Notice of Meeting

Executive – Advisory Meeting
Councillor Bettison OBE (Chair),
Councillor Dr Barnard (Vice-Chairman),
Councillors D Birch, Brunel-Walker, Harrison, Mrs Hayes MBE,
Heydon and Turrell

Tuesday 15 March 2022, 5.00 - 7.00 pm
Online Only - via MST

Bracknell Forest Council

Agenda

Recommendations arising from this meeting will be considered in accordance with the delegations approved by Council on 28 April 2021.

Item	Description	Page
1.	**Apologies**	
2.	**Declarations of Interest**	
	Members are asked to declare any Disclosable Pecuniary or Affected Interests in respect of any matter to be considered at this meeting. Any Member with a Disclosable Pecuniary Interest in a matter should withdraw from the meeting when the matter is under consideration and should notify the Democratic Services Officer in attendance that they are withdrawing as they have such an interest. If the Disclosable Pecuniary Interest is not entered on the register of Members interests the Monitoring Officer must be notified of the interest within 28 days. Any Member with an Affected Interest in a matter must disclose the interest to the meeting. There is no requirement to withdraw from the meeting when the interest is only an affected interest, but the Monitoring Officer should be notified of the interest, if not previously notified of it, within 28 days of the meeting.	
3.	**Minutes**	5 - 8
	To consider and approve the minutes of the meeting of the Executive held on 8 February 2022.	
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.	**Bus Operator Enhanced Partnership**	9 - 48
	To give approval to enter into Enhanced Partnerships with local bus service operators in line with the National Bus Strategy for England.	

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	Reporting: Andrew Hunter	
6.	**Highways and Transport Capital Programme 2022/23**	49 - 58
	To approve the Highways and Transport Capital Programme for 2022/23 **Reporting:** Andrew Hunter	
7.	**Highway Infrastructure Asset Management Plan**	59 - 104
	To approve the revised Highway Infrastructure Asset Management Plan and its implementation. **Reporting:** Andrew Hunter	
8.	**Peer Challenge Report and Action Plan**	105 - 128
	To provide the final report following the Corporate Peer Challenge and present the council's action plan addressing the recommendations. **Reporting:** Timothy Wheadon	
9.	**Council Plan Overview Report**	129 - 156
	To inform the Executive of the performance of the council for Q3 2021/22 **Reporting:** Timothy Wheadon	

Exclusion of the Press and Public

Agenda items 10 and 11 are 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 10 and 11 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).

10.	**Procurement Plan for Environmental Monitoring**	157 - 184
	That the Procurement plan for the Environmental Monitoring Contract tender is approved. The current contract has been in place since 2011 and following an extension granted in 2016 the contract must now be re-tendered. **Reporting:** Damian James	
11.	**Domestic Abuse Refuge and Outreach Services 2022 - Strategic Procurement Plan**	185 - 204
	To seek approval of the Strategic Procurement Plan for Domestic Abuse	

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	Refuge and Outreach Services. **Reporting:** Sarah Gee	
12.	**Exclusion of Public and Press**	
	To consider the following motion: 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 13 which involves the likely disclosure of exempt information under the following category of Schedule 12A of the Local Government Act 1972: (3) Information relating to the financial or business affairs of any particular person (including the authority holding that information). NB: *No representations were received in response to the 28 day notice of a private meeting.*	
13.	**Section 75 Agreement (NHS Act 2006) between Bracknell Forest Council and Frimley Clinical Commissioning Group– Updated Arrangements for 2021/22 and beyond**	205 - 246
	To seek approval to extend the Section 75 Arrangements for 2021/22 by up to 12 months while a new Section 75 agreement is being developed. **Reporting:** Sarah Gee	

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: 7 March 2022

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**EXECUTIVE – ADVISORY MEETING
8 FEBRUARY 2022
5.00 - 5.48 PM**

**Bracknell
Forest
Council**

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

226. **Declarations of Interest**

There were no declarations of interest.

227. **Minutes**

RESOLVED that the minutes of the meeting of the Executive on 25 January 2022 together with the accompanying decision records be confirmed as a correct record and signed by the Leader.

Executive Decisions

The following minutes summarise the recommendations made to executive members:

228. **The Central and Eastern Berkshire Joint Minerals and Waste Plan (Submission version) – consultation on Main Modifications**

RECOMMENDED to the Executive Member for Planning and Transport that they:

1   Approve the Proposed Main Modifications (attached as Appendix 1) to the Central and Eastern Berkshire Joint Minerals and Waste Local Plan (Submission version), Policies Map and supporting documents together with the schedule of Additional Modifications.

2   Approve the consultation on the Proposed Main Modifications (attached as Appendix 1) to the Central and Eastern Berkshire Joint Minerals and Waste Local Plan (Submission version), Policies Map and supporting documents for a period of at least six weeks.

3   That the Executive Director Place Planning and Regeneration in consultation with the Executive Member for Planning and Transport agree any further changes to the Proposed Main Modifications that are recommended by the Inspectors, prior to public consultation.

229. **Capital Programme 2022/23**

RECOMMENDED to the Executive Member for Transformation and Finance that they recommend to the Council:

1   General Fund capital funding of £16.311m for 2022/23 in respect of those schemes listed in Annexes A – D

2   Approve the inclusion of £7.037 of expenditure to be externally funded
         (including £1.133m of S106 funding) as outlined in paragraph 5.19.

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

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

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

6   Approve the virement of £35k within the 2021/22 Schools Capital Programme
         as outlined in paragraph 5.29

230.   **Revenue Budget 2022/23**

       RECOMMENDED to the Executive Member for Transformation and Finance that they
       recommend to Council:

1   Agree the provision for inflation of £4.368m (section 8.2);

2   Approve a further council tax discount in 2022/23 of £100 for working age
         households receiving council tax support and that further consideration be
         given to discounts in subsequent years' budgets, as summarised in paragraph
         8.3.1a) and detailed in Annexe H.

3   Endorse further development of the additional preventative actions aimed at
         helping households experiencing or at risk of experiencing financial hardship
         as set out in Annexe H;

4   Confirm the original budget proposals, subject to the revisions in section
         8.3.1b) – 8.3.1j) and those decisions to be taken elsewhere on this agenda on
         the capital programme;

5   Agree the additional budget proposals as set out in Annexe A and Annexe D
         and in sections 6.2 (RSG), 6.3 (specific grants), 6.4 (business rates), 7.3
         (collection fund) and 8.3 (updated pressures & savings);

6   Agree that the Council should make additional funding available for
         distribution to schools through the local funding formula at the level set out in
         section 9.1 subject to any minor amendments made by the Executive Member
         for Children, Young People and Learning following the receipt of definitive
         funding allocations for High Needs pupils;

7   Include a general contingency totalling £1.900m (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;

8   Subject to the above recommendations, confirm their support for the draft
         budget proposals;

9   Approve the Net Revenue Budget before allowance for additional interest
         from any use of balances as set out in Annexe G;

10   Agree the contribution of £0.768m to be made from revenue balances (before
         additional interest from the use of balances) to support revenue expenditure;

11   Recommend a 4.49% 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 £70.742m;

12   Recommend 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	977.46
B	7/9	1140.37
C	8/9	1303.28
D	9/9	1466.19
E	11/9	1792.01
F	13/9	2117.83
G	15/9	2443.65
H	18/9	2932.38

13   Recommend that the Council approves the following indicators, limits, strategies and policies included in Annexe E:

•   The Prudential Indicators and Limits for 2022/23 to 2024/25 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 2022/23 to 2024/25 and Treasury Management Limits on Activity contained in Annexe E(iv);

231.   **Review of Joint Venture Initial Business Plan 2020-2023**

RECOMMENDED to the Executive Member that they:

1   Note the progress made by Bracknell Forest Cambium Partnership for the period December 2020 to December 2021.

2   Support the refresh of the JV Business Plan 2020-2023 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.

232.   **Exclusion of Public and Press**

RESOLVED that pursuant to Regulation 21 of the Local Authorities (Executive Arrangements) (Access to Information) Regulations 2000, members of the public and press be excluded from the meeting for the consideration of item 8 which involves the likely disclosure of exempt information under the following category of Schedule 12A of the Local Government Act 1972:

(3) Information relating to the financial or business affairs of any particular person (including the authority).

233.   **Short Breaks Services Procurement Plan**

RECOMMENDED to the Executive Member for Children, Young People and Learning that they:

1   Approve the Council's plan for procuring the Short Breaks Play and Leisure Scheme under the Light Touch Regime as detailed in the Strategic Procurement Plan.

CHAIRMAN

TO: THE EXECUTIVE
DATE: 15 MARCH 2022

BUS OPERATOR ENHANCED PARTNERSHIP – NATIONAL BUS STRATEGY

Executive Director of Place, Planning and Regeneration

1   PURPOSE OF THE REPORT

To seek approval to enter into an Enhanced Partnership Plan and Scheme with local bus operators in accordance with the National Bus Strategy objectives.

2.   RECOMMENDATIONS

2.1   That the proposed Enhanced Partnership Plan and Scheme is adopted, as detailed in Appendix 1;

2.2   That authority is delegated to the Executive Director for Place, Planning and Regeneration, in consultation with the Executive Member for Planning and Transport, to amend and implement the Enhanced Partnership Scheme to accord with future Government funding allocations.

3   REASON FOR RECOMMENDATION

3.1   The National Bus Strategy was published in March 2021 and sets out a number of requirements to improve bus services and aid operator recovery from the impacts of the COVID19 pandemic. A key obligation for Local Traffic Authorities is to enter into an   Enhanced Partnership (EP) Plan with local bus operators, including an accompany EP Scheme which identifies the supportive actions which future Government funding allocations could deliver.

3.2   Establishing an EP Plan and Scheme with local bus operators will facilitate improved transport services in line with the Council's adopted Local Transport Plan 3 (LTP3).

4   ALTERNATIVE OPTIONS CONSIDERED

Whilst it is not mandatory for Authorities to enter into an EP with local bus operators, the Government has stated that receipt of future grant funding for maintaining or improving bus services is dependent on EP's being in place. As such, alternative options have not been considered.

SUPPORTING INFORMATION

5.1   The National Bus Strategy aims to improve bus services across the country and grow passenger numbers by encouraging bus operators and Local Authorities to work more collaboratively for the benefit of bus users. In many parts of the country, travel patterns and individual choice does not translate into bus patronage and so user numbers have been declining nationally for some years. The far-reaching impacts of the COVID19 pandemic are likely to add further long lasting, and potentially permanent, impacts on bus travel.

5.2 The Government's recently launched National Bus Strategy includes aspirations to increase service frequencies, simplify ticketing, improve bus journey times and reliability, and reduce fares. The purpose of EPs is to set out how Councils and operators will work together to meet these aspirations.

5.3 In Summer 2021, the Department for Transport (DfT) required Local Transport Authorities (LTA's) across the UK to submit a Bus Service Improvement Plan (BSIP) which outlined a high level vision for improving local bus services. At the same time, the DfT announced that BSIPs would form the basis for future EP Plans and Schemes which would provide greater detail on delivery and be key to accessing future Government funding. BSIP submissions were required by 31 October 2021 and the BFC submission was based upon the bus policies within the current LTP3 which already supports the principles included within the Government's National Bus Strategy.

5.4 Through collaboration with local bus operators LTAs are required to establish an EP Plan and Scheme by end April 2022 and the BFC proposal is attached at **Appendix 1**. Whilst it is not mandatory for Authorities to enter into an EP with operators, the DfT has stated that receipt of future grant funding for maintaining or improving bus services is dependent on EPs being in place.

5.5 The proposed measures within all EPs are currently unfunded as further detail is awaited from the DfT as to how the national £3billion transformational funding announced in the new National Bus Strategy will be allocated from April 2022. Therefore, with uncertainty over the scale and continuity of local funding, the current actions within the Council's proposed EP Scheme cannot not timetabled. It will be necessary to review and programme these actions accordingly when Government funding is announced. However, measures which support and promote bus travel as an attractive alternative and which create opportunities to build increased patronage levels should be a priority for any early funding.

5.6 The DfT have acknowledged the very tight deadlines which LTAs are working under to deliver an EP. In their latest EP guidance, the DfT recommend focussing on broad principles without committing either the LTA or bus operators to specific or onerous actions at this early stage. LTA's have also been encouraged to include bespoke variation arrangements within their EPs so that adjustments can be made without the need for further lengthy consultation once funding levels are announced.

5.7 Section 5 of the appended EP contains details of the proposed measures, with a summary provided in Table 5.1. These are subject to Government funding, but seek to:

- Maintain good frequencies on both supported and commercial routes through further support funding.
- Identify targeted free or discounted travel opportunities by working with operators on the introduction of specific promotions.
- Introduce inter-operable tickets by working with operators to gain agreement on accepting one another's tickets for travel.
- Improve the real time information displays at key locations including town/village centres and community hubs.
- Introduce an on-line portal providing information on travel by all sustainable modes.
- Address pinch-points on the highway network that impact on bus journey times.

- Implement bus priority at traffic signals where feasibility study shows there is benefit.
- Introduce an on-going programme of bus stop improvements, providing consistent facilities including information displays, lighting and seating where appropriate.
- Investigate the most appropriate Demand Responsive Transport model.
- Conduct feasibility studies to look at Bus Rapid Transport options for the Bracknell/Wokingham and the Bracknell/Blackwater Valley corridors.

5.8 No fixed end date is sought within the national EP process at this stage. The EP Plan and Scheme will be reviewed by the Bracknell Forest Bus Partnership (established with operators for the EP process) annually with updates and progress against actions made available on the Council's website.

6 CONSULTATION

6.1 Following individual discussions with each of the local bus operators, it was agreed to establish a Bracknell Forest Bus Partnership to oversee the development of the Bus Service Improvement Plan and the EP Plan and Scheme. The group consists of local authority transport officers and representatives of each of the local operators that provide services in the area.

6.2 The tight deadlines set by the DfT are expected to assist early bus recovery from the pandemic. A such, opportunities for wide-scale consultation have been limited. Alongside operator engagement, telephone surveys of residents (both bus users and non-users) have also been used to underpin which aspects of services require improvement. Discussions have also been held with the Business Improvement District (BID) and representatives from JobCentre, alongside analysis of local resident feedback from the most recent NHT (National Highways and Transport) survey which included additional questions on public transport. A DfT mandated list of stakeholders has also been consulted which includes local MPs and neighbouring Local Authorities. No formal objections to the proposed EP have been received.

6.3 In addition, the EP reflects the bus policies with the current LTP3 which was subject to full public consultation prior to its adoption.

7 FINANCIAL IMPLICATIONS

7.1 The Council's EP Plan and Scheme are currently unfunded. The earlier BSIP submission process has provided the DfT with the indicative costs for the bus improvement activities featured within the proposed EP. Whilst fully dependent on future Government funding allocations over successive years, and subject to further detailed work, the package of measure totals approximately £5.8million. Once the scale and profile of future local funding is known, further detail work and costing can commence on the actions which can be accommodated.

7.2 Were the Council to choose not to implement an EP as set out within the National Bus Strategy, it would not receive any future Bus Service Recovery funding. During the pandemic, the Government has provided Covid Bus Service Support Grant (CBSSG) funding to provide for the loss of revenue caused by lower passenger numbers. This includes payments toward the Council's supported bus services in order to keep services running. In addition, the DfT has stated that "Government will also take into account an LTAs performance with respect to the policies set out in the National Bus Strategy when considering funding allocations for wider, non-bus local transport schemes".

8   ADVICE RECEIVED FROM STATUTORY AND OTHER OFFICERS

<u>Borough Treasurer</u>

As stated within the report, from 2022 Local Authorities with BSIPs/EPs will be invited to submit bids for funding from the overall £3bn pool to support related schemes. Failure to enter into an EP will impact on the availability of future government grant funding. The proposal is that schemes will not be progressed until Government funding is known. There is currently no council or S106 funding to support the schemes, although there could be future consideration for partially funding appropriate schemes through S106. Any staffing resource required to manage the ongoing demands of the partnership are expected to be met from existing resources.
<u>Borough Solicitor</u>

The Bus Services Act 2017 amended the Transport Act 2000 and provides a new legislative framework to help bus operators and local authorities to improve local bus services. Competition Act considerations have been dealt with within the partnership scheme. There are no direct procurement implications for Enhanced Partnerships. Any works identified through Bus Service Improvement Plans or to support the development of the plans will be subject to standard procurement procedures.

9   EQUALITIES IMPACT ASSSESSMENT

The proposed EP reflects the bus policies with the current LTP3 which was subject to an Equalities Impact Assessment and public consultation prior to its adoption. There are no direct negative equality/diversity impacts arising from the actions proposed in this report as the EP seeks to improve bus transport accessibility for all users.

10   STRATEGIC RISK MANAGEMENT ISSUES

There are no Strategic Risk Management issues arising from this report.

11   CLIMATE CHANGE IMPLICATIONS

The EP process seek to increase the use and availability of bus transport. In turn, this provides opportunities for a reduction in CO_2 due to the transfer of individual journeys undertaken by low occupancy motor vehicles, typically the car.

12   HEALTH IN ALL POLICIES

Bus services improve access to education, employment, healthcare and other amenities. Alongside a reduction in the risk of social isolation, they can make it easier to incorporate walking as part of the journey which in-turn makes a positive contribution to health. Increasing patronage can deliver air quality benefits.

<u>Background papers</u>

None.

Contacts for further information

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15

Bracknell Forest Bus Partnership: Enhanced Partnership Plan and Scheme

April 2022

Table of contents

List of Tables

List of Figures

Definitions

In this document, the following capitalised terms shall have the meanings ascribed to them below:

1985 Act	Transport Act 1985
2000 Act	Transport Act 2000
2017 Act	Bus Services Act 2017
Bus Operators (or Operators)	All providers of Qualifying Bus Services
The Council, Bracknell Forest Council or BFC	Bracknell Forest Council
Enhanced Partnership Scheme Variation	A formal variation of the relevant Enhanced Partnership Scheme(s) as a result of the mechanism set out in section 4, which will then constitute a formal variation of the relevant scheme for the purposes of s.138E(1) of the 2000 Act.
Facilities	Those facilities referred to in Part B which shall be deemed such for the purposes of s.138D(1) of the 2000 Act.
Bracknell Forest Bus Service Improvement Plan (or Bracknell Forest BSIP, or BSIP)	The Bus Service Improvement Plan published by Bracknell Forest Council.
Bracknell Forest Bus Partnership	The committee of Bracknell Forest bus operator representatives, council representatives and stakeholders responsible for considering recommendations put forward for inclusion in Enhanced Partnership Plans, Schemes or Scheme Variations.
Bracknell Forest Enhanced Partnership (or Enhanced Partnership or EP)	The Enhanced Partnership covering the geographic extent of the administrative boundary of the Borough of Bracknell Forest, shown for identification purposes at Figure 1.
Measures	Those measures referred to in Part B which shall be deemed as such for the purposes of s.138D(2) of the 2000 Act.
Non-qualifying Bus Service or exempt service	Services excluded from classification as Qualifying Bus Services

Qualifying Bus Service	A registered local bus service with one or more stopping places within the geographical area of the Enhanced Partnership, with the exception of: • Any schools or works registered local bus service not eligible for Bus Service Operators Grant • Any cross-boundary registered local bus service with less than 10% of its registered mileage within the Enhanced Partnership area • Any services operated under section 22 of the 1985 Act • Any registered local bus service which is an excursion or tour • Any other registered local bus service that the Operators and Council decide should be excluded from all or some requirements of the Enhanced Partnership Scheme. For the avoidance of doubt, a list of Qualifying Bus Services will be published at the start of each Council financial year.
Requirements	Those requirements placed upon Bus Operators identified as such within Part B, which shall be deemed as such for the purposes of s.138C 2017 Act.

1. Part A - Enhanced Partnership Plan

The Bracknell Forest Enhanced Partnership Plan for Buses is made in accordance with Section 138G(1) of the Transport Act 2000 by Bracknell Forest Council.

The Plan comes into effect on 1 April 2022 and will remain valid until revoked.

Introduction

1.1 The National Bus Strategy provided a welcome focus on improving bus services across the country. The requirement to develop a Bus Service Improvement Plan (BSIP), gave a real opportunity for Bracknell Forest Council to come together with its local bus operators to collectively consider the current bus service offer to residents and how it could be enhanced. The formation of a Bus Partnership has given a useful forum to highlight issues, discuss ideas and put forward potential solutions.

1.2 High car ownership and use, coupled with dispersed journey patterns, make for challenging conditions for bus services in Bracknell Forest. The bus is not viewed as an attractive option for those with a choice. Residents who do not use buses say that services are not frequent enough and do not run at the times they need them. However, for those who rely on buses, services are well regarded, albeit that any enhancements would still be welcomed.

1.3 Despite the challenges, Bracknell Forest has a relatively stable network of commercial and supported bus services run by four operators. Buses are well presented and services are promoted by operators. This has helped to attract users back to buses after the pandemic, with recovery better than in some parts of the country. Therefore, this is a strong foundation on which to build up the network. The Bus Partnership agreed early on that the starting point needed to be a focus on commercial services – those that already carry a large proportion of passengers. These offer the best opportunity to attract more use through modest frequency and other enhancements. This will in turn increase revenue and allow operators to invest in further improvements; therefore, establishing a virtuous cycle of growth and improvement.

1.4 This approach is captured in the Bus Service Improvement Plan vision **"to develop a viable and stable bus network that supports the local economy, provides better choice and improves quality of life in a safe and healthy environment".** This is underpinned by objectives of service development and improvement, operational efficiency and better passenger experience.

1.5   Four workstreams are envisaged to deliver the aspirations of the BSIP:

- **Building up the network** – enhancing and developing services
- **Building efficiency** – by tacking delays and pinch-points
- **Building value** – through easier ticketing and fares discounts
- **Building up confidence** – by improved information and passenger infrastructure

1.6   Within each of these are a series of measures and schemes that, if supported with additional Government funding, will introduce improvements that will make buses more attractive.

1.7   Alongside enhanced frequencies and extended times of operation of some commercial services, these routes will be the focus for improved bus stops and information, as well as targeted fares promotions and discounted travel for young people up to the age of 25. Pinch-points that impact on smooth bus operation, highlighted by operators and their drivers, will be tackled to speed up journeys.

1.8   In parallel, attention will also be given to supported services. The dual aims of this will be to try and make some of these commercially viable and also to develop their role in supporting the existing commercial network. With neighbouring authorities, there is a desire to try demand responsive transport in the area, to understand how it can contribute to the overall service network. This might be in terms of serving areas that have little or no bus service, or in tapping into new markets, such as providing direct links to employment areas or railway stations. Equally, semi-scheduled responsive services could connect people into the main fixed route bus services.

1.9   The Bracknell Forest Bus Partnership has provided the focus for collaborative working and forms the basis of the Enhanced Partnership. This will in turn facilitate the successful implementation of the planned measures, once levels of funding secured from Government are known.

1.10   With a relatively modest injection of funds sought through the BSIP, some meaningful improvements to the bus network in Bracknell Forest will be possible.

1.11   Drawing on the BSIP, this document fulfils the statutory requirements set out by the Bus Services Act 2017 of an Enhanced Partnership (EP) Plan for Bracknell Forest. Initially, this will facilitate the introduction of an EP Scheme aimed at supporting and developing bus services across Bracknell Forest, with the aim of starting to achieve the objectives set out in the BSIP.

1.12   In accordance with the statutory requirements for an EP Plan, this document includes:

- Overview and map of the geographical area covered

- Factors affecting the local bus market

- Summary of passengers' experiences in using bus services and the priorities of users and non-users for improvements

- Trends in bus journey speeds and the impact of congestion on bus services

- Objectives that are sought for bus service provision

- Interventions needed to achieve the desired outcomes

- Governance arrangements

- Competition test assessment

- An approach to gather feedback on the effectiveness of the EP

2. Bus travel in Bracknell Forest

What do people think about local bus services?

2.1 A telephone survey of residents was undertaken in June/July 2021. 524 people were interviewed, chosen to be representative of the overall population. 80% of respondents were non-bus users, whilst 7% used a bus at least once per week. Over half of those who used a bus regularly travelled only on 1 or 2 days per week. A higher proportion (26%) of younger people (18-34) were bus users than other age groups. Residents in Bracknell town used the bus more that those outside.

2.2 About half of non-users indicated that they could have made their trips for shopping or to visit friends and family by bus.

2.3 The main reason for not using the bus was the preference for using a car. 72% of non-users and 24% of users indicated this. 11% of respondents said the main reason was that buses didn't go where they needed to go.

2.4 In considering the impact of the pandemic, 35% of bus users said they were less likely to use a bus than before the pandemic. However, 49% said that they had not changed their use of the bus, which indicates their reliance on the bus for their day-to-day needs.

2.5 82% of bus users were satisfied overall with bus services, whilst only 42% of non-users were satisfied. Generally, there was more satisfaction amongst those residents without a car and those holding concessionary travel passes with free travel.

2.6 The proportion of bus users who were satisfied with various attributes of bus services was as follows (in decreasing order):

Table 1 Bus user satisfaction

Attribute	% of bus users who were satisfied
Standard of driving	93%
Comfort whilst travelling	87%
Ease of working out bus times	85%
Ease of finding bus times	83%
Cleanliness	83%
Choice of destination	81%
Length of journey	81%
Ease of paying	77%

| Running on time	76%
Condition of stop	76%
Customer service	73%
Information at stops	69%
Frequency of service	63%
Value for money	60%
When buses available	57%
Facilities at stop	51%
Ease of working out cost	48%

2.7   When asked what sorts of things might lead them to use the bus more, people cited cheaper bus fares, a ticket to use across different operators, more frequent buses, increased times of operation (early morning and evening) and more destinations served. Non-users said they may be encouraged to use the bus if fares were cheaper, or service availability and frequency were improved. 50% of those non-users who prefer to use the car said that nothing would encourage them to use bus rather than car, unless motoring became significantly more expensive.

2.8   Bracknell Forest is not included in the Transport Focus National Bus Passenger Survey. However, Reading Buses and Thames Valley Buses were included. In 2019, the overall satisfaction with journeys on their services was at 92% and 94% respectively, amongst the best in the country. Satisfaction with value for money stood at 67% and 62% respectively, again reasonable performance against other operators.

Bus network

2.9   The bus services operating across Bracknell Forest are provided by 4 operators:

- Thames Valley Buses (part of Reading Buses)
- Reading Buses
- White Bus
- Stagecoach South

2.10   Most of the network, including all contracted services supported by Bracknell Forest Council, is operated by Thames Valley Buses and parent company Reading Buses.

2.11   There are a number of town-based services operating within the Borough. Those to the southern parts of Bracknell town, including services to Crowthorne and Sandhurst, operate commercially, whilst the northern residential areas rely entirely on supported services. A number of other services provide links to neighbouring areas, including Wokingham, Reading, Camberley, Windsor, Heathrow Airport, Maidenhead and

Slough. Two cross-boundary services are financially supported jointly with other authorities.

Figure 2-1 Bracknell Forest bus services in the wider regional context
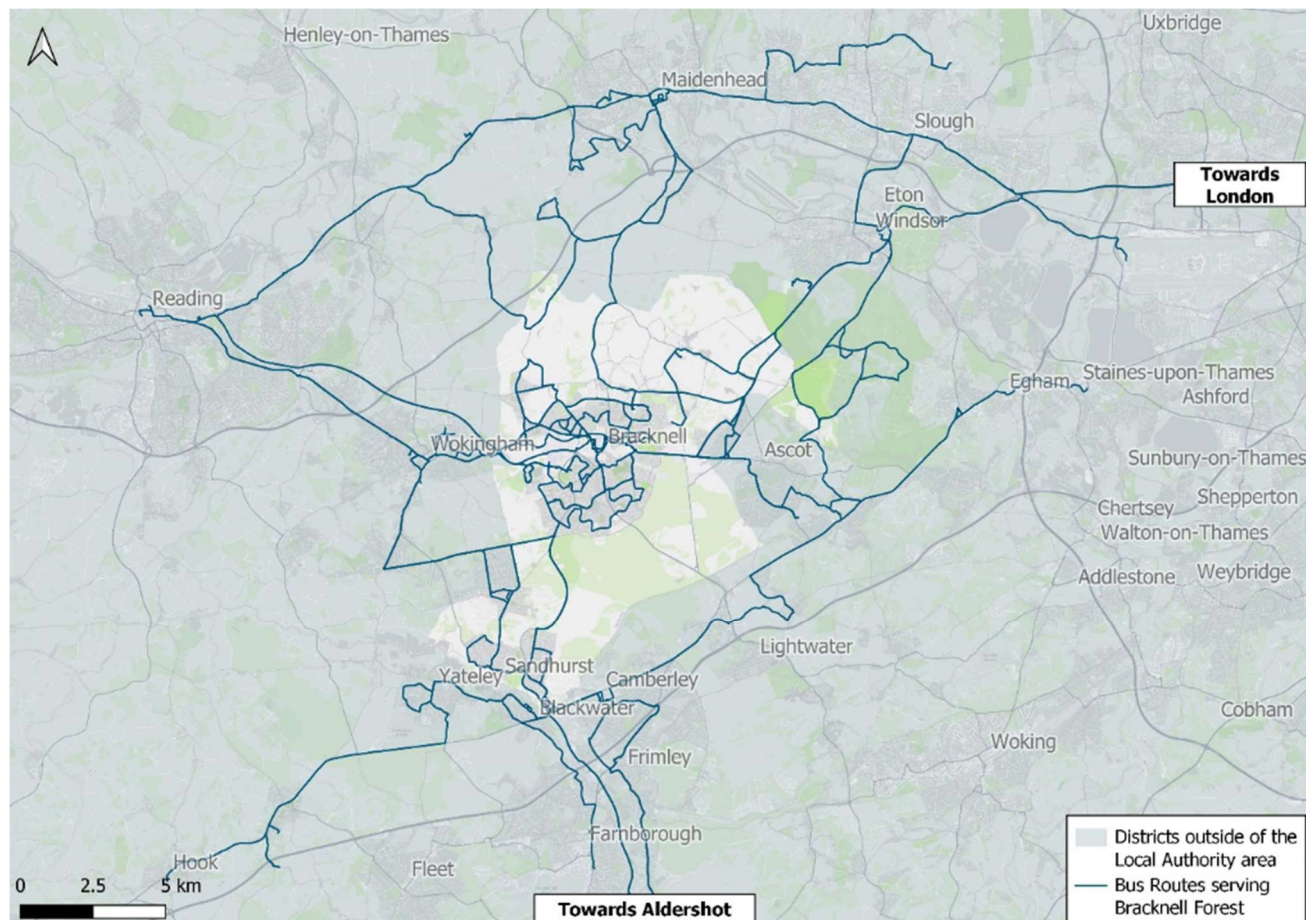
2.12   A community transport scheme, Keep Mobile, provides door-to-door transport for mainly elderly and disabled residents who are unable to use public transport services, and Crowthorne Community Minibus provides a similar service exclusively for Crowthorne residents. There are also a number of voluntary car schemes operating in the borough.

Service levels

2.13   Most services operate half hourly or hourly, except for service 4/X4 between Bracknell, Wokingham and Reading, and the 171/172 clockwise and anti-clockwise loops of the southern residential areas of the town that each operate half-hourly, creating an overall frequency of 15 minutes. There are clear inconsistencies in the levels of service provided to different parts of the town, with frequencies for parts of the north of the town half those of services in the south.

2.14 Figure 2-2 shows overall levels of provision across the area, expressed as link frequency. Link Frequency shows the number of buses running along a road, regardless of service number or operator.

Figure 2-2 Link Frequency
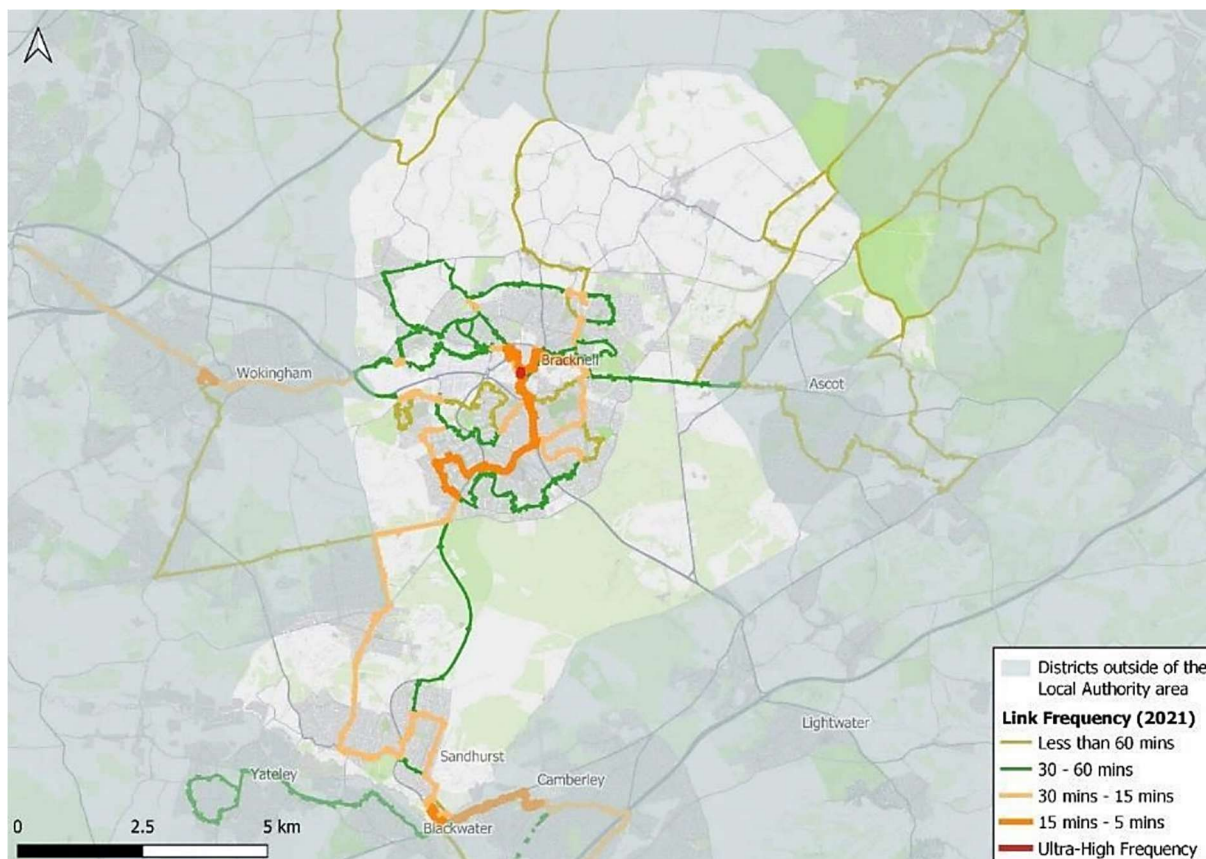
2.15 There are limited Sunday buses, and many services only operate until mid-evening Monday to Saturday. Later evening services are provided on the 4/X4,171/172and 194, serving the south of Bracknell and there is one late evening service (N1) serving the north of Bracknell.

