts and reducing pressure to provide development in less sustainable locations.
- 6.9 All planning applications for development covered by this SPD will be required to accord with development plan policies. Policy requires that construction meets climate change objectives and achieves a high standard of environmental sustainability. Combined with the sustainable location of these sites, near to main public transport links, development in this SPD will deliver access arrangements that encourage sustainable modes of transport, such as safe, attractive and efficient pedestrian and cycle routes being integrated into schemes. Policy will also require the incorporation of green and blue infrastructure into schemes, such as tree planting and water attenuation features.

Health & Wellbeing Considerations

- 6.10 Development will create attractive places to live, work and socialise. Good access to open space, shops, leisure and healthcare facilities will positively contribute towards the health and wellbeing of residents, workers and visitors.

7 CONSULTATION

- 7.1 The Town and Country Planning (Local Planning) (England) Regulations 2012 (Regulations 11 to 16) set out the requirements for producing Supplementary Planning Documents. By undertaking public consultation as set out below, the Council will accord with the requirements of the regulations covering the production of Supplementary Planning Documents.

Method of Consultation

- 7.2 Consultation documents will be made available as hard copies and online for comment for a period of 6 weeks, which exceeds the statutory minimum period of 4 weeks.
- 7.3 The following consultation strategy is proposed:
 - a) Creation of a BTC SPD consultation webpage on the Council's website containing all relevant information.
 - b) Online consultation using the Council's consultation portal.

- c) Placing all consultation documents in the Time Square Council office.
- d) Placing all consultation documents at all Libraries across the Borough.
- e) Placing all consultation documents at the Bracknell Town Council office.
- f) Press release to local newspapers at start of the consultation period.
- g) Targeted notification to statutory and other consultees, including individuals, developers, landowners, environmental bodies and other interested parties.
- h) Additional notification to properties around the site (similar to how neighbouring properties would be identified on a planning application consultation).
- i) A public consultation exhibition in Bracknell town centre.

Background Papers

Appendix 1 – Bracknell Town Centre Masterplans SPD (consultation draft)

Appendix 2 – Equality Impact Assessment screening

- Draft Bracknell Forest Local Plan: <https://consult.bracknell-forest.gov.uk/file/5926701>
- Town Centre Vision Document: <https://www.bracknell-forest.gov.uk/sites/default/files/2021-09/bracknell-town-centre-2032-vision.pdf>

Contact for further information

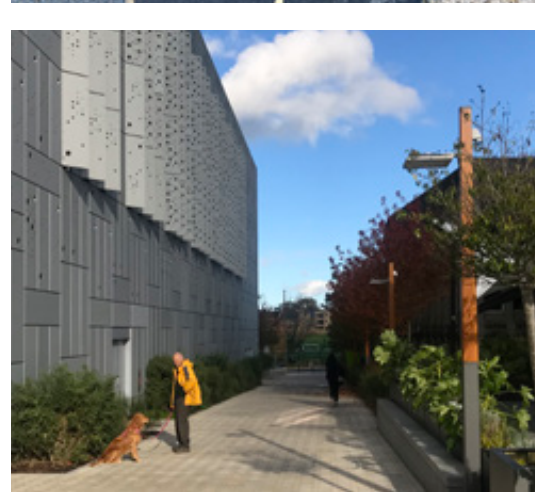
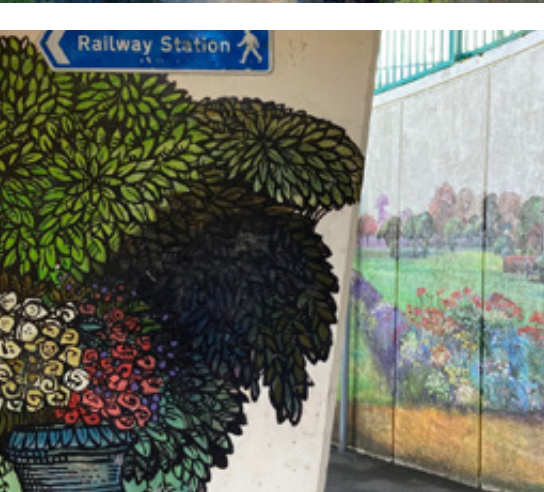
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Bracknell Town Centre Masterplans Supplementary Planning Document

February 2024

Consultation Draft



Quality Assurance

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Urban Movement

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List of Development Principles

Southern Gateway		High Street Car Park		General Design Principles	
Development Principle		Development Principle			
SG1 – Movement	31	HSCP1 – Movement	48	GD1	68
SG2 – Key frontages and edges	33	HSCP2 – Key frontages and edges	50	GD2	70
SG3 – Heights	34	HSCP3 – Heights	51	GD3	71
SG4 – Land use	35	HSCP4 – Land use	52	GD4	72
SG5 – Play and Green Infrastructure	36	HSCP5 – Play and Green Infrastructure	53	GD5	73
SG6 – Market Square	38	HSCP6 – Public spaces	54	GD6	74
SG7 – Jubilee Gardens	40	Eastern Gateway		GD7	75
SG8 – Central Spine	41			GD8	76
		Development Principle		GD9	77
		EG1 – Movement	61	GD10	78
		EG2 – Key frontages and edges	62	GD11	78
		EG3 – Heights	63	GD12	78
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1. Introduction: Vision and Purpose

1.1 Purpose

This draft Supplementary Planning Document (SPD) has been produced in parallel with the (emerging) Bracknell Forest Local Plan (BFLP) and will facilitate development of two strategic locations within Bracknell's town centre and a redundant multi-storey car park.

The purpose of the SPD is to build upon Local Plan policies and the Town Centre Vision 2032 (approved by Bracknell Forest Council (BFC) in January 2019) in order to add greater detail and facilitate delivery of the two strategic locations.

The three masterplans within this document cover the Southern and Eastern Gateways, that form key approaches to the centre and have direct links into the heart of the centre, and the High Street Car Park site. All three sites can significantly improve the town centre perception and connectivity.

Upon adoption, this SPD will become a material consideration in the determination of planning applications within the sites.

Applicants for developments within these areas will be required to produce Design Codes, in support of their applications, in accordance with the Local Plan. The Design Codes should follow the development principles set out within this masterplan SPD.

The Southern Gateway Development Area is allocated for development by Local Plan Policy LP10, and consists of the land east of Station Way and north of Church Road, the Bus Station, Station Road, Station Green, Market Street and Jubilee Gardens, The Ring, Bracknell (refer to figure 1.1).



Figure 1.1: Site Ref LP10 - The Southern Gateway Development Area

The Eastern Gateway Development Area is allocated for development by Local Plan Policy LP9 and consists of the land at Town Square and The Ring, Bracknell (refer to figure 1.2).



Figure 1.2: Site Ref LP9 – The Eastern Gateway Development Area

Policy LP10

- Approx. 600 dwellings (35% affordable)
- 22,300 m² office floorspace (Class E – restricted)
- 1,500 m² floorspace for use within Class E (unrestricted)

Policy LP9

- Approx. 210 dwellings (35% affordable)
- 3,160 m² office floorspace (Class E – restricted)
- 8,600 m² sqm floorspace for use within Class E (minimum of 500 m² unrestricted) and Class C1 (hotel use)

The High Street Car Park site consists of the land between The Ring and Market Street. The current multi-storey car park structure is failing and has recently been closed and no longer functions as a car park; the site will therefore require redevelopment. The site is not allocated and sits outside the BFLP policy but guidance is included in the SPD given its proximity and significance as a natural continuation of the Southern Gateway development. It will also provide the opportunity for a key connection between the town centre to the east, and Market Street and Peel Centre to the west.



Figure 1.3: High Street Car Park Development Area

- 142 dwellings
- 2,284 m² commercial floorspace (TBC)

1.2 Vision

Following completion of the Lexicon, the Council published the Bracknell Town Centre Vision 2032 setting out the vision for the continuing redevelopment of the town centre. The document establishes high level approaches to future development including housing, retail and workspace.

The importance of connections and wayfinding is firmly established with an expectation that people will be able to get around Bracknell Town Centre safely and actively on foot, bicycle or by public transport.



Figure 1.4: Bracknell Town Centre Vision 2032

The Vision also defines a key legacy of the new town as one where landscape and the built environment are integrated, establishing the assumption that this be embraced as part of any new development.

It identifies a range of opportunities and interventions to help deliver this which will take some years due to the scale of development proposed.

Included in this and allocated within the Short-Term section of The Vision are the two strategic eastern and southern gateway locations covered by this SPD, with an expectation that development will come forward in the near future. Within the Vision, the Southern Gateway is referred to as the Station Quarter and the Eastern Gateway is addressed as the Civic Quarter.

The Southern Gateway Development Area (in the Vision referred to as the Station Quarter)

The framework for this area proposes:

- redevelopment of the bus station site by moving the bus stops to on-street locations to create a direct connection between the station and the town centre;
- realignment of The Ring and the introduction of new urban blocks establishing a network of two way streets and spaces; and
- predominantly a residential mix of uses.

The Eastern Gateway Development Area (in the Vision referred to as the Civic Quarter)

The framework for this area proposes:

- a strong pedestrian and cyclist connection with the town centre and integration with the existing and proposed network of streets and spaces; and
- mixed use development and new cultural activities if the library is to be replaced.

The High Street Car Park site is mentioned as an opportunity allowing the introduction of a connecting route from Market Street through to the town centre.

Overarching, relevant points from the Town Centre Vision are summarised below:

- Bracknell will realise its potential as a strong town centre, serving a prosperous and dynamic area.
- Bracknell will draw on its twentieth century New Town character and blend this with its deeper legacy as a historic town to create a hybrid which captures the benefits of both worlds.
- The strong retail centre which has been carefully developed will be extended with complementary uses, supporting a diverse and resilient economy.
- New cultural activities, leisure uses, hotels, high quality offices and homes will form a major part of ensuring that the town centre feels vibrant and welcoming.
- Bracknell will respond to its role as an important hub for tech industries by addressing the needs of a smart, modern workforce.

- The inner town centre road structure will be remodelled to establish a better-connected network of sites, encouraging walking and cycling routes, creating a more legible centre.
- A phasing strategy to accommodate medium and longer term development based on a flexible design to ensure buildings and their uses can evolve to suit the needs for future generations. One of these longer term sites is the High Street Car Park - its redevelopment will allow the introduction of a connecting route from Market Street linking the Peel Centre and the western industrial areas with the town centre.

- The car will continue to be accommodated, but in ways which anticipate the possibility of significant changes in mobility over the coming generation.
- The resilient urban form will help Bracknell to continue to adapt and develop. The result will be a welcoming, sociable and invigorating place which provides amenity, entertainment and excitement for all.



Figure 1.5: Bracknell Town Centre Masterplans – aerial view

2. Planning Policy Context

This section of the SPD provides an overview of relevant planning policy and guidance. Because the SPD is being produced in parallel with the emerging Local Plan, particular regard has been paid to emerging policy. Current spatial policy and guidance has also been summarised.

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2.1 Emerging / Existing policy

Emerging Bracknell Forest Local Plan (2021)

The emerging Bracknell Forest Local Plan (BFLP) will replace the Core Strategy (2008) and the saved policies in the Bracknell Forest Borough Local Plan (2002).

The emerging BFLP includes both site specific and general policies relevant to the SPD sites. Once adopted the BFLP will become part of the local development plan for Bracknell Forest borough and will set the policy framework for this SPD. The duration of the new Local Plan will run until 2037.

Key policy principles relevant to the SPD include sustainable development, design and character, tall buildings, green infrastructure, amenity space, trees, transportation and parking.

Bracknell Town Neighbourhood Plan (2021)

Bracknell Town Council applied successfully for the designation of a neighbourhood area to cover the civil parish of Bracknell in 2014. In October 2021 the neighbourhood plan was 'made'. This means that the neighbourhood plan was adopted as part of the local development plan for the area. Neighbourhood plan policies hold equal weight with local plan policies in the neighbourhood area, though they must be in general conformity with local plan strategic policy.

The neighbourhood area covers Bracknell town centre and surrounding areas.

The neighbourhood plan contains policies which cover trees, gardens and open space (EV4, EV5, HO5), community facilities (EV12), streetscape (HO4) and design (HO6, HO7, HO8).

Policies support proposals which retain or offer alternative provision of Open Space of Public Value. There is an expectation that tree planting is incorporated as part of all new development, particularly at gateway locations such as the sites in this SPD.

2.2 Supplementary planning documents (SPD)

SPDs like this one build on and provide more detailed advice or guidance to development plan policies. Summarised below are other SPDs for Bracknell Forest which are relevant to the sites in this SPD.

Design SPD (2017)

The Design SPD sets out Bracknell Forest's commitment that good design is a fundamental quality of development. The SPD lists key principles and best practices for guiding development within the Borough, including the importance of:

- 4 understanding context;
- 5 ■ integrating the site into its surroundings;
- arrangement and scale of developments; and
- setting out principles for streets, blocks, open spaces and landscape, as well as plots, frontages and edges.

Character Area Assessments SPD (2010)

A number of character areas are appraised, including within Bracknell town centre. The Bracknell character assessment describes the overall character of Bracknell as including pockets of Victorian development, housing estates of varying age, including those developed as part of the new town, and office developments. However, it mainly focuses on areas of Bracknell built before the new town designation in 1949.

The sites within this SPD are not located within any of the specific area assessments in the Character Area Assessments SPD. Though the Southern Gateway site is adjacent to Character Area A: Church Road, Larges Lane, Bracknell.

Streetscene SPD (2011)

The Streetscene SPD establishes principles for the streetscene and public realm. Its primary focus is on residential streets, but the principles can be applied to major routes too.

Highway and street design principles are established for new streets and include chapters on materials, street furniture, clutter, parking, lighting, landscaping, waste and services.

Designing for Accessibility in Bracknell Forest SPD (2006)

The Accessibility SPD outlines the importance of considering built environment design and its impact on disabled people, older people and parents with children.

3. Town Centre Context and Analysis

3.1 Introduction

This chapter provides an analysis of the opportunities and constraints provided by the wider town centre context, including:

- Heritage and character;
- Movement and access;
- Open space and landscape;
- Heights; and
- Land use and ownership.

This section applies to all masterplan areas. More site-specific analysis is included in sections 5, 6 and 7.

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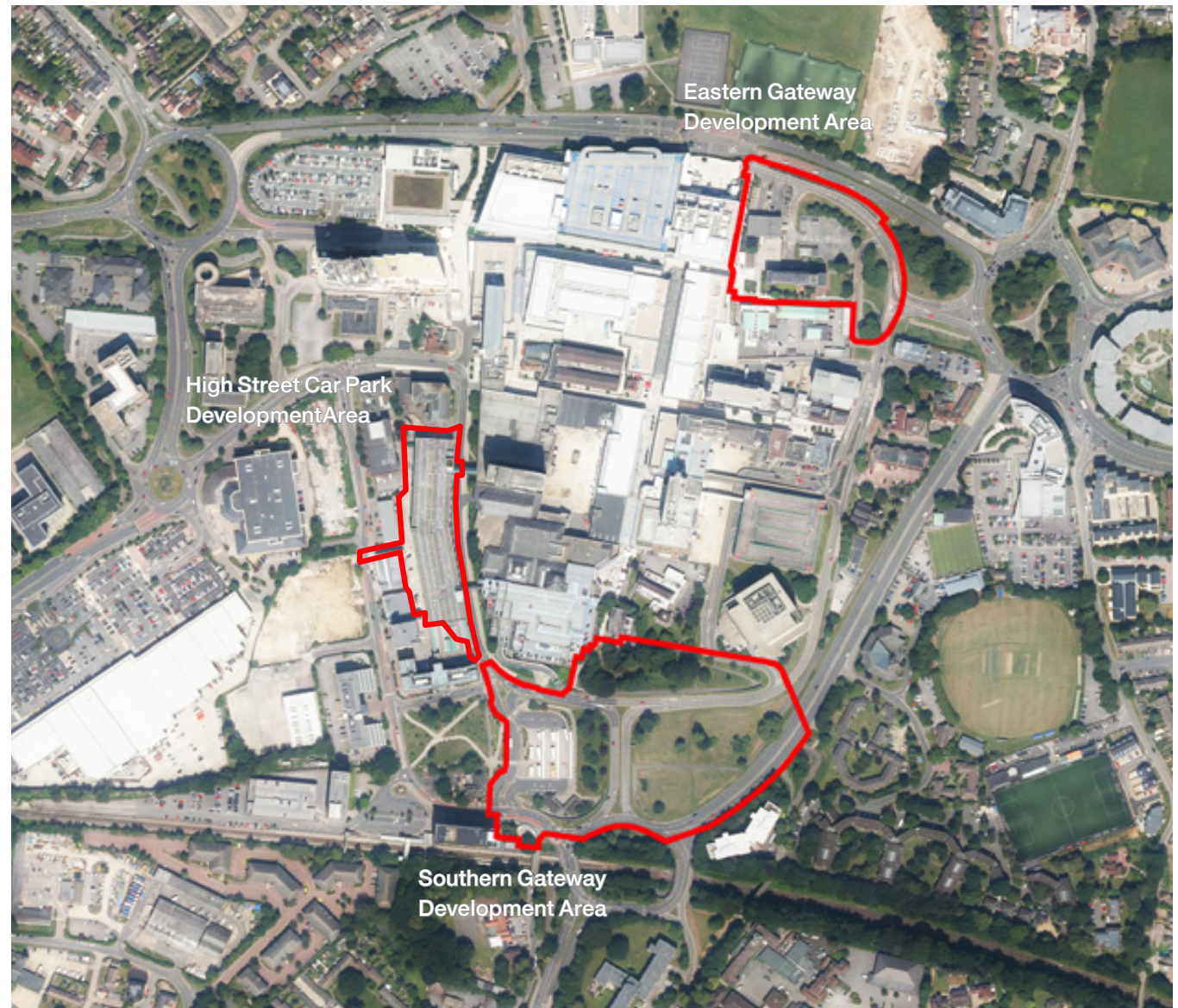


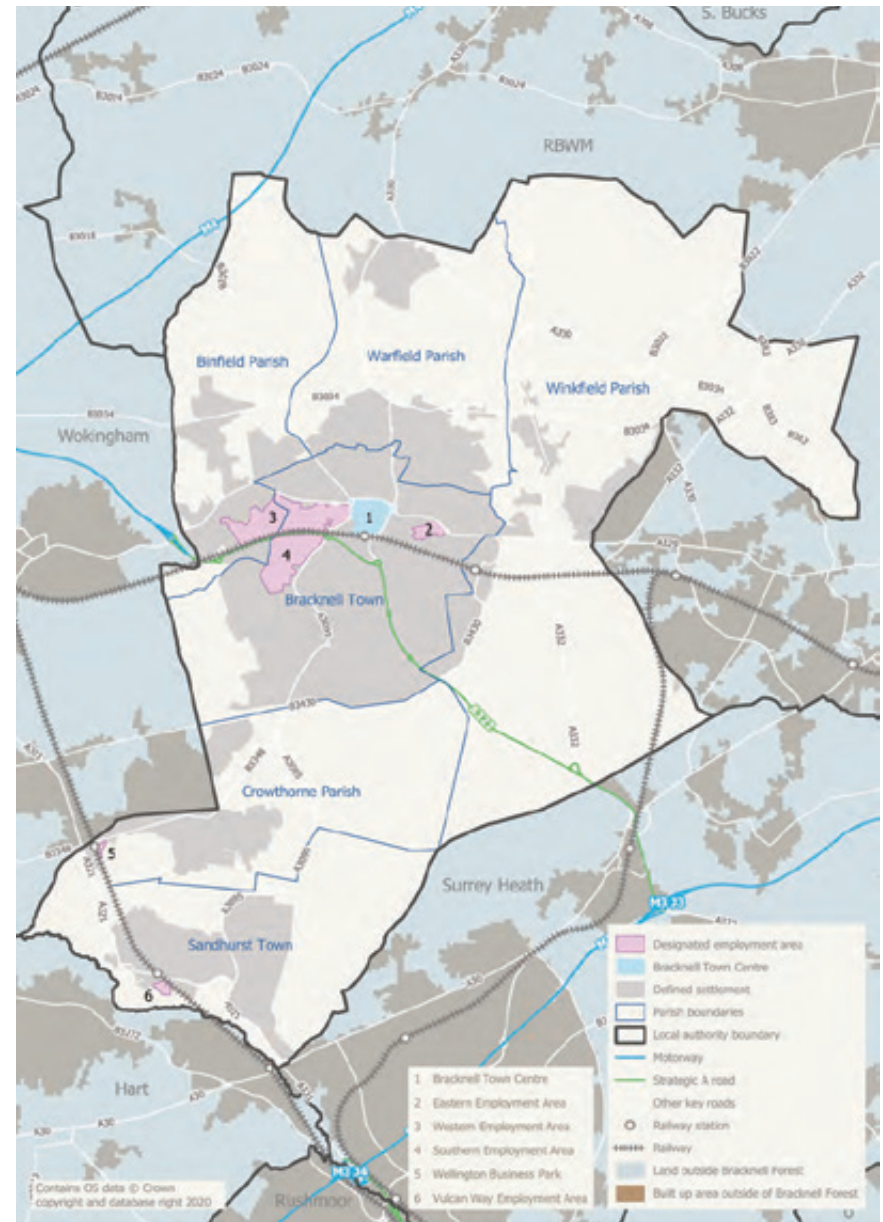
Figure 3.1: Town Centre aerial photo with masterplan site boundaries

Bracknell town was one of the first New Towns built in post-war Britain. Its layout is based on the town planning principles of that era with the Town Centre boundary clearly defined by the road structure separating it from the surrounding neighbourhoods. Employment areas form separate zones within the urban area and large areas of open space offer a rich and varied landscape to the whole borough.

The Town Centre lies in the heart of the borough and acts as a transport hub serving the whole of the borough area and further afield. It has seen little development apart from the 1980s when the Princess Square shopping centre was completed but more recently the completion of The Lexicon has fulfilled a large part of the continuing regeneration of the centre. Residential accommodation is increasing through the refurbishment of commercial buildings and further proposals for high density residential led mixed use developments are coming forward or are under construction both in and around the town centre.

All these proposals together with the enhancements of the shopping offer have made the town centre a more attractive place to visit and spend time in.

Figure 3.2: Bracknell Forest Council map (extracted from Pre-Submission Bracknell Forest Local Plan (March 2021), p21



3.2 Heritage and character

Bracknell was designated a new town in 1949 and developed around the existing small market town of Bracknell. The initial designation intended for a population of 25,000 which was revised to 55,000-60,000 in 1962. Today Bracknell Forest has an estimated population of 125,000.

The predominant built environment is post war, with few buildings and features which predate the new town designation.

There are no conservation areas within the immediate surroundings of the masterplan areas, however there are a number of heritage assets and character considerations, as listed below:

- New town heritage remains in the form of the library building and Easthampstead House. Both are modernist blocks on the Eastern Gateway site. They are considered unique in their architectural character and positive heritage features from Bracknell's new town heritage.
- In addition to the modernist new town buildings the Eastern Gateway site includes the Town Square which was the focal point of this former Civic Quarter which since the council offices have moved has lost its status
- The Market Inn which is adjacent to the current bus stop is a locally listed heritage asset.



Figure 3.3: Library



Figure 3.4: Easthampstead House



Figure 3.5: Market Inn - Locally listed

3.3 Movement and access

The highway infrastructure is currently prioritising vehicle movement over the movement of people and town centre experience. This has resulted in the dominance of vehicles, in particular on the arrival into Bracknell town centre. The experience of moving around the pedestrianised shopping centre streets is very different, and it is an environment in which it is pleasant to spend time. Re-balancing town centre streets outside the pedestrianised area to offer a better balance between movement and place quality is a key opportunity.

Currently the ring road (Church Road and Millennium Way) is duplicating the movement function of The Ring for example. There are future opportunities to rationalise the highway network and reduce duplication in favour of creating active travel and public transport routes. The ring road is currently a barrier to pedestrian and cycle movement.

Due to this extensive wide road network, pedestrians and cyclists are forced to use subterranean uninviting underpasses for their own safety and ease of movement. Like other new towns, there exists a clear segregation between people and vehicles. Pedestrians do attempt to cross the carriageway which presents significant safety issues. Between 2017 - 2021 there were 32 pedestrian collisions on roads within the town centre, 30 slight collisions, 1 serious and 1 fatal.

Bracknell has a network of cycle routes which are traffic-free, but this segregation often means routes do not arrive at destinations people want to get to such as shops and community facilities. This may mean only the most experienced cyclists use core routes through the town. The Bus Station covers a large area and dominates the southern part of the Town Centre and the station forecourt. It is adjacent to the train station and is part of a potential gateway area into the town centre. However, legibility for pedestrians is currently impacted by the dominance of roads and the bus stopping area which dominates and severs any direct connection between the two stations and beyond.

Car parking provision in the town centre is generous with a number of off-street parking options. These currently operate below their capacity and have an impact on the vibrancy of the streets around them which lack active frontages.



Figure 3.6: Pedestrian crossing Church Road



Figure 3.7: Existing bus movement



Figure 3.8: Existing pedestrian movement

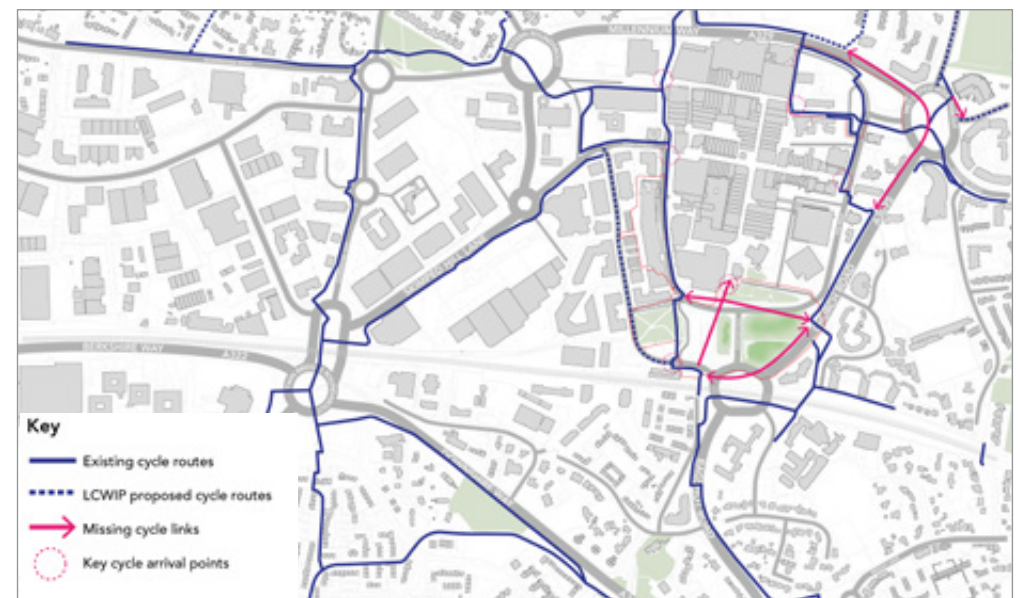


Figure 3.9: Existing cycle movement

3.4 Open space and landscape



Figure 3.10: Green infrastructure and walking and cycling accessibility

A key legacy of the New Town is the integration of landscape and nature, and Bracknell retains open spaces and extensive tree planting connecting the town centre with the surrounding landscape.

Woodland covers approximately 38% of the Borough, making it one of the most densely covered Boroughs in the UK.

The Borough has 17 key open spaces serving the population. These are predominantly green spaces and include parks, playing fields and other spaces. This mix includes publicly accessible and semi-public open spaces, including school grounds and a cemetery.

The Town Centre itself, however, consists mostly of hard surfaces with a few pockets of softer open space, most notably Jubilee Gardens and Station Green.

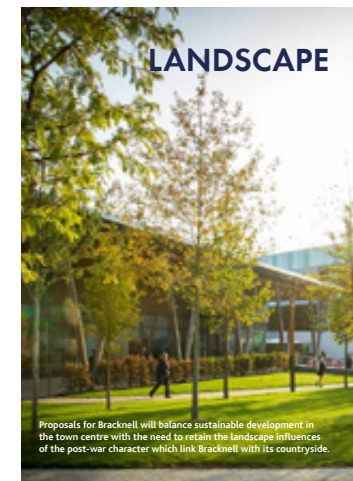


Figure 3.11: Bracknell Town Centre Vision 2032

Station Green is a park on an area of previously disused land near Bracknell railway station and bus station. The park was intended to provide public open space to replace Jubilee Gardens which at the time was expected to be developed as part of the regeneration of the town centre. It is 0.42 hectares - roughly half the size of a football pitch.

Jubilee Gardens is a green space located at the southern edge of the pedestrianised area. It contains mature trees and a small seating area and provides a unique pocket of nature within the town centre. The gardens site area is 0.51ha.

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Figure 3.12: Station Green



Figure 3.13: Jubilee Gardens

3.5 Heights

Building heights within the town centre generally follow new town principles of lower building heights (around 3 storeys) with a few distinct towers (Ocean House at 14 storeys).

The surrounding residential areas generally comprise buildings of 2-3 storeys with a few exceptions where new residential apartments have been built.

Modern office buildings in the surrounding area like the Arlington Square Business Park tend to be around 4-5 storeys. Buildings tend to step up towards the station and the town centre.

Within the town centre, newer residential-led developments (built and permitted) reach heights up to 19 storeys (Royal Winchester House).

Other recent, but not yet completed, residential developments in the area start at 5 and rise to 11 storeys high and Bracknell Beeches (approved subject to Section 106 legal agreement) is up to 16 storeys high.

A review of existing and permitted (some currently under construction) building heights within the area suggests a massing profile that concentrates taller buildings closer to the station and the town centre gateways, with Royal Winchester House marking the western gateway. This is currently the tallest building in Bracknell with the second tallest being Ocean House at 14 storeys.

Around the station area, commercial buildings are lower than the new residential-led developments and range from: One Station Square – 8 storeys, Columbia House – 6 storeys and Time square – 5 storeys.

The emerging Local Plan has listed criteria for defining tall buildings in the borough and includes a list of tall buildings which are predominantly on the outskirts of the town centre.

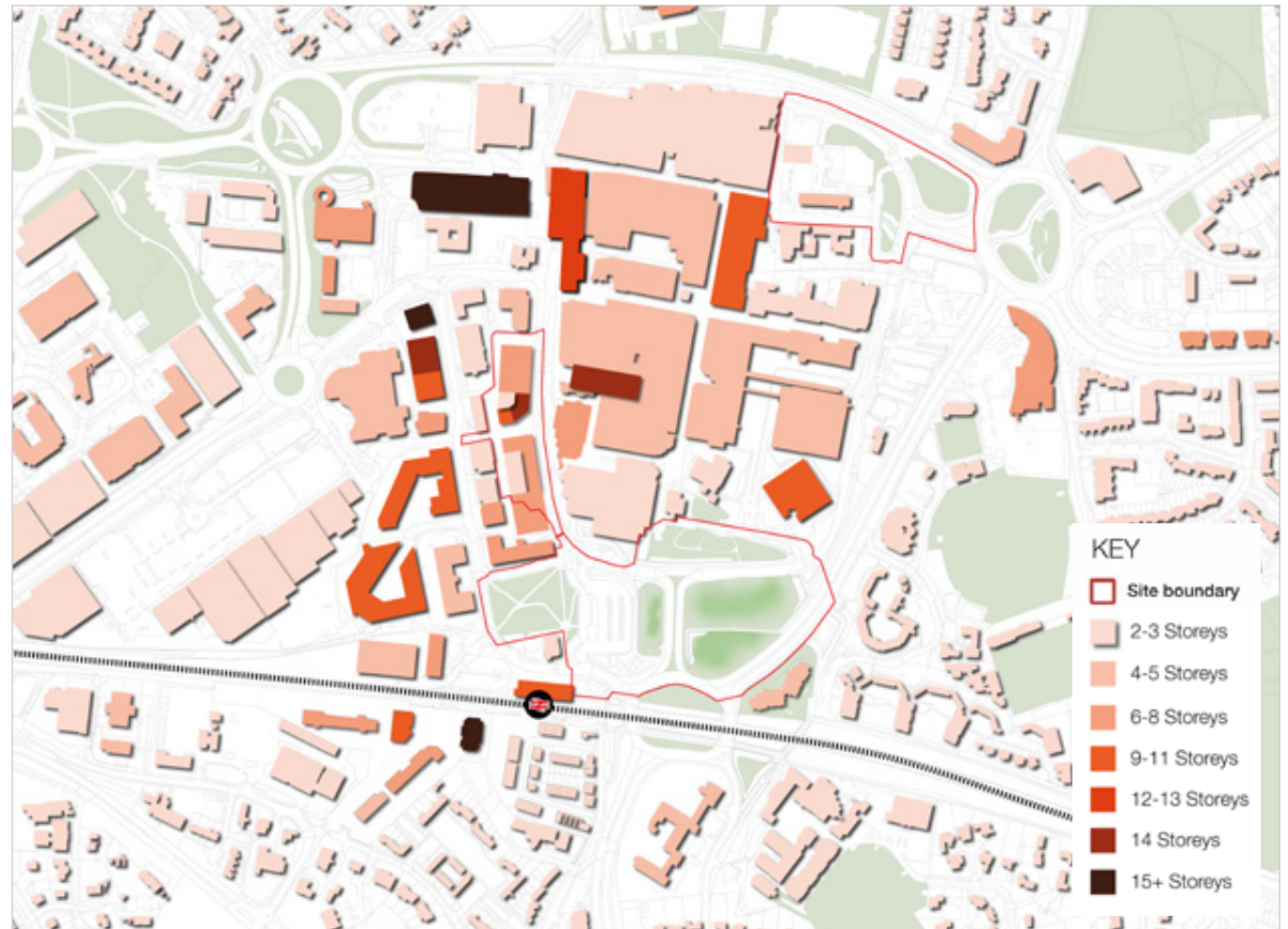


Figure 3.14: Existing and permitted heights

3.6 Land use and Ownership

Bracknell has undergone several periods of renewal over the years and the most recent wave has included a new shopping centre, The Lexicon completed in 2017.



Figure 3.15: Lexicon Shopping Centre

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Figure 3.16: Existing town centre uses

KEY

- | | | | | |
|---------|-------------------|-------------|-----------|---------------------|
| Leisure | Retail | Education | Religious | Public car parking |
| Office | Food and beverage | Residential | Community | Private car parking |

Uses within the town centre have been diversifying as a result of ongoing regeneration projects. Bracknell remains an important retail centre and the core of retail uses is centred around the pedestrianised Braccan Walk. Several purpose-built office blocks are located within the ring road and Bracknell Forest Council is situated immediately to the west of the Southern Gateway area. Leisure and cultural uses complete the town centre offer.

The diagram above (figure 3.16) illustrates the dominance of large footprint retail and commercial uses within the town centre. On the edges, a number of multi-storey car parks support the town centre and commercial uses.

Market Street has become more mixed-use with residential accommodation amongst the offices and retail uses. Other residential-led schemes are being delivered, including two high density residential schemes with mixed uses at ground level just off Market Street.

Residential uses in the form of high-density urban apartment blocks are further adding to the town centre diversity. Demand for housing has increased in the town centre and several residential developments are under construction or in the pipeline. This is a response to demand for more central living both locally and nationally.

Both masterplan sites covered by the SPD are in the ownership of Bracknell Forest Council. The Council is committed to use its own land ownership to further facilitate town centre regeneration and deliver new homes.

Market analysis – to inform development proposals

A property market analysis has been undertaken to review the residential and commercial markets in and around Bracknell Town. The review aimed to identify the opportunities that exist for a new development and ensure that the proposed uses within the masterplans reflect demand over both the short and long-term future. The assessment relies on the analysis of property data and consultation with property agents active in the local market. Below is a summary of the conclusions of this analysis:

Residential summary

- Opportunity to deliver higher density flatted accommodation due to the location of the sites.
- There is an active rental market in the town centre which provides a diverse range of different products including individual private lets, managed blocks and build to rent schemes. The sales and rental markets demand appears to be driven by smaller units of up to two bedrooms
- Senior accommodation could present an opportunity.

Private Sales – There has been a reasonable amount of new build residential development over the past few years, the majority being studio and 1 & 2 bed flatted units mainly through conversion of commercial buildings. There is also a substantial number of new developments coming forward or under construction in the area. Notably there is a lack of larger 3+ bedroom properties suggesting that the demand for this type of unit is focussed in areas outside the town centre. As the town centre changes further, there may be some scope for a different style of residential product in the form of larger 2 bed and/or 3 bed flatted units, duplex apartments or town houses. Overall, the market analysis indicates that the delivery of flatted housing will present an opportunity within the town centre and can be promoted in the masterplan.

Rental market - In recent years, affordability limitations in the sales market have caused the proportion of private tenants to increase. This has been combined with a shifting perception of the rental market, which is now considered a more popular and flexible lifestyle choice. In addition recent growth in the rental market has also been attributed to the COVID-19 pandemic where people have adopted a 'try before you buy' attitude towards the residential market. Review of the rental market in Bracknell Town Centre has demonstrated that demand for rented flatted accommodation is strong.

Retail summary

It is anticipated that any new residential development could provide opportunities for new smaller-scale convenience floorspace, particularly to the south of the town as part of the Southern Gateway. The COVID-19 pandemic has resulted in the emergence of a trend whereby the public have become more reliant on being able to access their centres primarily for convenience and the term 'hyper-localism' has been coined. With the proximity of the site to the rail and bus links, there may be an opportunity for a smaller, express-style convenience offer.

It is recommended that the retail needs are reassessed once the masterplan has been progressed to ensure that any retail space is proportionate and does not impact upon the existing offer.

Food & beverage summary

At present it is not anticipated that large volumes of F&B floorspace will be necessary. Over the longer term, and perhaps once new communities and local populations have arrived, F&B uses could play an increased role in maintaining and evolving a sense of place. This may create opportunities for the provision of F&B space as part of new mixed-use development, particularly on the Southern Gateway site which presents a more logical setting considering the proximity to transport links (and therefore a flow of pedestrians) as well as the size of the site.

Leisure summary

The provision of any such uses must be considered carefully to ensure that footfall is not attracted away from existing hubs. Health and fitness and other leisure uses (for example a nightclub, indoor cycling studio etc.) can be located on an ad-hoc basis. The provision of some of these uses at ground floor level of a residential block may provide an attractive location.

Commercial summary

The relatively recent completion of The Lexicon has meant the town centre is served by a contemporary and diverse offering that serves the town centre's catchment. As such, the need for new commercial space is dependent on this catchment expanding or an influx of new permanent residents located within the ring roads. There may be scope for new small-scale convenience offerings and ideally, these can be accommodated as part of the new residential schemes. It is important that the existing centre benefits from the increased population and activity following redevelopment and that these new communities integrate well with the surrounding area to create a better quality of place and stronger local economy.

Office uses are also likely to be a longer-term prospect once the residential development has been delivered and communities are established. It is anticipated that the key to ensuring the vitality of any office space will be the creation of place; instilling a shift towards locally-based employment

uses as opposed to those to the west of the town centre. Given the volume and diversity of existing office spaces in wider Bracknell, it is not anticipated that office uses will drive the sites forward. However ancillary, flexible space could prove viable dependent on the type of residential development which comes forward.

Overall, commercial development is not seen as a primary driver for change across the town centre. That is not to say, however, that commercial uses will not play a role in integrating the masterplan sites with the wider town centre over the medium to longer term. Much will depend on the socio-economic changes instigated by any residential development and the demographic characteristics of prospective residents. Regardless, new residents will bring increased demand for local services, as will an influx of part and full-time working populations. This will be further strengthened by the proposed improved linkages between the key sites.

Hotel summary

For its size and number of annual overnight stays, Bracknell has a reasonable hotel offering. Consultations with various operators have revealed there to be preliminary interest from some of the mid-to-upper brands including Hilton and Jurys Inn. Hilton have expressed a particular interest in meeting with the Council to discuss procurement options should hotel uses be considered a viable use at either of the sites.

4. Town Centre - Wide Concept

4.1 Introduction

This section describes the town centre-wide concept which has influenced the masterplans for the Eastern and Southern Gateways and High Street Car Park and ensures that the sites are developed with a view towards the town centre as a whole. Specific design and masterplan requirements for each area are included within sections 5, 6 and 7 and detailed town centre-wide design principles in Section 8.

The following concept is shaped around the key objectives and principles set out in the Town Centre Vision:

- Bracknell will draw on its twentieth century New Town character and blend this with its deeper legacy as a historic town to create a hybrid which captures the benefits of both worlds.
- The strong retail centre which has been carefully developed will be extended with complementary uses, supporting a diverse and resilient economy.
- New cultural activities, leisure uses, hotels, high quality offices and homes will form a major part of ensuring that the town centre feels vibrant and welcoming.
- The inner town centre road structure will be remodelled to establish a better-connected network of sites, encouraging walking and cycling routes, creating a more legible centre.
- The car will continue to be accommodated, but in ways which anticipate the possibility of significant changes in mobility over the coming generation.
- The resilient urban form will help Bracknell to continue to adapt and develop. The result will be a welcoming, sociable and invigorating place which provides amenity, entertainment and excitement for all.

The key destination within the town centre is the pedestrianised Braccan Walk. The Southern and Eastern Gateways provide key gateways and routes into this area. On the southern edge, the station is another key destination, and connectivity between the railway and bus stations and the town centre facilities is essential. The High Street Car Park site offers opportunity for a key east-west link from the Peel Centre to the Lexicon and beyond.

The town centre in its nature is inward looking and the three masterplan areas provide the opportunity to create a more outward looking and welcoming approach. The key routes from the station into the town centre and the approaches from the east and west will be signified through a series of spaces.

Routes into the town centre will be clearly framed with attractive frontages and active ground floors. Gateways, landmark buildings, and key views will further enhance the legibility of the town centre as a whole.

Concept Diagram



Figure 4.1: Concept diagram

4.2 Heights

The following town centre-wide height strategy has been applied to the masterplan areas. Taller buildings will act as markers for movement to and through the sites and provide a clear sense of orientation within the urban environment. Proposals will also be expected to comply with the Tall Buildings policy in the emerging Local Plan.

The approach to building heights for the area is informed by:

- the consideration of existing building heights and those set by consented schemes;
- the topography of the areas; and
- microclimate and overshadowing.

Building heights should support the overall approach to movement and urban design and aid wayfinding by:

- locating buildings to respond to and terminate key views;
- creating a cluster of taller buildings close to the station to help provide a physical and visual landmark to signpost this destination;
- stepping down building heights close to the existing two-storey locally listed Market Inn;
- providing a tall building at the east end of the eastern gateway masterplan;
- providing a tall building at the junction between the east-west route and The Ring within the High Street Car Park site; and
- keeping the remainder of the masterplan area within a height range of 5 - 8 storeys in height.

At application stage, detailed height strategies for each site will have to be:

- tested through wind, overshadowing, sunlight and daylight studies; and
- justified in regard to the urban design strategy, views and their support of the legibility within the wider town centre.

Changes in height and massing should be used to create visual interest, long 'walls' of the same height should be avoided and building breaks and changes in height should be introduced.

Landmark locations including key corners, termination points of vistas and the edges along key approaches to the sites may be marked with localised increases in storey heights.

Broadly the strategy proposes an increase in heights towards each of the gateways. These increases in heights are delivered through a small cluster of taller buildings in the Southern Gateway a single landmark building in the Eastern Gateway, and a tall element within the development of the High Street Car Park site. This strategy works with the existing and committed developments and ensures that the existing Royal Winchester House building remains a localised high point.

The strategy also reflects the recent developments on the western side of the town centre – Amber House and the Bus Depot site, which also signify an increase in height towards the Southern Gateway.

The Massing strategy diagrams below also include future developments such as Bracknell Beeches and Market Street.



Figure 4.2: Massing strategy – aerial view from the south-west: tall buildings address the public square in the Southern Gateway (foreground) and in the Eastern Gateway (background) the Met Office roundabout

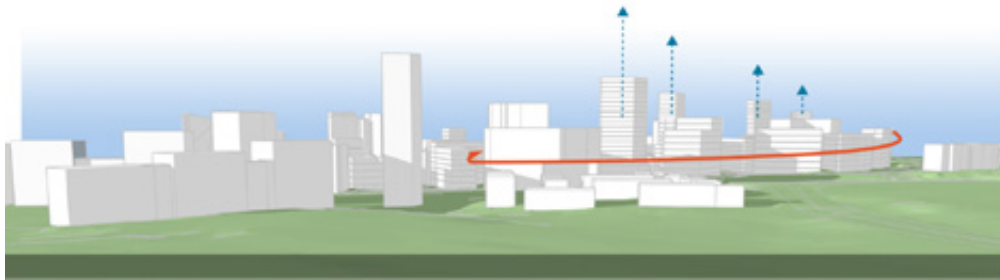


Figure 4.3: Massing strategy – view from the south-west; a series of vertical elements aid wayfinding throughout the town centre area

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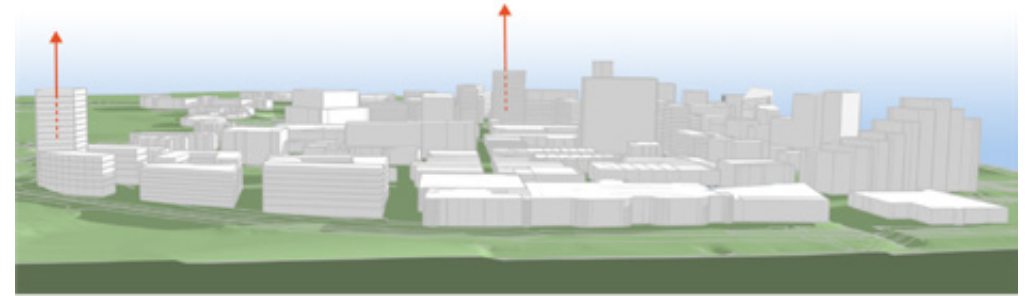


Figure 4.5: Massing strategy – aerial view from the north with the Eastern Gateway to the west and Southern Gateway centrally located in the background

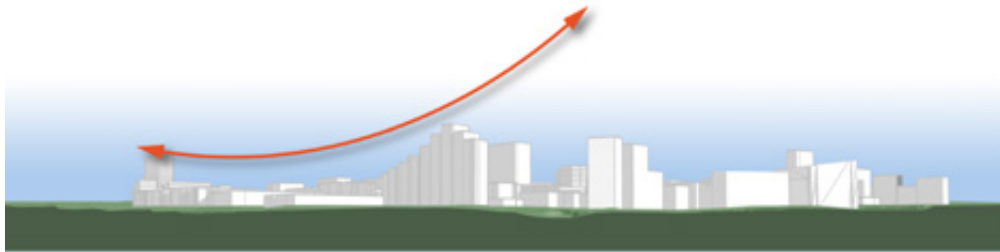


Figure 4.4: Massing strategy – view indicating the eastern gateway massing in relation to Royal Winchester the tallest building within the town centre area



Figure 4.6: Massing strategy – view from the north-west indicating height distribution within the town centre

4.3 Movement

The Southern and Eastern Gateway areas must contribute to and connect into the proposed movement network that is rebalanced towards walking and cycling. The overarching movement strategy is illustrated in figures 4.7 and 4.8.



Figure 4.7: Proposed movement

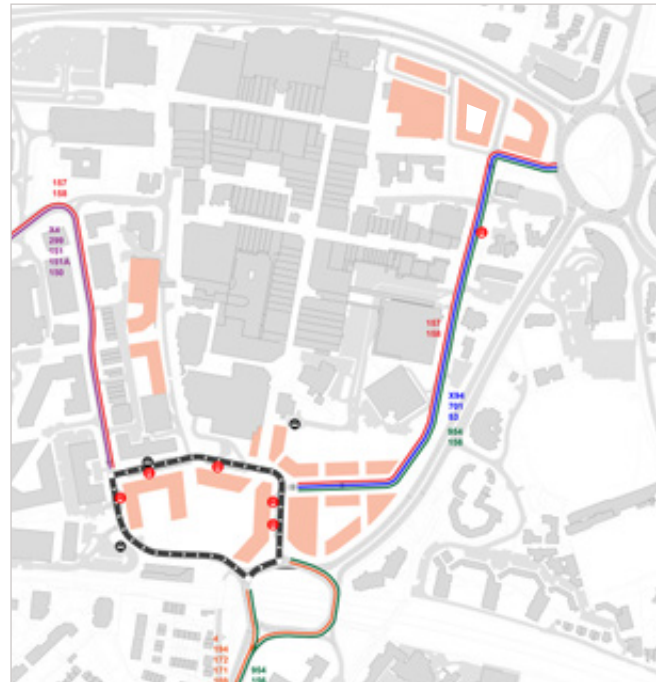


Figure 4.8: Proposed bus movement

Key

- Strategic roads
- Local Streets
- Pedestrian Priority
- Bus Stop/Stand
- Updated Cycling Network plugging into existing
- Ped/Cycle Surface level crossing
- Ped/Cycle Underpass improvements

General movement routes and connectivity

A key principle for town-wide movement is to create a network of two-way streets and replace the one-way streets, within the masterplan areas. The reasons for this are to increase permeability, especially for cyclists, as well as reduce vehicle speeds – with two-way streets having been demonstrated to reduce speeds compared with one-way streets.

Station Way and The Ring will be reduced in width to two lanes. Moving north from Station Roundabout, vehicles can move two-way along Church Road and/or Market Street, with the functionality of Station Road and Station Way now having been consolidated, to unlock development land and public space. General traffic (two-way) and buses (one-way northbound) will use Station Way to access the ring with buses turning west – stopping and standing – before moving north or back south on Market Street. Moving north along The Ring, all traffic is two-way with all accesses maintained. Vehicles can exit onto the strategic highway network at Weather Way and servicing vehicles can continue to access the shopping centre on a realigned access road.

Bus Station and movement

The bus station will be moved from its current location and replaced by new bus stops on Station Way/Station Road and Market Street. Buses will move in an anticlockwise way from the Station roundabout along Station Way/Station Road and onto Market Street (refer to Figure 4.8). Bus station facilities will be re-provided in a convenient location within the new development.

Walking and Cycling

All subways within the masterplan areas will be removed. Pedestrian and cycle movement will be at street level and facilitate travel along key desire lines via a direct route from the station to the town centre and the surrounding existing networks to maximise connectivity within the town centre and beyond (refer to Figure 4.7).

Cycling from the station or further south is now accommodated at grade with the spiral ramp being removed. Cycles will cross Market Street in a new Toucan crossing into the new piazza space, proceeding north until The Ring, where they can move into the town centre over a new crossing or move east along The Ring, crossing Church Road on a new crossing to join the existing cycle network.

Cycling east-west through the northern site is now accommodated at grade for as long as possible, with cycles descending into the Met Office Roundabout underpass east of The Ring.

Parking

The masterplan strategy is based on a consolidated parking model. Rather than each plot delivering its own parking, spaces will generally be consolidated within each area in a centrally located multi-storey car park which will provide parking for residents in line with council standards. This strategy has been market tested.

It is envisaged that most parking for the new development will be accommodated in accordance with this strategy, to minimise the number of vehicles on street and create a more car-free environment within the wider development whilst accommodating parking needs for residents and visitors.

Parking will be unallocated, to enable visitors to park when needed, providing 'off-street communal' parking as per the Manual for Streets (2007) parking classifications.

Disabled parking spaces will be provided within consolidated parking structures and on-street where suitable to ensure access for all is maintained. Disabled parking bays will be provided at a rate of 10% of the overall parking provision in accordance to BFC Parking Standards SPD 2016.

Although any parking space will be able to be allocated to blue badge holders at any time, accessible perpendicular parking bays will be provided, distributed across car parks. As these parking areas are off-street, potential conflicts with vehicles will be reduced.

Care will be taken to ensure that disabled parking spaces are provided in close proximity of building entrances, taking priority over non-disabled spaces.

Princess Square Car Park access and egress will remain unchanged.

4.4 Landscape and open space

The landscape and open space concept is formed around a series of new and improved spaces located along the key north-south route leading from the station into the town centre as well as the eastern approach and the introduction of a new east-west pedestrian priority street through the middle of the High Street Car Park site linking the Peel Centre to The Lexicon.

Spaces will be of varying scale, character and function, contributing to the richness of the town centre as a whole and forming a series of destination spaces visually interlinked with one another (refer to concept diagram Figure 4.1 above).

Station Green will be replaced by a new Market Square, which is centrally located and will enable the pedestrian and cycle desire line from the station to the town centre. This space will as a minimum be the same area as the existing Station Green (min. 0.42 hectares) and include green and hard landscape to provide a multi-functional urban space.

The concept establishes the following key spaces, which are described in more detail within sections 5, 6 and 7:

- New Market Square, replacing the existing Station Green;
- Jubilee Gardens retained and improved;
- Town Square retained and improved; and
- A new East-West route through the middle of the High Street Car Park site.

4.5 Land use

The Council's planning policy aims to regenerate the sites as vibrant and sustainable mixed-use areas that contribute to the town centres vitality. Care must be taken to ensure a good balance with the core town centre offer.

The Southern and Eastern Gateway areas are seen to be contributing to, but not competing with the core retail centre. At the planning application stage impact will need to be demonstrated.



KEY

■ Leisure	■ Food and beverage	■ Religious	■ Private car parking
■ Office	■ Education	■ Community	■ Residential with ground level workspace
■ Retail	■ Residential	■ Public car parking	■ Children and youth play

Figure 4.9: Proposed land uses within the town centre context

5. Southern Gateway

5.1 Illustrative masterplan

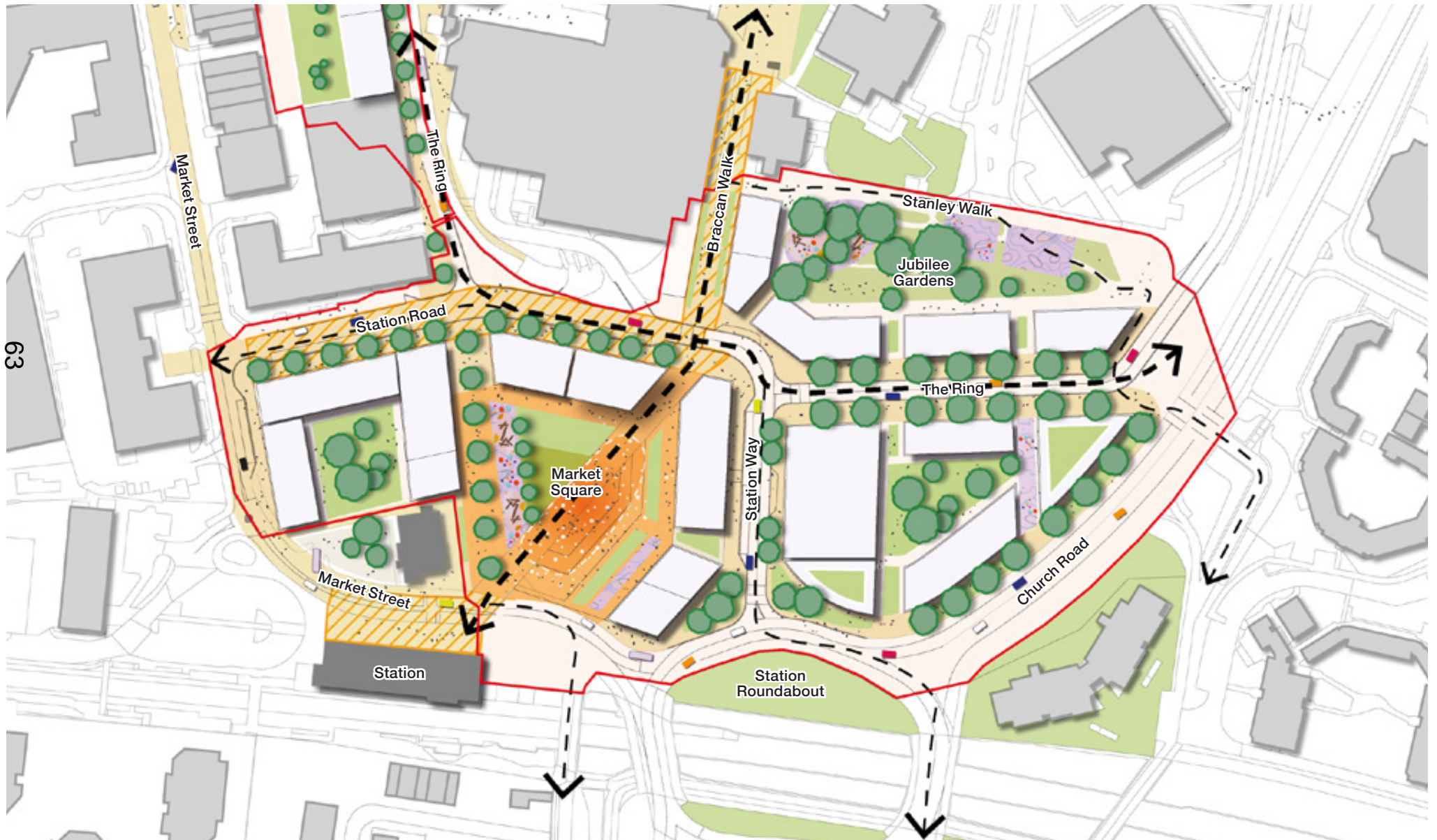


Figure 5.1: Illustrative masterplan

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5.2 Opportunities and constraints summary

This section sets out the specific masterplan strategy for the Southern Gateway, which is influenced by the following summary of constraints and opportunities.

Constraints

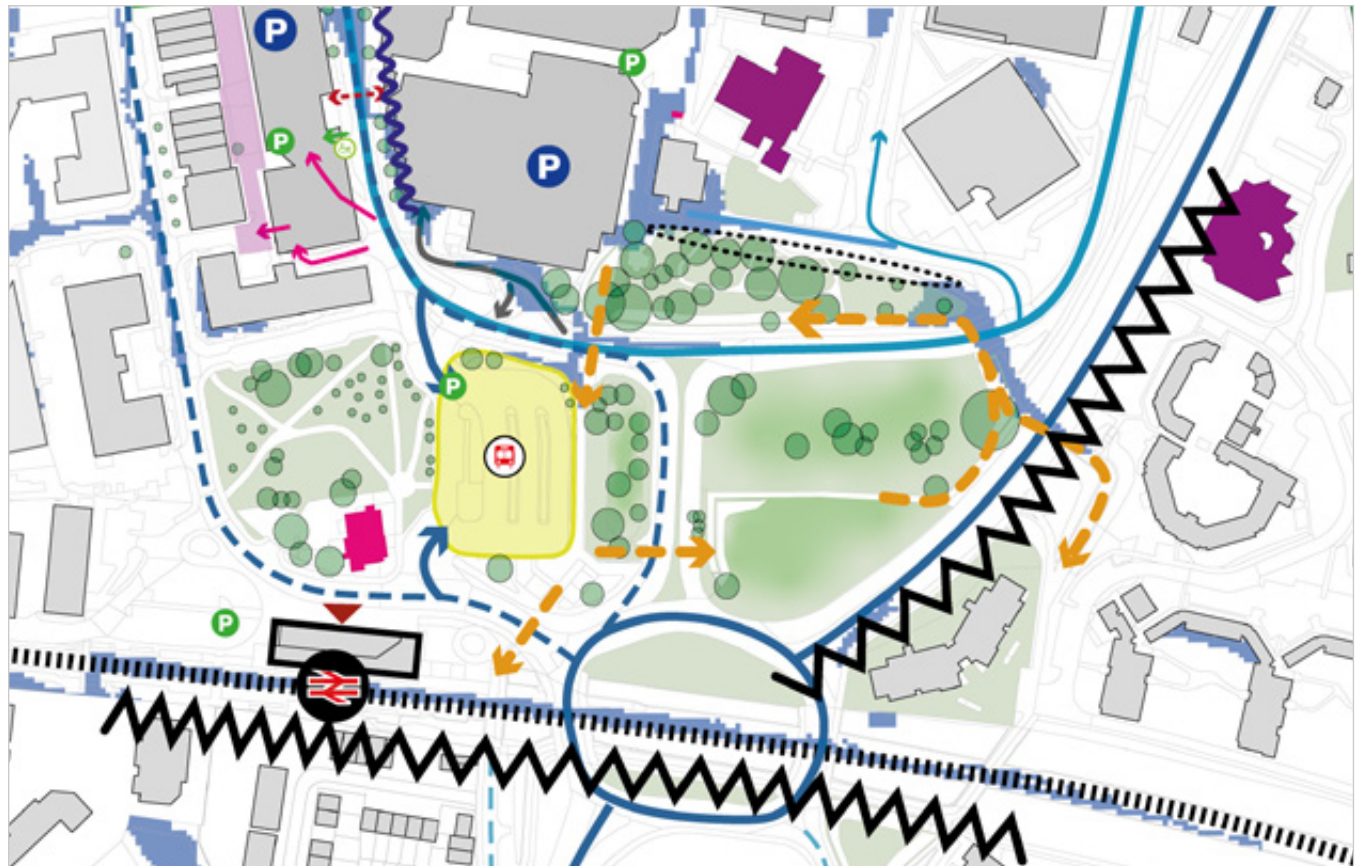


Figure 5.2: Southern Gateway - Constraints

KEY

Underpass	Access to Princess Square car park	Pedestrian access	Shop mobility	Drain
Green space	Major vehicle routes	Service roads	Bus stop	Noise
Trees	Secondary road	Zone made up of backs and fronts	Bus station	Heritage
Car parking	Flooding	Servicing edge	Railway station	Religious
The Ring	Car access	Cycle parking		

Topography

There are significant level differences across the site: ranging from +69.0 m at the corner of Station Road/Market Street rising to around + 80.0 m in front of the Station.

Across Jubilee Gardens levels rise from the north (+74.0 m along Braccan Walk to +80.0 m to the south-eastern corner (The Ring). The land between The Ring and Church Road has a gentle undulating profile with levels ranging between +81.0 to +83.0. The sharpest level difference of around 3m can be found between the bus station area and Station Way.

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Existing trees

Jubilee Gardens, consists of areas of mixed woodland, semi-improved grassland and amenity grassland with shrubs and scattered broadleaved trees. The area is not subject to any statutory or non-statutory nature conservation designations or Tree Preservation Orders.

There is the potential to enhance the biodiversity value and habitat connectivity of this green space together with the wider area and woodland habitat network.

The existing mature trees in Jubilee Gardens also have a function in relation to townscape quality and identity. Thus, Jubilee Gardens is suitable for retention, landscape enhancement and to continue to provide a soft mature green space on the edge of the town centre.

Station Green is a small (0.42 ha) park next to the rail station with distinct level difference from north to south rising by approx. 10m towards the station. The green space has a number of trees concentrated mainly along its edges but these are not mature or considered to be of significant quality.

Although, only recently created, this space is considered not to provide the most benefit and relocation of this space will give the opportunity for a better integrated and used space, located on the key desire line from the station to the town centre. It was created to compensate for the previously envisaged loss of Jubilee Gardens which it is now proposed to be retained as open space.

Flood Risk

Jubilee Gardens lies within Flood Zone 1. 27.5% of the site is at risk of surface water flooding during the 1 in 1000 year flood event and 64% of the site is at risk of groundwater flooding (depth of water level below ground surface 0.025 to 0.5m) during the 1 in 100 year flood event.

Flooding risk is present to the eastern boundary and northwest of Jubilee Gardens (route of a Thames Water surface water sewer). A risk-averse approach to development would be to retain around 20% of Jubilee Gardens' area for SuDS with swales and/or ponds along the route of the sewer with further enhancements provided by the opportunity to open up the sewer.

In the rest of the site localised flooding occurs in relation to the subways.

Potential noise from railway and nearby roads

Due to the site's proximity to the railway and A roads, detailed development proposals must be accompanied by, and take account of, an acoustic report.

Bus station – It occupies a prime location in the centre of the site preventing safe direct connection from the station to the town centre and it will be relocated to an on-street bus station arrangement.