Bus Stops

2.16 There are 544 bus stops. However, some of these are not currently served or are only used by school services.

2.17 Not all stops have a bus shelter. There are around 160 bus shelters in the borough, with two thirds of these supplied and maintained by Clear Channel in return for the right to place adverts in the shelters, and the remainder are maintained by Town and Parish Councils.

Patronage levels

2.18   The following table sets out overall patronage totals for Bracknell Forest taken from the DfT's Bus Statistics (extracts from tables Bus0109a, Bus0113, Bus0110a).

Table 1 Bus patronage in Bracknell Forest

Year	Total passenger journeys on local bus services (million)	Number of journeys by elderly or disabled concessionary pass holders (million)	% of overall journeys made by elderly or disabled concessionary pass holders	Passenger journeys on local bus services per head of population
2009/10	2.1	0.8	41%	18.5
2010/11	2.1	0.9	45%	18.2
2011/12	1.9	0.9	45%	17.0
2012/13	1.7	0.8	44%	14.8
2013/14	1.9	0.8	41%	16.1
2014/15	2.3	0.9	40%	19.1
2015/16	2.1	0.8	39%	17.9
2016/17	2.1	0.9	37%	17.3
2017/18	1.8	0.7	39%	14.8
2018/19	1.8	0.7	40%	14.8

2.19   Between 2009/10 and 2018/19 bus passenger journeys fell by 14% and concessionary passenger journeys dropped by 12.5%, indicating a greater fall in fare-paying passengers. Over that same period, passenger journeys by local bus service per head of population fell 20% from 18.5 to 14.8. This latter measure was below the South East average of 38.0, and in line with neighbouring authorities Wokingham (16.9) and Windsor & Maidenhead (9.3).

2.20   A relatively high proportion (40%) of overall passenger journeys are made by elderly and disabled concessionary pass holders, compared with the average across England of 22%.

2.21   80% of overall patronage is accounted for by the 3 main commercial services:

- Bracknell – Wokingham – Reading (4/X4)
- Bracknell – Bracknell southern estates (171/172)
- Bracknell – Camberley (194)

Bus modal share

2.22 Census data (2011) indicates that 68% of all journeys to work were undertaken using the car (66% in urban areas, 70% in rural areas). Bus travel accounted for just 1.5% of journeys.

Bus service density

2.23 82% of the population is within 400 metres of an hourly bus service. Only 34% of people are served by a frequent bus service, defined as a bus every 15 minutes or better.

Table 2 Population within 400m of a bus route

Service frequency (morning peak)	Population within 400m of bus route (2019)	As a percentage of Bracknell Forest population (2019)
15 minutes or less	41,600	34%
30 minutes or less	84,575	69%
60 minutes or less	100,750	82%
All fixed services	102,542	84%
All Bus Stops	113,980	93%

Average bus speeds

2.24 Taking the route length of each service and applying the end-to-end journey times from published timetables, average bus speed for the morning peak was calculated as 15.7mph (25.3km/h), rising to 16.7mph (27km/h) between peak times.

Punctuality

2.25 In 2019, 91.4% of services were recorded as running to time (defined by the DfT as between one minute early and five minutes fifty-nine seconds late), which was above the South East as a whole (81.8%) and England (83.0).

Availability of information

2.26 Many bus stops are equipped with timetable display cases and operators are responsible for updating the information in them.

2.27 Some stops, including Bracknell bus station, are equipped with real time information displays. The system is maintained and funded by the authority.

2.28   Bus operators each have full information about service timetables, fares and tickets on their websites. Operators also have smartphone apps allowing passengers to track buses in real time and purchase mobile tickets.

Bus fleet

2.29   Across the 4 operators, a total of 38 vehicles are required to provide services across Bracknell Forest, including cross boundary routes. 75% of those deployed on these services are between 5 and 10 years old. 55% of buses meet Euro VI emission standards. There are no zero emission buses currently operating in Bracknell Forest.

2.30   Two operators have indicated that they have new vehicles on order that will be deployed on Bracknell services from later this year and early next. Currently, operators do not consider it appropriate to move to electric buses in Bracknell for a number of reasons. Many of the existing vehicles are not due for renewal, local depot facilities cannot accommodate electric charging infrastructure, and such a move would not be viable without support towards the additional vehicle purchase costs. This position will be reviewed each year when the BSIP is updated.
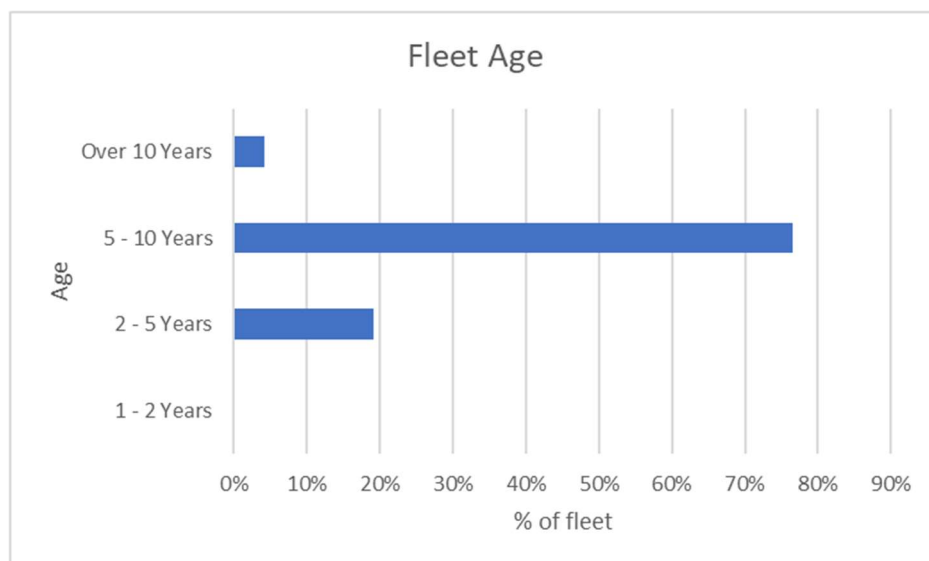
Figure 2-3 Vehicle age

Figure 2-4 Euro emission rating
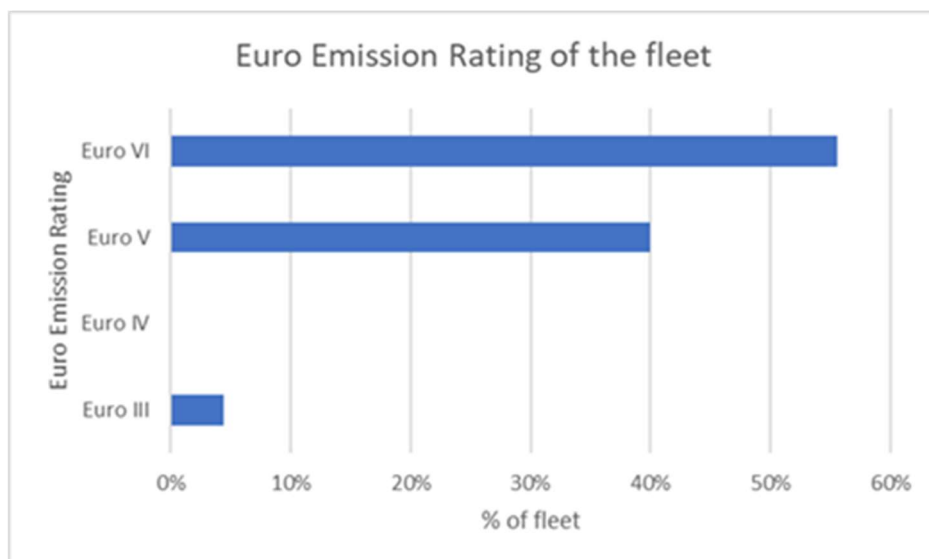
Parking management and provision

2.31   Bracknell Forest Council's Enforcement and Parking Management Strategy 2019-2024 highlights that the area is one of the least deprived in the country, where property prices and car ownership are higher than the national average.

2.32   There is significant car parking provision in Bracknell town centre, with a total of 5,200 spaces, of which 3,350 are in Council operated car parks.

Summary of issues affecting bus service provision

2.33   The following summary provides an analysis of factors that influence bus service provision in Bracknell Forest. Clearly, the EP needs to focus on building on the strengths and opportunities and introducing measures to address the weaknesses and threats.

Table 4 Strengths and weaknesses of bus service provision in Bracknell Forest

Strengths	Weaknesses
• Some strong commercial services on which to build • Authority continues to financially support a number of bus services to areas that would otherwise be unserved • Good levels of satisfaction amongst bus users • Operators focused on providing good services • Good bus/rail interchange in Bracknell town centre	• High proportion of concession usage • High car ownership and use • Plenty of reasonably priced car parking in Bracknell centre • Parking available at many businesses • Many businesses located away from Bracknell town centre and operate their own employee shuttle transport • Some services not frequent enough to attract new users • Poor evening and Sunday provision • Difficult to serve rural areas with small population • Variable levels of service, with supported ones generally more limited • No single source of information • No single ticket valid across all services • Layout/land use make effective bus provision difficult in places • Obstructive parking hinders bus operation
Opportunities	**Threats**
• Population growth • New model for securing developer contributions from residential developments to promote bus services • New travel patterns and behaviours post-pandemic • Provision of employee shuttles indicates demand for transport • Scope to raise the profile, availability and benefits of bus services among non-users	• Rising traffic levels and greater congestion • Reductions in levels of financial support • Patronage fails to recover to pre-pandemic levels

3. Policy context

3.1 The EP forms a Bus Strategy document that sits with the Bracknell Forest Local Transport Plan (LTP) 3 2011-2026, which sets out aims and objectives to address issues surrounding transport and climate change, with the aim to create economic, environmental and health improvements throughout Bracknell Forest.

3.2 The LTP recognises that transport systems play a huge role in '*facilitating a high quality of life, by meeting the needs of the individual and remaining responsive to the changing needs of business'.*

3.3 Policy TP3 looks specifically at buses, with the aim of **increasing the use and availability of buses, and to continue improving passenger satisfaction and bus punctuality** through:

- Encouraging and securing high quality, readily accessible bus services that focus on local communities and Bracknell Town Centre.

- Continuing to ensure good access to community facilities, such as community hubs and health centres.

- Where feasible, procuring services that are not provided by the free market.

- Partnership working with bus operators and other interested parties.

- Improving infrastructure and priority measures where real benefits can be achieved.

- Maintaining access to the highway network for buses throughout the year.

- Active dialogue with developers to ensure bus services are effectively provided in new development.

- Promoting bus travel and making up-to-date information including real time information available.

- Promoting easy and efficient ticketing for bus use.

- Seeking to improve connections between bus and train services.

- Encouraging bus operators to use alternative fuels and greener buses.

- Facilitating and providing concessionary travel where appropriate.

4. Enhanced Partnership Plan

4.1   The Bracknell Forest Enhanced Partnership (EP) Plan covers the whole of Bracknell Forest.

Figure 4-1 Bracknell Forest

4.2   The Plan provides the backdrop for specific EP Schemes that will detail actions and developments to be taken jointly by partners to deliver improvements in bus services in Bracknell Forest that will help meet the following goals and objectives.

Vision, goals and objectives

4.3   The Enhanced Partnership seeks to facilitate the delivery of the vision and objectives, as follows.

Vision:

"To develop a viable and stable bus network that supports the local economy, provides better choice and improves quality of life in a safe and healthy environment."

Objectives:

The vision will be achieved by addressing the following objectives, to:

- Maintain and develop the bus network and its use.
- Focus on the main commercial services as the ones with greatest potential to grow, thus improving viability and enabling investment and improvement
- Ensure appropriate supported services meet identified needs not served by commercial services.
- Create more of a single network view.
- Improve the efficiency of bus operations.
- Improve all aspects of passenger experience – information; fares; bus stops; service levels; journey times.

Funding sources

4.4   The Enhanced Partnership will draw on multiple funding sources to deliver the desired outcomes of the Enhanced Partnership Scheme(s), as appropriate. This includes, but is not limited to:

- Funding provided by Central Government
- Council capital funding
- Council revenue funding
- Developer contributions
- Operator investment
- Reinvestment of operator revenue generated by schemes
- Other external funding opportunities

Governance

4.5   Following the launch of the National Bus Strategy in March 2021, Bracknell Forest Council convened a Bus Partnership, to which all bus operators were invited and have

attended. This met monthly to oversee the development of the Bus Service Improvement Plan, published at the end of October 2021.

4.6   The Council published its notice of intent to develop an EP on 27 June 2021.

4.7   The Bus Partnership comprises representatives of:

- Bracknell Forest Council
- Thames Valley Buses (part of Reading Buses)
- Reading Buses
- White Bus
- Stagecoach South

4.8   These organisations are all signatories to the EP Plan.

4.9   The Partnership has so far been supported and chaired by an independent industry expert.

4.10   The Partnership has continued to meet monthly to oversee the development of the EP Plan and Scheme.

4.11   In addition to the formal organisational framework, BFC officers have liaised with neighbouring authorities to ensure that plans are compatible.

4.12   As required by the EP guidance, the following have been formally consulted on this Plan:

- Transport Focus
- Traffic Commissioner
- Chief Officer of Police
- Competition and Markets Authority
- Neighbouring authorities
- Local MPs

Small and medium sized operators

4.13   Given the variety of bus operators involved (in terms of market share, fleet size, company turnover and structure), it is important to ensure that the effects of the Enhanced Partnership do not unduly negatively impact smaller operators' ability to engage or to comply with requirements.

4.14 As such, the needs of small and medium-sized operators (SMOs) have been considered in the development of the Enhanced Partnership, with opportunities for all bus operators to participate throughout, either through individual discussions or through attendance at the Partnership meetings. The Plan seeks to support improvements in all aspects of bus provision, regardless of the size of operators providing services.

Competition

4.15 The Enhanced Partnership has been subject to the Competition Test as set out in Part 1 of Schedule 10 of the Transport Act 2000. The assessment, undertaken by Bracknell Forest Council concluded that there will be no adverse impact on competition. The implementation of an Enhanced Partnership Plan and associated Scheme is aimed at delivering improvements to bus services for passengers in a deregulated environment. The Enhanced Partnership will not impact on competition, as operators will be free to amend and introduce services in the area, provided that the standards that apply to all operators are met.

Reviewing the EP Plan

4.16 Once the EP Plan is made, it will be reviewed by the Bracknell Forest Bus Partnership annually. BFC will initiate each review and it will take no longer than 3 months to complete.

4.17 The review will include consideration of:

- The arrangements for consulting passenger representatives on the effectiveness of the EP

- The objectives set for improving the quality and effectiveness of bus services

4.18 Feedback from the public and interested stakeholders on the effectiveness of the EP and delivery of the objectives and ambition, will be encouraged on a continuous basis through existing engagement channels, such as community and neighbourhood forums. Equally, the Bus Passenger Charter will encourage feedback on all aspects of bus service provision and will promote the webpage for details of the BSIP and EP. There will be an opportunity for anyone visiting that page to provide comments.

4.19 All feedback and comments will be used to inform the annual review of the BSIP and any subsequent amendments to the EP.

4.20 Monitoring reports for the BSIP will be produced every 6 months to demonstrate progress towards the objectives and targets set. These will be made available on the

Council's web pages. Again, it will be possible for anyone to provide feedback on this information.

Variations to the plan

4.21   Consideration will be given to potential EP Plan variations highlighted either by one of the organisations represented on the Bracknell Forest Bus Partnership or by any operator of a qualifying bus service. The proposer of a variation should demonstrate how this might contribute to achieving the objectives set out in the EP Plan and current local transport policies. Such requests should be set out in writing and submitted to the Enhanced Partnership administrator.

4.22   On receipt of a valid request for a variation, BFC will reconvene the Bracknell Forest Bus Partnership, giving at least 14 days' notice for the meeting, to consider the proposed variation. Any proposal to proceed with the variation will lead to the Council notifying stakeholders and operators of the intention to vary the EP Plan. The planned variation will then be subject to the operator objection and consultation processes set out in s138L of the Transport Act 2000. Having passed through these, BFC will make the EP Plan variation, subject to the approval of the Council.

Revocation of the EP Plan

4.23   If, for some reason, it becomes necessary for the EP Plan to be revoked, the Bus Partnership will be reconvened and follow the same process as outlined in the section 'Variations to the Plan' (noting that the agreement will be for revocation and not variation).

4.24   If the EP Plan is revoked, then any associated EP Schemes will be revoked automatically, as a Scheme cannot exist without a Plan. Equally, if all associated Schemes are revoked, the EP Plan would automatically be revoked.

4.25   If at any point in the future, the EP Plan area is included in a Bus Franchising Area, the relevant requirements set out in this EP Plan document will cease to apply from the commencement date of the Franchising Scheme.

5. Part B – Enhanced Partnership Scheme

The Enhanced Partnership Scheme (1) for Buses is made in accordance with Section 138G(1) of the Transport Act 2000 by Bracknell Forest Council.

The Scheme comes into effect on 1 April 2022 and will remain valid until revoked.

EP Scheme content

5.1 This document fulfils the statutory requirements for an EP Scheme as set out in s138 of the Transport Act 2000. It includes sections on:

- Scope of the EP Scheme and commencement date
- Requirements on the local authority
- Requirements in respect of qualifying local bus services
- Details of EP Scheme management

5.2 The EP Scheme can only be put in place if an associated EP Plan has been made. Therefore, this document should be considered alongside the associated Bracknell Forest EP Plan.

5.3 The EP Scheme has been jointly developed by Bracknell Forest Council and bus operators that provide local bus services in the EP Scheme area. It sets out obligations and requirements on both the Local Transport Authority and operators of local services in order to achieve the intended improvements, with the aim of delivering the objectives of the associated EP Plan.

Scope of the Enhanced Partnership Scheme (1)

5.4 The EP Scheme will facilitate the improvement of local bus services operating in Bracknell Forest.

5.5 The EP Scheme covers the same area as the Bracknell Forest EP Plan, namely the entire administrative area of Bracknell Forest Council (BFC). The Scheme includes all qualifying local bus services, which are those registered local bus services operating within the Bracknell Forest boundary, except those that are exempt as indicated below in the 'Exempt services' section.

5.6 For the avoidance of doubt, a list of qualifying local bus services will be published at the start of each Council financial year.

Figure 5-1 – Bracknell Forest Enhanced Partnership Scheme (1) Area

EP Scheme duration

5.7 The EP Scheme will commence 1 April 2022. It will have no specific end date but will be reviewed at least annually.

Exempt services

5.8 The following services are exempt from the requirements of the EP Scheme:

- Any schools or works registered local bus service not eligible for Bus Service Operators Grant

- Any cross-boundary registered local bus service with less than 10% of its registered mileage within the Enhanced Partnership area

- Any services operated under section 22 of the Transport Act 1985

- Any registered local bus service which is an excursion or tour

- Any other registered local bus service that the Bracknell Forest Bus Partnership decides should be excluded from all or parts of the Enhanced Partnership Scheme.

Requirements of Bracknell Forest Council

5.9   Bracknell Forest Council will provide various facilities and measures as set out in Column C of the following table.

Requirements in respect of qualifying local bus services

5.10   Operators of qualifying local bus services will be required to meet the requirements set out in Column D of the following table.

Table 5-1 Bracknell Forest Enhanced Partnership Scheme – requirements on BFC and all operators of qualifying local bus services (i.e. all registered local bus services that are not exempted within the EP)

Column A	Column B	Column C	Column D
Element	**Description**	**Authority commitments (facilities and measures)**	**Operator commitments**
Network balancing (subject to DfT funding)	Whilst usage of buses has risen, it is unlikely to have fully returned to pre-pandemic levels by April 2022 when central Government funding is scheduled to cease. However, it will be vital to retain services as this will provide a foundation for the introduction of improvements to the network. Funding will be used to support core services, which offer the best opportunities to generate longer term growth and improvement. The Enhanced Partnership process will be used to ensure any routes with both supported and commercial services operating will have ticket interoperability and be for the general benefit of bus users. As bus services start to recover it may be desirable to improve frequencies on key routes. If these improvements cannot initially be justified on a commercial basis, funding may be used to augment services if	Using data/evidence from operators, identify likely opportunities in service provision post-April 2022. Work with operators to identify services on key routes which may benefit from service enhancement. Work with operators to establish a funding mechanism that satisfies both legal and competition requirements. Define actions needed to build on identified opportunities. Procure additional services to fill gaps.	Provide appropriate data and evidence to BFC relating to those services offering opportunities for development. Work with BFC to identify services on key routes which may benefit from service enhancement. Work with BFC to establish a funding mechanism that satisfies both legal and competition requirements. .

42

	a legally and commercially acceptable mechanism can be agreed.		
Targeted free or discounted travel (subject to DfT funding)	These will be specific initiatives at certain times or in particular areas, with the aim of encouraging people to try the bus. For example, this might include free travel in Bracknell town centre pre-Christmas, or to encourage use of new or improved evening and Sunday buses.	Co-ordinate initiatives and work with operators on the introduction of specific and targeted promotions. Evaluate the success of the promotions.	Suggest initiatives and work with BFC to design specific promotions. Participate in and deliver specific promotions. Assist in evaluating the success of promotions.
Inter-operable tickets	The position of Bracknell within wider bus networks beyond its boundary make it difficult to develop and promote a Bracknell-specific multi-operator ticket. Therefore, the intention is to work with operators to gain agreement on accepting one another's tickets for travel within the Bracknell Forest area.	Co-ordinate discussions with operators to understand what can be done either in situations with or without new funding.	Work with BFC to agree what can be achieved with or without funding, with the aim of introducing at least some improvement on the current offer.
Real time information (RTI) displays at Bracknell Bus Station	Ensure the continued provision and maintenance of RTI displays at Bracknell bus station.	Continue to provide and maintain the RTI displays.	Provide appropriate data feeds to ensure up-to-date and accurate information is displayed. Provide apps which offer real time bus tracking options.
Bus information portal	BFC will introduce an on-line portal providing information on travel by all sustainable travel modes. It will signpost to operators' websites for details of bus timetables and fares.	Commission and manage the provision of a bus information and sustainable travel portal	Co-operate with BFC in respect of providing information and weblinks to use in the portal.
Addressing pinch points	Operators have highlighted locations where delays can occur, including highway layout,	Co-ordinate the programme to address highlighted pinch-points.	Work with BFC to prioritise locations for consideration.

43

	junctions and obstructive parking. An assessment of these will be carried out to consider ways of overcoming the issues, with a programme of schemes taken forward.	Carry out assessments at each location and identify measures to overcome those issues. Put forward proposals to agree a preferred approach with operators.	Provide insights and evidence for the assessments. Discuss and agree actions at each location. Monitor and evaluate the impact of any measures implemented.
Traffic signal priority (subject to DfT funding)	Following an outline assessment of the feasibility of introducing priority at signals, more detailed work will be undertaken to assess the likely benefit for buses. Funding is sought for feasibility and implementation.	Undertake/commission feasibility study. Implement bus priority at traffic signals where feasibility study shows there is a benefit.	Provide insights and evidence for study. Monitor impact of any priority on journey times.
Stop and shelter improvement programme (subject to DfT funding)	The intention is to introduce an on-going programme of bus stop improvements, providing consistent facilities (standardised bus stop pole, flag and information display) with shelter (including lighting and seating) where appropriate and protected with bus stop clearways. QR codes will be provided at key stops without real-time information. There will be a rolling programme of improvements, commencing with those stops on the 3 main commercial routes. Operators will work together to provide combined information displays at bus stops.	Co-ordinate and implement a programme of bus stop improvements, commissioning works as required.	Provide inputs into all considerations regarding bus stop locations and the provision of appropriate facilities at each. Work together in respect of co-ordinating provision of information at each stop, with agreement over which stops each operator will take on responsibility for.
Demand Responsive Transport (DRT)	Working with neighbouring authorities of Wokingham and Windsor & Maidenhead, it is intended to trial a form of DRT service. In	With neighbouring authorities, undertake/commission a feasibility study to define the most appropriate DRT model.	Provide insights and data for feasibility study and help shape parameters for potential DRT scheme, including

44

(subject to DfT funding)	Bracknell Forest this will be targeted at areas that are not well served by bus (feeding into the main bus network) and providing links to Crowthorne railway station. Similar provision will be used to serve rural areas to the north. Opportunities for improving access to the Western and Southern business areas will also be investigated. The service will be designed so that it complements the main bus network, avoiding any abstraction.	Develop service specification and undertake procurement exercise. Explore innovative funding models in new residential developments to deliver new DRT services.	interactions with the conventional bus network. Co-operate in discussions with BFC to consider how through ticketing can be achieved between DRT and fixed route bus services
BRT feasibility studies (subject to DfT funding)	Bracknell Forest Council will contribute to the commissioning of a feasibility study to look at Bus Rapid Transport options for the Bracknell/Wokingham corridor. Transport for South East will also investigate options for BRT on the Bracknell/Blackwater Valley corridor as part of the Inner Orbital Area study.	Part fund and contribute insights to feasibility studies.	Co-operate with studies, providing insights and data as required.
Passenger Charter	A document that will set out what passengers using any bus in Bracknell Forest can expect. The Charter will be reviewed annually.	Co-ordinate the development of the Charter, ensuring that it is published by 31 March 2022. Promote the charter. With the operators, review the document each year.	Agree the charter. Promote it and adhere to it. With BFC, review the document each year.

EP Scheme management

Governance

5.11   The Bracknell Forest Bus Partnership, consisting BFC officers and bus operators, has overseen the development of the EP Scheme.

5.12   The Bracknell Forest Bus Partnership operates in accordance with established terms of reference.

Review of the EP Scheme

5.13   Once the EP Scheme is made, it will be reviewed by the Bracknell Forest Bus Partnership annually, following the review of the BSIP. BFC will initiate each review and it will take no longer than 2 months to complete.

5.14   The review will include consideration of:

- The arrangements for consulting passenger representatives on the effectiveness of the EP

- The objectives set for improving the quality and effectiveness of bus services

5.15   Feedback from the public and interested stakeholders on the effectiveness of the EP and delivery of objectives and ambition, will be encouraged on a continuous basis through existing engagement channels, such as community and neighbourhood forums. Equally, the Bus Passenger Charter will encourage feedback on all aspects of bus service provision and will promote the webpage for details of the BSIP and EP and associated monitoring reports. There will be an opportunity for anyone visiting that page to provide comments.

5.16   All feedback and comments will be used to inform the annual review of the BSIP and any subsequent amendments to the EP.

5.17   Monitoring reports for the BSIP will be produced every 6 months to demonstrate progress towards the objectives and targets set. These will be made available on the dedicated area of BFC's website.

5.18   Feedback from all sources will be collated and considered at each meeting of the Bus Partnership.

Variations to the EP Scheme

5.19 Consideration will be given to potential EP Scheme variations raised by one or more of the representatives on the EP Board. The proposer of a variation should demonstrate how this might contribute to achieving the objectives set out in the EP Plan and current local transport policies. Such requests should be set out in writing and submitted to the designated EP Scheme Administrator.

5.20 On receipt of a valid request for a variation, the Council will reconvene the Bus Partnership, giving at least 14 days' notice for the meeting, to consider the proposed variation. If the proposed variation gains unanimous support at the meeting, BFC will make the EP Scheme variation, subject to the approval of the Council. Stakeholders not represented at the meeting will be deemed to be abstaining from the decision.

5.21 If there is not full agreement of all parties present, then the proposed variation will be put to the operator objection mechanism, but with a reduced objection period of 14 days replacing Part 2 of the Transport Act 2000 section 138L (2) (c). The proposed variation will be advertised on the Council's website and emailed to operators of qualifying local services in the EP Scheme area. If the proposed variation passes the operator objection mechanism, the Councill will make the EP Plan variation, subject to the approval of the Council.

Revocation of the EP Scheme

5.22 If, for some reason, it becomes necessary for the EP Scheme to be revoked, the Bracknell Forest Bus Partnership will be reconvened and follow the same process as outlined in the section 'Variations to the Scheme' (noting that the agreement will be for revocation and not variation).

5.23 If, for some reason, the EP Plan is revoked at any time, the EP Scheme would automatically be revoked, as it cannot exist without an associated EP Plan in place. Equally, if this Scheme (and in the absence of any other Schemes) was revoked, the EP Plan would automatically be revoked, as it cannot exist without a Scheme.

5.24 If at any point in the future the EP Scheme area is included in a Bus Franchising Area, the relevant requirements set out in this EP Scheme document will cease to apply from the commencement date of the Franchising Scheme.

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TO: THE EXECUTIVE
DATE: 15 March 2022

CAPITAL PROGRAMME 2022/23
HIGHWAYS AND TRANSPORT
Executive Director of Place, Planning and Regeneration

1   PURPOSE OF DECISION

1.1   To approve the Highways and Transport Capital Programme for 2022/23 and its implementation as set out in the body of the report and Annex 1.

2   RECOMMENDATION

2.1   That the overall Highways and Transport Capital Programme for 2022/23 (Annex 1) is approved.

3   REASONS FOR RECOMMENDATION

3.1   The proposals in this report seek to facilitate transport in line with the Council's Local Transport Plan 3 (LTP3) and ensure that the Council maintains the highway 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 (LPT3).

4.2   Given the reduction in 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 2022/23 totals £4.013m, of which over 85% 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 and Highway Maintenance, the programme includes further DfT funding for electric vehicle charging provision following a successful bid. Developer contributions via S106 agreements and Community Infrastructure Levy (CIL) supplements the programme along with a local contribution from Borough Capital of £200k to support road maintenance and a further £400k toward the essential lamp column replacement programme to address highway risk.

5.3   **The Transport Capital Programme** is formed to support the adopted LTP3 which sets out the key transport challenges and opportunities facing Bracknell Forest

through the period 2011-2026. Schemes are developed taking account of wider policy goals alongside strategic and local transport needs such as improving access and mobility, providing travel choice, increasing highway capacity, improving road safety, expanding residential parking and managing traffic. Issues such as deliverability and public impact/acceptability are also reflected within the scheme selection.

5.4 In recent years a number of large-scale transport improvements have been introduced on the borough's strategic road network which are aimed at tackling congestion, providing for future growth and improving facilities for pedestrians and cyclists. Significant government funding has been sourced to deliver these projects, alongside the use of developer contributions. This work phase was completed in 2021/22.

5.5 New and sustained travel patterns are now likely to emerge as the country recovers from the COVID19 pandemic and so future work programmes will need to adapt to where greater focus is needed. This will include focusing on more sustainable modes of transport and providing residents with greater choice for everyday journeys. Supporting the government's Active Travel, Bus and Climate Change Strategies will facilitate this.

5.6 The 2022/23 transport work programme includes schemes to support walking and cycling which, combined with provision for electric vehicles and ongoing measures to support bus use, will help contribute towards a healthier and more environmentally friendly transport system.

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 current levels of funding, the scale of demand for planned maintenance far exceeds the available budget. For example, the identified lengths of carriageway which warrant intervention work over the next 3 years is detailed within **Annex 2**. Consequentially, funding must be targeted according to an assessment of need based upon the condition of assets.

5.9 Some details of maintenance work will vary between streets and 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 2022/23 is £2.7m.

6   ADVICE RECEIVED FROM STATUTORY AND OTHER OFFICERS

Borough Solicitor

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

Director: Resources

6.2   The sums detailed within the report form part of the 2022/23 Capital Programme for the Place, Planning and Regeneration Directorate. This report identifies the specific schemes on which this funding is to be allocated.

7   EQUALITIES IMPACT ASSESSMENT

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.

8   STRATEGIC RISK MANAGEMENT ISSUES

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

9   CLIMATE CHANGE IMPLICATIONS

9.1   The transport work programme incorporates walking and cycling schemes which, alongside provision for electric vehicles and wider traffic management interventions, contributes to a reduction in CO_2 emissions.

9.2   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 CO_2 during the life-cycle of highway assets.

10   HEALTH IN ALL POLICIES

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.

11   CONSULTATION

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

<u>Background papers</u>

None.

<u>Contacts for further information</u>

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2022/23 Highways and Transport Capital Programme	£000	
	1	DfT Integrated Transport Grant	726
	2	DfT Highway Maintenance Grant	1888
	3	DfT ULEV funding	99
Funding Streams	4	CIL	600
	5	S106	100
	6	BFC capital	600
		TOTAL	4013

		Budget Allocation
1.0	**Access, Mobility & Travel Choice**	**356**
1.1	**Terrace Road South near Foxley Lane junction (Binfield)** - Puffin Crossing to assist school journeys and support wider sustainable travel.	125
1.2	**Sandhurst Road, outside Edgebarrow School (Crowthorne)** - Puffin Crossing to assist school journeys and support wider sustainable travel.	125
1.3	**Footway improvements - works to improve usability of footways (various locations).** Locations include: Bagshot Road - between Sports Centre Rbt and Horse and Groom Rbt 2, A3095 Rackstraw Road - at junction with Evenload Way, High Street Bracknell - on approach to Service Yard H, A3095 Warfield Road - at junction with Folders Lane, A329 London Road - between Fernbank Road and Gainsborough Drive.	95
1.4	**Mobility Schemes (various locations)** - minor improvement schemes to assist the mobility impaired.	11
2.0	**Traffic Management**	**419**
2.1	**Residential Parking (various locations)** - increased parking capacity in residential areas experiencing difficulties. Identified schemes include: Appledore (Great Hollands North), Shelley Avenue (Bullbrook), Haversham Drive (Old Bracknell), Woodmere (Harmans Water).	100
2.2	**Road Safety Schemes (various locations)** - works to manage speed, improve road safety and reduce the number of injury accidents at identified sites. Locations include: Park Road (Bullbrook) speed management scheme, Pinehill Road (Crowthorne) pedestrian crossing improvement, Easthampstead Road/Old Wokingham Road junction (Great Hollands South) visibility improvement, A3095 Muzzies Roundabout (Crowthorne) sign and roadmarking changes, Marshall Road approach to Raeburn Way (Sandhurst) sign and roadmarking changes, Rackstraw Road junction with Evenload Way (Sandhurst) pedestrian island improvements.	140
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.	80
2.4	**Ultra Low Emission Vehicles** - provision of 32 electric vehicle chargepoints in community public car parks across the borough aimed at providing users and residents with charging facilities in convenient locations.	99
3.0	**Road Maintenance**	**2288**
3.1	**Inlay Surface Treatment (various locations)** - removal and replacement of road surface at identified sites, including: Laundry Lane (Sandhurst) between Yorktown Road and Tank Road, Woodies Close (Binfield), Ringmead (Hanworth) between Ringmead Roundabout and Madingly, Birch Hill Road (Hanworth), Wordsworth (Great Hollands North) from Ringmead to Great Hollands Square, Upper Broadmoor Road (Crowthorne) near to the junction with Forest Road, Rackstraw Road (Sandhurst) approaches to the Evenload Way junction, New Forest Ride (Crown Wood/Ascot) from A322 to north of Bowland Drive, Chavey Down crossroads (Winkfield & Cranborne).	1003
3.2	**Surface Treatment (various locations)** - application of road surface at identified sites, including: Bracken Bank, Fernbank Place, Warren Row, Wentworth Way, Wentworth Avenue (Ascot), Fencote, Leicester (Crown Wood)	425
3.3	**Skid Resistance Programme (various locations)** - retexturing the road surface in localised areas to improve skid resistance where surveys have identified a need.	110
3.4	**Road Structure Repairs: Crowthorne High Street** - repairs to carriageway sub-structure and full replacement of driving surface.	400
3.5	**Localised Remedial Works (various locations)** - preventative works in isolated locations to maintain integrity of the carriageway, including large scale patching.	350
4.0	**Structures Maintenance**	**300**
4.1	**Ryehurst Lane (Binfield with Warfield) -** replace highway gabion wall.	40
4.2	**Darby Green Bridge, Swan Lane (Sandhurst/Little Sandhurst) -** replace river training structures on southeast corner.	10
4.3	**Library Subway (Wildridings & Town) -** repair damaged waterproofing, hand rails, coping stones, and southern abutment drainage**.**	26
4.4	**Mill Park West Subway (Wildridings & Central/Great Hollands North) -** repair abutments, headwalls and abutment masonry.	17
4.5	**Wane Bridge (Winkfield & Cranborne) -** repairs to weak structure.	118
4.6	**Parapet Safety Improvements (various locations) -** works to improve the safety for pedestrians following assessment.	37
4.7	**Protective Treatments (various locations) -** works to prevent water ingress into vulnerable structures.	52
5.0	**Drainage Maintenance**	**250**
5.1	**Warfield Street (Warfield) drainage replacement -** phase 2 of work between Maize Lane and Five-Ways junction.	120
5.2	**Wellington Road (Crowthorne) drainage upgrade -** phase 2 of work between Coleridge Close and Mulberry Close.	80
5.3	**Drainage Improvements (various location) -** works to prevent and resolve highway drainage issues.	50
6.0	**Electrical Maintenance**	**400**
6.1	**Lamp Column Replacement -** essential replacement of ageing lamp columns based on individual condition assessment and risk assessment.	400

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Roads currently requiring planned maintenance - 3 years (2023/24 to 2025/26)

ANNEX 2

Road Name A-Z	Description	Ward	Predominant Treatment
Abbotsbury	Whole road	Great Hollands North	Remove and Inlay
Abingdon Close	Whole road	Harmans Water	Surface treatment
Access Foxley Ln To Terrace Rd	Whole road	Binfield with Warfield	Remove and Inlay
Alderbrook Close	Whole road	Crowthorne	Surface treatment
Ambassador	Whole road	Great Hollands North	Remove and Inlay
Ardingly	Whole road	Great Hollands North	Remove and Inlay
Ascot Road	FROM MALT HILL TO WELLERS LANE	Winkfield & Cranbourne	Remove and Inlay
Ashbourne	Whole road	Great Hollands North	Remove and Inlay
Aysgarth	Whole road	Great Hollands North	Remove and Inlay
Bagshot Road	Coral Reef junction to Swinley Roundabout (Southbound)	Ascot	Surface treatment
Bagshot Road	Sports Centre to Hilton Roundabout	Crownwood	Surface treatment
Bagshot Road	Coral Reef junction to Swinley Roundabout (Northbound)	Ascot	Surface treatment
Bagshot Road	Borough Boundary to Swinley Bottom Roundabout	Ascot	Surface treatment
Bagshot Road	Horse and Groom to Sports centre roundabout (southbound)	Wildridings and Central	Surface treatment
Beaumont Gardens	Whole road	Harmans Water	Surface treatment
Beehive Lane	Whole road	Binfield with Warfield	Remove and Inlay
Berkshire Way	Borough Boundary to Jennetts Park Roundabout	Binfield with Warfield	Surface treatment
Berkshire Way	Jennetts Park Roundabout to Doncastle Road roundabout	Binfield with Warfield	Surface treatment
Berkshire Way	Doncastle Road to Twin Bridges Roundabout	Great Hollands North	Surface treatment
Bishopdale	Whole road	Wildridings & Central	Surface treatment
Bishops Lane	FROM WINKFIELD LANE TO HAWTHORN LANE	Winkfield & Cranbourne	Remove and Inlay
Blackcap Place	Access Way	Central Sandhurst	Surface treatment
Bluethroat Close	Access Way	Central Sandhurst	Surface treatment
Bottle Lane	FROM MAIDENHEAD ROAD TO WESTLEY MILL	Binfield with Warfield	Remove and Inlay
Bowyers Lane	FROM MAIDENHEAD ROAD TO WELLERS LANE	Binfield with Warfield	Remove and Inlay
Bradfields	Whole road	Harmans Water	Surface treatment
Brookers Corner	Whole road	Crowthorne	Remove and Inlay
Buckle Lane	FROM BOWYERS LANE TO TICKLEBACK ROW	Binfield with Warfield	Remove and Inlay

Bullfinch Close	Accesway	Central Sandhurst	Surface treatment
Burnham Grove	Whole road	Priestwood & Garth	Remove and Inlay
Cambridge Road	Church Road to end	Owlsmoor	Remove and Inlay
Carters Hill	FROM CHURCH HILL TO BOUNDARY	Binfield with Warfield	Remove and Inlay
Cedar Drive	Whole road	Priestwood & Garth	Surface treatment
Chaffinch Close	Accessway	Central Sandhurst	Surface treatment
CHAVEY DOWN ROAD	Access Road	Winkfield & Cranbourne	Surface treatment
Cheam Close	Whole road	Harmans Water	Surface treatment
Church Lane	FROM MALT HILL TO WESTHATCH LANE	Binfield with Warfield	Remove and Inlay
Claverdon	Whole road	Hanworth	Remove and Inlay
College Crescent	Whole road	College Town	Remove and Inlay
Cormorant Close	Accessway	Central Sandhurst	Surface treatment
Cottesmore	Whole road	Hanworth	Remove and Inlay
Crouch Lane	FROM WINKFIELD LANE TO NORTH STREET	Winkfield & Cranbourne	Remove and Inlay
Daventry Court	Whole road	Priestwood & Garth	Surface treatment
Deepdale	Whole road	Wildridings & Central	Remove and Inlay
Dovedale Close	Whole road	Owlsmoor	Surface treatment
Dryden	Whole road	Hanworth	Surface treatment
Easthampstead Road	FROM WESTERN ROAD TO BERKSHIRE WAY	Priestwood & Garth	Remove and Inlay
Ennerdale	Whole road	Wildridings & Central	Remove and Inlay
Faringdon Drive	Whole road	Harmans Water	Remove and Inlay
Fielding Gardens	Whole road	Little Sandhurst & Wellington	Surface treatment
Forest Road	FROM STRAWBERRY HILL TO JIGS LANE NORTH	Binfield with Warfield	Surface treatment
Fowlers Lane	Whole road	Priestwood & Garth	Surface treatment
Garsons Lane	FROM COCKS LANE TO BISHOPS LANE	Winkfield & Cranbourne	Remove and Inlay
Greenhow	Whole road	Wildridings & Central	Remove and Inlay
Hawthorn Lane	FROM BISHOPS LANE TO NUPTOWN LANE	Winkfield & Cranbourne	Remove and Inlay
Hazelwood Lane	FROM BINFIELD ROAD TO CABBAGE HILL LANE	Binfield with Warfield	Remove and Inlay
Heathermount	Whole road	Harmans Water	Surface treatment
Hubberholme	Whole road	Wildridings & Central	Surface treatment
Ingleton	Whole road	Wildridings & Central	Surface treatment
Jigs Lane North	Whole road	Warfield Harvest Ride	Surface treatment
Keldholme	Whole road	Wildridings & Central	Remove and Inlay
Kings Ride	FROM PRINCE CONSORT DRIVE TO BOUNDARY	Ascot	Remove and Inlay

Kingscroft Lane	FROM COCKS LANE TO MALT HILL	Winkfield & Cranbourne	Remove and Inlay
Ladybank	Whole road	Hanworth	Remove and Inlay
Lambourn Grove	Whole road	Bullbrook	Surface treatment
Larkswood Close	Whole road	Little Sandhurst & Wellington	Surface treatment
Laundry Lane	FROM LAUNDRY LANE/TANK ROAD R/A TO BOUNDARY	College Town	Remove and Inlay
Lauradale	Whole road	Wildridings & Central	Surface treatment
Locks Ride	FROM PRIORY ROAD TO CHAVEY DOWN ROAD	Winkfield & Cranbourne	Remove and Inlay
Lovelace Road	Roundabout	Great Hollands North	Remove and Inlay
Malt Hill	FROM CHURCH LANE TO BRACKNELL ROAD	Winkfield & Cranbourne	Remove and Inlay
Melksham Close	Whole road	Owlsmoor	Surface treatment
Mulberry Close	Whole road	Crowthorne	Remove and Inlay
Murrell Hill Lane	FROM FOXLEY LANE TO LONDON ROAD	Binfield with Warfield	Surface treatment
Naseby	Whole road	Hanworth	Remove and Inlay
Netherton	Whole road	Wildridings & Central	Remove and Inlay
Newell Green	FROM WARFIELD ROAD TO WATERSPLASH LANE	Binfield with Warfield	Remove and Inlay
Nine Mile Ride	FROM START/END OF DUAL TO BAGSHOT ROAD R/A	Crowthorne	Remove and Inlay
Nuneaton	Whole road	Crown Wood	Surface treatment
Nuptown Lane	FROM HAWTHORN LANE TO ASCOT ROAD	Winkfield & Cranbourne	Remove and Inlay
Oldbury	Adopted section	Great Hollands North	Surface treatment
Osborne Lane	FROM FOREST ROAD TO CHURCH LANE	Binfield with Warfield	Remove and Inlay
Pickering	Whole road	Wildridings & Central	Remove and Inlay
Pocket Close	Access Way	Binfield with Warfield	Surface treatment
Priestwood Avenue	Whole road	Priestwood & Garth	Remove and Inlay
Priestwood Court Road	Whole road	Priestwood & Garth	Surface treatment
Prince Consort Drive	Kings Ride to first junction	Ascot	Remove and Inlay
Rosedale Gardens	Whole road	Wildridings & Central	Surface treatment
Ryehurst Lane	FROM BOTTLE LANE TO CHURCH LANE	Binfield with Warfield	Remove and Inlay
St Marks Road	FROM POPESWOOD ROAD TO FOXLEY LANE	Binfield with Warfield	Remove and Inlay
Stubbs Hill	FROM CHURCH LANE TO RYEHURST LANE	Binfield with Warfield	Remove and Inlay
Sunninghill Road	FROM WINDSOR ROAD TO BOUNDARY	Winkfield & Cranbourne	Surface treatment
The Ridgeway	Whole road	Wildridings & Central	Remove and Inlay
Tickleback Row	FROM MAIDENHEAD ROAD TO BUCKLE LANE	Binfield with Warfield	Remove and Inlay
Wantage Close	Whole road	Harmans Water	Surface treatment
Waverley	Whole road	Great Hollands North	Remove and Inlay

Welbeck	Whole road	Great Hollands North	Remove and Inlay
Wellington Drive	Whole road	Harmans Water	Surface treatment
Wellington Road	FROM ST MARYS CLOSE TO WELLINGTON CLOSE	Central Sandhurst	Remove and Inlay
Westhatch Lane	FROM CHURCH LANE TO MAIDENHEAD ROAD	Binfield with Warfield	Remove and Inlay
Wheatley	Whole road	Great Hollands North	Remove and Inlay
Wilmot Close	Whole road	Binfield with Warfield	Surface treatment
Winkfield Lane	FROM CROUCH LANE TO DRIFT ROAD	Winkfield & Cranbourne	Remove and Inlay
Winkfield Lane	FROM CHAWRIDGE LANE TO CROUCH LANE	Winkfield & Cranbourne	Surface treatment
Wokingham Road	FROM AMBARROW CORNER TO BOUNDARY	Little Sandhurst & Wellington	Remove and Inlay
Wood End	Whole road	Crowthorne	Surface treatment
Wood Lane	FROM FOREST ROAD TO URBAN/RURAL CHANGE	Binfield with Warfield	Remove and Inlay
Woodridge Close	Whole road	Wildridings & Central	Remove and Inlay
Woolhampton Way	Whole road	Harmans Water	Surface treatment
Wylam	Whole road	Great Hollands North	Remove and Inlay

TO: THE EXECUTIVE
DATE: 15 March 2022

HIGHWAY INFRASTRUCTURE ASSET MANAGEMENT PLAN 2022
Executive Director of Place, Planning and Regeneration

1   PURPOSE OF DECISION

To approve a revised Highway Infrastructure Asset Management Plan (HIAMP) and its implementation.

2   RECOMMENDATION

2.1   That the HIAMP 2022 (Annex 1) is approved for implementation.

3   REASONS FOR RECOMMENDATION

The HIAMP requires periodic review to ensure appropriate asset management systems are in place to manage long-term and planned highway maintenance activities.

4   ALTERNATIVE OPTIONS CONSIDERED

Failure to review the HIAMP would compromise the long-term effectiveness and integrity of highway assets due to changing conditions and demands. Alternative options are therefore discounted.
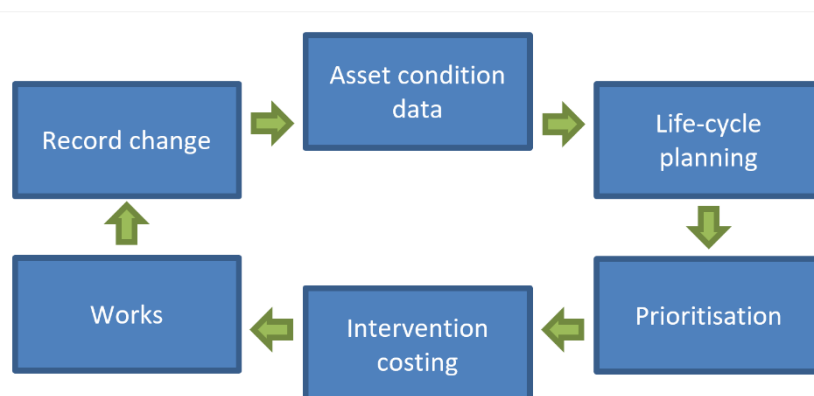
5   SUPPORTING INFORMATION

5.1   The HIAMP 2022 **(Annex 1)** sets out the Council's strategic approach to managing the long-term maintenance of its highway assets and supports key objectives within the adopted Local Transport Plan (LTP3). The Department for Transport (DfT) and leading highway industry bodies consider HIAMPs to be the benchmark for demonstrating an efficient and responsible approach to managing planned highway maintenance.

5.2   In addition to the preservation of the highway network with the best use of resources, the HIAMP sets out an approach to deliver responsible management of highway assets for the benefit of residents and highway users. The presence of a HIAMP is also key to eligibility for additional highway maintenance funding from the DfT.

5.3   The HIAMP addresses long-term maintenance needs and considerations for highway assets including carriageways (460km), footways and cycleways (534km), highway structures (193), drainage networks (inc. 21,598 gullies), lighting/electrical equipment and street furniture (inc. 14,138 lamp columns and 20km of railing). It does not address short-term 'day to day' reactive maintenance functions as these are covered by the Highway Management and Maintenance Plan (which can be viewed via this link road repairs and issues).

5.4   An asset management approach ensures that the Council is committed to an objective, consistent and proactive method of investment to prolong the life of its entire highway infrastructure network. This approach seeks to make the most efficient use of maintenance funding by prioritising timely interventions and targeting further funding opportunities where available.

5.5   To deliver an asset management approach, with associated business processes and systems, it is essential to have a thorough and up-to date knowledge of the assets involved. Information about the quality and condition of each asset component is key, alongside the historical life-cycle of the assets including their age and anticipated deterioration path to replacement. It is key that asset data for the network is collected, stored and analysed within management information systems which enable efficient and responsible long-term maintenance decisions to be made.

5.6   The continuous asset management process can be simplified as below:

```
Record change  →  Asset condition data  →  Life-cycle planning
     ↑                                            ↓
Works  ←  Intervention costing  ←  Prioritisation
```

5.7   Nationally, the ongoing financial pressures upon highway maintenance due to increasing asset scale and competing demands for Government and Local Authority funding provide specific challenges to maintaining network performance. As a result, all Highway Authorities are managing long-term network deterioration. Within Bracknell Forest, the Council faces an additional challenge in managing large scale asset maintenance and replacement within 'new town' areas where significant elements of highway infrastructure reach intervention points at around the same time and can be up to 60 years old.

5.8   Adopting the principles of a HIAMP enables local authorities to quantify future funding requirements for the varying highway assets. In the context of general network deterioration, this provides a basis upon which to consider the impacts of allocating additional local funding and supports bid opportunities to DfT when they arise.

5.9   Alongside the integrity, availability and safety of highway assets there is importance in supporting and responding to the changing demands placed upon them, including impacts from Climate Change and developing themes such as Active Travel. Objectives for carbon reduction will also require changes to the methods and materials used for the preservation or replacement of highway assets. The Council's

adoption of asset management principles provides an evidence based approach to these challenges and opportunities.

5.10 The HIAMP provides the framework from which the annual Highway Maintenance Capital Programme is developed for consideration by The Executive. This programme comprises the DfT Highway Maintenance Grant and is supplemented by Borough capital funding. The capital expenditure on planned highway maintenance in the financial year 2021/22 totalled £2.48m.

6   ADVICE RECEIVED FROM STATUTORY AND OTHER OFFICERS

Borough Solicitor

The Highway Infrastructure Asset Management Plan requires updating to ensure that the Council continues to meet its statutory obligations as Highway Authority and to comply with the relevant highway legislation.

This includes i) the Highways Act 1980 which sets out the duty of care to maintain the highway in a safe condition and to protect the rights of the travelling public; ii) the Traffic Management Act 2004 with its requirement to facilitate and secure the efficient movement of traffic on the highway network; and iii) The New Roads & Street Works Act 1991 which requires the highway authority to co-ordinate road works and to protect and make best use of the existing network.

Director: Finance

There are no new financial implications arising from the report. The HIAMP relates to capital schemes and by having robust plans, such as the one presented, the Council have been successful in securing DfT funding to support its capital programme over many years.

7   EQUALITIES IMPACT ASSESSMENT

The HIAMP reflects Policy TP19 with the current LTP3 which was subject to an Equalities Impact Assessment. There are no direct negative equality/diversity impacts arising from the actions proposed in this report as the HIAMP seeks to improve highway network accessibility for all users.

8   STRATEGIC RISK MANAGEMENT ISSUES

The asset management principles established by the HIAMP contribute positively to Council's strategic responsibilities for public safety in respect of its duties and services.

9   CLIMATE CHANGE IMPLICATIONS

The HIAMP seeks to increase the use of low carbon materials and treatments within asset maintenance alongside the application of low voltage or solar energy. In turn, this provides opportunities for a reduction in CO_2 during the life-cycle of highway assets.

10 HEALTH IN ALL POLICIES

Highway and transport infrastructure plays a key role in supporting public health through contributions towards air quality, active travel, social connectivity and mobility. Encouraging more people to walk and cycle requires a well maintained network which the HIAMP seeks to deliver. It improves access to education, employment, healthcare and other amenities and can reduce the risk of social isolation.

11 CONSULTATION

The LTP3 was subject to extensive public consultation and includes the overarching policy and objectives relating to highway and transport asset management (TP19).

Background papers

None.

Contacts for further information

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Bracknell Forest Council

Highway Infrastructure Asset Management Plan

2022

Contents

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1. Introduction

1. Asset management is a means to deliver a more efficient and effective approach to the maintenance of highway infrastructure assets through long-term planning, ensuring that standards are defined and achievable for available budgets. It supports making the case for funding and better communication with stakeholders, facilitating a greater understanding of the contribution highway infrastructure assets make to economic growth and the needs of local communities.

2. This HIAMP sets out the vision for improvements in the management, operation and funding of the Bracknell Forest highway network. The Council is committed to a consistent, proactive approach, managing the unique maintenance impacts of **New Town inheritance** by developing our investment strategies and prolonging the life of our entire highway infrastructure. Our approach will seek to make the most efficient use of maintenance funding by prioritising timely interventions, whilst targeting further relevant funding opportunities where available.


Bracknell 'new town' under construction in the 1950s. Whilst the characteristic planned dual carriageways, roundabouts, subways, cycle routes, and distributor roads of the town could still be considered modern in relative terms, much of the infrastructure is now over 60 years old, presenting unique maintenance challenges. Meanwhile, the towns of Crowthorne and Sandhurst, and the Borough's surrounding villages are generally built around more historic street settings, often requiring a different, more sympathetic approach to highway maintenance.

Bracknell Forest Council

3. The HIAMP is a strategic document which outlines how the asset management system will maximise efficiency, deliver value for money and identify key asset objectives for the plan period. This HIAMP recognises the most up to date standards including the UK Roads Liaison Group (UKRLG) Highways Efficiency Maintenance Programme's (HMEP) Highway Infrastructure Asset Management Guidance, developed by the Department for Transport (DfT) in partnership with the Local Government Association (LGA).

4. The highway is the most valuable publicly owned asset managed by Bracknell Forest Council. The HIAMP encompasses all parts of the asset and sets out an approach that will consider and prioritise activities to deliver a comprehensive and effective asset management service. It balances the preservation and enhancement of the highway network with the best use of resources for the delivery of services to Bracknell Forest residents and to users of the highway network.

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2. Leadership & Support

1. Leadership and commitment with respect to the asset management systems is critical to deliver the levels of service and asset objectives defined by this HIAMP.

2. Responsibility for managing the highway asset rests with Bracknell Forest Council and the organisational structure, as shown in the structure chart below, reflects the responsibilities for highway policy development and delivery of highway network activities.

3. The Corporate Management Team is responsible for ensuring the resources for the asset management system are available and for ensuring the effectiveness of the asset management system.
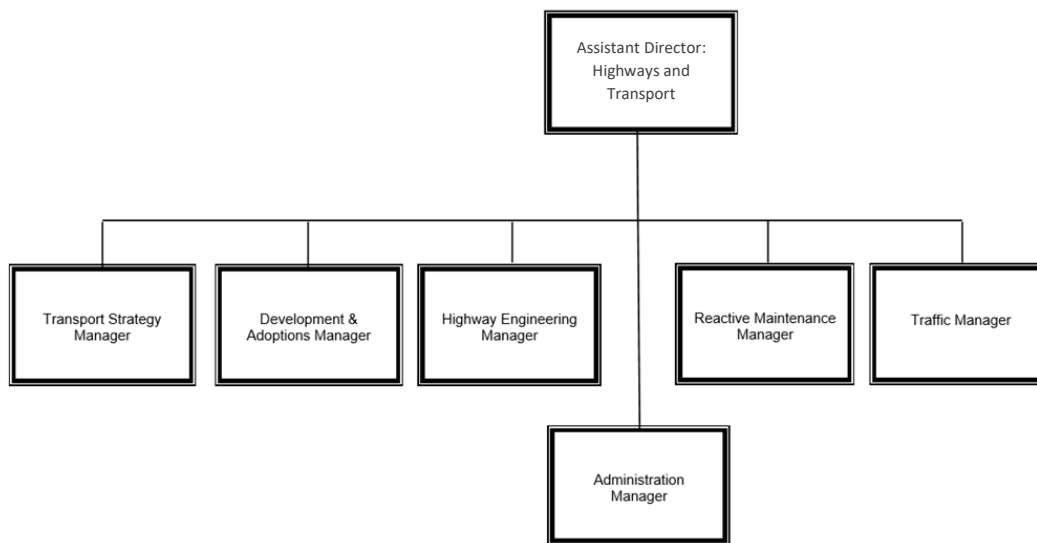
Highways and Transport Division organisational structure

4. Operation and control of planned work is managed by the Assistant Director: Highways and Transport, with specialist support from the engineering management team. The asset management process also involves external companies which provide key specific support. Key term-contractors and suppliers include:-

   - Ringway Infrastructure Services – highway service term contractor
   - Siemens – traffic signal term contractor
   - Pitney Bowes – CONFIRM asset register
   - Pavement Testing Services – highway condition surveys
   - Atkins – highway structure condition assessments

5. Where required, significant one-off projects are procured on a project by project basis in accordance with the Council's procurement procedures. Competency of all outsourced activities and the awareness of the HIAMP and asset management system is ensured. Appropriate insurance and accreditation will be held by third parties
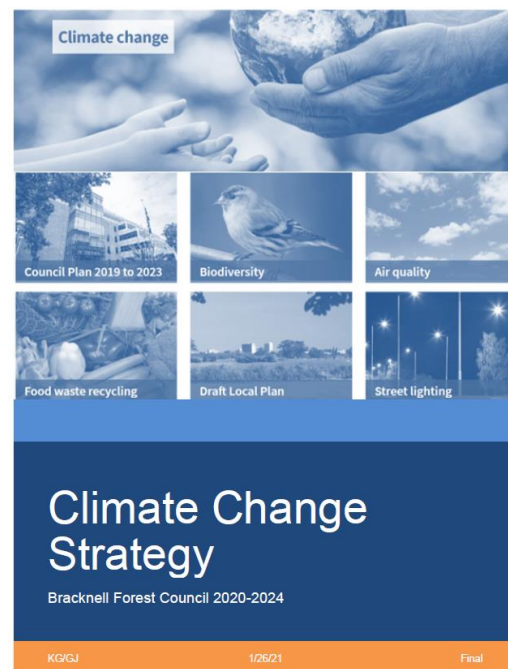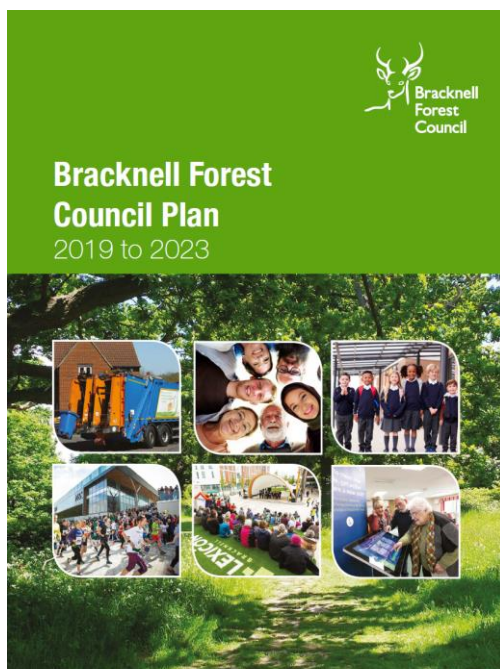
Bracknell Forest Council

3. **Stakeholders**

1. The Council is committed to ongoing engagement with residents and other key stakeholders in the delivery of services and will ensure regular opportunities to review and improve performance. It is recognised that feedback informs decision-making and service delivery and so stakeholder engagement and feedback forms part of the highway asset management system.

2. The Council publishes funding allocation and work programme reports along with resultant approval decisions by the Executive. Customer feedback through enquires, complaints and compliments are monitored to ensure service standards are maintained and improvements identified. Delivery of targeted communication plans are used to present and explain the Council's highway engineering work.

3. Regular formal and informal briefing sessions on the HIAMP for relevant staff will ensure that individuals can have an impact on the achievement of the asset management objectives through awareness of:

   • The asset management policy;

   • Their contribution to the effectiveness of the asset management system;

   • Their work activities, associated risks and opportunities;

   • The implications of not conforming to the asset management system requirements.

4. The HIAMP will also be a relevant reference document for designers in the preparation of highway improvement schemes.

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4. Document Control and Review

1. The HIAMP is displayed on the Bracknell Forest Council website for public access. The document will be reviewed regularly by the Assistant Director: Highways and Transport and any interim and minor amendments endorsed by the Executive Member for Planning and Transport.

2. An annual review will consider:

   - Performance of the asset over the previous period including condition trends;
   - Changes in process and issues relevant to the management system;
   - Contractor and supply chain performance;
   - Industry developments;
   - Opportunities for continuous improvement.

3. In addition, a more comprehensive review of the HIAMP will be undertaken periodically (typically every 5 years) and formally approved by the Council. This review will consider impacts upon the asset management system with regard to:

   - Forward financial planning based on Government grant allocations;
   - Review of Government policy and guidance on asset management ;
   - Assessment of emerging highway risks;
   - Assessment of asset condition against expectations;
   - The Council Plan;
   - Links to wider strategies, e.g. Climate Change, Public Health, Transport.

5. Assets Covered by the HIAMP

1. The HIAMP applies to the whole of the highway network and covers the full range of asset components that exist within Bracknell Forest Council's responsibility. These assets are detailed in the table

Key Asset	Quantity			
	A Class Roads	B Class Roads	C Class Roads	Unclassified Roads
Roads – Total length (Km)	48.7	42.7	44.5	323.9
Roads – Urban length (Km)	18.3	31.4	39.0	291.9
Roads – Rural length (Km)	30.4	11.3	5.5	32.0
Roads urban – Area (m2)	209,457	212,663	385,821	1,277,889
Roads rural – Area (m2)	337,459	96,485	70,917	135,216
Central res. – Length (Km)	14.839	0.598	0.229	0.038
Central res. – Area (m2)	37,097.5	1,495.0	572.5	95.0
Footways/Cycle tracks (Km)	33.618	57.542	48.123	395.648
Footways/Cycle tracks (m2)	60,774	118,234	112,186	755,454
Kerbs – length Km	121.078	80.655	82.224	476.800
Gullies - No.	2,808	3,023	2,808	12,959
Lines hatched – length (m2)	13,522	22,594	13,204	40,918
Longitudinal lines - (Km)	83.432	54.652	40.758	138.725
Road Markings - No.	2,314	2,097	871	4,998
Veh. Safety Fence - (Km)	2.461	0	2.876	0
Ped. Guard Rail - (Km)	5.954	0.851	0.998	6.004
Signs (non illum) – No.	1,361	859	1,474	4,998
Signs (illuminated) – No.	1135	514	242	533
Bollards – No.	389	632	358	448
Lighting columns	1761	1727	450	10200
Traffic Signals (heads)	603	101	0	112
Structures – Road Bridges	34			
Structures – Underpass	74			
Structures – Footbridges	41			
Structures – Culverts	13			
Structures – Retaining wall	19			
Structures – Gantry/CCTV	12			

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2. The HIAMP covers the activities and processes associated with service delivery relating to the following:

- Street lighting and electrical asset testing
- Carriageway and footway condition assessment
- Structural testing and inspection
- Drainage network condition assessment
- Electrical asset replacement programmes
- Planned carriageway and footway improvement schemes
- Maintenance of highway structures
- Highway drainage maintenance and improvement works
- Maintenance of street furniture

3. The HIAMP makes reference to those items within the street that are the responsibility of third parties, such as utility providers, but nonetheless have implications for the quality of service provided by our highway network. Collaboration with utilities including advanced work programming and inspection are in place to maintain the integrity and life of the highway infrastructure assets.

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6. Knowledge of the Asset

1. To develop an asset management approach, with associated business processes and systems, it is essential to have a thorough and up-to date knowledge of the assets involved. This knowledge includes, but is not limited to:

   - The extent of the highway network itself;
   - The extent and detail of every asset type and component present within that highway network;
   - Information about the quality and condition of each asset component, and the quality of service that is provided;
   - Information about the historical life-cycle of the assets, including age and dates of major maintenance interventions and improvements;
   - The anticipated deterioration path for the asset.

2. It is key that asset data for the network is stored within management information systems and that the asset data is updated on regular basis.

3. Data sets include:

   - Asset Inventory

     ➢ Carriageways, footways, cycle tracks, structures, highway lighting, drainage street furniture, electrical assets and traffic signals
     ➢ Asset construction detail
     ➢ Asset age and location

   - Asset Condition

     ➢ historical
     ➢ current
     ➢ projected

   - Operational data

     ➢ routine inspection regimes
     ➢ routine maintenance regimes
     ➢ record of interventions
     ➢ current scheme planning and works

   - Financial data

     ➢ future expenditure requirements
     ➢ estimated intervention costs

   - Traffic and streetworks etc.

     ➢ Street gazetteer
     ➢ traffic sensitive streets
     ➢ third-party utility maintenance programmes

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7. Asset Systems

<u>Inventory Data</u>

1. The key systems for managing the asset data are:

   - CONFIRM software (highway asset register)
   - Horizons software (highway asset management)
   - Structures Asset Dashboard software (highway structure management)
   - In-view software (Intelligent Transport System fault management)
   - Street Manager software (highway network activity register)

   The asset inventory is recorded using CONFIRM in accordance with the protocols established for the effective management of the asset types.

2. Street network asset data is held against a number of different referencing systems to ensure information can be collected and analysed effectively, the main systems to be used are:

   - UKPMS Section Reference (Classified network)
   - USRN Reference (Unclassified network)
   - GPS co-ordinates

3. All location, dimensions and physical characteristics of all of the assets within the highway network are included within an asset database with the information being routinely updated to ensure it remains current.

4. Asset data is updated on an on-going basis through:

   - On-site checking of asset data;
   - Recording of new or modified assets following highway improvement works;
   - Maintenance work records.

5. Effective mechanisms are in place to ensure that data is made available to the Council's contractors and third party utility providers.

<u>Asset Valuation Data</u>

6. Asset Valuation is completed annually to a timescale in accordance with DfT reporting requirements, to support the production of the Whole Government Accounts (WGA) which is a consolidated set of financial statements in order to produce a comprehensive, accounts-based picture of the financial position of the UK public sector. The key drivers for Asset Valuation are:

   - To emphasise the need to preserve the highway infrastructure by placing a monetary value on highway infrastructure assets;
   - To demonstrate asset stewardship by monitoring the asset valuation over time;
   - To support highway asset management by providing a holistic financial framework.

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8. Challenges and Opportunities

1. The ongoing financial pressures upon highway maintenance due to increasing asset scale and competing demands for Government and Local Authority funding provide specific challenges to maintaining network performance. As a result, all Highway Authorities are managing levels of deterioration on the highway network

2. The Council faces an additional challenge in managing large scale asset maintenance and replacement within 'new town' areas where significant elements of highway infrastructure reach intervention points at around the same time. This impacts significantly on financial and lifecycle planning.