Heritage

The Bracknell War Memorial is Grade 2 listed. Any development would need to be designed sensitively in order to not negatively impact the memorial. There is an opportunity, however, to relocate the War memorial into for example the new Market Square to give it a more prominent position.

The Market Inn is locally listed and will be retained in its current place and form. There is an opportunity for it to provide a positive landmark building on the route from the station to the town centre.

Utilities

There are a number of existing services that will require minor diversion to deliver the masterplan. However, none of them is considered significant enough to undermine the delivery of the proposals. These utilities include:

- Cadent (Gas Network) - 6in and 10in diameter low pressure mains along the north side of The Ring and on the eastern side of The Green;
- British Telecom cables;
- SSEN (Scottish & Southern Electricity Networks) - service cable running n/s under the mound to the west of Station Way;
- South East water – 4in and 6in mains; up to 450 mm surface sewer and 150mm foul sewer; and
- Virgin Duct trench and Vodafone cables.

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Figure 5.3: Bracknell Bus Station



Figure 5.4: Bracknell War Memorial

Opportunities

The opportunities for the comprehensive development of Southern Gateway comprise:

- relocation of bus stops onto Station Road, Station Way and Market Street;
- direct at-grade pedestrian and cycle route from the Station to the Town Centre;
- realign The Ring to create good-sized development plots in front of the retained Jubilee Gardens and create good enclosure to the street;
- change alignment and character of The Ring in front of Jubilee Gardens so that it becomes an attractive two-way tree lined 'green' street;
- reduce Station Way in width to become a well-proportioned street defined by built edges on either side;
- cluster parking spaces in a central location to help reduce pressure on development blocks and create a less car dominated environment;
- create landmark buildings marking the approach to the town centre and gateway around the station area;
- introduce an extensive at-grade pedestrian and cycle network enabling better links to and from the town centre and wider area, including a new east-west pedestrian/cycle link connecting to the eastern neighbourhoods;
- relocate Station Green to create a higher quality and more usable space within the centre of the site; and
- ensure the integration of green and blue infrastructure throughout the site including opportunities with active informal play within the public realm and retention of existing mature trees within Jubilee Gardens.

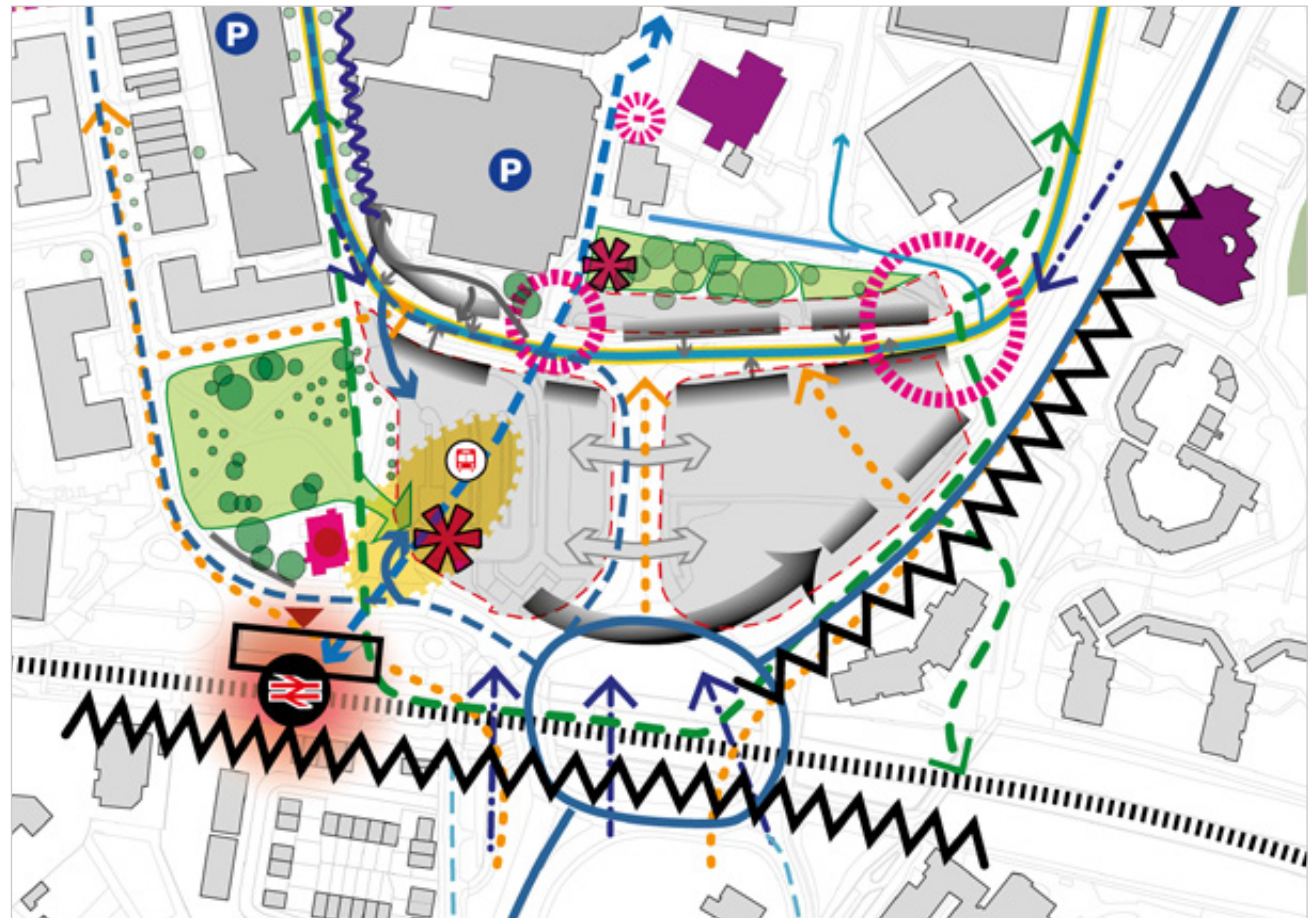


Figure 5.5: Southern Gateway - Opportunities

KEY

Site boundary	Trees	Cyclist	Landmark
Railway station	The Ring	Direct connection between the station and town centre	Market Inn
Railway line	Access road	Views	Heritage
Green space	Pedestrian	Frontages	Religious
			Public space

5.3 Southern Gateway strategy

This section provides a specific coordinating framework for all new development within the masterplan area. All planning applications and projects are expected to accord with the principles in relation to the following:

- Movement and public realm;
- Layout;
- Land use;
- Green infrastructure; and
- Key public spaces

Section 8 contains general principles that apply across both masterplan areas and that also must be met.



Figure 5.6: Proposed bus movement

Movement and public realm strategy

Please note that, where appropriate, Manual for Streets (MfS) and Manual for Streets 2 (MfS2) have been used to inform the design of the streets and junctions that comprise the development. Unlike Design Manual for Roads and Bridges (DMRB), which is produced primarily for application to the trunk road network, these documents have been produced specifically for use in urban environments. Guidance on visibility splays, junction spacing, corner radii, swept path analysis and lane widths have all been taken from these documents.



Figure 5.7: Proposed car movement

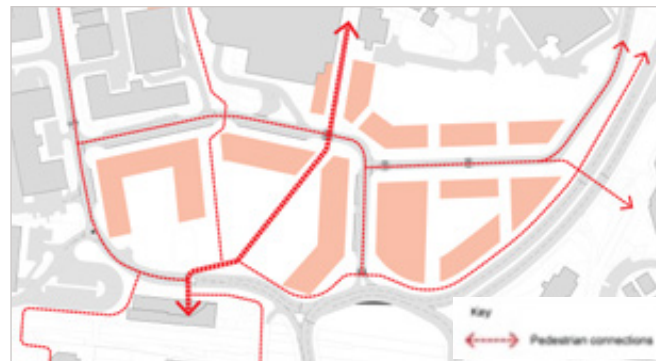


Figure 5.9: Proposed pedestrian movement

Two-way operation will be returned to all streets in the area, specifically along Station Road and the section of The Ring east of this.

Station Way will be humanised to reduce the severance this currently causes and will accommodate two-way movement in addition to northbound (anticlockwise) bus operations.

Car parking for the site will be accommodated in the car park at F1 accessed from the north off The Ring as well as at ground and basement levels of blocks D1 and D2 at the eastern end of the square accommodated within the level difference that exists between the square and Station Way.



Figure 5.8: Proposed car parking

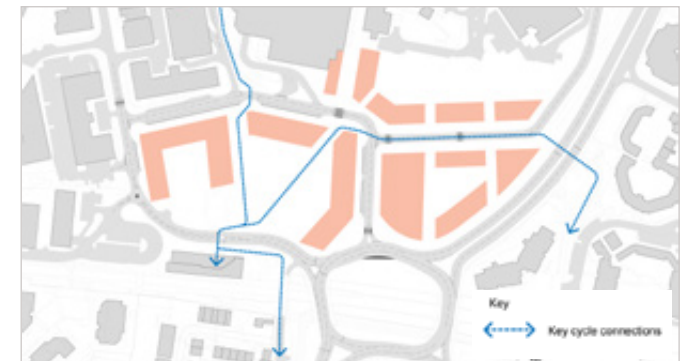


Figure 5.10: Proposed cycle movement

Development Principle: SG1 – Movement

To enable improved cycle and pedestrian movement through the site (refer to figure 5.11), proposals will need to deliver:

- Improved connections with a new formal zebra crossing (1) connecting people walking and wheeling from the town centre to the new public realm over The Ring, and on to the station;
- Improved crossing points (2) along Station Way and The Ring to better connect people through the site;
- New formal signalled crossing point (3) on Church Road to connect people at grade from the site to walking and cycling networks to the east;
- Realigned Market Street pedestrian crossing (4) to better connect people to the new public realm and to the town centre, with the option of upgrading this facility to a zebra crossing being explored;
- Parallel facilities at the crossing of Market Street to enable station access by cycle;
- Enabling safe and slow cycling through all new public realm; and
- The main pedestrian spine through the new public realm and accommodate the principal cycling route – both connecting cycles through a new parallel crossing facility (1) to the town centre as well as connecting cycles along cycle street conditions on The Ring and through a new parallel crossing facility (3) to the east.

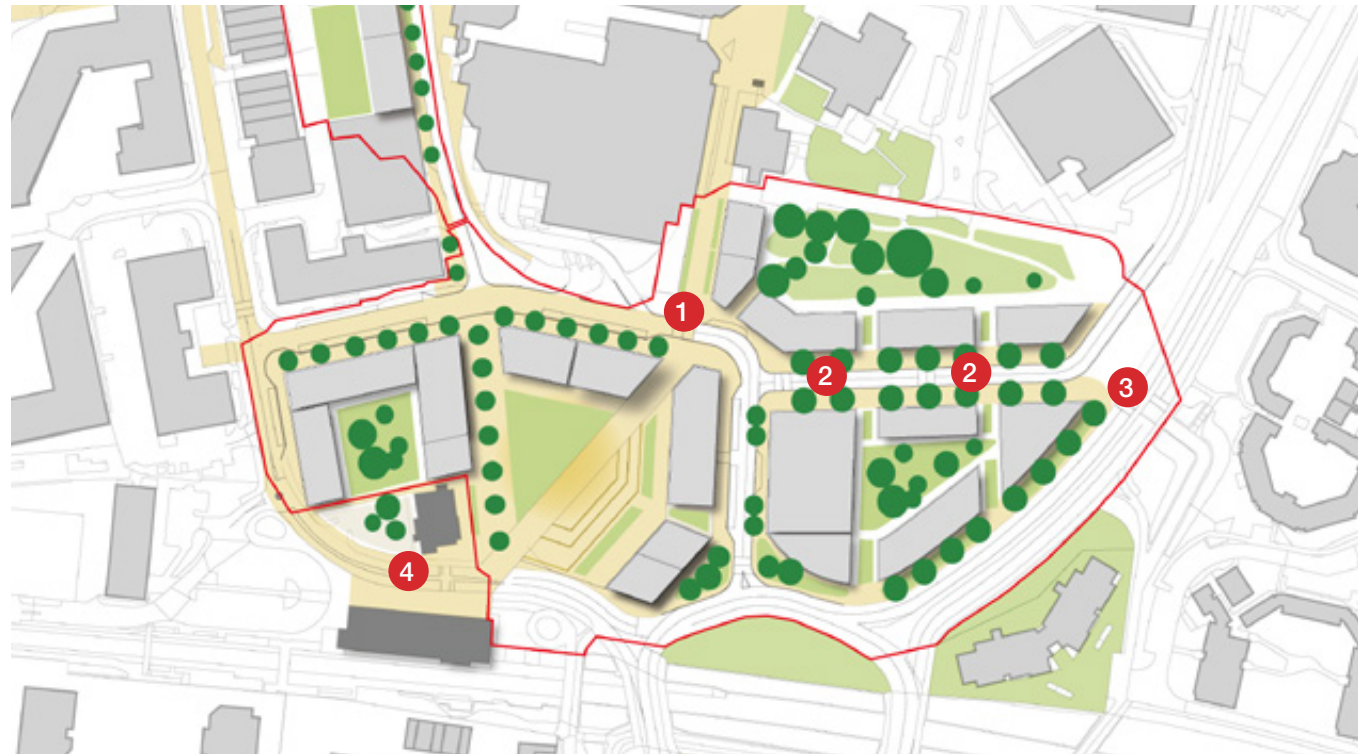


Figure 5.11: Proposed movement - key

The new public realm and open spaces provided within the site will deliver on healthy street principles as well as advancing biodiversity and habitat creation and utilising SuDS as the primary source of managing surface water.

Key street types

Figure 5.12 sets out the different street types, that contribute to a more pedestrian and cycle friendly environment within the masterplan. This includes:

The Ring (1)

The Ring will be reimagined as an Enhanced Street environment, with tree planting incorporated where possible, alongside seating and placemaking interventions at key moments along the street.

Station Way (2)

Station Way will be rationalised and reimagined as an Enhanced Street, accommodating two-way operation for general traffic (6m) and a northbound / anticlockwise bus station consisting of bus stops and stands. Delivering an attractive and inviting bus stop waiting environment will be key – maximising placemaking opportunities along the street.

Market Street (3)

Market Street will remain an Enhanced Street but attention will be focussed on the crossing point from the rail station into the new public realm. This key crossing point will be raised to footway level and deliver pedestrian priority across the street – through material choice and through the provision of a zebra crossing ideally.

See section 8 for general design principles for each street type.

Layout

The Movement and Public Realm Strategy must be supported by positive building edges defining and overlooking the key routes and spaces within the site. Taller buildings and landmark points reinforce the important destination of the station and town centre. This section sets out principles for:

- key frontages and edges; and
- key views, landmarks and opportunities for height.

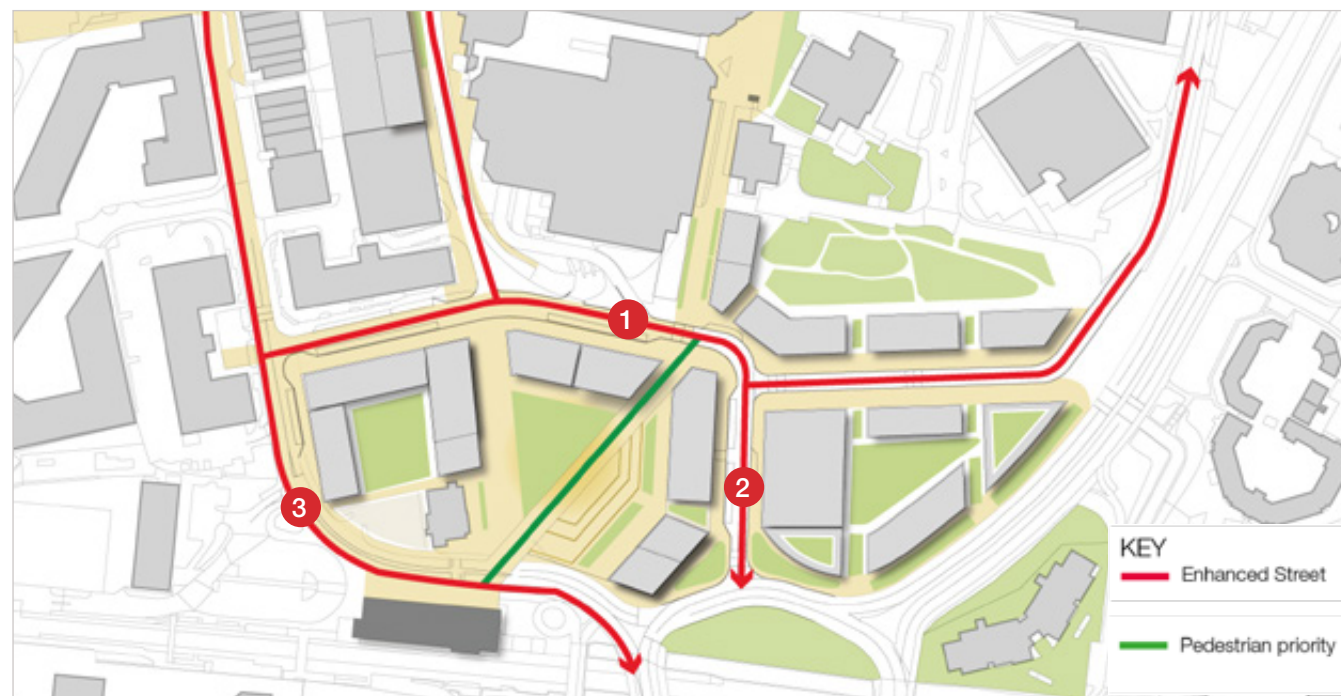


Figure 5.12: Street types

Development Principle – SG2- Key frontages and edges

Figure 5.13 sets out a range of different building frontages, that each have a role to play in creating a sense of place. This includes:

- Active frontages with predominantly non-residential ground floor uses will be concentrated around the Market Square and along the main Pedestrian Spine between the station and the town centre;
- Positive frontages consisting of regular entrances to residential uses will form the majority of the remaining edges along streets;
- Marker edges, which define special edge treatment of town wide importance, include frontages overlooking the roundabout and Church Road;
- Potentially inactive frontages – A multi storey car park providing parking spaces for the whole of the allocation must be sensitively integrated into the southern urban block, by:
 - being a building of a well-considered architectural merit;
 - minimising negative impact on the outlook of new apartments;
 - avoiding blank, unattractive façades onto Station Way as much as possible;
 - integrating, where possible, active ground floor uses on the corner to the realigned Ring; and
 - utilising creative façade design and planting and create an architecturally high-quality building that contributes to the area.

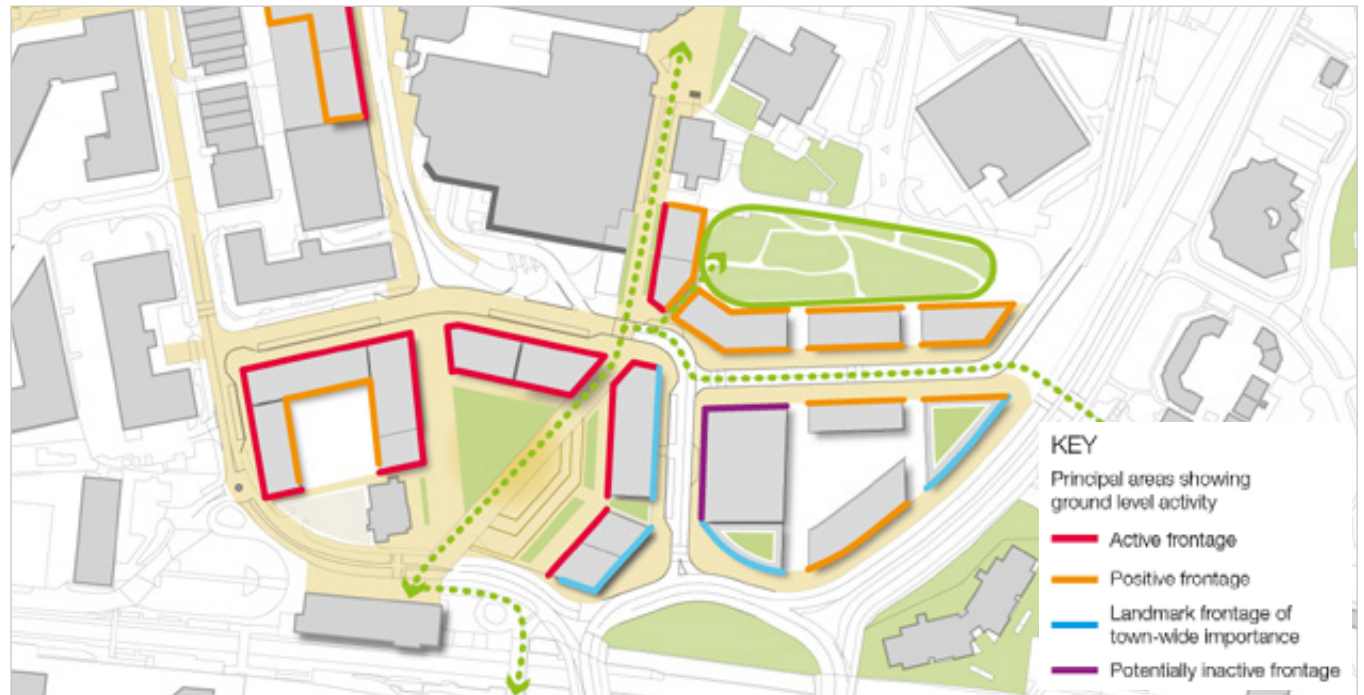


Figure 5.13: Key frontages and edges

See section 8 for specific design principles for each frontage type.



Figure 5.14: Multi-storey car park – 'Cheesegrater' Sheffield

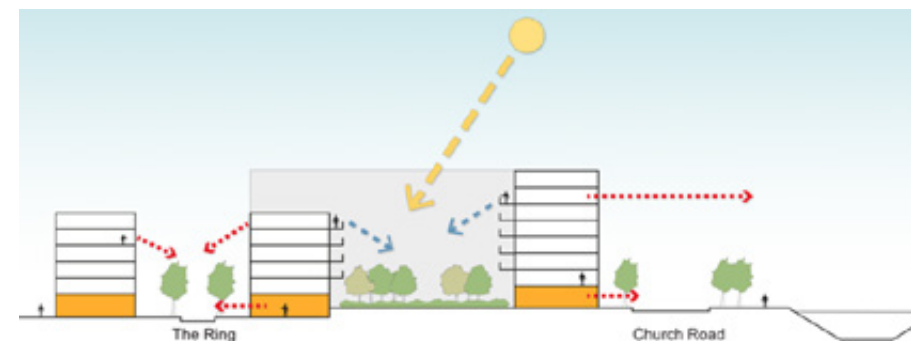


Figure 5.15: Section. Showing positive frontages at street level

Key views, landmarks and opportunities for height

New buildings should support the overall approach to movement and connections through the area. Figure 5.17 sets out principles for building height across the core area as follows:

Development Principle: SG3 – Heights

- Taller buildings should be clustered at the north end of the Market Square within the centre of the Southern Gateway masterplan up to a maximum of 17 storeys;
- As part of the central cluster, there is potential for a taller building up to 12 storeys in the western corner of Jubilee Gardens marking the entrance to the town centre and stepping down to maximum 6 storeys towards the British Legion building;
- The southern edge of Jubilee Gardens will be clearly defined with maximum 6 storey high buildings;
- Building heights stepping down to 4 storeys towards the Market Inn;
- The majority of the remainder of the area may be up to 8 storeys in height;
- Changes in height and massing should be used to create visual interest and avoid long 'walls' of the same height; and
- Where there are opportunities for landmark / focal points located on key view-lines these should be designed to respond positively to these views. Height should not increase above 8 storeys.

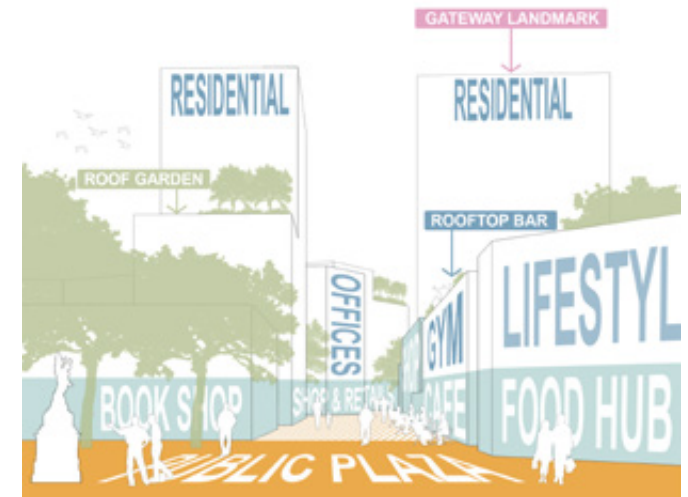


Figure 5.16: New pedestrian route at Princess Square entrance looking at the tall buildings marking entrance to the public square. The route is defined and framed by tall buildings.

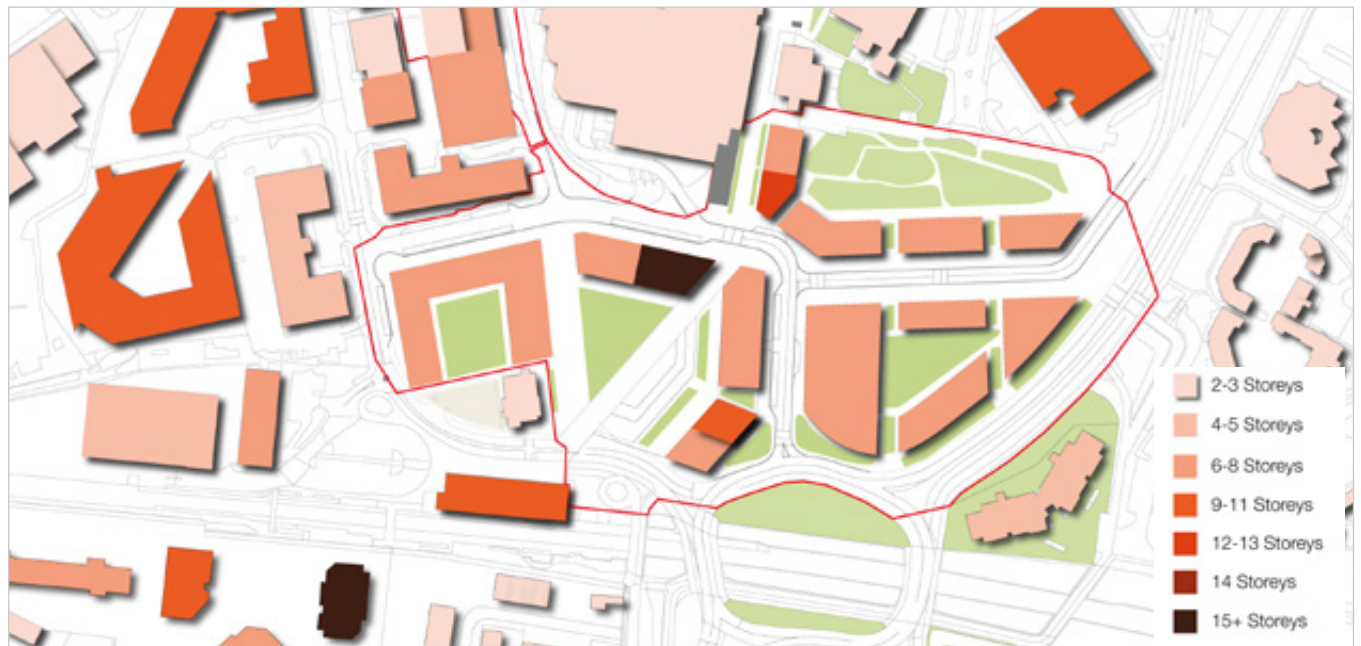


Figure 5.17: Proposed building heights

Land use

The Council's planning policy aims to regenerate the area as a vibrant and sustainable mixed-use area. The Southern Gateway's excellent location to the transport hub appeals to a high-density mixed-use development with employment space incorporated within the lower floors of mixed-use buildings as well as stand-alone buildings if the demand is there. This mix will contribute positively providing active edges along the streets and spaces helping to animate the public realm and contribute to the safety and security of the area.

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Development Principle: SG4 – Land use

New development should:

- provide employment / commercial uses on the ground and lower floors, defining and overlooking adjacent streets and spaces, with residential above;
- focus 'active' commercial frontages, community and leisure uses onto the Central Spine to maximise footfall, activate the public realm and enable uses to spill out into the Market Square;
- locate less active commercial / employment uses, such as offices onto vehicular rather than pedestrian / cycle priority streets as employment tends to be less sensitive than residential uses to noise from passing vehicles;
- create the opportunity for a mixed development including 3 bed units, town houses and older peoples housing; and
- Enable the opportunity to provide community space both within and outside of buildings with a dedicated external space for youth facilities.

KEY

 Leisure	 Food and beverage
 Office	 Education
 Retail	 Residential
 Religious	 Private car parking
 Community	 Residential with ground level workspace
 Public car parking	 Children and youth play



Figure 5.18: Proposed Land uses

Play and Green Infrastructure

The Council acknowledges that the open space requirements will not be achieved in such a central town centre location.

The proposed open spaces of Jubilee Gardens and Market Square together achieve 0.9 ha but the design principles that are ingrained within the overall masterplan aim to achieve more by maximising connectivity. This will be achieved through the creation of new green routes linking into the existing green infrastructure network and proximity to existing open spaces within 10 min walk from the site (refer to Figure 3.10). There will also be enhancement of existing routes and the provision of small amenity areas within the local street network created within the development as well as the communal and private open spaces associated within the development blocks. Children's and youth play spaces will play a major part throughout the public realm and will be fully integrated within both the hard and soft landscape areas to maximise the opportunity for play activities.

Development Principle: SG5 – Play and Green Infrastructure

New development should provide:

- children's and youth play spaces integrated throughout the public realm with informal opportunities for play with key focus in Jubilee Gardens and Market Square;
- green and blue infrastructure integrated into the public realm, alongside streets, movement corridors and within public spaces;
- retention of mature trees within Jubilee Gardens;
- relocation of Station Green in its new form as Market Square with increased quality of Market Square through its new location and higher quality public realm; and
- green infrastructure in the form of communal and private gardens, green roofs and walls.



Figure 5.19: Jubilee Gardens: existing mature open space



Figure 5.20: Green roofs

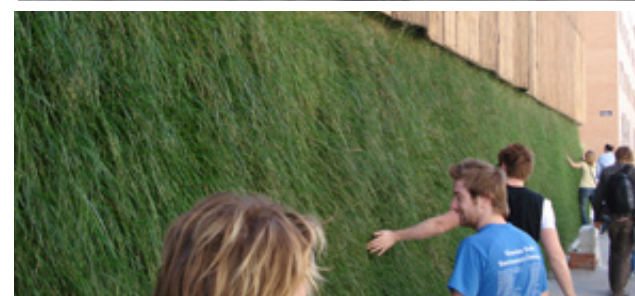


Figure 5.21: Green walls



Figure 5.22: Children's play along a pedestrianised route



Figure 5.23: Children's playground



Figure 5.24: Boules tournament in Lewis Cubitt Square, Kings Cross



Figure 5.25: Play within courtyard



Figure 5.26: Callisthenics within a neighbourhood park

Key public spaces

The Southern Gateway masterplan is made up of several spaces, that each have their particular character and design requirements. These are:

- Market Square
- Jubilee Gardens
- Central Spine

In order to deliver the overall masterplan and meet the Council's aspirations the following development principles for each area must be met.



Figure 5.27: Key public spaces

Market Square

The Market Square, lies on the promenade between the rail station and the town centre. This should be both an everyday community space for life to unfold and town centre celebration space, accommodating markets and events. Alongside these events, children's, youth and play activities for all ages will contribute to make this a truly multi functional space. Seating should be designed to be both flexible and fixed, providing opportunities for adjacent cafés to spill into the space as well as offering people a chance to sit, relax and take in the life of the town. The square should be softened through extensive tree planting and SuDS to deliver a calming and attractive place to spend time and support increased biodiversity.



Figure 5.28: Pancras Square, Kings Cross, London

Development principle: SG6 – Market Square:

New development should provide:

- A public space of min. 0.57 ha in size, of good proportions, comfortable and attractive microclimate;
- Visual and physical connections between the station and town centre;
- A high degree of enclosure and active, positive ground floors;
- Sensitively and discreetly integrated servicing and emergency access;
- Landscape and public realm strategy incorporating tree planting and at least 30% soft landscape;
- Create the opportunity for children's and youth play space in the town centre;
- Seamlessly integrate level differences along its eastern edge to accommodate underground parking, stairs and seating opportunities; and
- Retain and sensitively integrate the Market Inn.



Figure 5.29: Informal play as part of public art

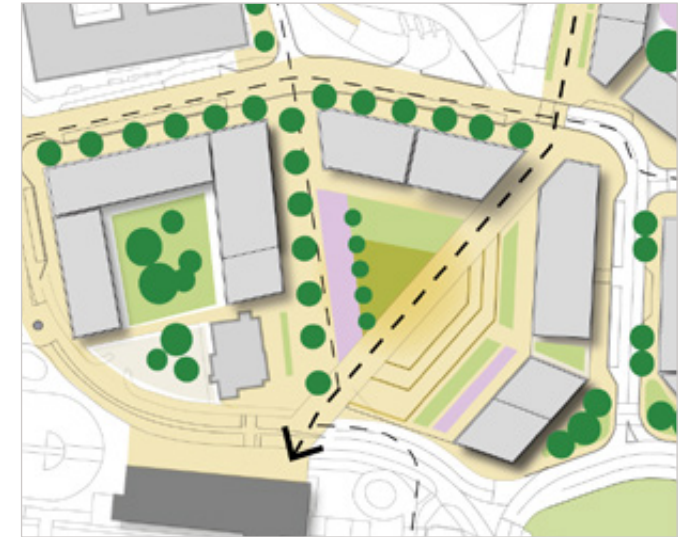


Figure 5.30: Market Square plan – children's and youth informal play



Figure 5.31: Canalside green steps – Granary Square, Kings Cross, London



Figure 5.32 Cafe and restaurant external seating animate the public realm



Figure 5.33 Swings seating in public square

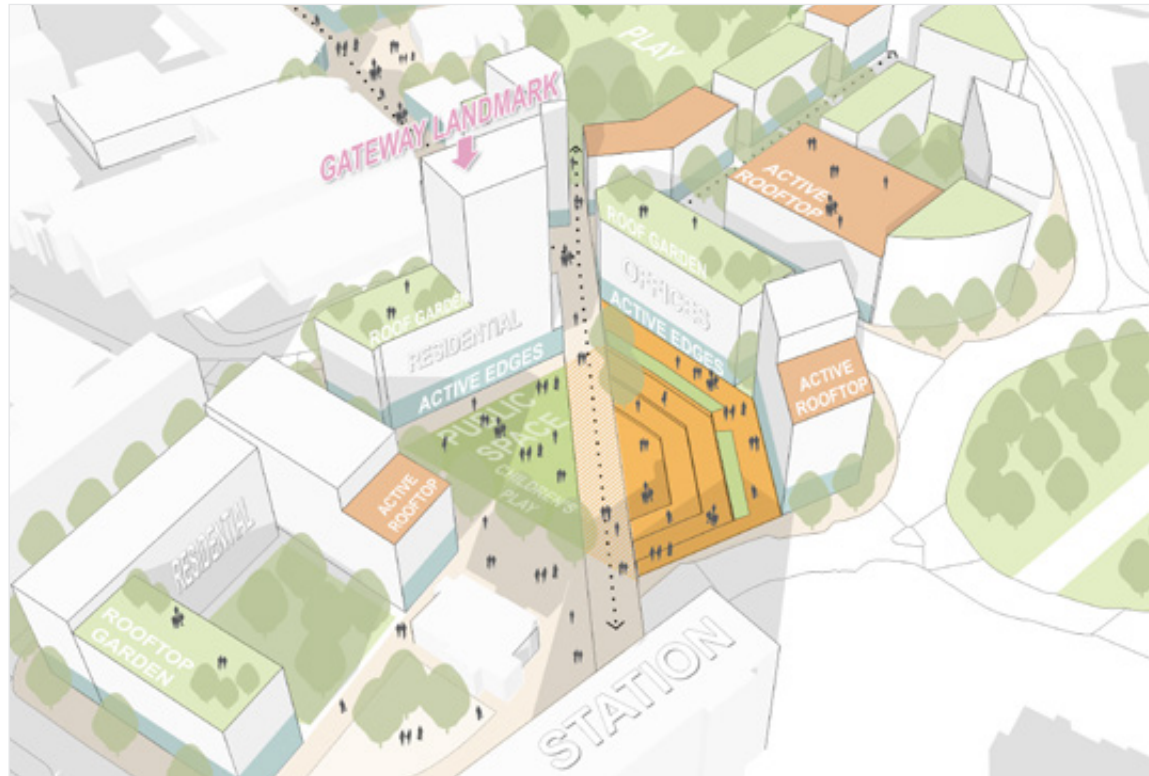


Figure 5.34: Market Square plan and aerial view from the south-west

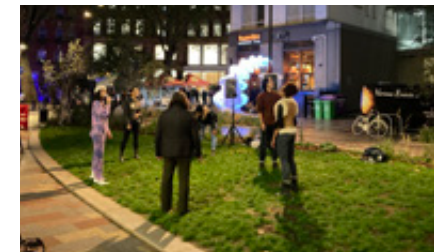


Figure 5.37: Community events and performances



Figure 5.35: Exchange Square and water feature, Manchester



Figure 5.36: Pop-up public screening



Figure 5.38 Christmas market

Jubilee Gardens

Jubilee Gardens the mature green space at the northern end of the Southern Gateway development will provide an alternative area for seating and relaxing within a natural environment. A children's playground will occupy the western area of the gardens closer to the pedestrianised route. Along the northern edge of the gardens and fronting Stanley Walk a MUGA and calisthenics will attract the youth and other ages to provide an active edge along this part of the development. The space can also accommodate small community fêtes during the year.

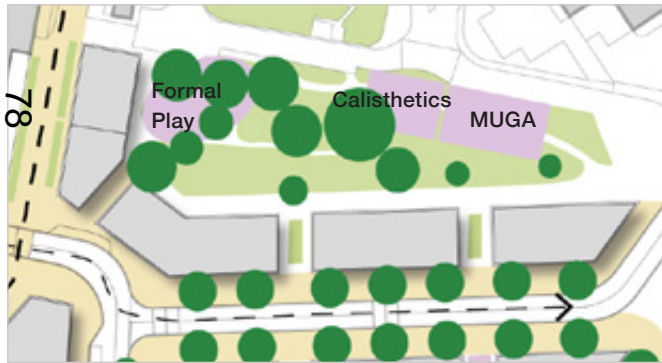


Figure 5.39: Jubilee Gardens plan – children's and youth play space

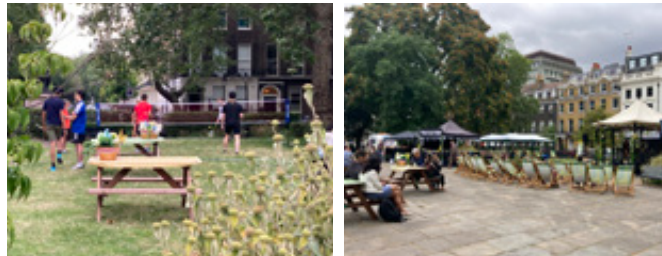


Figure 5.40: Bloomsbury square gardens fête with food/singing/volleyball games

Development principle: SG7 - Jubilee Gardens:

New development should provide:

- Existing public gardens and mature trees to be retained and enhanced for public use including the provision of play space;
- Care must be taken to allow regular gaps between buildings and not to overshadow Jubilee Gardens inappropriately;
- Create the opportunity for children's and youth play space in the town centre;
- Where ground floor residential accommodation is fronting onto Jubilee Gardens a minimum 5m secure privacy strip in the form of private outdoor space must be provided;
- Transition in levels between buildings along the town centre route (Braccan Walk), which are located at +74.0m and the gardens at +80.0m may be achieved through the detailed design of buildings where public uses may occupy the lower two levels; and
- A direct pedestrian connection must be ensured at the western corner where there is a direct visual and physical link with the Market Square and town centre route.



Figure 5.41: Youth play



Figure 5.42: Well articulated façades with balconies and large openings will provide natural surveillance to the gardens

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Central Spine

Development principle: SG8 – Central Spine:

New development should provide:

- Direct, visually and physically connected, at grade pedestrian and cycle route between the town centre and the station;
- The route and associated Market Square will be lined by active and animated commercial and / or residential ground floor frontages;
- Physical, accessible and visual links to bus stops must be ensured from this route; and
- 79 ■ The detailed design must follow a coherent and unifying public realm strategy to aid legibility and meet the aspirations, including:
 - pedestrian priority crossings at street intersections must ensure ease of movement for pedestrians;

- trees lining the route to help with legibility as well as providing adequate shade and shelter;
- appropriate width of the pedestrian / cycle route to accommodate the number of people using it, with safe space designated for those pedestrians that do not want to mix with cyclists or people scootering;
- seats and benches lining the route, to allow adequate space to rest for those less able, and bottle fills (drinking fountain) should be provided; and
- informal play elements should be worked into the route to enable play-on-the-way activities and encourage families to use the route – using public transport and active modes to reach the town centre.



Figure 5.45: City North Place, Finsbury Park



Figure 5.43: Pedestrian crossing at Goods Way/King's Boulevard, Kings Cross



Figure 5.44: Street furniture within the public realm



Figure 5.46: Street furniture within the public realm

6. High Street Car Park

6.1 Illustrative masterplan



Figure 6.1: Illustrative masterplan

6.2 Opportunities and constraints summary

This section sets out site-specific masterplan principles for the High Street Car Park masterplan, based on a summary of constraints and opportunities.

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Constraints



Figure 6.2: High Street Car Park - Constraints

Topography

The site has to deal with a mixture of natural and man made level changes ranging from 4.2m at the deepest end to as shallow as 0.8m depending on where you are on the site. The highest levels occur along The Ring, with the highest level situated at the southern end of the site close to Station Road at +72.34m AOD. Moving north along The Ring the road drops by around 3.5m half way along the length of the building to +68.82m AOD. The level in this area corresponds best with the levels on Market Street with approx 0.8m difference between the two streets.

The Ring then rises again by about 2m reaching 70.75m AOD at the northern end of the car park building where the exit from the car park is currently located. The site lacks any greenery.



Figure 6.3: Existing service area at the rear of Market Street

Flood Risk

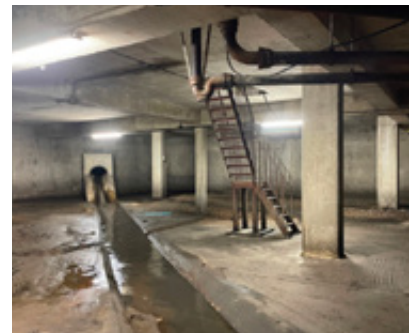
Flooding risk is present at the north eastern boundary along The Ring. A risk-averse approach to development would be to introduce SuDS along the improved access at the north end of the development as well as extending the greening of The Ring with SuDS, planting and trees.

Market Street service area

The area to the west side of the site and accessed from Market Street provides servicing for the retail units fronting the main road and parking for the residential accommodation above. This arrangement will need to be taken into consideration in any future development.



Figure 6.4: Thames Water attenuation tank in the basement of the car park



Utilities

Due to the site being a car parking facility, there are a limited number of services that would require diversion, including:

- SSEN (Scottish & Southern Electricity Networks): LV service cable running east-west through the middle of the building.

However, there is one significant constraint that could undermine the viability of the development and would require early stage engagement with Thames Water during the design development proposals:

- Thames Water culverted surface water attenuation tank in the basement of the car park put in place for storing surface water run-off from within the town centre. The same capacity and Thames Water access will need to be maintained within any future development and kept separate from the attenuation required for new development.

Access road north of the site

Existing vehicular egress from the car park is currently shared with access to the parking of the residential block fronting The Ring. This needs to be taken into consideration in any future development.

Opportunities

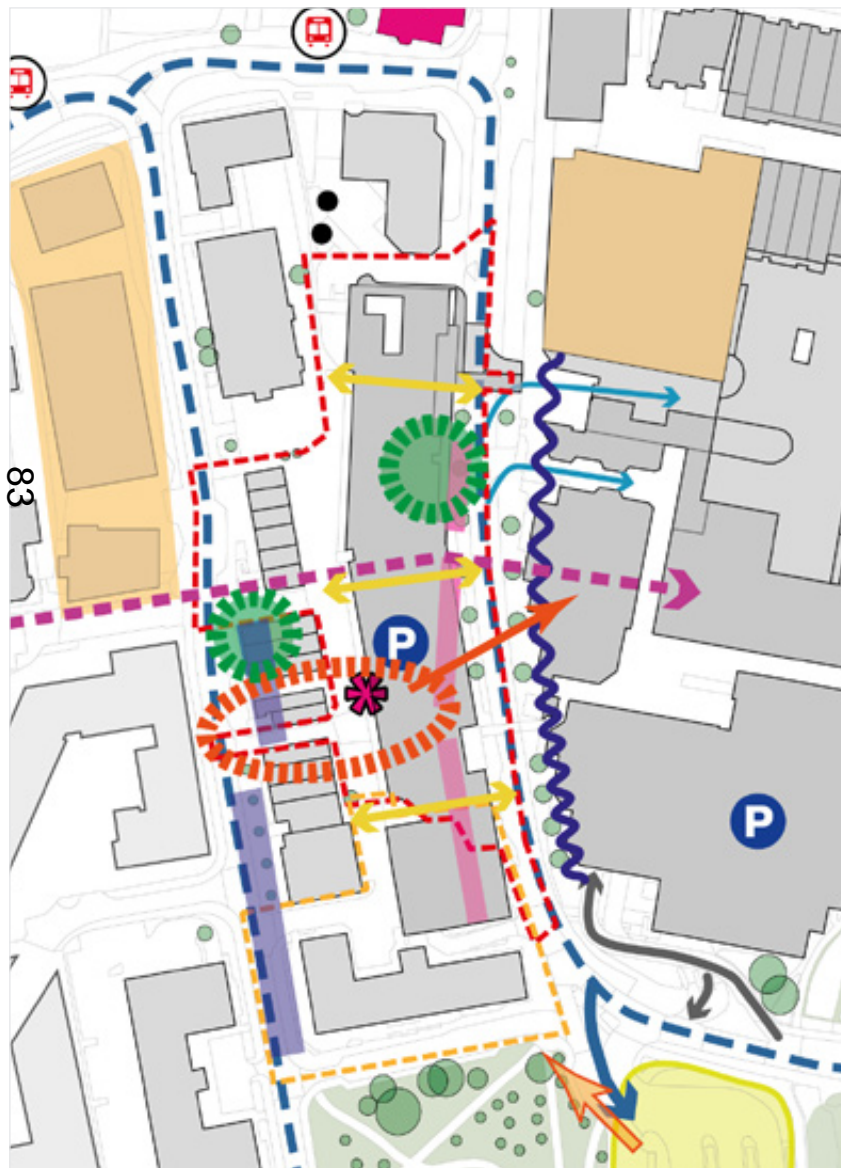


Figure 6.5: High Street Car Park - Opportunities

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KEY	
	Green space
	Trees
	Bus stop
	Bus station
	Access road
	Direct connection between the station and town centre
	Heritage
	Religious
	Key view from the south
	Opportunity for an elevated connection, into The Lexicon, through an attractive public route integrated within the development
	WW Servicing edge
	Substation
	Landmark gateway along East / West route
	Landmark site
	Connectivity straight across the site from The Peel Centre to The Lexicon Shopping Centre
	Breaking up continuity to combat 'the canyon effect' and increase light
	Important frontages and corners to make an impression
	Addressing frontages onto Market St, considering servicing areas
	Addressing frontages onto The Ring
	Possible boundary

The opportunities for the comprehensive development of the High Street Car Park comprise:

- break down the canyon effect that the current structure imposes on The Ring by its continuous and impermeable form;
- create a new east-west pedestrian and cycle route connecting The Peel Centre and western areas with The Lexicon shopping centre and the eastern areas of the town centre - opportunity to connect the two spaces through the new development taking advantage of the minimal level difference that exist half way along the site;
- tying together the new developments by creating a strong new neighbourhood - the strategic location of this site opens up opportunities to connect and knit together the new (present and future) developments in the area with the surroundings and beyond;
- making an impact on key frontages and corners - opportunity to create strong edges both on The Ring and Market Street, addressing key corners and contributing positively to the street scene enriching the streetscape and adding to the visual impact and experience for residents and passers by;
- landmark/gateways along east-west route - opportunity to mark the east and west approaches to the site with landmark buildings, creating a gateway and celebrating this important connection and establishing a visual connection;
- key view to the site from the south - opportunity for an attractive built form to connect visually with the Southern Gateway; and
- ensure the integration of green and blue infrastructure throughout the site.

6.3 High Street Car Park strategy

This section provides a specific coordinating framework for all new development within the masterplan area. All planning applications and projects are expected to accord with the principles in relation to the following:

- Movement and public realm;
- Layout;
- Land use;
- Green infrastructure; and
- Key public spaces.

Section 8 contains general design principles that apply across the three masterplan areas and that must be met.

Movement and public realm strategy

Please note that, where appropriate, Manual for Streets (MfS) and Manual for Streets 2 (MfS2) have been used to inform the design of the streets and junctions that comprise the development. Unlike Design Manual for Roads and Bridges these documents have been produced specifically for use in urban environments. Guidance on visibility splays, junction spacing, corner radii, swept path analysis and lane widths have all been taken from these documents.

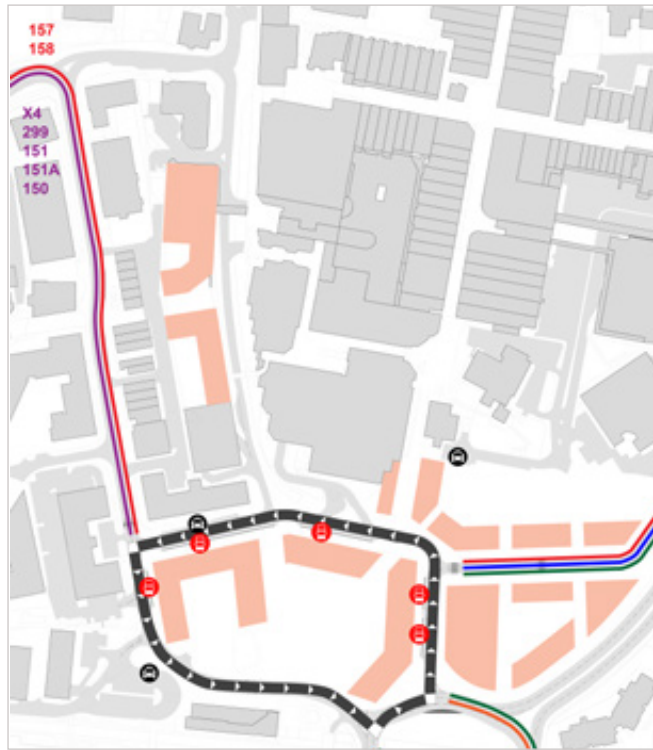


Figure 6.6: Proposed bus movement



Figure 6.8: Proposed car movement

The Ring, running east of the site, will remain one way northbound. The junction at the northern boundary of the site will be simplified and reduced to one lane northbound, with rain gardens and SuDS being used to separate turning traffic from passing traffic. North of this junction the carriageway could be reduced to one lane to reduce severance and reduce speeds.

The street running to the north of the site will be widened to accommodate effective footways on both sides of the street, along with SuDS and tree planting.

Car parking for the site and surrounding developments will be accommodated in the parking house at block C1 providing 320 parking spaces and accessed from the north off The Ring. Additional parking for blocks A and B will be accessed from Market Street and will be at ground level only in block B4 and at ground and first floor levels in block A1.

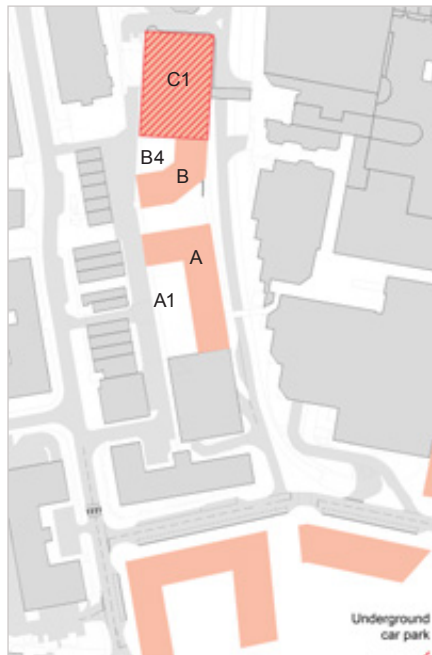


Figure 6.9: Proposed car parking



Figure 6.10: Proposed pedestrian connections

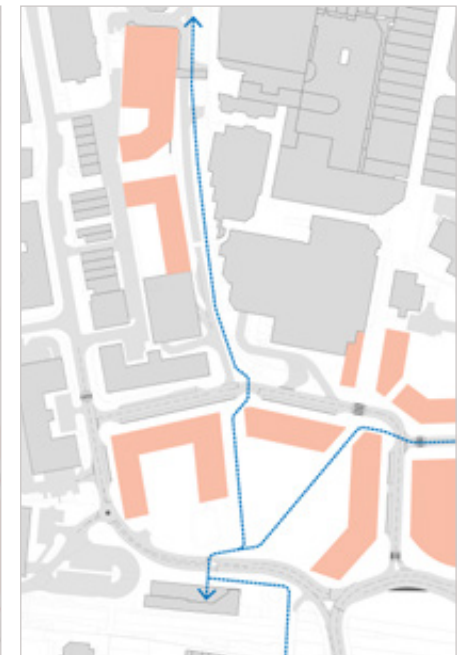


Figure 6.11: Proposed cycle connections



Development Principle: HSCP1 – Movement

To maximise connectivity in the area and enable improved cycle and pedestrian movement through the site (refer to figure 6.12) proposals will need to deliver.

- a new pedestrian priority street through the middle of the site (1) linking the Peel Centre to the Lexicon; The pedestrian connection will link across Market Street via the existing signalised pedestrian crossing on the desire line before linking through to the new courtyard service area which will be designed as a pedestrian priority space;
- a new Zebra Crossing facility to connect to the east side of The Ring (3). The recently widened footway will then connect pedestrians to the Lexicon through High Street and Edge Lane;
- safer and improved pedestrian movement around and through the site by the introduction of continuous footways along The Ring;

- the main pedestrian route through the site will invite cycling within this new connection with pedestrians having priority; with cyclists joining Cycle Street conditions along The Ring to access the Lexicon. As The Ring forms a key part of the wider cycle network the cycle user will be given a sense of priority within a mixed street environment where motor traffic will be treated as 'guests' within this environment.
- a widened street running to the north of the site to accommodate effective footways on both sides of the street, along with SuDS and tree planting (2).
- servicing the site will be accommodated both in the rear servicing courtyard as well as on The Ring (4), with the formalisation of the existing loading bay, which will be raised to footway level and incorporated in the verge strip, between trees.

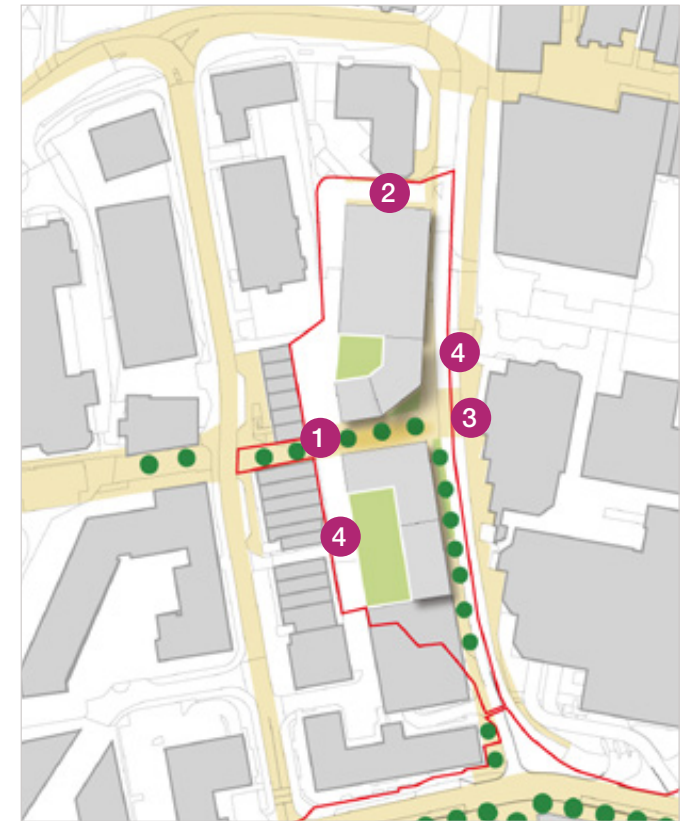


Figure 6.12: Proposed movement - key

The new public realm and open spaces provided within the site will deliver healthy street principles as well as advancing biodiversity and habitat creation and utilising SuDS as the primary source of managing surface water.

Key street types

Figure 6.14 sets out the different street types, that contribute to a more pedestrian and cycle friendly environment within the masterplan.

East-west link

The new pedestrian priority street through the middle of the site linking the Peel Centre to the Lexicon will be a pedestrian/cycle environment with level surfaces and no traffic passing through it. There will be a consistent ground-plane building to building with tree planting.

The Ring

Recent public realm improvements along The Ring have created more space for pedestrians. The verge space with tree planting along the western edge of the street should continue the length of the site to create a better walking environment as well as providing a valuable SuDS facility, with space for seats and bike stands within the strip to support new adjacent uses.

New access to car parking building

The street running to the north of the site will be widened to provide access and egress to/from the new multi-level car parking facility located here and accommodate effective footways on both sides of the street, along with SuDS and tree planting.

See section 8 for general design principles for each street type.



Figure 6.13: The Ring as it is today following public realm improvements

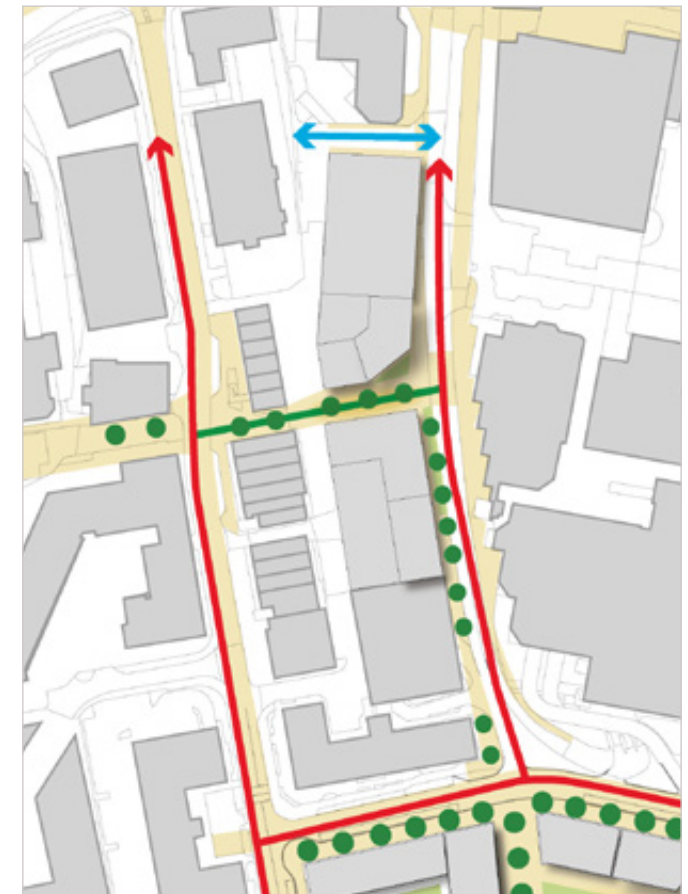


Figure 6.14: Street types

KEY	
	Enhanced Street
	Informal Street
	Pedestrian priority

Layout

The Movement and Public Realm Strategy must be supported by positive building edges defining and overlooking the key routes and spaces within the site. Taller buildings and landmark points reinforce the important destination of the station and town centre. This section sets out principles for:

- key frontages and edges; and
- key views, landmarks and opportunities for height.

See section 8 for general design principles for each frontage type.



Development Principle: HSCP2 – Key frontages and edges

Figure 6.15 sets out a range of different building frontages, that each have a role to play in creating a sense of place. This includes:

- **Active frontages** with predominantly non-residential ground floor uses will be concentrated along The Ring and fronting the main pedestrian / cycle route to Market Street;
- **Positive frontages** consisting of regular openings will form the remaining edges facing Market Street;
- **Marker edges**, which define special edge treatment of town-wide importance, include frontages directly visible from the southern gateway; and
- **Potentially inactive frontages** - A multi storey car park providing parking spaces for the allocation and the nearby developments must be sensitively integrated into the northern urban block:
 - Minimise negative impact on the outlook of new apartments;
 - Avoid blank, unattractive façades as much as possible;
 - Integrate, where possible, active ground floor uses; and
 - Utilise creative façade design and planting and create an architecturally high-quality building that contributes to the area.

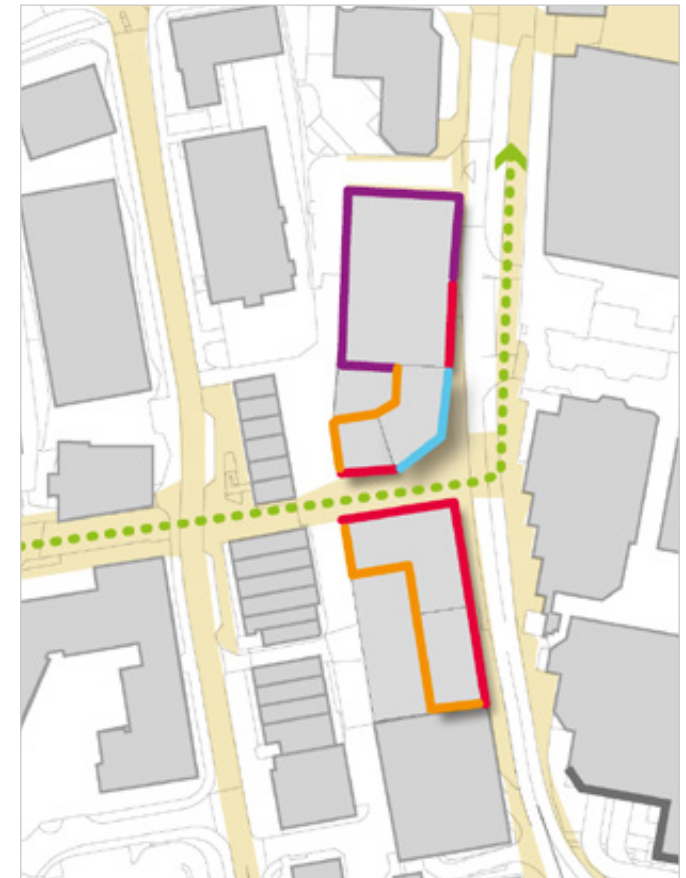


Figure 6.15: Key frontages and edges

KEY

Principal areas showing ground level activity

- Active frontage
- Positive frontage
- Landmark frontage of town-wide importance
- Potentially inactive frontage

Key views, landmarks and opportunities for height

New buildings should support the overall approach to movement and connections through the area. Figure 6.17 sets out principles for building height across the core area as follows.

Development Principle: HSCP3 – Heights

- A landmark building up to a maximum of 12 storeys should be located along the east-west route fronting The Ring and in direct view from Southern Gateway. The design of the building must respond positively to this view;
- The majority of the remainder of the area may be up to 8 storeys in height in the southern block and up to 9 storeys in the northern block. Changes in height and massing should be used to create visual interest and avoid long ‘walls’ of the same height.