3. An objective approach to asset management is key to ensuring that the Council's priorities give due regard to maintaining asset condition, ensuring value for money and reducing risk to the public. Additionally, there is importance in supporting and responding to developing themes within the highways and transport landscape which are seeing significant change.

4. The Council's adoption of asset management principles provides an evidence based approach with responsible decision-making contributing to set objectives that aim to deliver the most efficient and effective regime over the lifecycle of the asset. This ensures that the performance of that asset reflects the requirements of the Council and any associated funding constraints.

5. Evidence based asset management provides a valuable tool to enable the Council to establish appropriate budget allocations through the demonstration of the effects of under-investment in the network and the implications of not meeting target condition.

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6. The HIAMP seeks to adopt best practice and embrace real changes in the way the highway asset is maintained and developed, taking advantage of ongoing infrastructure developments especially through the use of digital advancements and materials development.

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9. Asset Objectives

1. A key function of the asset management process is to understand the needs and objectives of each asset group against performance and the actions required to achieve them. These are detailed in the table below.

Assets	Carriageways	Footways & Cycleways	Structures (Bridges, Subways, Culverts, Retaining walls)	Drainage	Street Lighting	Others
Challenges						
Funding vs aging assets	✓	✓	✓	✓	✓	✓
Managing deterioration	✓	✓	✓	✓	✓	✓
Managing risk	✓	✓	✓	✓	✓	✓
Maintaining availability of highway network by ensuring adequate asset condition	✓	✓	✓	✓	✓	✓
Network hierarchy influences priorities	✓	✓	✓	✓	✓	✓
Limited treatments beyond full replacement	○	✓	○	○	✓	✓
Affordability of replacement (i.e. high unit cost)	○	○	✓	○	○	○
Expectation of asset quality (Active Travel)	○	✓	○	○	○	○
Increasing impacts of weather events linked to climate change	✓	✓	✓	✓	○	○
Drainage impacts on carriageway and structural condition and deterioration	✓	○	○	✓	○	○
Rate of asset growth	✓	✓	✓	✓	✓	✓
Specific duties as Lead Local Flood Authority (LLFA)	○	○	○	✓	○	○
Operational impacts - consequences of repetitive overlay	✓	○	○	○	○	○
Access to the network, conflict with third parties/utilities	✓	✓	✓	✓	✓	○
Condition of third party assets adding to highway failures	✓	✓	○	○	○	○
Accumulative disruption	✓	○	○	○	○	○
Scale of utility installation (particularly telecoms)	○	✓	○	○	○	○
Vehicle overrun causing damage	○	✓	○	○	○	○
Energy reduction targets linked to Climate Change	○	○	○	○	✓	✓
Asset damage from third parties (collision/vandalism)	○	○	✓	○	✓	✓
Technological obsolescence - ITS equipment	○	○	○	○	○	✓
Actions						
Inspection regimes	✓	✓	✓	✓	✓	✓
Measurement of asset condition (data)	✓	✓	✓	✓	✓	✓
Holistic network assessment	✓	✓	✓	✓	✓	✓
Cost benefit and value for money	✓	✓	✓	✓	✓	✓
Lifecycle planning	✓	✓	✓	✓	✓	✓
Prevention	✓	✓	✓	✓	○	○
Targeted intervention	✓	✓	✓	✓	✓	✓
Flood risk management	✓	○	✓	✓	○	○
Energy management	○	○	○	○	✓	✓
Asset growth management	✓	✓	✓	✓	✓	✓
Asset rationalisation	○	○	○	○	✓	✓

2. Future works programmes for each asset group will need to be flexible and responsive to emerging issues.

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10. Annual Infrastructure Asset Management Process

Review

1. The HIAMP objectives will be reviewed and revised following the receipt of annual condition surveys. The review will consider the following:

    - Asset data

    - Deterioration patterns

    - Financial impact of any changes

    - Current industry best practice

    - Works undertaken and their impact on condition

2. In addition, specific plans have been developed for individual asset types, which will also be updated and reviewed. The following asset plans are included in Appendix A1 – A6, respectively:

    - Road Carriageways Management Plan

    - Footways and Cycle Tracks Management Plan

    - Bridges and Structures Management Plan

    - Drainage Management Plan

    - Street Lighting Management Plan

    - Street Furniture Plan

3. Alongside the HIAMP, the Highway Management and Maintenance Plan (HMMP) details the policies, strategies and processes which shape the way the Council will develop and deliver its reactive highway network maintenance services. The HMMP details the safety strategy and inspection regime for the network in relation to the Council's reactive maintenance response which differs to the planned maintenance actions defined by the HIAMP. The HMMP is available at:

Roads strategies and policies | Bracknell Forest Council (bracknell-forest.gov.uk)

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Asset Condition Surveys

4. The asset condition surveys are a key driver in achieving the asset management objectives. Asset condition surveys are scheduled as follows:

- Carriageways and footways survey are conducted annually by UKPMS accredited inspectors/vehicles at the following timescales:
  - SCANNER (A, B, C Network)
  - SCRIM (A, B, C Network)
  - Coarse Visual Inspection – (50% of Unclassified Network)
  - Footway Network Survey – (50% of Footway Network)

- Skid resistance testing is carried out routinely on the network through SCRIM surveys and also on a site-specific basis where the surfacing is suspect or where there is a history of wet skid accidents. Any site identified as being "deficient", will be added to the forward treatment plan.

- Highway Safety Inspections are undertaken via driven and walked surveys at 1, 3, 6 and 15 month intervals dependant on Hierarchy, as detailed within Table 5 of the HMMP. The HMMP also details the risk assessment and response levels for defects identified.

- Structures condition surveys are conducted annually throughout the summer months at the following frequency:-
  - Principal inspection – Every 6 years
  - General inspection – Every 2 years
  - Routine inspections – Annually or as required by the inspection plan

- Cyclical maintenance of highway drainage systems is undertaken annually where required, with interim action identified through inspection. Closed drainage systems are surveyed through a programme of CCTV surveys to identify unresolved issues with drainage assets. These surveys can identify reactive repairs or help provide information to longer-term drainage improvement schemes.

- Structural testing of lamp columns over 25 years old will be undertaken on a regular basis to identify ageing columns which will require remedial work or complete replacement.
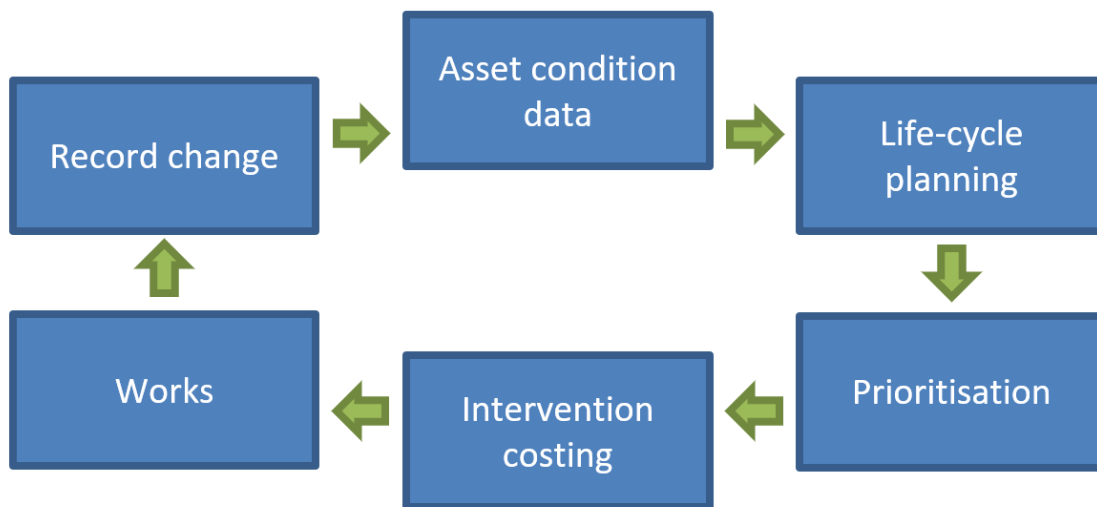
5. The Council undertakes a detailed validation process of all survey data, this includes:

- Maintaining records of all highway inspector accreditations

- Maintaining records of survey vehicle accreditations/calibrations

- Ensuring independent auditing/certification is conducted in accordance with agreed procedures

  Internal validation of data by comparison with previous year's survey data

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<u>Works Programming</u>

6. The following programmes are produced to manage forward works and enable the integration of activities on the network with third parties:

- Detailed annual planned maintenance work programme;
- Outline future planned maintenance programme to 5 years, anticipating priorities by year;
- Reactive annual maintenance programmes.

7. The diagram below shows the relationship of asset condition surveys to targeted interventions

```
Record change  →  Asset condition data  →  Life-cycle planning
    ↑                                              ↓
Works  ←  Intervention costing  ←  Prioritisation
```

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11. Management of Risk and Change

1. Effective risk management improves decision making at both a strategic and operational level, enabling organisations to allocate funding more effectively and providing greater transparency in the way decisions are made.

2. Within an Asset Management context, Risk Management ensures that:

   - the likelihood of achieving objectives is increased
   - levels of acceptable risk can be evaluated
   - risks can be avoided or reduced through pro-active management
   - consequences of failure can be identified including loss of service
   - compliance with the relevant legal and regulatory requirements

3. Risks can rarely be eliminated altogether so risk management is about reducing the exposure of the public or the organisation to risks in accordance with assessments of needs, prioritises and affordability. Risk management is incorporated into the asset management process and a risk based approach is taken when setting the level of investment, level of service, operations, inspections and programme of works.

4. Change can occur for a variety of reasons and can influence the asset management system. Change can occur at both network level and/or operational level. It can also relate to political, financial, social, technological, legislative and environmental factors outside of the highways infrastructure asset.

5. It is acknowledged that changes to process or capital works programmes may be required due to these factors and appropriate decision making processes are in place to confirm and authorise such changes.

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12. Related Plans

1. The **Council Plan (2019-2023)** sets out a number of strategic themes which can be directly impacted by highway infrastructure, as every journey for whatever purpose uses the network of highway assets. These themes are:

   - Value for money
   - Economic resilience
   - Education and skills
   - Caring for you and your family
   - Protecting and enhancing the environment
   - Communities

   The Council Plan can be found at the following link:

   The Council Plan | Bracknell Forest Council

2. The **Local Transport Plan 3 (2011-2026)** sets out a long-term strategy for the development of transport in the Borough. In particular, Policy TP19 of the LTP3 relates to Asset Management and highlights:

   ### Policy TP19 – Transport Asset Management

   The Council will use the Transport Asset Management Plan to provide a value for money approach to managing and maintaining the Council's transport assets through:

   - Routine safety inspections at frequencies appropriate to the strategic importance of the street to identify and rectify defects likely to inconvenience or endanger network users or the wider community.
   - Network condition assessments in line with standard national practice to establish current conditions and aid development of future planned maintenance programmes.
   - Considering the potential impact climate change may have on the local transport network and ensuring so far as practicable that our works are adapted and resilient to climate change.
   - Considering the impact of highway maintenance and schemes on the natural environment, i.e. incorporating SUDS, using sustainable/recycled materials and biodiversity impact mitigation.
   - Reviewing and, where possible, reducing the use and impact of illuminated traffic signs and street lighting to contribute towards the Council's strategic carbon reduction agenda.
   - Investigating and installing new and/or replacement public lighting systems that optimise power consumption and utilise apparatus that can be recycled.

   The LTP3 can be found at the following link:

   Transport policy | Bracknell Forest Council

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3. Bracknell Forest Council has committed itself to becoming carbon neutral by 2050. Highway Assets and Infrastructure have a key role to play in achieving this goal, through the methods and materials used in construction and maintenance, the way assets are operated and powered (i.e. LED streetlights), by ensuring the highway network runs efficiently (through reliable and smart traffic management) and by facilitating more sustainable modes of travel. This is in line with the **Climate Change Strategy (2020-2024)** and **Action Plan** which can be found at: Climate change strategy | Bracknell Forest Council

4. The Council actively supports the Government's **Decarbonising Transport Plan** which makes specific reference to managing whole life carbon in transport infrastructure (i.e. emissions associated with the creation or major modification of an infrastructure asset). More broadly, the plan advocates transport networks which have well planned, maintained and managed infrastructure that facilitates efficient movement, in particular by walking, cycling, public transport and alternatively fuelled vehicles, and indeed future mobility solutions which may not even be in existence yet. The document can be found at: Decarbonising Transport – A Better, Greener Britain | DfT

5. Highway infrastructure plays a key role in supporting public health including air quality, active travel, social connectivity and mobility as referenced within **Working Together to Promote Active Travel** briefing document published by Public Health England which can be found at: Working Together to Promote Active Travel

6. Active Travel plays a significant role in reducing congestion and improving the health of the community, and Bracknell Forest has a comprehensive network of walking and cycling routes to facilitate this. Many of these are a legacy of the new town development in the 50s and 60s, and whilst they are a valuable asset, they come with associated maintenance needs. Encouraging more people to walk, cycle and increasingly scoot requires a high quality, well maintained network, and the HIAMP, complemented by our Walking and Cycling Strategy, and Local Cycling and Walking Infrastructure Plan will help to deliver this.

7. Policy TP8 of the LTP relates to walking and cycling (active travel) and states:

Policy TP8 – Walking and Cycling

The Council will promote walking and cycling in the Borough through:

- **Marketing cycling and walking as a healthy, sustainable and attractive travel choice.**
- **Improving, where feasible, walking and cycling infrastructure.**
- **Ensuring the needs of pedestrians and cyclists are fully considered within new developments.**
- **Improving green infrastructure to make walking and cycling more attractive.**
- **Improving safety for pedestrians and cyclists.**

8. The Council's Public Health Portal can be found at: Public Health Portal | Bracknell Forest Council

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Appendices

A1 – Road Carriageway Management Plan

A2 – Footways and Cycle Tracks Management Plan

A3 – Bridges and Structures Management Plan

A4 – Drainage Management Plan

A5 – Street Lighting Management Plan

A6 – Street Furniture Management Plan

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A1 – Road Carriageway Management Plan

A.1.1   Scope

A.1.1.1   Carriageways (the paved road construction which carries traffic) comprise the most valuable single asset within the Highways Infrastructure Management Plan. One of the key challenges for the introduction of Asset Management to the road network is the introduction of a Life Cycle Planning approach to the management of carriageways.

A.1.1.2   Through the development of this approach, a longer-term view to the management of the asset through the life-cycle involves consideration of:

- the asset performance over multiple treatments
- a needs-based assessment of maintenance requirements based upon UKPMS surveys and deterioration modelling
- active management of 'new town inheritance' factors
- challenging highway maintenance funding levels

A.1.1.3   To deliver the improvement in network condition we will:

- implement predictive models that demonstrate the implications of future investment options upon asset condition, quality of service, asset value and preservation - including the ability to assess whole-life cost and carbon emission principles.
- implement a value management process for determining the most appropriate scheme options, and for balancing the requirements of service quality and asset preservation or improvement.

A.1.2   Current State of Inventory and Asset Register

A.1.2.1   The asset inventory is comprehensive. This will be maintained through repeat condition surveys.

A.1.3   Asset Plan

A.1.3.1   A rolling forward treatment programme is produced using the asset condition monitoring and management system *Horizons.*

A.1.3.2   The forward programme incorporates identified capital improvements and is developed from condition surveys and observation. The data is modelled within Horizons to produce the most efficient and cost effective programme of works based on the life cycle management of the assets.

A.1.3.3   The draft programme is further refined to produce proposed capital schemes for the upcoming financial year with the final selection being identified a priority basis.

A.1.3.4   The specific challenges and associated actions over the next 5-years for the carriageway assets are shown in Table 1 below:

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5-Year Challenges	Challenges	Actions
Asset Condition	1) Managing new town inheritance within challenging funding levels restricts preventative and planned maintenance which impacts on long-term asset condition. 2) Asset condition survey contract will require renewal within the next 5-years. 3) Link between existing asset management system (Confirm) and asset condition monitoring system (Horizons) can be improved with some defect data not currently linked. 4) More effective use of SCRIM data to manage skid-risk interventions is required. 5) Increasing impact on asset longevity due to third party access (utilities, telecoms).	1) Produce budget spend scenario modelling to review impact of current funding levels. Review benefits and opportunities for further funding through bids and grants. 2) Review collection methodology and condition data type - explore video / AI data collection to provide efficiencies and improve interpretation. 3) Review opportunities for improved links between systems and provide a more holistic overview to improve analysis. 4) Introduce a revised SCRIM criteria to improve associated work programmes. 5) Ensure inspection regimes are adequate to identify non-compliance of reinstatements.
Budget	1) Current levels of government grant funding for highway maintenance, combined with new town inheritance, results in spending bias toward reactive maintenance issues. 2) The available budget drives which schemes can be accommodated within the annual capital and revenue work programmes. Individual project costs can be out of scope for single year implementation.	1) Produce budget spend scenario modelling to review impact of current funding levels. Review benefits and opportunities for further funding through bids and grants. 2) Refine rolling 5-year plan to prioritise works and best utilise available budget, including phasing of related work packages.
Material / Treatment Choice	1) Identification of sufficiently durable treatments which provide the lowest whole life financial and carbon costs can be challenging. 2) Funding constraints increase the requirement to apply surface treatment instead of undertaking surface replacement, due to funding constraints. 3) Carriageway material choice directly impacts upon network and user disruption during application.	1) Be open to opportunities for material innovation and undertake site trials to test suitability. 2) Seek opportunities for further funding in cases where long-term network condition will be compromised. 3) Balance network disruption against scales of material longevity to identify best fit options.
Climate Change	Contribution towards the national objective to be carbon neutral by 2050 requires a broad review of materials and processes.	Work with term-contractors/suppliers to develop: (a) knowledge of carbon costs of materials and treatments; (b) explore material recycling options; (c) reduce associated emissions from vehicles and specialist plant; (b) opportunities for innovation.
Inventory	Pace of development growth and adoption of new public highways creates a rapidly expanding network of carriageway assets to maintain.	(a) Maintain/update asset inventories and condition survey systems; (b) Take account of increasing budget pressure from expanding network.

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5-Year Challenges	Challenges	Actions
Technological Development	Technological obsolescence of data collection, data analysis and asset condition monitoring systems will require replacement over time.	Review ongoing technological developments and seek to identify efficiency and value for money where further investment is required.
Third Parties	Large-scale programmes of fibre broadband installation will impact on a number of carriageways over the next 5-years.	a) Identify the ongoing impact of fibre broadband installations and manage third party reinstatements. b) Limit any maintenance treatments prior to broadband installation work and instead seek to co-ordinate subsequent interventions.

Table 1: Carriageway 5-Year Challenges and Actions

A.1.4 Carriageways Life Cycle Management

<u>Lifecycle Stage 1 – Creation or Acquisition of Carriageways</u>

A.1.4.1   Much of Bracknell Forest Council's network is a 'new-town', well-developed and mature, and as such there are limited instances of new provision; those new roads are mainly new adoptions, as part of housing and business developments, and the occasional expansion of carriageway as part of a highway improvement scheme.

A.1.4.2   Any new roads will be designed and constructed in accordance with the Councils Highway Design Guide for Developers:

Streetscene Supplementary Planning Document | Bracknell Forest Council (bracknell-forest.gov.uk)

<u>Lifecycle State 2 – Routine and Reactive Maintenance for Carriageways to maintain Safety and Serviceability</u>

A.1.4.3   The delivery of routine and reactive maintenance covers the following activities;

- Repairs to defects in response to public and ad-hoc reports
- Repairs to defects identified as part of the rolling programme of routine safety inspections

<u>Lifecycle Stage 3 – Renewal or Replacement of Carriageways and Associated Items</u>

A.1.4.4   Renewal or replacement activities, to return carriageways and/or associated items to 'as new' condition (or to current standards, which may be better than the original standards, given advancements in technology), encompasses the following:

- Planned carriageway maintenance
  - ➤ Resurfacing
  - ➤ Surface dressing
  - ➤ Strengthening
  - ➤ Planned large-scale patching

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        ➢ Reconstruction

- Replacement of carriageway markings
- Replacement of ironwork

Lifecycle Stage 4 – Upgrading of Carriageways and Associated Items

A.1.4.5   The upgrading of carriageway to result in improvements in the service provided could encompasses the following:

- Enhancement schemes
- Provision of anti-skid, special surfaces, etc.
- Widening, realignment, etc.
- Provision of bus lanes, cycle lanes and additional active travel access etc.
- Safety schemes
- Other highway improvement schemes

A.1.4.6   Any improvements will be designed in accordance with the correct standards.

Lifecycle Stage 5 – Decommissioning and Disposal of Carriageways and Associated Items

A.1.4.7   Occasions to remove carriageways from the network of adopted highways are rare. Decommissioning of carriageways would generally only take place in conjunction with disposal of the whole street which would only happen in exceptional circumstances. Small lengths of carriageway might be removed from the network as part of major developments, new developments and traffic improvement schemes, but change of use does not, as such, constitute decommissioning.

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A2 – Footways and Cycle Tracks Management Plan

A.2.1   **Scope**

A.2.1.1   The footway and cycle track asset group comprises the surface and structure of assets within the Council network, both those associated with carriageways and those remote from carriageways.

A.2.2   **Current State of Inventory and Asset Register**

A.2.2.1   The asset inventory is comprehensive. This will be maintained through repeat condition surveys.

A.2.3   **Asset Plan**

A.2.3.1   A rolling forward treatment programme for footways is produced within the asset condition monitoring and management system - *Horizons*.

A.2.3.2   The forward programme incorporates identified capital improvements and is developed from condition surveys and observation. The data is modelled within Horizons to produce the most efficient and cost effective programme of works based on the life cycle management of the assets.

A.2.3.3   The draft programme is further refined to produce proposed capital schemes for the upcoming financial year with the final selection being identified a priority basis.

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A.2.3.4   The specific challenges and associated actions over the next 5-years for the footway assets are shown in Table 2 below:

5-Year Challenges	Challenges	Actions
Asset Condition	1) Managing new town inheritance with challenging funding levels restricts preventative and planned maintenance which impacts on long-term asset condition. 2) Increasing impact on asset longevity due to third party access (utilities, telecoms). 3) Desired outcome of increased walking and cycling is linked to asset quality and user experience. 4) Asset condition survey contract will require renewal within the next 5-years.	1) Produce budget spend scenario modelling to review impact of current funding levels. Review benefits and opportunities for further funding through bids and grants. 2) Ensure inspection regimes are adequate to identify non-compliance of reinstatements. 3) Seek to incorporate user feedback and route hierarchy within intervention criteria. 4) Review collection methodology and condition data type - explore opportunities to improve interpretation.
Budget	1) Current levels of government grant funding for highway maintenance, combined with new town inheritance, results in spending bias toward reactive maintenance issues. 2) The available budget drives which schemes can be accommodated within the annual capital and revenue work programmes. Individual project costs can be out of scope for single year implementation.	1) Produce budget spend scenario modelling to review impact of current funding levels. Review benefits and opportunities for further funding through bids and grants. 2) Refine rolling 5-year plan to prioritise works and best utilise available budget, including phasing of related work packages.
Material/ Treatment Choice	Identification of sufficiently durable treatments which provide the lowest whole life financial and carbon costs can be challenging.	Be open to opportunities for material innovation and undertake site trials to test suitability.
Climate Change	Contribution towards the national objective to be carbon neutral by 2050 requires a broad review of materials and processes.	Work with term-contractors/suppliers to develop: (a) knowledge of carbon costs of materials and treatments; (b) explore material recycling options; (c) reduce associated emissions from vehicles and specialist plant; (b) opportunities for innovation.
Inventory	Historical shortfall in detailed inventory data for footways and cycleways, combined with expanding network through development, impacts upon priority assessments.	(a) Undertake inventory review of footway and cycleway network and update asset management systems. (b) Seek to identify a hierarchy of routes to link maintenance considerations with walking and cycling usage.
Technological Development	Technological obsolescence of data collection, data analysis and asset condition monitoring systems will require replacement over time.	Review ongoing technological developments and seek to identify efficiency and value for money where further investment is required.

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5-Year Challenges	Challenges	Actions
Third Parties	Large-scale programmes of fibre broadband installation will impact on the majority of footways over the next 5-years.	c) Identify the ongoing impact of fibre broadband installations and manage third party reinstatements. d) Limit any maintenance treatments prior to broadband installation work and instead seek to co-ordinate subsequent interventions.

Table 2: Footway 5-Year Challenges and Actions

A.2.4   Footways/Cycle Tracks Life Cycle Management

Lifecycle Stage 1 – Creation and Acquisition of Footways and Cycletracks

A.2.4.1   Much of Bracknell Forest's network is a 'new-town', well-developed and mature, and as such there are limited instances of new provision. Asset creation is usually as a result of new adoptions, as part of housing and business developments or as part of a highway improvement scheme.

A.2.4.2   Any new footways or cycle tracks will be designed and constructed in accordance with the Councils Highway Design Guide for Developers:

Streetscene Supplementary Planning Document | Bracknell Forest Council (bracknell-forest.gov.uk)

Lifecycle Stage 2 – Routine and Reactive Maintenance for Footways and Cycletracks to maintain Safety and Serviceability

A.2.4.3   The process for the delivery of routine and reactive maintenance cover the following activities:

- Repairs to defects in response to public and ad-hoc reports.

- Repairs to defects identified as part of the rolling programme of routine safety inspections.

- Routine Maintenance - general day-to-day maintenance on the footways and cycle tracks that is necessary to maintain them in a safe condition for users.

Lifecycle Stage 3 – Renewal or Replacement of Footways and Cycle tracks

A.2.4.4   Renewal or replacement activities, to return footways and cycle tracks to 'as new' condition or to current standards (which may be better than the original standards, given advancements in technology) encompasses the following:

- Micro Asphalt surfacing or Slurry Sealing
- Inlay resurfacing
- Replacement flags and paving
- Reconstruction

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Lifecycle Stage 4 – Upgrading of Footways and Cycle tracks

A.2.4.5   The upgrading of footways and cycle tracks, to result in improvements encompasses the following:

- Provision of special surfaces
- Widening, realignment, etc.
- Safety schemes
- Highway improvement schemes
- Active Travel provision

Lifecycle Stage 5 – Decommissioning and Disposal of Footways and Cycle tracks

A.2.4.6   Occasions to remove footways and cycle tracks from the network of adopted highways are rare. Decommissioning would generally only take place in conjunction with disposal of the whole street which would only happen in exceptional circumstances. Small lengths of might be removed from the network as part of major developments, new developments and traffic improvement schemes, but change of use does not, as such, constitute decommissioning.

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A3 – Bridges and Structures Management Plan

A.3.1   Scope

A.3.1.1   Bridges are essential components of the UK transport infrastructure and their safety and serviceability are therefore vital in the smooth functioning of the transport systems/network. Society expects and perceives bridges to be safe and the fact that there have been no cases of catastrophic bridge failures in recent years is due largely to the inspection and maintenance systems in place.

A.3.1.2   The Council is responsible for the inspection, maintenance, repair, replacement, assessment and management of all highway structures. The new code of practice "*Well-Managed Highway Infrastructure: A Code Of Practice*" was launched in September 2015 and covers all aspects of highway structures management, except for the design of new structures or alterations/upgrades to existing structures.

A.3.2   Current State of Inventory and Asset Register

A.3.2.1   The asset inventory is comprehensive and this will be maintained through repeat condition surveys. The asset grouping comprises bridges (both vehicular and pedestrian), culverts, subways, and retaining walls. Bridges are of various types and spans and their construction is mainly brickwork/masonry, concrete or steel.

A.3.2.2   Within the Council network there are a significant number of structures that carry the highway infrastructure which are owned by other statutory bodies such as Network Rail.

A.3.2.3   The Council will appoint an accredited specialist to carry out inspections to all structures. Details of the assets are recorded under individual structures inspections file.

A.3.3   Asset Plan

A.3.3.1   An ongoing forward treatment programme for structures is produced, incorporating both minor revenue and major capital improvements.

A.3.3.2   The lifecycle planning programme is based on bi-annual and periodic assessments of the asset condition and is used to produce both a capital and revenue programme for the upcoming financial year. Priority is based on the condition, usability and safety of the asset.

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A.3.3.3   The specific challenges and associated actions over the next 5-years for the structures assets are shown in Table 3 below:

5-Year Challenges	Challenges	Actions
Asset Condition	1) Managing new town inheritance within challenging funding levels restricts preventative and planned maintenance which impacts on long-term asset condition. 2) The efficiency of remedial work planning is affected by the periodic nature of structural inspections. Remedial works at high cost, needing to be included in annual capital programme. 3) Asset condition data is limited for some categories. 4) Asset condition survey contract is due for renewal within the next 5-years.	1) Produce budget spend scenario modelling to review impact of current funding levels. Review benefits and opportunities for further funding through bids and grants. 2) Develop asset database to track condition trends and better inform future programme development. 3) Establish uniform data sets. 4) Review opportunities to improve condition data survey categories to support trend analysis.
Budget	1) Current levels of government grant funding for highway maintenance, combined with new town inheritance, results in spending bias toward reactive maintenance issues. 2) The available budget drives which schemes can be accommodated within the annual capital and revenue work programmes. Individual project costs can be out of scope for single year implementation.	1) Produce budget spend scenario modelling to review impact of current funding levels. Review benefits and opportunities for further funding through bids and grants. 2) Refine rolling 5-year plan to prioritise works and best utilise available budget, including phasing of related work packages.
Climate Change	Contribution towards the national objective to be carbon neutral by 2050 requires a broad review of materials and processes.	Work with term-contractors/suppliers to develop: (a) knowledge of carbon costs of materials and treatments; (b) explore material recycling options; (c) reduce associated emissions from vehicles and specialist plant; (b) opportunities for innovation.
Scheme Programming and Delivery	Necessary work to major structures located on key network corridors could introduce large scale impacts for highway users, including duration.	Early programme development to identify innovative working methods which limit network disruption. Provide comprehensive early warning and advice to network users.
Inventory	Historical shortfall in detailed inventory data for some structural assets, e.g. culverts and minor retaining walls, masks full asset management demands.	(a) Undertake inventory review to ensure a comprehensive asset register; (b) Review full asset management demands against current funding levels.
Third Parties	Damage to highway structures by third parties (typically vehicles) can impact suddenly on programmes and funding.	Continue to review of damage prevention systems to protect structural assets from vehicle incursion.

Table 3: Structures 5-Year Challenges and Actions

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A.3.4 Structures Life Cycle Management

Lifecycle Stage 1 – Creation and Acquisition of Structures

A.3.4.1   Much of Bracknell Forest's network is a 'new-town', well-developed and mature, and as such there are limited instances of new highway structure provision. Asset creation is usually as a result of redevelopment or major works.

A.3.4.2   Any new highway structures assets are subject to rigorous design criteria and regulated sign-off processes to ensure adequacy and safety.

Lifecycle Stage 2 – Routine and Reactive Maintenance for Structures to maintain Safety and Serviceability

A.3.4.3   Following general and principal inspections any necessary routine or reactive maintenance works will be programmed. This work could, for example, include minor repairs to reinforcement protection and superficial highway furniture, or servicing of sump drainage pumps.

A.3.4.4   Reactive maintenance actions also include ensuring the immediate safety of the structure, for example, if a bridge parapet or beam is hit by a vehicle.

Lifecycle Stage 3 – Renewal or Replacement of Structures

A.3.4.5   The replacement of bridges and structures are typically determined from a failed load assessment along with the condition assessment and the risk assessment. Other factors which influence replacement projects include :

- Increased traffic loading
- Widening requirement due to increased traffic volumes
- A structure reaching the end of its prescribed service life

Lifecycle Stage 4 – Upgrading of Structures

A.3.4.6   The upgrading and/or strengthening of bridges are identified through similar means to replacing a bridge, but a strengthening programme involves a different set of design parameters and strength assessments. Financial and aesthetic constraints may also be a factor given the extensive costs involved in structural engineering.

Lifecycle Stage 5 – Decommissioning and Disposal of Structures

A.3.4.7   Occasions to remove structures from the network of adopted highways are rare. Decommissioning would generally only take place in conjunction with disposal of the whole street which would only happen in exceptional circumstances.

A.3.4.8   If a structure is demolished any materials will be managed in accordance with current environmental legislation, with an emphasis placed on recycling where practical.

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A4 – Street Lighting Management Plan

A.4.1   **Scope**

A.4.1.1   The street lighting asset group comprises columns, lanterns and related electrical assets associated with carriageways and footways.

A.4.1.2   **Current State of Inventory and Asset Register**

A.4.1.3   The existing inventory knowledge is of a high standard for columns, however, extensive inventory review is required following the completion of LED upgrade and improvement works.

A.4.2   **Asset Plan**

A.4.2.1   Streetlighting columns have a life expectancy of 40 years. Lifecycle structural testing will commence on assets greater than 25 years old.

A.4.2.2   Asset condition data from structural testing is utilised to provide a RAG rating where;

- Red – is replaced
- Amber – is re-tested on 3-year cycle
- Green – is re-tested on 5-year cycle

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A.4.2.3 The specific challenges and associated actions over the next 5-years for the street lighting assets are shown in Table 4 below:

5-Year Challenges	Challenges	Actions
Asset Condition	1) Managing new town inheritance within challenging funding levels restricts preventative and planned maintenance which impacts on long-term asset condition. 2) Structural integrity of aging columns requires continuous assessment. 3) Cabling condition assessment is hampered by scale of the network and the need to focus resources on existing fault rectification.	1) Produce budget spend scenario modelling to review impact of current funding levels. Review benefits and opportunities for further funding through bids and grants. 2) Maintain ongoing column replacement programme to address most at risk assets and reduce the demands for repetitive condition monitoring.
Budget	Current levels of government grant funding for highway maintenance, combined with new town inheritance, results in spending bias toward reactive maintenance issues.	Produce budget spend scenario modelling to review impact of current funding levels. Review benefits and opportunities for further funding through bids and grants.
Material/ Treatment Choice	Ongoing delays in supply chain for new columns (nationally).	Ensure forward programming to minimise delay and reduce risks of asset failures.
Climate Change	Contribution towards the national objective to be carbon neutral by 2050 requires a broad review of energy consumption.	Continue to convert remaining lighting assets to LED technology either as part of planned renewal programmes or the reactive response to network failures where appropriate.
Third Parties	Damage to lighting assets by third parties (typically vehicles) can impact on programmes and funding.	Continue to recover asset replacement costs from third parties (where identifiable) to maintain the integrity of the network and prevent future additional burden.

Table 4: Street lighting 5 year Challenges and Actions

A.4.3 Street Lighting Life Cycle Management

Lifecycle Stage 1 – Creation and Acquisition of Street Lighting

A.4.3.1 Much of Bracknell Forest's network is a 'new-town', well-developed and mature, and as such there are limited instances of new asset provision. Asset creation is usually as a result of new housing or business development or highway improvement works.

A.4.3.2 Any new street lighting assets are subject to a technical sign-off processes to ensure adequacy and safety.

Lifecycle Stage 2 – Routine and Reactive Maintenance for Street Lighting to maintain Safety and Serviceability

A.4.3.3 Cyclical maintenance programmes include electrical testing and cleaning. Following structural inspections any necessary routine or reactive maintenance works will be programmed. Reactive maintenance includes lamp replacement where necessary.

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Lifecycle Stage 3 – Renewal/Upgrade or Replacement of Street Lighting

A.4.3.4   The renewal/upgrading or replacement of street lighting assets are identified through the cyclical maintenance and structural inspections which commences on assets greater than 25 years of age.

Renewal/upgrade and replacement works will include LED lamp upgrade and/or column replacement following structural review

Lifecycle Stage 4 – Decommissioning and Disposal of Street Lighting

A.4.3.5   Occasions to remove rather than replace street lighting from the network of adopted highways are rare. Decommissioning would generally only take place in conjunction with disposal of the whole street which would only happen in exceptional circumstances.

A.4.3.6   If street lighting is removed any materials will be managed in accordance with current environmental legislation, with an emphasis placed on recycling where practical.

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A5 – Drainage Management Plan

A.5.1   **Scope**

A.5.1.1   The drainage network throughout the borough is extensive, covering a wide range of assets including gullies, culverts, SuDS features and associated connecting pipework.

A.5.1.2   The management of drainage throughout the borough also requires collaboration with private landowners (including ditch lines, open water courses etc.) and riparian responsibilities apply.

A.5.1.3   **Current State of Inventory and Asset Register**

A.5.1.4   The existing inventory knowledge throughout the drainage network is being actively updated and is of high priority through the next 5-year period. This will include drainage assets adopted through S38 and S278 works as part of new development.

A.5.2   **Asset Plan**

A.5.2.1   An ongoing forward programme for drainage assets is produced, incorporating both minor revenue and major capital improvements. This programme is developed based on flood risk priorities and informed further by records of drainage related incidents.

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A.5.2.2 The specific challenges and associated actions over the next 5-years for the drainage assets are shown in Table 5 below:

5-Year Challenges	Challenges	Actions
Asset Condition	1) Managing new town inheritance within challenging funding levels restricts preventative and planned maintenance which impacts on long-term asset condition. 2) Scale of the network, visibility of underground assets, historical shortfall in asset condition data and the impact of vegetation and root encroachment masks the full asset management demands.	1) Produce budget spend scenario modelling to review impact of current funding levels. Review benefits and opportunities for further funding through bids and grants. 2) Establish key metrics for asset condition data and identify practical and achievable systems of data collection based on hierarchy of flood risk sites and reactive maintenance records.
Budget	Current levels of government grant funding for highway maintenance, combined with new town inheritance, results in spending bias toward reactive maintenance issues.	Produce budget spend scenario modelling to review impact of current funding levels. Review benefits and opportunities for further funding through bids and grants.
Climate Change	Increasing impacts of ongoing Climate Change through severe weather events increases strain on drainage assets and contributes to earlier failures. Network deficiencies are emerging more regularly.	a) Increase asset condition data (above) to inform improvement programmes and priorities; b) Identify network deficiencies linked to weather event history; c) Seek to prevent additional strain on asset integrity through targeted routine cleaning and maintenance programmes.
Inventory	Historical shortfall in detailed inventory data for some drainage assets masks full asset management demands.	(a) Undertake inventory review to ensure a comprehensive asset register; (b) Review full asset management demands against current funding levels and flood risks.
Technological Development	Technological development can provide opportunities for increased efficiency of data capture and analysis but requires investment.	Undertake a review of drainage asset management tools (systems) which increase the efficiency, effectiveness and value of work programmes and review the business case for investment.
Third Parties	Riparian responsibilities of landowners adjacent to the highway causes enforcement burden and impacts on the long-term integrity of assets.	Review opportunities to work collaboratively and proactively with private landowners to maximise asset condition, e.g. ditches, culverts.

Table 5: Drainage 5-year Challenges and Actions

A.5.3 Drainage Life Cycle Management

Lifecycle Stage 1 – Creation and Acquisition of Drainage

A.5.3.1 Much of Bracknell Forest's network is a 'new-town', well-developed and mature, and as such there are limited instances of new highway drainage provision. Asset creation is usually as a result new housing or business development of major highway improvement works.

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A.5.3.2   Any new drainage assets are subject to rigorous technical design criteria and sign-off processes to ensure adequacy and safety.

Lifecycle Stage 2 – Routine and Reactive Maintenance for Drainage to maintain Safety and Serviceability

A.5.3.3   Cyclical maintenance programmes include gully cleansing and drainage system clearance. Additional maintenance programmes, for example head-wall protection, are in development and require further asset condition surveys which form part of the ongoing 5-year plan.

A.5.3.4   Reactive maintenance regimes will be further informed by the assessment of flood related incidents.

Lifecycle Stage 3 – Renewal/Upgrade or Replacement of Drainage

A.5.3.5   The renewal/upgrading or replacement of drainage assets are identified and developed based on flood risk priorities and informed further by records of drainage related incidents.

A.5.3.6   Renewal/upgrade and replacement works may include:

- Replacement of damaged assets reaching the end of service life
- Upgrade of assets to increase capacity

Lifecycle Stage 4 – Decommissioning and Disposal of Drainage

A.5.3.7   Occasions to remove rather than replace drainage from the network of adopted highways are rare. Decommissioning would generally only take place in conjunction with disposal of the whole street which would only happen in exceptional circumstances.

A.5.3.8   If drainage is removed any materials will be managed in accordance with current environmental legislation, with an emphasis placed on recycling where practical.

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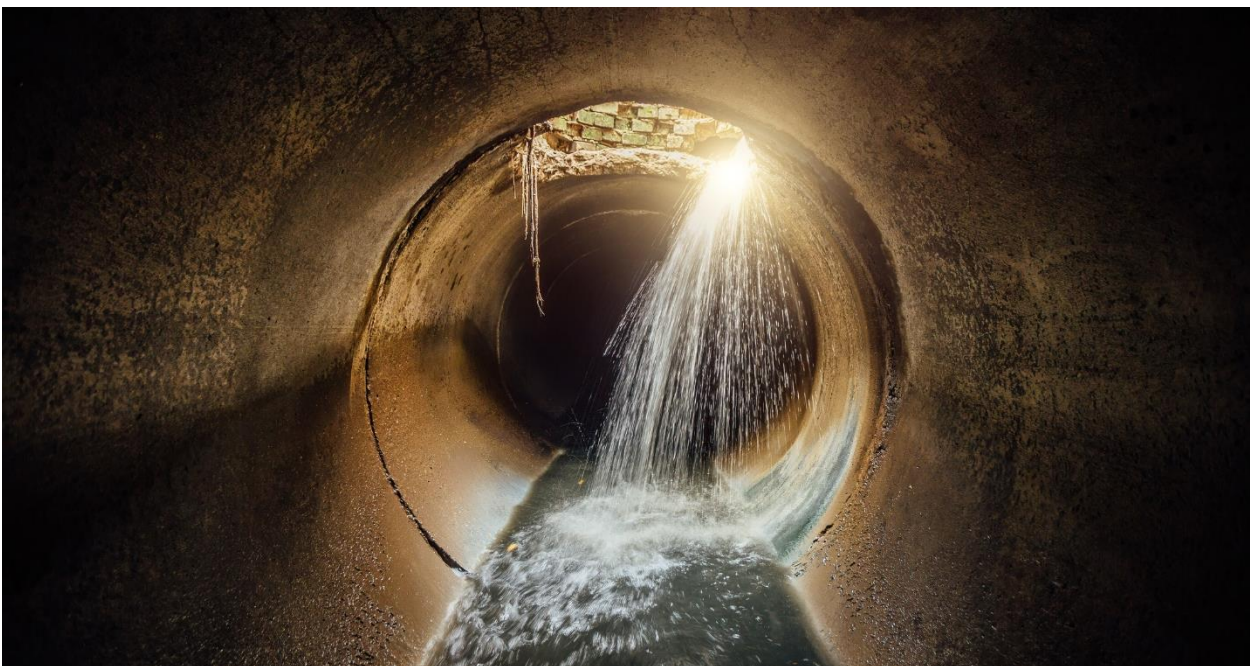
A6 – Street Furniture Management Plan

A.6.1 **Scope**

A.6.1.1 Street furniture throughout the Council's highway network is extensive, covering a wide range of assets including traffic signals, CCTV units, variable message signs, bollards, barriers, signs and associated posts etc.

A.6.1.2 There are constantly changing and/or expanding requirements for street furniture through the demands placed on the highway network by its users.

A.6.1.3 **Current State of Inventory and Asset Register**

A.6.1.4 The existing inventory knowledge is comprehensive for the actively managed assets such as traffic signals and illuminated signs. The inventory of routine assets such as minor road signs requires further development and due to the scale of these assets, and their historic nature, this work will continue throughout the life of the current HIAMP.

A.6.1.5 Significant development growth increases the overall street furniture inventory within a short time frame, requiring an ongoing review of network inventory and associated requirements.

A.6.2 **Asset Plan**

A.6.2.1 A lifecycle replacement/refurbishment programme is in place for traffic signal installations and work programmes for further assets are based upon reactive intervention on a priority basis.

A.6.2.2 The specific challenges and associated actions over the next 5-years for the street furniture assets are shown in Table 6 below:

5-Year Challenges	Challenges	Actions
Asset Condition	1) Managing new town inheritance within challenging funding levels restricts the scale of planned maintenance which impacts on asset condition. 2) Scale of the network and historical shortfall in asset condition data masks the full asset management demands.	1) Produce budget spend scenario modelling to review impact of current funding levels. Review benefits and opportunities for further funding through bids and grants. 2) Establish key metrics for asset condition data and identify practical and achievable systems of data collection based on hierarchy street furniture and reactive maintenance records.
Budget	1) Current levels of government grant funding for highway maintenance, combined with new town inheritance, results in spending bias toward reactive maintenance issues. 2) Rapidly expanding network of assets from new development places further increasing pressures of budgets.	1) Produce budget spend scenario modelling to review impact of current funding levels. Review benefits and opportunities for further funding through bids and grants. 2) Continue de-cluttering of the network through the removal of redundant street furniture and the amalgamation of assets to reduce the overall asset burden.

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Climate Change	Contribution towards the national objective to be carbon neutral by 2050 requires a broad review of materials and processes and energy consumption.	Work with suppliers to develop: (a) knowledge of carbon costs of products; (b) explore recycling options; (c) maximise opportunities for low voltage or solar replacement, or removal of power supplies where appropriate; (d) opportunities for innovation.

Table 6: Street furniture 5-year Challenges and Actions

A.6.3 Street Furniture Life Cycle Management

Lifecycle Stage 1 – Creation and Acquisition of Street Furniture

A.6.3.1 Creation of Street Furniture assets are as a result of changing highway and high street needs and development growth.

A.6.3.2 New street furniture assets are subject to design criteria and sign-off processes to ensure adequacy and safety.

Lifecycle Stage 2 – Routine and Reactive Maintenance for Street Furniture to maintain Safety and Serviceability

A.6.3.3 Cyclical maintenance programmes include electrical testing (where appropriate), general safety checks, visual condition assessments and cleansing. These form part of a rolling programme of highway inspections or in response to public and ad-hoc reports.

A.6.3.4 Traffic signal maintenance procedures ensure specific operational and safety checks are undertaken. Reactive maintenance to wider street furniture assets will be as a result of asset failure or incident damage.

Lifecycle Stage 3 – Renewal/Upgrade or Replacement of Street Furniture

A.6.3.5 The renewal/upgrading or replacement of street furniture assets are currently identified based on reactive requirements.

A.6.3.6 Future Renewal/upgrade and replacement works may include:

- Replacement of outdated assets with low voltage and carbon saving alternatives.
- Replacement of faulty traffic signals or electrical apparatus.

Lifecycle Stage 4 – Decommissioning and Disposal of Street Furniture

A.6.3.7 Occasions to remove rather than replace street furniture from the network of adopted highways may be as a result of carriageway realignment or changing highway needs.

A.6.3.8 If street furniture is removed any materials will be managed in accordance with current environmental legislation, with an emphasis placed on reuse and recycling where practical.

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To: The Executive
15 March 2022

Peer Challenge Report and Action Plan
Chief Executive

1   Purpose of Report

1.1   To outline the key findings from the Corporate Peer Challenge visit that took place in November 2021

1.2   To present the actions proposed to address the recommendations made by the peer team to support the council's continued growth.

2   Recommendations

2.1   To publish the peer challenge report (Appendix A) on the website.

2.2   To endorse and publish the action plan as set out in Appendix B.

3   Reasons for Recommendations

3.1   Peer challenges are coordinated by the Local Government Association on behalf of the Department for Levelling Up, Housing and Communities (DLUHC). They are an opportunity for robust, strategic and credible challenge and support to councils. Challenge brings together political and managerial leadership from other councils to review the objectives, actions and achievements of the subject council and to provide recommendations for future growth and development. Therefore, the recommendations in this report aim to maximise the learning from the findings of the peer team.

4   Alternative Options Considered

4.1   None considered.

5   Supporting Information

5.1   In November 2021, a team made up of five peers visited Bracknell Forest to undertake a peer challenge. During the visit they explored how the council operates, focusing on five themes, as recommended by the LGA:

1. Local priorities and outcomes: Are the council's priorities clear and informed by the local context? Is the council delivering effectively on its priorities and achieving improved outcomes for all of its communities?

2. Organisational and place leadership: Does the council provide effective local leadership? Are there good relationships with partner organisations and local communities?

3. Governance and culture: Are there clear and robust governance arrangements? Is there a culture of respect, challenge and scrutiny?

4. Financial planning and management: Does the council have a grip on its current financial position? Does the council have a strategy and a clear plan to address its financial challenges?

5. Capacity for improvement: Is the organisation able to support delivery of local priorities? Does the council have the capacity to improve?

5.2 During the four-day visit, the team gathered information and views from more than 36 meetings, in addition to further research and reading. They spoke to more than 52 people including a range of council staff and Members and important external stakeholders and partners.

5.3 A wide range of documents were prepared and shared with the peer team prior to their visit.

Key Findings

5.4 Overall the review team found many strengths in the council's approach. This included Councillors having a clear focus on good services, effective managerial leadership and positive relationships between Members and Officers. The team also reflected on major achievements such as the successful regeneration of the Bracknell Town Centre, the collective response to the pandemic, and the overall quality of services. The team recognised that most residents are happy with the councils work and the support they receive.

5.5 The full review report is included in Appendix A. Whilst the feedback from the peer team was overwhelmingly positive, there are a small number of recommendations and suggestions for the council to reflect on. These eight recommendations are set out below along with an initial response;

5.6 **Recommendation 1: Stability has brought success and it is now important to recognise and plan for the next five to ten years.**

5.7 Recommendations one to three clearly stem from the decision of the current Chief Executive to retire in the autumn after more than 19 years in post. However, the council has articulated a long term vision based on continued economic prosperity, inclusivity, protecting the environment and delivering effective services. Within this long term framework, which has largely been in place since the mid 2000's, the council primarily focuses on medium terms plans covering four years – the life of each council – articulating these in the Council Plan and the Medium Term Financial Strategy.

5.8 However, long term plans for projects which shape the future of the Borough such as the town centre regeneration driving the establishment of the Joint Venture have proved very successful. The four year planning cycle is in place for a new Chief Executive to lead the council into the May 2023 elections and to work with Members to translate the majority parties manifesto commitments into a Council Plan for 2023 – 2027. Under the new Chief Executive leadership, it may be an appropriate time to develop a longer term vision internally for the council.

5.9 **Recommendation 2: When the time is right, Members will need to carefully consider what style of future officer leadership they would like to employ to take the Council forward.**

5.10   Members have considered their expectations for the future and the key roles they would expect a new Chief Executive to fulfil. This has included reviewing structure options. They have concluded that the current organisational structure is appropriate for the future and that the current culture is an important part of the reason for the council's sustained record of success. In this respect, Members are clear that the new Chief Executive needs to be able to work with and develop that culture rather than fundamentally change it. This has provided a clear direction for the recruitment process and the planning that has taken place thus far allows for an orderly transition.

5.11   **Recommendation 3: A clear vision for how the Council works in the future is required.**

5.12   Much of the strategic approach to this is covered in the preceding paragraphs in relation to recommendations one and two in terms of structure and approach.

5.13   **Recommendation 4: As you move to living with Covid consider how to continue to review the Covid data to guide your ways of working, protecting your workforce and service delivery.**

5.14   Data on the pandemic is updated daily by the Berkshire East Shared Public Health Team. Deep dive reports into the impacts of the pandemic are produced by the Bracknell Forest Public Health Team and presented regularly to CMT, to assess impacts, actions and any communications messages required. Data is also used at frequent Member briefings and at the Local Outbreak Engagement Board.

5.15   National guidance is followed to ensure consistency of messages. Where local data requires different action within the borough, these are signed off by CMT and Executive Members following scrutiny for the Health Protection Board. A recent example of this local approach relates to schools whilst case numbers remained very high. This adaptable approach was informed by the local data and demonstrates that council has adapted where there are potential benefits for residents and employees.

5.16   The council's approach to working arrangements of staff is under constant review, with regular changes to the way in which working takes place. This is not a one size fits all approach and depends on the service needs. Key to these changes is up to date risk assessments and regular covid testing. Again, this is led by the data and the council have adopted a cautious approach to a full workplace return. This matter is reviewed regularly at CMT Gold and messages shared with staff via a weekly email from the Chief Executive, Forest views and DMT briefings.

5.17   Managing an agile workforce is a key element of work being led by the organisational team to adjust to managing a workforce that will be part office based and part home based.

5.18   **Recommendation 5: Consider whether the Council could do more to meet the needs of vulnerable residents and communities and continue to build on the approach with the Voluntary and Community Sector.**

5.19   Over the past two years the council has significantly developed relationships with the voluntary and community sector (VCS) and adapted to meet the needs of residents across the community, including those considered vulnerable such as through the community response programme.

5.20   The 2021/2022 budget included specific additional resources to support the voluntary and community sector emerge from the pandemic to focus on priorities they had identified. One part of this funding was used to commission the local VCS support organisation (Involve) with additional resource to undertake a comprehensive mapping of all organisations in the voluntary sector and community. These include grassroots organisations and those commissioned by the council, the CCG, charities, and the faith sector. Part of this work will include reporting on the support for residents vulnerable to loneliness and social isolation, particularly in light of the pandemic.

5.21   The council's aspirations to support the sector continue with the development of the community hub and collaborative space in the Time Square office, which will welcome many more residents than previously, when the time is right to open the building again.

5.22   A council wide working group was set up in 2021 to review the support for vulnerable people, particularly with the aim of taking a preventative approach.

5.23   There is also work underway to support residents vulnerable to financial hardship and increasing financial equality. The council has ringfenced £300,000 to reducing these pressures for families in 2021. This fund is in addition to the central government grants that have been distributed by the council to the community. A needs analysis is currently underway, in conversation with VCS partners, to identify those households most at risk of financial hardship and identifying what additional support is needed locally.

5.24   **Recommendation 6: Assure yourselves that the Council is customer centric, especially as you have moved to significant levels of virtual working. The peer team had a sense that Covid has distanced the Council somewhat from direct customer interaction.**

5.25   In recent years the council have adapted communication and engagement with the community, with a push towards "digital first". Many people now opt to get in touch via social media platforms. But this is not a single pronged approach. The adaptation of the main council office, Time Square, has transformed the space into a more customer focused environment. When the building is fully reopened after the pandemic – probably in April 2022, the downstairs space now includes rooms that can be booked by community and there is now the café space for more informal conversations with residents.

5.26   In the last 12 months the council have also recruited an additional Reaching Out Community Project Manager, a Community Engagement Officer as well as two further Communications and Marketing Officers and a number of COVID Response Officers. Therefore, even whilst the office has been closed there have been a wide variety of routes through which residents are regularly in contact. This community engagement will continue even when Time Square can reopen.

5.27   **Recommendation 7: Ensure your economic renewal plans are informed by risk assessments given the uncertainty of Covid recovery and Brexit.**

5.28   A business survey was undertaken in 2021 focussing upon recovery and impacts of Brexit, the results were shared with partners businesses and other stakeholders. The outcomes resulted in several actions such as the identification of grants to support businesses transitioning out of COVID-19 restrictions.

5.29   An economic recovery fund of £600k was allocated to events and improvements to Bracknell Town Centre, Crowthorne and Sandhurst and local centres. This was following the review of economic assessments and data for the local area. The funding is aimed at developing high impact events to bring people back to shop and eat and access leisure attractions. The funding was split over two years to ensure a regular stimulus for Bracknell Town Centre in particular. The 'Tree Giants' initiative in August 2021 received national publicity and the outcomes and impact collated post event and being used to develop the next event "Bracknell Forest Springs" in April and a further Tree Giants event in August/September 2022.

5.30   The strategic risk register includes the impacts of the pandemic against all aspects of the council's work. It has also previously included risks directly associated with Brexit however this aspect has now been absorbed within the business as usual risks. The assessment is reviewed by the Corporate Management Team and the Strategic Risk Management Group at least quarterly, this identifies actions in place to respond to the pandemic and other matters such as the economic impacts on residents.

5.31   The councils Joint Venture project will continue to be assessed in the current economic environment and monitoring the projects' risk registers are built into the council's business as usual operation.

5.32   **Recommendation 8: Considerations – governance: In the experience of the peer team, many authorities continued decision making during Covid without the need for extended delegations. So, in this context is their continued use still proportionate?**

5.33   Along with most of local government, the council supports hybrid meetings and can see great value in them. When it became clear in April 2021 that the Government would not make provision for this to continue as a matter of course, the council moved quickly to put in place a scheme of delegation to continue to hold fully remote meetings. The decision was risk assessed and significant mitigations are in place to ensure that there is full member involvement in decisions.

5.34   Throughout the use of remote meetings there has been a marked increase in public participation.

5.35   It should be noted that in the few instances where the law prevents decisions being delegated, in person public meetings are arranged attended by a quorum of Members to ensure social distancing.

5.36   With regard to Executive decision making, a significant proportion of such decisions have always been constitutionally delegated to Individual Executive Members or Officers and so have not been affected during the Pandemic.

5.37   The action plan set out in Appendix B has been developed with input from across the organisation. It is recommended that this action plan is reviewed in September 2022 to reflect on progress of the actions set out.

6   **Consultation and Other Considerations**

        Legal Advice

6.1   There are no specific legal implications arising from this report.

6.2   Not applicable as there are no financial recommendations made within the report.

Other Consultation Responses

6.3   CMT and the Executive have previously been consulted on the position statement and the draft findings report.

Equalities Impact Assessment

6.4   Not applicable as the actions set out in the plan are primarily managerial actions or those already considered as part of service level planning. There are no further direct impacts on the local community.

Strategic Risk Management Issues

6.5   The peer review report and action plan does not directly impact any of the strategic risks.

Climate Change Implications

6.6   The recommendations in Section 2 above are expected to have no direct impact on emissions of CO_2.

        The reasons the council believes that this will have no impact on emissions are that the actions set out within the action plan are primarily managerial actions or those already considered as part of service level planning.

Background Papers
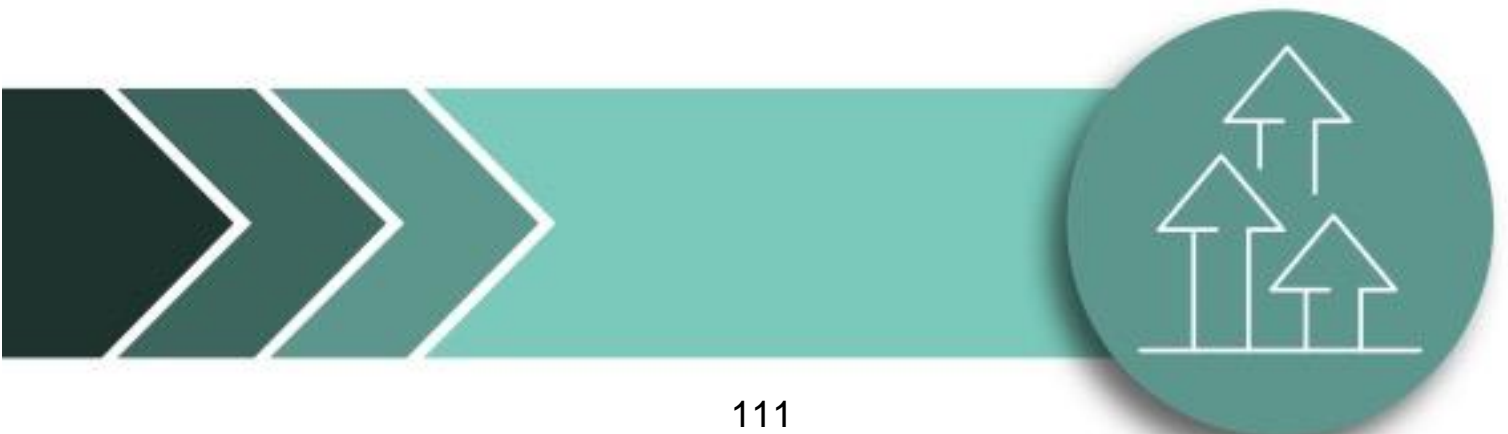None

Contact for further information
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LGA Corporate Peer Challenge

Bracknell Forest Council
17-18 and 23-24 November 2021

Feedback report

1. Executive summary

The Corporate Peer Challenge at Bracknell Forest Council found many positives that the organisation and its leadership can be rightly proud as it performs well in a wide variety of areas. Members have a clear focus on delivery of good services and through a clear set of priorities with a golden thread from the political manifesto, through the Council Plan to service delivery. The Council is rightly proud of achieving its longstanding aim of regenerating the Town Centre and residents are consistently happy with the Council and its services as well as the support they received throughout Covid.

Staff with whom we spoke see the Council as being bold but realistic. During Covid staff responded quickly and effectively to virtual working and maintained a strong focus on the wellbeing of both residents and the employees themselves. This was led by the Leader and Chief Executive.

Members have a good understanding of what they need to do to deliver for residents, this includes an awareness of the capacity of the organisation and the need to work with partners. Positive Member officer relationships are based upon a clear agreement on how the Council is run and there are high levels of trust between Members and officers that cascades throughout the organisation leading to stability.

Partners speak highly of the Council and those who lead it, they know who to talk to and typically get a thoughtful, informed and positive response to issues of joint endeavour. The business community is prominent in the Council's thinking and all opportunities are explored and, if there's a good business case, developed.

The Council is proud of its stable and consistent financial position and has a history of maintaining strong reserves. The Corporate Management Team, the Executive and Overview and Scrutiny maintain a strong oversight of financial management and are well engaged in planning and monitoring. There continues to be a focus on achieving and maintaining financial sustainability. Financial risks are well understood with effective management and mitigations including transition plans for the use of reserves for that purpose.

Stability has brought success and it is now important to recognise and plan for the next five to ten years. When the time is right, Members will need to carefully consider

what style of future officer leadership they would like to employ to take the Council forward. Other comments and recommendations are included in the body of the report.

2. Key recommendations

There are a number of observations and suggestions within the main section of the report. Whilst the feedback from the peer team was overwhelmingly positive recounting the Council's many successes the following are the peer team's key recommendations to the Council:

2.1. Recommendation 1
Stability has brought success and it is now important to recognise and plan for the next five to ten years.

2.2. Recommendation 2
When the time is right, Members will need to carefully consider what style of future officer leadership they would like to employ to take the Council forward.

2.3. Recommendation 3
A clear vision for how the Council works in the future is required.

2.4. Recommendation 4
As you move to living with Covid consider how to continue to review the COVID data to guide your ways of working, protecting your workforce and service delivery.

2.5. Recommendation 5
Consider whether the Council could do more to meet the needs of vulnerable residents and communities and continue to build on the approach with the Voluntary and Community Sector.

2.6. Recommendation 6
Assure yourselves that the Council is customer centric, especially as you have moved to significant levels of virtual working. The peer team had a sense that Covid

has distanced the Council somewhat from direct customer interaction.

2.7.   Recommendation 7

Ensure your economic renewal plans are informed by risk assessments given the uncertainty of Covid recovery and Brexit.

2.8.   Recommendation 8

Considerations – governance: In the experience of the peer team, many authorities continued decision making during Covid without the need for extended delegations. So in this context is their continued use still proportionate?

3. Summary of the peer challenge approach

3.1.   The peer team

Peer challenges are delivered by experienced elected member and officer peers. The make-up of the peer team reflected the focus of the peer challenge and peers were selected on the basis of their relevant expertise. The peers were:

- **Lorraine O'Donnell**, Chief Executive, Cheshire East Council
- **Councillor Alan Jarrett**, Leader of Medway Council
- **Becky McIntyre**, Director of Governance & Partnerships (s.151 Officer), North Lincolnshire Council
- **Sarah Reed**, Executive Director of Corporate Services, West Northamptonshire Council
- **Marcus Coulson**, LGA Peer Challenge Manager

3.2.   Scope and focus

The peer team considered the following five themes which form the core components of all Corporate Peer Challenges. These areas are critical to councils' performance and improvement.

1. **Local priorities and outcomes** - Are the council's priorities clear and informed by the local context? Is the council delivering effectively on its

priorities?

2. **Organisational and place leadership** - Does the council provide effective local leadership? Are there good relationships with partner organisations and local communities?

3. **Governance and culture** - Are there clear and robust governance arrangements? Is there a culture of challenge and scrutiny?

4. **Financial planning and management** - Does the council have a grip on its current financial position? Does the council have a strategy and a plan to address its financial challenges?

5. **Capacity for improvement** - Is the organisation able to support delivery of local priorities? Does the council have the capacity to improve?

In addition to these questions, you asked the peer team to provide feedback on your governance arrangements.

3.3.   The peer challenge process

Peer challenges are improvement focused; it is important to stress that this was not an inspection. The process is not designed to provide an in-depth or technical assessment of plans and proposals. The peer team used their experience and knowledge of local government to reflect on the information presented to them by people they met, things they saw and material that they read. The interviews were conducted as critical friends, using a no-surprises approach collecting information in a non-attributable manner whilst triangulating their findings to give feedback in good faith.

The peer team prepared by reviewing a range of documents and information in order to ensure they were familiar with the Council and the challenges it is facing. The team then spent four days onsite in two lots of two days on 17-18th and 23-24th November 2021 in Bracknell, during which they:

- Gathered information and views from more than 36 meetings, in addition to further research and reading.
- Spoke to more than 52 people including a range of council staff together with

members and external stakeholders.

This report provides a summary of the peer team's findings. In presenting feedback, they have done so as fellow local government officers and members and in good faith.

4. Feedback

4.1.   Local priorities and outcomes

Bracknell Forest Council is performing well and rightly proud of its achievements. Members have a clear focus on the delivery of good services in the Borough and a clear set of priorities, with a golden thread from the political manifesto, through the Council Plan to service delivery. A key achievement is the longstanding aim of regenerating the Town Centre which has reached completion of the first phase with plans in place to develop further.

The Council collects data demonstrating that residents are consistently happy with the Council and its services and the support they received throughout Covid in a variety of areas. The staff with whom we spoke see the Council as being bold but realistic with all opportunities and decisions being carefully considered from a variety of positions to ensure they add value to the delivery of successful services. There are robust performance management arrangements, through which activity is closely monitored and assessed to ensure it meets expectations.

The Council responded well to Covid through the mobilisation of staff and the swift move to virtual working. Impact analyses are used to inform future the development of Council Plan delivery. The Council is good at responding to issues that arise and addresses them at pace. This includes; the response to climate change and work to reduce carbon emissions, community impact assessments, behavioural change work with communities, the Forest Giants initiative and the work on weekly food waste collections that had high participation rates.

Staff commented on there being a 'learning culture' in the organisation and pointed to their experience that when things don't go well the Council sought to identify why and then actions were taken to make improvements. Some of the examples the peer

team heard about were the changes made to delivery plans that sit underneath the overall Council Plan to incorporate new priority areas such as Covid and Climate Change. There was also the creation of a project group to address some of the findings from the staff survey with reference to diversity issues. With regards to supporting those with Special Education Needs and Disabilities (SEND), the Council identified that it was not performing as well as it should. It put in place an improvement plan to address the shortcomings and improve the outcomes for children. The plan recognised – and the recent Ofsted inspection confirmed – that there remains more work to be done in this important area and the Council continues to focus on this area as a key priority.

4.2.   Organisational and place leadership

The Members demonstrated that they have a good understanding of what they need to do to deliver for residents, which includes an awareness of the capacity of the organisation and the need to work with partners. Members have a clear focus on the delivery of good services for residents which drives the nature of the political discussions amongst themselves and then with officers. The relationships between Members and officers are described by both groups as positive and business like based upon a clear agreement on how the Council is run. This consensus is respectful and for the Leader and Chief Executive very longstanding. The evident high levels of trust between Members and officers cascades from the leaders throughout the organisation that leads to stability of decision-making and organisational culture, something that is to be welcomed and even celebrated.

Partners speak highly of the Council and those who lead it. The peer team noted that all partners with whom we spoke described an open engagement from those in the Council. They said they knew whom to talk to and typically get a thoughtful and informed response to issues of joint endeavour. Consideration is given to proposals based on the evidence that it will add value to the work of the Council and the Place.

Similarly, when looking wider, the business community is prominent in the Council's thinking and from the evidence the peer team saw all opportunities are explored and, if there's a good business case, developed. These opportunities are then progressed and monitored towards delivery and completion. The Senior Executive Members who direct these activities are knowledgeable, well-informed and dedicated to their work

and that of the organisation. As a result, the Council can successfully influence key partners who have significantly larger footprints such as the Integrated Care System (ICS) and the Local Economic Partnership (LEP).

The Corporate Management Team (CMT) work well together providing a clear steer on the direction the political priorities require. They communicate well with each other and the organisation with regular Senior Leadership Group (SLG) meetings too. Staff told us that CMT and the wider SLG are accessible. For example senior staff are now more accessible through online processes and all directorates have regular catch ups with the director and assistant directors and wider, regular "Chalk and Talk" sessions to help drive the Council's key business actions. Another example was the weekly email from the Chief Executive that started at the beginning of Covid and continued to include general updates about what is happening across the Council.

With the recent appointment of a new People Director the peer team heard about an emerging forensic approach to using data to drive improvement coupled with a clear strategic vision across Children's and Adults Services with better alignment to the transformation goals of the organisation.