Figure 6.16: Massing study - view from the east



Figure 6.17: Proposed heights



Land use

The Council's planning policy aims to regenerate the area as a vibrant and sustainable mixed-use area. The site's proximity to the Southern Gateway and the station appeals to a high density predominantly residential mixed-use development with commercial uses at ground level and the re-provision of the existing facilities at the ground level of the car park currently accessed from Market Street. This mix will contribute positively to the town centre vibrancy and provide active edges along The Ring helping to animate the public realm and contribute to the safety and security of the area.

06

Development Principle: HSCP4 – Land use

New development should:

- provide a range of residential types and tenures including some 3 bedroom units;
- provide commercial/ community uses on the ground floor, defining and overlooking adjacent streets and spaces, with residential above;
- Create active roof spaces to create some private green space; and
- focus 'active' commercial frontages onto the east-west route and The Ring to maximise footfall and activate the public realm.



Figure 6.18: Proposed land uses

KEY

Leisure	Food and beverage
Office	Education
Retail	Residential
Religious	Private car parking
Community	Residential with ground level workspace
Public car parking	Children and youth play

Play and Green infrastructure

The site proposals offer an opportunity to integrate with the existing green infrastructure network by the introduction of a new east-west link, which will deliver an element of public open space including informal play as well as communal and private open spaces associated with the development blocks.

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Figure 6.19: Public space – children's play

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Development Principle: HSCP5 – Play and Green Infrastructure

New development should:

- introduction of a new east-west link connecting to the green link along The Ring and the wider green infrastructure network;
- planting of trees along the east-west route;
- introduction of SuDS and tree planting along the enhanced street to the north of the site;
- green roofs and communal gardens; and
- Within these streets and spaces play should be a feature throughout and be well integrated to achieve an informal environment to play.



Figure 6.20: Informal play integrated within a green link

Key public spaces

The High Street Car Park masterplan is made up of a single space that has a particular character and design requirements. This is the east-west route.



Eastern-West route
Figure 6.21: Key public spaces

Development Principle: HSCP6 – Public spaces

New development should provide:

- Direct, visually and physically connected, at grade pedestrian and cycle route between the Peel Centre/Market Street and The Ring; where people will feel comfortable walking and wheeling;
- A new zebra crossing facility on The Ring will directly correspond with the alignment of the new route and at the Market Street end the new route will line up with the existing signalised crossing to provide a seamless connection between the two thoroughfares;
- Cycling will be accommodated as part of the pedestrian space to encourage low speeds and considerate behaviour;
- The route will be lined by active and animated commercial and / or residential ground floor frontages;
- The new courtyard service area will be designed as a pedestrian priority space and zebra crossings will be used where necessary to give pedestrian /cyclists priority over service yard movements; and
- Trees lining the route will help with legibility as well as contributing to the green infrastructure network in the area.



Figure 6.22: East-west route



Figure 6.23: Zebra crossing forming a safe seamless connection

7. Eastern Gateway

7.1 Illustrative masterplan



Figure 7.1: Illustrative masterplan

7.2 Opportunities and constraints summary

This section sets out site-specific masterplan principles for the Eastern Gateway masterplan, based on a summary of constraints and opportunities.

Constraints



Figure 7.2: Eastern Gateway - Constraints

KEY

Development area	Car parking	Flooding	Drain	Private land
Site boundary	The Ring	Overpass	Noise	Private car park
Underpass	Access to Princess Square car park	Service roads	Heritage	
Green space	Major vehicle routes	Bus stop	Religious	
Trees	Secondary road	Cycle parking		

Topography

There are notable level changes within the site ranging from +74.0/75 around the town square falling to +73.0m around the library/Millennium Way frontage and rising to +77.0/80.0m next to the Met Office roundabout. An existing pedestrian underpass located to the south of the site enables crossing underneath roundabout and will be retained.

There are also level changes due to the decked pedestrian area between the library and Easthampstead House. The impact of these localised changes depends on the strategy taken for Easthampstead House.

Existing trees

There is a limited number of trees on the site with small clusters in the east and alongside The Ring. Most of these are not expected to be retained. New tree planting as part of the redevelopment is expected to connect this site into the wider landscape network.



Figure 7.3: Existing surface car park fronting Easthampstead House and the library



Figure 7.4: Subway on approach to the town centre from the east with Easthampstead House in the background



Figure 7.5: Existing trees

Flood Risk

The site lies within Flood Zone 1 with 11.6% of the site at risk of surface water flooding during the 1 in 1000 year flood event.

Surface water ponding occurs during a 1 in 30 year event, increasing to minor flow routes in the 1 in 1000 year event with surface water ponding in distinct access routes. Going forward this could be managed through SuDS and into green infrastructure.

Noise and Air quality

The site fronts onto Millennium Way (A329) on its northern frontage and is located next to the Met Office roundabout. Both are having a negative impact on the environmental quality of the site in terms of noise and air quality. Both issues will have to be dealt with through the detailed design approach and a well thought out and fully integrated landscape strategy. Surveys and mitigation strategies are required at planning application stage.



Figure 7.6: Millennium Way

Utilities

There are a number of services that will require minor diversion. These are not considered significant enough to undermine the viability of the development and include:

- Cadent (Gas Network): 6in SI LP Mains along the north side of Weather Way and a 63mm PE LP Mains on the south side of Weather Way;
- British Telecom cables;
- SSEN (Scottish & Southern Electricity Networks): service cable running along the southern edge of the teardrop site and across Weather Way; and along route east of Fenwicks and across the town square;
- Vodafone - underground route runs along The Ring (north-south) opposite Weather Way;
- South East Water: east of surface car park/across Weather Way and along the south side of teardrop site; and
- There is an existing substation within Easthampstead House. The retention and refurbishment of the building will avoid the removal of this.

Access to Fenwick Store

A 24hr access to Fenwick's servicing yard must be maintained along The Ring. The western end of The Ring (approx 40 m length) fronting the surface car park is privately owned and will need to be taken into consideration in any future development.

Private car park

The car park consisting of 29 car spaces, of which 8 are disabled spaces, needs to be taken into consideration in any future development. An option to relocate the car park spaces to another location or the car park in block E1 (refer to figure 7.14 for location of this) should be considered, this will allow the development to provide a full frontage onto Millennium Way.



Figure 7.7: Fenwick store service route



Figure 7.8: Town Square



Figure 7.9: Route along south side of Easthampstead House

Opportunities

The opportunities for the comprehensive development of the Eastern Gateway comprise:

- The retention of Easthampstead House and Town Square to keep part of the New Town's history and celebrate the architectural style of that era.
- The refurbishment and / or retention of Easthampstead House provides a more sustainable and less carbon intensive opportunity. Potential uses include hotel accommodation with a roof level extension providing bar/terrace to guests and visiting public as well as cafés/ restaurants at ground level to reinforce the building's presence as a focal point along the axial route approach from The Lexicon.
- Reinforcing the existing pedestrian connection from the east to the town centre by providing at grade connections overlooked by positive frontages and an attractive public realm.
- Provision of communal internal shared courtyards within the blocks for residents.
- Create a positive gateway into the town centre from the east and strong positive frontages onto Millennium Way.

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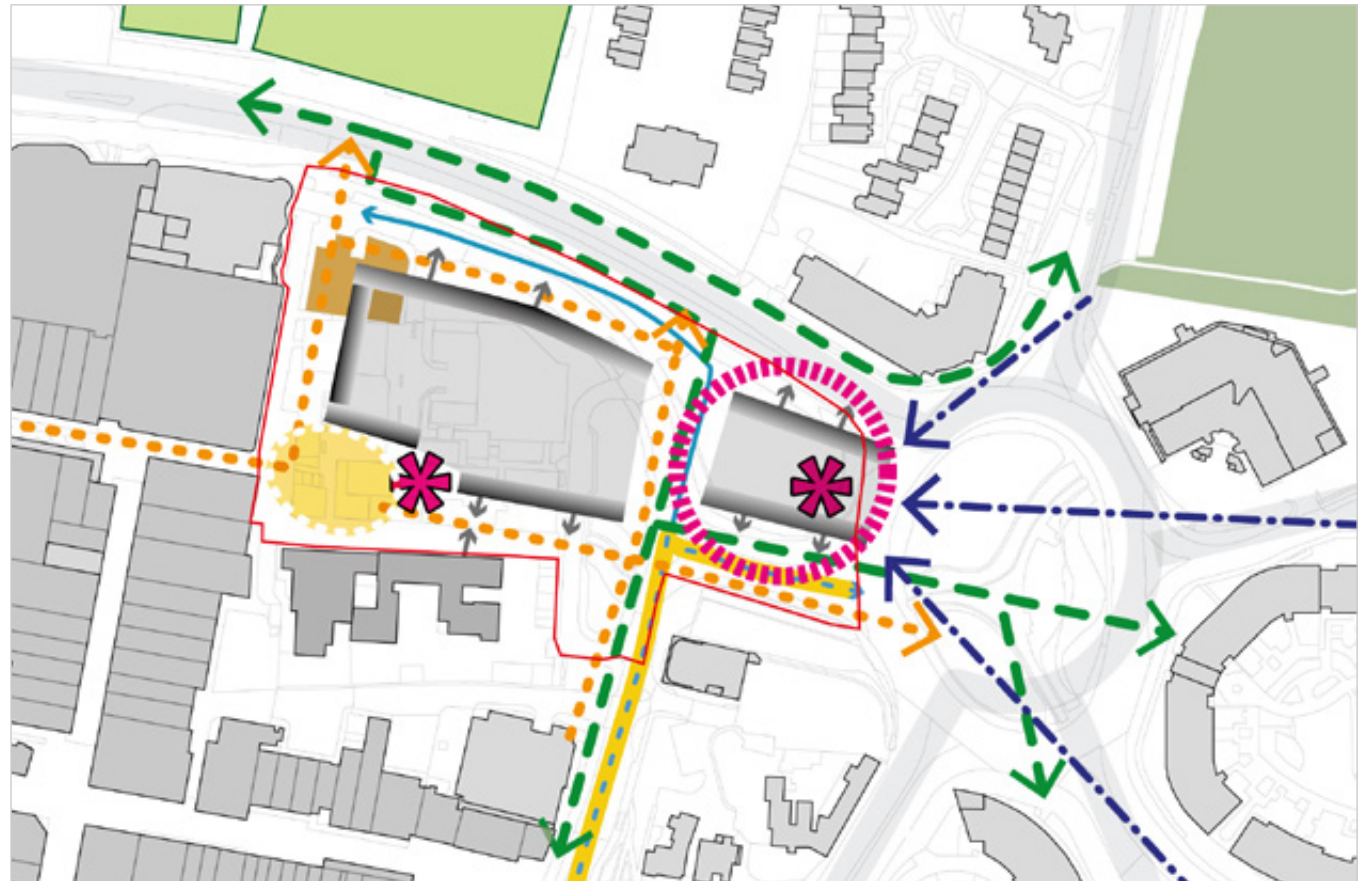


Figure 7.10: Eastern Gateway - Opportunities

KEY

	Site boundary		Access road		Direct connection between the station and town centre		Gateway
	Green space		Pedestrian		Frontages		Public space
	Trees		Cyclist		Landmark		
	The Ring		Views				

7.3 Eastern Gateway strategy

This section provides a specific coordinating framework for all new development within the masterplan area. All planning applications and projects are expected to accord with the principles in relation to the following:

- Movement and public realm;
- Layout;
- Land use;
- Green infrastructure; and
- Key public spaces.

Section 8 contains general design principles that apply across both masterplan areas and that must be met.

08

Movement and public realm strategy

Please note that, where appropriate, Manual for Streets (MfS) and Manual for Streets 2 (MfS2) have been used to inform the design of the streets and junctions that comprise the development. Unlike Design Manual for Roads and Bridges (DMRB), which is produced primarily for application to the trunk road network, these documents have been produced specifically for use in urban environments. Guidance on visibility splays, junction spacing, corner radii, swept path analysis and lane widths have all been taken from these documents.

The street network around the site is currently fragmented and uses town centre land inefficiently, with large radii and wide roads dissecting land parcels that now will be bought into better use.

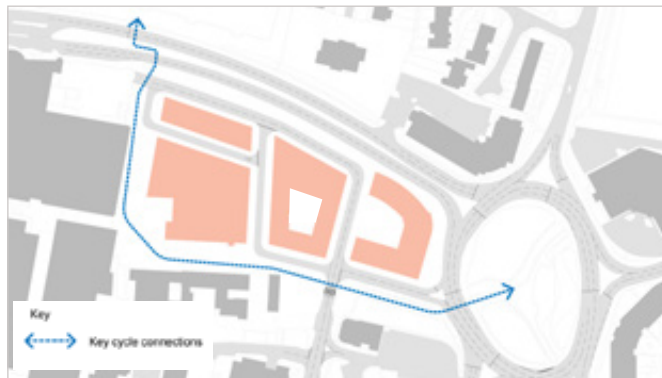


Figure 7.11: Proposed cycle connections



Figure 7.12: Proposed pedestrian connections



Figure 7.13: Proposed bus movement



Figure 7.14: Proposed car parking

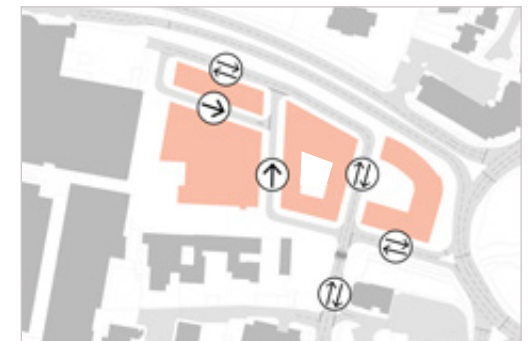


Figure 7.15: Proposed traffic movement

Development Principle: EG1 - Movement

To enable improved cycle and pedestrian movement through the area (refer to figure 7.16) the proposals will need to deliver:

- realignment of The Ring as it runs through the northern site (1) to create a more urban street grid that enables lower speeds and provides more space for public realm and development;
- two-way operation along The Ring and within the Town Square service streets (2) for a more simplified traffic management system;
- 60 ■ two-way operation along Weather Way (3) as a rationalised carriageway occupying the southern / westbound spur of the existing arrangement;
- consolidated car parking within a single car park (block E1 – 275 car parking spaces) (4) accessed off The Ring;
- service streets through Town Square to be designed as at-grade pedestrian priority spaces, effectively acting as additional public realm most of the day; and
- the east-west route cycle route (5) remaining at surface level through the site and only entering the underpass network at the Met Office Roundabout. This will make cycling more attractive to more people, as well as generally improving the public realm as it will be less fragmented by grade changes. The shops and commercial businesses that line the walking and cycling network will benefit from additional footfall.

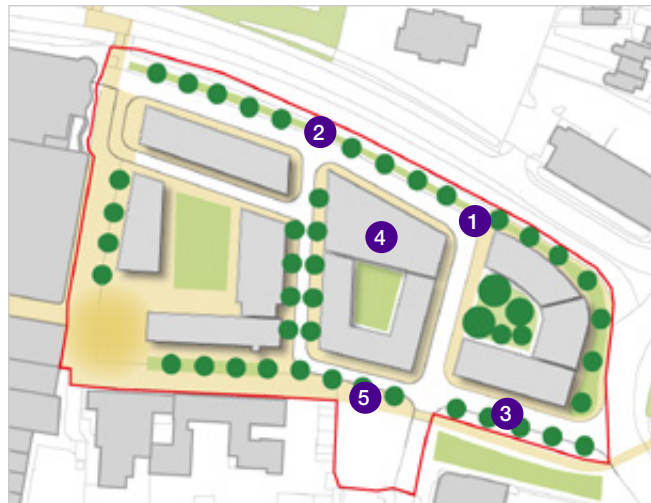


Figure 7.16: Proposed movement - key

Pedestrian movement through the area will be dramatically improved and benefit from the rationalisation of carriageway space and creation of new public realm space. Crucially, movement through from The Avenue into the site's new public spaces and commercial offerings will be greatly improved and as a result allow people to access shops and amenities on foot more easily and enjoyably. Rationalised highway space will deliver more space on footways for people walking, wheeling and relaxing.

The new public realm and open space provided within the site will deliver on healthy street principles as well as advancing biodiversity and habitat creation and utilising SuDS as the primary source of managing surface water.

Key street types

Figure 7.17 sets out the different street types, that contribute to a more pedestrian and cycle friendly environment within the masterplan.

Eastern Gateway Access Streets

The streets around the existing Town Square will be designed as pedestrian-priority environments with level surfaces – operating as public space more than streets, through which vehicles will be allowed to pass at restricted times. Tree planting, SuDS, seating areas and informal play spaces will be key features within the public realm here, alongside cycle parking and maintenance stations. The ground-plane will not indicate notional carriageway or footway space, instead presenting a consistent ground-plane building to building.

See section 8 for general design principles for each street type.



Figure 7.17: Street types

Layout principles

The Movement and Public Realm Strategy must be supported by positive building edges defining and overlooking the key routes and spaces within the site. Taller buildings and landmark points reinforce the important destination of the station and town centre. This section sets out principles for:

- key frontages and edges; and
- key views, landmarks and opportunities for height.

See section 8 for general design principles for each frontage type.

Development Principle: EG2 – Key frontages and edges

Figure 7.18 sets out a range of different building frontages, each of which will have a role to play in creating a sense of place. This includes:

- **Active frontages** with predominantly non-residential ground floor uses will be concentrated around the Town Square and along the main pedestrian / cycle route to the east;
- **Positive frontages** consisting of regular entrances to residential uses will form the remaining edges along streets;
- **Landmark frontages**, which define special edge treatment of town-wide importance, include frontages overlooking the roundabout; and
- **Potentially inactive frontages** - a multi storey car park providing parking spaces for the whole of the allocation must be sensitively integrated into the southern urban block, by:
 - minimising negative impact on the outlook of new apartments;
 - avoiding blank, unattractive façades as much as possible;
 - integrating, where possible, active ground floor uses; and
 - utilising creative façade design and planting and create an architecturally high-quality building that contributes to the area.



Figure 7.18: Key frontages and edges

KEY

Principal areas showing ground level activity

— Active frontage

— Positive frontage

— Landmark frontage of town-wide importance

— Potentially inactive frontage

Key views, landmarks and opportunities for height

New buildings should support the overall approach to movement and connections through the area.

Development Principle: EG3 – Heights

Figure 7.20 sets out principles for building height across the core area as follows.

- A single taller building should be located on the eastern edge, overlooking the roundabout up to a maximum of 16 storeys;
- The majority of the remainder of the area may be up to 8 storeys in height. Changes in height and massing should be used to create visual interest and avoid long ‘walls’ of the same height; and
- Where there are opportunities for landmark / focal points located on key views, design of buildings must respond positively to these views. Building heights should not exceed 8 storeys.

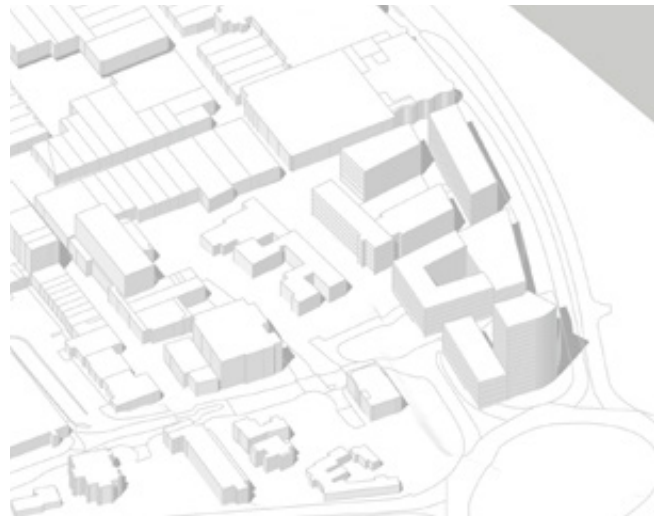


Figure 7.19: Massing study - view from the east



Figure 7.20: Proposed heights



Land use

The Council’s planning policy aims to regenerate the area as a vibrant and sustainable mixed-use area. The Eastern Gateway, formerly the Civic Quarter, provides an opportunity for hotel, leisure and residential uses as well as employment space incorporated within the lower floors. This mix will contribute positively to the town centre vibrancy and provide active edges along the streets and spaces helping to animate the public realm and contribute to the safety and security of the area.

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Development Principle: EG4 – Land use

New development should:

- explore in detail the opportunity to retain and refurbish Easthampstead House into a hotel, continued commercial uses or residential uses;
- provide a range of residential types and tenures, including Extra Care;
- provide employment / commercial uses on the ground and lower floors, defining and overlooking adjacent streets and spaces, with residential above;
- focus ‘active’ commercial frontages, community and leisure uses onto the Town Square to maximise footfall, activate the public realm and enable uses to spill out into the square; and
- locate less active commercial / employment uses, such as offices / workshops onto Millennium Way as employment tends to be less sensitive than residential uses to noise from passing vehicles.



Figure 7.21: Easthampstead House can be refurbished and extended at roof level with terraces providing long distance views, example: ex Camden Council Office, London



Figure 7.22: Proposed uses

KEY

- | | |
|--|---|
| ■ Leisure | ■ Food and beverage |
| ■ Office | ■ Education |
| ■ Retail | ■ Residential |
| ■ Religious | ■ Private car parking |
| ■ Community | ■ Residential with ground level workspace |
| ■ Public car parking | ■ Children and youth play |

Play and Green infrastructure

Where new or improved green infrastructure is proposed, the maximum benefit should be achieved by designing it to serve a variety of functions.

The site proposals offer a major opportunity to integrate with the existing green infrastructure network through improvements along the Eastern spine the delivery of an amount of open space incorporating an element of formal and informal play in addition to communal and private open spaces associated with the development blocks.

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Development Principle: EG5 – Play and Green Infrastructure

New development should:

- Trees, planting and SuDS along the Eastern spine;
- Within these streets and spaces play should be a feature throughout and be well integrated to achieve an informal environment to play;
- children's play focused within the town square animating and contributing to the vibrancy of the space;
- Planting along the streets; and
- Green roofs and communal gardens.



Figure 7.23: Town Square plan - children's play



Figure 7.24: Informal seating in the square



Figure 7.25: Children's play activities

Key public spaces

The Eastern Gateway masterplan is made up of several spaces, that each have their particular character and design requirements. These are:

- Town Square.
- Eastern Spine.

In order to deliver the overall masterplan and meet the Council's aspirations the development principles for each space must be met.



Figure 7.26: Key public spaces

Town square

New development must retain the original layout of the New Town's civic quarter maintaining Easthampstead House or a replacement building in its location and setting. The space will function as a community focus and space that invites relaxation, meeting and community interaction away from the buzz and bustle of the core town centre.

Development Principle: EG6 – Town square

The following principles will need to be met to achieve the aspiration for this square and surrounding development:

- Seating should be fun and convivial, with a mix of formal and informal seating opportunities;
- Play opportunities should be incorporated into the space to invite children and families to use the space, and should not be a segregated, fenced off play area;
- Trees must be specified to calm the space, offer shade and shelter; and
- SuDS will be incorporated into the space to both soften the space and protect the town from flooding, and the space should deliver the maximum protection against surface water flooding possible.

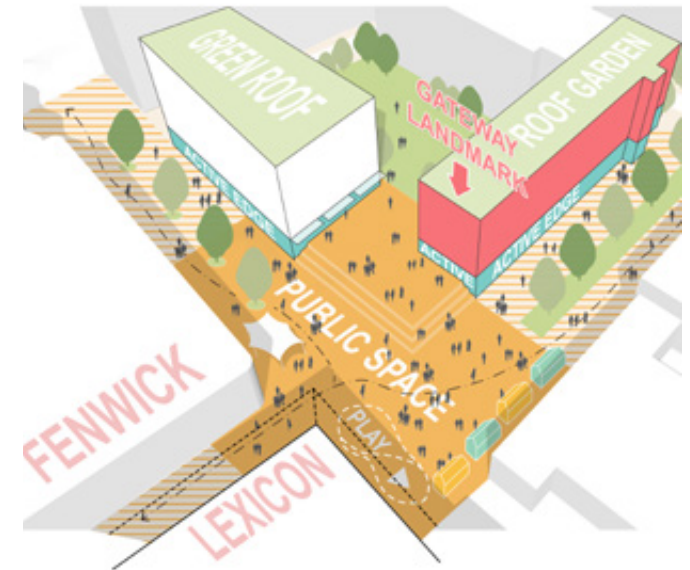


Figure 7.27: Town Square plan and aerial view from the south-west



Figure 7.28: Easthampstead House and Town Square as viewed today on approach from the town centre along The Avenue

Eastern Spine

This route provides the main pedestrian / cycle approach into the town centre from the east.

The following principles must be met to deliver the aspiration for this square and surrounding development.



Figure 7.29: Eastern spine route

Development Principle: EG7 – Eastern Spine

New development should provide:

- The link will create a pedestrian priority space, where people feel comfortable walking and wheeling.
- Cycling will be accommodated as part of the pedestrian space to encourage low speeds and considerate behaviour.
- Safe space away from any moving cycles will be created at the building edge, delineated by tactile paving to ensure access for all.
- Trees, planting and SuDS should line the link in a way that breaks up the linearity, providing increased legibility but creating a more relaxed procession – pockets of space joined up to create a link, rather than a formal Avenue.
- The walking and cycling access to the underpass network at the Met Office Roundabout will remain at surface level until east of The Ring.
- Servicing routes will be accommodated from Weather Way into the site's pedestrian priority street network around Town Square. These streets will be at grade and operate effectively as public space through which vehicles can pass at restricted times to service buildings.
- Access to the Police Station and Magistrate's Court will remain unchanged.



Figure 7.30: Linear park offering space to relax and enjoy



Figure 7.31: Soft landscape, public art, old and new buildings contribute to form a quality environment



Figure 7.32: Pavilion cafe within a square



Figure 7.33: Cyclists

8. General Design Principles

8.1 Built form

The masterplans establish an urban pattern of development creating a clearly defined and permeable structure comprising suitably sized blocks.

Frontages and edges

To meet the aspiration of creating a vibrant new urban mixed-use neighbourhood it is essential that the design of ground floor frontages ensures attractive and active street edges.



Figure 8.1: Active frontage – ground level uses animate the façade and public realm

Development Principle: GD1

The following frontage typologies have been defined and design principles must be met in line with the framework plans included in sections 5, 6 and 7:

- **Active frontages** - these define the edge of the new pedestrian routes linking the site to the town centre in the south as well as to the east and around the public spaces they pass through with strong, almost continuous building edges. The ground floor of the buildings along these frontages will predominantly comprise non-residential uses which will help animate the frontages and, in some cases, spill out into the public realm. These must include active ground floors, windows and doors for at least 50% of the frontage.
- **Positive frontages** - these frontages will accommodate regular entrances to residential and have an important role to play in defining and overlooking all the routes and spaces. This can be achieved by integrating maisonettes at ground level where possible to allow individual front doors onto street level and a regular animation and activity.

- **Landmark frontages** – these are of town wide importance and are placed at key locations on approach to the town centre along main key routes. These should have special architectural treatment with distinctive detailing and use of special materials to emphasize their visual prominence.
- **Potentially inactive frontages** – in both masterplans there are multi-storey car park buildings which may not be able to achieve active ground floors for large parts of the building frontage. These buildings must be considered carefully and must fit well within the new urban quarters created here, they must:
 - have a strong architectural design that introduces human scale and vertical rhythm through the use of materials and detailing;
 - incorporate graphics and signage into the design of the building in a creative way and integrated way (rather than being an add-on); and
 - incorporate small amounts of active ground floor uses where possible - e.g. making the most of staff entrances and office functions.



Figure 8.2: Public uses at ground level spilling out and animating the public realm

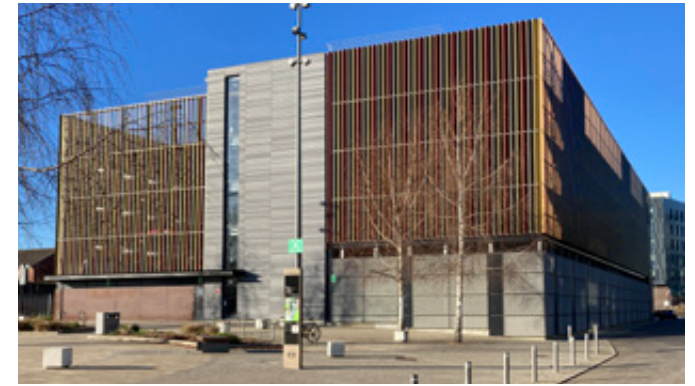


Figure 8.3: Multi-storey car park positively contributes to the streetscape - Bittern Way MSCP, Fletton Quays, Peterborough



Figure 8.4: Regular entrances to residential accommodation/maisonette entrances with flats above

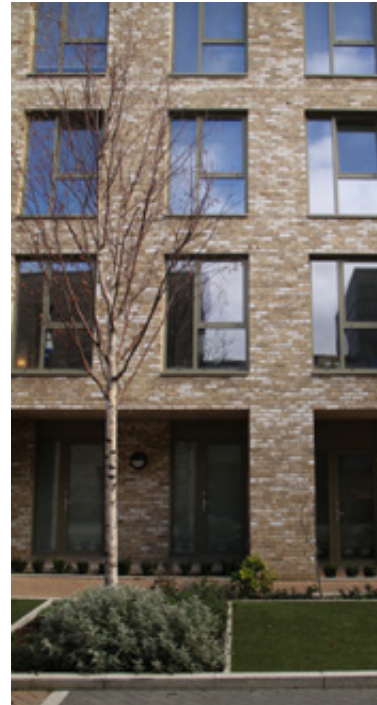
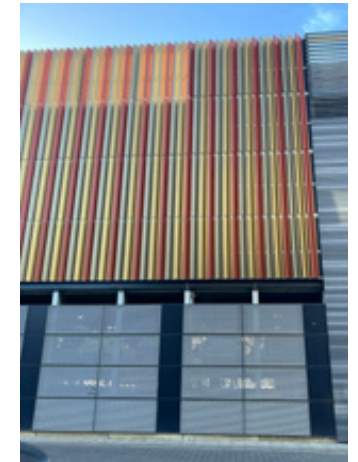


Figure 8.5: Multi-storey car park positively contributes to the streetscape - London City Island, Leamouth Peninsula



Articulated façade treatment

Building façades should be varied both horizontally and vertically in order to achieve proportions that relate to human scale.

Development Principle: GD2

In order to achieve this the following design principles should apply:

- monolithic façades must be avoided. Breakdown of the façade helps to reduce their scale and help to integrate them within the development;
- façades should clearly articulate their use and commercial buildings should be articulated differently from residential buildings;
- apartment blocks must have a regular pattern of accommodation expressed externally to provide a vertical rhythm to the street scene and break down the horizontality of the block. This sets apart the new residential buildings from the New Town heritage and non-residential uses in the core of the town centre;
- materials should be high quality and carefully selected to reflect the character of Bracknell; and
- simple clearly articulated building forms, with limited decoration, well-proportioned elevations and high quality detailing.

Acceptable and unacceptable Façade treatments:



Figure 8.6: Buildings with unarticulated form must be avoided



Figure 8.7: Clearly defined base and top of building

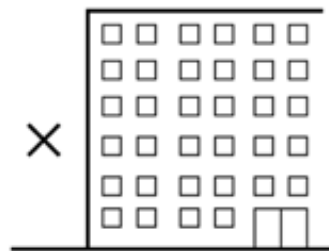


Figure 8.8: Monolithic façades 'hole in wall' must be avoided

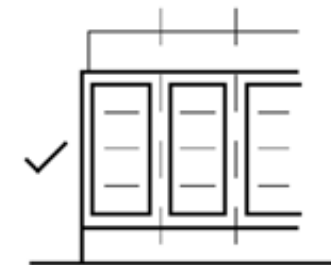


Figure 8.9: Regular vertical bays break down the building mass and provide rhythm

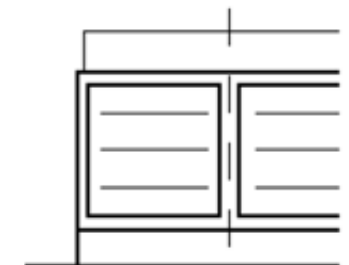


Figure 8.10: Wider commercial grid differentiates from residential scale



Figure 8.11: Different treatment to building façades provides a well considered approach and a variety and interest in this courtyard development - Scape Phase 2, Student accommodation, Guildford © Stephen Marshall Architects

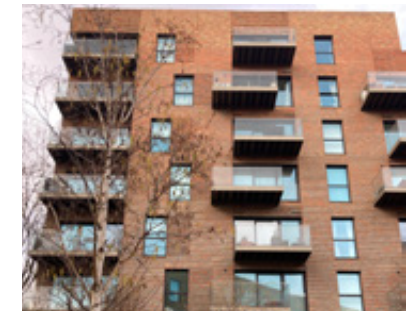
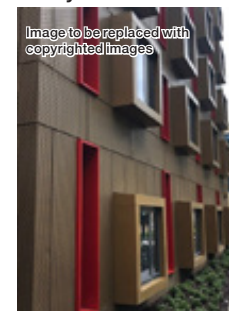


Figure 8.12: Interesting play of aperture opening and projections on a brick facade

Landmark buildings

Landmarks do not need to be taller but should be carefully designed and articulate their location within the wider urban fabric. They should make a positive contribution to the legibility of the wider area and reinforce local identity through their scale, use, detailed design and materiality.

The introduction and location of tall building is to provide a clear sense of orientation locally and town-wide. The residential nature of the building will allow the elevations to be strongly modelled incorporating features such as balconies which will add animation and variety to the appearance of the block.

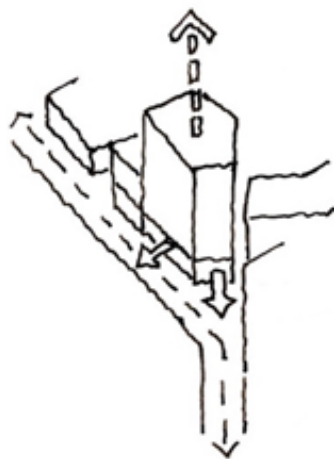


Figure 8.13: Opportunity at the end of the block along Braccan Walk to create a marker at the corner by accentuating the height and addressing the two routes with public uses at ground level



Figure 8.14: Corner articulation gives the opportunity to address two streets creating a marker



Figure 8.15: Corners can be used to accentuate vertical form, or define an entrance

Development Principle: GD3

The following principles should be followed:

- the tall building should be sited so that it enhances views and vistas as well as provides a landmark from street level;
- achieve a slender, elegant and articulated profile that demonstrably minimises the visual bulk and mass of the building - a blocky and inarticulate form must be avoided; and
- they should contribute to an interesting, variable and memorable skyline.

Landmark and taller elements must be integrated into the wider block structure:

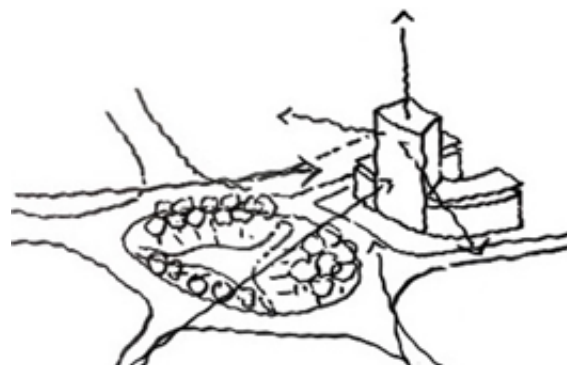


Figure 8.16: The Forge

Horizontal block terminated by a taller element creates a strong townscape statement:

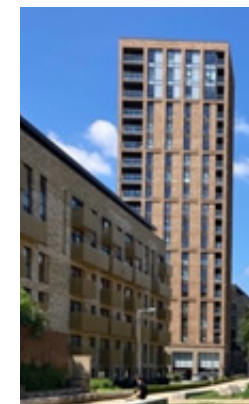


Figure 8.17: Surrey Canal, Deptford



Figure 8.18: The Forge

Variable roofline

Rooflines should be broken to avoid long stretches of monotonous roofscape. Variations in building heights and roof shape will enrich the skyline. The following design principles must be met:

Development Principle: GD4

- accommodate steps in massing. Any height changes should also be reflected in an appropriate elevational treatment for the typology being used;
- use of projections such as vertical circulation towers and setbacks at top levels; and
- green roofs and roof terraces where possible.

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Figure 8.19: Examples of variation in rooflines

8.2 Public realm

It is important to note two key points in regard to highways and transport networks. Firstly, that highways and transport networks are recognised as having two key functions that of enabling the movement of people and goods, but they should also make a positive contribution to the place in which they sit. Secondly, the scale of contribution that good public realm design can make to achieving better places.

Streets and Junctions

The masterplans reimagine the existing road network and set out new or narrowed streets that contribute to a more pedestrian and cycle friendly environment. The street types proposed are taken from the 2018 CIHT publication, 'Creating better streets: Inclusive and accessible places' and form the framework for the delivery of the streets for these masterplans.

The following street typologies have been defined and design principles must be met in line with the framework plans included in sections 5, 6 and 7.

Pedestrian Priority Environments

This type of street is designed as a pedestrianised space in which vehicles (often filtered) are permitted to use but at low speeds.

Development Principle: GD5

- Street furniture should be placed to loosely define the vehicle movement corridor but there is no 'carriageway' or 'footway' in the typical sense;
- There should be a pedestrian-only clear zone next to the building edge, defined by tactile paving to allow it to be used by visually impaired people and other pedestrians who do not feel confident being in a space with moving vehicles.



Figure 8.20: Examples of pedestrian priority environment



Figure 8.21: New Lion Way, Elephant and Castle

Key features of Informal Street Environments

Development Principle: GD6

- Some of the typical ‘segregation’ measures (for example contrasting colours and materials and signalised crossings) are removed to create a slower more relaxed, pedestrian and cycling friendly environment.
- Measures to assist with informal crossing, like central medians, should be used.
- Low kerbs (25 - 60 mm) separating the footway and will incorporate trees, raingardens, seats, areas for outdoor dining and the legal minimum amount of road markings, as behaviours should be more intuitive in line with the changed streetscape character.

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Figure 8.22: Examples of informal street environment



Figure 8.24: New Lion Way, Elephant and Castle



Figure 8.25: Sayer Street, Elephant and Castle

Key features of Enhanced Street Environments

Development Principle: GD7

- There is a distinct carriageway separated from the footways with a 100 – 125 mm high kerb
- Typical road markings such as double yellow lines and centre lines on an asphalt carriageway.
- The ‘enhancement’ comes from new paving, trees, seats and street furniture, in a decluttered environment that afford more pedestrian priority and space for urban life.

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Figure 8.26: An example of an enhanced street environment

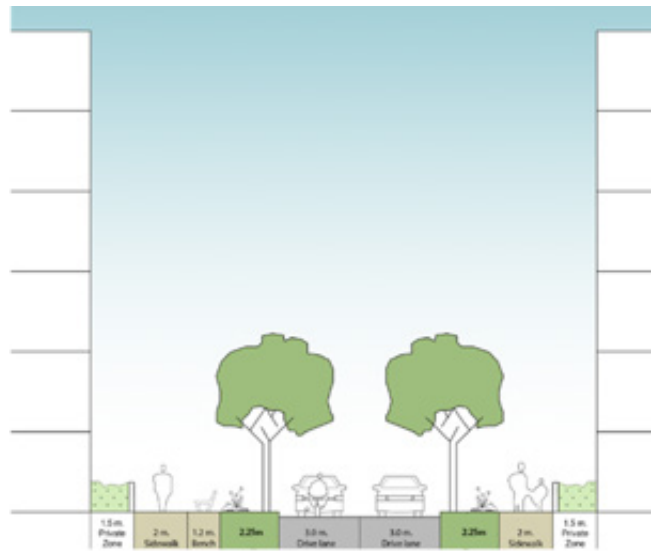


Figure 8.27: Section through The Ring



Figure 8.28: SuDS incorporated within the public realm

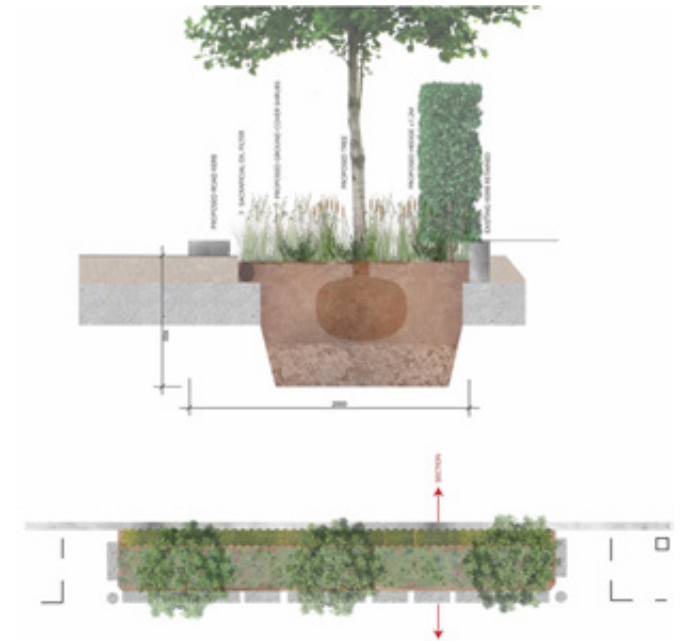


Figure 8.29: An example of a similar carriageway SuDS Solution



Figure 8.30: SuDS incorporated within Heygate Street, Southwark



Figure 8.31: Section through Station Road



Figure 8.32: Examples of an enhanced street environment

Planting

Development Principle: GD8

- Planting design must be mindful of the effects of climate change both in respect of providing shade for people as well as in the selection of drought tolerant planting, ecology and storm water management;
- Biodiversity and climate resilience must be a priority when composing planting palettes by including a large percentage of UK native species and wildlife of documented beneficial value, along with species more likely to flourish in the anticipated future climate;
- Planting should focus on deciduous species, but should include some evergreen species and must engage the senses by providing year-round seasonal interest in the form of foliage, bark, colour, flowers, fragrance, fruits and berries;
- Any plants known to be associated with destructive diseases or harm to people and wildlife must be avoided; and
- Planting beds areas must be designed to ensure an adequate growing medium for sustained healthy plant growth.

8.3 Sustainability principles

Active travel

Development Principle: GD9

- The design of streets and public spaces will be delivered in line with the hierarchy of vulnerable road users principles set out within the new Highway Code and within Manual for Streets meaning that streets should meet the needs of pedestrians first, then accommodating cycles and then vehicles.
- The use of active and sustainable modes should be prioritised throughout the sites to ensure that sustainability is at the heart of the mobility network, with access to public transport being key for longer journeys.
- Footways throughout the site should have a minimum clear width of 2m, meaning that any furniture zone would be in addition to this. In areas where higher pedestrian flows are expected, pedestrian comfort level analysis should be undertaken to calculate the effective width required in addition to 2m clear.
- Footways gradients should be a maximum of 1:20 to enable suitable access to be achieved in line with mobility requirements.
- Cycling within the sites should take place within the general carriageway. The design of these streets, including the carriageway width and their general character, must achieve a naturally low-speed environment. Gradients would be a maximum of 1 in 20.
- Cycle parking must be provided throughout, with different techniques being used at different locations. In commercial areas, Sheffield Stands should be prioritised to allow people cycling to access shops conveniently, whilst in residential areas secure cycle parking should be incorporated into the public realm.

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Figure 8.33: Examples of cycling incorporated within public realm

Green and blue infrastructure

Within the public realm SuDS and tree planting are required throughout, and the mix of planting should prioritise habitat creation and biodiversity support. Surface water should be managed on site through a network of SuDS. Planting should be maximised around existing larger streets to mitigate noise and air pollution whilst being mindful of perceived safety and antisocial behaviour.

For areas of hardstanding, permeable materials must be prioritised to support the surface water management plan on site.

Development Principle: GD10

An emphasis is to be placed on optimising green space within built areas, through:

- incorporating SuDS for conveyance and water treatment, and also provide biodiversity value;
- providing foraging opportunities, edible produce, inclusion of pollinator species and allowing movement of species through urbanised areas;
- maximising use of water features which create a sense of place in some key set-piece public realm areas;
- clear measures for the reduction of the Urban Heat Island effect through tree planting, greening, providing adequate shading, through natural and artificial means, water features and light coloured surfaces that minimise heat absorption; and
- provision of shared, public open spaces of varying types for recreation, communal activities and contribution to community health, wellbeing and social cohesion.

Buildings

Development Principle: GD11

Design all buildings to reduce the demand for energy by:

- orientating them to take advantage of winter solar gains, prevent overheating and to provide roof orientations suitable for PV panels;
- improving building fabric and insulation beyond minimum Building Regulations requirements;
- installing windows with improved performance;
- improving air tightness;
- specifying low-flow taps and showers;
- installing smart meters and technology to control energy provision with every residential dwelling; and
- providing 100% low energy lighting.

Materials

Development Principle: GD12

- Materials for construction should follow a reuse and recycle programme, where materials that are lifted are considered for reuse before being replaced, and if not reused should be considered for changing to satisfy another requirement – old kerbs being laid as barrel runs or loading bays for example. New materials should be specified from as local as possible.

8.4 Public art

Public art is freely accessible to everyone. It reflects society and can strengthen the sense of place by being site specific. It is a communal activity that can reach a wide variety of people. It can be engaging, inspiring and challenging and can help stimulate conversation between a diverse range of individuals and groups.

Traditionally public art was permanent with monuments, memorials, civic statues and sculptures commemorating or celebrating historic people and events, such as the Bracknell War Memorial. The intention of Art in Bracknell must be to move beyond more traditional notions, working where possible with local communities to commission artworks, temporary and permanent, that respond to site and situation.

More recently the scope of public art has expanded to include more transient activities, such as performance, dance, theatre, and installations. Street art, including murals and graffiti, whether permanent or temporary, embraces political themes and protest, adding energy and interest to the public realm.

Permanent art works remain in the public eye and require a great deal of care in commissioning, conceiving, delivering and maintaining. Temporary art is more ephemeral and works may linger in the memory but do not generally provide a permanent physical record. Whether permanent or temporary, the best and most engaging public art should be planned from the outset of any public realm project to ensure it provides meaning for people and value for money.

Development Principle: GD13

The following principles apply:

- Ensure the delivery of appropriate public art in Bracknell;
- Promote the early integration of public art within development proposals;
- Clarify the requirements for, and processes involved in, the development and delivery of public art;
- Encourage partnership working in delivering public art; and
- Establish an agreed management and maintenance procedure for public art.

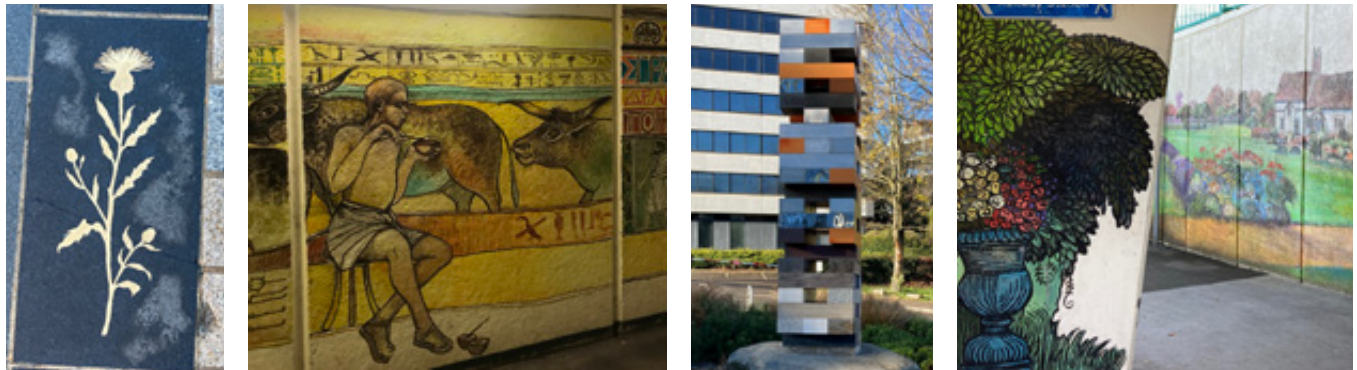


Figure 8.34: Public art in Bracknell town centre

9. Phasing and Delivery

High Street Car Park

The High Street Car Park site is concise and the development quantum of space being delivered across the site is of a realistic size to consider it to be delivered in a single phase. This is illustrated in figure 9.1 and as listed below:

- Phase 1: Left parcel of the site, encompassing blocks A1, A2, A3, B1, B2, B3, B4 and C1.

The timescales of the phasing for the High Street Car Park scheme, will be as follows:

- Pre-construction: 6-months
- Construction: 24-months
- Sales: 18-months

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Figure 9.1: High Street Car Park phasing plan

Southern Gateway

The Southern Gateway site is quite a large area of development and the quantum of space being delivered across the site may be more reasonable and realistic to consider it to be delivered through multiple phases. This is illustrated in figure 9.2 and as listed below:

- Phase 2: Bottom right parcel encompassing blocks F1, F2, G1, G2 and G3.
- Phase 3: Bottom left parcel encompassing blocks A1, A2, A3, C1, C2, D1 and D2
- Phase 4: Top right parcel encompassing blocks E1, E2, E3 and E4.

These are based on the assumption that key infrastructure works for the Southern Gateway will be undertaken before commencement of the first phase. Further detailed analysis of the infrastructure required and associated phasing will need to be undertaken to understand the infrastructure phasing as well as the impact on the wider town centre traffic during phased work stages.

It is assumed that the Multi Storey Car Park in block F1 will be delivered in the initial phase of the development so that it is available to service subsequent phases of development as well as making the residential offer a more attractive proposition for buyers.



Figure 9.2: Southern Gateway phasing plan

The timescales of the phasing for the Southern Gateway scheme, will be as follows:

- Pre-construction: 12-months
- Construction: 24-months
- Sales: 12-months

Eastern Gateway

Similar to the Southern Gateway, the development in the Eastern Gateway will be delivered in phases.

As illustrated in figure 9.3 there will be two phases as follows:

- Phase 2: Left parcel of the site, encompassing blocks A1, A2, B1, C1, E1 and E2.
- Phase 3: Right parcel of the site, encompassing blocks F1, F2 and F3.

All infrastructure works for the Eastern Gateway scheme will be undertaken before the commencement of the first phase and similarly to the Southern Gateway Site the Multi Storey Car Park (block E1) will be delivered in the initial phase of the development so that it is available to service the second phase of the development as well as making the residential offer a more attractive proposition for buyers.

In addition to the adopted phasing for the Eastern Gateway scheme the timescales for the respective phases will be as follows:

- Pre-construction: 12-months
- Construction: 24-months
- Sales: 12-months



Figure 9.3: Eastern gateway phasing plan

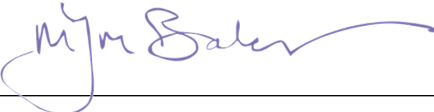


Initial Equalities Screening Record Form

Date of Screening: 29/01/2024	Directorate: PPR	Section: Planning Policy
1. Activity to be assessed	<p>Bracknell Town Centre Masterplan Supplementary Planning Document.</p> <p>This draft Supplementary Planning Document (SPD) has been produced in parallel with the (emerging) Bracknell Forest Local Plan (BFLP) and will facilitate development of two strategic locations within Bracknell's town centre and a redundant multi-storey car park.</p> <p>The purpose of the SPD is to build upon Local Plan policies and the Town Centre Vision 2032 (approved by Bracknell Forest Council (BFC) in January 2019) in order to add greater detail and facilitate delivery of the two strategic locations.</p>	
2. What is the activity?	<input checked="" type="checkbox"/> Policy/strategy <input type="checkbox"/> Function/procedure <input type="checkbox"/> Project <input type="checkbox"/> Review <input type="checkbox"/> Service <input type="checkbox"/> Organisational change	
3. Is it a new or existing activity?	<input checked="" type="checkbox"/> New <input type="checkbox"/> Existing	
4. Officer responsible for the screening	Matthew Lunn, Strategic Sites and Design Team Manager	
5. Who are the members of the screening team?	Jessica Taylor, Senior Planning Officer (Strategic Sites)	
6. What is the purpose of the activity?	A guidance document which, upon adoption, will become a material consideration in the determination of planning applications within the Southern and Eastern Gateway, and High Street Car Park sites.	
7. Who is the activity designed to benefit/target?	The Supplementary Planning Document is designed to target a wide range of stakeholders and influence their decisions which will in turn effect local communities and the built environment, including heritage, green infrastructure and transport infrastructure.	
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.
8. Disability Equality – this can include physical, mental health, learning or sensory disabilities and includes conditions such as dementia as well as hearing or sight impairment.	<input checked="" type="radio"/> Y <input type="radio"/> N	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
		There is a potential for adverse impact where those with a sight impairment are not able to interpret drawings, figures and illustrations in the same way that someone without a visual impairment would be able to. A written decription of pictures, plans etc. are
		This is a normal consideration for all technical consultation documents. Additional time during consultations can be given where necessary.

			often helpful but in this context may not be as detailed.as needed to give a comprehensive description of the concept.	
9. Racial equality	Y	<input checked="" type="radio"/> N		The guidance document is free and accessible to all on the Council's website and at various publicly accessible locations. It does not use language that would target, affect, exclude protected characteristics, or preclude activities that would benefit any protected characteristic.
10. Gender equality	Y	<input checked="" type="radio"/> N		The guidance document is free and accessible to all on the Council's website and at various publicly accessible locations. It does not use language that would target, affect, exclude protected characteristics, or preclude activities that would benefit any protected characteristic.
11. Sexual orientation equality	Y	<input checked="" type="radio"/> N		The guidance document is free and accessible to all on the Council's website and at various publicly accessible locations. It does not use language that would target, affect, exclude protected characteristics, or preclude activities that would benefit any protected characteristic.
12. Gender re-assignment	Y	<input checked="" type="radio"/> N		The guidance document is free and accessible to all on the Council's website and at various publicly accessible locations. It does not use language that would target, affect, exclude protected characteristics, or preclude activities that would benefit any protected characteristic.
13. Age equality	Y	<input checked="" type="radio"/> N		The guidance document is free and accessible to all on the Council's website and at various publicly accessible locations. It does not use language that would target, affect, exclude protected characteristics, or preclude activities that would benefit any protected characteristic.
14. Religion and belief equality	Y	<input checked="" type="radio"/> N		The guidance document is free and accessible to all on the Council's website and at various publicly accessible locations. It does not use language that would target, affect, exclude protected characteristics, or preclude activities that would benefit any protected characteristic.
15. Pregnancy and maternity equality	Y	<input checked="" type="radio"/> N		The guidance document is free and accessible to all on the Council's website and at various publicly accessible locations. It does not use language that would target, affect, exclude protected characteristics, or preclude activities that would benefit any protected characteristic.

16. Marriage and civil partnership equality	Y	<input checked="" type="radio"/> N		The guidance document is free and accessible to all on the Council's website and at various publicly accessible locations. It does not use language that would target, affect, exclude protected characteristics, or preclude activities that would benefit any protected characteristic.
17. Please give details of any other potential impacts on any other group (e.g. those on lower incomes/carers/ex-offenders, armed forces communities) and on promoting good community relations.	<p>The SPD itself is a technical planning document, therefore by its nature will not always be readily interpretable. The SPD will however deliver a number of positive impacts.</p> <p>The SPD supports residential development that would also deliver affordable homes.</p> <p>The SPD will ensure comprehensive design and delivery of development in the Town Centre area which will achieve improvements in the form of at grade crossing points and improved legibility for those with mobility challenges or visual impairment to navigate.</p> <p>Open space, play facilities and attractive landscaping will also be provided which will have a positive impact on the health and wellbeing of groups and help promote good community relations through social interaction.</p>			
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?	The benefits of the document are likely to substantially outweigh any negative impacts in terms of the legibility of the document which can be mitigated to a certain extent by providing an accessible version of the document of the website with a phone number/contact details of who can give further verbal guidance or explanation of the content of the document to those who require it. Copies will be available on request in different languages.			
19. If there is any difference in the impact of the activity when considered for each of the equality groups listed in 8 – 14 above; how significant is the difference in terms of its nature and the number of people likely to be affected?	N/A			
20. Could the impact constitute unlawful discrimination in relation to any of the Equality Duties?	Y	<input checked="" type="radio"/> N	Please explain for each equality group	
21. What further information or data is required to better understand the impact? Where and how can that information be obtained?	None required			
22. On the basis of sections 7 – 17 above is a full impact assessment required?	Y	<input checked="" type="radio"/> N	<p>Please explain your decision. If you are not proceeding to a full equality impact assessment make sure you have the evidence to justify this decision should you be challenged.</p> <p>If you are proceeding to a full equality impact assessment, please contact Samantha.wood@bracknell-forest.gov.uk or Harjit.Hunjan@bracknell-forest.gov.uk</p>	
23. If a full impact assessment is not required; what actions will you take to reduce or remove any potential differential/adverse impact, to further promote equality of opportunity through this activity or to obtain further information or data? Please complete the action plan in full, adding more rows as needed.				

Action	Timescale	Person Responsible	Milestone/Success Criteria
Publish accessible format version of the document on the website	During consultation period	Matt Lunn	Web page is live with information as planned.
Provide hard copies of consultation documents at various publicly accessible locations.	During consultation period	Matt Lunn	Documents are in place when the consultation commences.
Publish details of suitable contact/email address who can provide further information/accessible documents/explanation to those who require it.	During consultation period	Matt Lunn	Information is provided on consultation documents.
24. Which service, business or work plan will these actions be included in?	PPR – Planning		
25. Please list the current actions undertaken to advance equality or examples of good practice identified as part of the screening?	Technical planning documents published for consultation are always published with contact details and the offer of assistance to those who require it.		
26. Assistant Director/Director signature.	Signature: 		Date: 13/02/2024

TO: THE EXECUTIVE
DATE: 19 March 2024

**HIGHWAYS AND TRANSPORT
CAPITAL PROGRAMME 2024/25**

Executive Director: Place, Planning and Regeneration

1 PURPOSE OF DECISION

- 1.1 To approve the Highways and Transport Capital Programme for 2024/25 and its implementation as set out in the body of the report and Annex 1.

2 RECOMMENDATION

- 2.1 **That the Highways and Transport Capital Programme for 2024/25 (Annex 1) is approved.**

3 REASONS FOR RECOMMENDATION

- 3.1 The proposals seek to facilitate transport in line with the council's Local Transport Plan 3 (LTP3) and ensure that the highway is maintained in as good a condition as resources allow, having due regard to the council's intervention policy based on network condition.

4 ALTERNATIVE OPTIONS CONSIDERED

- 4.1 Failure to approve the Highways and Transport Capital Programme would prevent the delivery of the council's obligations as a Highway Authority and be contrary to the position set out in the council's adopted Transport Policy (LTP3).
- 4.2 Given the demands placed upon highway maintenance funding levels in previous years, it would not be appropriate to allocate resources to anything other than the priorities identified through methodical and objective needs assessments.

5 SUPPORTING INFORMATION

- 5.1 The overall Highways and Transport Capital Programme for 2024/25 totals £6.918m, of which over 50% of funding is derived from external sources. The financial sources and proposed allocation to schemes and activity areas is shown in **Annex 1**.
- 5.2 Alongside the annual DfT grants for Transport Infrastructure and Highway Maintenance, the programme includes developer contributions via Community Infrastructure Levy (CIL) and S106 agreements which supplement the programme along with a local contribution from Borough capital. Given the ongoing highway maintenance challenges being experienced by all local authorities, the council has increased its core capital contribution to £3.2m in 2024/25.
- 5.3 The council's increased local contribution represents an uplift of £2m from 2023/24 and, combined with future increased allocations, will enable a greater focus on planned maintenance activities which over time will reduce the burden on revenue budgets for reactive maintenance repairs and unexpected incidents.

- 5.4 Typically, the annual programme varies in the apportionment of funding toward key highway and transport themes. The type of schemes being delivered will also vary within these areas. These fluctuations are a necessary consequence of emerging pressures, priorities and opportunities which the Council seeks to accommodate as a responsive highway authority. This may be the result of large or complex projects which require a greater level of funding, or opportunities to deliver schemes or secure external funding which is time limited. Therefore, in demonstrating delivery of key LTP3 objectives a broader view of the programme, over multiple years, is required.
- 5.5 **The Transport Capital Programme** is formed to support the adopted LTP3 which sets out the key transport challenges and opportunities facing Bracknell Forest. Schemes are developed taking account of wider policy goals alongside strategic and local transport needs such as improving access and mobility, providing travel choice, improving highway performance, enhancing road safety (including for school journeys), expanding residential parking and managing traffic. Issues such as deliverability and public impact/acceptability are also reflected within the scheme selection.
- 5.6 The importance of decarbonising transport requires a focus on sustainable modes of transport and providing residents with greater travel choice for everyday journeys. The 2024/25 transport work programme includes schemes to support walking and cycling which, alongside wider initiatives, contribute to the objectives of the government's Active Travel, Bus and Climate Change Strategies.
- 5.7 **The Highway Maintenance Capital Programme** seeks to ensure that the Council maintains the highway network in as good a condition as resources allow, giving due regard to public safety. It also supports objectives within the adopted LTP3. The Highway Maintenance programme continues to focus on the integrity of a wide range of highway assets including carriageways, highway structures, drainage and street lighting.
- 5.8 Despite the increased level of funding (i.e. the council's local contribution) the scale of demand for planned maintenance far exceeds the available budget. Consequently, funding must be targeted according to an assessment of need based upon the condition of assets.
- 5.9 Some details of maintenance work will only be fully defined once the effects of the recent winter months have been established. In the case of carriageway treatments, these will be the most appropriate for the nature and category of the individual road to ensure (i) the most cost-effective use of available budgets; and (ii) preservation of the useful life of the asset.
- 5.10 Given the demands upon road network access (alongside utility works), the availability of specialist plant, weather dependant treatments and the objective of minimising local disruption it is necessary for the delivery of maintenance work to be flexible. Local Members will be advised in advance of planned works within their Ward.
- 5.11 The Council also makes additional provision in its revenue budget for reactive highway maintenance work. This is used for routine and urgent maintenance purposes on all highway network assets and also includes the delivery of the winter service (road gritting) and the 24/7 emergency response service. The sum allocated within 2024/25 is £2.5m.

6 CONSULTATION AND OTHER CONSIDERATIONS

Legal Advice

- 6.1 The approval of the Recommendation falls within the decision-making remit of the Executive under Part 2, Section 5 of the Council Constitution.

Financial Advice

- 6.2 The sums detailed within the report form part of the 2024/25 Capital Programme for the Place, Planning and Regeneration Directorate. This report identifies the specific schemes on which this funding is to be allocated.

Other Consultation Responses

- 6.3 Stakeholders will vary dependent on individual schemes and their impact. Applicable consultation processes will precede scheme implementation.

Equalities Impact Assessment

- 6.4 An Equalities Impact Assessment was undertaken in preparation for the formal publication of the adopted LTP3. The actions arising from this decision are within the scope of the LTP3 EIA and no direct negative equality/diversity impacts arise from these proposed works. The identified schemes improve safety and accessibility for all road users.

Strategic Risk Management Issues

- 6.5 The highways and transport work programme contributes positively to the Council's strategic responsibilities for public safety in respect of its duties and services.

Climate Change and Ecological Impacts

- 6.6 The transport work programme incorporates walking and cycling schemes which, alongside wider traffic management interventions, contributes to a reduction in CO² emissions. In addition, the council continues to work with government and its agents on grant funding allocations for Electric Vehicle charging infrastructure. Further allocated funding is expected during 2024/25 subject to the demonstration of the next phase of chargepoints planned for the borough.
- 6.7 The highways work programme seeks to increase the use of low carbon materials and treatments within asset maintenance, alongside the application of low voltage or solar energy. This provides opportunities for a reduction in CO² during the life-cycle of highway assets.

Health & Wellbeing Considerations

- 6.8 Highway and transport infrastructure plays a key role in supporting public health through contributions towards air quality, active travel, social connectivity and mobility. It improves access to education, employment, healthcare and other amenities and can reduce the risk of social isolation.

Background papers

None.

Contacts for further information

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Andrew Hunter
Executive Director: Place, Planning and Regeneration
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andrew.hunter@bracknell-forest.gov.uk

2024/25 Highways and Transport Capital Programme		£000
Funding Streams		1 DfT Integrated Transport grant 726
		2 DfT Efficiency Fund grant 236
		3 DfT Highway Maintenance grant 1888
		4 DfT Network North reallocation 268
		5 S106 100
		6 CIL 500
		7 BFC capital 3200
		TOTAL 6918
		Budget Allocation
1.0	Access, Mobility & Travel Choice	205
1.1	Broad Lane (Town Centre and The Parks) - Toucan crossing between Halifax Road and Ranelagh Drive to assist school journeys and support wider sustainable travel	80
1.2	Winkfield Row (Winkfield and Warfield East) - 20mph zone upgrade including additional speed reducing features to support safer school journeys (scheme jointly funded with Winkfield Parish Council and Lambrook School)	10
1.3	Birch Hill Road (Hanworth) - Zebra crossing between Earlswood and Cottesmore to assist school journeys and support wider sustainable travel	30
1.4	A3095 Maidenhead Road (Binfield North and Warfield West) - Pedestrian refuge, bus stop and footway improvements at Jealott's Hill to improve safety and support sustainable travel	50
1.5	Mobility Schemes (various locations) - minor footway related improvement schemes to assist mobility and active travel	35
2.0	Traffic Management	530
2.1	Residential Parking (various locations) - increased parking capacity in residential areas experiencing difficulties: Beaumont Gardens (Harmans Water and Crown Wood), Underwood (Great Hollands), Lindenhill Road (Priestwood and Garth) Yardley (Great Hollands), Abbotsbury (Great Hollands), Naseby (Hanworth), Grantham Close (Owlsmoor and College Town)	300
2.2	Road Safety Schemes (various locations) - works to manage speed, improve road safety and reduce the number of injury accidents at identified sites: A330 Church Road (Winkfield and Warfield East) - bend warning Vehicle Activated Sign (VAS) and speed enforcement signs, Prince Consort Drive (Swinley Forest) - introduction of 30mph limit, Forest Road btw Strawberry Hill and Carnation Drive (Winkfield and Warfield East) - 30mph reminder VAS, Scotland Hill (Sandhurst) and London Road (Bullbrook) - bollards to prevent vehicle incursion, Lovel Road (Winkfield and Warfield East) - measures to prevent U-turns, Nine Mile Ride (Hanworth / Crowthorne) - pedestrian warning signs, A321 Wokingham Road btw Church Road and Dukes Ride (Sandhurst) - bend and deer warning signs, Yorktown Road j/w Crowthorne Road (Sandhurst) - improved junction signage	130
2.3	Urban Traffic Management & Control (UTMC) - expanding control capability through improved technology at key traffic signal junctions and controlled crossing points to better manage journeys	100
3.0	Road Maintenance	4373
3.1	Inlay Surface Treatment (various locations) - removal and replacement of road surfaces at identified sites, including: A329 Berkshire Way (Binfield South and Jennetts Park) - btw WBC boundary and Jennetts Park roundabout, A330 Maiden's Green (Winkfield and Warfield East) - btw Winkfield Street and Bracknell Road, B3430 New Forest Ride (Swinley Forest) - btw Epping Way and Wareham Road, Ringmead (Hanworth) - btw Sainsbury's roundabout and footway links into Evedon, Beaulieu Close (Swinley Forest) - shared surface areas, Byron Drive (Crowthorne), College Road (Owlsmoor and College Town), Clayhill Close (Swinley Forest), Crofton Close (Swinley Forest) - shared surface areas, Cross Gates Close (Swinley Forest) - shared surface areas, Ellesfield Avenue j/w Lovelace Road (Binfield South and Jennetts Park), Emery Down Close (Swinley Forest) - shared surface areas, Fawler Mead (Swinley Forest) - shared surface areas, Keynsham Way (Owlsmoor and College Town) - shared surface areas, Leicester (Harmans Water and Crown Wood) - btw Opladen Way and junction with access way, Lewisham Way (Owlsmoor and College Town) - shared surface areas, Lutterworth Close (Priestwood and Garth) - shared surface areas, Melksham Close (Owlsmoor and College Town) - shared surface areas, Simkins Close (Winkfield and Warfield East) - shared surface areas, Spinis (Great Hollands), Yorktown Road (Owlsmoor & College Town / Sandhurst) - btw Laundry Lane roundabout and Rackstraw Road	2463
3.2	Surface Treatment (various locations) - application of road surfaces at identified sites, including: B3034 Forest Road (Binfield North & Warfield West / Binfield South & Jennetts Park - btw Terrace Road North and South Junction and Binfield Road, A3095 Mill Lane (Great Hollands / Easthampstead and Wildridings) - btw Hanworth roundabout and Wildridings roundabout, A322 Bagshot Road (Swinley Forest) - southbound btw Coral Reef junction and Swinley Gyrotory, B3018 Binfield Road (Priestwood and Garth) - btw Western roundabout and Framptons roundabout	1410
3.3	Localised Remedial Works (various locations) - preventative works in isolated locations to maintain integrity of the carriageway and footways, including large scale patching and footway repairs identified from inspection.	500
4.0	Structures Maintenance	380
4.1	Wane Bridge - Malt Hill (Winkfield and Warfield East / Binfield North and Warfield West) - brick arch stabilisation and concrete slab repairs to maintain integrity of the bridge, incorporating a priority chicane for traffic to reduce loading	180
4.2	Parapet Safety Improvements (various locations) - works to reduce fall risk at bridges and subways	65
4.3	Protective Treatments (various locations) - works to prevent water ingress into vulnerable structures	65
4.4	Station Roundabout (Town Centre and The Parks) - incursion protection barrier	50
4.5	Harvest Ride Bank Stabilisation works (Binfield North and Warfield West) - works to stabilise the embankment	20
5.0	Drainage Maintenance	150
5.1	Drainage Improvements (various locations) - works to address highway drainage issues.	150
6.0	Electrical Maintenance	1280
6.1	Lamp Column Replacement (various locations) - essential replacement of ageing lamp columns based on individual condition and risk assessment	100
6.2	A3095 Mill Lane (Great Hollands / Easthampstead and Wildridings / Binfield South and Jennetts Park) - major street lighting repair, including re-cabling	1080
6.3	Electrical repairs (various locations) - essential repairs to electrical equipment to restore street lighting	100

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To: **Executive**
19th March 2024

**Long-Acting Reversible Contraception, and Emergency Hormonal Contraception
reprocurement process**
Director of of People, Place & regeneration

1. Purpose of Report

- 1.1. To seek approval to complete a compliant procurement process through the Provider Selection Regime (PSR), which came into force legally from 1st January 2024, for the Long-Acting Reversible Contraception (LARC) service, and for the Emergency Hormonal Contraception (EHC) service.

2. Recommendations

- 2.1. To agree the procurement route for of provision of Long-Acting Reversible Contraception (LARC) service, and the Emergency Hormonal Contraception (EHC) service.
- 2.2. Bracknell Forest currently hosts the contracting of LARC and EHC for the 3 local authorities across Berkshire East (Bracknell Forest, Slough and Royal Borough of Windsor and Maidenhead) and it is proposed that this continues.

3. Reasons for Recommendations

- 3.1. Local authorities commission LARC and EHC services as part of their responsibility for commissioning sexual health services (part of the public health grant functions). LARC includes the fitting and removal of Intra-uterine devices and systems and the EHC service is targeted to women aged 15-24 to ensure provision of a sexual health consultation alongside the provision of emergency contraception. The cost of the services are free to the patients.
- 3.2. These services are offered in addition to the specialist integrated sexual health service provision to increase patient choice in the settings through which patients can access contraception. GPs are the main provider outside of specialist sexual health settings to provide LARC and pharmacies are the main provider commissioned to provide an EHC service. This is because of the staffing and facilities needed to provide these services. These services are intricately linked to the provision in the specialist setting because insufficient provision in either service area could impact patient flows into the specialist setting.
- 3.3. Bracknell Forest Council is the commissioning authority for the specialist sexual health service, and it has been agreed by the Chief Executives of Bracknell Forest Council, Slough Borough Council and the Royal Borough of Windsor and Maidenhead that the current public health shared team functions for leadership, commissioning and contract management of this service area remains in Bracknell Forest. It is on this basis that the Royal Borough of Windsor and Maidenhead and Slough Borough Council have agreed to continue the arrangement with Bracknell Forest Council hosting if Bracknell Forest are willing. This is advantageous all round as the EHC and LARC service provision impacts the flow of patients requiring the specialist service, so having oversight across supports governance and oversight of this service area.

3.4. Local authorities are one of the relevant authorities (RA) required to follow PSR when procuring health care services, irrespective of whether the providers are from the NHS, independent or the voluntary sector. PSR replaced Public Contracts Regulations 2015 when arranging health care services. Services within scope include sexual health services arranged by local authorities.

3.5. While the LARC and EHC primary care services (meaning in primary care settings) have previously been commissioned with primary care providers, the provision through PSR will mean that any provider that meet the requirements can request a Contract (i.e., including both private and community sector providers). Current providers will be notified to register their Expression of Interest on the portal. A Prior Indication Noticed (PIN) will be issued to the marketplace to notify all potential providers of the opportunity.

3.6. The opportunity will be advertised on the following websites:-

- 3.6.1. Find A Tender
- 3.6.2. Contracts Finder
- 3.6.3. South East Business Portal

3.7. The provisions of the Transfer of Undertakings (Protection of Employment) Regulations will not apply on expiry of the current contractual arrangements

4. Alternative Options Considered

4.1. To not complete and leave Berkshire East without a LARC provision is not an option as providing access to contraception is part of the prescribed functions of the local authority grant. Providing access to EHC for women aged 13-24 is important to reduce the risk of teenage pregnancy and encourage adoption of contraception to reduce the risk of unplanned pregnancy.

4.2. Table 1 details the options.

Table 1: alternative options

Options	Advantages	Disadvantages	Recommendation
Do nothing	None. The contract will end without replacement	The services will cease to operate.	Not recommended
Extend current contract via a tender waiver	Maintains service delivery	Service specification updating would not be possible. Non-complaint contract – tender waiver would continue a non-compliant process – with risk of challenge	Not recommended
Tender a framework under PCR 2015	Compliant route in principle. Can issue an updated specification	neither general practice nor pharmacy will tender, so we would lose all service delivery	Not recommended
PSR category B	Compliant process, all possible providers can deliver.	PSR designed to provide a compliant process for	Recommended

	Can issue an updated service specification	multiple providers to deliver health services.	
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5. Supporting Information

- 5.1. No tenders would be completed as these will be direct awards to any and all providers that meet the requirements and wish to deliver LARC and EHC services, in line with PSR Category B requirements on a qualification basis. This means that there will be no qualitative or commercial evaluations required as part of the process.
- 5.2. For LARC, when a Contract is signed, Providers will be required to submit to commissioners the Letter of Competency for the staff able to deliver the service – this is a requirement for all practitioners who deliver LARC.
- 5.3. For EHC, the service provider will have to complete the training required and provide evidence to that effect through the PharmOutcomes portal which will process evidence of all claims.
- 5.4. For both EHC and LARC, providers will also need to evidence they meet requirements for facilities, clinical governance procedures and data governance.
- 5.5. As these Contracts are payable on unit price for services delivered, there is no assessment of provider costs as these are reimbursed at a fixed price, based on the activity, as standard for all providers.

6. Consultation and Other Considerations

Legal Advice

The identified route to market will be compliant with the Healthcare Services (Provider Selection Regime) Regulations 2023 (PSR) and the Council's Contract Standing Orders.
 Alex Gillard Contracts and Procurement Locum Solicitor

Financial Advice

Details of the current budget/costs are contained within the body of the report. It is important to note that this contract operates on an activity-based model meaning costs will be dependent on actual activities undertaken during the contract period. The current and future contract is funded by the Public Health ringfenced grant, the 2024-25 grant allocations were published on the 5th February and the Council has received an uplift of 2.25%.

6.1. Other Consultation Responses Head of Corporate Procurement

The Provider Selection Regime is a new piece of legislation delivering substantial procedural change in how we can procure services, whilst due to its newness we unfortunately lack prior examples or case law that demonstrate and support its application. However the guidance released by central government regarding the application of the PSR has been very clearly written. Based upon the PSR itself and

the current guidance, LARC services do fall under Family Planning services which is within the scope of the PSR – though future case law may adjust this, therefore this should be reviewed under future contract awards.

As the PSR does apply, this provides the potential routes to market allowed for under the PSR. The Category B Direct Award route is to be applied where there are a variety of potential providers, and the intention is to support patients in obtaining individual choice in how they select their own care. The nature of LARC, where an individual can select where they wish to obtain care and where any GP surgery is able to provide that care, meets those requirements.

It should be noted that, as identified by the commissioner, when utilising a Category B Direct Award, we are required to award a contract to any and all providers who express interest in delivering the service, due to the intention to enable patients to freely select their own care. Therefore there will be no restrictions regarding award of this contract.

Within these parameters, this represents a compliant route to market.

Equalities Impact Assessment

- 6.2. EIA screening undertaken and no full screen required (see Appendix A as background paper).

Strategic Risk Management Issues

- 6.3. This is a compliant route to market so procurement risk is minimal.
- 6.4. As any 'eligible' provider can deliver the service the delivery risk is minimal.
- 6.5. The budget is based on out-turn figures which is costed into the Public Health grant. The likelihood of activity for EHC and LARC increasing substantially beyond that forecast is low but could create a cost pressure. Activity and budgets for EHC and LARC are monitored quarterly and regular communication with providers is maintained to encourage timely invoicing and reporting. Any significant changes to activity that may pressure the budgets within a financial year will be reported to the relevant Director of Public Health (whichever local authority the cost pressure was arising in) to explore feasibility within the public health grant. A mitigation would be to prioritize access for service users with greater capacity to benefit from these services, such as those living in more deprived areas who may find alternative means of accessing such services more challenging to access. However this isn't recommended since both LARC and EHC are cost effective interventions that reduce the risk of unplanned pregnancies, which incur health care and welfare service costs. Another mitigating action would be to explore co-commissioning options / funding arrangements with NHS commissioners who would benefit from increases in LARC use in particular such as the Termination of Pregnancy service, maternity services and other local authority services such as 0-19s as the anticipated impact of increased LARC use is reduced pregnancies and reduced live births.

- 6.6. TUPE does not apply so there is no staffing risk.

Climate Change and Ecological Impacts

- 6.7. The recommendations in Section 2 above are expected to:

Have no impact on emissions of CO₂.

The reasons the Council believes that this will have no impact on emissions are that there will be no change to the current delivery model.

Health & Wellbeing Considerations

- 6.6 Not securing continued provision of the LARC and EHC services could impact the number of unplanned pregnancies in Bracknell Forest and would limit patient choice. Since Bracknell Forest Council currently host the contracts for these services for Slough and the Royal Borough of Windsor and Maidenhead, it would also impact this for the communities living in those local authority areas.

Background Papers

EIA screening form (Appendix A).

Contact for further information

Rebecca Willans, Consultant in Public Health
Rebecca.willans@bracknell-forest.gov.uk

Elaine Russell Public Health Shared team Hub - 01344 352042
Elaine.Russell@bracknell-forest.gov.uk

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Initial Equalities Screening Record Form

Date of Screening:	Directorate: Place, Planning, Regeneration	Section: Shared Public Health Team
1. Activity to be assessed	Please give full details of the activity Re-procurement of the Long Acting Reversible Contraception Service (LARC) and Emergency Hormonal Contraception Service (EHC)	
2. What is the activity?	<input type="checkbox"/> Policy/strategy <input type="checkbox"/> Function/procedure <input type="checkbox"/> Project <input type="checkbox"/> Review <input checked="" type="checkbox"/> Service <input type="checkbox"/> Organisational change	
3. Is it a new or existing activity?	<input type="checkbox"/> New <input checked="" type="checkbox"/> Existing	
4. Officer responsible for the screening	Rebecca Willans, Consultant in Public Health	
5. Who are the members of the screening team?	Rebecca Willans, Consultant in Public Health	
6. What is the purpose of the activity?	<p>Please describe briefly its aims, objectives and main activities as relevant.</p> <p>The aim of the re-procurement of the LARC and EHC services is to reduce the proportion of unplanned pregnancies in Bracknell Forest, Slough and Royal Borough of Windsor and Maidenhead by providing women with access to effective contraception, contraceptive choice and safeguarding and advisory support for women aged 13-24 who need emergency contraception (EHC).</p> <p>The objectives are re-procurement of the LARC and EHC services is to ensure continued access for residents in Bracknell Forest, Slough and Royal Borough of Windsor and Maidenhead to LARC as a form of contraception (all age groups as clinically appropriate) and health promotion advice about safe sex alongside provision of EHC for female residents aged 13 to 24 years old.</p> <p>The main activities will be to make potential providers aware of the opportunity to register to deliver the service; assessment of those providers to ensure they meet the criteria described in the service specifications, and to quality assure and promote those services to residents over the lifetime of the contract (3 years).</p>	
7. Who is the activity designed to benefit/target?	All women of reproductive age	
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

<p>8. Disability Equality – this can include physical, mental health, learning or sensory disabilities and includes conditions such as dementia as well as hearing or sight impairment.</p>	Y		<p>Positive: the LARC and EHC service are available to female residents regardless of disability. The service specifications require providers to offer services that promote inclusion, including adaptations to ensure the services are accessible for people living with a disability. Feedback from the Sexual and Reproductive (SRH) health needs assessment has been used to inform the requirements of the service specifications for LARC and EHC including requiring adherence to best practice standards and staff training.</p>	<p>The draft Sexual and Reproductive Health Needs Assessment for Berkshire East identified people living with a learning disability were a group who local professionals felt had unmet needs concerning SRH services. This was because it was felt the information available to people with a learning disability was not adapted and potentially the care pathways to support them were not in place. The re-procurement of these services has been an opportunity to refresh the service specification to strengthen the inclusion requirements.</p>
<p>9. Racial equality</p>	Y		<p>Positive:</p>	<p>The LARC and EHC services are available to all female residents. The SRH health needs assessment identified females of Asian ethnicity have lower uptake of contraception in all settings and women of Black ethnicity were more likely to access contraception from specialist settings. With regard to outcomes, the Local Maternity and Neonatal System Equity plan identified poorer maternity outcomes for women of Black ethnicity in particular. Continuing provision of access to the LARC and EHC services will mean continued access in a range of settings and it is anticipated during the contract duration there will be an expansion of providers offering LARC and EHC because some practical barriers to eligible providers wanting or able to deliver these have been addressed; for example for LARC, there will be a training offer to train more GPs to deliver LARC locally. For EHC the introduction nationally of an oral contraceptive service in pharmacies makes the EHC service a more viable business for pharmacies locally to sign up for this service. Although such provision is not targeted geographically to certain ethnic groups, national best practice recommends offering access to contraception in a range of settings that may appeal to different parts of the community. Locally the LARC and EHC service mean females have a choice beyond the specialist service setting.</p>
<p>10. Gender equality</p>	Y		<p>Positive</p>	<p>Continuing access to LARC and EHC is important to uphold reproductive rights of females. Such services give females choice about the type of contraception they use and offer support in informing their choices about if and / or when to attempt or prevent a pregnancy.</p>

11. Sexual orientation equality		N	Neutral	The service is available to females regardless of their sexual orientation. Females may choose to use contraception for purposes other than contraception and these are commissioned by the NHS. Bracknell Forest Public Health are working with NHS commissioners locally to ensure a joined up local LARC offer and this is important for lesbian women who may not feel they require contraception for contraceptive purposes but instead for treatment of conditions such as menorrhagia.
12. Gender re-assignment		N	Neutral	This service is applicable to females who wish to use LARC or EHC as a form of contraception; there are clinical guidelines that determine safe and effective use.
13. Age equality		N	Neutral	LARC is available to all females of reproductive age. The EHC service is available to females aged 13-24 (who are deemed Fraser competent) because there are higher sexual health needs in this age group compared to older age groups. EHC is available to purchase over the counter, however the EHC service offers an opportunity to safeguard young females needing emergency contraception and offer safe sex advice. While it is recognised nationally that later in life, we are now seeing increasing rates of STIs, the numbers are still relatively lower. The re-procurement of the EHC service has not changed the age threshold for groups able to access this service and therefore it will not have a negative impact on other age groups. However, as part of continual review of sexual health services locally, we are exploring the sexual health needs later in life and what service solutions are best suited to those age groups.
14. Religion and belief equality		N	Neutral	These services are available to residents regardless of religion/ belief.
15. Pregnancy and maternity equality		N	Neutral	While these services may reduce the number of unplanned pregnancies, they do not impact directly the health of people who are pregnant.
16. Marriage and civil partnership equality		N	Neutral	There is no anticipated impact regarding this characteristic.

17. Please give details of any other potential impacts on any other group (e.g. those on lower incomes/carers/ex-offenders, armed forces communities) and on promoting good community relations.	None anticipated; inclusion health groups are more likely to access support from the specialist sexual health service as they tend to have more complex sexual health needs that need to be served in that setting. No inclusion health group would be excluded from the LARC and EHC services though.		
18. If an adverse/negative impact has been identified can it be justified on grounds of promoting equality of opportunity for one group or for any other reason?	n/a		
19. If there is any difference in the impact of the activity when considered for each of the equality groups listed in 8 – 14 above; how significant is the difference in terms of its nature and the number of people likely to be affected?	n/a		
20. Could the impact constitute unlawful discrimination in relation to any of the Equality Duties?	Y	N	Please explain for each equality group – N/A
21. What further information or data is required to better understand the impact? Where and how can that information be obtained?	n/a		
22. On the basis of sections 7 – 17 above is a full impact assessment required?		N	Please explain your decision. If you are not proceeding to a full equality impact assessment make sure you have the evidence to justify this decision should you be challenged. If you are proceeding to a full equality impact assessment, please contact Samantha.wood@bracknell-forest.gov.uk or Harjit.Hunjan@bracknell-forest.gov.uk
23. If a full impact assessment is not required; what actions will you take to reduce or remove any potential differential/adverse impact, to further promote equality of opportunity through this activity or to obtain further information or data? Please complete the action plan in full, adding more rows as needed.			
Action	Timescale	Person Responsible	Milestone/Success Criteria
Review SRH needs of people later in life	December 24	Bracknell Forest Public Health team (DPH)	Engagement with local people in middle and older age categories to inform future service model regarding access to sexual health services (including but not limited to contraception).

24. Which service, business or work plan will these actions be included in?	Sexual Health work plan
25. Please list the current actions undertaken to advance equality or examples of good practice identified as part of the screening?	The 2023 SRH health needs assessment explored the needs of protected characteristics and inclusion health groups and that informed the service design and the responses to this EIA screening.
26. Assistant Director/Director signature.	 Signature: Date:20.02.24

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To: **Executive**
19 March 2024

Service Plans 2024-25 **Assistant Director: Chief Executive's Office**

1 Purpose of Report

- 1.1 To provide the Executive with the proposed content for the 2024-25 service plans. This includes highlighting the changes made due to the new Council Plan and the strategic actions identified to support the delivery of it.

2 Recommendations

- 2.1 **To endorse the new service plan content for 2024-25, noting the actions committed to by each directorate to support the delivery of the Council Plan.**
- 2.2 **To publish the plans on the Council website in April and monitor their delivery through the review of the Council Plan Overview Report.**

3 Reasons for Recommendations

- 3.1 Departmental Service Plans describe how directorates are working towards the delivery of the Council Plan and form a key part of the council's overall local performance framework. It demonstrates the work of services in delivering the objectives set out in the Council Plan and provides the basis for the quarterly service reports and the council plan overview report.

4 Alternative Options Considered

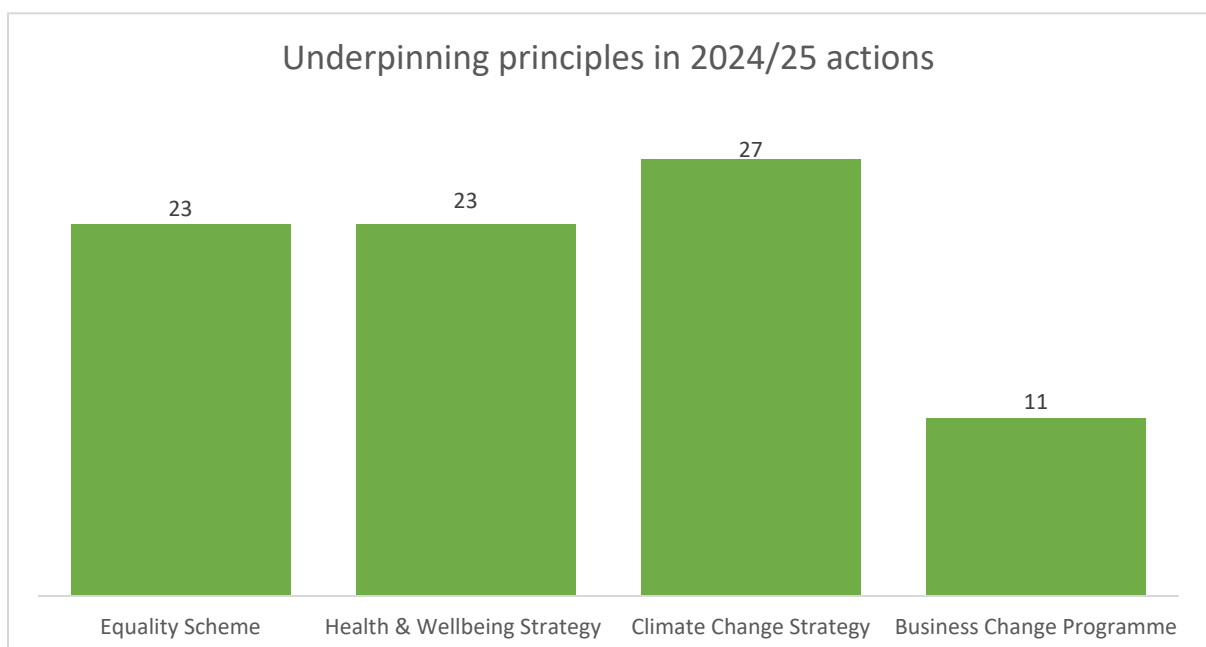
- 4.1 Amendments have been made as part of the development process and have contributed to the final completion of the plans.

5 Supporting Information

- 5.1 All directorates have established new service plans in preparation for the 2024/25 financial year. These have been revised from previous years to align with the new Council Plan's priorities and measures. The structure of the service plans has been redeveloped alongside the development of the new council plan to capture the council's revised priorities and goals.
- 5.2 In line with the publication of the new Council Plan, the service plans cover the three new borough focused priorities; Engaged and healthy communities, Thriving and connected economy, and Green and sustainable environment. A fourth priority includes internal goals to be a Resilient, sustainable and ambitious organisation.
- 5.3 The service plans (Appendix A) demonstrate a significant commitment, across all directorates, to the ambitions of the Council Plan. 121 actions have been identified to take place during the next financial year across all 19 goals. These are distributed across all the themes.



- 5.4 A further 100 measures have also been included which provide quantitative data to review progress against. All measures have initial information populated to provide benchmarking or targets for reporting. It is important to note the distinction between key results (KR) which are committed to in the Council Plan, performance indicators (PI) which have a traditional target to measure against, and contextual indicators (CI) which offer additional insight into trends that affect council operations.
- 5.5 The development of these plans has aligned with the budget planning process, where services have set out deliverables within the resources available for the coming year.
- 5.6 The new Council Plan recognises several considerations that should be woven into all areas of the council's work. These are climate, health and equality. Links to these underpinning principles have been identified within the plans. Actions are also linked wider council's strategies laid out in the plan. This demonstrates the integration of the council's strategies with the priorities and goals that have been set out. The chart below identifies range of actions that relate to the underpinning principles. The service plans have also incorporated the delivery of the Business Change programme, more detailed activity will be added in future plans as the programme evolves.



- 5.7 A new approach to data indicators has been embedded as part of the development of the new Council Plan. Indicators have been grouped into key results, performance indicators and contextual indicators, which all relate to specific goals. These will form core information to review the performance of the council and the progress being made in delivering the plan's goals.

Next steps

- 5.8 Following Executive endorsement, the service plans will be published on the council's website in April. This will support the council's approach to transparency and openness with residents.
- 5.9 The service plans form the basis for quarterly progress reporting, therefore the first period of reporting for the new plan will be quarter one (April-June 2024). Reports will be published for Executive in August 2024.

6 Consultation and Other Considerations

Legal Advice

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

Financial Advice

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

Other Consultation Responses

- 6.3 All directorates have reviewed the service plans and provided any amendments. These are reflected in the copies attached to this report.

Equalities Impact Assessment

- 6.4 Equality Impact Assessments (EqIA's) are undertaken on changes to policy and decisions that could have impacts on any of the protected characteristics under the Equality Act 2010. All service areas will undertake EqIA's as appropriate for the activities within the service plans, as part of business as usual activity. Recognition of equality related activity is included throughout the plans for relevant activity.

Strategic Risk Management Issues

- 6.5 Service Plans provide clear governance of the council's delivery of priorities and actions. Performance targets and indicators to measure progress ensure that directorates' work is aligned with the council's strategic direction and mitigates the risk of the council's key objectives not being achieved.

Climate Change and Ecological Impacts

- 6.6 The recommendations in Section two above are expected to have no impact on emissions of CO₂. The reasons the council believes that this will have no impact on emissions are that the service plans are a strategic management tool, there is no direct output that has climate impacts. Recognition of climate related activity is included throughout the plans for relevant activity.

Health & Wellbeing Considerations

- 6.7 There is no direct impact of these recommendations on health and wellbeing. Recognition of health-related activity is included throughout the plans for relevant activity.

Background Papers

None

Contact for further information

Katie Flint, Chief Executive's Office - 01344 352217

Katie.flint@bracknell-forest.gov.uk

Rebekah Patterson, Chief Executive's Office – 01344 352247

Rebekah.patterson@bracknell-forest.gov.uk

Appendix A – Service plans

[Attached as additional documents]



Chief Executive's Office

Growing together, Shaping tomorrow



Service Plan 2024-25

Assistant Director: Chief Executive's Office

Abby Thomas

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Our Directorate

What we do:

Deliver corporate communications to safeguard and enhance the organisation's reputation.

We support business change to deliver ambitious solutions to achieve resilience and sustainability.

We coordinate the development of the Council's strategic plan, corporate policy, projects, and performance management framework and take action to maintain community cohesion, advance equity and inclusion and support community engagement.

We'll do this by:

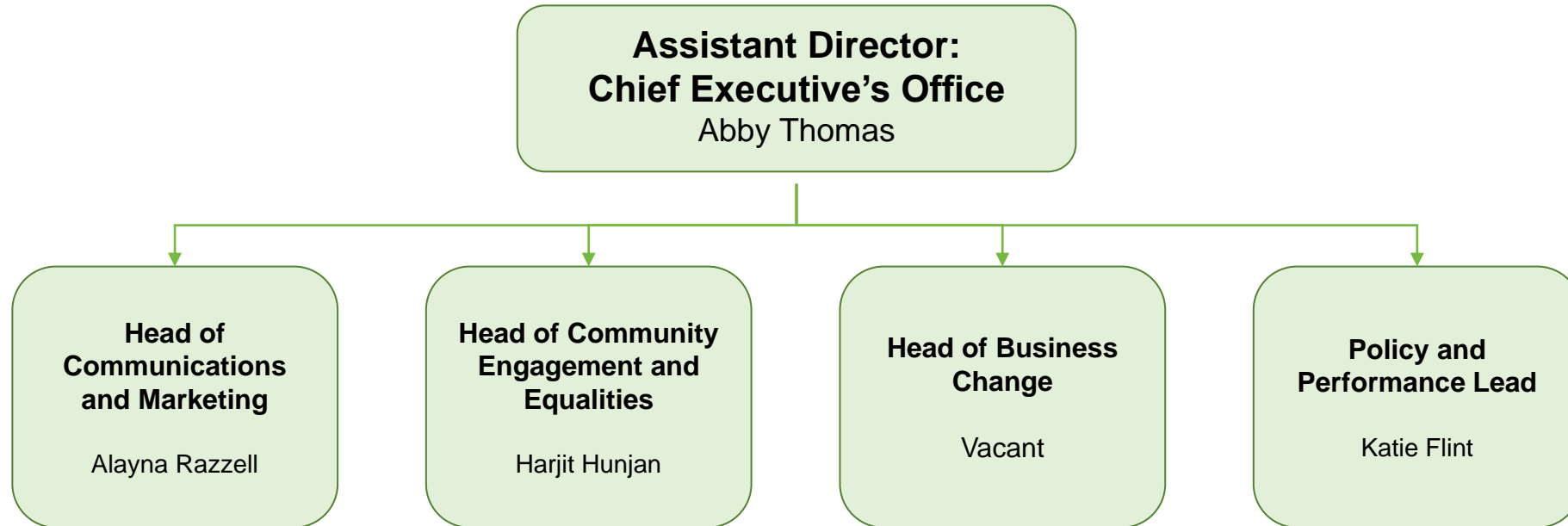
- Enabling the delivery of change across the organisation.
- Working with partners internally and externally on a wide range of activity.
- Delivering clear, compelling, timely and accurate communications.

Our Directorate

Who we are

As of March 2024

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Our Services

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Communications and Marketing	Business Change
<ul style="list-style-type: none">• Communications and marketing• Graphic design• Media and Publications• Town Centre events	<ul style="list-style-type: none">• Change management• Programme and project management
Community Engagement & Equalities	Policy and Performance
<ul style="list-style-type: none">• Community partnerships• Community development• Strategic VCS support• Equity, inclusion and diversity• Community hubs and centres	<ul style="list-style-type: none">• Corporate strategy• Performance reporting• Strategic, cross council projects

Our Service Plan

Context

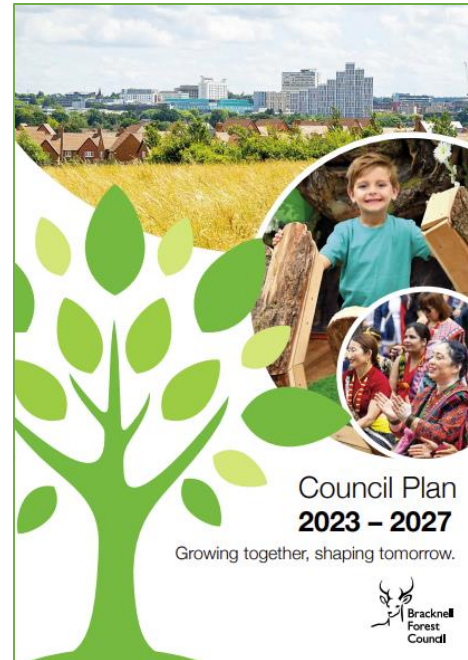
This service plan describes how our directorate is working towards the delivery of the Council Plan goals. It presents the first year of strategic activity. Our strategic actions focus on achieving the goals within the three priorities of the plan and activity on how we will be an ambitious, resilient and sustainable organisation.

Throughout the plan there are cross-cutting principles that will underpin the work that is delivered. More information about these strategies can be found online:

- [Equality Scheme](#)
- [Bracknell Forest Health and Wellbeing Strategy](#)
- [Climate Change Strategy](#)

The full Council Plan is also available online:

[Council Plan 2023 - 2027](#)



Growing together, shaping tomorrow



Borough priorities:

Engaged and healthy communities

Thriving and connected economy

Green and sustainable environment

Ambitious, resilient and sustainable organisation

Value · Residents · Climate · Quality · Partnership · Workforce

Our Service Plan

Service Context

The Chief Executive's Office ensures the council has a clear corporate policy and performance framework, effective communications and marketing, enables the delivery of business change and community engagement, equalities and cohesion. The team works across the organisation to support the achievement of the goals set out in the Council Plan 2023-27 collaborating with other directorates, a wide range of partners, particularly the voluntary, community and faith sector, and communities across Bracknell Forest.

We have a small, highly skilled and committed team relative to the council's ambitions which means that we need to prioritise effectively as service delivery is set against the context of financial and economic pressures and increasing demand. Challenges facing the team include having sufficient resource, recruitment to key roles in a highly competitive market and supporting the delivery of our new business change programme's financial and non-financial goals for 2024-25.

¹⁵⁴Current Climate

A restructure of the business change team was recently completed with most posts recruited to. The team are supporting the delivery of the new change programme working with senior officers and subject matter experts. A new head of business change role will lead the team in 2024-25.

Recruitment is underway to ensure that the community engagement and equalities team are at full capacity for April 2024.

The communications and marketing team are preparing for an anticipated general election in 2024-25 as well as supporting the Police and Crime commissioner election in May. The team are also preparing with the community to deliver major events in Q1 and Q2 of 2024-25 including a Community Day, D-Day anniversary event and Pride.

The policy and performance team are preparing for the launch of the Thriving Communities Programme in 2024-25 working with the community engagement team and taking a new approach to corporate performance monitoring.

Our Service Plan

Key Drivers for Service

The team develops, implements, and monitors the following strategies and plans:

- The Council Plan 2023-7
- The Equality Scheme 2022-25
- The Communications Strategy 2024-27
- The Co-production framework.

¹⁵⁵
The Chief Executive's Office also contributes to the development and delivery of a number of other strategies and plans including:

- The Medium-Term Financial Strategy
- The Climate Change Strategy
- The Health and Wellbeing Strategy
- The Community Safety Plan
- The Prevent Strategy
- The Borough Local Plan
- The Infrastructure Delivery Plan.

The team will be developing a Communities Strategy in 2024-25 to set out our goals for working jointly with supporting our ambition for working directly and jointly with residents, developing resilient and cohesive communities.

The Office for Local Government (Oflog) was launched earlier this year, providing a data source for local authority performance. The Policy and Performance team will monitor and share this data, utilising it for benchmarking and supporting corporate improvement.

The community engagement and equalities team support the council to meet its legal duties to advance equalities, eliminate discrimination and harassment as set out in the Public Sector Equality Duty of the Equality Act 2010. This includes annual publishing of equality information on our services and workforce and publishing equality objectives at least every 4 years. A new set of equality objectives will be developed in 2024-25.

Chief Executive's: Budget Position

Revenue Budget

The Chief Executive's directorate has a gross expenditure cash budget of £2.052m with -£0.011m of income, making a planned net spend of £2.041m. The gross budget includes £1.618m for staffing

Business Change is excluded from the base budget as these costs are met from reserves.

Savings

The 2024-25 budgets include savings of £0.061m

The key themes adopted in making the savings were:

- Change in method of consulting with residents £0.039m
- Reduction in frequency of printed resident's magazine £0.010m
- Reduction in corporate subscriptions £0.012m

Capital Budget

The 2024-25 capital programme does not include any schemes for the Chief Executive's directorate.

Pressures

The budget includes pressures of £0.026m

These pressures can be analysed into the following broad categories

- Above inflation software contract cost increases £0.020m
- External support costs £0.006m

Financial Risks

The Chief Executive's directorate have identified no budgets that can pose a risk to the Council's overall financial position, principally because they are not vulnerable to significant changes in demand for a service.

Resources: Workforce Position

Staffing position

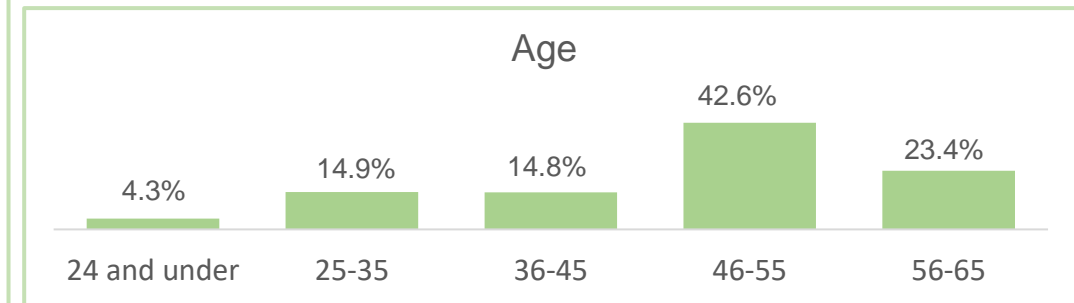
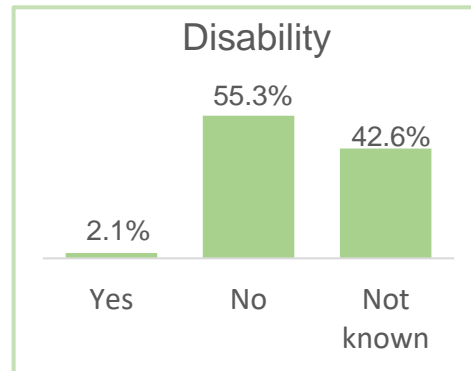
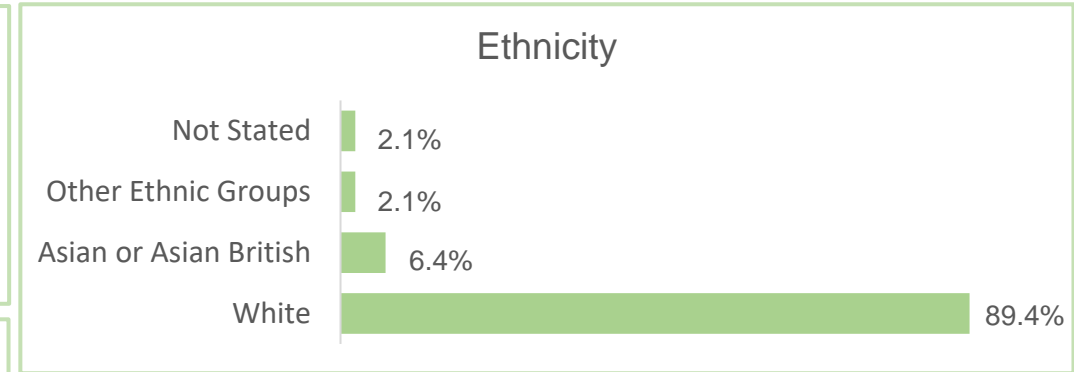
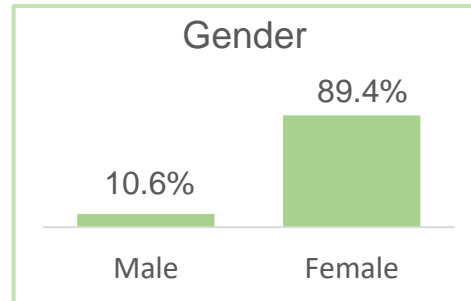
For the department, as at 1 January 2024, there is an overall headcount of 51 staff in post made up from 48 employees, 1 casuals and 2 temporary agency staff.

Pressures

Staff voluntary turnover as of 1 January 2024 was 8.3%.

The estimated annual average sickness rate per employee is 9.11 days.

Workforce demographics as of January 2024





Priority one: Engaged and healthy communities

Engaged and healthy communities

Thriving and connected economy

Green and sustainable environment

Ambitious and resilient organisation

“To help create opportunities where people can succeed, be happy and feel safe.”

Council Plan goals

1. Children have quality education and opportunities to fulfil their potential.
2. Every child is safe as they grow up, where support puts family first.
3. Residents can access appropriate care, suitable for a changing population.
4. The diverse and growing population is healthy and active.
5. Community development and spaces encourage a cohesive and engaged community.
6. Residents have a safe and affordable place to live.

Annual actions set out specific activity to be undertaken in the next year. They complement and build on existing strategies. These include, but are not limited to, the council’s Equality scheme, Health and Wellbeing strategy and Climate Strategy.

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Ref.	Goal	Annual actions (1 st April 2024 – 31 st March 2025)	Due date	Lead officer	Link to other strategies/underpinning principles
COM.5.01	5	Support the mobilisation and opening of the Bucklers Park, Crowthorne, and Binfield Community Centre (in the new Binfield Health and Community Centre).	30 June 2024	Assistant Director: Chief Executives Office	Health and wellbeing strategy Equality Scheme
COM.5.02	5	Work with our partners and community groups to co-produce community events supporting community cohesion, engagement and celebrating diversity and inclusion with partners and communities.	30 September 2024	Head of Communications and Marketing	Equality Scheme Health and wellbeing strategy
COM.5.03	5	Launch and deliver the first year of the Thriving Communities programme, facilitating community and organisational development related to health and wellbeing.	31 March 2025	Policy and Performance Lead	Health and wellbeing strategy Equality Scheme
COM.5.04	5	Develop a new ‘All of Us’ Equality Scheme which sets out the Council’s equality objectives and actions for 2025-29 which is compliant with the Public Sector Equality Duty.	31 March 2025	Head of Community Engagement and Equalities	Health and wellbeing strategy Equality Scheme



Priority one: Engaged and healthy communities

Engaged and healthy communities

Thriving and connected economy

Green and sustainable environment

Ambitious and resilient organisation

Council Plan goals

1. Children have quality education and opportunities to fulfil their potential.
2. Every child is safe as they grow up, where support puts family first.
3. Residents can access appropriate care, suitable for a changing population.
4. The diverse and growing population is healthy and active.
5. Community development and spaces encourage a cohesive and engaged community.
6. Residents have a safe and affordable place to live.

Ref.	Goal	Annual actions (1 st April 2024 – 31 st March 2025)	Due date	Lead officer	Link to other strategies/ underpinning principles
COM.5.05	5	Complete feasibility work including the development of a design study and cost plan for the Warfield Community Hub. Gain approval for the commitment of funding to the project and detailed design work.	31 March 2025	Assistant Director: Chief Executives Office	Health and wellbeing strategy
COM.5.06	5	Support the Community Association's that manage the council's community centres by facilitating network meetings, updating policies and procedures ensuring compliance, recruitment and training of volunteers and trustees, facilitating Section 106 projects, renewal of leases and in developing community engagement activities.	31 March 2025	Head of Community Engagement and Equalities	Health and wellbeing strategy Equality Scheme
COM.5.07	5	Deliver the Berkshire Civilian Military Partnership action plan, working with the Berkshire Unitary Councils and supporting partners and groups.	31 March 2025	Head of Community Engagement and Equalities	Health and wellbeing strategy Equality Scheme Armed Forces Covenant Duty
COM.5.08	5	Develop and deliver the Bracknell Forest Civilian Military Partnership 2024-25 action plan, including achieving the silver level of the Armed Forces Employer recognition scheme, signing the Armed Forces Covenant.	31 March 2025	Head of Community Engagement and Equalities	Health and wellbeing strategy Equality Scheme Armed Forces Covenant Duty



Priority one: Engaged and healthy communities

Engaged and healthy communities

Thriving and connected economy

Green and sustainable environment

Ambitious and resilient organisation

Key results are identified in the Council Plan to measure progress being made towards our goals. They are outcome focused for residents and will often require many partners, organisations and the community to influence the outcome.

Contextual indicators are also outcome focused and reflect the wider community. These will include indicators where a performance related target is not appropriate but offers information relevant to the delivery of services and Council Plan goals.

Ref.	Goal	Indicators (context forecasts/estimates)	Baseline	Year 1 2024/25	Year 2 2025/26	Year 3 2026/27	Lead officer
1.5.3.KR	5	Number of groups using Bracknell Forest Council owned community centres (average per centre)	15	18	20	22	Head of Community Engagement and Equalities
1.5.4.KR	5	Number of volunteers registered with Involve for volunteering pool	260	265	270	280	Head of Community Engagement and Equalities

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Priority two: Thriving and connected economy



Engaged and healthy communities

Thriving and connected economy

Green and sustainable environment

Ambitious and resilient organisation

“Upskilling residents will open more opportunities to work within the borough, strengthening our economy.”

Council Plan goals

1. Resident skills are enhanced, meeting local employment needs.
2. Bracknell town centre continues to thrive and be a destination of choice.
3. Town, village and neighbourhood centres are thriving hubs for community activity.
4. Businesses have the space, environment, and support to adapt and grow.

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Priority three: Green and sustainable environment

Engaged and healthy communities

Thriving and connected economy

Green and sustainable environment

Ambitious and resilient organisation

“To further encourage all residents to make the most of our brilliant local environment, whilst ensuring that it is sustainable for the future.”

Council Plan goals

1. There is collective action to address and adapt to the climate and biodiversity emergency.
2. Our green spaces and parks foster sustainability, biodiversity, and wellbeing.
3. Local transport networks provide choice in travel.

Annual actions set out specific activity to be undertaken in the next year. They complement and build on existing strategies. These include, but are not limited to, the council’s Equality scheme, Health and Wellbeing strategy and Climate Strategy.

Ref	Goal	Annual actions (1 st April 2024 – 31 st March 2025)	Due date	Lead officer	Link to other strategies/underpinning principles
ENV.1.01	1	Deliver internal and external corporate communications and marketing campaigns to support our carbon reduction and climate change goals borough wide.	31 March 2025	Head of Communications and Marketing	Climate Change Strategy
ENV.1.02	1	Engage with communities and the voluntary, community and faith sector to raise awareness of and support the delivery of our carbon reduction and climate change goals borough wide.	31 March 2025	Head of Community Engagement and Equalities	Climate Change Strategy Equality Scheme



Internal priority: Ambitious, resilient & sustainable organisation

Engaged and healthy communities

Thriving and connected economy

Green and sustainable environment

Ambitious and resilient organisation

“The Council Plan sets out a fourth priority to be an ambitious, resilient and sustainable organisation. This will enable us to achieve our goals.”

Council Plan goals:

1. We deliver quality services, seeking ways to improve.
2. We prioritise finances effectively, delivering value for money.
3. We lead in reducing our carbon footprint.
4. We work directly and jointly with residents.
5. Our workforce is stable, connected, skilled and motivated.
6. Our partnerships maximise resources and skills.

Annual actions set out specific activity to be undertaken in the next year. They complement and build on existing strategies. These include, but are not limited to, the council’s Equality scheme, Health and Wellbeing strategy and Climate Strategy.

Ref.	Goal	Annual actions (1 st April 2024 – 31 st March 2025)	Due date	Lead officer	Link to other strategies/underpinning principles
ORG.1.01	1	Redevelop corporate reports for performance management to provide accessible and transparent information for improvement.	31 March 2025	Policy and Performance Lead	Performance Management Framework
ORG.1.02	1	Enable the delivery of the business change programme’s 2024-25 savings and non-financial benefits including increased efficiency and improved ways of working.	31 March 2025	Head of Business Change	Medium Term Financial Strategy Business Change
ORG.1.03	1	Rebranding and relaunching the council’s printed residents’ magazine, including print and delivery procurement, and subsequent rebrand of corresponding e-newsletter.	31 March 2025	Head of Communications and Marketing	Equality scheme Communications and Marketing Strategy 2024-28
ORG.4.01	4	Launch the corporate communications strategy 2024-28 and deliver the year one priorities, setting out how we will improve the service and work with key stakeholders like residents and councillors, including through events.	30 June 2024	Head of Communications and Marketing	Climate Change Strategy



Internal priority: Ambitious, resilient & sustainable organisation

Engaged and healthy communities

Thriving and connected economy

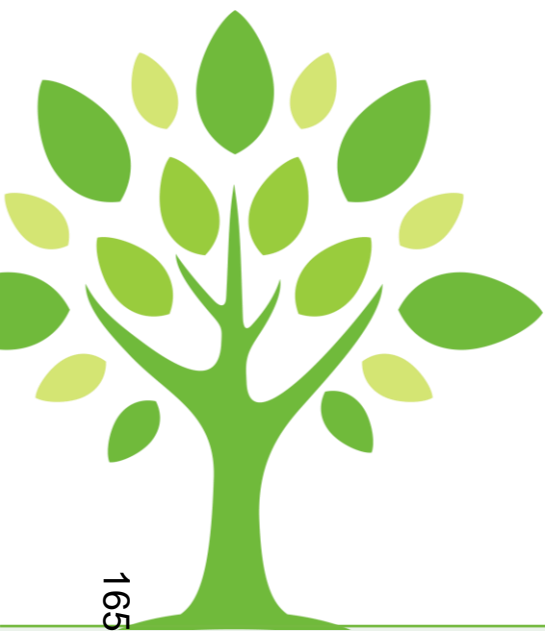
Green and sustainable environment

Ambitious and resilient organisation

Council Plan goals:

1. We deliver quality services, seeking ways to improve.
2. We prioritise finances effectively, delivering value for money.
3. We lead in reducing our carbon footprint.
4. We work directly and jointly with residents.
5. Our workforce is stable, connected, skilled and motivated.
6. Our partnerships maximise resources and skills.

Ref.	Goal	Annual actions (1 st April 2024 – 31 st March 2025)	Due date	Lead officer	Link to other strategies/ underpinning principles
ORG.4.02	4	Procurement of an external interpretation and translation company to support accessible communications with all stakeholders.	31 March 2025	Head of Communications and Marketing	Equality scheme Communications and Marketing Strategy 2024-28
ORG.4.03	4	Develop a Communities Strategy supporting our ambition for working directly and jointly with residents, developing resilient and cohesive communities.	31 March 2025	Assistant Director: Chief Executive's Office	Health and Wellbeing Strategy Equality Scheme



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Delivery Directorate

Growing together, Shaping tomorrow



Service Plan 2024-25

Executive Director: Delivery

Kevin Gibbs

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Our Directorate

What we do:

- The Delivery Directorate covers a broad portfolio of services which have a real impact on our customers, be those internal or external.
- This includes leading on statutory services such as those related to elections and waste collection. The service also includes managing key internal infrastructure, governance and processes such as within the legal services and Digital and ICT.
- An expanding area of the directorate is to lead on the delivery of the construction projects to create additional school places (200 school places) across four sites as part of the Safety Valve Programme

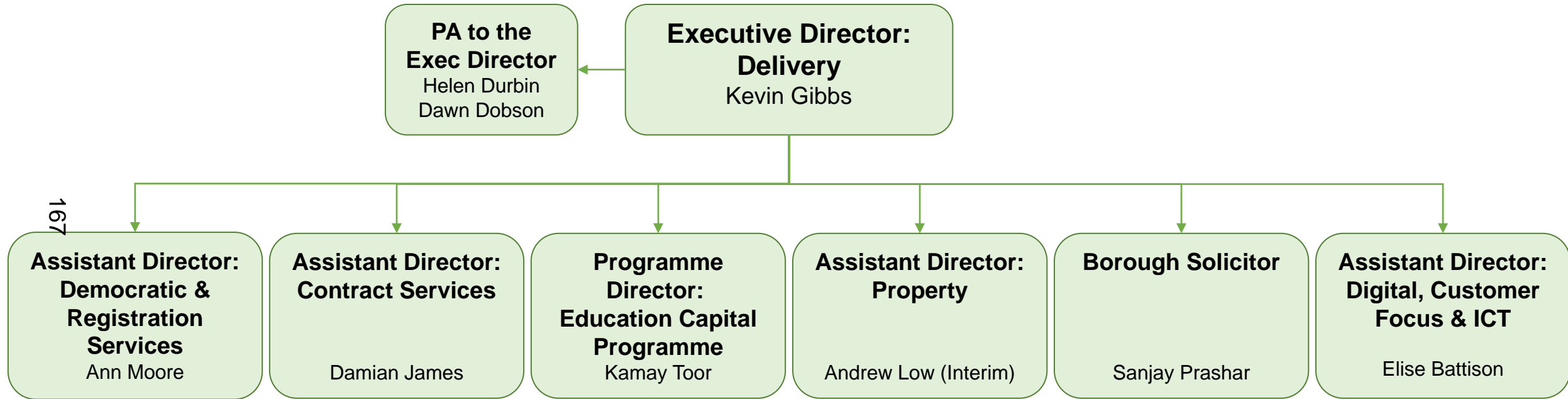
We'll do this by:

- Delivering resident focussed services within the defined budget with available resources.
- Developing new strategies and policies that deliver the most effective services for residents.
- Looking for ways to innovate with existing technology to enhance points of contact and access to services.
- Working closely with our partners and contractors to maintain strong relationships.

Our Directorate

Who we are

As of March 2024



Our Services

Contract Services

- Environmental Services (waste, street cleansing, verges, grounds maintenance)
- Parking Management & Enforcement
- Emergency Planning and resilience
- Public Protection Partnership
- Leisure Services
- Cremation & Burial Spaces
- Climate Change Strategy

Legal Services

- Corporate Legal Work (Monitoring Office)
- Employment law
- Planning and Highways
- Litigation
- Contracts & Procurement
- Property
- Social Services (children's and adults)
- Debt Recovery
- Education

Property Services

- Construction & Maintenance
- Capital Projects
- Asset Management
- Acquisitions & Disposals
- Commercial Landlord
- Facilities and Digital post
- Room management
- Health & Safety
- Community Hubs

Digital, Customer Focus and ICT

- Customer Services
- Digital Change & Service Improvement
- IT Operations & Cloud Services
- Projects and Business Relationships
- Technical Infrastructure
- Data Protection & Information Management

Democratic & Registration Services

- Democratic and Scrutiny Services
- Electoral Services
- Councillor Services
- Registration Services
- Census 2021
- Corporate Complaints

Executive Director's Office

- Library Service
- Arts, Culture and Heritage
- Client: South Hill Park Trust

Our Service Plan

Context

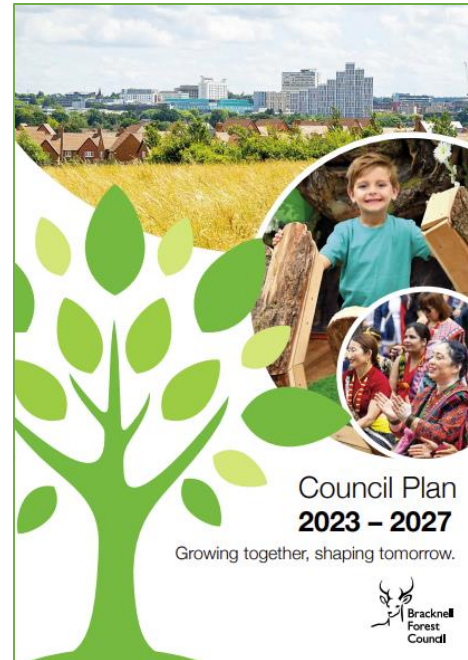
This service plan describes how our directorate is working towards the delivery of the Council Plan goals. It presents the first year of strategic activity. Our strategic actions focus on achieving the goals within the three priorities of the plan and activity on how we will be an ambitious, resilient and sustainable organisation.

Throughout the plan there are cross-cutting principles that will underpin the work that is delivered. More information about these strategies can be found online:

- [Equality Scheme](#)
- [Bracknell Forest Health and Wellbeing Strategy](#)
- [Climate Change Strategy](#)

The full Council Plan is also available online:

[Council Plan 2023 - 2027](#)



Growing together, shaping tomorrow



Borough priorities:

Engaged and healthy communities

Thriving and connected economy

Green and sustainable environment

Ambitious, resilient and sustainable organisation

Value · Residents · Climate · Quality · Partnership · Workforce

Our Service Plan

Service Context

The budget challenges are well known and will impact on service delivery in relation to the savings identified for the 24/25 financial year. The department risk register identifies the relevant risk areas for the year with mitigation where appropriate.

A focus on climate change is a high priority for the Department and is threaded through the Council plan and this service plan.

Current Climate

A corporate restructure, if approved, will result in the Property team moving into the Place Directorate and Community team moving into the directorate.

A realignment of Library services into Customer services over the next 48 months with an ambition to extend use of library spaces to better support local community need.

Key Drivers for Service

- New legislation as part of the Environment Act will need to be considered in 24/25 as implementation of some aspects of the Simpler Recycling element were due to be introduced from March 2026.
- Changes to legislation from the Data Protection and Digital Information Bill.
- Identifying opportunity for improved digital engagement with services to extend availability.

The team develops, implements, and monitors the following strategies and plans:

- Climate Change Strategy
- Climate and biodiversity emergency actions
- Councillor Development Strategy
- Safety Valve Programme
- Digital and ICT Strategy
- Customer Experience Strategy

Budget Position

Revenue Budget

The Delivery directorate has a gross expenditure cash budget of £39.147m with £-20.707m of income, making a planned net spend of £18.440m. The gross budget includes £9.470m for staffing.

Savings

The 2024-25 budgets include savings of £0.828m.

The key themes adopted in making the savings were:

- Reductions in service budgets where levels of demand have decreased, underspends have been achieved in previous years or closure of a building will save £0.219m
- Reductions in service budgets not linked to changes in level of demand or previous underspends, will achieve £0.122m
- Additional income achievable of £0.292m
- Staffing reductions of £0.195m

Capital Budget

The 2024-25 in-year capital programme totals £3.937m. There will also be carry forwards from the 2023-24 financial year. The outline amounts for 2025-26 and 2026-27 are £2.062m and £0.490m respectively where full requirements are being evaluated.

Pressures

The budget includes pressures of £1.306m.

These pressures can be analysed into the following broad categories:

- Reduction in income targets due to reduced demand £0.142m.
- Revenue implications of Capital Programme scheme £0.130m
- Increase in service budgets to support increased demand £1.034m

Financial Risks

The Delivery directorate has identified the following budget that could pose a risk to the Council's overall financial position, principally because it is vulnerable to significant changes in demand for the service:

Service Area	Budget £000	Comments
Commercial Property	(8,045)	Increased voids and void periods, resulting in reduced income.

Workforce Position

Staffing position

For the department as at 1 January 2024, there is an overall headcount of 212 staff in post made up from 187 employees, 19 casuals and 6 temporary agency staff.

Pressures

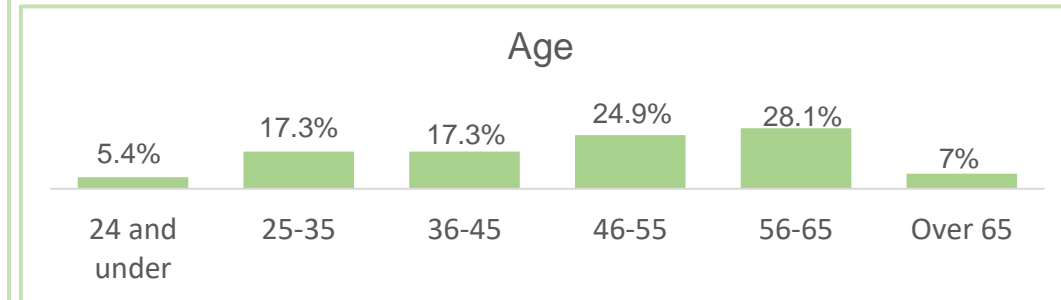
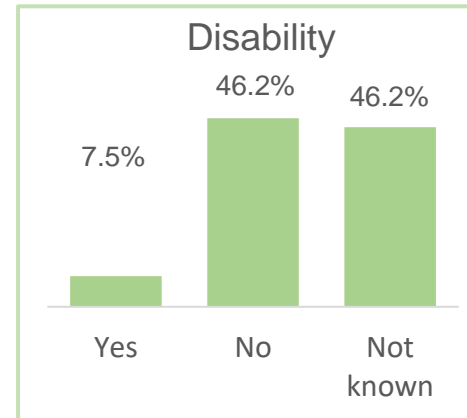
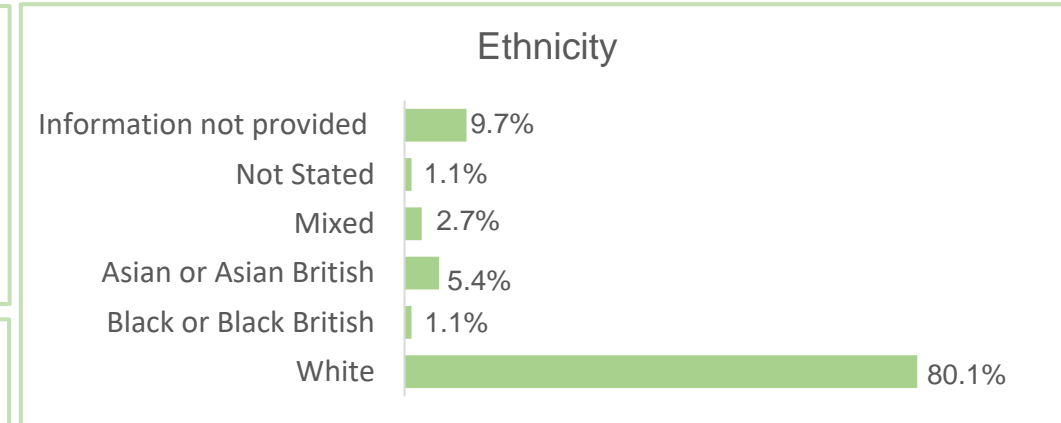
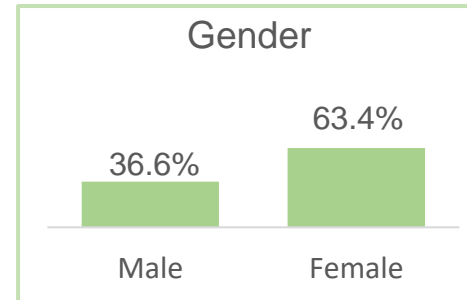
Staff voluntary turnover as of 1 January 2024 was 13.5%.