4.3.   Governance and culture

The culture of Bracknell Forest Council is regarded by Members, staff and partners as 'can do', well organised and positive with a clear focus on the delivery of good services for residents. Staff described the culture as very caring, open to challenge, generally inclusive as well as being proud and ambitious. The political leadership is driven by Members with officers managing the delivery of the priorities, this is a well-established and stable arrangement from which residents evidently benefit. It certainly benefits staff and partners. Member engagement was described as being very professional and very friendly with members described as passionate, positive and good at feeding back.

There is extensive use of Member Policy Review Groups to inform Executive decision-making which negates the need for Overview and Scrutiny call-ins because the options and evidence for decisions, have been discussed and agreed. Overview and Scrutiny are engaged with the Executive and management and have an active workplan which is inclusive of minority groups and that, in turn, informs improvement and policy development.

The Council Staff showed genuine pride in working for what they see as a very good employer who treats them with respect and relies on them to deliver.

During the Covid pandemic staff responded quickly and effectively to virtual working and maintained a strong focus on the wellbeing of both residents and the employees themselves. This was led by the Leader and Chief Executive, with the latter's updates referred to by staff as very welcome in that they gave direction and clarity in a time of great uncertainty. Staff favourably compare the positive and trusting culture at Bracknell Forest Council with other organisations they have worked in.

Members in the Council see relationships with parish councils as important and joint working with parish and town councils is advanced and effective. This is aided by the number of 'twin hatters' who are members of both organisations.

There is an emerging focus upon the Equalities Diversity and Inclusion Agenda to address some results in the staff survey and is a typical example of how the Council seeks to address issues that arise. Another example is the 'Absence of Malice' work that is thoughtful, taking an educational approach to improve behaviours in the workplace. There is a new Workforce Strategy with the aim of embedding a "One Team" response and the aspiration to be an Employer of Choice.

4.4. Financial planning and management

Bracknell Forest Council is proud of its stable and consistent financial present position and has a history of maintaining strong reserves. CMT the Executive and the Overview and Scrutiny function maintain a strong oversight of financial management and are well engaged in planning and monitoring. There is a focus on achieving financial sustainability and financial risks are well understood through effective management and mitigations including transition plans for use of reserves for that purpose.

Although the Council is amongst the lowest for Council Tax rates and has been for a number of years, there is a strong tax base which has steady growth. Council Tax provides the most stable source of revenue to local authorities and a growing tax base provides a solid foundation upon which to ensure financial sustainability.

Good financial management exists at all levels across the organisation with accountabilities well understood, there is regular budget monitoring to CMT and SLG

with good engagement from budget holders. The financial planning process includes a discussion of 'best case/worse case' scenarios to increase the robustness of decisions. The senior leadership of the Council understand the risks and opportunities in respect to the financial implications of Adults and Children's Social Care and Non-Domestic Rate (NDR) risks. The Executive and CMT have annual awaydays to work on budget planning so that relevant issues are made aware to all and discussed.

The peer team saw evidence that there is a pragmatic and proportionate approach to commercial investment that has been adopted, for example careful financial analyses was carried out before the £100 million out-of-area investments were made. The capital programme is delivering positive change in the Borough, such as the first phase of the Town Centre regeneration.

A plan is in place to begin to address the High Needs Dedicated Schools Grant (DSG) deficit. A Project has been agreed, in consultation with Bracknell Forest Schools Forum, which aims (over a 3-5 year period) to reduce the deficit of the High Needs Block (HNB) element of the schools' budget by implementing and monitoring key elements of the SEND commissioning plan and developing a robust strategy and delivery model. The workstreams (*Evidence from Schools Forum Report: [Information Item Template (Blank no guidance) (bracknell-forest.gov.uk)](#) Project Plan: [Summary of project scope October 2021 (bracknell-forest.gov.uk)](#)*) cover 9 areas of focus with clearly defined governance structures in place. There is Council wide support for this and the peer team saw examples of resource prioritisation from the contingency budget to fund additional interim staff for the SEND Team.

4.5.   Capacity for improvement

The Council has benefited from a long period of political and managerial stability with a calm, reasoned and authentic leadership style that has enabled the Council to achieve its priorities and outcomes. It has a track record of delivering improvement which is a strong platform upon which to drive future development.

The impact of Covid on staff was quickly recognised and the Council prioritised staff well-being through flexible and well supported working practices. A collaborative culture was required to respond effectively and there are some excellent examples of effective working during Covid for example:

The Home Library Service extended its reach from about 80 residents receiving books at home to over 500. It was reported that these visits were highly valued by those who received them as well as by their families and carers as it may have been the only contact they had with the outside world during the time of lockdown.

The Forest Giants initiative was where the Council and The Lexicon retail and leisure complex located in the town centre teamed up to celebrate the Borough's forest. This cultural development was successful as it created the largest footfall during this period. This promoted the preservation and conservation of the forests surrounding the town and idea of it as a community asset for everyone to enjoy and explored how local people can help preserve it for future generations. The related Forest Guardian programme worked with local schools in the autumn to encourage children to learn about the forest around them and facilitate tree planting as part of the Borough's tree strategy.

The Council also completed Community Impact Assessments to understand what has happened to communities during the pandemic, so it can plan effectively for the future. There was also the re-deployment of staff across the organisation to fully deliver services during this time.

The Council is seeking to learn from these experiences to positively inform future plans and actions.

The Council is well placed to be a system leader on a wider footprint than the Borough boundaries if it so chooses, partners would welcome the Council stepping further into this space. The opportunities would be to consider assessing further potential risks and horizon scanning at the regional and sub-regional level. For example looking at the changes to office working that may impact on the decisions of large companies siting their headquarters locally, the impact of Brexit on Heathrow and wider objectives. It would be the case that some of the impacts for Bracknell Forest residents will be driven by what happens in neighbouring authorities and vice versa. The Council is a more stable, and arguably, successful local authority so bringing its expertise into wider arenas would benefit residents, local businesses, and the wider region.

An issue for the Members that sometimes arises is that a lack of coterminosity

between the Conservative Group and some of the local Constituency Associations may at times cause Group tensions.

The Council is aware of the need to widen the cultural offer whilst ensuring the Town Centre attracts even more residents and visitors by delivering further phases of development.

5. Recommendations

In the view of the peer team and from talking with key leaders in the Council the stability of the long-standing partnership between the Leader and Chief Executive along with many in the Executive has brought success to the Council. This is a strength that is recognised and it is now important to recognise and plan for the next five to ten years. This is because when the time is right, Members will need to carefully consider what style of future officer leadership they would like to employ to take the Council forward. One aspect of that will be to agree on what the vision is for how the Council works in the future and the type of character who comes into post. Is more of the same required or is there a desire for a different direction?

This issue of stability kept recurring through the peer team's visit and is a consequence of the stability of leadership and is therefore why a change to this stability needs to be planned and carefully managed. Given the longevity of the leadership arrangements it could be difficult for the Council to imagine a different style of leadership. Wanting more of the same (i.e. continued success) should not preclude considering a different leadership style.

The restrictions and arrangements that currently exist nationwide to deal with the evolving Covid pandemic have thrown up some inconsistencies and anomalies. As the Council moves to living with Covid it should continue to review the COVID data to guide our ways of working, protecting our workforce and service delivery.

The peer team suggest that the Council consider whether it could do more to meet the needs of vulnerable residents and communities and build on the approach with the Voluntary and Community Sector. As well as providing a collaborative space, this could be about enhancing current services as trusted partners with vulnerable people and expanding the evolving work on health and care. Although there has been a lot

done for individual and family resilience, it was suggested that there could be a more collective focus on community resilience.

Whilst the peer team had a significant number of interviews, conversations and focus groups whilst onsite it was not possible to get a comprehensive view of every aspect of Council business. With that in mind the peer team suggest that the Council assures itself that it is fully customer centric, especially as it has moved to significant levels of virtual working, the peer team had a sense that Covid has distanced the Council from direct customer interaction. There were a number of people who described the potential risk of emotionally disconnecting with others when always in a virtual environment. The history of Bracknell Forest as a new town with a comparably good housing mix, means that deprivation is likely to be more hidden than in other areas and there is a need for the Council to be proactive in looking for it. The experience of dealing well with arrangements around Covid will help with this.

The Council should also ensure that economic renewal plans are informed by risk assessments given the uncertainty of Covid recovery and Brexit. There was a good level of awareness from both senior leaders and Members in respect of the impact on the Council finances regarding the potential change to the ratings list for telecommunications business with transitional plans factored into the reserves strategy. Whilst onsite the peer team saw the extent of growth in housing through a range of developments and the next phase of the town centre regeneration. The Community Impact Assessment highlighted some challenging questions in respect to the economy and businesses regarding the future role of employment, shopping, and leisure areas and what could be done locally to address the national economic challenges. Our recommendation is intended to re-iterate the focus that has commenced.

Considerations on Governance

From the evidence that the peer team saw there are good governance arrangements within the Council and in partnership arrangements. CMT and SLG had effective management governance with relation to budget monitoring, the Council Plan and delivery and performance issues. The Council Constitution is regularly reviewed and the role of the Monitoring Officer is respected.

The Members on the Overview & Scrutiny Panels and the Task and Finish Groups

are engaged and active, including in the development and creation of policy.

There was some feedback that some health partners would like greater clarity on the relationship between the Health and Wellbeing Board and Health Scrutiny. This may be due to a lack of clarity by some individuals unfamiliar with the architecture of local government governance and could be fairly easily identified and addressed.

At the time of the onsite work, the peer team noted that all meetings were continuing to be remote and ask the question if this is still proportionate? Most local authorities reverted to physical meetings from May 2021 with appropriate risk assessments and Covid safe arrangements in place. Although it has been recognised that some Planning Committees will need to meet in person, it was not clear where the impetus and drive for planning Full Council for budget setting as a physical meeting was coming from. Exploration of the technology required to enable hybrid meetings was being explored but we didn't get a sense of a plan B for that meeting if the technology was not implemented.

In the experience of the peer team many authorities continued decision making during Covid without the need for extended delegations. So in this context the question arises if their continued use is proportionate?

6. Next steps

It is recognised that senior political and managerial leadership will want to consider, discuss and reflect on these findings.

Both the peer team and LGA are keen to build on the relationships formed through the peer challenge. The CPC process includes a six-month check-in meeting. This will be a short, facilitated session which creates space for the Council's senior leadership to update peers on its progress against the action plan and discuss next steps.

In the meantime, Mona Sehgal, LGA Principal Adviser – South East (Berkshire, East Sussex, Brighton and Hove and Surrey), is the main contact between your authority and the Local Government Association. Mona is available to discuss any further support the council requires through her email address: mona.sehgal@local.gov.uk.

On behalf the peer challenge team, December 2021

Marcus Coulson

Programme Manager

Local Government Association

Appendix B – Peer Review Action Plan

	When	Lead:
Recommendation 1: Plan for the next five to ten years		
1. Develop Council Plan 2023 – 2027	May – October 2023	Chief Executive/ Policy and Performance Lead
Recommendation 2: Future Officer Leadership		
1. Review options for future leadership	January 2022 - Completed	Chief Executive/Members
2. Appoint Advisory Committee plus Recruitment Consultants	March 2022	Assistant Director: HR & OD
3. Advertise Chief Executive Officer Role	March 2022	Assistant Director: HR & OD
4. Council Appointment	May 2022	Assistant Directors: HR & OD and Democratic & Registrations Services
Recommendation 3: Future Working Vision		
1. Ways of working policy agreed	Completed – Employment Committee Papers	Assistant Director: HR & OD
2. Further relaxation of Covid working arrangements	April onwards	Corporate Management Team
Recommendation 4: Living with Covid		
1. Continue to review the latest Covid data, such as vaccination rates, hospital admissions and impacts on workforce	Ongoing	Deputy Director of Public Health
2. Undertake a new Covid Community Impact Assessment to reflect on the current position two years after the start of the pandemic	April/May 2022	Assistant Director: Chief Executive's Office
Recommendation 5: Meet the needs of Vulnerable Residents and Communities and continue to build on the approach with the Voluntary and Community Sector		
1. Continue to strengthen the partnership working with the Community and Voluntary Sector working with Involve and the Ark for promoting the neighbourliness and increased volunteering since the pandemic	Ongoing	Assistant Director: Chief Executive's Office

	Date	Responsible Officer
2. Complete the financial hardship needs analysis identifying cohorts vulnerable to financial hardship and work with the VCS to develop and action plan	April 2022	Assistant Director: Chief Executive's Office
3. Review approach to making reasonable adjustments for people with disabilities	July 2022/ Ongoing	Head of Community Engagement and Equalities
4. Review strategy for working with the VCS to support strengths based approach and connecting people to community assets	September 2022	Head of Community Engagement and Equalities
5. Distribute funding to the VCS through the Bracknell Forest Community Lottery	Ongoing	Assistant Director: Chief Executive's Office
Recommendation 6: Review the Council's customer focus		
1. Continue to conduct residents' surveys to understand the needs of the community and the council's success in providing support	Annually	Head of Community Engagement and Equalities
2. Reopen Time Square and promote the use of the space to community groups and partners for meetings, activities and as an office base	April (subject to Covid data)	Executive Director: Place, Planning & Regeneration
Recommendation 7: Renewal Plans are informed by risk assessments given the uncertainty of Covid recovery and Brexit		
1. To conduct a further business survey in 2022	Autumn 2022	Executive Director: Place, Planning & Regeneration
2. Continue to review strategic risk assessments, considering the latest information	Ongoing	Executive Director: Place, Planning & Regeneration
3. Future large scale town centre events planned for Easter 2022 and Summer 2022	April / August / September	Executive Director: Place, Planning & Regeneration
Recommendation 8: Governance – Extended Delegations		
1. Council to review the delegation arrangements ahead of 31 March when the current plans expire, to assess the risk and needs	March 2022	Borough Solicitor/ Assistant Director: Democratic & Registration Services

TO: The Executive
15 March 2022

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 2021/22 financial year (October-December 2021).

2   Recommendation

2.1   To note the performance of the council over the period from October-December 2021 highlighted in the Overview Report in Annex A.

3   Reasons for Recommendation

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

4   Alternative Options Considered

4.1   None applicable.

5   Supporting Information

Quarterly Service Reports

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

Council Plan Overview Report

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 Executive to review performance, highlight any exceptions and note any remedial actions that may be necessary, either from under-performing or over-performing services, across the range of council activities.

Overview & Scrutiny

5.3   The CPOR will also be considered by Overview & Scrutiny. This process enables all Members to be involved in performance management.

5.4   The CPOR for the third quarter (October-December 2021) is shown in Annex A.

6   Advice Received from Statutory and Other Officers

<u>Borough Solicitor</u>

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

<u>Executive Director: Resources</u>

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

<u>Equalities Impact Assessment</u>

6.3   Not applicable.

<u>Strategic Risk Management Issues</u>

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

<u>Other Officers</u>

6.5   Not applicable.

7   Consultation

<u>Principal Groups Consulted</u>

7.1   Not applicable.

<u>Method of Consultation</u>

7.2   Not applicable.

<u>Representations Received</u>

7.3   None.

<u>Background Papers</u>
QSR – People Directorate – Quarter 3 2021/22
QSR – Delivery Directorate – Quarter 3 2021/22
QSR – Chief Executive's Office – Quarter 3 2021/22
QSR – Resources Directorate – Quarter 3 2021/22
QSR – Place, Planning & Regeneration Directorate – Quarter 3 2021/22

<u>Contact for further information</u>
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COUNCIL PLAN OVERVIEW REPORT

Q3 2021 - 22
October – December 2021

Chief Executive:
Timothy Wheadon

Contents

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

1   Introduction

1.1   This report sets out an overview of the council's performance for the third quarter of 2021/22 (October - December 2021). The purpose is to formally provide the Executive with a high-level summary of key achievements, and to highlight areas where performance has not matched targets or expectations, along with any remedial action that is being taken. It complements the detailed Quarterly Service Reports (QSRs) and is based upon the performance data that is available to all Members online.

1.2   The council continued to work closely with partners to lead our community response to the Covid-19 pandemic, specifically the significant and rapid rise in the Omicron variant in quarter three, nevertheless the council's strategic objectives continue to progress well overall. This is the third quarterly report of the 2021/22 financial year and at the end of the third quarter progress in implementing our service plans showed:

- 102 actions (90%) are green (8 complete, 94 in progress)
- 9 actions (9%) are amber (in progress)
- 1 action (1%) is red (in progress).

1.3   Section 3 of this report contains information on the performance indicators across the council for each of the Council Plan's strategic themes. Again, the picture was positive particularly in the face of pressures on services due to the Covid-19 pandemic. The status for the key indicators in the Council Plan in the first quarter is:

- 18 (86%) green
- 1 (5%) amber
- 2 (9%) red.

32 further indicators have no set target or data is currently unavailable.

2.   Overview of Q3 and what went especially well

2.1   Aside from the council plan actions and indicators, teams delivered services to a high standard during the period, especially in response to Covid-19. I have highlighted here a small selection of examples from across the organisation.

2.2   During Q3 our focus has remained on providing effective outbreak management support to high-risk settings such as care homes, supported living providers, schools and retail providers. A December surge in Delta cases, combined with the emergence of the Omicron variant saw a huge increase in positivity rates both within the borough and nationally and a shift in Government policy to Plan B.

2.3   There has been significant pressure and increased work for on the council's adult social care and commissioning teams to ensure effective, safe, and timely hospital discharges to manage capacity in the acute hospital trusts serving the borough.

2.4   The policy shift to Plan B resulted in a return to working from home for all staff that could work from home following greater use of Time Square office in Q2 and the

early autumn. But it also meant having to realign the support and guidance provided to schools and other settings. As restrictions ease, the focus will be on how we transition Covid-19 response services into business as usual whilst still providing the required level of support to settings currently experiencing unprecedented case numbers.

2.5   Another primary focus remains on encouraging vaccine uptake to help reduce the severity of Covid-19 on the general population and drive down transmission rates. The council has been actively supporting the CCG in encouraging vaccine uptake including boosters via its own media channels. We are also currently supporting the CCG with the provision of a mobile vaccine van, ensuring residents have access to medically trained staff, whilst providing an opportunity to discuss any concerns they may have resulting in vaccine hesitancy.

2.6   Q3 saw a significant focus on and engagement with elected members to develop a balanced and sustainable budget for 2022/23. The budget consultation period ran from 15 December to 25 January 2022, following which the final budget proposals will be considered by the Executive and Full Council in February.

A summary of the budget proposals:

-    £4.4m is included to cover costs of pay and price inflation, which includes two years of pay awards. (No budget provision was made in the current year as the Chancellor of the Exchequer had announced a public sector pay freeze, though an offer of 1.75% has been made by employers which has not been accepted by unions.)
-    Spending pressures of £5.3m have been identified by service areas. The most significant are in the People Directorate and reflect rising costs of social care services that are being seen across the country. In Bracknell Forest the numbers receiving care have been fairly stable over the past two years, but a combination of increasing complexity of care needs and a shortage of specialist provision is driving cost increases, which look set to rise further in the weeks and months ahead.
-    Savings of just under £3m have been identified to help mitigate the increases in costs, across many service areas. As in previous years, protecting essential front line service delivery has been a priority. Unlike in some authorities where significant redundancies have been announced, we have again managed to keep the impact on staff to a minimum, with the number of staff *potentially* affected by the draft proposals being in small single figures.

2.7   The Council welcomed a Local Government Association peer review team during November to assess our strengths and areas for further improvement focussed on five themes: local priorities and outcomes; organisational and place leadership; governance and culture; financial planning and management and capacity for improvement.

2.8   The feedback from the peer review was extremely positive, it highlighted many examples of excellent performance, tangible achievements, and high levels of resident satisfaction. The team were impressed by our 'can do' approach and felt that "staff showed genuine pride in working for a very good employer who treats them with respect and relies on them to deliver". The peer review report has just been finalised and an action plan to address the report's recommendations is being developed to be for consideration by the Executive in March.

2.9   During late November Ofsted visited the council to inspect of our Special Educational Needs and Disabilities Service (SEND). Ofsted's inspection report highlighted several areas for improvement including a need to focus on greater co-production of the team's strategies and plans with families and partners. A SEND improvement plan is being produced to ensure that we are more effective in identifying children and young people with special educational needs and disabilities, assessing, and meeting their needs and improving outcomes for them and their families/carers. This will be a major priority over the coming months.

2.10   The Local Plan was submitted to the Secretary of State for examination on 20 December. This marks a significant milestone for this critically important document. Two Inspectors have now been appointed and we expect to be informed of the date of the Examination in Public in the near future. Meanwhile, Planning application numbers remain high, though action is being undertaken on recruitment and IT issues to help reduce the backlog.

2.11   The A322 Sports Centre Roundabout improvement scheme is complete and early indications are that it is working well. In addition, the refurbishment of the A322 Birch Hill junction traffic signals has commenced with a target completion date of early March.

2.12   Entries for the 2022 Lexicon Bracknell Half Marathon were launched in November. The race is scheduled to return to its traditional calendar slot and is schedule for 15 May 2022. Organisers are planning to introduce a mini marathon for primary school aged participants within the footprint of the Lexicon town centre.

2.13   The capital scheme to form the new collaboration space at our Time Square offices completed within quarter 3 to budget, furniture is now in place and the space has been well received by staff. The Depot development project was awarded to the best placed contractor on cost and quality and will commence in quarter 4, planning permission was also granted which has enabled this scheme to stay on programme.

What are we doing about things not going so well?

3.1   Works to spend the £274k government funded Green Home Grant project 2 were delayed again this quarter owing to national infrastructure / administration issues outside of the council's control. The deadline for completion of all works is currently 31 March 2022, but a further date extension is anticipated.

Forward Look

Going forward, the council's strategic objectives will continue to progress in the coming weeks alongside the council's community response to Covid-19 which has also been integrated into department service plans and reporting.
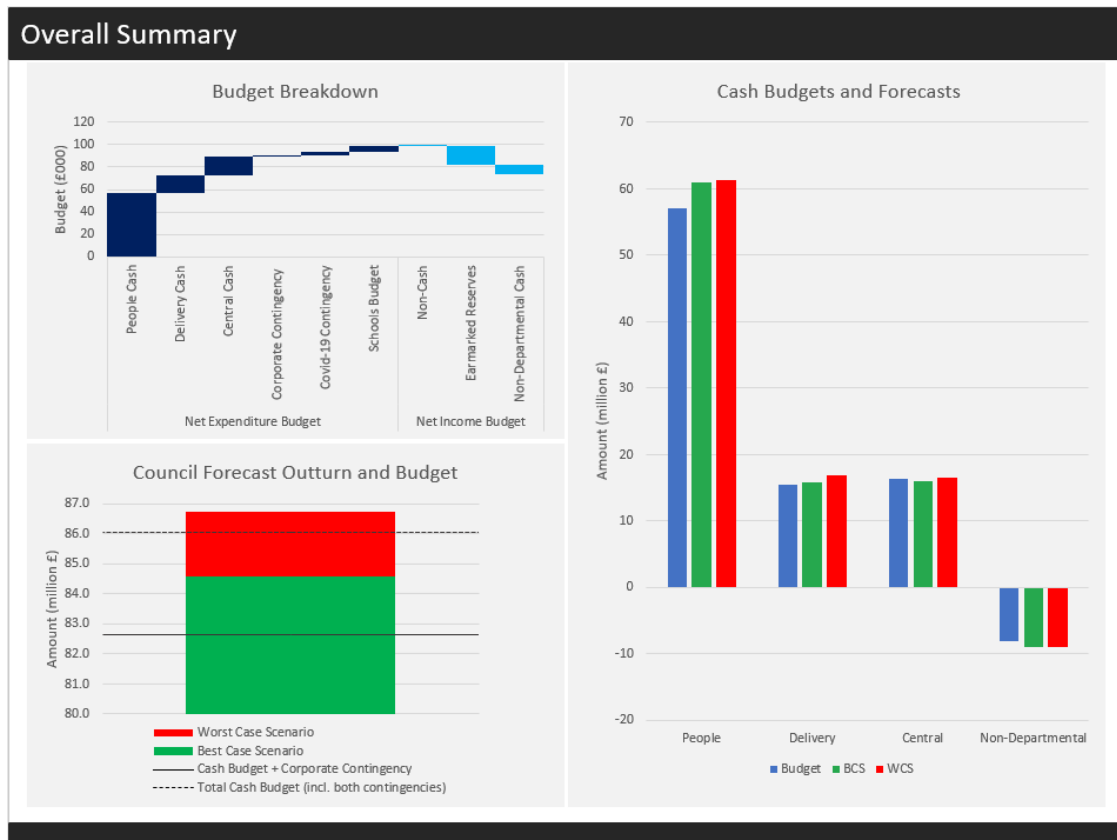
Timothy Wheadon
Chief Executive

Section 2: Budget Position

REVENUE BUDGET MONITORING

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

Due to the impact of the pandemic on the current years' budget and the resulting uncertainty, a range of potential outcomes have been considered. The returns now include estimated best and worst case scenarios which reflect actual expenditure to date plus a range of financial predictions from Assistant Directors covering the remainder of the year. Across the council, variances have been identified indicating expenditure is above the approved budget (£1.895m Best Case and £4.042m Worst Case) after taking into account the Corporate Contingency (£0.849m) and income compensation for the first quarter. This figure excludes use of the £3.417m balance on the Covid-19 Contingency which would produce an overall variance of -£1.522m Best Case and +£0.625m Worst Case.

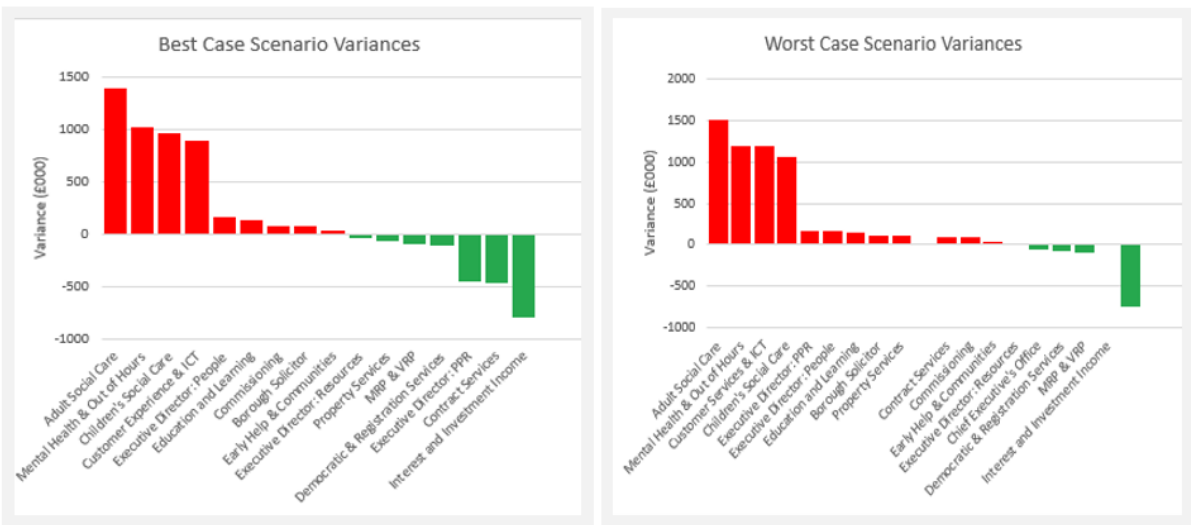Key information around directorate variances being reported follows.

Summary – Assistant Director Level

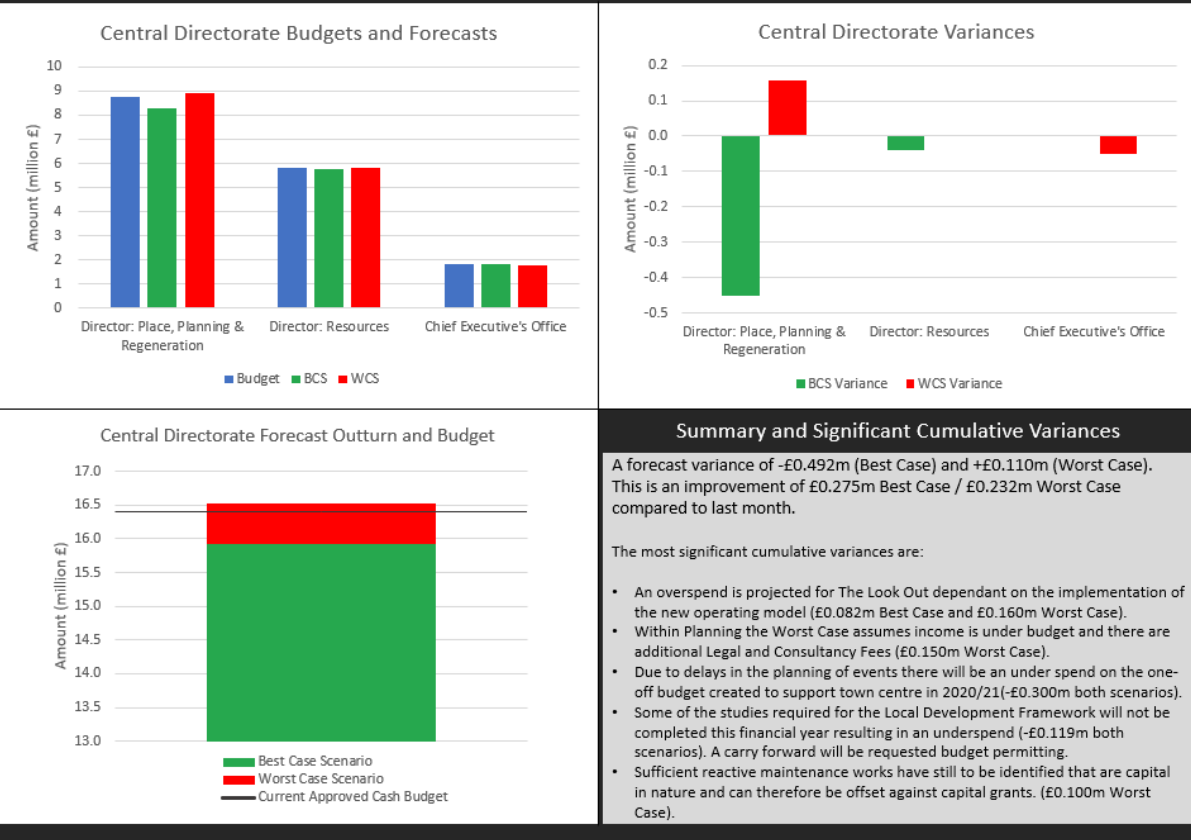|	Original Cash Budget (£'000)	Virements & Budget C/Fwds (£'000)	Current Approved Cash Budget (£'000)	Variance – BCS (£'000)		Variance – WCS (£'000)	
				Last Month	This Month	Last Month	This Month
Director: Place, Planning & Regeneration	7,612	1,125	8,737	-213	-451	385	157
Director: Resources	5,384	430	5,814	-16	-41	9	5
Chief Executive's Office	1,857	-2	1,855	12	0	-52	-52
CENTRAL	**14,853**	**1,553**	**16,406**	**-217**	**-492**	**342**	**110**
Executive Director of Delivery	225	-3	222	0	0	0	0
Assistant Director: Customer Services & ICT	9,301	64	9,365	794	894	1,089	1,189
Assistant Director: Property Services	-5,915	-46	-5,961	-63	-63	107	107
Borough Solicitor	567	6	573	25	76	54	115
Head of Democratic & Registration Services	1,669	5	1,674	-15	-112	53	-72
Assistant Director: Contract Services	9,654	-32	9,622	-267	-462	501	86
DELIVERY	**15,501**	**-6**	**15,495**	**474**	**333**	**1,804**	**1,425**
Executive Director of People	1,329	-247	1,082	120	157	120	157
Education and Learning	2,075	608	2,683	113	135	138	153
Children's Social Care	17,467	165	17,632	947	967	1,069	1,071
Contribution to Costs from Schools Budget	-489	0	-489	-15	-15	-15	-15
Commissioning	2,658	223	2,881	64	83	64	83
Adult Social Care	19,355	43	19,398	1,157	1,401	1,237	1,508
Mental Health & Out of Hours	9,240	72	9,312	1,031	1,028	1,031	1,201
Early Help & Communities	4,558	42	4,600	9	41	12	43
Public Health	-85	85	0	0	0	0	0
PEOPLE	**56,108**	**991**	**57,099**	**3,427**	**3,798**	**3,657**	**4,201**

Summary – Assistant Director Level

	Original Cash Budget (£'000)	Virements & Budget C/Fwds (£'000)	Current Approved Cash Budget (£'000)	Variance – BCS (£'000)		Variance – WCS (£'000)	
				Last Month	This Month	Last Month	This Month
Interest and Investment Income	2,010	0	2,010	-800	-800	-750	-750
Minimum & Voluntary Revenue Provisions	2,064	0	2,064	-95	-95	-95	-95
Council Wide Items	1,363	-595	768	0	0	0	0
New Homes Bonus Grant	-2,877	0	-2,877	0	0	0	0
Covid-19 LA Support Grant	-2,654	0	-2,654	0	0	0	0
Local Council Tax Support Grant	-827	0	-827	0	0	0	0
Business Rates Income Growth & Grants	-6,523	0	-6,523	0	0	0	0
Other	-55	0	-55	0	0	0	0
NON-DEPARTMENTAL	**-7,499**	**-595**	**-8,094**	**-895**	**-895**	**-845**	**-845**
TOTAL	**78,963**	**1,943**	**80,906**	**2,789**	**2,744**	**4,958**	**4,891**
CORPORATE CONTINGENCY	**2,250**	**-526**	**1,724**	**-849**	**-849**	**-849**	**-849**
COVID-19 CONTINGENCY	**3,417**	**0**	**3,417**	**0**	**0**	**0**	**0**
TOTAL	**84,630**	**1,417**	**86,047**	**1,940**	**1,895**	**4,109**	**4,042**
EARMARKED RESERVES	**-15,168**	**-1,417**	**-16,585**	**0**	**0**	**0**	**0**
OVERALL TOTAL	**69,462**	**0**	**69,462**	**1,940**	**1,895**	**4,109**	**4,042**
NON-CASH BUDGETS	**-546**	**0**	**-546**	**0**	**0**	**0**	**0**
SCHOOL BUDGET	**5,170**	**0**	**5,170**				
OVERALL TOTAL	**74,086**	**0**	**74,086**				

Cash Budget Summary

Best Case Scenario Variances

Worst Case Scenario Variances

Central Directorate Summary

Central Directorate Budgets and Forecasts

Central Directorate Variances

Central Directorate Forecast Outturn and Budget

Summary and Significant Cumulative Variances

A forecast variance of -£0.492m (Best Case) and +£0.110m (Worst Case). This is an improvement of £0.275m Best Case / £0.232m Worst Case compared to last month.