The estimated annual average sickness rate per employee is 7.03 days.

Workforce Risks

The Delivery directorate has identified several aspects of workforce management that are at risk of causing staffing pressures for the plan period and could therefore affect the delivery of the actions set out in the service plan.

Workforce demographics as of January 2024



Risk	Comments
Hard to Recruit Posts	Senior Network Officer, Lawyers
Specialist Staff Leaving	Managers within Property



Priority one: Engaged and healthy communities

Engaged and healthy communities

Thriving and connected economy

Green and sustainable environment

Ambitious and resilient organisation

“To help create opportunities where people can succeed, be happy and feel safe.”

Council Plan goals

1. Children have quality education and opportunities to fulfil their potential.
2. Every child is safe as they grow up, where support puts family first.
3. Residents can access appropriate care, suitable for a changing population.
4. The diverse and growing population is healthy and active.
5. Community development and spaces encourage a cohesive and engaged community.
6. Residents have a safe and affordable place to live.

Annual actions set out specific activity to be undertaken in the next year. They complement and build on existing strategies. These include, but are not limited to, the council’s Equality scheme, Health and Wellbeing strategy and Climate Strategy.

Ref.	Goal	Annual actions (1 st April 2024 – 31 st March 2025)	Due date	Lead officer	Link to other strategies/underpinning principles
COM.1.04	1	To complete a new SEMH resource provision at Sandhurst and near completion of a new provision at Edgbarrow school.	31 March 2025	Programme Director: Schools Capital And Property	SEND strategy Safety Valve
COM.1.05	1	To complete the design process (to RIBA stage D) and construction tender for new special educational needs schools at Bucklers Park and Warfield.	31 March 2025	Programme Director: Schools Capital And Property	SEND strategy Safety Valve
COM.4.06	4	To assess and commence the delivery outputs from the 10yr Sports & Leisure Strategy (due end of March 2024).	31 March 2025	Assistant Director: Contract Services	Health and Wellbeing Strategy
COM.5.09	5	To deliver the Bracknell Leisure Centre refurbishment project in partnership with Everyone Active.	30 June 2024	Assistant Director: Contract Services	Health and Wellbeing Strategy



Priority one: Engaged and healthy communities

Engaged and healthy communities

Thriving and connected economy

Green and sustainable environment

Ambitious and resilient organisation

Key results are identified in the Council Plan to measure progress being made towards our goals. They are outcome focused for residents and will often require many partners, organisations and the community to influence the outcome.

Performance indicators are specific metrics that have a performance related target. These provides information to review service performance in the context of the Council Plan goals.

Ref.	Goal	Indicators (performance targets)	Baseline	Year 1 2024/25	Year 2 2025/26	Year 3 2026/27	Lead officer
1.5.1.KR	5	Number of visits to Bracknell Forest Libraries (physical visits to all libraries buildings, excl. home library)	220,000	250,000	285,000	325,000	Assistant Director: Customer Experience, Digital and IT
1.1.1.PI	1	Percentage of school construction projects rated Good or Excellent	80%	80%	80%	80%	Head of Strategic Asset Management
1.1.1.PI	1	Percentage of school admission appeals upheld	20%	20%	20%	20%	Assistant Director: Democratic & Registration Services
1.4.1.PI	4	Total number of visits to leisure facilities managed by Everyone Active	1,300,000	1,365,000	1,433,250	1,504,912	Assistant Director: Contract Services
1.4.2.PI	4	Number of children and young people visits to leisure facilities managed by Everyone Active (under 16yrs)	370,000	380,850	400,792	420,831	Assistant Director: Contract Services
1.4.3.PI	4	Number of older people visits to leisure facilities managed by Everyone Active (64yrs plus)	83,000	87,150	91,507	96,082	Assistant Director: Contract Services
1.4.4.PI	4	Number of visits by customers with a disability to leisure facilities managed by Everyone Active	3,500	3,675	3,858	4,050	Assistant Director: Contract Services
1.4.5.PI	4	Number of visits by customers under the active communities or health and wellbeing programme to leisure facilities managed by Everyone Active	2,500	2,625	2,756	2,893	Assistant Director: Contract Services



Priority two: Thriving and connected economy

Engaged and healthy communities

Thriving and connected economy

Green and sustainable environment

Ambitious and resilient organisation

“Upskilling residents will open more opportunities to work within the borough, strengthening our economy.”

Council Plan goals

1. Resident skills are enhanced, meeting local employment needs.
2. Bracknell town centre continues to thrive and be a destination of choice.
3. Town, village and neighbourhood centres are thriving hubs for community activity.
4. Businesses have the space, environment, and support to adapt and grow.

Annual actions set out specific activity to be undertaken in the next year. They complement and build on existing strategies. These include, but are not limited to, the council’s Equality scheme, Health and Wellbeing strategy and Climate Strategy.

Ref	Goal	Annual actions (1 st April 2024 – 31 st March 2025)	Due date	Lead officer	Link to other strategies/underpinning principles
ECN.1.01	1	To provide ICT knowledge and expertise to Community Learning team at the Open Learning Centre for the provision and implementation of a new management Information System to enable improved planning, resource and delivery of courses.	31 March 2025	Assistant Director; Digital, Customer Focus and ICT	Digital and ICT Strategy Customer Experience Strategy Equality Scheme
ECN.2.01	2	Complete options appraisal for High Street Car Park and to seek approval for the future development.	31 March 2025	Assistant Director: Property Services	Asset Management Board
ECN.2.02	2	Seek opportunities for grant funding through the One Public Estate and Home England, to unlock and support future development.	31 March 2025	Assistant Director: Property Services	Asset Management Board and Joint Venture Board Business Change
ECN.4.01	4	Deliver the poll for the establishment of a Business Improvement District (BID) for the Southern & Western Business Area.	31 December 2024	Assistant Director: Democratic & Registration Services	Economic Strategy



Priority two: Thriving and connected economy

Engaged and healthy communities

Thriving and connected economy

Green and sustainable environment

Ambitious and resilient organisation

Key results are identified in the Council Plan to measure progress being made towards our goals. They are outcome focused for residents and will often require many partners, organisations and the community to influence the outcome.

Ref.	Goal	Indicators (performance targets)	Baseline	Year 1 2024/25	Year 2 2025/26	Year 3 2026/27	Lead officer
2.3.1.KR	3	Percentage of neighbourhood centres passing the regular street cleansing checks – to contract standard	<i>New</i>	90%	90%	90%	Assistant Director: Contract Services
2.4.2.KR	3	Percentage of occupied units on neighbourhood parades owned by the council	100%	100%	100%	100%	Head of Strategic Property
2.4.3.KR	4	Percentage of occupied light industrial units owned by the council	94%	95%	95%	95%	Head of Strategic Property

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Priority three: Green and sustainable environment

Engaged and healthy communities

Thriving and connected economy

Green and sustainable environment

Ambitious and resilient organisation

“To further encourage all residents to make the most of our brilliant local environment, whilst ensuring that it is sustainable for the future.”

Council Plan goals

1. There is collective action to address and adapt to the climate and biodiversity emergency.
2. Our green spaces and parks foster sustainability, biodiversity, and wellbeing.
3. Local transport networks provide choice in travel.

Annual actions set out specific activity to be undertaken in the next year. They complement and build on existing strategies. These include, but are not limited to, the council’s Equality scheme, Health and Wellbeing strategy and Climate Strategy.

Ref.	Goal	Annual actions (1 st April 2024 – 31 st March 2025)	Due date	Lead officer	Link to other strategies/ underpinning principles
ENV.1.03	1	To support the creation of a Community Climate Emergency Strategy.	31 December 2024	Assistant Director: Contract Services	Climate Change Strategy Health & Wellbeing Strategy Housing & Transport strategies Equality Scheme
ENV.1.04	1	To refresh the Council’s Climate Change Strategy.	31 December 2024	Assistant Director: Contract Services	Climate Change Strategy
ENV.1.05	1	Respond to Environment Act 2021 waste sector reforms by providing the same recycling services to be available for all.	31 March 2025	Assistant Director: Contract Services	Climate Change Strategy
ENV.1.06	1	To successfully procure and implement a new multi module system within Place, Planning and Regeneration to support teams with their obligations under Biodiversity Net Gain and Tree conservation.	31 March 2025	Assistant Director; Digital, Customer Focus & ICT	Climate Change Strategy



Priority three: Green and sustainable environment

Engaged and healthy communities

Thriving and connected economy

Green and sustainable environment

Ambitious and resilient organisation

Key results are identified in the Council Plan to measure progress being made towards our goals. They are outcome focused for residents and will often require many partners, organisations and the community to influence the outcome.

Performance indicators are specific metrics that have a performance related target. These provides information to review service performance in the context of the Council Plan goals.

Ref.	Goal	Indicators (performance targets)	Baseline	Year 1 2024/25	Year 2 2025/26	Year 3 2026/27	Lead officer
3.1.1.KR	1	Recycling contamination rate - percentage of material collected from blue bins that is incorrect material	15% (2022/23)	15%	14%	14%	Assistant Director: Contract Services
3.1.1.PI 178	1	Recycling rate – percentage of household waste sent for reuse, recycling and composting	54.5%	55%	55%	55%	Assistant Director: Contract Services
3.1.2.PI	1	Landfill rate – percentage of municipal waste landfilled	8.5%	<10%	<10%	<10%	Assistant Director: Contract Services

* Note different reporting periods due to statistical source delay



Priority three: Green and sustainable environment

Engaged and healthy communities

Thriving and connected economy

Green and sustainable environment

Ambitious and resilient organisation

Contextual indicators are also outcome focused and reflect the wider community. These will include indicators where a performance related target is not appropriate but offers information relevant to the delivery of services and Council Plan goals.

Ref.	Goal	Indicators (context forecasts/estimates)	Baseline	Year 1 2024/25	Year 2 2025/26	Year 3 2026/27	Lead officer
3.1.2.KR	1	Percentage of all homes that have a SAP rating of Band C or above (incl. Park Homes)	52%	53%	54%	55%	Assistant Director: Contract Services
3.1.4.KR 179	1	Total emissions for territorial emissions within council area (excl motorways/rail but includes domestic usage. (kT Co2e)	407.6* (2021)	389.4* (2022)	371.1* (2023)	352.8* (2024)	Assistant Director: Contract Services
3.1.1.Cl	1	Renewable energy generated through Council estate, including maintained schools (Kw)	493,643	621,990	562,753	592,371	Assistant Director: Property Services

* Note different reporting periods due to statistical source delay



Internal priority: Ambitious, resilient & sustainable organisation

Engaged and healthy communities

Thriving and connected economy

Green and sustainable environment

Ambitious and resilient organisation

“The Council Plan sets out a fourth priority to be an ambitious, resilient and sustainable organisation. This will enable us to achieve our goals.”

Council Plan goals

1. We deliver quality services, seeking ways to improve.
2. We prioritise finances effectively, delivering value for money.
3. We lead in reducing our carbon footprint.
4. We work directly and jointly with residents.
5. Our workforce is stable, connected, skilled and motivated.
6. Our partnerships maximise resources and skills.

Annual actions set out specific activity to be undertaken in the next year. They complement and build on existing strategies. These include, but are not limited to, the council’s Equality scheme, Health and Wellbeing strategy and Climate Strategy.

Ref.	Goal	Annual actions (1 st April 2024 – 31 st March 2025)	Due date	Lead officer	Link to other strategies/underpinning principles
ORG.1.04	1	Implement the outstanding provisions of the Elections Act 2022.	30 September 2024	Assistant Director: Democratic & Registration Services	
ORG.1.05	1	Review Registration & Electoral Services to create an effective, resilient service.	30 September 2024	Assistant Director: Democratic & Registration Services	
ORG.1.06	1	Undertake review of Council constitution.	31 December 2024	Borough Solicitor	
ORG.1.07	1	Implement the Strong Heath / London Road, changing place toilet facility, charging hub and associated solar farm.	31 March 2025	Executive Director: Place, Planning & Regeneration	Climate Change Strategy
ORG.1.08	1	Implement a revised legal service offer.	31 March 2025	Borough Solicitor	



Internal priority: Ambitious, resilient & sustainable organisation

Engaged and healthy communities

Thriving and connected economy

Green and sustainable environment

Ambitious and resilient organisation

Council Plan goals

1. We deliver quality services, seeking ways to improve.
2. We prioritise finances effectively, delivering value for money.
3. We lead in reducing our carbon footprint.
4. We work directly and jointly with residents.
5. Our workforce is stable, connected, skilled and motivated.
6. Our partnerships maximise resources and skills.

Ref.	Goal	Annual actions (1 st April 2024 – 31 st March 2025)	Due date	Lead officer	Link to other strategies/underpinning principles
ORG.1.09	1	Support councillors to develop their skills and knowledge to be effective in their role(s), make sound decisions, undertake effective scrutiny and use technology to facilitate the democratic process.	31 March 2025	Assistant Director: Democratic & Registration Services	Councillor Development Strategy
ORG.1.10	1	Support the development of the overview and scrutiny function to provide effective challenge and deliver a programme of high-quality reviews which support delivery of the council's objectives.	31 March 2025	Assistant Director: Democratic & Registration Services	
ORG.1.11	1	Deliver the Police & Crime Commissioner election and unscheduled polls without legal challenge.	31 March 2025	Assistant Director: Democratic & Registration Services	
ORG.1.12	1	Implement an improved Freedom of Information process and publication scheme to ensure transparency and visibility to the general public.	30 September 2025	Assistant Director; Digital, Customer Focus and ICT	
ORG.1.13	1	Establish an effective and consistent corporate complaints policy supported by the implementation of a complaint management system to promote compliance and provide data insights that support learning and improvement	31 March 2025	Assistant Director: Democratic & Registration Services	Equality Scheme
ORG.1.14	1	Respond to and implement any changes required from the Data Protection and Digital Information Bill.	31 March 2025	Assistant Director; Digital, Customer Focus and ICT	



Internal priority: Ambitious, resilient & sustainable organisation

Engaged and healthy communities

Thriving and connected economy

Green and sustainable environment

Ambitious and resilient organisation

Council Plan goals

1. We deliver quality services, seeking ways to improve.
2. We prioritise finances effectively, delivering value for money.
3. We lead in reducing our carbon footprint.
4. We work directly and jointly with residents.
5. Our workforce is stable, connected, skilled and motivated.
6. Our partnerships maximise resources and skills.

Ref.	Goal	Annual actions (1 st April 2024 – 31 st March 2025)	Due date	Lead officer	Link to other strategies/ underpinning principles
ORG.2.01	2	Creation of new strategies of Digital, Customer Focus and ICT (including Information Governance).	31 December 2024	Assistant Director; Digital, Customer Focus and ICT	Climate Change Strategy
ORG.2.02	2	Review and implement updated retention and destruction policy in line statutory requirements and changed local policy to reduce hosting, storage costs as well as to assure adherence to Data Protection principles.	31 March 2025	Assistant Director; Digital, Customer Focus and ICT	
ORG.2.03	2	To identify properties for inclusion on the flexible receipts disposals programme and to sell properties to achieve the yearly target for capital receipts.	31 March 2025	Assistant director: Property Services	Business Change
ORG.2.04	2	Increased automation approach to reduce manual processes where they remain and increase capacity of associated resources.	31 March 2025	Assistant Director; Digital, Customer Focus and ICT	Digital and ICT strategy
ORG.4.04	4	Investigate feasibility for calculating the Council's scope 3 greenhouse gas emissions.	31 March 2025	Assistant Director: Contract Services	
ORG.4.05	4	Lead a corporate approach for a Digital "front door", setting the organisations standards of adherence.	31 March 2025	Assistant Director; Digital, Customer Focus and ICT	Customer Experience Strategy Business Change
ORG.4.06	4	Integrate a co-design approach to the agreed activities and outputs of the Efficiency and Digitisation programme.	31 March 2025	Assistant Director; Digital, Customer Focus and ICT	Business Change
ORG.5.01	5	Lead the Workforce: Retention and Recruitment change programme to successful deliver its year 1 financial and non-financial benefits.	31 March 2025	Executive Director: Delivery	Business Change



Internal priority: Ambitious, resilient & sustainable organisation

Engaged and healthy communities

Thriving and connected economy

Green and sustainable environment

Ambitious and resilient organisation

Performance indicators are specific metrics that have a performance related target. These provides information to review service performance in the context of the Council Plan goals.

Ref.	Goal	Indicators (performance targets)	Baseline	Year 1 2024/25	Year 2 2025/26	Year 3 2026/27	Lead officer
4.1.01.PI	1	Percentage of complaints investigated and upheld by the Local Government & Social Care Ombudsman	60%	72%	60%	60%	Assistant Director: Democratic & Registration Services
4.1.02.PI	1	Percentage of Subject Access Request (SAR) processed within statutory timeframes	68%	75%	80%	80%	Assistant Director; Digital, Customer Focus and ICT
4.1.03.PI	1	Percentage of Freedom of Information (FOI) requests completed within statutory timeframes	75%	80%	85%	90%	Assistant Director; Digital, Customer Focus and ICT
4.1.04.PI	1	Percentage of council-wide corporate complaints responded to within agreed timescale	New	75%	80%	85%	Assistant Director: Democratic & Registration Services
4.1.05.PI	1	Percentage of corporate maintenance projects completed on time and on budget	70%	70%	70%	70%	Head of Strategic Asset Management
4.1.10.PI	1	Percentage of data breaches reportable to ICO	7%	7%	5%	3%	Assistant Director: Digital, Customer Focus and ICT



Internal priority: Ambitious, resilient & sustainable organisation

Engaged and healthy communities

Thriving and connected economy

Green and sustainable environment

Ambitious and resilient organisation

Contextual indicators are also outcome focused and reflect the wider community. These will include indicators where a performance related target is not appropriate but offers information relevant to the delivery of services and Council Plan goals.

Ref.	Goal	Indicators (context forecasts/estimates)	Baseline	Year 1 2024/25	Year 2 2025/26	Year 3 2026/27	Lead officer
4.1.1.CI	1	Percentage of near miss data breaches	10%	15%	15%	15%	Assistant Director; Digital, Customer Focus and ICT
4.1.2.CI	1	Number of wedding ceremonies/civil partnerships conducted in the Council's ceremony rooms	187	187	196	206	Assistant Director: Democratic & Registration Services
4.2.1.CI	2	Section 106 income recovered	£117,500	£117,500	£117,500	£117,500	Legal Services Manager-Place
4.3.1.CI	3	Scope 1 and 2 emissions from direct Council operations (consumption of fossil fuels including heating, electricity consumption and fleet fuel) (T Co2e)	3,033	2,789	2,544	2,300	Assistant Director: Contract Services
4.4.1.CI	4	Number of electors on the register	92,105	92,105	92,105	92,105	Assistant Director: Democratic & Registration Services
4.4.2.CI	4	Number of properties listed on the electoral register	55,405	55,800	56,300	56,800	Assistant Director: Democratic & Registration Services
4.4.3.CI	4	Number of permanent postal voters	12,696	12,696	12,696	12,696	Assistant Director: Democratic & Registration Services

Supporting projects

Supporting projects reflect strategically important projects that may not otherwise be captured in the Council Plan. This can reflect new, emerging priorities that were not part of the original Council Plan.

Annual actions set out specific activity to be undertaken in the next year. They complement and build on existing strategies. These include, but are not limited to, the council's Equality scheme, Health and Wellbeing strategy and Climate Strategy.

Ref.	Annual actions (1 st April 2024 – 31 st March 2025)	Due date	Lead officer	Link to other strategies/ underpinning principles
SP.01	To make provisions for extending burial space capacity within the borough	31 March 2025	Assistant Director: Contract Services	Local Plan

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People Directorate

Growing together, Shaping tomorrow



Service Plan 2024-25

Executive Director: People

Grainne Siggins

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Our Directorate

What we do:

Our range of People services cover some of the most critical safeguarding, support and education services in Bracknell Forest.

We consist of Social care, Housing and Welfare, Education, Commissioning and Early Help.

We provide services and support 24 hours a day, all year round to some of Bracknell Forest's most vulnerable people.

This is whilst ensuring our young people receive the best education and our communities are supported to be independent and resilient.

We protect you from harm if you need us, helping you to get support so that you can be physically and emotionally healthy. We work with you to get support so you can be independent and resilient.

We'll do this by:

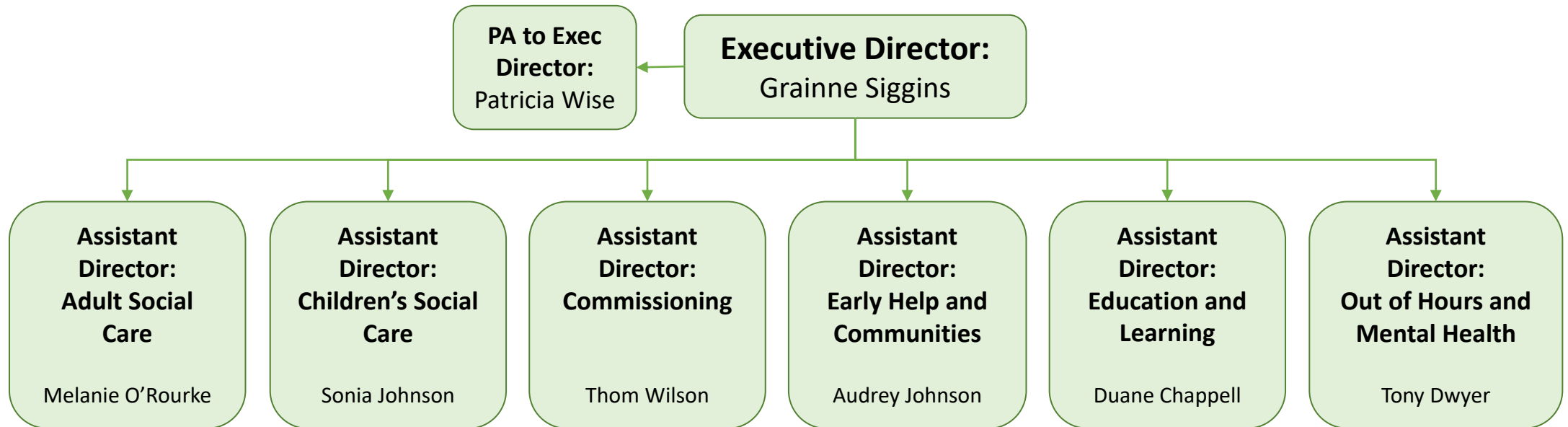
- Focusing on our learning and quality practice.
- Integrating services with partners.
- Providing information and choice.
- Focusing on what is most

Our Directorate

Who we are

As of March 2024

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Our Services

Children's Social Care

- First Response and Youth Justice
- Life Chances
- Family Safeguarding
- Specialist Services

Adult Social Care

- Adult Community Team
- Intermediate Care Service
- Learning Disability and Autism Services

Early Help and Communities

- Housing
- Welfare
- Community Safety
- Early Help

Commissioning

- Commissioning
- People Safeguarding
- People Quality Assurance
- Business Intelligence

Mental Health and Out of Hours

- Community Mental Health Team (CMHT)
- CMHT Older Adults
- Emergency Duty Service
- Forestcare
- Drug and Alcohol Service

Education and Learning

- SEND and Specialist Support Services
- School Standards
- Property Places and Admissions
- Business Relationships
- Information Advice and Support Service
- Early Years
- Virtual School

Our Service Plan

Context

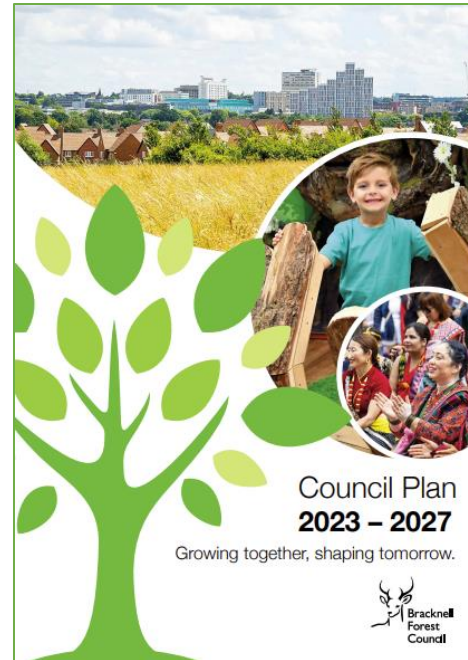
This service plan describes how our directorate is working towards the delivery of the Council Plan goals. It presents the first year of strategic activity. Our strategic actions focus on achieving the goals within the three priorities of the plan and activity on how we will be an ambitious, resilient and sustainable organisation.

Throughout the plan there are cross-cutting principles that will underpin the work that is delivered. More information about these strategies can be found online:

- [Equality Scheme](#)
- [Bracknell Forest Health and Wellbeing Strategy](#)
- [Climate Change Strategy](#)

The full Council Plan is also available online:

[Council Plan 2023 - 2027](#)



Growing together, shaping tomorrow



Borough priorities:

Engaged and healthy communities

Thriving and connected economy

Green and sustainable environment

Ambitious, resilient and sustainable organisation

Value · Residents · Climate · Quality · Partnership · Workforce

Our Service Plan

Service context

Our vision is to ensure that all children and young people, families, adults and communities of Bracknell Forest are supported to be safe from harm, resilient, independent and able to contribute to our community.

We achieve this by working collaboratively to deliver the priorities within the corporate plan whilst focusing on meeting the needs of our most vulnerable residents. There will also be a specific focus on our working arrangements with some key partners as they advance local structural changes within their organisations.

We will advance changes to further strengthen the structure within the people directorate in order to improve resilience and strengthen our offer to residents and partners.

An additional focus this year will be the assurance of adult social care by the care quality commission as all councils will be assured within the next 24 months.

Key drivers

Nationally, there is an increase in demand for adults and children's services, housing and welfare support, this is mirrored in Bracknell Forest. This is coupled with an increase in cost of the services which are needed to meet the needs of our residents.

We will continue to work closely with our health colleagues and other partners to understand the needs of our residents and continue to develop key strategies to meet these needs. This includes finalising the all-age integrated carers strategy, developing a joint dementia strategy, developing a youth strategy and an all-age integrated autism strategy.

As we continue to implement our SEND Strategy and advance broader developments as part of our SEND improvement journey, ensuring that we meet the needs of our children with SEND is key. The development of a disability needs assessment will assist in long term planning and associated developments.

We will be developing plans to implement national policies such as Working Together to Safeguard Children 2023 and to implement Stable Homes, Built on Love.

Current climate and challenges

- Increase in demand for services
- Increase in cost of care and support services;
- Managing provider landscape - working with providers to ensure that there is sufficient service capacity to meet local needs;
- Ensuring sufficiency in the workforce via the workforce strategy and corporate workforce priority
- Implementing the SEND strategy and SEND improvement plans whilst demand for SEND services and support is increasing;

People Directorate: Budget Position

Revenue Budget

For the Department, the 2024/25 cash budget is £77.722m. The gross budget is higher than this as there are government grants that fund significant amounts of expenditure, most notably the Schools Budget at £124.27m Housing Benefits at £19.200m.

Savings

The 2024-25 budgets include savings of 2.731m

The key themes adopted in making the savings were:

- Promoting independence £0.948m
- Managing the market £0.300m
- Managing external Grants £0.500m
- Children placements reduction £0.334m
- Early years income £0.253m
- Number of smaller savings such as releasing surplus budgets and renegotiating contracts and use of grant funding that together total £0.396m

Pressures

The budget includes pressures of £4.301m

These pressures can be analysed into the following broad categories:

- Demographic growth £1.463m
- Children transitioning to Adults £0.841m
- Special Education Needs (SEN) Team: Restructure £0.578m
- Home to school Transport/ Fleet £0.256m
- Contribution to Council Statutory Education services £0.265m
- Expenditure to match additional social care grant £0.753m
- Other small pressures £0.145m

Resources: Workforce Position

Staffing position

For the department, there is an overall headcount of 931 staff in post made up from 725 employees, 111 casuals and 95 temporary agency staff.

Pressures

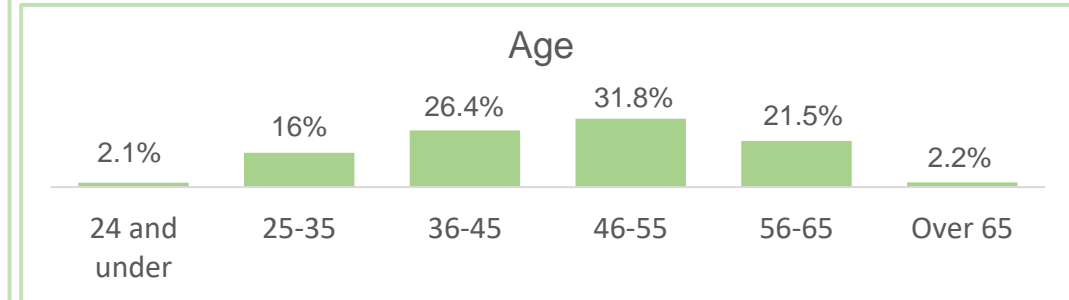
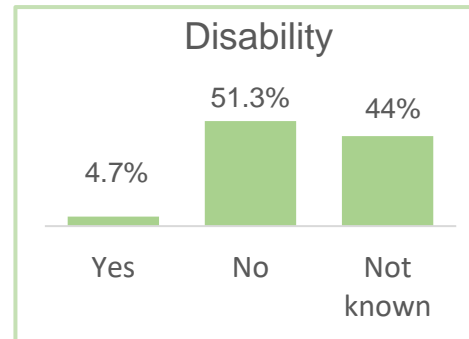
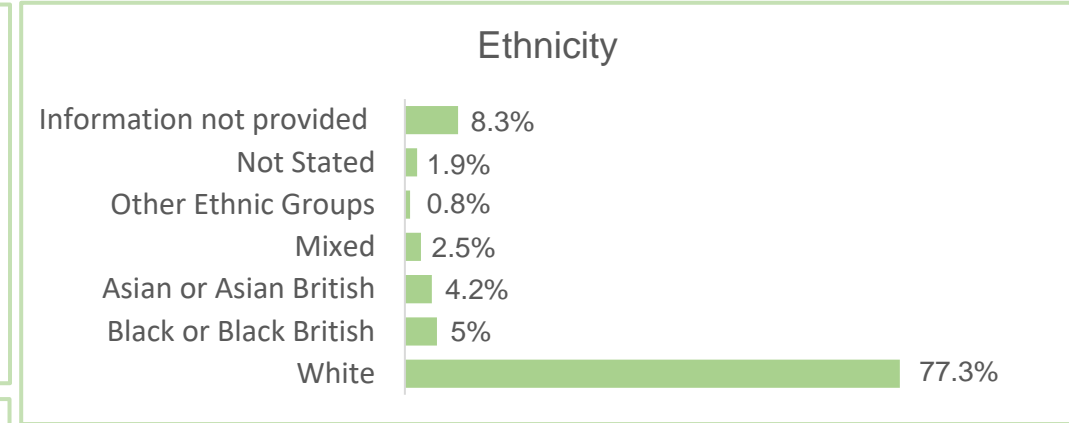
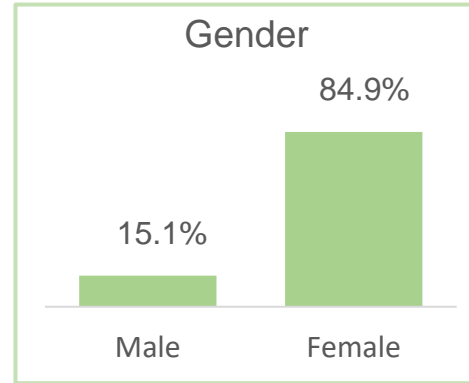
Staff voluntary turnover as of 1 January 2024 was 12.7%.

The estimated annual average sickness rate per employee is 9.20 days.

Workforce Risks

The People directorate has identified several aspects of workforce management that are at risk of causing staffing pressures for the plan period and could therefore affect the delivery of the actions set out in the service plan.

Workforce demographics as of January 2024



Risk	Comments
Hard to Recruit Posts	Social Workers, Occupational Therapists, Approved Mental Health Practitioners, SEND Officers, Conference & Review Manager, Educational Psychologists



Priority one: Engaged and healthy communities

Engaged and healthy communities

Thriving and connected economy

Green and sustainable environment

Ambitious and resilient organisation

“To help create opportunities where people can succeed, be happy and feel safe.”

Council Plan goals

1. Children have quality education and opportunities to fulfil their potential.
2. Every child is safe as they grow up, where support puts family first.
3. Residents can access appropriate care, suitable for a changing population.
4. The diverse and growing population is healthy and active.
5. Community development and spaces encourage a cohesive and engaged community.
6. Residents have a safe and affordable place to live.

Annual actions set out specific activity to be undertaken in the next year. They complement and build on existing strategies. These include, but are not limited to, the council’s Equality scheme, Health and Wellbeing strategy and Climate Strategy.

Ref.	Goal	Annual actions (1 st April 2024 – 31 st March 2025)	Due date	Lead officer	Link to other strategies/underpinning principles
COM.1.01	1	Finalise the new Bracknell Forest youth strategy and develop action plan.	30 June 2024	Head of Early Help	Youth Strategy Early Help strategy & Plan 2023 Healthy and Wellbeing Strategy Equality Scheme
COM.1.02	1	Complete the first intake of 5 students at a new Sandhurst special educational needs resource.	30 September 2024	Assistant Director: Education and Learning	SEND strategy 2023-2026 Safety Valve
COM.1.03	1	Reduce placements to independent secondary schools for children with autism by engaging with schools and parents to ensure successful and lasting transition between KS2 and KS3 mainstream schools	31 March 2025	Assistant Director: Education and Learning	Written Statement of Action Equality Scheme
COM.1.06	1	Delivery of a new All-Age Autism Strategy.	31 March 2025	Assistant Director: Commissioning	Health & Care Plan SEND strategy Equality Scheme
COM.1.07	1	Support the development of a new SEND school at Bucklers Park under the delivery of the Written Statement of Action with commitment to the Safety Valve Programme.	31 March 2025	Assistant Director: Education and Learning	SEND strategy 2023-2026 Written Statement of Action



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Ref.	Goal	Annual actions (1 st April 2024 – 31 st March 2025)	Due date	Lead officer	Link to other strategies/ underpinning principles
COM.1.08	1	Develop a Sufficiency Strategy for SEND and Alternative Provision, alongside a broader Alternative Provision Commissioning Strategy.	31 March 2025	Assistant Director: Commissioning	SEND strategy 2023-2026
COM.1.09	1	Co-produce a new learning and achievement strategy that aims to improve outcomes for all pupils, but particularly disadvantaged pupils and those with SEND.	31 March 2025	Assistant Director: Education and Learning	People Directorate Strategy Equality Scheme
COM.1.10	1	Extend the Quality Assurance framework to include early help.	31 March 2025	Head of Early Help	BFC Quality Assurance Strategy 2021
COM.1.11	1	Successfully implement the expansion to the Early Years entitlements and early years childcare programme, following Early Years statutory guidance and Wraparound care requirements.	31 March 2025	Head of Early Years	
COM.1.12	1	Implement and embed the new Bracknell Forest Graduated Approach programme with all schools and educators.	31 March 2025	Strategic Lead for SEND Specialist Support Services	Written Statement of Action, SEND Strategy, Safety Valve
COM.2.01	2	Lead on a Southeast collaborative project to develop a new approach to Foster Care as part of the DfE Fostering recruitment and retention project.	31 March 2025	Head of Life Chances	Sufficiency Strategy 2021-2025
COM.2.02	2	Develop a co-produced all-age exploitation strategy.	31 March 2025	Head of Community Safety	Serious Violence Strategy 2024-2027 Community Safety Plan 2024-2027



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Ref.	Goal	Annual actions (1 st April 2024 – 31 st March 2025)	Due date	Lead officer	Link to other strategies/ underpinning principles
COM.3.01	3	Adopt and implement a home first approach for discharge from hospital.	30 September 2024	Assistant Director: Adult Social Care	Health and Wellbeing Strategy
COM.3.02	3	Evaluate phase one of adult social care operating model.	30 September 2024	Executive Director: People	Adults and Health Plan
COM.3.03	3	Co-produce an adult social care annual report to engage with residents on feedback for the future.	30 December 2024	Executive Director: People	Equality Scheme
COM.3.04	3	Co-design and implement phase two of the social care operating model.	31 March 2025	Executive Director: People	Adults and Health Plan Children and Young People Plan
COM.6.01	6	Implementation of a new housing allocations policy post consultation.	30 September 2024	Head of Housing	Housing Strategy 2023-2028 Homelessness Strategy 2021-2026
COM.6.02	6	Develop a Supplementary Planning document in relation to Affordable Housing Supply.	30 September 2024	Head of Housing	Local Plan
COM.6.03	6	Carry out a local needs assessment of crime and disorder, conduct consultation and develop a new 3-year Community Safety Plan.	31 March 2025	Head of Community Safety	Community Safety Plan 2024-2027
COM.6.04	6	Ensure sufficient resource is available prevent and relieve rough sleeping, utilising the annual count to inform the required level of need and resources required.	31 March 2025 (as ongoing)	Head of Housing	Housing Strategy 2023-2028 Homelessness Strategy 2021-2023 Equality Scheme



Priority one: Engaged and healthy communities

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Key results are identified in the Council Plan to measure progress being made towards our goals. They are outcome focused for residents and will often require many partners, organisations and the community to influence the outcome.

Performance indicators are specific metrics that have a performance related target. These provides information to review service performance in the context of the Council Plan goals.

Ref.	Goal	Indicators (performance targets)	Baseline	Year 1 2024/25	Year 2 2025/26	Year 3 2026/27	Lead officer
1.1.1.KR	1	Attainment 8 for KS4 pupils considered disadvantaged	33	37	39	41	Assistant Director: Education and Learning
1.1.2.KR	1	Percentage of disadvantaged children achieving expected standard+ (EXS+) combined Reading, Writing, Maths (RWM) by end of KS2	34.8%	40%	43%	46%	Assistant Director: Education and Learning
1.1.3.KR	1	Percentage of children with Education, Health and Care Plans (EHCP) (aged 5-16) with school placement in the borough	73%	75%	76%	79%	Assistant Director: Education and Learning
1.1.4.KR	1	Percentage of children with Education, Health and Care Plans (EHCP) issued within a 20-week statutory timeframe (cumulative)	50%	50%	60%	70%	Assistant Director: Education and Learning
1.1.5.KR	1	Combined percentage of Early years providers rated good or outstanding and percentage of schools rated good or outstanding	97.5%	100%	100%	100%	Assistant Director: Education and Learning
1.1.6.KR	1	Number of young people involved in universal youth service activities	978	1029	1080	1134	Assistant Director: Early Help and Communities
1.2.1.KR	2	Percentage of care leavers aged 19-21 who are Not in Education, Employment or Training (NEET)	32%	30%	27%	25%	Assistant Director: Education and Learning
1.3.1.KR	3	Increase satisfaction of carers with social care support	45.1%	46%	47%	48%	Assistant Director: Adult Social Care



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Performance indicators are specific metrics that have a performance related target. These provides information to review service performance in the context of the Council Plan goals.

Ref.	Goal	Indicators (performance targets)	Baseline	Year 1 2024/25	Year 2 2025/26	Year 3 2026/27	Lead officer
1.3.2.KR	3	Percentage of long-term support recipients at home (not in residential care or nursing care)	72.4%	74%	74%	74%	Assistant Director: Adult Social Care
1.3.3.KR	3	Percentage of care placements in good or outstanding settings	76%	82%	84%	86%	Assistant Director: Commissioning
1.6.2.KR	6	Number of people rough sleeping	5 (Nov 23)	0	0	0	Assistant Director: Early Help and Communities
1.6.4.KR	6	Number of households in Temporary Accommodation	174 (Q2 23/24)	165	157	149	Assistant Director: Early Help and Communities
1.1.4.PI	1	Percentage of annual reviews completed within statutory timeframes	50%	50%	60%	70%	Assistant Director: Education and Learning
1.3.1.PI	3	Percentage of Homelessness preventions	58%	58%	58%	58%	Head of Housing



Priority one: Engaged and healthy communities

Engaged and healthy communities

Thriving and connected economy

Green and sustainable environment

Ambitious and resilient organisation

Key results are identified in the Council Plan to measure progress being made towards our goals. They are outcome focused for residents and will often require many partners, organisations and the community to influence the outcome.

Contextual indicators are also outcome focused and reflect the wider community. These will include indicators where a performance related target is not appropriate but offers information relevant to the delivery of services and Council Plan goals.

Ref.	Goal	Indicators (context forecasts/estimates)	Baseline	Year 1 2024/25	Year 2 2025/26	Year 3 2026/27	Lead officer
1.2.2.KR	2	Child protection plan (CPP) rate per 10,000	46.8	47	47	47	Assistant Director: Children's Social Care
1.2.3.KR	2	Percentage of early help caseload 'stepped up' to statutory social care following early help assessment	4.8%	4.8%	4.6%	4.4%	Assistant Director: Early Help and Communities
1.4.3.KR	4	Percentage of clients continuing to live independently without primary or secondary mental health care provision at 6 months checks post one to one support with Bracknell Forest Community Network	30%	33%	37%	42%	Assistant Director: Mental Health and Out of Hours
1.6.1.KR	6	Additional affordable homes completed (affordable rented and shared ownership)	118	75	77	80	Assistant Director: Early Help and Communities
1.6.3.KR	6	Total recorded crime excluding fraud (crime rate per 1,000 for headline offences)	60	60	60	60	Assistant Director: Early Help and Communities
1.3.1.CI	3	Percentage of over 65s still at home 91 days after discharge to reablement services	86.1%	87%	87%	87%	Assistant Director: Adult Social Care



Priority two: Thriving and connected economy

Engaged and healthy communities

Thriving and connected economy

Green and sustainable environment

Ambitious and resilient organisation

“Upskilling residents will open more opportunities to work within the borough, strengthening our economy.”

Council Plan goals

1. Resident skills are enhanced, meeting local employment needs.
2. Bracknell town centre continues to thrive and be a destination of choice.
3. Town, village and neighbourhood centres are thriving hubs for community activity.
4. Businesses have the space, environment, and support to adapt and grow.

Annual actions set out specific activity to be undertaken in the next year. They complement and build on existing strategies. These include, but are not limited to, the council’s Equality scheme, Health and Wellbeing strategy and Climate Strategy.

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Ref.	Goal	Annual actions (1 st April 2024 – 31 st March 2025)	Due date	Lead officer	Link to other strategies/underpinning principles
ECN.1.02	1	Complete a review of day and employment opportunities for adults with social care needs.	31 March 2025	Head of Commissioning	
ECN.1.03	1	Maintain commercial revenue from traded services to schools, specifically through training and partnership building with Academy Trusts.	31 March 2025	Business Relationship Manager	



Priority three: Green and sustainable environment

Engaged and healthy communities

Thriving and connected economy

Green and sustainable environment

Ambitious and resilient organisation

“To further encourage all residents to make the most of our brilliant local environment, whilst ensuring that it is sustainable for the future.”

Council Plan goals

1. There is collective action to address and adapt to the climate and biodiversity emergency.
2. Our green spaces and parks foster sustainability, biodiversity, and wellbeing.
3. Local transport networks provide choice in travel.

Annual actions set out specific activity to be undertaken in the next year. They complement and build on existing strategies. These include, but are not limited to, the council’s Equality scheme, Health and Wellbeing strategy and Climate Strategy.

Re 202	Goal	Annual actions (1 st April 2024 – 31 st March 2025)	Due date	Lead officer	Link to other strategies/ underpinning principles
ENV.1.07	1	Deliver the Climate Conference for primary & secondary schools in Bracknell Forest to increase engagement with climate action initiatives.	30 September 2024	Head of Standards & Effectiveness	Climate Strategy



Internal priority: Ambitious, resilient & sustainable organisation

Engaged and healthy communities

Thriving and connected economy

Green and sustainable environment

Ambitious and resilient organisation

“The Council Plan sets out a fourth priority to be an ambitious, resilient and sustainable organisation. This will enable us to achieve our goals.”

Council Plan goals

1. We deliver quality services, seeking ways to improve.
2. We prioritise finances effectively, delivering value for money.
3. We lead in reducing our carbon footprint.
4. We work directly and jointly with residents.
5. Our workforce is stable, connected, skilled and motivated.
6. Our partnerships maximise resources and skills.

Annual actions set out specific activity to be undertaken in the next year. They complement and build on existing strategies. These include, but are not limited to, the council’s Equality scheme, Health and Wellbeing strategy and Climate Strategy.

Ref.	Goal	Annual actions (1 st April 2024 – 31 st March 2025)	Due date	Lead officer	Link to other strategies/underpinning principles
ORG.1.15	1	Lead the Efficiency and Digitisation change programme to successfully deliver its year 1 financial and non-financial benefits.	31 March 2025	Executive Director: People	Business Change
ORG.1.16	1	Develop a self-assessment for adult social care, in preparation for national assurance.	30 September 2024	Executive Director: People	
ORG.1.17	1	Complete the build and procurement of care and housing providers for the Bridgewell project.	31 March 2025	Assistant Director: Adult Social Care	
ORG.1.18	1	Deliver priorities set out in the Health & Care plan, and refresh for 2025/26.	31 March 2025	Head of Commissioning	Health and Wellbeing Strategy
ORG.1.19	1	Coordinate the implementation of the new All-Age Carers strategy.	31 March 2025	Assistant Director: Commissioning	

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Place, Planning and Regeneration Directorate

Growing together, Shaping tomorrow



Service Plan 2024-25

Executive Director: Place, Planning and Regeneration

Andrew Hunter

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Our Directorate

What we do:

Place, Planning and Regeneration delivers key services to residents including the enhancement, maintenance and management of the highway, transport and rights of way networks, our key open spaces and parks, and the regeneration of Bracknell Town Centre.

The department provides all aspects of the planning system, including the determination of planning applications and the setting of local planning policy, including the collection of Infrastructure funding. It also provides Building Control and Land Charges.

Public Health duties are delivered by the department focusing on health protection and intelligence and providing services that enhance population health and reduce inequalities.

Maintaining and enhancing the economic prosperity of the borough working in partnership with local businesses, other public sector bodies and investors.

Managing the Council's trees, borough ecology and biodiversity, and maintaining access to the Council's green assets. Contributing to the reduction in carbon emissions within the borough.

Overall Place, Planning & Regeneration plan for the long term physical and economic growth of the borough. Managing, maintaining and enhancing the safe operation of the borough's key green and physical infrastructure.

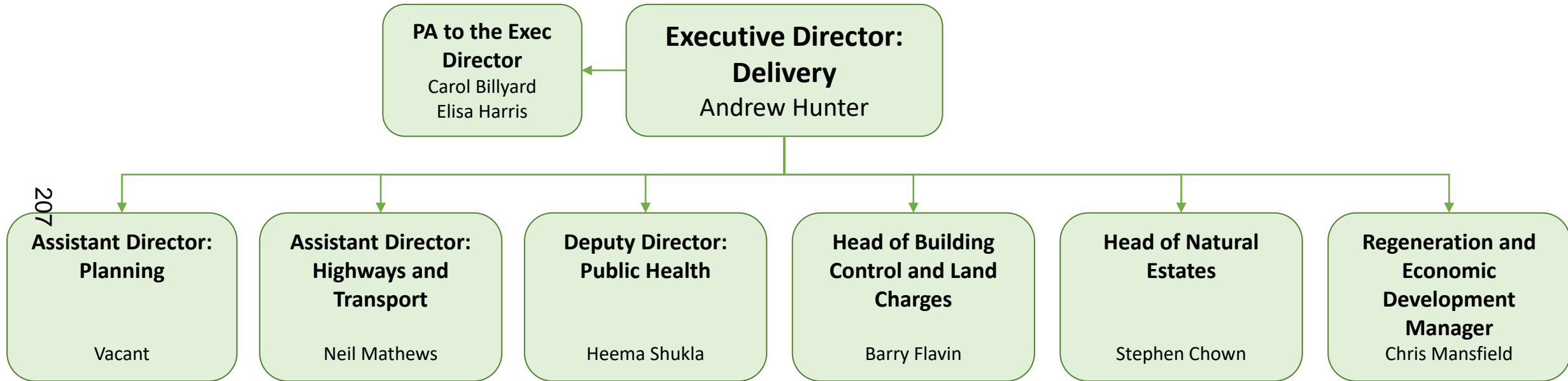
We'll do this by:

- Effective long-term policies with clear implementation plans
- Strong asset management, appropriate investment decisions and securing sustainable forms of funding
- Working in partnership to deliver positive outcomes
- A customer focussed approach in all that we do

Our Directorate

Who we are

As of March 2024



Our Services

Planning

- Planning Administration
- Development Management incl Major Sites
- Local Planning Policy
- Planning Enforcement
- Urban Design and Conservation
- Infrastructure Planning and Developer Contributions
- Habitat and Nature conservation

Regeneration & Economic Development

- Town Centre Regeneration
- Town Centre Events, Marketing and Commercialisation
- Town Centre Commercialisation
- Economic Development
- Economic Strategy Delivery
- Business Liaison and Support
- Bracknell Business Improvement District Support

Highways and Transport

- Highway Network Management
- Highway Engineering
- Reactive Maintenance
- Transport Strategy
- Development and Adoptions
- Highways and Transport Administration

Natural Estate

- Parks & Open Spaces
- SANG Enhancement
- Tree Management
- Biodiversity Ecology and Rights of Way
- Heritage Parks
- The Look Out Discovery Centre

Building Control and Land Charges

- Building Control
- Dangerous structures
- Land Charges

Public Health

- Public Health Services
- Health Protection
- Public Healthcare
- Public Health Intelligence/JSNA
- Health and Wellbeing Strategy

Our Service Plan

Context

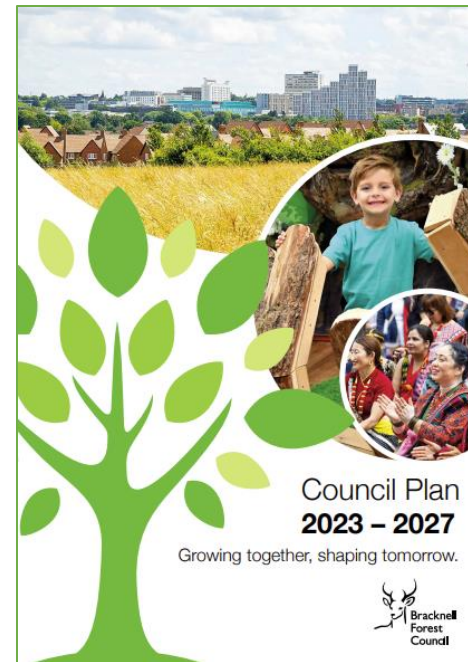
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Our Service Plan

Service Context

The department's focus is to create a safe, well managed and planned borough which responds to the needs of the population and grows sustainably. The work of the teams helps to contribute to net zero, improvements in population health and creating a successful place to live, work and relax. Service delivery is set against the context of reducing funding and increasing demand. The service seeks to undertake its duties in an effective and efficient way responding to residents, businesses, and the wider legislative context within which the services work.

Current Climate

The Department will see changes over the next year with a new Assistant Director for Planning and new arrangements for Public Health with a new Director of Public Health for the Borough.

A New Local Plan will shortly be in place along with a newly adopted Economic Strategy, these will drive changes in the way in which we work, with the focus now turning to the development of a new Local Transport Plan.

The Office for Local Government (OFLG) will be monitoring the work of local authorities, with Planning, Transport and Economic Development all having key metrics that will be reported nationally. Planning will also be a focus for improvements in determining planning applications, to align with an increase in planning fees.

The restructure of Parks and Countryside is almost complete with most posts now recruited to. Over the next year Biodiversity Net Gain (BNG) will become a key focus of work, along with work with the Crown Estate regarding future improvement to the Look Out.

The implementation of the Building Safety Regulator from April will drive changes in the Building Control, with requirement of all officers to be registered and licenced to practice.

A new IT System will be procured and implemented across the Planning, Building Control and Transport teams, which will require wholesale data migration, and an implementation phase which will involve staff from across the department.

A planned increase in funding for road maintenance will be a focus for the Transport Engineering and Reactive Maintenance teams within Highways and Transport.

A focus on resources required within the planning teams with a reduction in income levels will be an area that will be explored, and a reset of the Public Health arrangements will require some changes to roles and responsibilities.

From April the Council will be engaged in the Berkshire Prosperity Board, working to create improved prosperity across the Berkshire geography, work will be led by Place Planning and Regeneration.

Our Service Plan

Key Drivers for Service

The service develops, implements and monitors the following key plans:

- The Borough Local Plan
- The Local Transport Plan
- The Economic Strategy
- The Health and Wellbeing Strategy
- The Tree Strategy
- The Highway Infrastructure Asset Management Plan
- The Highway Management and Maintenance Plan
- The Winter Plan
- The Biodiversity Action Plan
- The Infrastructure Delivery Plan
- The Local Enforcement Plan
- The Bus Service Improvement Plan

The service contributes to the following key plans:

- The Council Plan
- The Housing Strategy
- The Climate Change Strategy
- The School Places Plan
- The Youth Strategy

The department works within the legislative frameworks for the majority of service areas including Planning, Highways and Transport, Building Control, Public Health and Trees, Ecology and Biodiversity.

Legislative changes to Planning, Biodiversity and Building Control are all underway and will affect the way in which these matters are dealt with and the work that the department undertakes.

Our Service Plan

Challenges for the service

Increased demand, difficulties with recruitment of suitably qualified officers and reductions in income all create challenges for the service and are all noted within the PPR Risk Register.

New legislation and guidance will change the way in which services operate and this will create new service pressures and uncertainty. Biodiversity Net Gain will be fully implemented in April, but government guidance has been delayed. The Building Safety Regulator comes into force from the 1st April, but many staff are yet to be registered and licenced to work within this regime (there is a backlog of applications). Planning fee increases are to be linked to planning performance, with applications determined out of statutory time frames to have the fee returned to the applicant.

Implementation of a major new IT system for Planning, Building Control and Transport Development will require dedicated officer time to successfully implement.

Changes to the structure of Public Health with a new Director will require time to bed in and may lead to further changes over the coming year.

Working across Berkshire as part of the Berkshire Prosperity Board will create new work areas and require additional resources to be dedicated to this initiative.

PPR: Budget Position

Revenue Budget

The Place, Planning and Regeneration directorate has a gross expenditure cash budget of £19.807m with -£10.950m of income, making a planned net spend of £8.857m. The gross budget includes £9.235m for staffing

Savings

The 2024-25 budgets include savings of £0.922m.

The key themes adopted in making the savings were:

- Use of reserves and grants to support annual budgets - £0.645m
- Reduction in service budgets where levels of demand have decreased, or service will be reduced - £0.239m
- Additional income as new opportunities for income generation are identified - £0.038m

Capital Budget

The 2024-25 capital programme for the Place, Planning and Regeneration directorate is £7.155m, of which £2.850m is externally funded by grants from the DfT. This budget will increase when carry forwards from the prior year are confirmed.

Pressures

The budget includes pressures of £1.019m.

These pressures can be analysed into the following broad categories

- Reduction in various income budgets to reflect reduction in demand for services - £0.965m
- Costs of external support required to service -£0.054m

Financial Risks

The directorate have identified the following as budgets that can pose a risk to the Council's overall financial position, principally because they are vulnerable to significant changes in demand for a service.

Service Area	Budget £'000	Comments
Development Control	(0.542m)	Income is dependent on planning applications within the Borough
Concessionary Fares	£0.880m	Government may extend their advice to local authorities to continue paying concessionary fares at fixed pre-covid rates

PPR: Workforce Position

Staffing position

For the department, there is an overall headcount of 237 staff in post made up from 201 employees, 31 casuals and 5 temporary agency staff.

Pressures

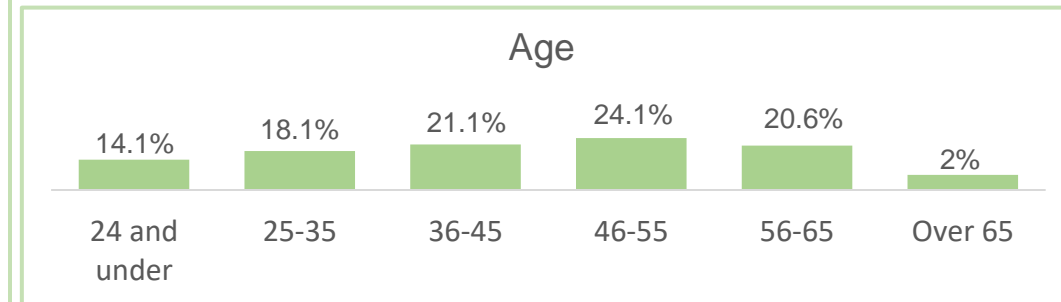
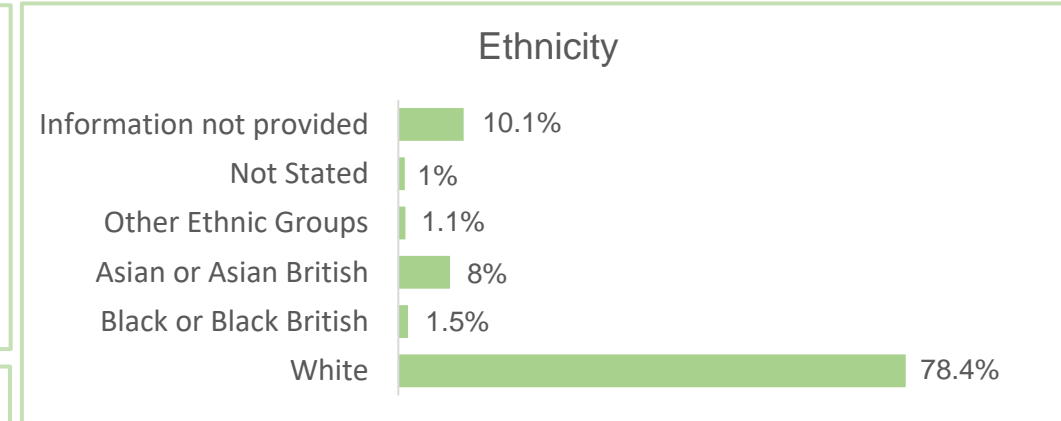
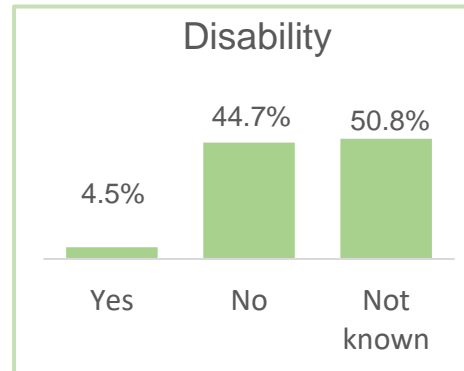
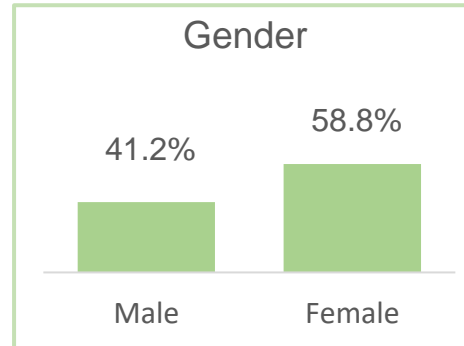
Staff voluntary turnover as of 1 January 2024 was 11.1%.

The estimated annual average sickness rate per employee is 5.27 days.

Workforce Risks

The directorate has identified several aspects of workforce management that are at risk of causing staffing pressures for the plan period and could therefore affect the delivery of the actions set out in the service plan.

Workforce demographics as of January 2024



Risk	Comments
Hard to Recruit Posts	Planners, Highway Engineers, Director of Public Health, Building Control Officers



Priority one: Engaged and healthy communities

Engaged and healthy communities

Thriving and connected economy

Green and sustainable environment

Ambitious and resilient organisation

“To help create opportunities where people can succeed, be happy and feel safe.”

Council Plan goals

1. Children have quality education and opportunities to fulfil their potential.
2. Every child is safe as they grow up, where support puts family first.
3. Residents can access appropriate care, suitable for a changing population.
4. The diverse and growing population is healthy and active.
5. Community development and spaces encourage a cohesive and engaged community.
6. Residents have a safe and affordable place to live.

Annual actions set out specific activity to be undertaken in the next year. They complement and build on existing strategies. These include, but are not limited to, the council’s Equality scheme, Health and Wellbeing strategy and Climate Strategy.

Ref.	Goal	Annual actions (1 st April 2024 – 31 st March 2025)	Due date	Lead officer	Link to other strategies/underpinning principles
COM.4.04	4	Implement the Building Safety Regulator changes to the Building Control Service, maintaining Business Continuity.	31 December 2024	Head of Building Control and Land Charges	
COM.4.05	4	Deliver and increase participation in Bikeability training, including for young cyclists.	31 March 2025	Transport Strategy Manager	Local Transport Plan Climate Change Strategy Health and Wellbeing Strategy
COM.4.01	4	Increase referrals and uptake of smoking cessation services among communities with higher prevalence.	31 March 2025	Public Health Principal	Health and Wellbeing Strategy
COM.4.02	4	Implement and monitor strategic action plans agreed by the Whole System Approach to Obesity Strategic group.	31 March 2025	Deputy Director: Public Health	Health and Wellbeing Strategy
COM.4.03	4	Deliver community map improvement plan.	31 March 2025	Public Health Programme Officer	Health and wellbeing Strategy



Priority one: Engaged and healthy communities

Engaged and healthy communities

Thriving and connected economy

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Council Plan goals

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3. Residents can access appropriate care, suitable for a changing population.
4. The diverse and growing population is healthy and active.
5. Community development and spaces encourage a cohesive and engaged community.
6. Residents have a safe and affordable place to live.

Ref.	Goal	Annual actions (1 st April 2024 – 31 st March 2025)	Due date	Lead officer	Link to other strategies/underpinning principles
COM.5.10	5	Work in partnership with the Crown Estate to explore funding opportunities to improve the offer at the Look Out.	31 March 2025	Head of Natural Estates	
COM.6.05	6	Implementation of the Borough Local Plan.	31 March 2025	Assistant Director: Planning	Climate Change Strategy, Economic Development Strategy, Housing Strategy etc.
COM.6.06	6	Adoption of Housing Supplementary Planning Document.	31 March 2025	Development Plan Team Manager	Local Plan, Housing Strategy
COM.6.07	6	Progress feasibility work to enhance safety on routes to school and inform the capital work programme for 2024/25.	31 March 2025	Highway Engineering Manager	Local Transport Plan



Priority one: Engaged and healthy communities

Engaged and healthy communities

Thriving and connected economy

Green and sustainable environment

Ambitious and resilient organisation

Key results are identified in the Council Plan to measure progress being made towards our goals. They are outcome focused for residents and will often require many partners, organisations and the community to influence the outcome.

Performance indicators are specific metrics that have a performance related target. These provides information to review service performance in the context of the Council Plan goals.

Ref.	Goal	Indicators (performance targets)	Baseline	Year 1 2024/25	Year 2 2025/26	Year 3 2026/27	Lead officer
1.4.1.KR	4	Number of visitors to monitored open spaces	<i>New</i>	<i>Establish baseline</i>	+2% increase	+2% increase	Head of Natural Estates
1.4.2.KR	4	Percentage of smokers who have quit within four weeks of setting a quit date	58%	60%	62%	65%	Deputy Director: Public Health
1.4.3.KR	4	Percentage of adults enrolled in the weight management service losing any weight	26%	30%	35%	40%	Deputy Director: Public Health
1.5.2.KR	5	Number of people using the community asset map web pages	5,620	10,000	12,500	15,000	Deputy Director: Public Health
1.1.3.PI	1	Number of visits to the Look Out Discovery Centre	77,500	78,500	79,500	80,000	Head of Natural Estates
1.4.6.PI	4	Number of young participants in Bikeability cycle training	850	965	1080	1200	Transport Strategy Manager
1.6.1.PI	6	Number of schemes delivered to support Safer Routes to School programme	3	3	5	5	Highway Engineering Manager

Priority one: Engaged and healthy communities



Engaged and healthy communities

Thriving and connected economy

Green and sustainable environment

Ambitious and resilient organisation

Contextual indicators are outcome focused and reflect the wider community. These will include indicators where a performance related target is not appropriate but offers information relevant to the delivery of services and Council Plan goals.

Ref.	Goal	Indicators (context forecasts/estimates)	Baseline	Year 1 2024/25	Year 2 2025/26	Year 3 2026/27	Lead officer
1.6.1.CI	6	Completions of new homes in line with housing trajectory	437	441	489	566	Development Plan Team Manager
1.6.2.CI	6	Affordable housing completions on qualifying sites (percentage of total completions on qualifying sites)	N/A	35%	35%	35%	Development Plan Team Manager

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Priority two: Thriving and connected economy

Engaged and healthy communities

Thriving and connected economy

Green and sustainable environment

Ambitious and resilient organisation

“Upskilling residents will open more opportunities to work within the borough, strengthening our economy.”

Council Plan goals

1. Resident skills are enhanced, meeting local employment needs.
2. Bracknell town centre continues to thrive and be a destination of choice.
3. Town, village and neighbourhood centres are thriving hubs for community activity.
4. Businesses have the space, environment, and support to adapt and grow.

Annual actions set out specific activity to be undertaken in the next year. They complement and build on existing strategies. These include, but are not limited to, the council’s Equality scheme, Health and Wellbeing strategy and Climate Strategy.

Ref.	Goal	Annual actions (1 st April 2024 – 31 st March 2025)	Due date	Lead officer	Link to other strategies/underpinning principles
ECN.2.03	2	Implementation of a meanwhile use on the previous Bentalls site.	30 September 2024	Head of Economic Development & Regen.	Town Centre Vision 2032
ECN.2.04	2	Adoption of Town Centre Sites Masterplan Supplementary Planning Document.	31 September 2024	Strategic Sites and Design Team Manager	Implementation of emerging Local Plan
ECN.3.01	3	Lead the Neighbourhood Regeneration and Asset Programme to further enhance local amenities.	31 March 2025	Executive Director: Place Planning & Regeneration	Business Change
ECN.4.02	4	Minimise disruption caused by street and road works on strategic and key local routes, using all available tools.	31 March 2025	Traffic Manager	Traffic Management Act 2004 Part 2 s16 The Network Management Duty
ECN.4.03	4	Implementation of the first year of the Economic Strategy Action Plan.	31 March 2025	Head of Economic Development & Regen.	Climate Change Strategy Health and Wellbeing Strategy
ECN.4.04	4	Implement the Berkshire Digital Adoption Strategy including to establish a Digital Inclusion Task Force	31 March 2025	Head of Economic Development & Regen.	Economic Strategy



Priority two: Thriving and connected economy

Engaged and healthy communities

Thriving and connected economy

Green and sustainable environment

Ambitious and resilient organisation

Key results are identified in the Council Plan to measure progress being made towards our goals. They are outcome focused for residents and will often require many partners, organisations and the community to influence the outcome.

Contextual indicators are also outcome focused and reflect the wider community. These will include indicators where a performance related target is not appropriate but offers information relevant to the delivery of services and Council Plan goals.

Ref.	Goal	Indicators (context forecasts/estimates)	Baseline	Year 1 2024/25	Year 2 2025/26	Year 3 2026/27	Lead officer
2.1.1.KR	1	Unemployment rate of the working age, economically active population	3%	2.5%	2.3%	2%	Head of Economic Development & Regeneration
2.1.2.KR	1	Apprenticeship starts since start of academic year	710	730	750	770	Head of Economic Development & Regeneration
2.2.3.KR	2	Footfall within Bracknell town centre (percentage change since previous year)	100 *	105	110	115	Head of Economic Development & Regeneration
2.4.1.KR	4	Business survival beyond four years	52.6%	53%	54%	55%	Head of Economic Development & Regeneration
2.4.2.KR	4	Number of new businesses births in Bracknell Forest	520	530	540	550	Head of Economic Development & Regeneration
2.3.1.CI	3	Number of streetworks permit applications received	7672	7672	7672	7272	Traffic Manager

*Indexed figure



Priority three: Green and sustainable environment

Engaged and healthy communities

Thriving and connected economy

Green and sustainable environment

Ambitious and resilient organisation

“To further encourage all residents to make the most of our brilliant local environment, whilst ensuring that it is sustainable for the future.”

Council Plan goals

1. There is collective action to address and adapt to the climate and biodiversity emergency.
2. Our green spaces and parks foster sustainability, biodiversity, and wellbeing.
3. Local transport networks provide choice in travel.

Annual actions set out specific activity to be undertaken in the next year. They complement and build on existing strategies. These include, but are not limited to, the council’s Equality scheme, Health and Wellbeing strategy and Climate Strategy.

Ref.	Goal	Annual actions (1 st April 2024 – 31 st March 2025)	Due date	Lead officer	Link to other strategies/underpinning principles
ENV.2.01	2	Achieve Responsible Body status for BFC for approving Biodiversity Net Gain schemes.	31 December 2024	Infrastructure & Implementation Team Manager	Local Plan Climate Change Strategy
ENV.2.02	2	Approval Of a Biodiversity Net Gain Supplementary Planning Document.	31 December 2024	Assistant Director: Planning	Local Plan Climate Change Strategy
ENV.2.03	2	Establishment of at least one site within Bracknell Forest Council for biodiversity offsetting.	31 March 2025	Infrastructure & Implementation Team Manager	Local Plan Climate Change Strategy
ENV.3.01	3	Develop and adopt an updated Local Cycling and Walking Infrastructure Plan.	31 March 2025	Transport Strategy Manager	Local Transport Plan Climate Change Strategy
ENV.3.02	3	Increase the promotion of bus travel including to submit the Bus Service Improvement Plan (BSIP) to central government.	31 March 2025	Transport Strategy Manager	Local Transport Plan Climate Change Strategy



Priority three: Green and sustainable environment

Engaged and healthy communities

Thriving and connected economy

Green and sustainable environment

Ambitious and resilient organisation

Council Plan goals

1. There is collective action to address and adapt to the climate and biodiversity emergency.
2. Our green spaces and parks foster sustainability, biodiversity, and wellbeing.
3. Local transport networks provide choice in travel.

Ref.	Goal	Annual actions (1 st April 2024 – 31 st March 2025)	Due date	Lead officer	Link to other strategies/underpinning principles
ENV.3.03	3	Adopt Local Transport Plan 4.	31 March 2025	Assistant Director: Highways & Transport	Local Transport Plan Climate Change Strategy
ENV.3.04	3	Deliver improvements related to electrical vehicle charge points through the Local Electric Vehicle Infrastructure fund (LEVI).	31 March 2025	Assistant Director: Highways & Transport	Local Transport Plan Climate Change Strategy

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Priority three: Green and sustainable environment

Engaged and healthy communities

Thriving and connected economy

Green and sustainable environment

Ambitious and resilient organisation

Key results are identified in the Council Plan to measure progress being made towards our goals. They are outcome focused for residents and will often require many partners, organisations and the community to influence the outcome.

Performance indicators are specific metrics that have a performance related target. These provides information to review service performance in the context of the Council Plan goals.

Ref.	Goal	Indicators (performance targets)	Baseline	Year 1 2024/25	Year 2 2025/26	Year 3 2026/27	Lead officer
3.1.5.KR	1	Number of trees being supported during the quarter to independence	1,848	1,900	1,900	1,900	Head of Natural Estates
3.2.2.KR	2	Number of hours volunteering with parks and countryside activities	7,139	7,200	7,200	7,200	Head of Natural Estates
3.3.3.KR	3	Green travel miles recorded through the eco-rewards scheme	20,000	25,000	TBC	TBC	Deputy Director: Public Health



Priority three: Green and sustainable environment

Engaged and healthy communities

Thriving and connected economy

Green and sustainable environment

Ambitious and resilient organisation

Key results are identified in the Council Plan to measure progress being made towards our goals. They are outcome focused for residents and will often require many partners, organisations and the community to influence the outcome.

Contextual indicators are outcome focused and reflect the wider community. These will include indicators where a performance related target is not appropriate but offers information relevant to the delivery of services and Council Plan goals.

Ref.	Goal	Indicators (context forecasts/estimates)	Baseline	Year 1 2024/25	Year 2 2025/26	Year 3 2026/27	Lead officer
3.1.3.KR	1	Number of publicly available charge points per 100,000 population	63.1	80.6	121.0	201.6	Assistant Director: Highways and Transport
3.2.1.KR	2	Suitable Alternative Natural Greenspace and other Open Space of Public Value secured (hectares). Where open space secured through planning process to standard.	15.87Ha	13.01Ha	2.66Ha	2.66Ha	Assistant Director: Planning
3.2.3.KR	2	Average percentage biodiversity net gain across new developments	<i>New</i>	10%	10%	10%	Head of Natural Estates
3.3.1.KR	3	Number of journeys across Thames Valley buses supported network	353,000	363,500	375,000	385,000	Assistant Director: Highways and Transport
3.3.2.KR	3	Income received from Community Infrastructure Levy (Income received, liability notices, demand notices)	£3,104,108	£3,162,400	£3,162,400	£3,162,400	Assistant Director: Planning



Internal priority: Ambitious, resilient & sustainable organisation

Engaged and healthy communities

Thriving and connected economy

Green and sustainable environment

Ambitious and resilient organisation

“The Council Plan sets out a fourth priority to be an ambitious, resilient and sustainable organisation. This will enable us to achieve our goals.”

Council Plan goals

1. We deliver quality services, seeking ways to improve.
2. We prioritise finances effectively, delivering value for money.
3. We lead in reducing our carbon footprint.
4. We work directly and jointly with residents.
5. Our workforce is stable, connected, skilled and motivated.
6. Our partnerships maximise resources and skills.

Annual actions set out specific activity to be undertaken in the next year. They complement and build on existing strategies. These include, but are not limited to, the council’s Equality scheme, Health and Wellbeing strategy and Climate Strategy.

Ref.	Goal	Annual actions (1 st April 2024 – 31 st March 2025)	Due date	Lead officer	Link to other strategies/underpinning principles
ORG.1.07	1	Implement the Strong Heath / London Road, changing place toilet facility, charging hub and associated solar farm.	31 March 2025	Executive Director: Place, Planning & Regeneration	Climate Change Strategy
ORG.1.20	1	Trial and implement suitable new or updated powers, systems or processes to improve the co-ordination of street and road works.	31 March 2025	Traffic Manager	Local Transport Plan 3
ORG.1.21	1	Implement and embed a new Planning and Building Control IT System.	31 March 2025	Assistant Director: Planning	Digital Strategy Business Change
ORG.2.05	2	Adopt new technology to improve resilience and efficiency of the highway network.	31 March 2025	Assistant Director: Highways & Transport	Local Transport Plan 3 Climate Change Strategy
ORG.2.06	2	Utilise the increased capital funding allocation for planned highway maintenance from 2024/25 to reduce the medium/long-term revenue funding pressures on reactive maintenance work.	31 March 2025	Highway Engineering Manager & Reactive Maintenance Manager	Local Transport Plan 3



Internal priority: Ambitious, resilient & sustainable organisation

Engaged and healthy communities	Thriving and connected economy	Green and sustainable environment	Ambitious and resilient organisation
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Council Plan goals

1. We deliver quality services, seeking ways to improve.
2. We prioritise finances effectively, delivering value for money.
3. We lead in reducing our carbon footprint.
4. We work directly and jointly with residents.
5. Our workforce is stable, connected, skilled and motivated.
6. Our partnerships maximise resources and skills.

Ref.	Goal	Annual actions (1 st April 2024 – 31 st March 2025)	Due date	Lead officer	Link to other strategies/underpinning principles
ORG.3.01	3	Incorporate low carbon opportunities within highway network activities.	31 March 2025	Assistant Director: Highways & Transport	Local Transport Plan 3 Climate Change Strategy
ORG.4.07	4	Lead public engagement on the Local Transport Plan and Supplementary Planning Documents for: Town Centre Sites, Masterplans, (Affordable) Housing, Biodiversity Net Gain, Parking Standards.	31 March 2025	Assistant Director: Planning	Borough Local Plan Equality Scheme
ORG.6.01	6	Establishment and programme management of the Berkshire Prosperity Board.	31 March 2025	Executive Director: Place Planning & Regeneration	Economic Strategy Climate Change Strategy



Internal priority: Ambitious, resilient & sustainable organisation

Engaged and healthy communities

Thriving and connected economy

Green and sustainable environment

Ambitious and resilient organisation

Performance indicators are specific metrics that have a performance related target. These provides information to review service performance in the context of the Council Plan goals.

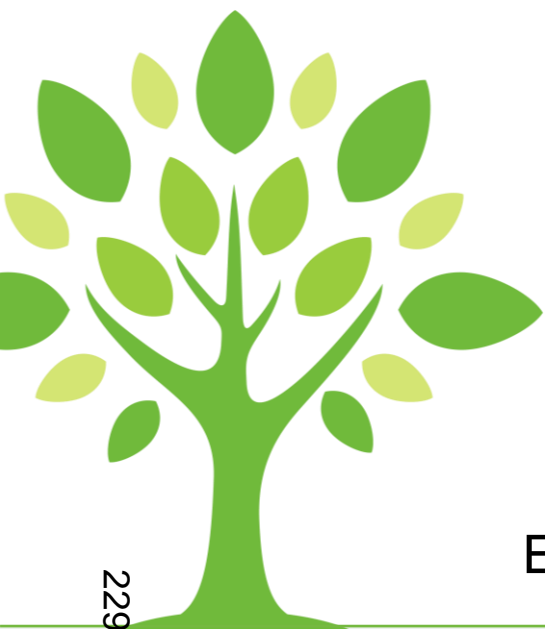
Ref.	Goal	Indicators (performance targets)	Baseline	Year 1 2024/25	Year 2 2025/26	Year 3 2026/27	Lead officer
4.1.6.PI	1	Percentage of A classification roads defined as 'red' against the Department for Transport road condition index	7%	8%	7%	6%	Assistant Director: Highways & Transport
4.1.7.PI	1	Percentage of B and C classification roads defined as 'red' against the Department for Transport road condition index	4%	5%	4%	3%	Assistant Director: Highways & Transport
4.1.8.PI	1	Percentage of minor planning applications decided within time or with an extension of time	69%	90%	90%	90%	Assistant Director: Planning
4.1.9.PI	1	Percentage of major planning applications decided within time or with an extension of time	88%	85%	85%	85%	Assistant Director: Planning



Internal priority: Ambitious, resilient & sustainable organisation

Contextual indicators are also outcome focused and reflect the wider community. These will include indicators where a performance related target is not appropriate but offers information relevant to the delivery of services and Council Plan goals.

Ref.	Goal	Indicators (context forecasts/estimates)	Baseline	Year 1 2024/25	Year 2 2025/26	Year 3 2026/27	Lead officer
4.1.3.CI	1	Percentage of planning appeals dismissed	65	66	66	66	Assistant Director: Planning
4.3.2.CI	3	Tonnage of low carbon road material used within planned highway maintenance programmes	7000	7700	7840	8,050	Highway Engineering Manager
4.3.3.CI	3	Total number of vehicles and internal combustion engine (ICE) powered plant converted to electric (associated with the highway works contract)	4	5	8	9	Assistant Director: Highways & Transport
4.3.4.CI	3	Energy saved from modification to electrical assets (kWh)	2,295,000	2,295,000	2,157,300	2,157,300	Assistant Director: Highways & Transport



Resources Directorate

Growing together, Shaping tomorrow



Service Plan 2024-25

Executive Director: Resources

Stuart McKellar

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Our Directorate

What we do

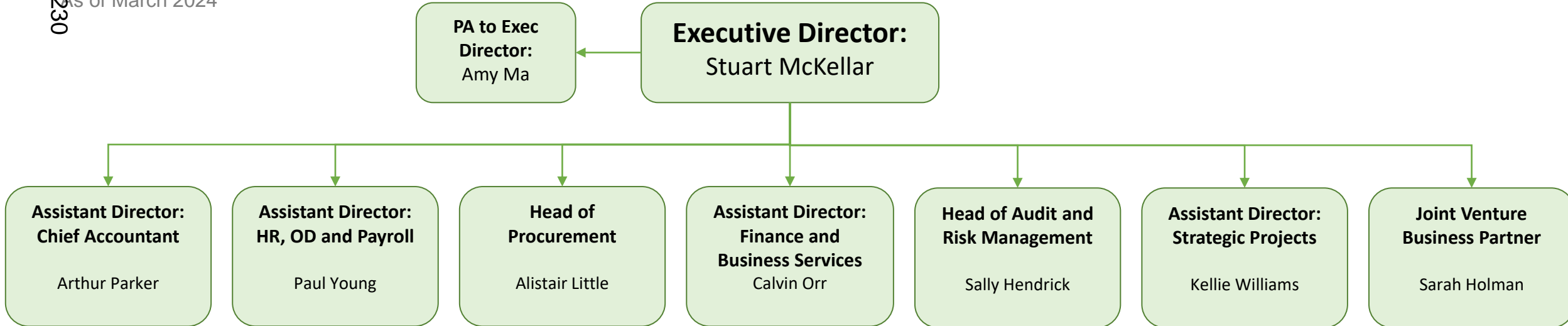
Develop and deliver clear financial and people strategies. Facilitate delivery of the Council Plan objectives, enabling other service areas to deliver their priorities effectively and efficiently

We'll do this by

Providing a wide range of services, shaped by the needs of our external and internal customers. We will ensure that the council's finances are effectively managed, providing timely, constructive financial and commercial advice, monitoring and strategies. We will help create a sustainable, high performing workforce, supported by excellent managers and leaders. We will support the recovery of services that are underperforming or at high risk of doing so.

Who we are

As of March 2024
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Our Services

HR, OD and Payroll

- HR and Contracted Services
- Organisational Development
- Learning and Development
- Payroll Services
- Business Change Programme: Retention and Recruitment

Procurement

- Procurement Advice and Support
- Contract Register
- Strategic Procurement Group
- Contract Advice

Finance and Business Services

- Accounts Payable and Accounts Receivable
- Council Tax and Business Rates
- Systems Support
- Banking Treasury and Capital
- Cashiers

Accounting

- Strategic Accountancy
- Finance and Business Partners
- Accountancy Support Hub
- Schools Funding
- Revenue Budget and Final Accounts

Joint Venture Business Partner

- Delivery of agreed development sits
- Future redevelopment opportunities

Audit and Risk Management

- Internal Audit
- Insurance
- Risk Management

Strategic Projects

- Business Change Programme: Corporate Improvement

Our Service Plan

Context

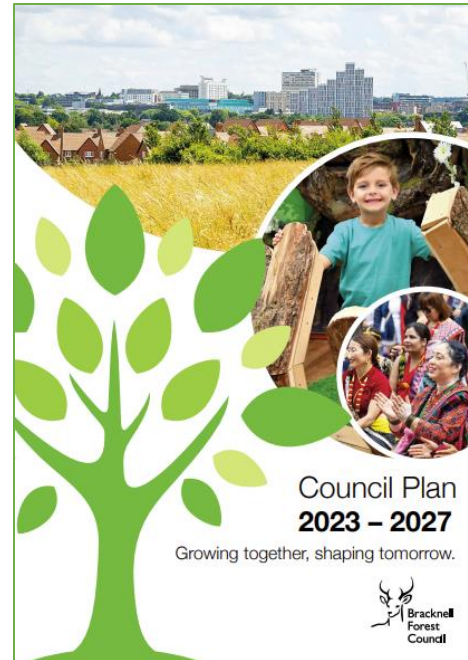
This service plan describes how our directorate is working towards the delivery of the Council Plan goals. It presents the first year of strategic activity. Our strategic actions focus on achieving the goals within the three priorities of the plan and activity on how we will be an ambitious, resilient and sustainable organisation.

Throughout the plan there are cross-cutting principles that will underpin the work that is delivered. More information about these strategies can be found online:

- [Equality Scheme](#)
- [Bracknell Forest Health and Wellbeing Strategy](#)
- [Climate Change Strategy](#)

The full Council Plan is also available online:

[Council Plan 2023 - 2027](#)



Growing together, shaping tomorrow



Borough priorities:

Engaged and healthy communities

Thriving and connected economy

Green and sustainable environment

Ambitious, resilient and sustainable organisation

Value • Residents • Climate • Quality • Partnership • Workforce

Our Service Plan

Service Context

The Resources Directorate combines internal support functions with an external customer focus on local tax collection, recovery of other sums due for Council services and payments to suppliers. Through leading the Council's engagement with the Bracknell Forest Cambium Partnership, it also helps deliver Council priorities to secure more affordable homes and make Bracknell a thriving town centre.

Recruitment of qualified staff is proving difficult and presents a risk to service delivery, particularly for the Corporate Procurement and Internal Audit functions. This will make implementation of the new Procurement Act requirements especially difficult.

Recognising this, attempts are being made to work closely on this with neighbouring authorities, which has been the approach taken to deliver large parts of the Internal Audit programme in recent years.

Alongside these necessary short-term measures, the Council's prioritisation of recruitment and retention initiatives will increase organisational demands on the HR and OD team. Recruitment of additional staff will provide additional capacity and potentially different perspectives to make Bracknell Forest a first choice for candidates in a competitive labour market.

Financial pressures on the Council continue to grow each year. While Bracknell Forest is not at risk of a financial breakdown in the foreseeable future, the need for tight financial controls has never been greater. A focus on driving and tracking delivery of savings through the Business Change programme will be key. Safety Valve has changed the dynamics of the organisation by requiring a new strategy to fund business change support costs by disposing of capital assets rather than using reserves.

With the Bracknell Forest Cambium Partnership reaching the end of its initial business plan period, its next phase will include assessing other potential development opportunities to progress beyond the first "category A" sites. The timing fits well with adoption of the Bracknell Forest Local Plan and masterplans being brought forward for the Southern Gateway site, including the former High Street car park. With signs that inflationary pressures are declining and a hope that interest rates will fall during the year, market conditions look set to be more positive than they have been for some time.

Key Drivers for Service

Key plans and strategies that support the operational and strategic direction of the directorate include:

- Workforce and OD Strategy
- Medium Term Financial Plan
- Joint Venture Business Plan
- Business Change programme

Resources: Budget Position

Revenue Budget

The Resources directorate has a gross expenditure cash budget of £8.301m with -£1.349m of income, making a planned net spend of £6.952m. The gross budget includes £5.630m for staffing

Savings

The 2024-25 budgets include savings of £0.241m.

The key themes adopted in making the savings were:

- Staffing restructures and bringing services in-house £0.206m
- Reduction in overall training budget through a review of essential and mandatory training offered £0.025m
- Reduction in various supplies and services budgets £0.010m

Capital Budget

The 2024-25 capital programme does not include any schemes for the Resources Directorate.

Pressures

The budget includes pressures of £0.464m.

These pressures can be analysed into the following broad categories

- Payments to households in receipt of Council Tax Support £0.245m
- Above inflation increase to various contract costs £0.058m
- Cost of specialist support £0.136m
- Income pressures £0.025m

Financial Risks

The Resources directorate have identified the followings budgets that can pose a risk to the Council's overall position:

Service Area	Budget £000	Comments
Internal Audit	26	Due to recruitment difficulties the Council may need to commit to purchasing additional audit days from external providers

Resources: Workforce Position

Staffing position

For the department, there is an overall headcount of 99 staff in post made up from 94 employees, 3 casuals and 2 temporary agency staff.

Pressures

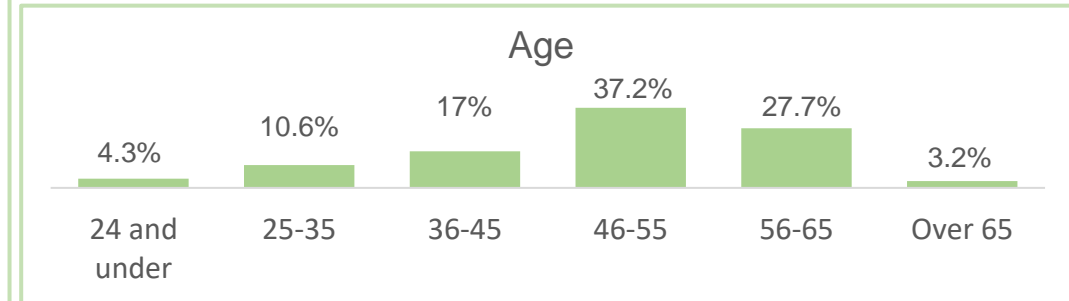
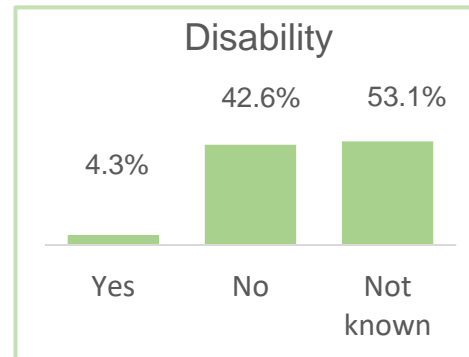
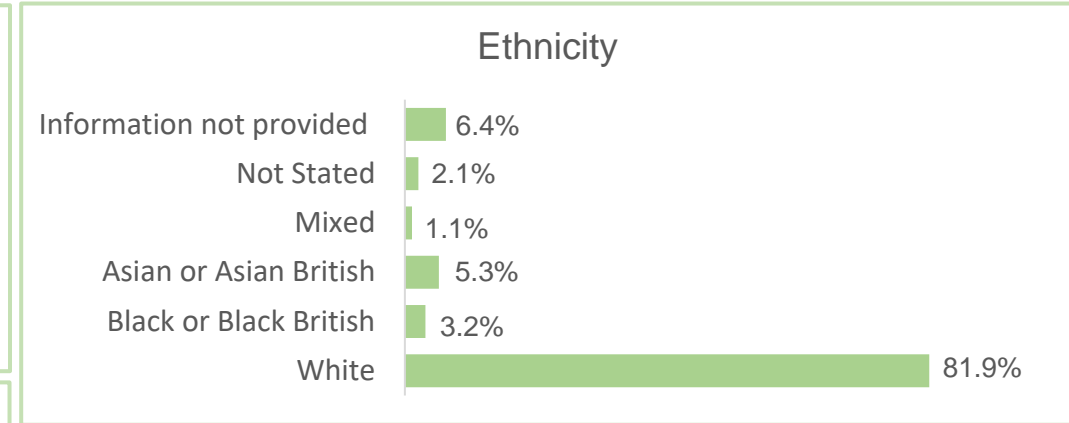
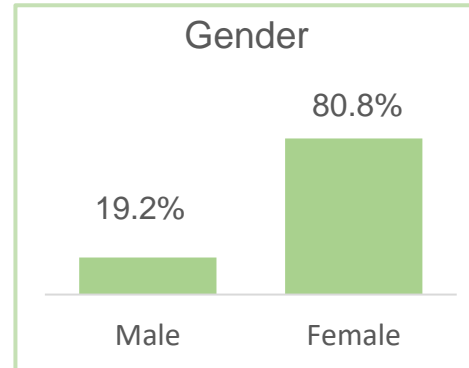
Staff voluntary turnover as of 1 January 2024 was 8.5%.

The estimated annual average sickness rate per employee is 5.22 days.

Workforce Risks

The Resources directorate has identified several aspects of workforce management that are at risk of causing staffing pressures for the plan period and could therefore affect the delivery of the actions set out in the service plan.

Workforce demographics as of January 2024



Risk	Comments
Hard to Recruit Posts	Audit, Procurement



Priority one: Engaged and healthy communities

Engaged and healthy communities

Thriving and connected economy

Green and sustainable environment

Ambitious and resilient organisation

“To help create opportunities where people can succeed, be happy and feel safe.”

Council Plan goals:

1. Children have quality education and opportunities to fulfil their potential.
2. Every child is safe as they grow up, where support puts family first.
3. Residents can access appropriate care, suitable for a changing population.
4. The diverse and growing population is healthy and active.
5. Community development and spaces encourage a cohesive and engaged community.
6. Residents have a safe and affordable place to live.

Annual actions set out specific activity to be undertaken in the next year. They complement and build on existing strategies. These include, but are not limited to, the council’s Equality scheme, Health and Wellbeing strategy and Climate Strategy.

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Ref.	Goal	Annual actions (1 st April 2024 – 31 st March 2025)	Due date	Lead officer	Link to other strategies/underpinning principles
COM.1.13	1	Deliver the first year of activities for the safety valve programme, including completing the remaining actions from the Written Statement of Action (WSOA).	31 March 2025	Assistant Director: Strategic Projects	SEND strategy Safety Valve
COM.5.11	5	Support the setup of new facilities and services, specifically in 2024/25 for the Bridgewell facility.	31 March 2025	Head of Corporate Procurement	Health and Wellbeing Strategy
COM.6.08	6	Complete the sales launch for the redevelopment of Market Street Site by Joint Venture with 48% affordable housing.	31 March 2025	Joint Venture Business Partner	
COM.6.09	6	Start on site for the redevelopment of surplus land at the depot.	31 March 2025	Joint Venture Business Partner	
COM.6.10	6	Complete initial site development plan for redevelopment of land at High Street Car park.	31 March 2025	Joint Venture Business Partner	Local Plan



Priority two: Thriving and connected economy

Engaged and healthy communities

Thriving and connected economy

Green and sustainable environment

Ambitious and resilient organisation

“Upskilling residents will open more opportunities to work within the borough, strengthening our economy.”

Council Plan goals:

1. Resident skills are enhanced, meeting local employment needs.
2. Bracknell town centre continues to thrive and be a destination of choice.
3. Town, village and neighbourhood centres are thriving hubs for community activity.
4. Businesses have the space, environment, and support to adapt and grow.

Annual actions set out specific activity to be undertaken in the next year. They complement and build on existing strategies. These include, but are not limited to, the council’s Equality scheme, Health and Wellbeing strategy and Climate Strategy.

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Ref.	Goal	Annual actions (1 st April 2024 – 31 st March 2025)	Due date	Lead officer	Link to other strategies/underpinning principles
ECN.1.04	1	Support young people in Bracknell Forest through careers events covering job opportunities in local government.	31 March 2025	Assistant Director: HR, OD and Payroll	Workforce Strategy
ECN.2.05	2	Implement the Joint Venture Business Plan and provide an annual review to Council.	31 March 2025	Joint Venture Business Partner	
ECN.4.05	4	Advise the Bracknell Improvement District (BID) on undertaking the ballot for a second BID term and support with robust billing, collection and reporting arrangements.	31 March 2025	Revenue Services Manager	Economic Development strategy



Priority two: Thriving and connected economy

Engaged and healthy communities

Thriving and connected economy

Green and sustainable environment

Ambitious and resilient organisation

Key results are identified in the Council Plan to measure progress being made towards our goals. They are outcome focused for residents and will often require many partners, organisations and the community to influence the outcome.

Contextual indicators are also outcome focused and reflect the wider community. These will include indicators where a performance related target is not appropriate but offers information relevant to the delivery of services and Council Plan goals.

Ref.	Goal	Indicators (context forecasts/estimates)	Baseline	Year 1 2024/25	Year 2 2025/26	Year 3 2026/27	Lead officer
2.2.1.KR	2	Net additional dwellings within Bracknell Town Parish	243	567	157	284	Assistant Director: Finance and Business Services

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Priority three: Green and sustainable environment

Engaged and healthy communities

Thriving and connected economy

Green and sustainable environment

Ambitious and resilient organisation

“To further encourage all residents to make the most of our brilliant local environment, whilst ensuring that it is sustainable for the future.”

Council Plan goals:

1. There is collective action to address and adapt to the climate and biodiversity emergency.
2. Our green spaces and parks foster sustainability, biodiversity, and wellbeing.
3. Local transport networks provide choice in travel.

Annual actions set out specific activity to be undertaken in the next year. They complement and build on existing strategies. These include, but are not limited to, the council’s Equality scheme, Health and Wellbeing strategy and Climate Strategy.

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Ref.	Goal	Annual actions (1 st April 2024 – 31 st March 2025)	Due date	Lead officer	Link to other strategies/underpinning principles
ENV.1.08	1	Review the current approaches to climate change, social value and alternative funding routes, e.g. green bonds, social impact bonds etc, and explore potential for holistic policy approach.	31 March 2025	Executive Director: Resources	Business Change Health and Wellbeing Strategy Climate Change Strategy
ENV.1.09	1	Identify opportunities to reduce staff car usage and promote green travel initiatives.	31 March 2025	Assistant Director: HR, OD and Payroll	Climate Change Strategy



Internal priority: Ambitious, resilient & sustainable organisation

Engaged and healthy communities

Thriving and connected economy

Green and sustainable environment

Ambitious and resilient organisation

“The Council Plan sets out a fourth priority to be an ambitious, resilient and sustainable organisation. This will enable us to achieve our goals.”

Council Plan goals:

1. We deliver quality services, seeking ways to improve.
2. We prioritise finances effectively, delivering value for money.
3. We lead in reducing our carbon footprint.
4. We work directly and jointly with residents.
5. Our workforce is stable, connected, skilled and motivated.
6. Our partnerships maximise resources and skills.

Annual actions set out specific activity to be undertaken in the next year. They complement and build on existing strategies. These include, but are not limited to, the council’s Equality scheme, Health and Wellbeing strategy and Climate Strategy.

Ref.	Goal	Annual actions (1 st April 2024 – 31 st March 2025)	Due date	Lead officer	Link to other strategies/underpinning principles
ORG.2.07	2	Ensure spending is within the approved budget for this year, monitored through monthly reporting to DMTs and CMT.	31 March 2025	Assistant Director: Chief Accountant	Medium Term Financial Strategy
ORG.2.08	2	Work with senior management and the Business Change team to ensure annual Business Change financial targets are achieved in agreed timescales.	31 March 2025	Executive Director: Resources	Medium Term Financial Strategy
ORG.3.02	3	Lead the Climate Change culture change project to successfully deliver its year 1 activities and benefits.	31 March 2025	Executive Director: Resources	Business Change Climate Change Strategy
ORG.5.02	5	Improve workforce permanency reducing the need for agency workers.	31 March 2025	Assistant Director: HR, OD and Payroll	Workforce Strategy Business Change
ORG.6.02	6	Development of a new Social Value Policy in compliance with legislation.	30 September 2024	Head of Corporate Procurement	Health and Wellbeing Strategy Climate Change Strategy



Internal priority: Ambitious, resilient & sustainable organisation

Engaged and healthy communities

Thriving and connected economy

Green and sustainable environment

Ambitious and resilient organisation

Performance indicators are specific metrics that have a performance related target. These provides information to review service performance in the context of the Council Plan goals.

Ref.	Goal	Indicators (performance targets)	Baseline	Year 1 2024/25	Year 2 2025/26	Year 3 2026/27	Lead officer
4.2.1.PI	2	Value of savings from Business Change Programme	New	£600,000	£500,000	£700,000	Executive Director: Resources
4.2.2.PI	2	Council tax collection rate	98%	98%	98%	98%	Assistant Director: Finance and Business Services
4.2.3.PI	2	Business Rates collection rate	98%	98%	98%	98%	Assistant Director: Finance and Business Services
4.2.4.PI	2	Debt outstanding as a percentage of gross debt	6.1%	7%	7%	7%	Executive Director: Resources
4.2.5.PI	2	Total debt as a percentage of core spending	215%	220%	223%	226%	Executive Director: Resources
4.5.1.PI	5	Percentage of Bracknell Forest Council staff who are undertaking apprenticeships (excl. schools)	2.5%	4.8%	5.5%	6.2%	Assistant Director: HR, OD and Payroll
4.5.2.PI	5	Turnover rate Bracknell Forest Council staff (excl. schools)	14.5%	13.5%	12.7%	12%	Assistant Director: HR, OD and Payroll
4.5.3.PI	5	Vacancy rate Bracknell Forest Council staff (excl. schools)	13.9%	12.9%	12.1%	11.4%	Assistant Director: HR, OD and Payroll
4.5.4.PI	5	Percentage of agency workers council wide (excl. schools)	6.1%	4.5%	3.5%	2.8%	Assistant Director: HR, OD and Payroll
4.5.5.PI	5	Percentage of posts filled with agency	33%	30%	27%	24%	Assistant Director: HR, OD and Payroll



Internal priority: Ambitious, resilient & sustainable organisation

Engaged and healthy communities

Thriving and connected economy

Green and sustainable environment

Ambitious and resilient organisation

Contextual indicators are also outcome focused and reflect the wider community. These will include indicators where a performance related target is not appropriate but offers information relevant to the delivery of services and Council Plan goals.

Ref.	Goal	Indicators (context forecasts/estimates)	Baseline	Year 1 2024/25	Year 2 2025/26	Year 3 2026/27	Lead officer
4.5.1.CI	5	Percentage of women in the top 5% of staff earners	50%	55%	60%	62%	Assistant Director: HR, OD & Payroll
4.5.2.CI	5	Percentage of BME in the top 5% of staff earners	12.9%	15%	18%	20%	Assistant Director: HR, OD & Payroll
4.5.3.CI	5	Percentage of disabled staff in the top 5% of staff	7.5%	9%	13%	13%	Assistant Director: HR, OD & Payroll
4.5.4.CI	5	Percentage of employees with a disability	4%	10%	13%	13%	Assistant Director: HR, OD & Payroll
4.5.5.CI	5	Percentage of employees from a BME background	9.1%	11.8%	14%	15%	Assistant Director: HR, OD & Payroll
4.5.6.CI	5	Gender pay gap	13.7%	10%	9%	8%	Assistant Director: HR, OD & Payroll

Supporting projects

Supporting projects reflect strategically important projects that may not otherwise be captured in the Council Plan. This can reflect new, emerging priorities that were not part of the original Council Plan.

Annual actions set out specific activity to be undertaken in the next year. They complement and build on existing strategies. These include, but are not limited to, the council's Equality scheme, Health and Wellbeing strategy and Climate Strategy.

Ref.	Annual actions (1 st April 2024 – 31 st March 2025)	Due date	Lead officer	Link to other strategies/ underpinning principles
SP.02	Development of new Council processes, procedures and Contract Standing Orders to reflect new Procurement Act 2023 and supporting regulations.	31 December 2024	Head of Corporate Procurement	

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To: **The Executive**
19 March 2024

Council Plan Overview Report **Chief Executive**

1 Purpose of Report

- 1.1 To inform the Executive of the performance of the council over the third quarter of the 2023/24 financial year (October - December 2023).

2 Recommendation

- 2.1 **To note the performance of the council over the period from October to December 2023 highlighted in the Overview Report in Annex A, this includes any recommendations made by Overview and Scrutiny in Annex B.**

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

- 5.1 The council's performance management framework requires the preparation of Quarterly Service Reports (QSRs) by each department. These QSRs provide an update of progress and performance against departmental Service Plans and are published on the intranet.
- 5.2 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 Councillors 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.
- 5.3 The current CPOR report reflects the outgoing Council Plan (2019-2023). Reporting on the new plan will commence for Q1 (April – June) 2024.
- 5.4 The CPOR performance information will also be reviewed by Overview and Scrutiny. This process enables all Members to be involved in performance management. Any recommendations made by the Overview and Scrutiny Commission will be included within the report for the Executive to consider.
- 5.5 The CPOR for the third quarter (October-December 2023) is shown in Annex A.
- 5.6 Key achievements during quarter three have included:
- Adoption of the Council Plan and Business Change programme for 2024-2027 with unanimous cross-party support.
 - Children in Care service maintained an 'Outstanding' rating following a focused visit from Ofsted in November.

- The first submission of the Dedicated Schools Grant (DSG) Management Plan under the Safety Valve Programme was made.
- Several public consultations were open for residents to have their say on, including the local transport plan; housing allocation; local plan; economic strategy; sports & leisure; and the draft council budget.
- In response to the Climate Change Emergency Motion, a Joint Climate Action Board has been established, overseeing ten working groups. The inaugural meeting of the Board was held in October.
- Social Prescribers & Happiness Hub collaborated for World Mental Health Day & delivered a successful 'Stay Connected this Winter' programme.

5.7 There also continue to be challenges the council is working to resolve:

- The focus on managing costs within the original budget remains a priority. Work on the 2023/24 budget continues and actions have led to an improved position since Q2.
- In addition, significant financial pressures were identified through the safety valve programme. A Management Plan has been in development to submit in Q4.
- The complexity of cases across numerous service areas in adult and children's social care is increasing and putting pressure on teams. Service delivery reviews and streamlining are helping to provide required support.
- Despite some recruitment success in Q3, difficulties remain in recruiting to roles in social care, IT, building surveyors, and engineering. This is a focus of the new business change programme, to commence in the next financial year.

6 Advice Received from Statutory and Other Officers

Legal Advice

6.1 There are no specific legal implications relevant to this report.

Financial Advice

6.2 There are no specific finance implications relevant to this report. Key budget information is included in section two.

Other Consultation Responses

6.3 None specific

Equalities Impact Assessment

6.4 This report does not require an equalities impact assessment as this is a management reporting tool.

Strategic Risk Management Issues

6.5 There are no specific strategic risk implications relevant to this report.

Climate Change and Ecological Implications

6.6 The recommendations in Section 2 above are expected to have no impact on emissions of CO₂ or ecological considerations. The reasons the Council believes that this will have no impact are that this is a management reporting tool.

Health & Wellbeing Considerations

6.7 There are no specific health and wellbeing implications relevant to this report.

Background Papers

Contact for further information

Katie Flint, Chief Executive's Office - 01344 352217

Katie.flint@bracknell-forest.gov.uk

Annex A – Council Plan Overview Report

[Attached as a separate document]

Annex B – Overview and Scrutiny Commission review

Date of Overview and Scrutiny Commission

29 February 2024

Having reviewed the report, the Commission would recommend to the Executive the following area of focus, when reviewing the Quarter 3 report:

- For Executive to consider how partners ensure there is sufficient capacity and timeliness in keeping to the 20-week timescale for agreeing Education, Health and Care Plans?

Summary of questions and answers during the Commission meeting:

Questions were as follows:

Q - Page 60 – What has been done to address the rising number of absences in the workforce attributed to stress?

A – This data was directly related to the People Directorate, with staff in client facing roles, who work in a challenging environment. A number of support mechanisms were open to staff, such as free counselling and return to work support for individuals, which had been taken up by staff.

Q - How were the Council consulting with the public about updates to the SEND service?

A – The Council recently agreed a new SEND Strategy which was out to consultation. The Council was also consulting with the Parent/Carer Forum and listening to the children who used the service.

Q – How was the council supporting Welfare Officers to assist parents in getting children to school?

A – The Council could support and steer but schools were at the forefront of working with parents regarding children's school attendance.

Q – Does the Council have a strong and resilient staff cohort to manage priorities against SEND objectives?

A – There had been an increase in agency staff to meet demand and the directorate was in the process of restructuring to maintain permanent staff. It was considered there was better capacity than last year but the Chief Executive acknowledged there was still a lot of work to do in this area.

Q – What was the capacity in undertaking consultation on SEND activity?

A – Consultation required capacity and the Council were drawing in other mechanisms, such as IT, to assist with consultation and number of co-production opportunities were being increased.

Q – Page 51, indicator L139 – Why were 50% of maintained schools not good or better?

A – There were two maintained secondary schools in the borough, one of which was the Pupil Referral Unit (PRU), and was rated inadequate. It was noted the PRU was in the process of closing.

Q – Page 51, indicator L402 - Why was the percentage of care leavers NEET (Not in Education, Employment or Training) RAG rated red?

A – Out of 26 care leavers considered NEET, 14 were unable to be in education, employment or training due to illness or disability. Three others were due to pregnancy or parenting responsibilities. In the last quarter the number of NEET were 18 and this quarter it was reduced to nine. It was also noted indicator L405 registered 95% of care leavers were in touch with the Council, which was thought to be positive.

Q – Page 65, section 5 under section 'Community Health' How was the Average Happiness Rating gauged?

A – This indicator was drawn from Office for National Statistics (ONS) data, collected nationally and officers were unaware how it was gauged.

Councillors thanked the Chief Executive and noted it had been a solid performance during Quarter 3.



COUNCIL PLAN OVERVIEW REPORT

Q3 2023 - 24

October - December 2023






Council Plan 2019-2023

Chief Executive:
Susan Halliwell

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Key

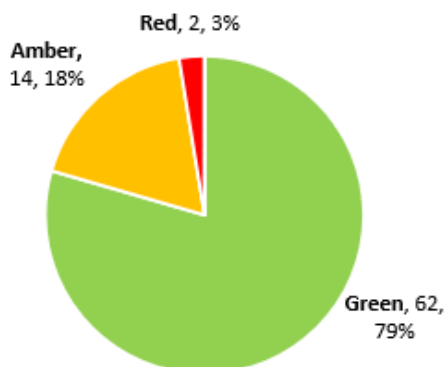
	Performance is very good
	Performance is causing concern
	Performance is weak
n/a	RAG rating not applicable
	Missing data
	Missing target

Section 1: Chief Executive's Commentary

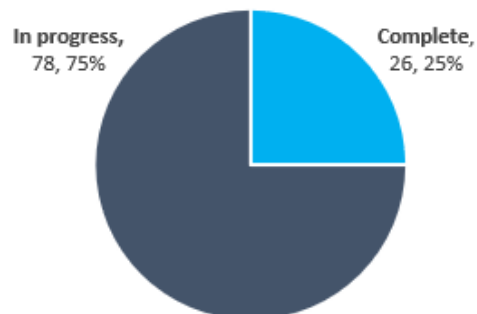
Introduction

- 1.1 This report sets out an overview of the council's performance for the third quarter of 2023/24 (October - December 2023). It reports on the progress of delivering the commitments set out in the current Council Plan (2019-2023). 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 directorate Quarterly Service Reports (QSRs).
- 1.2 The current CPOR report reflects the outgoing Council Plan. Reporting on the new Council Plan, agreed by the meeting of full council in November, will commence for Q1 2024-2025 (April – June 2024) next summer.
- 1.3 This is the third quarterly report of the 2023/24 financial year and at the end of the third quarter there were 104 actions to be reported. Of these, 26 are now complete (25%). Of the 78 actions, in progress:
- 62 actions are green (75%)
 - 14 actions are amber (24%)
 - 2 actions are red (1%)

Action status at Q3 2023/24



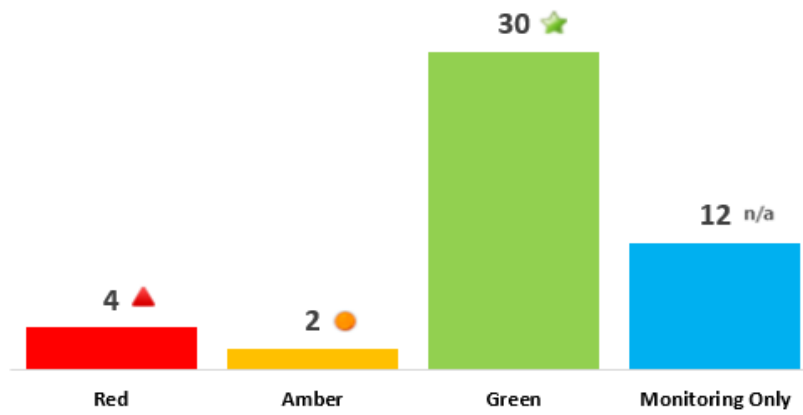
Action progress at Q3 2023/24



- 1.4 Section three of this report contains information on the performance indicators across the council for each of the strategic themes. Indicators have continued to be included in this quarter's CPOR, however as the majority of these were established at the start of the council plan period, in 2019, some are no longer particularly relevant to measuring the current priorities. For Q3, there were 48 indicators presented. The status for the key indicators in the Council Plan in the third quarter is:
- 30 are green (63%)
 - 2 are amber (4%)
 - 4 are red (8%)

12 indicators (25%) have no target set as they are for monitoring only, these provide intelligence about specific trends, but where a directional target may not be appropriate. There is one annual indicator under Education & Skills that became due and therefore is included in this Q3 report, that was not included in the Q2 report.

Indicators status at Q3 2023/24



1.5 The full suite of performance indicators is currently under review as part of the development of Service Plans to support the delivery of the 2024-27 Council Plan.

Overview of Q3 and highlights



Council Plan and Business Change programme for 2024-2027 adopted by Council with unanimous cross-party support.



Ofsted 'Outstanding' rating maintained for Children in Care following focused visit in November.



Public consultations held on local transport plan, housing allocation, local plan, economic strategy, sports & leisure and draft council budget.



First submission of Dedicated Schools Grant (DSG) Management Plan under Safety Valve Programme made.



Social Prescribers & Happiness Hub collaborated for World Mental Health Day & 'Stay Connected this Winter' programme.



Inaugural Joint Climate Action Board in October - response to the Climate Change Emergency Motion.



Successful programme of Christmas events at Lexicon, supported by free bus travel offer, increased visitors to town.



1,000 residents offered vouchers to help with cost of living as part of Household Support Fund and financial hardship plan.



The dementia forum relaunched, connecting people with dementia, carers and professionals.



Recently updated results from the Office for National Statistics show that the borough reports above average happiness in comparison to CIPFA nearest neighbours – improving significantly from 2021/22 to 2022/23.

Challenges identified and being addressed



Continued budget challenges. However, actions have led to an improved position since Q2. The focus on managing costs within the original budget remains a priority.



Significant financial pressures were identified through the safety valve programme, a Management Plan has been in development to submit in Q4.



Increased complexity of cases across numerous service areas in adult and children's social care putting pressure on teams. Service delivery reviews and streamlining are helping to provide required support.



Despite some recruitment success in Q3, difficulties remain in recruiting to roles in social care, IT, building surveyors, and engineering. This is a focus of the new business change programme, to commence in the next financial year.



Adult Social Care are continuing to see a rise in costs of residential and nursing placements and increase in demand.



Pressures within the Reactive Highway Maintenance budget, mostly due to changing weather patterns and condition of infrastructure. Proposals to address this are included in the draft budget for 2024/25.



Cost-of-living contributing to increased service demand including welfare & housing. There is a focus on addressing the key issues identified in the Housing strategy 2023-2028.

Section 2: Budget Position

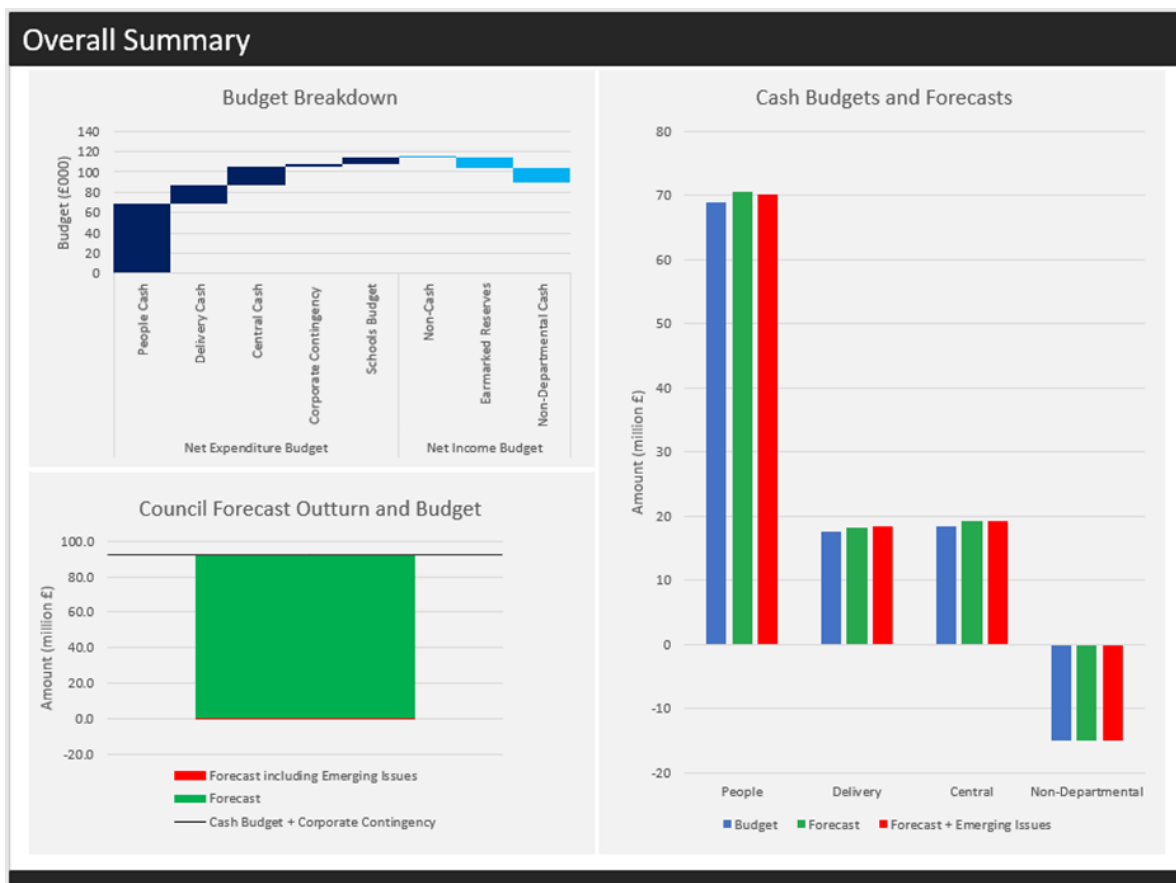
Revenue budget monitoring

The monthly monitoring returns are set out in detail in each directorate's Quarterly Service Report (QSR). The information provided for the quarter three financial position is based on data presented to the Corporate Management Team in January 2024.

The returns provided by all directorates include a forecast variance plus any emerging issues. Across the council, variances have been identified indicating expenditure above the approved budget (£0.386m), after taking into account the balance on the Corporate Contingency (£2.662m). Once emerging issues are included, the overspend decreases to £0.254m.

This is a significant improvement on the position reported last quarter and includes the impact of the 2023/24 pay award. There are still, however, material risks that have been identified but not yet quantified that are likely to worsen the position in quarter four, so the spending controls introduced by the Corporate Management Team will continue until the end of the year.

Key information around directorate variances being reported follows.



Summary – Assistant Director Level

	Original Cash Budget (£'000)	Virements & Budget C/Fwds (£'000)	Current Approved Cash Budget (£'000)	Variance (£'000)		Variance + Emerging issues (£'000)	
				Last Month	This Month	Last Month	This Month
Director: Place, Planning & Regeneration	8,626	1,096	9,722	774	784	893	903
Director: Resources	6,515	71	6,586	22	2	22	2
Chief Executive's Office	1,952	88	2,040	-5	5	10	14
CENTRAL	17,093	1,255	18,348	791	791	925	919
Executive Director of Delivery	230	-4	226	0	0	0	0
Assistant Director: Customer Services & ICT	12,308	-3,401	8,907	-68	-68	-68	-68
Assistant Director: Property Services	-4,774	60	-4,714	185	185	195	195
Borough Solicitor	699	8	707	35	105	85	105
Head of Democratic & Registration Services	1,976	94	2,070	0	-28	0	-28
Assistant Director: Contract Services	10,245	162	10,407	461	419	606	564
DELIVERY	20,684	-3,081	17,603	613	613	818	768
Executive Director of People	1,681	11	1,692	128	129	128	129
Education and Learning	2,542	3,431	5,973	476	756	731	756
Children's Social Care	19,927	80	20,007	569	531	569	531
Contribution to Costs from Schools Budget	-468	0	-468	-7	-7	-7	-7
Commissioning	2,957	-91	2,866	14	36	14	36
Adult Social Care	20,818	184	21,002	421	203	698	-130
Mental Health & Out of Hours	13,097	35	13,132	-84	-84	-84	-166
Early Help & Communities	4,783	-122	4,661	218	199	218	199
PEOPLE	65,337	3,528	68,865	1,735	1,763	2,267	1,348

Summary – Assistant Director Level

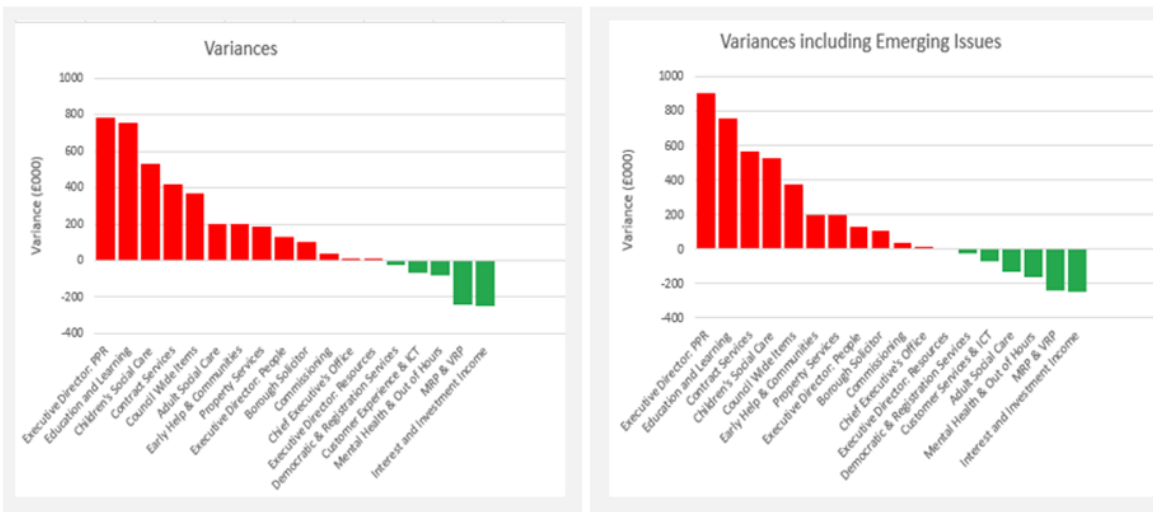
	Original Cash Budget (£'000)	Virements & Budget C/Fwds (£'000)	Current Approved Cash Budget (£'000)	Variance (£'000)		Variance + Emerging issues (£'000)	
				Last Month	This Month	Last Month	This Month
Interest and Investment Income	1,804	130	1,934	-250	-250	-250	-250
Minimum & Voluntary Revenue Provisions	2,465	61	2,526	-240	-240	-240	-240
Council Wide Items	70	-450	-380	371	371	371	371
New Homes Bonus Grant	-786	0	-786	0	0	0	0
Services Grant	-681	0	-681	0	0	0	0
Business Rates Income Growth & Grants	-10,561	0	-10,561	0	0	0	0
Transfers (to)/from DSG Adjustment Account	-7,166	0	-7,166	0	0	0	0
Other	140	0	140	0	0	0	0
NON-DEPARTMENTAL	-14,715	-259	-14,974	-119	-119	-119	-119
TOTAL	88,399	1,443	89,842	3,020	3,048	3,891	2,916

CORPORATE CONTINGENCY	2,750	-28	2,722	-2,662	-2,662	-2,662	-2,662
TOTAL	91,149	1,415	92,564	358	386	1,229	254

EARMARKED RESERVES	-8,482	-1,415	-9,897	0	0	0	0
OVERALL TOTAL	82,667	0	82,667	358	386	1,229	254

NON-CASH BUDGETS	-546	0	-546	0	0	0	0
SCHOOL BUDGET	7,166	0	7,166				
OVERALL TOTAL	89,287	0	89,287				

Cash Budget Summary



Cash Budget Summary – New Variances and Emerging Issues

The variances reported by directorates indicate expenditure above the approved budget (£0.386m), after taking into account the balance on the Corporate Contingency (£2.662m). Once Emerging Issues are included the potential overspend reduces to £0.254m. This is a deterioration of £0.028m on reported variances and an improvement of £0.975m including Emerging Issues since last month.

CENTRAL

Significant Variances

Resources

- The previously reported under recovery of income from Academies for HR services has been reduced from £0.030m to £0.010m (-£0.020m).

Significant Emerging Issues

- Nothing significant to report.

DELIVERY

Significant Variances

- The previously reported Emerging Issue relating to legal support for SEN services has been transferred to a reported variance and increased in line with forecast spend to the end of the financial year (£0.070m). The overall overspend relating to these additional legal costs is now £0.120m.
- Previous years' surpluses on the Emergency Planning Shared Service have been held as a contingency for any possible big incidents that may occur. It has been agreed that this contingency can be released in 2023/24, and as such a one-off underspend can be reported (-£0.035m).
- The income budget has been exceeded within Registration Services (-£0.025m).

Significant Emerging issues

- The Emerging Issue relating to SEN legal costs has now been moved to a reported variance (-£0.050m).
- Everyone Active have made a substantial claim relating to utility costs for 2022/23, quoting a utilities indemnity included in Schedule 6 clause 4 of the contract. Work is underway internally to check our legal position regarding this claim. Once the position has been confirmed the potential cost can be identified.

PEOPLE

Significant Variances

- Education and Learning - The most significant budget variance relates to the £0.255m forecast overspending on Home to School Transport (£0.255m). This has previously been reported as an Emerging Issue but is now considered a confirmed variance.
- Childrens Social Care – An increase in Childcare Solicitor costs (£0.116m), primarily due to a single high-cost case which is being reviewed, partly offset by a reduction in spending on a range of other services providing support to families (-£0.030m), unaccompanied asylum seekers children (UASC) grant income exceeding costs (-£0.020m) and an increase in the underspend on the DSB due to vacancies (-£0.063m).
- Adult Social Care - A reduction in the overspend primarily relating to a favourable movement in care costs (-£0.175m), due to several factors including additional CHC funding and a reduction in the cost of care packages, and a reduction in staffing costs (-£0.042m).

Significant Emerging issues

- Education and Learning - The overspend on Home to School Transport has been moved to a reported variance (-£0.255m)
- Adult Social Care - The potential loss of CHC funding has been reduced to £0.129m (-£0.356m) and no additional loss of s117 discharge funding is anticipated for the rest of the year (-£0.145m).
- Adult Social Care - The court ruling on a high-cost placement has now been received and the impact reported in directorate variances (-£0.095m).
- Mental Health and Out of Hours - CHC funding to be received for a disputed case but clarification is still required on exactly what Health is paying for (-£0.082m).

NON-DEPARTMENTAL

A national business rates revaluation took effect in 2023/24. To compensate for any impact on Business Rates income a revaluation adjustment was applied to the Business Rates Baseline as part of the financial settlement which in turn impacted on the tariff payable by the Council to Central Government in 2023/24 and the levy rate used for any growth.

This adjustment was based on provisional data which has now been updated in the 2024/25 provisional settlement. The settlement also identified a one-off adjustment, based on the difference between the provisional and final data, which will need to be reflected in the 2023/24 accounts.