The most significant cumulative variances are:

- An overspend is projected for The Look Out dependant on the implementation of the new operating model (£0.082m Best Case and £0.160m Worst Case).
- Within Planning the Worst Case assumes income is under budget and there are additional Legal and Consultancy Fees (£0.150m Worst Case).
- Due to delays in the planning of events there will be an under spend on the one-off budget created to support town centre in 2020/21(-£0.300m both scenarios).
- Some of the studies required for the Local Development Framework will not be completed this financial year resulting in an underspend (-£0.119m both scenarios). A carry forward will be requested budget permitting.
- Sufficient reactive maintenance works have still to be identified that are capital in nature and can therefore be offset against capital grants. (£0.100m Worst Case).

Delivery Directorate Summary

Delivery Directorate Budgets and Forecasts

Delivery Directorate Variances

## Delivery Directorate Forecast Outturn and Budget
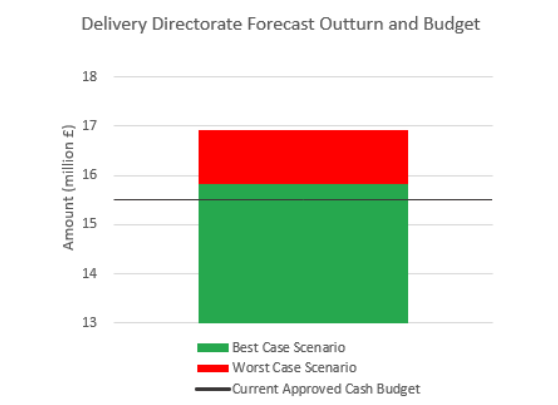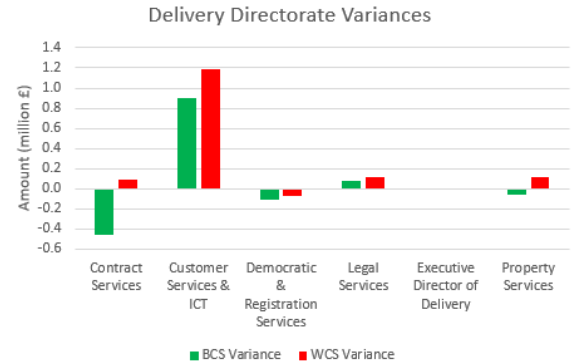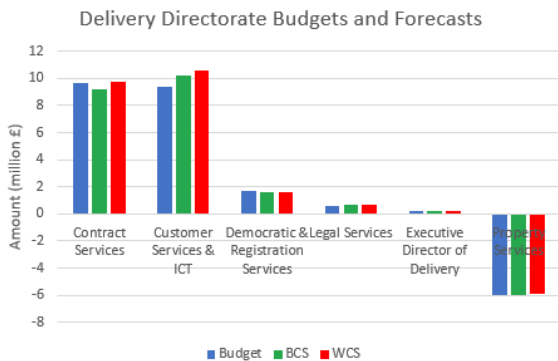
Summary and Significant Cumulative Variances

A forecast overspend of £0.333m (Best Case) and £1.425m (Worst Case). This is an improvement of £0.141m Best Case / £0.379m Worst Case compared to last month.

The most significant cumulative variances are:

- An under-recovery of Leisure income (£0.400m Best Case and £0.640m Worst Case)
- Additional Car Parking income and reduced expenditure due to a Business Rates refund (-£0.500m Best Case and -£0.390m Worst Case.).
- IT Services –additional Licences, Software and Maintenance costs cannot all be absorbed (£0.200m Best Case and £0.300m Worst Case).
- An overspend on Home to School Transport (£0.635m Best Case and £0.785m Worst Case).
- Reduction in Waste PFI tonnages (-£0.448m Best Case and -£0.300m Worst Case).
- An under-recovery of Cemetery and Crematorium income (£0.050m Best Case and £0.100m Worst Case).
- Pressure on the DSB due to insufficient vacancies to cover the managed vacancy factor and additional costs arising from agency staff (£0.183m Best Case and £0.193m Worst Case).
- Income shortfall from Industrial and Commercial Properties (£0.150m Worst Case).

People Directorate Summary

People Directorate Budgets and Forecasts

People Directorate Variances

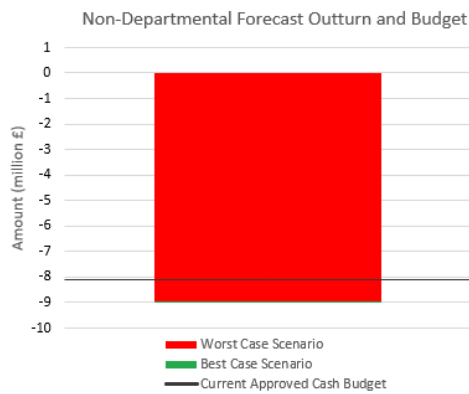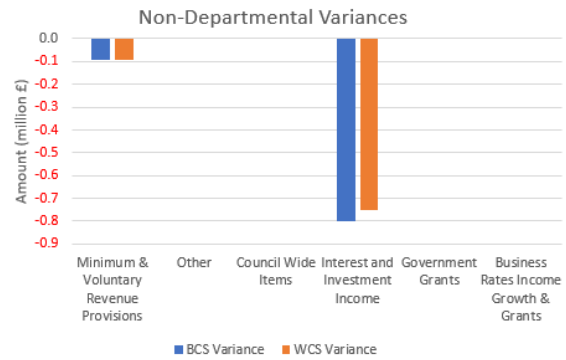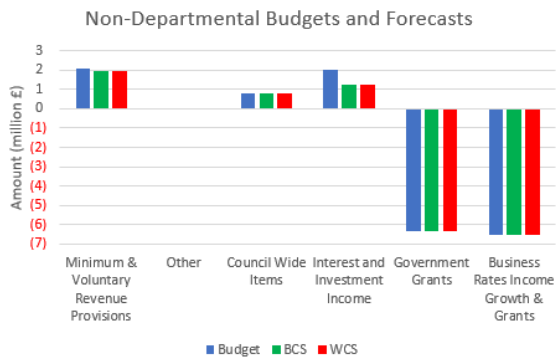## People Directorate Forecast Outturn and Budget
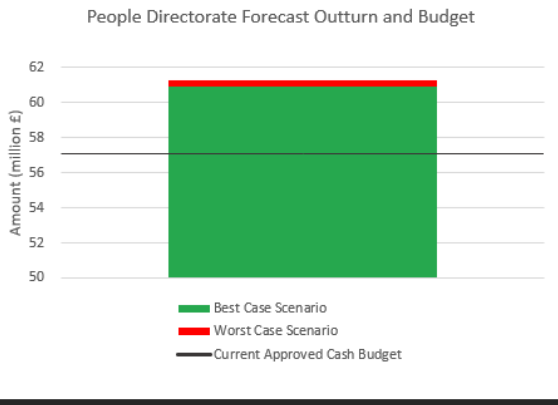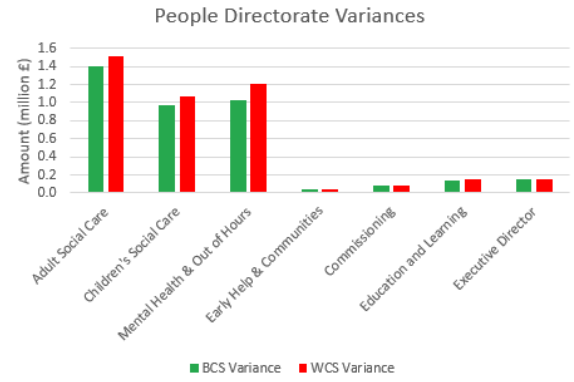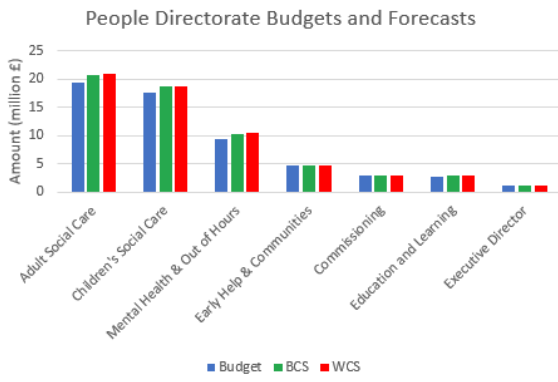
Summary and Significant Cumulative Variances

A forecast overspend of between £3.798 (Best Case) and £4.201m (Worst Case). This is a deterioration of £0.371m Best Case / £0.544m Worst Case compared to last month.

The most significant cumulative variances are:

- Education and Learning – Additional staffing costs and loss of income, in particular at the Open Learning Centre (£0.135 Best Case and £0.153m Worst Case).
- Within Children's Social Care the Transformation Project on CLA placements remains in a developmental stage with no savings currently forecast. The Worst Case scenario also assumes additional CLA placements and a knock-on effect on associated costs (£0.967m Best Case and £1.071m Worst Case).
- Overspend on care packages (£1.627m) and equipment (£0.186m) within Adult Social Care partly offset by underspends on staff costs and additional grants. The combined impact is between £1.401m (Best Case) and £1.508m (Worst Case).
- Mental Health & Out of Hours – An overspend of £1.028m Best Case/ £1.201m Worst Case, primarily relating to care packages (£0.709m), agency costs (£0.109m) and Forestcare (£0.269m).

Non-Departmental Summary

Non-Departmental Budgets and Forecasts

Legend: Budget, BCS, WCS

Non-Departmental Variances

Legend: BCS Variance, WCS Variance

Non-Departmental Forecast Outturn and Budget

Legend: Worst Case Scenario, Best Case Scenario, Current Approved Cash Budget

Summary and Significant Cumulative Variances

The Collection Fund shows the transactions of the Council in relation to Business Rates and Council Tax.

- Any Collection Fund variances will impact on the 2022/23 budget.
- It has been assumed that Vodafone will continue to pay rates to the Council for the rest of the current financial year, an earmarked reserve exists to cover the risk should this prove not to be the case. Due to the additional reliefs granted by the Government relating to the pandemic, a significant deficit is expected on the Collection Fund. Additional Section 31 grant will be received to compensate councils for the additional reliefs which will be transferred into an earmarked reserve to offset the deficit.
- Current projections suggest that the Local Council Tax Benefit Support Scheme could overspend by £0.375m. This primarily relates to additional relief provided to Council Taxpayers within the area due to the pandemic (£0.500m). This will be transferred to the General Fund at year end where a budget £0.500m is available to meet the additional costs.

On General Fund budgets there are underspends projected on the Minimum Revenue Provision (-£0.095m both scenarios) and Interest (-£0.800m Best Case and -£0.750m Worst Case).

Section 3: Strategic Themes

Value for money

Action	31/12/2021				
	Stage	Due Date	Percentage Complete	Status	Comment
☑ 1.01.01 Maintain Council Tax	Completed	31/03/2022	100%	★	Council Tax was approved as part of the 2021/22 budget by Council in February 2021 and remains within the bottom 10% of comparable authorities
☑ 1.01.02 Spending is within the approved budget for this year	In Progress	31/03/2022	66%	●	Variances reported by directorates to CMT in September indicate expenditure above the approved budget (£2.217m Best Case and £4.448m Worst Case) after taking into account the Corporate Contingency (£1.155m) and income compensation for the first quarter. This figures exclude use of the £3.417m balance on the COVID-19 Contingency which would produce an overall variance of -£1.200m Best Case and +£1.031m Worst Case representing a deterioration of £0.274m Best Case / £0.323m Worst Case since last month.
☑ 1.01.05 Delivery of the transformation programme	In Progress	31/03/2022	25%	★	The delivery of a number of business change projects recommenced this quarter and regular programme reporting to CMT restarted.
☑ 1.01.07 Delivery of Transformation Savings	In Progress	31/03/2022	10%	▲	Both the Children Social Care and Adults Social Care transformation programmes have been delayed due to the prioritisation of the pandemic within the service and in project management support.
☑ 1.01.08 Council Tax Financial Support	Completed	31/03/2022	100%	★	Council Tax bills were reduced by £150 for council tax support claimants for a further year.
☑ 1.02.03 Workforce and Organisational Development Strategy	In Progress	31/03/2022	0%	★	HR and OD Strategy developed together with action plan. Activities commenced include a project to improve recruitment and retention in the People Department and to reduce agency spend across the Council, a council wide skill survey and the drafting of a Bracknell Forest Manager framework.
☑ 1.02.04 Integration of service and workforce planning	In Progress	31/03/2022	0%	★	Programme of updates for department management teams established to provide data to support working planning arrangements. Solutions are being considered which may support managers in this work by providing accurate establishment control accross their workforce - including temporary and agency workers.
☑ 1.02.06 Develop Recruitment and Retention Strategy	In Progress	31/03/2022	20%	★	This work is being combined with the work to reduce agency spend. A review of the reward package is underway and a programme for attendance at recruitment fairs are planned to targets areas where recruitment and retention is most challenging.
☑ 1.02.10 Move services online and via self-service	In Progress	31/03/2022	40%	★	Work is underway to train Digital Services staff on the new platform to create new online services. A project is in the scoping phase to identify requirements.
☑ 1.02.15 Review our digital offer to residents	In Progress	31/03/2022	30%	★	New system procured. Once the system is in place and running, the digital offer and website contents will be updated in partnership with Communications and Marketing
☑ 1.02.16 Deliver year one customer experience strategy	In Progress	31/03/2022	70%	★	Work is progressing well with the planned activities for year one. A plan for year two is in development.
☑ 1.02.17 Deliver year one of the Digital and ICT Strategy	In Progress	31/03/2022	80%	★	Good progress has been made to deliver the planned work programme for year one. The year two work programme is currently being developed.
☑ 1.02.18 Forestcare New System	Completed	31/03/2022	100%	★	New system is now live, continually monitoring and embedding of the new system is in place.
☑ 1.03.01 Appraisal of Asset Management Plan	In Progress	31/03/2022	75%	★	This piece of work is currently being reviewed. Meetings have been set up with service leads to get a clearer understanding of accommodation requirements across the council.
☑ 1.03.03 Review of Council's Commercial Property Assets	In Progress	31/12/2023	60%	★	The remodeling works to create a community hub facility and setting at Time Square is now complete and the new furniture has been set up in the building. The new cafe space is now open and used by staff.
☑ 1.03.04 Implement Corporate Landlord Model	In Progress	31/03/2022	80%	★	Work ongoing
☑ 1.03.05 Redevelop Commercial Centre	In Progress	31/03/2022	80%	★	5 organisations submitted a complaint tender submission,. Tenders evaluated and the works contract awarded to the successful bidder. Contractor to commence technical design development during Jan 2022 and scheduled to be completed end March 2022. Construction works scheduled to commence early April 2022.
☑ 1.04.02 Legal advice for Joint Property Venture Project	In Progress	31/03/2022	85%	●	Close to completion
☑ 1.04.04 One Public Estate	In Progress	31/03/2023	85%	★	Regular meetings and updates are provided to the OPE on how projects are progressing and potential saving
☑ 1.04.05 Asset Management Plan	In Progress	31/03/2022	80%	★	Property continues to provide to the BF Cambium Partnership in all property related matter.

Quarterly Indicators	31/12/2021			
	Last Quarter	This Quarter	Current Target	RAG
> L051 % of council tax collected	54.5%		84.0%	?
> L053 % of Business Rates collected in year	48.6%		87.5%	?
L220 Number of ICT Helpdesk Calls	6,558		4,100	?
> L221 Satisfaction with Customer Services	74.7%	84.6%	85.0%	⭐
L257 Number of complaints received	41	40	55	⭐
L391 % of posts filled by agency staff	23%	20%	34%	⭐
L392 % of agency workers council wide	4%	6%	6%	⭐
L395 Number of self-service transactions processed via customer account			20,000	?
L397 % of IT estate delivered from cloud	44%		50%	?
L444 Number of Facebook followers for Public Health	14	11		!
L445 Number of users accessing Thrive!	252	304		!
> L261 Level of staff sickness absence	1.30	2.10		n/a
> L262 Level of voluntary staff turnover	5.52%	3.83%		n/a

Economic resilience

Action	31/12/2021				
	Stage	Due Date	Percentage Complete	Status	Comment
☑ 2.02.02 The Deck	In Progress	31/03/2022	20%	🟠	The demolition of the former department store has been completed. The next phase of the development is progressing, subject to BRP continued to commitment. Leveling Up Funding application not successful.
☑ 2.04.01 Business Brochure	Completed	31/03/2022	100%	⭐	Final design comptetd. Due to be issued end Sept 2021
☑ 2.04.02 Economic Skills and Development Partnership	In Progress	31/03/2022	90%	⭐	Good progress with partnership engagement and meetings. Business groups meeting throughout Oct/Nov to progress work programmes.
☑ 2.04.03 Support for Local Economy	In Progress	31/03/2022	80%	⭐	Refresh of business data base underway. Now engaging with the key businesses and organisations.
☑ 2.05.02 Implementation of changes to property assets	In Progress	31/03/2022	66%	⭐	Work ongoing
☑ 2.06.01 Business Liaison Programme	In Progress	31/03/2022	75%	⭐	Ongoing
☑ 2.07.02 A3095 Improvement Project	Completed	31/03/2022	100%	✔	Scheme complete, subject to refinement of traffic signal operation.
☑ 2.07.03 Funding for infrastructure improvements	In Progress	31/03/2022	75%	⭐	The Department for Transport has confirmed our allocation of £132k towards Active Travel measures including promotional events, media platforms and the expansion of our Local Cycling and Walking Infrastructure Plan which will support the existing and emerging Local Plans. We have also been successful in securing £98k of OZEV funding from the On-Street Residential Chargepoint scheme, with 25% match funding either being provided by the Council or a selected charging provider - details are being finalised. The provider should be secured by Jan 2022 with installation complete by March 2023.
☑ 2.07.04 Sports Centre Roundabout Highway Improvement	Completed	31/03/2022	100%	⭐	Works onsite are currently ongoing, resurfacing planned for October.
☑ 2.08.02 Infrastructure Funding Statement	In Progress	31/12/2021	50%	⭐	must be published by 31st December 2021.
☑ 2.08.03 S106 agreements	In Progress	31/03/2022	75%	⭐	There have been 10 S106 agreements completed within this quarter.

Quarterly Indicators	31/12/2021			
	Last Quarter	This Quarter	Current Target	RAG
L268 % of working age people who are unemployed	3.8%	2.7%		n/a
L269 % of working age population in employment	79.0%	81.6%		n/a
L271 % of borough covered by superfast broadband	97.0%	98.0%	98.0%	⭐
L442 Vacancies on school governing boards	21%	16%	18%	⭐

Education and skills

Action	31/12/2021				
	Stage	Due Date	Percentage Complete	Status	Comment
☑ 3.01.01 New education facilities	In Progress	31/03/2022	85%	★	Draft Local Plan submitted to government for examination December 2021 - included proposed new school at Jealotts Hill garden village.
☑ 3.01.02 Property support to ensure capacity is in line with School Places Plan	In Progress	31/03/2022	75%	★	Property services continues to support education service with changes to school premises.
☑ 3.02.01 School attendance legal advice	In Progress	31/03/2022	75%	★	Continued ad hoc advice given to Education Welfare Service as to matters pertaining to School Non Attendance Policy and procedures during the Covid-19 crisis, particularly since the full time return of schools as from 08/03/21.
☑ 3.02.02 Support for schools with standards and effectiveness partners	In Progress	31/03/2022	75%	★	Standards and Effectiveness Partners continued to work with their allocated schools across the autumn term, and on-site visits have been able to proceed in the vast majority of schools, particularly where the focus of visits has been to evaluate the quality of education. The focus for the autumn term visits has been to explore the extent to which schools have developed and implemented a coherently planned and carefully sequenced curriculum, often by carrying out subject specific 'deep dives'. Discussions this term have also included a focus on the current attainment of pupils and schools' expectations for them by the end of the year, as well as an in-depth validation of an aspect of their self-evaluation, with close reference to the Ofsted Education Inspection Framework. End of term reports shared with schools and governors include clear sets of actions emerging from discussions about the school curriculum and their wider self-evaluation.
☑ 3.02.03 Promote best practice in schools	In Progress	31/03/2022	75%	★	The Standards and Effectiveness Team continued to conduct on-site visits in the autumn term to evaluate the quality of education in Bracknell Forest Schools and to collect, share and promote best practice in relation to curriculum development and implementation. The full programme of training and network meetings focused on SEND, English, mathematics, RE, assessment, the EYFS and Pupil Premium was delivered, drawing on both national and local best practice. The subject leader network meetings delivered in partnership with the Forest Learning Alliance, covering computing, history and music were well attended and received positive evaluations, although the science network had to be postponed due to staff absence. Five Bracknell Forest Schools took part in the optional writing moderation programme, during which they shared examples of pupils' work and effective approaches to teaching writing.
☑ 3.02.04 School Ofsted ratings	In Progress	31/03/2022	75%	★	Routine Ofsted inspections re-commenced at the start of the autumn term 2021. Across this period, Ofsted visited four Bracknell Forest Schools carrying out 2-day Section 5 inspections in all of them. A Section 5 inspection enables the overall effectiveness judgement of the school to be changed. The outcomes of the inspections are as follows: Easthampstead Park Community School retained a good judgement. Jennett's Park CE Primary School received a good judgement. This was the first inspection of the school following academy conversion, having been previously judged inadequate. Crownwood Primary School received a good judgement. This was the first inspection of the school following academy conversion, having been previously judged as requires improvement. Great Hollands School has been inspected but the report is yet to be published. Currently the % of good or better schools across Bracknell Forest is 92% which is well above the national benchmark (85%) and just above the South East average (91%).
☑ 3.03.01 Economic Skills and Development Partnership: Education Sub-group	In Progress	31/03/2022	90%	★	Active engagement with key stakeholders and organisations working on a revised programme of initiatives.
☑ 3.05.01 Entry level apprenticeships	In Progress	31/03/2022	25%	★	Numbers remain relatively low with managers resorting almost entirely to usual recruitment routes to fill vacancies for low level roles. Under the HR / OD restructure the AD has now established a resourcing function. This function will seek to raise awareness of the apprenticeship scheme and take proactive steps to encourage and support manages to provide apprenticeship opportunities in place of some of our entry level roles. At the moment the main users of the levy are schools, with only 3 internal apprenticeships making up the 20+ placements that the levy is currently funding.
☑ 3.05.02 Apprenticeship levy	In Progress	31/03/2022	25%	★	Linked to the recruitment strategy, opportunities to utilise the levy to prioritise areas where we are most challenged in our recruitment is underway. This covers areas in social care including social workers, occupational therapy and mental health practitioners. The levy is also being utilised to support management development.

☑ 3.06.01 Support the efficacy of early years professionals	In Progress	31/03/2022	75%	⭐	The EYFS settings in the local authority continue to thrive for several reasons: • Strong and improving support on offer through joint partner working, including with the EYFS language consultant and the EYFS strategic partners, who have expertise on Ofsted inspections, SEND, transitions and the new EYFS framework. • 26/28 of the schools, including academies, attend or show interest in the training, meetings and workshops offered. • Skills, data and knowledge is shared across the settings through meetings, regular communication and visits. • Strong understanding of the climate and the needs of parents and pupils is utilised to improve classroom practice. Despite the challenges that the youngest children face, EYFS settings have focused on better understanding the expectations of the new framework, including the attention to early reading, social interactions and extending and embedding vocabulary. Consequently, children in the EYFS settings are largely thriving. Schools have further developed their communication strategies with their parents, and this approach is impacting positively. With more than a third of the primary schools with new teachers in their EYFS settings, support and training has been offered, accepted and is impacting positively. With a predicted 25/26 EYFS settings working with the local authority likely to be judged by Ofsted as good or better. The next steps are to share and explore early data outcomes, recent Ofsted inspection trends and successes of research based methodologies.
☑ 3.07.01 Support care leavers to access education, training or employment	In Progress	31/03/2022	50%	🟠	At the end of December 2021, 23 out of all 70 care leavers were NEET (32.85%). 43 of the 70 care leavers are aged 19, 20 and 21 - 13 of these care leavers in this age bracket are NEET (30.23%). Support to EET is provided through the Virtual School and Elevate in partnership with the Leaving Care Service. PEP meetings are held for CLA and care leavers in Years 12 and 13 with advice and guidance offered in terms of available training/employability courses such as that offered through The Prince's Trust - these have a specific focus on transition to post 18 pathways. Referrals to Elevate can be made for any NEET care leaver up to the age of 21 (25 if they have an EHCP). The main barriers faced by the current cohort of NEET care leavers include the context of the employment market and available apprenticeships/traineeships which have been impacted by COVID culminating in a lack of jobs and work-based training opportunities. Care Leavers have been further impacted by the change to work patterns (working from home) and their lack of transferrable skills. 6 of the care leavers (aged 19-21) are either parents or expecting and 4 have a disability or illness which is impacting on them becoming EET. The lead for the Virtual School regularly meets with and collaborates with the Leaving Care Service leads to continue to maintain the focus on supporting each care leaver to be in a stable position of either education or employment.
☑ 3.08.01 Establish a culture of high expectations for all children	In Progress	31/03/2022	75%	⭐	Inclusion has been identified as a focus on the work that is undertaken by the Standards and Effectiveness team this year. Standard and Effectiveness Partners continue to collaborate both locally and nationally to ensure that schools develop inclusive SEND cultures, as well as have high expectations. The Standards and Effectiveness Partner with strategic leadership for SEND has provided training for SENDCOs and Governors this term including: • An oversubscribed Engagement Model session for SENDCOs to attend, to support schools in understanding the assessment tool and how it can be used to support pupils who are working below the level of the national curriculum and who are not engaged in subject-specific study. • A new CPD opportunity focusing on the development of an effective and strategic relationship between the SEN Governor and SENDCO. 44 delegates and associated Governors booked to attend the session of which 36 attended from across 20 schools. Standards and Effectiveness Partners in their termly visits in the autumn term have continued to work with school leaders to ensure that schools hold high expectations for all pupils, especially those with SEND and that this is reflected in their ambitious and inclusive curriculum offer. This has included class visits, book looks, discussions relating to the curriculum and assessment, target setting, as well as tracking and monitoring structures used, to ensure that schools have a clear understanding of pupils starting points, as well as the steps of progress that pupils are making.

3.08.02 Support transition to next stage of learning	In Progress	31/03/2022	75%	⭐	The Standards and Effectiveness Team continue to work with colleagues from Children's Support Services to provide support for the transition of children and young people with SEND. This has including collaborating with individual schools to identify support needed and work with schools to ensure children transition and continue to engage effectively in their destinations. Standards and Effectiveness Partners continue to work directly with individual schools to support them in ensuring that the curriculum is well matched to the needs of pupils with SEND. 31 delegates attended the SENDCO forum in the autumn term. The focus of the Inclusion presentation was on ensuring a detailed understanding of the skills, needs and barriers to learning for young people, ensuring that effective transition of information is in place 'in year' as well as across phases, and ensuring a progressive and sequenced approach to the curriculum, that considers the starting points of pupils with SEND at the heart of its development, so that the curriculum is an enabler not a barrier to learning.

Quarterly Indicators	31/12/2021			
	Last Quarter	This Quarter	Current Target	RAG
L394 % of staff that have undertaken apprenticeship training : Education and skills	2.7%	2.9%	2.2%	⭐
L402 % of care leavers aged 19-21 years who are NEET : Education and skills	39%	30%	25%	🟠
L403 % of care leavers aged 19-21 years who are in touch with LA : Education and skills			89%	?
> L139 % of schools rated good or better : Schools	86%	92%	85%	⭐
> L139 % of schools rated good or better : Maintained Primary Schools	92%	92%	83%	⭐
> L139 % of schools rated good or better : Maintained Secondary Schools	100%	100%	100%	⭐
> L139 % of schools rated good or better : Academy Primary Schools	40%	80%	100%	🔺
> L139 % of schools rated good or better : Academy Secondary Schools	100%	100%	100%	⭐

145

Caring for you and your family

| Action | 31/12/2021 | | | | |
	Stage	Due Date	Percentage Complete	Status	Comment
☑ 4.01.01 Participation in sports, leisure and cultural activities	In Progress	31/03/2023	25%	★	Leisure and culture participation has returned to near normal numbers. Covid is still impacting on income figures but q2 always has some impact from the holiday period but indications are that everything is back to normal
☑ 4.01.02 Tailored support for healthy lifestyles	In Progress	31/03/2022	0%	★	As an ongoing consequence of the COVID-19 intervention to socially distance, many of the lifestyle services continue to make progress in moving online. We are continuing to strengthen the generic Public Health online support with the website pages being constantly reviewed and updated to provide more information to the public during this time. The new smoking cessation service contract continues to bed in working to ensure provision is in line with national guidance and meets our population's needs during this time, we are now awaiting confirmation of the first quarter's performance data in terms of quitters, which will be reported in the next quarterly update.
☑ 4.01.03 Covid Recovery Financial Stimulus Package	In Progress	31/03/2022	0%	★	
☑ 4.02.03 Strengthened Working with Health	In Progress	31/03/2022	50%	★	The council and the NHS have continued to work together collaboratively on a range of projects in quarter 2. This has included our work on Heathlands, and the Better Care Fund as well as work on improving governance arrangements that will support further integration of health and social care in the future.
☑ 4.02.04 Establish Mental Health Support Team	Completed	31/03/2022	100%	★	The MHST is now fully operational and covers circa 20 BF schools.
☑ 4.04.02 Implement Housing Assistance Policy	In Progress	31/03/2023	90%	★	The Housing Assistance Policy has been approved by the Executive and will be implemented from 1st April. A Panel of Housing managers and OTs will oversee the new discretionary expenditure.
☑ 4.05.01 Blue Mountain community and health facility	In Progress	31/03/2022	60%	🟠	Legal agreements between the CCG and Bracknell Forest Council are completed and work to complete the agreement for the Lease with the GP's is nearing completion. Work with Binfield Parish Council is progressing to run and manage the community element of the project. Construction on site is anticipated to begin later this month
☑ 4.06.01 Libraries engaged in the development of new community facilities	In Progress	31/03/2022	75%	★	Sandhurst Library's Open+ was reinstated from 1st September and usage was carefully monitored to ensure that customers were behaving appropriately and not putting themselves or others at any risk. In Quarter 3, Harmans Water and Birch Hill Libraries also went live with Open+. During Christmas, New Year and the bank holidays, access to these Libraries by means of Open+ was available. Open+ at Ascot Heath, Binfield, Whitegrove and Great Hollands Libraries is currently being tested with the aim to go live by the end of March. The hiring out of Library facilities for community events resumed in July 2021 and there is an increasing demand for bookings.
☑ 4.06.03 New Community Hubs	In Progress	31/03/2022	50%	★	On 03.08.21 CPC formally resolved not to take on the ownership or management of Buckler's Park CH, although they may be open for further discussions in 3-5 years time. A paper went to CMT in September regarding alternative options.
☑ 4.07.01 Family hub services expansion and development of multi-disciplinary teams	In Progress	31/03/2023	70%	★	Family hubs have gradually re-introduced face to face parenting programmes, domestic abuse programmes and family play sessions in line with Covid compliance. Several hubs are supporting Children's Social Care with contact arrangements and have throughout the pandemic assigned one hub full time to the Midwifery service and this may be further extended to support Frimley CCG. The service is actively engaged in regional conversations linked to further progression of the family hub agenda, in line with the national strategy to ensure family hubs meet the needs of the communities they are located in. Homestart, a commissioned provider has co-delivered a parenting programme and extending the involvements of volunteers in supporting family hubs will be a focus for 2022.
☑ 4.08.03 Multi-Disciplinary Team for Adolescents	In Progress	31/03/2022	0%	★	
☑ 4.08.04 Fostering Capacity	In Progress	31/03/2022	0%	★	
☑ 4.09.04 New Health and Care Service at Heathlands	In Progress	31/03/2022	50%	★	The council awarded a contract to a provider to deliver dementia nursing care and hotel services to the new Heathlands centre. We are now working together with our colleagues in the NHS to deliver a comprehensive implementation plan that will ensure that the service will be ready to open in the winter once construction is finalised.
☑ 4.10.01 Promotion of volunteering for grounds maintenance at the Cemetery & Crematorium	In Progress	31/03/2022	0%	★	Whilst no further volunteers have been added during quarter 3 the cem and crem have applied for public health funding to support the recruitment of 'green/outdoor' volunteers in the future. Notification of the bid outcome is expected in Q4.
☑ 4.10.02 Leisure, libraries and arts services used for social prescribing	In Progress	31/03/2022	50%	★	Libraries staff continue to work with the social prescribers to develop the offer available through libraries. The project to provide loan tablets to people with dementia and their carers is underway, with positive feedback to date.

☑ 4.10.03 Social prescribing and primary prevention programmes	In Progress	31/03/2022	0%	★	The social prescribing service continues to support individuals during the pandemic through remote contact. It is being publicised in covid communications to the general public. The service is currently reviewing need against current provision and the evidence base and best practice to develop a plan to grow the service reach.
☑ 4.11.01 Arts and culture activities available through libraries	In Progress	31/03/2022	75%	★	214 events took place during Quarter 3 and demand for Library events continues to be high. Many of these were related to arts and culture. Activities included flower arranging, craft demonstrations, cookery demonstrations, storytelling events, author talks, shadowing book awards, how to research family history, music streaming, film clubs, book groups, and Chatterbooks for children.
☑ 4.11.02 Schools service level agreement for PE	In Progress	30/09/2022	0%	★	We have had very high levels of commitment from Bracknell Forest Primary Schools this year with all schools purchasing one of two levels of service level agreement. 15 schools upgraded to the premium level service. Every possible element of the agreement has been delivered to a very high standard. Feedback from the Headteacher reference group is positive and importantly the feedback from the young people has been extremely impressive. This year has shown an increase in schools attendance – every school in the borough has attended 8 or more events, activities or CPD over the year which is an increase on prior years.
☑ 4.12.01 Suitable Natural Green Space (SANG)	In Progress	31/03/2022	80%	★	SANG creation and management in place through pump priming and is ahead of anticipated demand.
☑ 4.12.02 Improvements for open spaces	In Progress	31/03/2022	10%	★	Planning stages in progress. Implementation likely to be COVID affected.
☑ 4.13.01 Civilian Military Partnership	In Progress	31/03/2022	25%	★	The partnership continue to liaise regarding the Civilian Military Partnership action plan and any issues arising from the plan. The CMP met virtually in May 2021 and have a further meeting planned for October 2021
☑ 4.13.03 Development of a Berkshire Civilian Military Partnership	In Progress	31/03/2022	25%	★	A preliminary meeting of Berkshire Armed Forces Champions and officers was held in June to discuss terms of reference, work programme and launch meeting of Royal County of Berkshire Civilian Military Partnership.