The adjustment reduces the tariff payable to Central Government, which sits outside the normal budget monitoring process, by £1.255m. It is proposed that an equivalent amount is transferred into the Business Rates Revaluation Reserve to help meet the expected large Collection Fund deficit at the end of the current year, due primarily to successful appeals by Lexicon businesses. The impact on the outturn position will therefore be cost neutral.

Other Significant Variances / Emerging Issues

- Nothing to report.

CONTINGENCY

Significant Variances / Emerging Issues

- No new variances to report

Section 3: Strategic Themes

Value for money

Action	31/12/2023				
	Stage	Percentage Complete	Due Date	Status	Current Update
<input checked="" type="checkbox"/> 1.01.02 Spending is within the approved budget for this year	In Progress	58%	31/03/2024	▲	The variances reported by directorates indicate expenditure above the approved budget (£0.358m), after taking into account the balance on the Corporate Contingency (£2.662m). Once Emerging Issues are included the potential overspend increases to £1.229m. This is an improvement of £0.310m on reported variances and £0.701m including Emerging Issues since last month. The figures include the impact of the 2023/24 pay award. Corrective action continues to ensure a balanced position by the end of the year.
<input checked="" type="checkbox"/> 1.01.05 Facilitate the successful delivery of existing business change projects	Completed	100%	31/03/2024	★	Projects successfully delivered and closure reports approved at the end of November. As planned a few projects have been transitioned to be delivered within the People Directorate where there remains work to be completed.
<input checked="" type="checkbox"/> 1.01.07 Ensure Business Change Savings are validated and achieved	In Progress	75%	31/03/2024	▲	The savings linked to Business Change included in the 2023/24 budget were Adult Social Care - outcome focused reviews (£0.450m), a £0.050m saving relating to the Look Out and a £0.050m saving relating to the letting of space at Time Square. Th outcome focused reviews have now been completed with £0.412m of savings having been achieved - £0.028m short of the target. The latter two savings will not be achieved as the Look Out is not achieving its income targets and the NHS no longer plan to rent accommodation within Time Square.
<input checked="" type="checkbox"/> 1.01.09 Develop a new corporate business change programme.	In Progress	80%	31/03/2024	★	The new business change programme was approved alongside the Council Plan by council at the end of November. The programme is an internal enabler of the delivery of the Council Plan, ensuring that the council is fit for the future. The portfolio includes programmes for Efficiency and Digitisation, Workforce Retention and Recruitment, Neighbourhood Regeneration and Assets, Corporate Improvement and a Climate Change Enabling project.
<input checked="" type="checkbox"/> 1.02.02 Identify and engage low income households	In Progress	95%	31/03/2024	★	Action taken by the Welfare Team in Qtr 3, resulted in over £20,000 of additional benefits and discounts, being obtained for residents. LIFT campaigns for Attendance Allowance were also undertaken - due to the lag in assessments of that benefit, results expected in Qtr 4
<input checked="" type="checkbox"/> 1.02.03 Review Workforce and Organisational Development Strategy	In Progress	75%	31/12/2023	★	The project for retention and recruitment are being incorporated into the workforce strategy for a fuller refresh for April 2024.
<input checked="" type="checkbox"/> 1.02.06 Deploy Recruitment and Retention Strategy	In Progress	60%	31/03/2024	★	The Business Change project on Retention and Recruitment has been established with priority areas identified. The work plan is being developed but will include an anticipated reduction in the spend on agency workers across the Council.
<input checked="" type="checkbox"/> 1.02.16 Deliver the action plan of the Customer Experience Strategy	In Progress	50%	31/03/2024	★	Following the successful launch of automated web assistants on the waste and recycling pages of the Bracknell Forest Council web site, the programme of work to extend this capability to other web pages has resulted in the web assistant now being available to support on-line Council Tax enquiries. In addition, facilitated web chat, via Customer Services, continues to be available on many of the web pages. An automated visitor management system to support the check-in arrangements for those visitors with pre-arranged meetings at Time Square is expected to 'go-live' during the next quarter. A module to assist Customer Services in managing customer emails is also expected to 'go-live' during the next quarter. The module is part of the Netcall Liberty suite of products and will help to manage emails in a more systematic and productive way.

<input checked="" type="checkbox"/> 1.02.17 Deliver the Digital and ICT Strategy	In Progress	76%	31/12/2024	★	Windows Hello and Multi-Factor Authorisation roll out is over 60% complete with expectation of full project closure by end of March 2024, enhancing and improving our security position. Work has started on adoption of additional labelling for data within Microsoft with a view of starting to adopt Data Loss Prevention in Q1 of 2024/25 financial period.
<input checked="" type="checkbox"/> 1.02.18 Implement adult social care Client Financial Management system for deputyship	Completed	100%	31/08/2023	★	The module went live in August 23. Staff are now working on inputting the client data and will then focus on adopting the financial reconciliation process as part of business as usual.
<input checked="" type="checkbox"/> 1.02.20 Progress the implementation of Adult Social Care online financial assessment	In Progress	98%	31/03/2024	★	An initial review is under way now that the customer portal is live. During the final quarter we will be looking to align the customer portal and the online financial assessment portal. The delivery of the financial assessment tool is essentially complete, however due to the final steps required to align the two portals, the final completion date has been extended to March 2024 from December 2023.
<input checked="" type="checkbox"/> 1.02.21 Implement adult social care Customer Portal for online referral and initial needs assessment	Completed	100%	31/12/2023	★	The Adult Social Care Customer Portal went live on 10 October 2023, and referrals have started to come through directly into the social care system. The next stage will be to plan the implementation of self-assessment and other processes to promote self service (e.g. Safeguarding, Deprivation of Liberty Safeguards/DoLs, etc)
<input checked="" type="checkbox"/> 1.03.01 Appraisal of Asset Management Plan	In Progress	75%	31/03/2024	★	Plan is in final draft and awaiting any comments before sign off at Asset management board in January
<input checked="" type="checkbox"/> 1.03.03 Review of Council's Commercial Property Assets	In Progress	85%	31/03/2024	★	The council's commercial and investment properties continue to perform well and the number of vacant units remains less than 3%.
<input checked="" type="checkbox"/> 1.03.05 Redevelop Commercial Centre	In Progress	80%	31/03/2024	★	The first phase of the works completed and handed back to the Council. Phase 2 works to create the new carpark and demolition the remaining buildings on site commenced as programmed and are scheduled to be completed at the end of May 2024
<input checked="" type="checkbox"/> 1.04.05 To develop and work on the council's Asset Management Plan	In Progress	75%	31/03/2024	★	The Draft Council Asset Management Plan has been approved by the Asset Management Board and currently under review by the Executive Member.

Quarterly Indicators	31/12/2023			
	Last Quarter	This Quarter	Current Target	RAG
> L051 % of council tax collected	54.9%	81.1%	84.0%	★
> L053 % of Business Rates collected in year	73.8%	94.5%	87.5%	★
L257 Number of complaints received	127	124		n/a
> L261 Level of staff sickness absence	1.50	2.27		n/a
L391 % of vacant posts temporarily filled with agency staff	30%	31%	30%	★
L392 % of agency workers council wide	10%	8%	5%	●
L395 Number of self-service transactions processed via customer account	22,479	26,164	21,250	★
L418 Customer visits to Time Square	8,404	7,494		n/a

There are no annual indicators under Value for Money due to be reported at Q3.

Economic resilience

Action	31/12/2023				
	Stage	Due Date	Percentage Complete	Status	Comment
<input checked="" type="checkbox"/> 2.01.01 Progress to adoption of the Local Plan targeted for 2023	In Progress	31/03/2024	88%	★	Consultation on the Main Modifications is expected to commence in late October and run for 6 weeks to early/mid December. Adoption anticipated Spring 2024.
<input checked="" type="checkbox"/> 2.01.02 Develop a Supplementary Planning Document in relation to Affordable Housing supply	In Progress	31/03/2024	20%	●	Aim to recommence work on this in January 2024 and to take an initial draft to Executive in June 2024. Following that there will need to be a formal consultation process prior to presenting a final draft for adoption to Executive. As a result the completion date is estimated to be 30 September 2024 extended from 31 March 2024.
<input checked="" type="checkbox"/> 2.02.02 Work on development of The Deck and the sustained viability of Town Centre	In Progress	31/03/2024	30%	●	Development of The Deck (former Bentalls site) continues to be on hold due to market conditions. Options for temporary use of the land are being devised jointly by the landowner and the council.
<input checked="" type="checkbox"/> 2.02.03 Develop an Arts, Heritage and Culture Strategy	In Progress	31/03/2024	85%	●	Further changes are required following review of the final draft, including consultation with younger citizens. This has now been handed back to the council by the supplier where the strategy will be completed.
<input checked="" type="checkbox"/> 2.02.04 Complete the initial work to develop a new Central library for the borough	Completed	31/03/2024	100%	✱	The new Central Library is on hold, pending progress on the Deck Project. As the objective was to create an initial scheme in estimate, and this has been done, this action has now been marked complete.
<input checked="" type="checkbox"/> 2.02.05 Develop Masterplans for the Southern and Eastern Gateway sites in Bracknell Town Centre	In Progress	31/03/2024	50%	●	The Masterplans are now in draft form and will be presented to the executive for approval to consult in March
<input checked="" type="checkbox"/> 2.02.06 Review Joint Venture Business Plan	In Progress	31/03/2024	25%	★	The Joint Venture Business Plan is on forward plan for March 2024 Executive. This will be a new three year plan for JV delivery.
<input checked="" type="checkbox"/> 2.02.07 Ensure necessary approvals are in place to deliver the Coopers Hill and Market Street sites	In Progress	31/03/2024	85%	★	Coopers Hill site continues to be delivered to cost and schedule. Market Street site enabling works are completed. Legal contracts are at an advanced stage for affordable housing. Programme delivery milestones are on track.
<input checked="" type="checkbox"/> 2.02.08 Complete options appraisal for future of High Street Car Park site	Completed	31/12/2023	100%	✱	An initial outline options appraisal has now been completed for the future development of the site. There are number of factors that will need to be considered if additional town parking to support future housing development before the final proposal for the site is agreed.
<input checked="" type="checkbox"/> 2.03.01 Develop a strategy for governor recruitment through the governance reference group	In Progress	31/03/2024	75%	★	For this quarter, ending 31 December 2023, there are currently 67 governor vacancies; a 16% vacancy rate including all maintained schools and academies in BFC who purchase the Governor Services Service Level Agreements (SLA) - 35 schools in total. Governor Services ran a webinar with Governors for Schools in October, which was advertised widely via social media, Town & Country, Involve, Bracknell Forest for Business and the Education & Learning newsletter. 33 people booked to attend and 15 actually attended. We are also advertising vacancies to our residents in the Winter edition of Town & Country with a quarter page advert.
<input checked="" type="checkbox"/> 2.04.02 Deliver the work programme set out by the Economic Skills and Development Partnership	In Progress	31/03/2024	75%	★	The Economic Skills and Development Partnership (ESDP) work programme continues to support the delivery of key projects and the development of a new Economic Strategy (2024-2034). The opportunity to reshape the role of the ESDP to align with the strategy is being progressed.
<input checked="" type="checkbox"/> 2.04.03 Provide support for Local Economy	In Progress	31/03/2024	80%	★	With the adoption of the Economic Strategy (2024-2034) and the action plan, (anticipated January 2024) the council's support for the local economy will be targeted to achieve four key themes and the Council Plan objectives for a Thriving and Connected Economy.
<input checked="" type="checkbox"/> 2.04.05 Prepare and publish a borough-wide Economic Strategy	In Progress	31/03/2024	90%	★	The Strategy has now been subject to public consultation and it is planned for the Council to adopt the strategy at its Executive meeting in February.

<input checked="" type="checkbox"/> 2.05.05 Commission a feasibility analysis for the Business Improvement District	In Progress	31/03/2024	50%		The Bracknell Business Improvement District (BID) is leading this initiative with support from the council. Tenders have been sought for two studies and is expected to commence in January 2024.
<input checked="" type="checkbox"/> 2.05.07 Support the Bracknell Improvement District	In Progress	31/03/2024	90%		Billing complete and further reminder notices sent at request of BIDS board.
<input checked="" type="checkbox"/> 2.06.02 Establish a pilot for a retail pop-up scheme	Completed	30/09/2023	100%		Craft COOP successfully established and launched
<input checked="" type="checkbox"/> 2.06.03 Fund the further development of Thames Valley Berkshire Growth Hub	Completed	30/09/2023	100%		UK Shared Prosperity Fund allocation used to deliver start-up and high-growth programme.
<input checked="" type="checkbox"/> 2.07.05 Highway improvements for sustainable travel	Completed	30/09/2023	100%		Further meetings have been held with Active Travel England who have been invited to Bracknell to walk and cycle round various sites and discuss future provision through the Active Travel Fund. Discussions will also be held with a wider group to share best practice ideas for promoting walking and cycling as we begin preparing for our new Local Transport Plan.
<input checked="" type="checkbox"/> 2.07.06 Implement Highway Infrastructure Asset Management Plan	In Progress	31/03/2024	50%		The latest Highway Infrastructure Asset Management Plan (HIAMP) was adopted in 2022. The principles of the plan have been integrated into the planned capital maintenance work programmes delivered by the Highways & Transport Division. Annual government grant funding for highway maintenance has been static for some years and so the impact of inflation and past under-investment is creating a challenge for local authorities in delivering their HIAMPs effectively. The draft Council budget for 2024/25 includes additional funding for HIAMP actions.
<input checked="" type="checkbox"/> 2.07.07 Secure grants for transport and infrastructure	In Progress	31/03/2024	50%		Government grants for Integrated Transport and Highway Maintenance have been fully allocated across the Highways and Transport work programme for 2023/24. Further grants have been provisionally allocated (subject to bid submissions) for Electric Vehicle charging infrastructure, the Bus Service Improvement Plan and Active Travel initiatives.
<input checked="" type="checkbox"/> 2.08.02 Infrastructure Funding Statement	Completed	31/03/2024	100%		The annual Infrastructure Funding Statement (IFS) has been completed for 2022/23 and was published on the public website before 31 December 2023, in line with regulation. Data gathering for the IFS for 2023/24 is ongoing, and the final report will be published before 31 December 2024.
<input checked="" type="checkbox"/> 2.08.03 Completion of S106 planning agreements	In Progress	31/03/2024	75%		Thirteen Section 106 agreements have been completed during this period, this is slightly above average.

Quarterly Indicators	31/12/2023			
	Last Quarter	This Quarter	Current Target	RAG
L241 Income from CIL receipts	£936,663	£641,888		n/a
L268 % of working age people who are unemployed	3.3%	2.0%		n/a
L269 % of working age population in employment	80.9%	84.2%		n/a
L271 % of borough covered by superfast broadband	98.0	98.4	99.0	
L284 Number of homes given planning permission	9	126		n/a
> L286 % of planning appeals dismissed	100%	50%	66%	
> L356 % of major planning applications determined within timescales	89%	89%	85%	
> L357 % of minor planning applications determined within timescales	96%	91%	90%	
> L358 % of other planning applications determined within timescales	85%	98%	90%	
L442 Vacancies on school governing boards	20%	16%	18%	

Additional narrative for L286 - Three of six planning appeals were successfully dismissed this quarter (50%). For the year to date, 71% of planning appeals have been dismissed - 12 of 17 received in total - and this is above target. The current year-to-date position is also favourable compared to the position same time last year when more appeals were raised where in Q3 2022/23 60% of planning appeals had been dismissed.

There are no annual indicators under Economic Resilience due to be reported at Q3.

Education and skills

Action	31/12/2023				
	Stage	Due Date	Percentage Complete	Status	Comment
<input checked="" type="checkbox"/> 3.01.02 Schools estate is maintained to a good standard	Completed	31/03/2024	100%	✔	Schools Projects are 100% complete with all snags complete.
<input checked="" type="checkbox"/> 3.02.02 Support for schools with standards and effectiveness partners	In Progress	31/03/2024	75%	★	Standards and Effectiveness Partners (STEPs) provided the full support package for the 24 schools who purchase the Standards and Effectiveness SLA. A detailed evaluation of an aspect of the school's curriculum was undertaken in each school, alongside support for target setting, an evaluation of outcomes, and an evaluation of the effectiveness of the school's improvement planning. Evaluation of the work of the STEP's at the end of the term has been very positive, with school leaders reporting that they have valued the support and challenge. One of the four schools of concern is no longer subject to the Standards Monitoring Board process as a result of the positive progress made, however one further primary school has now been issued with a declaration of concern, meaning the total number of LA category 3 schools remains at 4. The three remaining schools have been provided with additional support from the STEP's, and are all making good progress.
<input checked="" type="checkbox"/> 3.02.03 Promote best practice in schools	In Progress	31/03/2024	75%	★	The final formal stage of the SEND peer review programme has been delivered in this quarter, with schools sharing their actions plans and considering effective implementation. 24 schools completed the process and attended all of the training sessions. Evaluations were very positive, and all schools have shared the key strengths emerging from their reviews, in order to facilitate the sharing of best practice across the LA. Headteacher Briefings in during this quarter have included extended presentations showcasing best practice in English and mathematics, through the exploration of current DfE guidance and Ofsted reviews. The Teacher Reading Group has entered it's second year, and continues to be a highly effective forum for sharing best practice in promoting reading for pleasure. All subject leader network meetings have taken place this term, and have included the sharing of current research articles and best practice case studies, including specialist inputs from nationally recognised specialists. Governor training has been delivered by the standards team focusing on best practice in provision for pupils with SEND, for Pupil Premium pupils, and in relation to the effective use of assessment information.
<input checked="" type="checkbox"/> 3.02.04 Retain good School Ofsted ratings	In Progress	31/03/2024	75%	★	The proportion of schools judged to be good or better continues to be 97%. Inspection reports for Binfield Primary School and St Margaret Clitherow were published during this quarter. Both schools retained their previous judgements of 'good'. Ascot Heath Primary School was also inspected, and the report will be published early in the new year.
<input checked="" type="checkbox"/> 3.03.01 Establish an education sub-group of the ESDP	Completed	30/09/2023	100%	✔	Economic Skills & Development Partnership (ESDP) sub group has met to progress key projects including Skills & Training Hub as part of UK Shared Prosperity Fund programme.
<input checked="" type="checkbox"/> 3.04.03 Undertake a comprehensive review of all youth services	Completed	31/03/2024	100%	✔	The youth review is complete and recommendations are being considered by Department Management Team. The youth strategy will be going to consultation imminently.
<input checked="" type="checkbox"/> 3.04.04 Review Youth Justice Services	Completed	31/03/2024	100%	✔	This is now complete fully, signed off and been subject to a HMI inspection.
<input checked="" type="checkbox"/> 3.05.01 Continue to increase the number of apprenticeship roles throughout the council	In Progress	31/03/2024	80%	★	The apprenticeship numbers are increasing with 49 currently in place which cover 23 roles throughout the Council and schools.
<input checked="" type="checkbox"/> 3.05.02 Effectively use the apprenticeship levy	In Progress	31/03/2024	70%	★	The current number of staff working through apprenticeships in the Council is 49. The team are working through other opportunities to consider other opportunities can be explored to further support the retention and recruitment work.
<input checked="" type="checkbox"/> 3.05.09 Support school leaders to recruit and effectively manage their workforce	In Progress	31/03/2024	60%	★	The programme to support schools to recruit newly qualified teachers for September has begun. This takes the form of attendance at recruitment fairs and headteacher recruitment panels - this has provided 9 candidates who can be appointed to vacant posts for the next academic year.

<input checked="" type="checkbox"/> 3.06.01 Support the efficacy of early years professionals	In Progress	31/03/2024	75%	★	<p>Many schools have requested in school Early Years Foundation Stage (EYFS) training last term, with areas such as interactions, planning and developing high quality learning environments being most popular. Sessions typically last an hour and a half and running them in school, rather than as a course, allows for the content and discussion to be bespoke to school's individual needs. The network meeting in October was well attended and delegates looked at assessment, data analysis and toolkits to support needs identification of SEN learners. The majority of Reception classes in Bracknell are seeking additional information about how to support SEN as an increase in children with higher level needs has meant schools have had to modify their provision to ensure children thrive with a variety of needs. Schools are consistently exhibiting a positive response, demonstrating a readiness to learn and adapt their practices to cater to the diverse needs of all their learners. This will be an on-going area for continued professional development (CPD) support for schools this year. EYFS strategic lead partners have held two open days in their schools, offering an opportunity for schools to visit, and share in discussion about best practice. These sessions are always well attended, and feedback demonstrates this is a valued experience for schools.</p>
<input checked="" type="checkbox"/> 3.07.01 Support care leavers to access education, training or employment	In Progress	31/03/2024	60%	★	<p>There are currently just over 50% of Care Leavers (19-21) who are Not in Education, Employment or Training (NEET), but 21% are currently assessed as unfit for work by the DWP or are parents of young children with very limited support networks. Of the remaining 30%, there are a number of our Care Leavers signed off from work by GPs due to struggling with mental health and other circumstances. The Leaving Care Service and DWP are supporting our Care Leavers to be able to access education, training and employment, whilst Elevate are able to support those Care Leavers who are fit for work. Support to become EET is provided as an additional service through the Elevate in partnership with the Leaving Care Service including, a monthly newsletter, weekly Careers, Information, Advice and Guidance (CIAG) appointments at Braccan Walk every Thursday and the Look Ahead sites every Tuesday. The John Lewis Partnership are also providing support to care leavers - including the Work Ready programmes; sessions for drop-ins and tours as well as work experience for their Warehouse and other work experience opportunities. The JLP are also exploring apprenticeship opportunities for care experienced young people. Additionally, NEET programme sessions through The Storyy Group are in place to support whilst undertaking procurement. Other support in relation to providing Maths and English tuition and employability sessions is also being considered. Just over 50% of our Care Leavers are NEET, but 21% are currently assessed as unfit for work by the DWP or are parents of young children with very limited support networks. Of the remaining 30%(ish), there are a number signed off from work by GPs due to struggling with mental health, etc. However, this is the cohort for whom we can hopefully do something to support their return to education or employment. Therefore, 30% is a more realistic target than 25% in the current circumstances, and once reached we can re-focus efforts to reduce further, between Elevate, Leaving Care and DWP.</p>

<p> 3.08.01 Establish a culture of high expectations for all children</p>	In Progress	31/03/2024	75%	<p style="text-align: center;">★</p>	<p>The Autumn term has been an inclusion focused term for the Standards and Effectiveness Team. Both the SENDCo Forum and the Pupil Premium Grant (PPG) Network meetings had an inclusion focus. Thinking about the impact of low income, the exclusion that it can bring and the importance of being with and learning with their peers, unlocking the positive holistic impact that it has.</p> <p>Training has been provided this term on developing an effective and strategic relationship between the SENDCo and SEN Governor to continue to raise standards for your people with SEND. Ensuring governors have a clear understanding of their role, aligned to their core functions and the SEND Code of Practice, Childrens and Families Act and the Equalities Act. Very positive feedback has been received to date in relation to this course, its effectiveness in covering the aims, as well as the range and depth of information, and data provided. Standards and Effectiveness have this term taken lead roles in elements of the Written Statement of Action.</p> <ul style="list-style-type: none"> • Supporting the delivery of the SEND Preparation for Adulthood Roadshow. • Taking a leading role in the soft launch of the graduated approach; identifying settings and developing the training, briefing and drop-in sessions ready for the start of the spring term. To date, seven of the nine settings have positively responded to taking part in the soft launch of the graduated approach and attending the briefing session on the 8 January. <p>The Standards and Effectiveness team have also continued to lead and deliver the SEND Review Programme. The 3 November saw the last of the engagement days, focusing on the implementation of the SEND Action Plans developed by schools. To date 15 or the 24 schools have provided their SEND Action plans, of which 14 have also provided details of their strengths that were identified as part of the SEND Peer Review process. Current themes identified across the schools action plans include:</p> <ul style="list-style-type: none"> • Quality First Teaching • Interventions and Strategies • Parent and carers • SEND specific staff CPD • Tracking and monitoring • Teaching Assistants • Subject and Phase leader development • Environment • Process and systems • Curriculum <p>The schools identified strengths will be used to develop a directory of strong practice, that schools can use as part of the community of practice. Evaluations completed after the final engagement day, indicate that the programme has had a positive impact. 92% of respondents reported that they had found the SEND Review Process valuable or extremely valuable, and that 100% of respondents felt it had helped them to identify clear strengths and next steps. The Standards team, this term as part of their school visits have discussed the SEND Review and their action plans with them, ensuring that they are at the heart of school development planning. Several schools have made positive comments in relation to the programme, including, <i>'The process of the self-evaluation and the peer visit has raised the profile of SEND and put a spotlight on areas of SEND for staff. It has opened up conversations and opportunities to involve others and for them to reflect on their own practice in terms of supporting SEND and Inclusion in our school.'</i></p>
<p> 3.08.02 Support transition to next stage of learning</p>	In Progress	31/03/2024	75%	<p style="text-align: center;">●</p>	<p>To support transition from Year 6 to 7, a questionnaire was sent to all secondary schools this term, for completion by Year 7. To date, 136 pupils have completed the questionnaire, representing a number of primary schools. The results indicate that most pupils visited the secondary school before they started and felt prepared prior to beginning secondary education. Of the three core subjects, pupils felt less prepared for maths, based on their primary education, with 70% feeling prepared, compared to 76% in writing and 80% in reading. More responses will be required before any wider conclusions can be drawn. More remains to be done to build on the work of last year's working party.</p> <p>Also aiming to support transition at key points is the implementation of the LA Early Intervention Team, to provide specialised assistance for pupils with SEND.</p>
<p> 3.08.04 Deliver the agreed actions within the Written Statement of Action (WSOA)</p>	In Progress	31/12/2023	77%	<p style="text-align: center;">●</p>	<p>Delivery of the Written Statement of Action (WSOA) continues, with 81 of the 113 actions now complete. The fourth monitoring meeting with the DfE and NHS England took place in mid-December and formal feedback is yet to be received. Whilst leadership within the council's SEND services remains stable, significant capacity has been diverted to developing our Safety Valve plans over the last quarter, which has impacted on the pace of delivery for the WSOA</p>
<p> 3.08.05 Complete review of Home to School Transport Services</p>	Completed	30/09/2023	100%	<p style="text-align: center;">✔</p>	<p>Review completed, as reported at end of Q1.</p>

<input checked="" type="checkbox"/> 3.08.06 Co-produce a strategy for all social work services	In Progress	31/03/2024	75%		The first draft of the strategy has been reviewed extensively by the Designated Social Care Officer (DSCO) and the Parent Carer Forum (PCF) and is now ready for production. We are on target to meet the revised deadline of 31/03/24.
<input checked="" type="checkbox"/> 3.08.07 Co-produce a SEND strategy.	Completed	30/09/2023	100%		The SEND strategy 2023-2026 has now been completed and published as part of our Local Offer. It was co-produced with parents and our partners, including schools, health colleagues and social care.

Quarterly Indicators	31/12/2023			
	Last Quarter	This Quarter	Current Target	RAG
L196 Number of school children engaged with science through a visit to The Look Out Discovery Centre	52	41	50	★
L205 % of EHCPs issued within 20 week statutory timeframe	42%	46%	50%	★
L206 Number of new EHCPs issued	71	79		n/a
L394 % of staff that have undertaken apprenticeship training	3.6%	4.0%		★
L402 % of care leavers aged 19-21 years who are NEET	51%	43%	30%	▲
L403 % of care leavers aged 19-21 years who are in touch with LA	95%	95%	89%	★
> L139 % of all schools rated good or better	97%	97%	95%	★
> L139 % of maintained primary schools rated good or better	100%	100%	100%	★
> L139 % of maintained secondary schools rated good or better	50%	50%	100%	▲
> L139 % of academy primary schools rated good or better	100%	100%	100%	★
> L139 % of academy secondary schools rated good or better	100%	100%	100%	★

Additional narrative for L402 - At the end of December 2023 there were 26 care leavers who were NEET 19–21-year-olds, 14 of whom are NEET due to illness or disability and 3 are NEET due to Pregnancy/Parenting. Consequently, 9 (35%) are NEET and in a position to access education, employment, or training. This represents a significant reduction since September 2023 when 18 care leavers aged 19-21-year-olds were able to access education, employment or training (EET).

Additional narrative for L139 – ‘Maintained secondary schools’ there are two maintained secondary schools in the borough, which means if one school does not meet the good or outstanding target, this significantly skews the data for this measure. College Hall was inspected in July 2023 and judged to be inadequate. At the most recent Rapid Response Board Meeting for College Hall, the board agreed unanimously that sufficient progress is being made towards agreed priorities.

Annual Indicators	31/12/2023			
	Last Year	This Year	Current Target	RAG
L370 Progress gap between disadvantaged pupils and their peers at KS4	-0.9%	-0.8%	-0.5%	★

Caring for you and your family

Action	31/12/2023				
	Stage	Due Date	Percentage Complete	Status	Comment
<input checked="" type="checkbox"/> 4.01.01 Increase participation in sports, leisure and cultural activities	In Progress	31/03/2024	80%	★	Performance remains within the agreed client requirements. An end of year assessment of the demographics of participation will determine any new steps. This will accord to the new strategy and the direction that the new administration takes.
<input checked="" type="checkbox"/> 4.01.02 Implement and monitor the key actions set out in the Health and Wellbeing Strategy	In Progress	31/03/2024	98%	★	An oversight group with membership from all delivery partners is now in place. The Health & Wellbeing delivery plan update is a standing item on the Health & Wellbeing Board, a dashboard and project update is presented to the board every quarter.
<input checked="" type="checkbox"/> 4.01.04 Deliver the financial hardship action plan	In Progress	31/03/2024	90%	★	The Financial Hardship Action Plan was reviewed and updated ahead of Winter 2023, to ensure the content is aligned with the current priorities and resources. Several changes were made to focus and enhance activity related to signposting.
<input checked="" type="checkbox"/> 4.01.05 Deliver the pilot first phase of "Thriving Communities" programme	In Progress	31/03/2024	30%	●	Programme delivery paused. Recruitment to the two programme posts was put on hold until Q4 due to organisational change.
<input checked="" type="checkbox"/> 4.01.06 Develop a Children and Young People (CYP) Plan	Completed	31/03/2024	100%	✔	CYP Plan is now complete. An action plan has been adopted by the CYP Partnership Board and agreed by leads for each priority action. This will now become routine business of the Board as highlight reports updates on strategic actions will be provided in each meeting from November onwards. A performance dashboard will track progress of key indicators of success.
<input checked="" type="checkbox"/> 4.01.07 Develop People Strategy	In Progress	31/03/2024	70%	●	Work continues to develop a People strategy which aligns with the new council plan. An engagement session has been carried out with Heads of Service this quarter to support the development of priorities.
<input checked="" type="checkbox"/> 4.03.01 Develop the annual integrated health and care plan for Bracknell Forest.	Completed	31/03/2024	100%	✔	The Health & Care plan has now been drafted and will be presented for consideration at the Bracknell Forest Place Committee during October 2023. This follows collaboration between council officers and colleagues from the Integrated Care Board.
<input checked="" type="checkbox"/> 4.06.03 Facilitate the delivery of new Community Hub in Warfield	In Progress	31/03/2024	60%	★	Good progress in confirming project deliverables with all stakeholders in Q3. Further design and funding strategy work in partnership with Warfield Parish Council in Q4.
<input checked="" type="checkbox"/> 4.06.04 Facilitate new Bucklers Park Community Hub	In Progress	31/03/2024	85%	★	Negotiations on the lease and preparatory activity for opening the hub progressing well with Age Concern Bracknell Forest.
<input checked="" type="checkbox"/> 4.06.05 Finalising management arrangements for Binfield Community Hub	In Progress	31/03/2024	85%	★	Lease negotiations completed. Lease signing and preparations for opening to take place in Spring
<input checked="" type="checkbox"/> 4.06.13 Support the set-up of new community facilities and services	In Progress	31/03/2024	75%	●	Due to feedback from the Care Quality Commission (CQC), the business case for Bridgewell has been invalidated, requiring the People Directorate to identify a new use / set of requirements for the facility. This has delayed the progression of any procurement activity, with a procurement now anticipated to commence in mid-2024.
<input checked="" type="checkbox"/> 4.07.01 Family hub services expansion and development of multi-disciplinary teams	Completed	31/12/2023	100%	✔	Groups are being established for this work to progress at the next EH partnership meeting in February 2023. Further public consultation will take place before 31.03 regarding the youth strategy. Partnership is ongoing with Public Health and Targeted Youth Support's Sexual Health Offer regarding workforce development (Brooks has now been delivered and C Card Training is in progress) Supporting Families Development Lead in post and progressing discussions with a wide range of agencies. FSA post has been recruited to and is in induction period. Newsletter is a priority to be progressed. Mind of my own feedback app for children and young people has now been embedded across Early Help.
<input checked="" type="checkbox"/> 4.10.03 Relaunch social prescribing and primary prevention programmes	Completed	30/09/2023	100%	✔	The social prescribing model is now fully operational. The shift from GP to other settings making referrals is complete.

<input checked="" type="checkbox"/> 4.11.02 Schools service level agreement for PE	In Progress	31/03/2024	75%	★	The autumn term has included a broad spectrum of opportunities available to Bracknell Forest young people. In total this term there has been 14 different events where we have had 2,506 young people attending these external opportunities. Out of those 2,506 young people, 476 have been children with SEND from both mainstream and special schools. This attendance data has come from a total of 29 primary schools and 7 secondary schools engaging with the offer which only leaves 2 primary schools who have not. This is another strong start to the academic year and demonstrates that the offer is in line with schools' motivation to participate.
<input checked="" type="checkbox"/> 4.11.03 Develop a Sports and Leisure strategy for the borough.	In Progress	31/03/2024	60%	★	Strategic Leisure are making good progress with the strategy. They have undertaken a borough survey, multiple engagement sessions with key stakeholders and a strategy workshop with Members. The strategy is still on track to be completed by 31st March 2024.
<input checked="" type="checkbox"/> 4.11.04 Develop a programme for the replacement of the Bracknell Leisure Centre and assets	In Progress	31/03/2024	0%	★	Any replacement programme will come from the development of the sports and leisure strategy work which is currently on track for completion by the 31st March 2024.
<input checked="" type="checkbox"/> 4.12.02 Delivery capital improvements for open spaces	In Progress	31/03/2024	60%	★	Various projects progressed or completed as planned.
<input checked="" type="checkbox"/> 4.12.03 Promoting Active Travel	Completed	30/09/2023	100%	★	'Dr Bike' events, where people can get their cycles checked over by trained mechanics and have basic improvements made, were held in both July and September for staff in BID organisations in the Southern and Western business areas. Two further Dr Bikes were held in September for residents in the Forest Park and Winkfield/North Ascot areas when close to 30 cycles were seen. Also at these events the expansion of the Eco Rewards scheme to include walking and cycling routes on the approaches to Martins Heron rail station was promoted. The events were very popular with all who attended and generated lots of positive social media posts. Council officers attended six of the Summer of Fun events coordinated by the parish and town councils to promote walking and cycling, and representatives from Eco Rewards also attended. Officers spoke to many residents, handing out cycle maps and giving advice and support to allow more people to make active choices. At several of the events partners from Avanti set up cycle obstacle courses for children to practise their skill. 'Cycle September', a month-long challenge to encourage people to ride as much as possible and log their rides to win prizes and help their employers top leader-boards, was widely promoted. Seventeen local workplaces took part in the challenge and over 1,800 cycle trips were recorded – a 20% increase on the same event last year. New pedestrian crossing facilities outside Owlsmoor Primary and Edgbarrow Secondary Schools were installed over the summer holidays. These facilities will provide safe crossing points and encourage more walking journeys to school. Officers are preparing a bid to secure £78,000 of Active Travel England funding to build two further crossings on the approaches to Brakenhale secondary school and King's Academy Binfield.
<input checked="" type="checkbox"/> 4.13.01 Coordinate and lead on the work of the Bracknell Forest Civilian Military Partnership	In Progress	31/03/2024	75%	★	Work continues to re-establish the Bracknell Forest Civilian Military Partnership (CMP). A meeting was held at Royal Military Academy Sandhurst with the Station Staff Officer, Commandant and BFC Armed Forces Champion and Engagement Team to identify priority area of focus, review terms of reference and membership (24 Nov).
<input checked="" type="checkbox"/> 4.13.03 Support the delivery of a Berkshire Civilian Military Partnership	In Progress	31/03/2024	75%	★	Following the outcome of the local elections, the Royal County of Berkshire Civilian Military Partnership met on 5 October 2023 to update its membership, elect a new chair and vice chair and agree the group's terms of reference. Ideas for the implementation of each item on the Partnership Action Plan were also discussed and a commitment to an annual event to raise awareness.

Monthly Indicators	31/12/2023			
	Last Month	This Month	Current Target	RAG
> L346 Average caseload for Family Safeguarding Model	16	15	16	★
> L385 Rate per 10k of children on Child Protection Plans	45.3	46.4	43.0	n/a
> L386 Rate per 10k of Children Looked After	52.5	54.3	50.0	n/a

Quarterly Indicators	31/12/2023			
	Last Quarter	This Quarter	Current Target	RAG
L003 Number of visits to leisure facilities managed by Everyone Active	378,717	278,767	325,000	●
L005 Number of visits by customers under the active communities or health and well-being programme	1,297	3,393	625	★
L404 Number of children and young people visits to leisure facilities managed by Everyone Active	141,647	85,254	92,500	★
L405 Number of older people visits to leisure facilities managed by Everyone Active	23,263	18,396	20,750	▲
L412 Number per 100,000 of first-time entrants to criminal justice system	29.8	67.1		n/a
L414 % of children who achieve a BMI Z-score reduction	0%	0%	0%	★
L415 % of smokers who have quit at 4 weeks in the quarter (co-verified)	52%	44%	30%	★
L416 % of smokers who have quit at 4 weeks in the year to date (co-verified)	66%	58%	30%	★
L436 Number of visits by customers with a disability to leisure facilities managed Everyone Active	1,297	3,128	875	★
L446 Impact of Social Prescribing as a primary prevention programme on reducing loneliness	60	50	30	★

Additional narrative for L405 - This period has lower attendance across the sites which is in line with the Oct - Dec seasonal trend and matches previous years. Particularly poor weather during December meant that Downshire was adversely affected with rain closing the course on several occasions.

Note: L414 - The children and young people's weight management service has been commissioned by Public Health. However there is no data available yet on the % of children who have achieved a BMI z-score reduction. The service has focused on working with schools to deliver nutrition workshops with children. They have also attended a number of outreach events to raise awareness of the service and share healthy eating advice with families.

Data for L415 & L416 is provided by an external agency, after the CPOR report is published. Therefore, data for Q3 reflects the latest available data (Q2).

There are no annual indicators under Caring for Your Family due to be reported at Q3.

Protecting and enhancing our environment

Action	31/12/2023				
	Stage	Due Date	Percentage Complete	Status	Comment
<input checked="" type="checkbox"/> 5.01.05 To work with the Town and Parish Councils to effectively manage the land assets	Completed	31/03/2024	100%	✔	Any further transfers will be at the request of Parish Councils.
<input checked="" type="checkbox"/> 5.01.07 Establish management partnership arrangements with The Land Trust	In Progress	31/03/2024	85%	★	Successful ongoing partnership arrangements, including the progression of arrangements for the community growing area and supporting preparations for opening of community hub.
<input checked="" type="checkbox"/> 5.02.01 Green development of our waste collection services	In Progress	31/03/2024	70%	★	1,220 flats had food waste collections by the end of quarter 3. All of the borough's flats have now been assessed for their suitability against the agreed criteria for food waste collections.
<input checked="" type="checkbox"/> 5.02.02 Educate, enable and encourage residents to maximise their recycling	In Progress	31/03/2024	90%	★	The annual collection calendar was delivered in October to all houses in the borough, this includes information on what can be recycled. In the run up to Christmas, festive related social media posts are used to provide information on recycling commonly produced waste over Christmas and New Year.
<input checked="" type="checkbox"/> 5.02.03 Implement the Strong's Heath / London Road facilities in line with Climate Change Strategy	In Progress	31/03/2024	41%	★	Work continues to develop the scheme with external consultants. The team continues to work with the Planning team via the pre-application process.
<input checked="" type="checkbox"/> 5.03.01 Implement parking bay schemes	Completed	31/03/2024	100%	✔	The 2023/24 programme has planning approval and is due to be constructed.
<input checked="" type="checkbox"/> 5.05.02 Progress phase two Transformation enhancements of The Look Out	In Progress	03/03/2024	30%	★	Work to progress landlord discussions continued as fully as possible, including arrangements for landlord site visit.

<input checked="" type="checkbox"/> 5.06.01 Climate Change Action Plan and Strategy	In Progress	31/03/2024	75%	★	Joint Climate Action Board - has launched and first meeting has taken place. 10 working groups have been established and these have been reviewed and assurance given that we are on schedule,
<input checked="" type="checkbox"/> 5.06.07 Improve energy efficiency for low income households	In Progress	31/03/2024	59%	●	The launch of phase two of the Home Upgrade Grant (HUG2) across all Berkshire Local Authorities was once again delayed during Q3 owing to contractual agreements not being in place between nominated delivery agents. Promotion of this scheme (to support low income families living in homes heated by non-gas means) will commence in Q4. The actual delivery of retrofit works is scheduled to extend until March 2025. The Climate Change and Sustainable Living team spent time during Q3 contacting residents who had previously expressed an interest in potentially benefiting from Warm, Safe and Well (Public Health) funding to improve the energy efficiency of homes in which at least one dweller is classed as being vulnerable to the impacts of the cold. The exercise was designed to identify the number of people who met the eligibility criteria and were still interested in the scheme, to better allocate remaining funds. The team, together with colleagues from Public Health will discuss next steps during Q4. The process for identifying potential suitable homes to benefit from either Energy Company Obligation (ECO) or Great British Insulation Scheme (GBIS) funding has continued to prove difficult for many Local Authorities including Bracknell Forest. The Climate Change team will continue to explore potential avenues to support these funding routes during Q4.
<input checked="" type="checkbox"/> 5.06.08 Identify suitable alternative low carbon highway construction materials	Completed	30/09/2023	100%	★	The 2023 summer carriageway re-surfacing programme will use warm mix surfacing materials (as opposed to hot) which reduces the carbon footprint. Joint work with our highways contractor Ringway is underway to identify further low carbon materials which can be practically included within routine work highway programmes from 2024/25 onwards. A recent joint workshop has set out a series of related tasks to support this work.
<input checked="" type="checkbox"/> 5.06.09 Implement the "Greening our energy" asset management programme	In Progress	31/03/2024	95%	★	At the end of December all eight projects to reduce energy costs and reduce the Council CO2 emissions will be complete apart from minor snagging works which will be actioned by the end of January 2024.
<input checked="" type="checkbox"/> 5.06.10 Review procurement approaches to climate change, social value and alternative funding routes	In Progress	29/03/2024	30%	●	Member consultation has commenced and the local target methodology selected. The Bracknell Forest Social Value Matrix is currently being designed and community consultation prepared
<input checked="" type="checkbox"/> 5.07.04 Install Electric Vehicle chargepoints	Completed	31/03/2024	100%	★	The new electric vehicle (EV) chargers at Great Hollands Square are now fully operational and running with six 22kw fast chargepoints and two 75kw rapid chargepoints. The number of charging sessions across the 32 new chargepoints within the borough is continuing to rise. Further opportunities to install EV chargepoints within council-owned car parks and facilities are being identified for delivery through government funding schemes.
<input checked="" type="checkbox"/> 5.07.06 Reduce staff car usage and promote green travel initiatives	In Progress	31/03/2024	10%	●	The project to review car usage is being explored and a project established for April

There are no annual indicators under Protecting and Enhancing our Environment due to be reported at Q3.

Communities

Action	31/12/2023				
	Stage	Due Date	Percentage Complete	Status	Comment
<input checked="" type="checkbox"/> 6.01.01 Undertake health check and action plan for retail centres	In Progress	31/03/2024	40%	★	The preparation of health checks and actions plans will be undertaken in Q4 2023/24 supported by the Economic Strategy (2024-2034) action plan.
<input checked="" type="checkbox"/> 6.02.01 Support for Community Associations	In Progress	31/03/2024	75%	★	Ongoing advice and guidance is provided to the community centres and support provided to community associations with governance, finance issues, lease renewals and recruitment of volunteers. The Engagement Team continues to liaise with Property Services and other service areas to resolve specific community centre issues. Regular on-going site visits are undertaken with Community Associations Network meetings held quarterly.
<input checked="" type="checkbox"/> 6.02.03 Develop the offer in Libraries to support the Adults and Children's agendas	In Progress	31/03/2024	85%	★	The Library Service is working in partnership with Children's Services to support the Dolly Parton Imagination Library scheme for children from low income families. We are also working with the Financial Hardship team to offer support to low income families by offering free basic skills and IT tuition in partnership with the Good Things Foundation, by offering free tablets for loan. The Library Service is also now a designated National Databank, offering free data sim cards to eligible clients who are unable to pay for data access or mobile phone calls.
<input checked="" type="checkbox"/> 6.03.06 Develop harm in the community strategy	In Progress	31/03/2024	70%	★	We have undertaken a MAPE (Multi Agency Practice Evaluation) which will feed into the strategy.
<input checked="" type="checkbox"/> 6.03.07 Review and publicly consult on the 2023 Community Safety Partnership priorities	In Progress	31/03/2024	50%	★	A full strategic needs assessment has begun on all crime and disorder and is being undertaken by the Office of the Police and Crime Commissioner. It is due to be completed in February 2024 at which point, widespread consultation will take place on proposed CSP priorities for 2024-2027.
<input checked="" type="checkbox"/> 6.03.09 Develop a Serious Violence and Exploitation Strategy and Delivery Plan	In Progress	31/03/2024	50%	★	The Bracknell Forest Serious Violence Strategy has been completed and has been endorsed by the Executive. A full Action Plan is now being developed which is due by 31 March 2024. A separate all-age exploitation strategy author is currently being commissioned to deliver a fully co-produced strategy and action plan.
<input checked="" type="checkbox"/> 6.04.01 Support the development of South Hill Park Trust's Arts and Culture offer.	In Progress	31/03/2024	75%	★	The Council continues to be a strong partner. Participation of BFC Officers with the board has provided the council with assurance that grant is meeting council objectives. The council as landlord has continue to develop the site and is looking to improve the heating in the building to reduce costs and Co2 emissions.
<input checked="" type="checkbox"/> 6.07.01 To provide property support for the initial phases of development of Opladen Way	In Progress	31/03/2024	50%	★	Property have been working with the council's Housing team and the Design team to complete the detailed design documentation and specification to commence the second stage of the tender process in early January 2024. Project currently on programme and the cost for the development will be known at the end of February once bidders have submitted their tender submission.
<input checked="" type="checkbox"/> 6.07.03 Make arrangements to secure the closure of Downshire Homes Ltd	In Progress	31/03/2024	90%	★	Work is progressing towards February 2024 solvent liquidation of Downshire Homes Ltd and transfer of properties to Bracknell Forest Council.
<input checked="" type="checkbox"/> 6.09.02 Develop new allocations policy	In Progress	31/03/2024	75%	★	A proposed policy has been approved by Executive and is currently out for consultation ending at the end of Jan 2024
<input checked="" type="checkbox"/> 6.10.04 Increase community groups supporting the half marathon	Completed	30/06/2023	100%	✘	The May event went ahead as planned with a number of community groups providing support to the race around the course. The event was very successful although a lessons learnt meeting has already taken place to identify improvements for next year.
<input checked="" type="checkbox"/> 6.10.07 Cultural events in Bracknell Town Centre	Completed	30/09/2023	100%	✘	The Bracknell Community Day event was staged in Bond Square in July along with a programme of summer events successfully delivered including a South Hill Park collaboration 'Yellow Brick Road' in August with more than 1,800+ and the annual Summer Proms in August.
<input checked="" type="checkbox"/> 6.10.08 Support community engagement with and integration of displaced people who arrive in borough	In Progress	31/03/2024	90%	★	The service are continuing to work to ensure that they are providing support to all displaced people arriving into the borough. Actions in the SEND written statement of action regarding SEN support Migration children are on target for completion and information on the local offer is now available in various languages. There is good work going on to ensure robust partnerships for Migration families as they integrate into BF.

<input checked="" type="checkbox"/> 7.019 Support maintenance of high levels of cohesion and the integration of our diverse communities.	In Progress	31/03/2024	75%	★	The Community Cohesion and Engagement Partnership has continued to meet quarterly and considered a range of community issues and the Hate Crime Action Plan. Work has started in planning the 2024 community day and Pride event with a focus on co-producing the events jointly with communities, Voluntary Community and Faith Sector (VCFS) groups and local businesses. The Engagement Team continues to support and build relationships with a range of local community groups both through formal meetings and on-going engagement to inform and support the council's activities in understanding and supporting local communities. The team also continues to support service teams in engaging with local communities.
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Quarterly Indicators	31/12/2023			
	Last Quarter	This Quarter	Current Target	RAG
L185 Overall crime	2,077	2,016		n/a
L406 Number of visits to libraries	169,892	253,348	55,000	★
L421 Number of community events held in libraries	885	1,267	350	★
L422 Number of educational events held in libraries	174	245	100	★
L425 % of homelessness preventions	57%	60%	58%	★

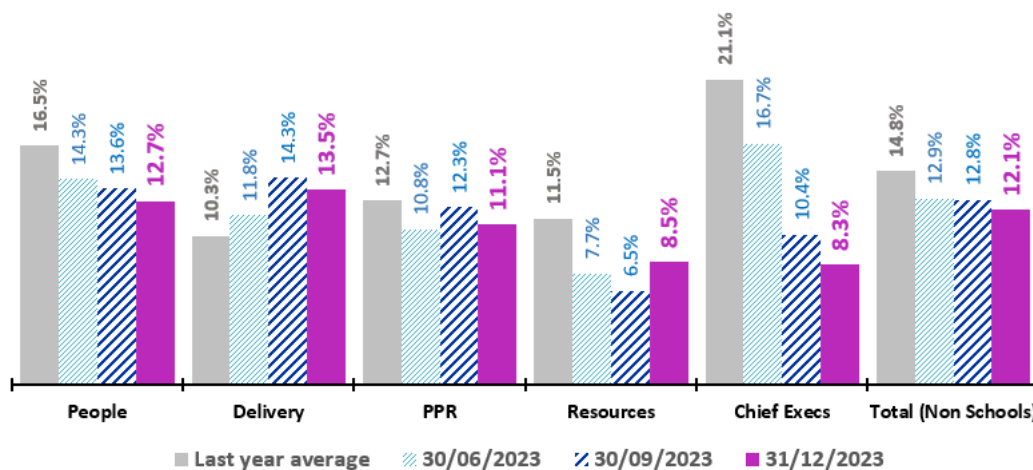
There are no annual indicators under Communities due to be reported at Q3.

Section 4: Corporate Health

Summary of People Data

Staff Voluntary Turnover

Staff voluntary turnover - by directorate
Last year vs. Q1, Q2 & Q3 results



Comparator data	%
Total voluntary turnover for BFC, 2022/23:	14.5
Average voluntary turnover rate UK public sector 2021:	8.8
Average Local Government England voluntary turnover 2020:	10

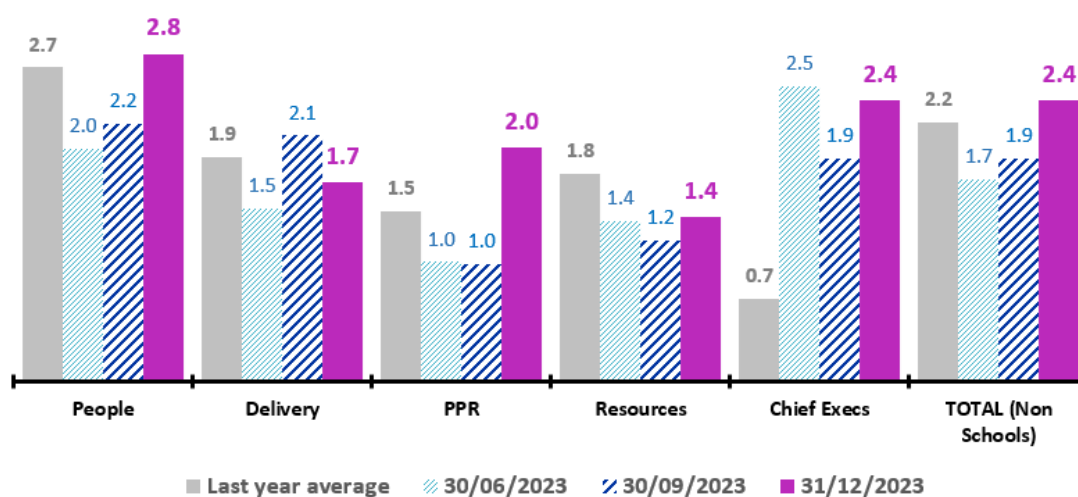
(Source: XpertHR Labour Turnover Rates 2022 and LGA Workforce Survey 2021)

Local benchmarks (latest available data)	%
Wokingham Borough	12.9
West Berkshire	14.8
Windsor & Maidenhead	12.5

Staff Sickness

Department	Q3 2023/24 Days per employee	2022/23 Actual Average days per employee	2023/24 Estimated Annual average days per employee
People	2.8	10.65	9.20
Delivery	1.7	7.64	7.03
PPR	2.0	5.3	5.27
Resources	1.4	6.97	5.22
Chief Executive's Office	2.4	2.49	9.11
Total staff sickness excl. maintained schools	2.4	8.61	7.93

Sickness absence - Days per employee by directorate
Last year average vs. Q1, Q2 & Q3 results



Comparator data	All employees, average days sickness absence per employee
Bracknell Forest Council (excl. Schools) 2022/23	8.61
Public Sector employers 2021	6.4

(Source: ONS Sickness absence in the UK labour market)

Local benchmarks (latest available data)	Days per employee per annum
Wokingham Borough	17.4
West Berkshire	9.9

People

Absence has increased sharply since Q2 with the number of days lost going up by 31%. This is particularly due to rises in the days lost due to stress/anxiety/depression¹ and cold/cough/flu. The days lost due to stress/anxiety/depression has risen by 42%, but the number of instances has remained steady. For cold/cough/flu absences, the number of days lost has increased by approximately three quarters (75%) since Q2. An increase in this kind of sickness is expected in the winter months.

The number of staff in the directorate recording sickness absence has also increased, 36% had sickness absence in Q3, compared to 28% last quarter. However, this is in line with the same time last year when the result was 37%.

Long-term sickness equates to over half (55%) of the total absence this quarter which is very similar to last quarter. There were 29 members of staff off long-term during the quarter, 12 of whom have now returned to work.

Delivery

There has been a decrease in the number of days lost in Q3, compared to last quarter - the number of days lost has decreased by approximately 19%.

The number of staff in the directorate recording sickness absence has remained consistent. Just over a third (34%) had sickness absence in Q3 compared to 31% last quarter and 34% at the same time last year.

The instances of cold/cough/flu this quarter compared to last quarter went up by over 150%, a rise which is expected during the winter months. However, the number of days lost and instances are very similar to this time last year.

Just over a third of the sickness (36%) taken this quarter related to long-term sickness, but this is lower than Q2. There were less than five* members of staff off long-term during the quarter, two of these have now returned to work.

Place, Planning and Regeneration

Absence has more than doubled since Q2 in Place, Planning & Regeneration. There have been significant rises particularly in Building Control & Land Charges and Parks & Countryside:

- Within Building Control & Land Charges this is mainly due to less than five* members of staff on long-term sickness within the quarter
- Parks & Countryside have also had a significant increase in the number of instances of sickness in Q3 - however over two thirds (68%) of these were just one day or less. Just under half (43%) of the absences in Parks & Countryside were due to cold/cough/flu compared to 18% last quarter, which is to be expected during the winter months.

¹ Support is in place to support staff experiencing stress in the workplace or at home. Across Bracknell Forest Council use of the counselling service has increased, with 14 new referrals in Q3 vs. 8 in Q2. There was also a 24% increase in views of self-help support pages in Q3. The full range of resources and network of internal wellbeing champions was promoted as part of 'Stress awareness week' (from 30 October) which may have contributed to the increase seen this quarter.

Overall, the number of staff in the directorate who recorded sickness absence has also increased - 28% of staff in Q3, compared to 21% last quarter.

Just over half of all sickness (53%) recorded relates to long term sickness this quarter, which is higher than last quarter. Seven members of staff were off long-term in Q3, three of these had returned by the end of the period.

Resources

Absence has increased slightly since Q2 - the number of days lost to sickness has increased by approximately 15%.

The number of staff in the directorate recording sickness absence has also increased, 30% had sickness absence in Q3 compared to 19% last quarter. However, this is in line with absence recorded the same time last year – 32% of staff had an absence within Q3 2022/23.

Of all sickness absences this quarter, 4 in 10 were for one day or less and, as expected at this time of year, there has been an increase in the number of staff absence due to illnesses such as cold/cough/flu. There has also been a rise in the number of days lost to Covid-19 recorded this quarter.

Long-term sickness equates to approximately 38% of the absence this quarter, which is significantly lower than last month, showing that the increase is in short term absences. There were less than five* members of staff on long-term sickness, one of whom has returned to work.

Chief Executive's Office

Absence has increased since Q2 - the number of days lost to sickness has increased by approximately 27%.

The number of staff in the directorate recording sickness absence has also increased, 40% had sickness absence in Q3 compared to just 13% last quarter and 21% at the same time last year.

Of all sickness absences this quarter, half were for one day or less. Just under half of the absences were for illnesses such as cold/cough/flu, which is to be expected during the winter months. There has also been a rise in the number of days lost to Covid-19 recorded this quarter.

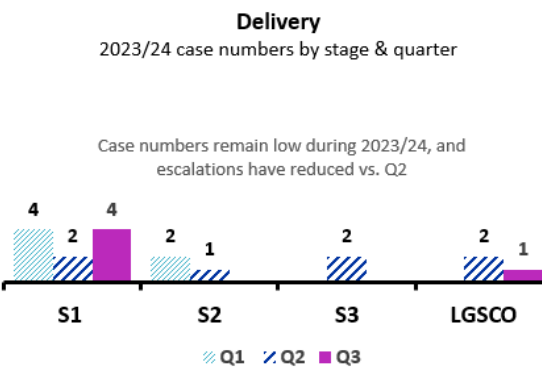
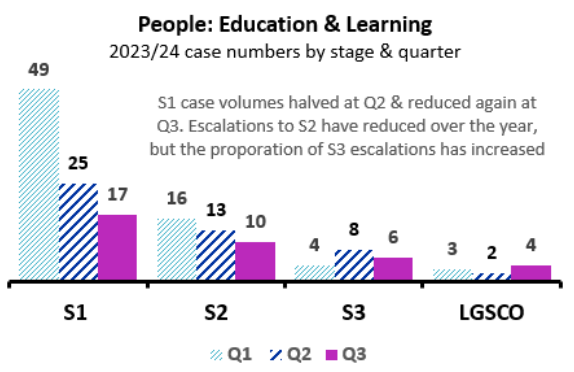
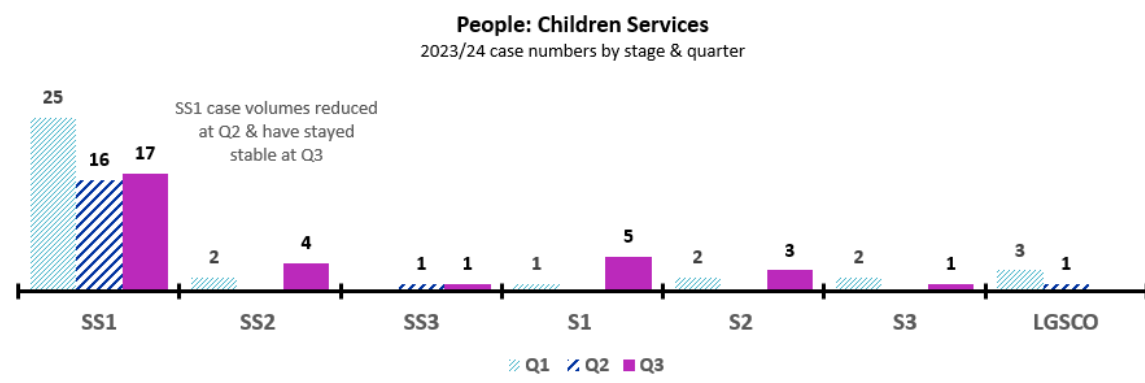
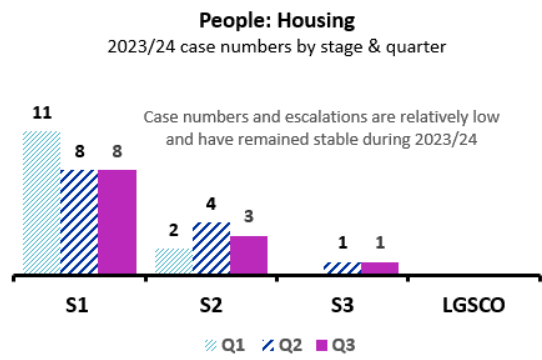
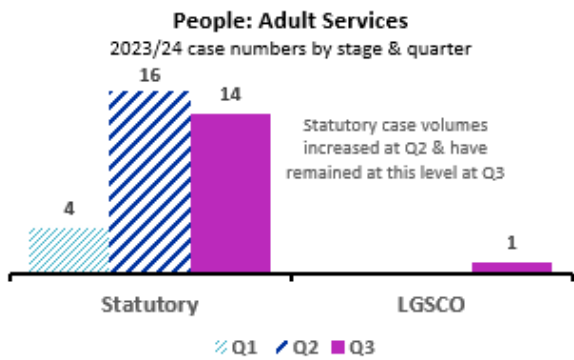
Around half of the sickness (48%) taken this quarter related to long-term sickness. There were less than five* members of staff off long-term during the quarter, who have now returned to work.

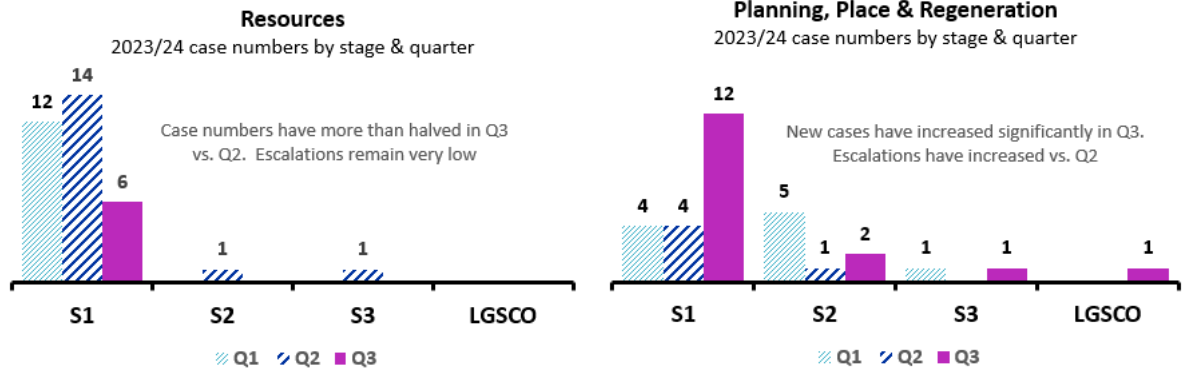
**Suppressed due to small number*

Summary of Complaints

Key:

SS1 – Statutory stage one **SS2** – Statutory stage two **SS3** – Statutory Stage three
S1 – Stage one **S2** - Stage two **S3** – Stage three
LGSCO - Local Government Ombudsman and Social Care Ombudsman
DVH - Discrimination, harassment or victimisation complaints





Chief Executive's Office
2023/24 case numbers by stage & quarter

The CXO has received only one case to date during the year - this has been escalated



Note: The Chief Executive's Office is not normally included within the complaints reporting due to the minimal frequency of complaints received, however data is included for due to a complaint being received in Q2, and subsequently escalated.

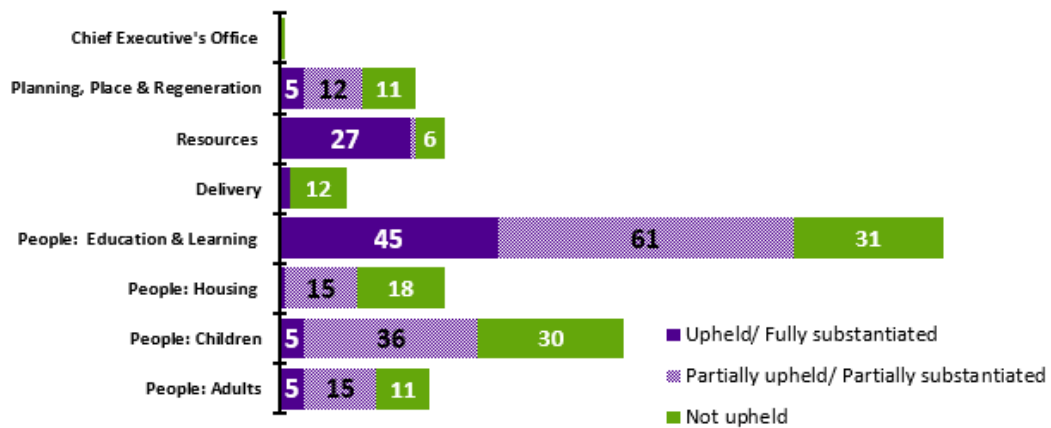
Learning from complaints

The process to report on volumes and themes of learning point and actions is being reviewed and developed.

There were 58 upheld or partially upheld complaints this quarter. The highest proportion of these were in education and learning (23), with 13 in children's social care and 11 in adult social care.

The most common themes of these complaints were related to decisions and outcomes, communication, and presentation and perception of workers. Learning points and actions include improving access to professional reports for education health and care needs assessments (noting that some reports are commissioned by health), improved communication during hospital visits and improved guidance regarding savings for children looked after.

Final outcome by area - all stages: Year to date at end of Q3 2023/24



Year to date, Resources appear to have upheld/partially upheld the highest proportion of complaints (82%). The average across the council is 66%. This is due to reporting high uphold rates in Q1 and Q2. The introduction of new tracking in Q3 has led to changes in recorded outcomes which more accurately reflect the true position.

By comparison, Delivery have not upheld two thirds (86%) of their cases - the council average is around a third (34%).

Strategic Risks and Audits

The Strategic Risk Register was reviewed at the Strategic Risk Management Group (SRMG) on 7 December 2023 when it was agreed that an additional risk should be added on Safety Valve.

The outcome of audits is included in the Head of Audit and Risk Management's Interim Report to the [Governance Audit Committee on 24 January 2024](#) which can be found on the council's public website.

Section 5: Community Health

There are several indicators available to benchmark council performance on by using [LG Inform](#). In particular, it can be useful to compare performance with CIPFA neighbours which represent a group of authorities with similar characteristics. Therefore, this comparison is used along with the English authority average.

The purpose of including the community health data is to provide wider context for assessing the performance of delivering the Council Plan priorities and to further support decision making and planning. The needs and patterns within the community will affect the delivery of council services and achievement of the priorities. It also may suggest where new areas of focus are needed. The specific items below are pilot indicators included to show the range of possible areas that can be reported.

Key: ● Bracknell Forest Council ■ Mean for Bracknell Forest CIPFA nearest neighbours



Bracknell Forest (Quantiles of All English unitary authorities) - latest data at 23 January 2024	
Average happiness rating 2022/23 Mean *updated since CPOR Q2	<p>Scores have significantly increased (improved) since the 2021/22 data. Residents in Bracknell Forest now report above average happiness</p>
Average life satisfaction rating 2022/23 Mean *updated since CPOR Q2	<p>Scores have significantly increased (improved) since the 2021/22 data. Residents in Bracknell Forest now report above average life satisfaction.</p>
% of pupils meeting the expected standard at KS2 in reading, writing and maths 2022/23 (academic) *updated since CPOR Q2	<p>No significant changes</p>
Second or subsequent child protection plans (%) 2022/23 *updated since CPOR Q2	<p>The rate of second or subsequent child protection plans has significantly increased since 2021/22 data.</p>
% 19 to 21 year old care leavers in education, employment or training 2022/23 *updated since CPOR Q2	<p>No significant changes</p>
% of population aged 16-65 on Universal Credit Dec 2023 *updated since CPOR Q2	<p>No significant changes</p>
Employment rate (%) 2023 Q3 (12 months ending) *updated since CPOR Q2	<p>Employment rate has increased (improved) since 2023 Q1 data, Bracknell Forest is now above average.</p>
Rate of births of new enterprises 2022 Enterprises per 10,000 people *updated since CPOR Q2	<p>No significant change, though the average business births for CIPFA neighbours has reduced.</p>
% Ultrafast broadband availability 2023 *updated since CPOR Q2	<p>Slight improvement since previous 2023 data.</p>
Total recorded offences (excluding fraud) (per 1,000 population) 2023 Q2 (12 months ending) Crimes per 1000 people *updated since CPOR Q2	<p>No significant changes</p>

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To: **Executive**
19 March 2024

SEND Written Statement of Action implementation update **Executive Director: People**

1. Purpose of Report

- 1.1. To update the Executive on progress made to the end of November 2023 on the SEND Written Statement of Action (WSOA) implementation, following the fourth review meeting with the Department for Education and NHS England.

2. Recommendation(s)

- 2.1. That the Executive notes the progress made on implementing the SEND WSOA to improve services to children and families and the feedback from the DfE and NHS England to the end of November 2023.

3. Reasons for Recommendation(S)

- 3.1. When the WSOA was produced it was agreed that the executive would have updates on progress made on implementation of the plan, following the DfE and NHS England reviews.

4. Alternative Options Considered

- 4.1. None

5. Supporting Information

- 5.1. The fourth review meeting with the DfE and NHS England took place on 11 December 2023. Written feedback provided by the DfE after the review meeting highlighted the following points:
 - 5.1.1. The local area has maintained its focus of the nine areas of the WSOA and acknowledges that although the Safety Valve work has absorbed capacity from the team, the WSOA and Safety Valve work do share the same ambition of improving the lived experience of children and young people with SEND.
 - 5.1.2. There is clear evidence that actions are being taken at pace, and that evidence of impact is now being gathered.
 - 5.1.3. None of the nine areas have as yet had all planned actions complete, but this is now becoming a realistic ambition.
 - 5.1.4. DfE and NHS England were pleased to hear that SEND is part of the Corporate Business Change programme, ensuring it is high on the local area's agenda.
 - 5.1.5. Parents feel more included at a strategic level and are more aware of what is happening and what is being planned. However, the local area is aware that outcomes at a family level are still too slow, and this leads to some frustration for families.
 - 5.1.6. Schools report a noticeable shift in the ways of working, with better communication, more efficient responses and more willingness to listen to and engage with schools.

- 5.2. The review meetings take each of the nine improvement areas of significant weakness identified in the Ofsted and Care Quality Commission (CQC) inspection, and review progress made, the impact of the work on children, young people and families, and next steps. These are listed below under the nine headings.

Area 1: the lack of a clear, coproduced strategy for improvement

- 5.3. The new SEND strategy has been formally signed off by the council's executive and is now published on the Local Offer. All associated strategies have been reviewed, aligned with the SEND strategy, and a forward plan has been produced for future strategy reviews. At the time of the review meeting, the joint all age carers strategy was the only strategy yet to be signed off and was awaiting a public consultation which has since started.

Area 2: parents' lack of confidence in opportunities for children with SEND

- 5.4. Process mapping workshops have been completed for the 20-week EHCP assessment process, annual review process, ceasing a plan, phase transfer and the placement processes. The new processes were coproduced with key stakeholders, including the SEND team, children's and adults social care, Parent Carer Forum, SENCOs, and health partners.

Area 3: lack of coproduction with children and their families and with fellow professionals

- 5.5. Coproduction is now routinely happening as part of the EHCP process, and the team are receiving regular compliments about the new way of working, with feedback reflecting that parents and carers feel their views are being heard and embedded into the EHCP at a much earlier stage. A SEND youth forum has been developed and the forum is split into two groups (ages 11-17 and 18-25) to ensure that young adults with EHCPs have their own group.

Area 4: the lack of specialist education places

- 5.6. Since the last DfE and NHS England review meeting, the following progress towards increasing the number of specialist places within the borough has been made: a successful bid to the DfE for a new autism free special school, feasibility studies are underway for two new secondary specialist resource provisions (SRPs), a review of primary SRPs is being conducted by a primary headteacher who has been seconded to the council for one day per week, and through the Safety Valve programme the council is seeking to open a new SEMH free school.

Area 5: the lack of support available while waiting to access occupational therapy

- 5.7. Demand for OT services across East Berkshire has continued to grow over the most recent review period. Despite this, referrals continue to be managed within the 2-week triage timeframe. The average waiting time in Bracknell Forest has had a slight increase in the number of children waiting longer than 52 weeks, however this continues to be closely monitored. Further work is ongoing to review the referral process and form to support the graduated response, strengthen the universal offer, and promote shared responsibility with parents, carers and partners. Work will continue to enhance early support and advice via online resources, including webinars which can now be booked directly, leading to a positive impact of families being signposted to interim support whilst awaiting access to services.

Area 6: the lack of mental health support for children who have reached a mental health crisis

- 5.8. A new CAMHS specialist mental health learning disability service has been set up and will be operational by January 2024. The ICB has also been successful in two investment bids to support mental health needs: CAMHS for children in care and specialist CYP mental health practitioner in primary care. Both services are currently in the mobilisation phase.

Area 7: lack of established, effective panel arrangements for the graduated approach

- 5.9. A coproduction meeting has taken place to review the graduated approach, incorporate best practice and produce a new graduated approach framework. Plans have been developed to implement the new graduated approach framework and includes support sessions for school staff. An initial pilot group of schools has been identified to test the new framework prior to a broader roll out.

Area 8: insufficient long-term planning for young people as they move into adulthood

- 5.10. The appointment of a Preparation for Adulthood (PfA) officer has had an immediate positive impact on the focus being placed on this area for older children. Support mechanisms have been developed (all of which have been coproduced). This ranges from the information captured in EHCPs during the annual review process, through to providing guidance targeting children and young people and their carers (such as the 'Moving On' and 'Pathway to Adulthood' documents) and opportunities to investigate areas of interest (through PfA events and membership of groups) and via training for professionals, so schools and caseworkers are better equipped to provide specific guidance to meet an individual's needs.

Area 9: parents' lack of awareness of available advice, support and provision

- 5.11. Content on the Local Offer website has been reviewed, and work is now underway to upgrade the platform to ensure the website is more user friendly. The new design has been completed with significant input from parents, carers, children and young people. Two new roles have been appointed to (designated social care officer and participation officer), which is enabling a greater level of support to be provided to various council services. The designated social care officer, participation officer and SEND officers have been working together to strengthen relationships between SEND and children's social care. This has supported improved decision making and collaborative working, resulting in children and young people having their social care as well as education needs met.
- 5.12. A date for the next review meeting with DfE and NHS England has been agreed for early May 2024.
- 5.13. The SEND Structure has now been formally agreed and includes significant investment to further enhance the capacity in the teams. A consultation with staff is needed as part of implementation with formal consultation currently planned to start week commencing 18th March and will be a four week process. Implementation of the new SEND Structure, dependent on recruitment and retention is anticipated on or around July. Recruitment to the Head of Service post and interviews have taken place.

6. Consultation and Other Considerations

Legal Advice

- 6.1. The relevant legal issues are addressed within the body of the report.

Financial Advice

- 6.2. There are no specific finance issues relating to the update on the WSOA as this was considered when the WSOA was produced.

Other Consultation Responses

- 6.3. A public consultation for the potential closure of College Hall Pupil Referral Unit (PRU) at the end of the current academic year, started on Monday, 11 March 2024. The consultation is open to all Bracknell Forest residents and will run until Wednesday, 24 April 2024.

This consultation comes following the College Hall Pupil Referral Unit (PRU) Management Committee advising the Department for Education (DfE) that it considers the school to be no longer financially viable.

Following the public consultation period, if the closure is agreed, it is expected that the funding will be used to enhance the overall educational provision for children in the local area, including a new social, emotional, mental health (SEMH) school. This aligns with the vision for children and young people to achieve their full potential in their early years, at school and in college and lead happy and fulfilled lives.

Equalities Impact Assessment

- 6.4. There are no specific equalities issues relating to the update on the WSOA as this was considered when the WSOA was produced.

Strategic Risk Management Issues

- 6.5. There are no specific strategic risk management issues relating to the update on the WSOA as this was considered when the WSOA was produced.

Climate Change and Ecological Impacts

- 6.6. There are no specific climate change implications relating to the update on the WSOA as this was considered when the WSOA was produced.

Health & Wellbeing Considerations

- 6.7. There are no specific health and wellbeing considerations relating to the update on the WSOA as this was considered when the WSOA was produced.

Background Papers

DfE progress review meeting slide deck December 2023
Bracknell Forest WSOA review report December 2023

Contact for further information

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To: **Executive 19th March 2024**

JV Business Plan 2023-2026 Executive Director: Resources

1 Purpose of Report

- 1.1 The first Business Plan for the Property Joint Venture (JV), which is a partnership between the Council and Countryside Partnerships (UK) Limited (“**Countryside**”), was agreed by the Council at its meeting on 25 November 2020 and covered the period 2020- December 2023. This set out the agreed objectives for the Joint Venture over this period, included anticipated budgets and profits from the first 3 sites anticipated to be developed. The Bracknell Forest Cambium Partnership was formally incorporated as a limited liability partnership (LLP) in December 2020.
- 1.2 This report sets out the progress made against the Business Plan objectives to the end of December 2023. It also outlines the activities and ambition proposed by the Partnership for the period to December 2026.
- 1.3 Under the legal agreements the Business Plan is required to be reviewed and any changes agreed annually or as reasonably requested by each partner. The refreshed JV Business Plan (attached as Annex A) has been agreed by the LLP Board to be recommended to each partner organisation for consideration and approval.

2 Recommendations

That the Executive:

- 2.1 **Notes the progress made by Bracknell Forest Cambium Partnership for the period December 2022 to December 2023;**
- 2.2 **Approves the proposed JV Business Plan for the Bracknell Forest Cambium Partnership as set out in Annex A and the financial budget and forecast as set out in Confidential Annex B.**

3 Reasons for Recommendation(S)

- 3.1 The recommendations 2.1 and 2.2 support the fulfilment of Bracknell Forest Cambium Partnership’s objectives and aligns with the legal agreements entered into by the partners, which require the agreed JV Business Plan to be formally reviewed each year.
- 3.2 The scope of the JV Business Plan has not changed materially since inception in 2020, although the Jubilee Gardens site is now be considered as part of a wider master planning of secondary sites, such as the Southern Gateway and Eastern Gateway Development area, The Southern Gateway also now includes High Street car park as Phase 1 of the Southern Gateway development. To note a separate report is being considered by Executive in March 2024 on the proposals for the Southern gateway and wider consultation. There is no obligation for the Council to enter into any exclusivity arrangements on additional sites and each site will be

subject to Executive approval prior to any initial site development proposal (ISDP) being put to the Council for consideration.

- 3.3 The Executive has agreed the ISDP for the Depot side in October 2023 which will now be developed for planning submission and subsequently a Settled Site Development Plan will be put to Executive for approval prior to land being drawn down into the JV.
- 3.4 The Business Plan includes ambitions for the Southern Gateway which supports the council in its vision for the Town centre. The key points are to blend build form and landscape, improve connectivity on foot; cycling and for public transport; supporting the town centre economy with new cultural activities; mixed use; green spaces and high-quality offices and homes.

4 Alternative Options Considered

- 4.1 Members could choose not to endorse the Business Plan and instruct the Partnership to rework any parts that cause concern. However, as there are no proposed significant amendments to the Business Plan 2020-23 that have not previously been considered and endorsed by Members, it is felt that this would not be easily justified.

5 Supporting Information

- 5.1 The first Business Plan for the Bracknell Forest Cambium Partnership (a Joint Venture between the Council and Countryside Partnerships (UK) Limited ("**Countryside**")), was agreed by the Council at its meeting on 25 November 2020 and covered the period 2020 - December 2023. This set out the agreed objectives for the Joint Venture over this period, included anticipated budgets and profits from the first 3 sites anticipated to be developed. The partnership was formally incorporated as a limited liability partnership (LLP) in December 2020. Countryside Partnerships was taken over by Vistry group in late 2022, but this has had no legal or practical implications for Bracknell Forest Cambium Partnership aims or objectives. The Business Plan has been reviewed by Council annually since inception.
- 5.2 Bracknell Forest Council has a long-standing ambition to secure new development in Bracknell town centre and across the Borough, to promote economic development, enhance vitality, and secure new homes and facilities for residents and businesses. Specifically, the Council Plan 2023- 2027 vision states,

"Our vision for the borough is where we put residents first, working together to grow sustainable, resilient, and inclusive communities". With an ambition that "Residents have a safe and affordable place to live"

- 5.3 Alongside other initiatives, this ambition led to the creation of the Bracknell Forest Cambium Partnership, formed to develop Council owned sites in and around Bracknell town centre. The strategic objectives for the Joint Venture were determined by the Council and are enshrined in the legal partnership agreement and included in the Joint Venture business plan to clearly show its expected strategic direction, as follows:

- support and help the Council deliver its strategic plan;
- proactively facilitate the physical delivery of the strategic vision for the town centre;

- deliver new commercial and residential uses that support the on-going regeneration of the town centre contributing to economic development, and a balance of daytime and evening trade and activity;
- deliver development of high design quality, setting the bar for further future development;
- enable the provision of affordable residential homes, space for specific commercial occupiers and typologies, and new community facilities to ensure development delivers benefits for all;
- maximise regeneration potential by responding flexibly to each opportunity and leveraging development expertise and resource to identify new opportunities, including with other public sector partners; and
- provide long term revenue streams to the Council to support future service delivery and furtherance of the objectives under the Council's strategic plan whilst managing risk exposure per site

5.4 The Joint Venture business plan sets out the Partnership's planned activities for a period of 3 years from December 2023 and includes key metrics such as the nature and scale of proposed development activity on individual sites, expected profits and land values and overall financing requirements. More detailed plans are included in individual Site Development Plans for each of the proposed development sites.

5.5 Despite the economic challenged brought by the pandemic, war in Ukraine and associated inflationary pressures, the partnership has made good progress against its agreed objectives and priority sites since December 2022.

Specifically:

- Construction at Coopers Hill for 52 homes, with the first homes being purchased.
- Completion of ground works, including a major sewer move at Market Street and agreement for 169 homes of which 48% are affordable units.
- Initial site development plan agreed for the surplus land at the depot site with an ambition to deliver a 100% affordable scheme, subject to viability.

5.6 The expected levels of investment and returns for the Council from the planned developments are set out in the confidential section of the JV Business Plan. Wider benefits for the Council in the proposals include additional income from Council Tax as well as increased footfall in the town centre to support on-going regeneration, including the provision of affordable housing.

6 Consultation and Other Considerations

Legal Advice

6.1 Responsibilities for decision making have been agreed by the Joint Venture Partners in the Members' Agreement dated 23rd December 2020 and are set out in the Delegations Policy which forms part of the Members Agreement. Business Plan approval is a decision reserved under the delegation's policy to the Individual Partners. From the Council's perspective this is an Executive decision to be taken by its Executive under its governance arrangements

Financial Advice

6.2 There are no immediate financial implications arising from this report. The Council's investment and returns from developments undertaken by the JV are set out in detail in individual Site Development Plans, which are required to be separately considered and approved by Council.

Other Consultation Responses

- 6.3 Recommendations supported by Bracknell Town Centre Regeneration Committee

Equalities Impact Assessment

- 6.4 None required.

Strategic Risk Management Issues

- 6.5 Commercial development, by its nature, cannot be risk free. The establishment of a JV with an experienced development partner and the approach set out in the JV Business Plan and associated legal documents strikes a balance between minimising the Council's risk exposure while allowing it to achieve its regeneration objectives for Bracknell town centre. This approach ensures that the Council is sharing risk and reward with an experienced and successful development partner.

Climate Change Implications

- 6.6 The Joint Venture is committed to building in an environmentally responsible and sustainable manner. Further information is available in the Partnership's Sustainable Development Policy

Health & Wellbeing Considerations

- 6.7 NA

Background Papers

Annex A	JV Business Plan 2023-26 - Review Dec 2023
Annex B	Confidential Financial Model Dec 2023
Annex C	Confidential Briefing note Dec 2023
Annex D	Confidential Risk Register Dec 2023

Contact for further information.

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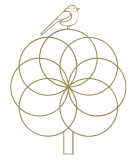
Business Plan 2023 - 2026

Annual Review – December 2023



Initial Business Plan

December 2023 Annual Review



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1. Introduction

- 1.1. This is the third annual review of the Business Plan for the Bracknell Forest Cambium Partnership (the Partnership). This business plan concentrates on the next 3-year outlook for the JV between December 2023 to December 2026, the previous business plan set out the partnership's initial objectives between December 2020 to December 2023. It sets out progress made in 2023 and the planned activities until December 2022 which is Year 1 of this Business Plan. It also includes a summary of activity for the partnership for Year 2 and Year 3 of this 3-year Business Plan.
- 1.2. It is an approved update of the Initial Business Plan as appended to the Members Agreement between Bracknell Forest Borough Council (the Council) and Countryside Properties (UK) Ltd (Countryside) in relation to the regeneration and development of multiple sites in Bracknell Forest. Countryside Partnerships is part of the Vistry Group.
- 1.3. The Business Plan will continue to be monitored and updated by the Partnership Board, highlighting land assembly opportunities proposed in this plan.
- 1.4. The Business Plan remains live throughout the life of the Partnership and will be updated accordingly to reflect the aims of the Partnership Board, as it implements the overarching objectives agreed by the partners. Any material changes to the plan will be subject to review by each partner as required. The Business Plan will be subject to a review no less frequently than every 12 months by the Partnership Board and Partners.
- 1.5. An Initial Business Plan was formed and set out a 3-year plan which began December 2020; a new plan has now been developed to run for the period December 2023 to December 2026.
- 1.6. This annual review is a requirement through the Members Agreement which was entered into between the partners upon its incorporation in December 2020.

December 2022 - December 2023 Progress Summary

Since December 2022, the Partnership has made significant progress on two of the three Category 1 Partnership sites. Coopers Hill construction has progressed with the first handovers of new homes taking place in autumn 2023. The partnership has also completed the enabling and sewer diversion works as well as completing the S106 agreement at Market Street.

On both Coopers Hill and Market Street, the Partnership continues to review its delivery approach and seek out efficiencies to allow the continued delivery of both sites in 2023-2024.

The partnership continues to explore opportunities and initial feasibility works have progressed on the Depot site. The partnership board agreed to the endorsement of the initial site development plan (ISDP) and are seeking individual member approvals to take this through planning. Additional opportunities are being explored, most notably the Southern Gateway, High Streetcar Park and Eastern Quarter, these sites will hopefully come forward as initial site development plans in the next period.

Over the past year, market conditions have been extremely challenging with government regulation changes requiring the Market Street scheme to be redesigned. Consequently, this required a revised affordable housing tender exercise to be undertaken, the partnership have selected a preferred partner and are significantly progressed with legal terms prior to the partnership committing to drawdown of the land. Accordingly, the Market Street Settled Site Development Plan (SSDP) was taken through individual member approval processes and approved in November 2022 and reviewed again by board members in December 2023.



2. Background

- 2.1. The Council selected Countryside as its preferred development partner following an OJEU Competitive Dialogue procurement process. In December 2020, the Council and Countryside entered into a Members Agreement and associated documents which provide an overarching legal structure. Individual sites are drawn down by the Partnership once the conditions precedent have been met and a Settled Site Development Plan is approved. Details of the decision-making process and obligations of each partner are contained within the Members agreement.

3. Partnership Objectives

Principal Purpose

- 3.1. The principal purpose of the Partnership is to lead on the regeneration of the three sites identified by the Council at tender stage (the Category 1 Sites) for mixed use development, and to bring forward additional sites for regeneration in accordance with the Bracknell Town Centre Vision 2032. The Partnership will not be restricted to sites in the Bracknell Town Centre Vision 2032, and both partners will have the ability to bring forward potential sites for review across the whole of Bracknell Forest.
- 3.2. There are several overarching project objectives and parameters:
 - support and help the Council deliver its strategic plan;
 - proactively facilitate the physical delivery of the strategic vision for the town centre;
 - deliver new commercial and residential uses that support the on-going regeneration of the town centre contributing to economic development, and a balance of daytime and evening trade and activity;
 - deliver development of high design quality, setting the bar for further future development;
 - enable the provision of affordable residential homes, space for specific commercial occupiers and typologies, and new community facilities to ensure development delivers benefits for all;
 - maximise regeneration potential by responding flexibly to each opportunity and leveraging development expertise and resource to identify new opportunities, including with other public sector partners; and
 - provide long term revenue streams to the Council to support future service delivery and furtherance of the objectives under the Council's strategic plan whilst managing risk exposure per site.

Developing the Business

- 3.3. The Partnership aspires to deliver exceptional regeneration and community outcomes across Bracknell, acting as a catalyst for sustainable growth and economic development. Business development. Activity will focus on maximising the social and economic benefits, on the Category 1 Sites as well as all Future Opportunity sites which may be added into the regeneration portfolio at a later date.
- 3.4. Business development activity will be championed by all individuals in the Partnership, including the Partnership Board.
- 3.5. The Partnership will apply a framework approach to the development of proposals for all sites, in-keeping with the project objectives above, using the following key criteria:
 - Regeneration Outcomes



- Sustainability (updated)
- Viability
- Profitability
- Deliverability
- Innovation

3.6. Business development activity will recognise the importance of social values and the contribution the development projects make to the economic growth of the Borough and the surrounding area.

December 2023 – 2024 Project Objectives

3.7. The partnership intends to build on the progress it has made in the last year. The key objectives for the upcoming period are:

- The continuation of construction at Coopers Hill which will include handing over 13 new affordable homes to Silva Homes.
- Drawdown the long leasehold interest in land at Market Street and the commencement of above ground construction works to deliver high quality affordable and private for sale homes in the heart of Bracknell town centre along with commercial offerings on the ground floor of Market St. Market Street is anticipated to deliver 48% affordable homes.
- Bringing forward a planning application for the Depot Site followed by a successful planning consent.
- Supporting the Council in achieving sustainable developments
- Maintain frequent engagement with site specific and wider stakeholders.
- Produce initial feasibility works for the redevelopment of the High Street Car Park site for the Council to be able to make successful funding applications.
- Seeking approval to undertake initial feasibility studies on the Southern Gateway to inform seeking approval of an Initial Site Development Plan of the Southern Gateway and High St Car Park development opportunities.
- Support the Council in grant funding applications to assist future developments.
- Support public sector funding and helping to deliver OPE spend on appropriate regeneration sites.
- Engaging with the Council and contributing to the town centre masterplan
- Continuing to contribute to the successful transformation of the town centre and providing the necessary purpose-built new homes and facilities that are needed.
- Providing socio-economic benefits to the local area and creating places that enhance the local economy for Bracknell Forest and its residents.

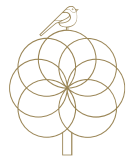


Figure 1. Market Street CGI

4. Governance & Management

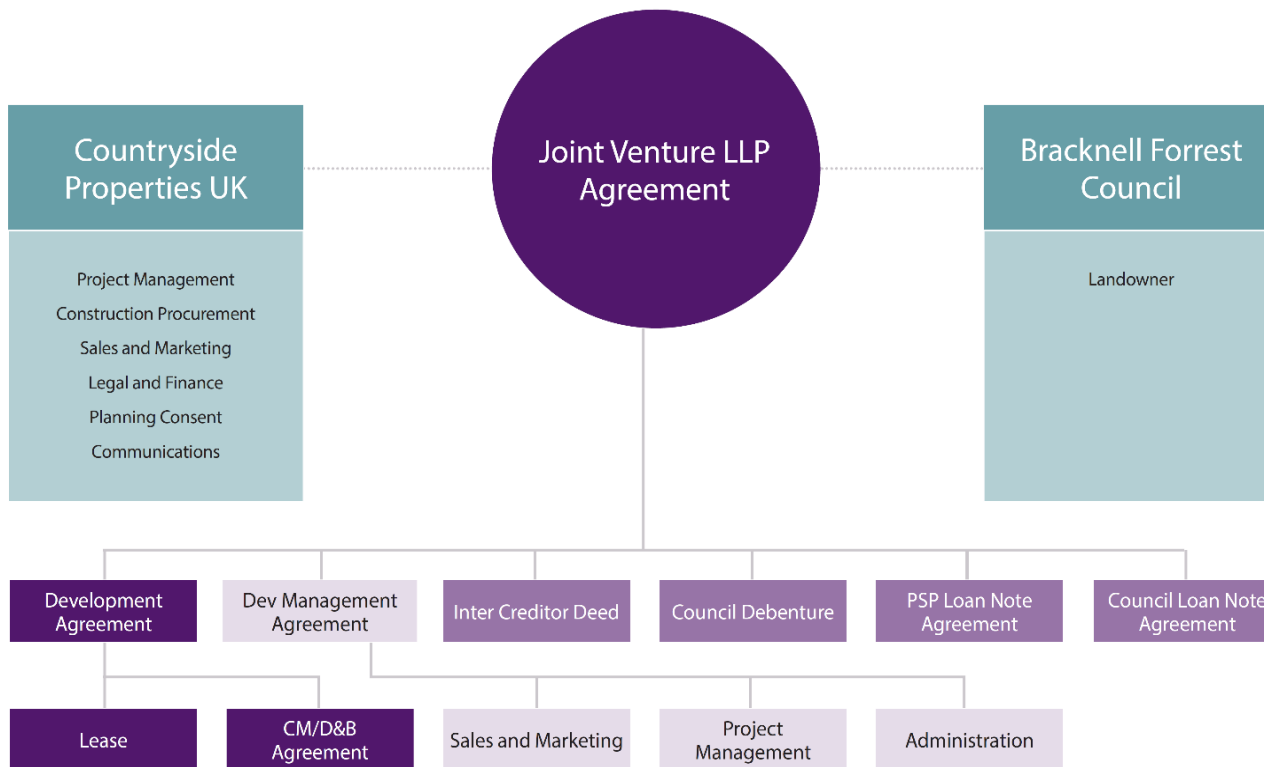


Figure 2. The Partnership structure



The Partnership is structured on the principles of equal sharing by the Partners of risk and reward. The Partnership will act as the developer of the projects designed to deliver this Partnership Business Plan with parity between the Partnership members.

Partnership Board

- 4.1. The delivery of the project is governed by the Partnership Board which comprises the following three Council representatives and three Countryside representatives. The representatives are as follows:
- 4.2. Council Representatives
 - Councillor Paul Bidwell, Executive Member for Economic Development and Regeneration
 - Councillor Kathryn Neil, Executive Member for Finance and Business Change
 - Kevin Gibbs, Executive Director: Delivery
- 4.3. Countryside Partnerships (part of Vistry Group) Representatives
 - Mike Woolliscroft, Divisional Chair, London
 - Daniel King, Managing Director, Vistry West London
 - Daniel Hall, Finance Director, Vistry West London
- 4.4. The Chair of the Partnership Board shall alternate between a Council Representative and a Developer Representative every year. For the year 2023-24 the chair was held by Countryside Partnerships.
- 4.5. The Partnership Board will meet on a quarterly basis, or as otherwise agreed.
- 4.6. Countryside will prepare and circulate papers for review by the representatives no less than 5 days prior to each meeting.
- 4.7. The role of the Partnership Board is summarised as follows:-
 - Develop, give guidance on, discuss, and refine Site Development Plans, the Financial Model, Site Values and Partnership Return Reports and refer such Site Development Plans to the Partnership members;
 - Review and manage performance against the KPI's and the delivery of the Project as against the overarching Development and Phasing Programme;
 - Propose amendments to the Partnership Business Plan and/or a Site Development Plan or any part thereof;
 - Maintain and review the Partnership risk register;
 - Agree further (or Site specific) KPI's; and
 - Approvals and recommendations as per the delegation's policy.

Steering Board

- 4.8. The delivery of the project will be supported by an advisory Steering Board, which comprises an equal number of representatives appointed by each member, with subject matter experts participating as appropriate.
- 4.9. The role of the Steering Board is summarised as follows:-
 - To support the Council and Countryside decision making processes for all internal approval mechanisms for the Council and Countryside to be satisfied.



- To guide the strategic vision and timescales for other potential development sites which may be included in the immediate and medium term.
- To advise on any amendments to the Partnership Business Plan prior to agreement at Partnership Board
- To advise, discuss and consider general matters pertaining to the Partnership as laid out in the Partnership Delegations Policy

Project Team & Project Management

- 4.10. Countryside is appointed as Development Manager, will establish a project team to deliver the project, led by the Managing Director and supported by development, technical, procurement, construction, sales and marketing and customer services expertise.
- 4.11. Countryside will act as Principal Designer under CDM Regulations 2015.
- 4.12. Countryside's in-house resource will be supported by external consultant, sub-contract, and supplier appointments.
- 4.13. Countryside will work closely with the Council's Property Team and Programme Director through all stages of the Development. A project meeting will be held monthly covering key project issues. Further sub-group meetings will be held as required focussing on specific issues such as programme, communications, design, and viability.

Decision Making

- 4.14. Arrangements and responsibilities for decision making have been agreed by the Partners in the Members' Agreement dated 23rd December 2020 and are set out in the Delegations Policy which forms part of the Members Agreement.
- 4.15. This identifies which decisions are to be made by the Partners, the Council and Countryside, individually, which ones can be made by the Partnership Board, what authority the Development Manager has, and on which matters he needs to consult the Steering Board before making a recommendation.
- 4.16. The Delegations Policy can be amended by agreement of both Partners.
- 4.17. The matters which require decisions by both Partnership members to be made individually include:
 - Alteration of the Objectives of the Partnership, changes to the structure or Membership of the Partnership and changes to the Partnership legal agreements.
 - Approval of the Business Plans for the Partnership and individual sites (Site Development Plans).
 - Any decisions which are outside the approved Site Development Plans, e.g., disposals, lettings or expenditure which is more than £400,000 in excess of the Site Development Plan budgets;
 - Approval of contracts involving significant expenditure, above £400,000 except where specifically included in the Site Development Plan.
 - The distribution of Partnership funds or taking out of loans unless explicitly agreed in the Members' Agreement.
 - Giving a guarantee, suretyship, or indemnity to secure the liabilities of any person or assume the obligations of any person.



- 4.18. The Partnership will ensure that any site included and not limited to, Coopers Hill, Market Street, Southern Gateway, Eastern Quarter and High St Car Park the Partnership shall give guarantee, surety, or indemnity to secure the liabilities of any person or assume the obligations of any person to the extent to which it is able to do so by law, the Partnership will undertake with each member that it shall comply in respect of each provision of the Members Agreement.
- 4.19. Under the Development Management Agreement between the council and LLP (December 2020) the LLP shall fully and effectively indemnify and keep the Council indemnified against all liabilities, proceeds, cost claim demands, and expenses incurred or arising by the Council under or in connection with the Statutory Agreement.
- 4.20. The delegation's policy states "Giving a guarantee, suretyship or indemnity to secure the liabilities of any person or assume the obligations of any person" is a decision which is delegated to each individual member decision. Where there is any ambiguity relating to the members agreement the LLP is obligated to the following descending order of priority: delegations' policy; the current approved Initial Business Plan; the current approved site settled development plan.

5. Partnership Working and Stakeholder Engagement

- 5.1. The following narrative sets out the approach to partnership working between the Partners and wider stakeholders through active engagement and consultation. In accordance with the Members Agreement, the Partners each commit to the certain partnering principles as set out in the Members Agreement including the following:
 - At all times to carry out their duties as a Partner observing the highest standards of efficiency, economy and integrity;
 - At all times to act in good faith towards and co-operate with each other and the Partnership in connection with the Project Agreements;
 - Notifying the Partnership and each Partner immediately on becoming aware of any matter which it considers is likely to materially affect the Partnership and/or relevant Partners or their business;
 - To act in a manner consistent with the Project Agreements.

Bracknell Forest Local Plan

- 5.2. Planning policy and guidance documents which are to be addressed in the Partnership proposals is contained in the following documents:
- 5.3. Development Plan:
 - Core Strategy (2008)
 - Site Allocations Plan (2013)
 - Bracknell Forest Borough Local plan, saved policies (2002)
 - Bracknell Forest Policies Map (2013)
 - South East Plan (saved policy NRM6 (TBHSPA))
- 5.4. Emerging Plan:



- Emerging Local Plan (adoption anticipated Spring 2024). The Draft Local Plan sets the long-term spatial vision and development strategy for the borough up to 2037 and once adopted will replace the saved Local Plan policies (2002) and the Core Strategy (2008).

5.5. Supplementary Planning Documents (SPD) (of relevance):

- Design SPD
- Character Areas SPD
- Designing for Accessibility SPD
- Parking Standards SPD
- Planning Obligations SPD
- Streetscene SPD
- Sustainable Resource management SPD TBH SPA SPD
- To note the council is commissioning a masterplan document for the Eastern and Southern gateway areas of the town centre and the High Street Car Park which will be adopted as an SPD document in mid-2024.

5.6. The Local Plan Objectives that were used to develop the initial proposals can be summarised as follows:

- Take a positive and proactive approach;
- Protect and where possible enhance existing assets;
- Support economic growth and resilience to create a vibrant and thriving town centre;
- Provide an appropriate level of development and supply;
- Capitalise on the re-invigoration the town's recent retail developments have provided;
- Build strong communities;
- Create high quality sustainable developments and appropriate related infrastructure;
- Make use of the town's transport and other infrastructure.
- Consideration of BREEAM will be made in each site business plan

Planning Strategy

5.7. The success of the planning strategy is reliant on a collaborative approach between the Developer, the Council acting in its statutory capacity as Local Planning Authority and other interested parties.

5.8. Each site will be the subject of its own individual planning strategy and planning application, considering stakeholder interest and engagement.

Communication, Local Engagement and Consultation Strategy

5.9. Local engagement and consultation with key stakeholders and the community is an integral part of the success of the Partnership and will be undertaken in accordance with the Partnership's Objectives. The Partnership will take an active role, through engaging and being involved in events that seek to shape the regeneration in Bracknell.



- 5.10. The Partnership will involve residents and community groups as part of the statutory planning consultation process in addition to wider opportunities to connect and respond to the needs of the local community. This will include the Partnership engaging with relevant landowners and stakeholders, investigate feasibility / viability study and acquire land and interests to identify new opportunities to create the town centre vision.
- 5.11. The Partnership will liaise with existing and new investors in the town centre and co-ordinate the efforts of the Partnership in ensuring all is in keeping with the Partnership's strategy and objectives.
- 5.12. The Partnership will actively raise its profile and credibility in the local area to facilitate the successful delivery and performance of the regeneration project through the following measures:
 - An active PR and marketing campaign as required
 - Proactively campaigning about the success of the Town Centre Regeneration
 - A co-ordinated programme of communications/press releases
 - Creating and maintaining a website presence for all stakeholders to easily access
 - Local engagement, sponsoring community initiatives/charities
- 5.13. Communications and engagement activity planning which covers the period from December 2023 to December 2024 will be kept. This will be reviewed periodically as part of Partnership Board activities.

6. Development Opportunities

- 6.1. Development opportunities will be reviewed in line with the updating of the Partnership Business Plan or in accordance with the requirements of the Partnership Board from time to time.
- 6.2. A tranche of three sites was initially included within the scope of Partnership, and these were anticipated to form the first three developments carried out by the partnership.

Identified Sites from Tender / Other Short-Term Opportunities

- 6.3. The following Category 1 Sites are those initially identified. All sites are wholly owned by the Council and therefore not subject to third party land interests.
 - Coopers Hill
 - Market street
 - Jubilee Gardens (which will now form part of the Southern Gateway site)
- 6.4. As of July 2021, these sites benefit from vacant possession, with title conditions to be discharged subsequently for each site under the Development Agreement.
- 6.5. The below demonstrates the site strategies and progress since the partnership was incorporated in December 2020.
 - Market Street – apartment led scheme of 169 units, with opportunity for a significant area of commercial / non-residential use. SSDP has been agreed (subject to affordable housing agreement) and enabling works to have completed on site. Planning consent has been obtained and above ground works are due to start imminently following drawdown of the leasehold by the partnership.



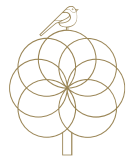
- Coopers Hill – low density, 52-unit housing led scheme. Planning achieved in December 2021 and works have commenced. The partnership launched sales in summer 2023 and the first homes were handed over to purchasers in autumn 2023, the site is anticipated to complete in late 2024.
 - Jubilee Gardens – apartment led scheme, with active ground floor commercial usage Jubilee Gardens will now form part of the Southern Gateway master planning.
 - The partnership has approved the Initial Site Development Plan for The Depot Site to be taken to individual executives for approval. A planning application will be developed following final sign off.
- 6.6. Within 2024, the Partnership will also look to progress works on the following sites to bring them forward for delivery.
- Southern Gateway & High St Car Park (will form part of master planning work undertaken by the council). Feasibility work to commence in early 2024 with the objective to develop a robust programme and ISDP for members consideration in 2024.
 - Progress the Depot site planning application with the objective to obtain resolution to grant and receive approval to commence enabling and demolition works under the OPE funding arrangements.
 - Subject to the partnerships review and approval, to undertake feasibility work on Wick Hill Car Park
 - Undertake additional feasibility work as agreed between both partners.
- 6.7. Over the next three-year period, the partnership will target the following milestones to progress the development of Bracknell Town Centre and facilitate future opportunities:
- Planning approval and commencement of works at High St Car Park
 - Progression of the Southern Gateway opportunity (will form part of master planning work undertaken by the council) and approval of an Initial Site Development Plan to take the scheme through planning.
 - Identification of additional opportunities for the partnership's consideration.
- 6.8. The Partnership will further develop these opportunities and any others which may be identified during this period via detailed design and formal consultation with the Local Planning Authority. An individual site appraisal will be prepared and submitted for approval by the Partnership Board prior to commencement of works.



Figure 2. Coopers Hill – Crowthorne Rd Marketing Suite & completed new homes

Additional Development Opportunities

- 6.9. Over and above the initial sites identified, the Council have identified several development opportunities for the short and long term within the Bracknell Town Centre Vision 2032, which may be brought forward through the Partnership. The Council have been developing vision for the Southern Gateway (including the High Street Car Park site) and the Eastern Gateway which will align with the emerging local plan and will become Supplementary Planning Documents, following consultation. These Draft Supplementary Planning Document (SPD) are in final form has been produced in parallel with the (emerging) Bracknell Forest Local Plan (BFLP) and will facilitate development of the two strategic locations within Bracknell's town centre.
- 6.10. The purpose of the SPD Masterplan is to build upon Local Plan policies and the Town Centre Vision 2032 (approved by BFC in January 2019) to add greater detail and aid delivery of the two strategic locations.
- 6.11. This is based primarily on land controlled by the Council but also considers opportunities relating to third party-controlled land. The images show the Southern and Eastern Gateways potential for redevelopment and will be refined following consultation later in 2024.



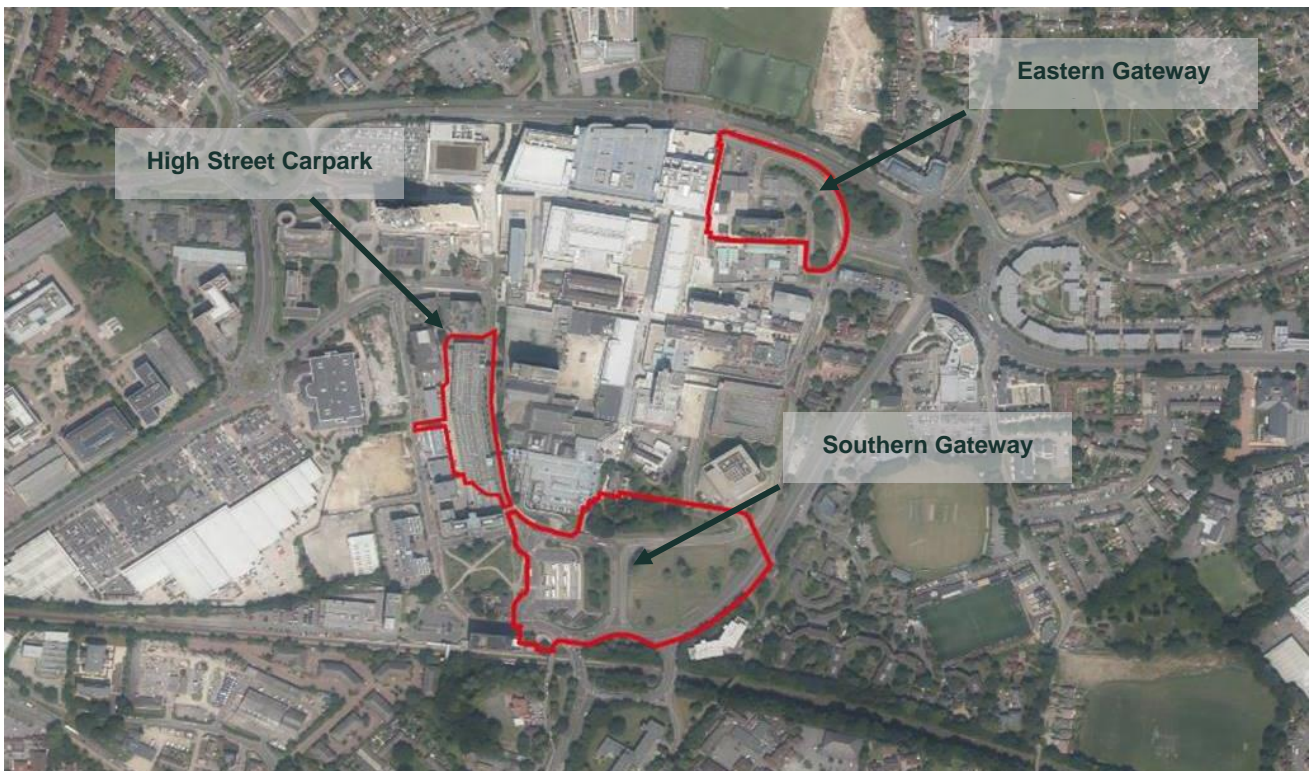
Southern Gateway redline plan



Eastern Gateway redline plan



Southern Gateway & Eastern Gateway Town Centre Masterplan





- 6.12. The activities of the Partnership will not be limited to those opportunities identified in The Town Centre Vision 2032, and the Partnership will actively explore other suitable development opportunities, including suitable sites elsewhere in Bracknell Forest.

Community Works Projects

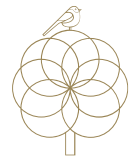
- 6.13. Community facilities bring much needed variety to the regeneration of a town centre and will be an important part of future development across all of Bracknell. Delivery of community works will strengthen the Town Centre Vision and Partnership Objectives, clearly supporting our 'One Vision: One Community' ethos and ongoing regeneration of Bracknell.
- 6.14. Each opportunity needs to be assessed on an individual basis as each site will present different benefits and challenges. It is anticipated that the Council will present opportunities to the Partnership in the form of a development brief, which outlines the details of the site and development potential.
- 6.15. The Partnership will initially undertake a feasibility study based on this development brief and put forward a recommendation to the Council based on the findings of the study.
- 6.16. Following the presentation of the feasibility study, there will be a review period whereby the Council would review the feasibility and viability of the opportunity and determine whether to take the project forward.
- 6.17. The procurement and build contract route for any community works programmes will be determined on their individual merits and will be presented in a summary site proposal.
- 6.18. At present, a few Community Works projects have been identified and are being investigated by the Partnership, Community Works will remain under constant review throughout the lifecycle of the PARTNERSHIP.

Development and Phasing Programme

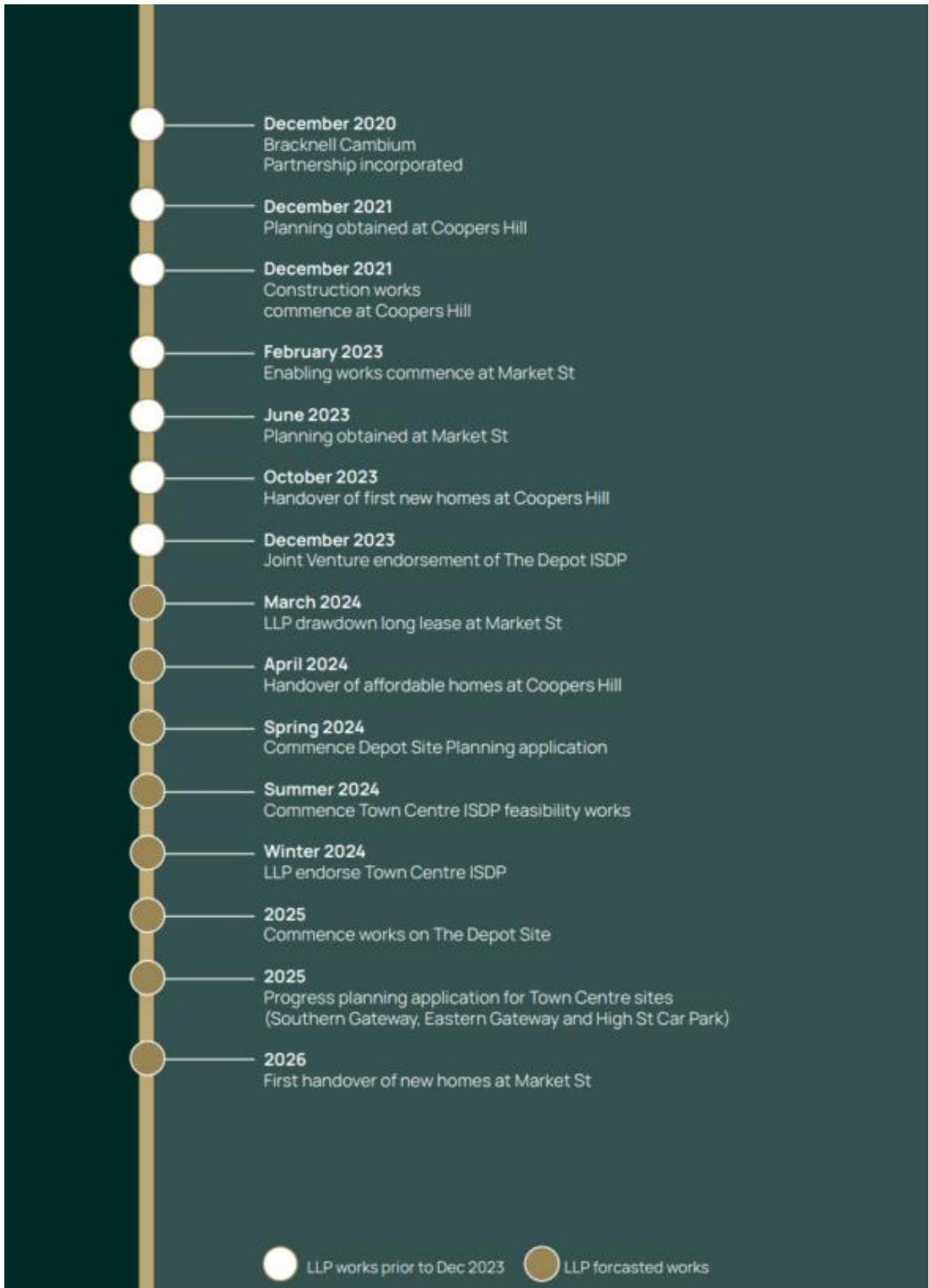
- 6.19. The Partnership anticipates that the three identified Category 1 Sites will be brought forward in accordance with the following outline programme:
- Coopers Hill – Works Commenced in 2022 with the handover of affordable and private homes in 2024
 - Market Street – drawdown of the leasehold interest in 2024 and the anticipated completion date in 2026.
 - Jubilee Gardens / Southern Gateway / High Street Carpark– Proceed with assessment of land assembly / re-provision of existing uses in 2024 ahead of an Initial Development Plan being developed for the PARTNERSHIP's consideration in 2024.
- 6.20. In addition to the Category 1 sites, initial feasibility work has been undertaken on the Depot Site with an initial site development plan endorsed by the Partnership in 2023. Planning approval to be obtained in 2024.
- 6.21. Furthermore, the partnership will actively seek to bring additional sites forward for development, either in connection with the above identified sites or as standalone developments. These might include neighbourhood housing led schemes elsewhere in the Borough and feasibility of redevelopment on Wick Hill Car Park, subject to Council approvals.

Initial Business Plan

December 2023 Annual Review



6.22. The LLP's anticipated milestones for identify additional sites that can come into the partnership during 2024 are:





7. Environmental Management & Sustainability

7.1. The objectives and policies for the management of environmental and sustainability measures are expressed in Appendix 9 which can be found on the Cambium Partnership website, the URL link can be found at the end of this document. Countryside as Principal Designer actively pursue a policy of promoting and implementing sustainable development as agreed with the Local Planning Authority.

7.2. As part of the planning application, each site will have a sustainability statement outlining the measures taken to support the sustainability policy.

The sustainability measures implemented will include site-specific targets into the following areas:

- Energy efficiency – reducing regulated CO₂ emissions and helping to meet the Council targets of carbon-neutral by 2050.
- Water efficiency – Flow control devices and water-efficient fixtures and fittings will be installed in all dwellings to meet all water efficiency standards.
- Waste and recycling – Facilities will be provided for domestic and construction-related waste, including segregated bins for refuse and recycling.
- Materials – Where practical, new building materials will be sourced locally to reduce transportation pollution and support the local economy. New materials will be selected based on their environmental impact and responsible suppliers will be used where possible.
- Flood risks and Sustainable Urban Drainage Systems (SUDs) for development taking place in flood zones, the drainage strategy will incorporate permeable paving and attenuation features.
- Social sustainability will be addressed. Security specialists will be consulted to ensure the development is safe for all residents, while maintaining good sound insulation (improving on Building Regulations Part E through party walls and floors).
- Biodiversity and ecology: Enhancements will be implemented through the provision of landscaped areas, amenity space and additional tree and shrub planting across the site.
- Sustainable construction – All sites will target 'Beyond Best Practice' with the Considerate Constructors Scheme and will closely monitor construction site impacts.

7.3. Both members of the partnership have both individually and collectively committed to driving sustainability. Bracknell Forest Council have committed to becoming carbon neutral by 2050 through the adoption of a Climate Change Strategy in March 2021. Vistry Group have also set out a pathfinding approach to producing carbon net zero homes by 2030.

7.4. The partnership will also focus on wider issues of sustainability such as:

- Jobs: promoting local skills and employment
- Social: Creating healthier, safer, and more resilient
- Environment: Protecting & improving our environment
- Innovation: Promoting social innovation in our communities

7.5. Key sustainability features within the proposed developments will include measures such as waste and recycling facilities, the use of sustainable materials where practical, sustainable procurement policy, biodiversity and ecology, promotion of sustainable transport and mitigating congestion, electric vehicle parking provisions, energy efficient home appliances and water efficiency measures.



8. Vacant Possession Strategy

- 8.1. Land for inclusion into the Partnership business plan sites has been identified as Market Street, Coopers Hill, and Jubilee Gardens. This land is in the ownership of the Council. For these sites, and vacant possession has been achieved Details are contained within the Council's internal vacant possession strategy.
- 8.2. Timescales for vacant possession are as follows:
- Market Street July 2021 achieved
 - Coopers Hill August 2021 achieved
 - Jubilee Gardens Vacant site
 - Depot Site Surplus Land (subject to Initial Site Development Plan)
 - High Street Car Park December 2025
 - Southern Gateway TBC
 - Eastern Gateway TBC
- 8.3. For land not included in this business plan, and prior to land drawdown into the Partnership, the Council will agree with the Partnership a site-by-site decanting strategy including timescales and including consultation proposals, if not already considered. There are wider opportunities adjacent to these sites for land assembly. Where land is not in the ownership of the Council and land assembly is required, it shall be a Partnership responsibility for ensuring negotiation of vacant possession of those sites.
- 8.4. The Council agrees, prior to land drawdown into the Partnership, that it will take such steps as are reasonably necessary to put before elected members a proposal to exercise the Powers of Appropriation, but only as far as necessary and/or expedient to facilitate the carrying out of the Development. The use of such powers will be at members' discretion.
- 8.5. The Council agrees that it will make all reasonable and commercially sensible endeavours to release any existing covenants and wayleaves held over any parcel of land, prior to that land being drawn down into the Partnership.

9. Affordable Housing Policy

- 9.1. The Council's borough-wide target for affordable housing and the aim of seeking to secure the provision of good quality, affordable housing for local people in balanced, integrated, and sustainable communities will be applied. Current Policy seeks provision of up to 25% of net new homes to be affordable, subject to viability, of which: 70% to be affordable rent 30% to be intermediate housing.
- 9.2. The draft Bracknell Forest Local Plan Part 1 – Revised Growth Strategy - Section 6 –Policy LP8 – seeks 35% affordable housing on qualifying sites with a tenure split of 70% affordable rent and 30% intermediate housing and is likely to be adopted by Spring 2024.
- 9.3. Developments will be policy compliant at the date of planning application submission subject to viability and mutual agreement by Partnership partners.



10. Supply Chain Procurement

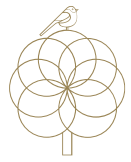
- 10.1. The principles that will be applied to procure construction works and all other goods and services for the development have been agreed by the Partners and are contained in a detailed Procurement Policy in the Members Agreement. The objectives of the policy are to:
- Secure value for money in relation to the procurement of goods, works and/or services by adhering to best practice principles;
 - Ensure fairness and equality of opportunity in the treatment of all contractors;
 - Drive innovation and adhere to the principles of sustainable procurement
 - Enable local contractors and suppliers to have a chance of securing new business;
 - Adhere to the Council's planning and other relevant policies.

11. Financial Appraisal

- 11.1. The financial section is Commercial in Confidence and provided with the financial appraisal in the appendices.
- 11.2. The financial appraisal is based on market conditions as at Q4 2023 and will remain under review throughout the life of the Partnership. A detailed review of projected revenues and costs will be undertaken by the Partnership board ahead of land draw down for each of the individual sites.
- 11.3. Based on initial financial reviews, which are subject to planning permission being granted, the Category 1 sites deliver a land value to the council of c.£1.14m, excluding any allowance for inflation.
- 11.4. The peak level of investment by the Council and Countryside for the delivery of the category 1 sites is estimated to be between £15m and 17m, including land value, for each partner. This is fully repaid by the partnership prior to completion of the developments. The addition of further sites may change this peak. Any Council funding will be matched in cash 1:1 by Countryside. This will be reviewed by the Partnership board prior to any additional land draw down / acquisition by the partnership something about other than as laid out in the Coopers Hill site development plan. Details are in within the confidential appendices.

Market Context

- 11.5. The construction market has had to deal with significant uncertainty since the incorporation of the Partnership. This is following the acute impacts of Brexit, the COVID 19 pandemic and the conflicts in Ukraine and Israel. While BREXIT has caused issues with the supply chain (materials and labour) this has predominately been priced in since the UK officially left the EU at the start of 2020. Rising demand have increased costs of core materials and there has also been a continued increase in the wholesale energy pricing because of Russia closing the Nord stream pipeline to the majority of Europe following the conflict in Ukraine. Furthermore, Ukraine (and Russia) were one of the largest producers of raw materials to Europe and the UK. The current conflict is putting serious strains on availability and therefore alternatives are being sourced, with a heightened price (supply/demand). This has put further pressure on construction costs over the last 3 years.



12. Funding Strategy

- 12.1. The Partners agreed approach, set out in Schedule 7 to the Members Agreement, is to fund the initial sites using matched Partnership members' loans provided by the Council and Countryside which are drawn down and repaid as required.
- 12.2. It is proposed that as each subsequent site is brought forward, it should be agreed between parties how the site should be funded by reference to a financial model. Should the parties agree that third party debt ought to be used then a process to identify and procure the most efficient source of third-party financing will be undertaken.
- 12.3. This will be approved by the Partnership Board prior to commencement of works.

13. Policies & Procedures

- 13.1. Where the Partners' policies do not align, the Partnership will adopt a policy which coincides with the aims and objectives of the Partnership. These policies will be reviewed and agreed by the Partnership board.
- 13.2. The Partnership has adopted the policies of the Council and Countryside in respect of Social Value; Health and Safety; Quality Management; Sustainability; and Equal Opportunities where the policies of both Partners align. These can be found on the Cambium Partnership website; the URL link can be found at the end of this document.

14. Social Value



Figure 3 Coopers Hill Marketing Suite



- 14.1. Social Value objectives will be monitored throughout the project. The Partnership will work towards delivering the initial social value outcomes which can be found in Appendix 9 which can be found on the Cambium Partnership website, the URL link can be found at the end of this document.
- 14.2. The Partnership is committed to building diverse communities in partnerships, which creates local economic opportunity, enable people to live healthy, happy, and sustainable lives where their aspirations are achieved. We have embedded this into our Social Value strategy which complements our objectives responding to local and wider community needs.

Our social value strategy focuses on four key themes for which we have set long-term objectives:

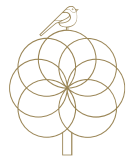
- Social Cohesion & Community Engagement – Invest in diverse and inclusive community networks and leverage our skills and expertise to address local issues and facilitate social innovation.
- Economic Inclusion – Employment and Skills. Contribute to local economic growth, by supporting local businesses, investing in infrastructure, and improving employment prospects for local people.
- Health & Wellbeing - Have a positive impact on our residents and employees mental and physical health and reduce health inequalities.
- Environmental Wellbeing - Build a resilient community that unlocks growth in the green economy, regenerates ecosystems and enables people to interact with the natural world.

15. Quality Management

- 15.1. The Partnership and Countryside's aims as development and construction manager is to ensure that its products, services, and operations always meet the needs of its customers and other interested parties. To achieve this, the Partnership is committed to its vision, values and its objectives which are set out in the appendices.

16. Partnership Risk Register

- 16.1. Effective risk identification and management is an essential business process of the Partnership. The Partnership Board will be responsible for identification, assessment and management of the key business risks and will take an acceptable approach to risk in the context of achieving expected returns and the Objectives as set out in the Partnership Agreement.
- 16.2. A Partnership Risk Register is in place for the Partnership and is enclosed within the Members Agreement. This provides an overarching risk management tool, consolidating risk management best practice and risks potentially arising at both Partnership and at Site Business Plan level.
- 16.3. The Partnership Risk Register is based on the key political, economic, social, and technological factors that are deemed to be of relevant to achieving the
- 16.4. Objectives, having regard to the nature of the Partnership's Business and the threats, and related mitigation measures, to which the Partnership may be exposed to from time to time. As such it is a dynamic tool, which will be reviewed by the Board on a regular basis.
- 16.5. This document will be maintained by Countryside and included in the papers issued ahead of each board meeting.



17. Health & Safety Management

17.1. Health and Safety Management is at the forefront of all daily activities. The purpose of this policy is to promote a pro-active approach in the prevention of accidents, ill-health and injury in the workplace as set out in the Appendix 7 which can be found on the Cambium Partnership website, the URL link can be found at the end of this document.

18. Equal Opportunities

18.1. The partnership between Bracknell Forest and Countryside Properties endeavours to implement equal opportunities across all areas of the Partnership. This can be found in our full policy attached in Appendix 8 which can be found on the Cambium Partnership website, the URL link can be found at the end of this document.



Figure 4. Market Street CGI 2

Appendices

Appendices can be found on the Cambium Partnership website through the following URL;
cambiumpartnership.com





Appendix 1: Location Plan





Appendix 2: JV Risk Register

www.cambiumpartnership.com



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of the Local Government Act 1972.

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