Monthly Indicators	31/12/2021			
	Last Month	This Month	Current Target	RAG
> L346 Average caseload for Family Safeguarding Model	21	21	16	▲
> L385 Rate per 10k of children on Child Protection Plans	63.5	64.2	60.0	n/a
> L386 Rate per 10k of Children Looked After	47.2	48.2	50.0	n/a
L411 Number per 10,000 of care proceedings				?!

Quarterly Indicators	31/12/2021			
	Last Quarter	This Quarter	Current Target	RAG
L003 Number of visits to leisure facilities	286,614		187,500	?
L404 Number of children and young people visits to leisure facilities managed by Everyone Active	120,195		50,000	?
L405 Number of older people visits to leisure facilities managed by Everyone Active	33,774		22,500	?
L412 Number per 100,000 of first-time entrants to criminal justice system			20.0	?
L413 Time taken in weeks to process Disabled Facilities Grant applications				?!
L414 % of children who achieve a BMI Z-score reduction	0%	0%		★
L415 % of smokers who have quit at 4 weeks in the quarter (co-verified)	0%	0%		!
L416 % of smokers who have quit at 4 weeks in the year to date (co-verified)	0%	0%		!
L436 Number of visits by customers with a disability to leisure facilities managed Everyone Active			9,375	?

Protecting and enhancing our environment

| Action | 31/12/2021 | | | | |
	Stage	Due Date	Percentage Complete	Status	Comment
☑ 5.01.01 Local Plan	In Progress	31/03/2022	85%	★	Draft Local Plan submitted to government for examination December 2021 - included proposed new school at Jealotts Hill garden village.
☑ 5.01.02 Local Plan Government Inspection	In Progress	31/03/2022	0%	●	Draft Local Plan submitted to government for examination December 2021 - included proposed new school at Jealotts Hill garden village.
☑ 5.01.03 Local Plan Implementation	In Progress	31/03/2022	0%	★	Local Plan implementation will commence on adoption of the Local Plan - adoption expected Autumn 2022
☑ 5.01.05 Management of land assets	In Progress	31/03/2022	75%	★	Work continues with parish councils on transfer of land ownership.
☑ 5.02.01 Green development of our waste collection services	In Progress	31/03/2022	90%	★	The food waste collection service has been running for 10 months and participation from households continues to be high - over 5000 tonnes of food had been collected by the end of December, and the average household was presenting 2.75 kg of food for recycling each week. The amount of waste collected from the refuse bins has dropped by 25% when compared to pre-covid 2019/20 figures. Bracknell Forest Council are on track to exceed the targets we set for year 1 of the new service; at least 50% recycling and 10% or less of waste going to landfill. Currently recycling is 57% and landfill 8%. Flats assessments begun in Quarter 3 to decide which blocks of flats in the borough are eligible to join the food waste recycling service, the service will be phased in gradually for up to 1800 flats from spring 2022.
☑ 5.02.02 Educate, enable and encourage residents to maximise their recycling	In Progress	31/03/2022	90%	★	Quarter 3 includes the festive season and much of the communication and education focuses on managing waste through the festive season and recycling tips. The annual collection schedule was put on all refuse bins in October, this included information on the waste collection services we provide as well as what items to recycle in the blue bin and which food is accepted in the caddy. Preparation and design work is also underway for food waste collection information from some of the flats across the borough, it is hoped the first ones will be able to recycling their food in the Spring of 2022.
☑ 5.02.03 Landfill site at Strong's Heath	Completed	31/12/2022	100%	★	No further updates and the schedule work has been completed and decision made not to go ahead with the original proposal
☑ 5.03.01 Parking bay schemes	In Progress	31/03/2022	80%	★	The 2021/22 parking bay schemes are substantially complete.
☑ 5.05.01 Horseshoe Lake play and parking improvements	In Progress	31/03/2022	15%	★	Essential preparatory work on drafting the new lease for watersports provider complete. Pre-application completed. Full application submitted. Car park enhancements planned and costed.
☑ 5.06.01 Climate Change Action Plan and Strategy	In Progress	31/03/2022	50%	★	Strategy implementation on track. Second quarter project reviews have been completed and schedule to be reported to the Executive and Councillor Climate Change Advisory Panel. The CCAP also held their first meeting and received the Q4 report
☑ 5.06.02 Increase the range of digital services, reducing the number of customers visiting council	In Progress	31/03/2022	40%	★	Time Square remains closed, with alternative arrangements in place for managing customers who would normally visit in person. The Ways of Working programme is researching technologies to provide a long-term means of redirecting, and managing, face to face contact.
☑ 5.06.05 Technology Solutions for Ways of Working	In Progress	31/03/2022	50%	★	Hybrid meeting technology has been trialled and permanent arrangements specified for the Council Chamber and Boardroom. A project is underway to provide hybrid technology for other meeting rooms. A further project is being scoped to review the kit provided to staff and members for remote and home working.
☑ 5.06.06 Climate Change Funding	In Progress	31/03/2022	0%	★	Ongoing review of where funding can be allocated.
☑ 5.07.03 Promote bus travel	In Progress	31/03/2022	75%	★	The Borough has submitted its Bus Service Improvement Plan to the Department for Transport and is currently finalising an Enhanced Partnership with local operators which is required as part of the Governments new Bus Strategy. This will allow us to secure funds in the future towards promoting, and improving, bus travel and patronage as we emerge from the Covid 19 pandemic
☑ 5.07.04 Electric Vehicle Charging Strategy	In Progress	31/03/2022	70%	★	The document "Electric Vehicle Charging - A Summary and Guide" has been published and placed on the Council's dedicated EV webpage. This document provides details of the Council's current position on catering for EV charging - whilst awaiting publication of the Government's EV Charging Strategy which will inform the role of the public and private sectors (expected 2022).

5.07.05 Pedestrian Cycle Improvements	In Progress	31/03/2022	75%	★	Promotional work has begun after successfully securing funds from the Governments Active Travel Fund. To date we have produced promotional videos and are in the process of expanding our Local Cycling and Walking Infrastructure Plan to cover the whole of the borough, securing promotional journey planning platforms, consulting with the public on wider walking and cycling issues, carrying out promotional walking and cycling led rides and updating current maps.

Quarterly Indicators	31/12/2021			
	Last Quarter	This Quarter	Target	RAG
L241 Income from CIL receipts	£448,250	£2,436,367		!
L284 Number of homes given planning permission	241	411		!
L286 % of successful planning appeals	75%	71%		!
L356 % of major planning applications determined within timescales	83%	83%	85%	★
L357 % of minor planning applications determined within timescales	88%	86%	85%	★
L358 % of other planning applications determined within timescales	77%	82%	85%	★
L418 Customer visits to Time Square	0	0	5,000	★
L434 Planning permissions granted for net additional dwellings not yet implemented	241			?!
L446 Change in positive wellbeing score for social prescribing	64%		30%	?
L447 Change in loneliness and social isolation score for social prescribing	69			?!

Communities

Action	31/12/2021				
	Stage	Due Date	Percentage Complete	Status	Comment
☑ 6.01.01 Health check and action plan for retail centres	In Progress	31/03/2022	75%	★	Continuing delivery of projects supporting the retail centres post pandemic
☑ 6.02.01 Support for Community Associations	In Progress	31/03/2022	50%	★	Supported community associations with COVID-19 and opening up their centres as restrictions were lifted. S106 contribution agreed for Birch Hill CC. Advice given to CC's regarding ad hoc inquiries.
☑ 6.02.02 Cultural offer available through libraries	In Progress	31/03/2022	75%	★	Children and adults can immerse themselves in every form of art, film, music and dance through performances and attending classes in the Libraries as the full programme of Library events have resumed. They can also learn about art and culture, local and family history through reading. The cultural offer includes arts and crafts' demonstrations, author talks, shadowing book awards and prizes, and music streaming.
☑ 6.02.03 Develop the offer in Libraries to support the Adults and Children's agendas	In Progress	31/03/2022	75%	★	The Library Service delivers books to the housebound and clinically vulnerable through the Home Library Service in order to combat social isolation. 25 tablets have been loaned to people with dementia and their carers, working closely with the BFC Dementia Services Coordinator. The Library Service works closely with the Public Health Team and, in particular, with the Social Prescribing Team, who signpost their clients to Library events, and promoting the Libraries' collections of "Reading Well" self-help books. We are working with Children's Services to form a Library offer as part of the Dolly Parton Imagination Library, to support looked after children and children from low income families and to improve literacy and encourage a love of reading. All Library staff have undertaken the "Making Every Contact Count" e-learning courses. We provide job support, careers' advice and courses on how to write CVs in order to support the unemployed and we also provide one to one training and support to people who are applying for Universal Credit.
☑ 6.02.04 Collaboration and Community Hub at Time Square	In Progress	31/03/2022	80%	★	Works to the building are now complete and ready for use. A Community Hub manager and Time Square receptionist have been appointed and work on the rental agreements are progressing and dialogue continues with community groups. Work is currently held up by the "work from home guidance" and the building remains closed to the public.
☑ 6.03.02 Addressing Hate Crime	In Progress	31/03/2022	0%	●	A BF hate crime action plan has been developed and is in place. It is overseen by the Community Cohesion and Engagement Partnership and reports progress to the Community Safety Partnership. A Bracknell and Wokingham hate crime working group has been initiated to work cohesively across the Local Police Area. This working group is linked into Thames Valley Police's Independent Advisory Group and its Ethnic Community Advisory Group. BF continues monitoring and review of weekly reported crime that has a hate crime flag. BFC Community Engagement continue their extensive work to strength community networks.
☑ 6.03.03 Safe Accommodation Duty	In Progress	31/03/2022	90%	★	The Safe Accommodation Strategy has been approved by the Executive and the commissioning plan being implemented with new services being procured or posts recruited to offer new services to support those fleeing domestic abuse, including coverage for those with protected characteristics.
☑ 6.03.04 Tackling Serious Violence	In Progress	31/03/2022	0%	●	Work continues on this area of work. Compliance against the Serious Violence Duty which is due to be launched by the summer of 2022 has been assessed and will be reviewed once the Police, Crime, Sentencing and Courts Bill becomes an Act. The Police Serious Violence Dashboard cohorts are now being accessed and reviewed to ensure that our operational delivery groups are appropriate and relevant. The CSP will be reviewing its priorities in January 2022 and serious violence will remain as a key focus for the CSP.
☑ 6.03.05 Child Friendly Partnership Group	In Progress	31/03/2022	0%	★	
☑ 6.04.01 South Hill Park Development	In Progress	31/03/2022	50%	★	Good relations with South Hill Park continue, and the council is supporting the trust in developing its future business plans.
☑ 6.07.01 Owned and leased properties for Homelessness	In Progress	31/03/2022	80%	★	Works to create a new one bedroom DDA compliant unit in the rear garden of Tenterden Lodge site are scheduled to be completed at the end February 2022,
☑ 6.07.02 Homelessness strategy	Completed	31/03/2022	100%	★	The Homelessness Strategy has been approved by the Executive and officers are well advanced in developing the supporting action plan with partners.
☑ 6.08.01 Affordable housing planning policy	In Progress	31/03/2022	85%	★	Submission Draft Local Plan includes updated affordable housing policies which will be subject to independent assessment as part of the Local Plan Examination.
☑ 6.08.03 Housing Strategy	In Progress	31/03/2022	25%	★	A report proposing a plan and timetable for delivering the new housing strategy has been submitted to DMT and CMT. The project plan will be firmed up in the New Year aiming for a completion date of July 2022. Work has already commenced with the Commissioning Service to pull together evidence needed for the care and accommodation element of the housing strategy.

150

6.09.01 Housing allocations policy	In Progress	31/03/2022	70%	★	The Allocations Policy is in draft. This will come forward to the Executive in due course - deferred to Spring due to the volume of housing related strategies/policies brought forward in the third quarter.
6.09.02 Implement new allocations policy for all live cases	In Progress	31/03/2023	0%	★	This work will commence once the Allocations Policy draft has been approved for consultation. Impacts of the policy will need to be extensively tested which will require officer capacity to complete. Consultation is a statutory requirement. Once finalised, IT changes will be required to enable implementation.
6.10.02 Cultural Festival	Completed	31/03/2022	100%	★	A virtual cultural event was organised and held via teams with Berkshire Against Racism Saturday, 14 August with many community groups coming together to celebrate their culture. Planning is underway to hold next years event live subject to restriction at the time
6.10.04 Community groups supporting the half marathon	Completed	31/03/2022	100%	★	The half marathon event went ahead successfully on the 5th of September with support from a wide range of community groups. Planning has now started for the 2022 event in May.

Quarterly Indicators	31/12/2021			
	Last Quarter	This Quarter	Current Target	RAG
L185 Overall crime	1,654	1,404		n/a
L406 Number of visits to libraries	53,032	51,453	13,750	★
L421 Number of community events held in libraries	145	214	80	★
L422 Number of educational events held in libraries	15	45	25	★
L424 Number of cases resolved by the partnership problem-solving groups	10	14		n/a
L425 % of homelessness preventions	53%		55%	?

Covid-19

Action	31/12/2021				
	Stage	Due Date	Percentage Complete	Status	Comment
☑ 8.002 Health and Wellbeing Strategy	In Progress	31/03/2022	70%	★	The Consultation on the draft Health and Wellbeing Strategy will take place in January, with formal approval by the Health and Wellbeing Board expected in February/March.
☑ 8.003 Look Out Discovery Centre	In Progress	31/03/2022	50%	●	Phase one of the works are now complete with simple changes to the site, the rebranding of the café and a new menu all completed. Some impacts are being felt from the pandemic affecting how the site is able to operate. Staffing remains under review. The second phase of transformation will begin in January seeking to consider further improvements to the site and its operation.
☑ 8.004 Community response for clinically extremely vulnerable residents	In Progress	31/03/2022	80%	★	Community response continues to be delivered as required in partnership with the Ark Trust to support vulnerable people
☑ 8.005 Impact of COVID on the community	In Progress	31/03/2022	25%	★	The Covid Community Impact Assessment (CIA) has been fully updated this quarter with data and insight from the second and third lockdowns plus the results of the April Covid resident's survey. The CIA informs the Council's recovery strategy and will be considered by the Executive in September.
☑ 8.006 COVID Recovery Package	In Progress	31/03/2022	50%	★	Progress being made / plans in place for responsible directorates and lead members to spend allocated funds on recovery measures
☑ 8.007 Implement ways of working programme	In Progress	31/03/2022	40%	★	Work is nearing completion on the first tranche of hybrid meeting rooms. The Low Code platform has been used to create a new case management system for the Emergency Duty Service. The plan for its wider roll-out is in development.
☑ 8.008 Shared Service Resilience	In Progress	31/03/2022	0%	★	Resilience in place and working well.
☑ 8.009 Impact of COVID on children's education	In Progress	31/03/2022	75%	★	Professional dialogue with school leaders across the autumn term has confirmed that key priorities for the LA and schools continue to be: the development of communication and language, physical development , and the social and emotional development of children in the early Years Foundation Stage (EYFS); early reading and phonics; and the teaching of writing. Target setting conversations with school leaders suggest that disadvantaged pupils and pupils receiving SEND support have been disproportionately impacted by the pandemic. These target setting conversations have aimed to ensure that appropriately ambitious targets are being set and that the correct pupils are being targeted for additional support and interventions.
☑ 8.010 Impact of COVID on pupils with SEND	In Progress	31/03/2022	0%	★	
☑ 8.011 Youth Employment Partnership	In Progress	31/03/2022	0%	★	The Open Learning Centre has subsequently been identified as a potential site between the council and Dept. of Work and Pensions (DWP) to accommodate the 18-24 age cohort that would not be appropriate for the Braccan Youth Hub which supports young people up to 18 years of age. The operational pathway is still to be formally agreed between BFC, through the Open Learning Centre and DWP. The Youth Offer introduced by the Government in response to Covid was extended to 16-24 year olds, however DWP is still waiting clarification on what that means at a local level or if the 16/17 year olds would be serviced by the Dept. for Education or other channels.
☑ 8.012 Preventing Hardship	In Progress	31/03/2022	70%	★	A corporate financial hardship officer group is in place. Utilising the Covid recovery budget welfare fund allocated for 2021/22 the Council has appointed a financial hardship officer to support work against this objective.
☑ 8.013 Equalities Impact Assessment for Covid Recovery	In Progress	31/03/2022	0%	★	

Section 4: Corporate Health

a) Summary of People

Staff Voluntary Turnover

Department	Previous Figure*	For the last 4 quarters	Notes
People	17.95%	15.82%	
Delivery	11.11%	11.54%	
Resources	8.6%	6.59%	
PPR	13.29%	15.09%	
Chief Executive's Office	13.51%	10.26%	
Total Voluntary Turnover	15.26%	14.08%	

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

Comparator data	%
Total voluntary turnover for BFC, 2020/21:	11.2%
Average voluntary turnover rate UK public sector 2016:	10.0%
Average Local Government England voluntary turnover 2016:	14.0%

(Source: XPertHR Staff Turnover Rates and Cost Survey 2016 and LGA Workforce Survey 2016)

Staff Sickness

Department	Quarter 3 21/22 (days per employee)	Previous Financial Year (Actual Average days per employee)	2021/22 Estimated Annual Average (days per employee)	Notes
People	2.17	5.93	7.35	
Delivery	1.79	7.67	6.34	
PPR	1.17	2.47	3.79	
Resources	1.99	4.65	7.2	
Chief Executive's Office	1.23	2.3	5.37	
Total staff sickness excluding maintained schools	1.89	5.67		6.48

Comparator data	All employees, average days sickness absence per employee
Bracknell Forest Council (Non-Schools) 20/21	5.67 days
English Local Authorities 2017/18	8.6 days

(Source: Local Government Workforce Survey 2017/18)

People

Sickness absence has risen in quarter 3 compared to quarter 2, particularly in Early Help & Communities and Mental Health and Out of Hours. 50% of the absence is attributable to long term sickness which is comparable to last quarter. Covid-19 represents 12% of the absence this quarter, significantly higher than last quarter.

Delivery

Sickness levels have increased slightly on last quarter particularly in Customer Experience, ICT & Digital Services. Long Term Sickness has increased to cover 50% of the full sickness within the department. Covid-19 related absences have reduced and now represents 9.2% of the absences this quarter.

Resources

Sickness levels in quarter 3 are similar to those from quarter 2. Long Term Sickness represents just over 50% of all sickness this quarter which is slightly lower than last quarter. Covid-19 represents 15.3% of the absence this quarter which is a significant reduction on quarter 2.

Place, Planning & Regeneration

Sickness absence levels for quarter 3 are very similar to those for quarter 2. Long Term Sickness represents 18.7% of the sickness this quarter which is a significant reduction on quarter 2. Covid-19 represents 17.2% of the total sickness this quarter which is significantly up on last quarter.

Chief Executive's Office

As this is the first QSR for Chief Executives there are no comparison figures. Long Term Sickness represents 38% of the sickness for the quarter. Covid-19 represents 29% of the sickness for the quarter.

b) Summary of Complaints

Department	Type of complaint	Q1	Q2	Q3	Q4	Total cumulative complaints	Outcome of all complaints received year to date
People: Adults	Statutory	12	14	11		37	5 – upheld/fully substantiated 16 – partially upheld/partially substantiated 10 – not upheld/not substantiated 2 – no finding 3 – in progress 1 – external investigation
	Local Government Ombudsman	0	0	0		0	
People: Childrens	Statutory stage 1	24	17	23		64	5 – upheld/fully substantiated 22 – partially upheld/partially substantiated 18 – not upheld/not substantiated 6 - no finding made 7 – in progress 5 – proceeded to stage 2
	Statutory stage 2	2	1	2		5	3 – in progress 2 – partially upheld
	Statutory stage 3	0	0	3		3	3 – in progress
	Stage 2	1	1	0		2	2 – not upheld
	Stage 3	0	2	0		2	2 – not upheld
	Local Government Ombudsman	0	0	0		0	
People: Housing	Stage 2	2	2	1		5	5 – partially upheld
	Stage 3	0	0	0		0	
	Local Government Ombudsman	0	0	0		0	
CXO	Stage 2	0	0	0		0	
	Stage 3	0	0	0		0	
	Local Government Ombudsman	0	0	0		0	
Resources	Stage 2	0	1	0		1	1 – Not upheld
	Stage 3	0	0	0		0	
	Local Government Ombudsman	0	0	0		0	
PPR	Stage 2	5	3	4		12	4 – in progress 4 – not upheld 4 – proceeded to stage 3
	Stage 3	1	3	0		4	1 – upheld 1 – not upheld 2 – in progress

	Local Government Ombudsman	0	0	0		
Delivery	Stage 2	3	0	2	5	1 – in progress 3 – not upheld 1 – proceeded to stage 3
	Stage 3	0	0	1	0	1 – in progress
	Local Government Ombudsman	0	0	0	0	

People: Adults

There were 11 complaints in quarter 3. Compared to this time last year, the figure is exactly that same.

People: Childrens

There were 23 complaints in quarter 3. Compared to this time last year, the figure is down from 26. This is 3 less.

Delivery

There was 1 complaint in quarter 3. Compared to this time last year, the figure is down from 3. This is 2 less.

Resources

There were no complaints in quarter 3. (QSR established this year).

Place, Planning & Regeneration

There were 4 complaints in quarter 3. (QSR established this year).

Chief Executive's Office

There were no complaints in quarter 3. (QSR established this year).

c) Strategic Risks and Audits

During quarter 3 the Register was reviewed by the Strategic Risk Management Group on 4th November 2021. The risk scores were increased for the following risk:

- Staffing pressures;
- IT;
- Data protection; and
- Covid.

**To: EXECUTIVE
         15 MARCH**

**Procurement Plan for Environmental Monitoring
Executive Director of Delivery**

1   Purpose of Report

1.1   To approve the procurement plan for the environmental monitoring contract

2   Recommendations

2.1   That the Executive approve this Strategic Procurement Plan for Environmental Monitoring services

2.2   That the Executive delegate authority for the contract award decision to the Executive Director, Delivery and Executive Member for the Environment

2.3   That the Executive subsequently delegate authority for enacting the permitted contract extension to the Executive Director, Delivery.

3   Reasons for Recommendation

3.1   There is a requirement of the Contract Standing Orders that any contracts above £181K are required to go to a formal tendering process to ensure value for money and compliance with legislation.

3.2   The current contract has been in place since 2011 and following an extension granted in 2016 the contract must now be retendered.

3.3   This procurement plan was previously agreed by the Executive Member for the Environment on the 29th April 2020 but the contract was further extended due to the impact of the pandemic. As this was some time ago the plan has been updated and is being resubmitted.

4   Alternative Options Considered

4.1   There are no alternative options available as there no further extensions available with the current contract.

5   Supporting Information

5.1   Contained within the procurement plan.

6   Consultation and Other Considerations

        Legal Advice

6.1   Comments are contained within the procurement plan

        Financial Advice

6.2   Comments are contained within the procurement plan

        Other Consultation Responses

6.3   The Public Protection partnership support the Council with the environmental monitoring contract and as such their comments are included within the procurement plan.

Equalities Impact Assessment

6.4   Attached as Appendix B

Strategic Risk Management Issues

6.5   The efficient management of the three disused landfill sites within the Borough is essential in relation to public safety hence the increase of the default cost/quality criteria to 50/50. One of the sites (London Road) is managed under an Environment Agency permit and as such is heavily regulated.

Background Papers

Procurement plan

Contact for further information
Damian James, Assistant Director: Contract Services - 01344 351325
damian.james@bracknell-forest.gov.uk

By virtue of
Regulation 4 of the Local Authorities (Executive
Arrangements) (Access to Information) (England)
Regulations 2012.

Document is Restricted

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Initial Equalities Screening Record Form

Date of Screening: 1st February 2022			Directorate: Delivery	Section: Contract Services	
1. Activity to be assessed – Procurement of environmental monitoring tender			Please give full details of the activity – Environmental monitoring of disused landfill sites in Bracknell Forest Borough		
2. What is the activity?			☐ Policy/strategy ☐ Function/procedure ☐ Project ☐ Review ☒ Service ☐ Organisational change		
3. Is it a new or existing activity?			☐ New ☒ Existing		
4. Officer responsible for the screening			Damian James		
5. Who are the members of the screening team?			Procurement team for the Environmental monitoring tender		
6. What is the purpose of the activity?			Ensuring that the disused landfill sites within the Borough are managed in accordance with Environmental Agency permits and relevant legislation.		
7. Who is the activity designed to benefit/target?			The service provided is essential in order to manage the sites. The biggest impact of not managing the sites properly will be to immediate neighbouring properties.		
Protected Characteristics	**Please tick yes or no**		**Is there an impact?** What kind of equality impact may there be? Is the impact positive or adverse or is there a potential for both? If the impact is neutral please give a reason.		**What evidence do you have to support this?** E.g equality monitoring data, consultation results, customer satisfaction information etc Please add a narrative to justify your claims around impacts and describe the analysis and interpretation of evidence to support your conclusion as this will inform members decision making, include consultation results/satisfaction information/equality monitoring data
8. Disability Equality – this can include physical, mental health, learning or sensory disabilities and includes conditions such as dementia as well as hearing or sight impairment.	**Y**	**N**	No		
9. Racial equality	Y	N	No		
10. Gender equality	Y	N	No		

167

11. Sexual orientation equality	Y	N No	
12. Gender re-assignment	Y	N	No
13. Age equality	Y	N	No
14. Religion and belief equality	Y	N	No
15. Pregnancy and maternity equality	Y	N	No
16. Marriage and civil partnership equality	Y	N	No

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.	N/A
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?		No	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?	N/A		

22. On the basis of sections 7 – 17 above is a full impact assessment required?		**N**	There is no equalities impact in relation to this tender.

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**
N/A			

24. Which service, business or work plan will these actions be included in?	N/A
25. Please list the current actions undertaken to advance equality or examples of good practice identified as part of the screening?	The tender will include questions on equality to ensure it is addressed as part of the contract.
26. Assistant director's signature.	Signature: D.W.James Date: 1st February 2022

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Data Protection Impact Assessment

Please send general queries about the DPIA process or form and / or return the form to DPO@bracknell-forest.gov.uk, copying in your IG Lead.

Title of DPIA	Example: Artificial Intelligence in Customer Calls
	Environmental monitoring of closed landfill sites
Brief summary of the project/ initiative	Example: We are looking to use artificial intelligence to determine the intent of the caller for some of our services.
	The current contract for environmental monitoring is due to expire at the end of December 2022. As part of the tender process a DPIA assessment is required as an annex to the procurement plan which is signed off and agreed at Executive. **The contract collects a small number of names, contact numbers and address details from residents that live in close proximity to London Road Landfill site as their properties are monitored for gas emissions. Residents sign a form to confirm their contact details can be passed onto an external contractor These details are stored by enitial (current contractor) and used as required for gas monitoring visits.**

Contact Details			
Author of this DPIA (Business owner)			
If the IG Lead is completing this document, the Business Owner should also be identified			
Name of Author	Damian James		
Job Title	Assistant Director: Contract Services		
Department/Team Name	Delivery – Contract Services		
Email	Damian.james@bracknell-forest.gov.uk	Tel No.	1325
Business Owner (if different from Author)			
Project Sponsor/Director/Information Asset Owner			
Name	Damian James		
Job Title	Assistant Director: Contract Services		
Date of submission	**01/02/2022**		

Purpose of a DPIA

The purpose of a DPIA is to assess the risks to people's personal data. By completing the steps in this DPIA, we identify, analyse and minimise the risk.

This DPIA is not a one-off exercise and recommendations should be added into project/ service plans. This DPIA should be reviewed per the DPIA Tracker (please contact your IG Lead or the DPO Mailbox if you are unsure).

When completing the DPIA think about the best interests of the data subject(s), security and protection measures you would want putting in place to address risk if it were your data!

Checklist - Initial Assessment

If you answer <u>no</u> to everything below you can stop here, it is unlikely that a full DPIA is needed. You must still send this form to the DPO Mailbox DPO@bracknell-forest.gov.uk please copy in your IG Lead for awareness.

If you answer <u>yes</u> to any of the following you must complete the remainder of this document. You must then send it to the DPO Mailbox DPO@bracknell-forest.gov.uk please copy in your IG Lead for awareness:

☐ use systematic and extensive profiling or automated decision-making to make significant decisions about people;

☐ process special-category data or criminal-offence data on a large scale;

☐ systematically monitor a publicly accessible place on a large scale;

☐ use innovative technology in combination with any of the criteria in the European guidelines;

☐ use profiling, automated decision-making or special category data to help make decisions on someone's access to a service, opportunity or benefit;

☐ carry out profiling on a large scale;

☐ process biometric or genetic data in combination with any of the criteria in the European guidelines;

☐ combine, compare or match data from multiple sources;

☐ process personal data without providing a privacy notice directly to the individual in combination with any of the criteria in the European guidelines;

☐ process personal data in a way that involves tracking individuals' online or offline location or behaviour, in combination with any of the criteria in the European guidelines;

☐ process children's personal data for profiling or automated decision-making or for marketing purposes, or offer online services directly to them;

☐ process personal data that could result in a risk of physical harm in the event of a security breach;

☐ if there is a change to the nature, scope, context or purposes of our existing processing.

Procurement and Legal Advice

Procurement engagement, support and approval		
Is there a procurement aspect to your project/ initiative?	Yes ☐	No ☐
Has a member of BFC procurement been involved in developing this proposal?	Yes ☐	No ☐
If YES, name procurement professional:		
If there is a procurement aspect, you must ensure Procurement have had input into this DPIA.		

ICT engagement, support and approval		
Is there an IT aspect to your project/ initiative?	Yes ☐	No ☐
Has an BFC ICT Business partner been involved in developing this proposal?	Yes ☐	No ☐
If YES, name the ICT Business Partner:		
If there is an ICT aspect, you must ensure ICT have had input into this DPIA.		

1. Project description

Provide a full description of the project, initiative or service
Please choose all of the below that apply to the project, initiative or service you are delivering

☐ The collection of new information about individuals

☐ Compelling individuals to provide information about themselves

☐ The disclosure of information about individuals to organisations or people who have not previously had routine access to the information

☐ The use of existing information about individuals for a purpose it is not currently used for, or in a way it is not currently used

☐ Contacting individuals in ways which they may find intrusive

☐ Making changes to the way personal information is obtained, recorded, transmitted, deleted, or held

☐ The use of profiling, automated decision-making, or special category data to make significant decisions about people (e.g. their access to a service, opportunity, or benefit)

☐ The processing of special category data or criminal offence data on a large scale

☐ Systematically monitoring a publicly accessible place on a large scale

☐ The use of new technologies

☐ Carrying out profiling on a large scale

☐ Processing biometric or genetic data

☐ Combining, comparing, or matching data from multiple sources

☐ Processing personal data without providing a privacy notice directly to the individual

☐ Processing personal data in a way which involves tracking individuals' online or offline location or behaviour

☐ Processing children's personal data for profiling or automated decision-making or for marketing purposes, or offer online services directly to them

☐ Processing personal data which could result in a risk of physical harm in the event of a security breach

What are the project's objectives/ scope/ benefits?

Click or tap here to enter text.

Nature of personal information							
Forename	☐	Surname	☐	Postal address	☐	Post code	☐
Email address	☐	Age	☐	Date of Birth	☐	Gender	☐
Mobile Number	☐	Telephone Number	☐	NI Number	☐	NHS number	☐
Unique ID number (e.g. Mosaic ID)	☐	Online identifier (IP address etc.)	☐	Voice recording	☐	Image (photo or video of person)	☐
Personal financial details	☐	No personal data held	☐				

Other:

Which of the following special category data will be used							
Criminal allegations convictions or offences	☐	Data concerning health information	☐	Data concerning sex life or orientation	☐	Religious or philosophical beliefs	☐
Political opinions	☐	Racial or ethnic origin	☐	Biometric data	☐	Genetic data	☐
Trade Union membership	☐	No special category data	☐				

Number of individuals with which personal data will be processed

0 - 100	☐
100 - 1000	☐
1000 – 5000	☐
5000 +	☐

What geographical area does it cover?

UK	☐
EU	☐
International	☐

2. Describe the processing

Describe the nature of the processing

How will you collect, use, store and delete the data?

Collect;
Click or tap here to enter text.

Use;
Click or tap here to enter text.

Store;
Click or tap here to enter text.

Delete;
Click or tap here to enter text.

What is the source of the data?
Click or tap here to enter text.

Will you be sharing data with anyone?

Yes	☐
No	☐

If yes, please list who you will be sharing the data with

Click or tap here to enter text.

Describe the scope of the processing
How often will you be collecting personal data?

Daily	☐
Weekly	☐
Monthly	☐
Annually	☐
Other	

How long will you keep it?
If this is different for different types of data, you can choose more than one and describe each in the text box below

0 – 1 year	☐
1 – 5 years	☐
5 – 10 years	☐
10 – 20 years	☐
Indefinitely	☐
Other	☐

Click or tap here to enter text.

Describe the context of the processing

What is the nature of your relationship with the individuals?
Click or tap here to enter text.

Is there another way to achieve the same outcome you are trying to reach?
Click or tap here to enter text.

How much control will individuals have?
Click or tap here to enter text.

Do the individuals include children or other vulnerable groups?
Click or tap here to enter text.

Are there prior concerns or security flaws around this type of processing?
Click or tap here to enter text.

Is the processing novel in any way?
Click or tap here to enter text.

What is the current state of technology in this area?
Click or tap here to enter text.

Are there any current issues of public concern that you should factor in?
Click or tap here to enter text.

Are you signed up to any approved code of conduct or certification scheme (once any have been approved)?
Click or tap here to enter text.

What is the retention period for this information?
Click or tap here to enter text.

How will this information be deleted/ destroyed?
Click or tap here to enter text.

3. Consultation process

Consider how to consult with relevant stakeholders

Describe when and how you will seek individuals' views, or justify if it is not appropriate to do so.
Click or tap here to enter text.

Describe when and how you have consulted partner organisations, or explain why it is not appropriate to do so.
Click or tap here to enter text.

Who else have you involved within the Council?
Click or tap here to enter text.

Do you have a processor? Do you need to ask your processors to assist?
Click or tap here to enter text.

Do you plan to consult information security experts, or any other experts?
Click or tap here to enter text.

Do you have a relevant privacy notice that includes this processing? How will you actively provide this privacy information to individuals?
Click or tap here to enter text.

4. Compliance and Proportionality

To be completed with guidance from Legal Services if necessary

What is your lawful basis for processing?
☐ Public task: we need to process the data to perform a specific, necessary task that is in the public interest and is set out in law
☐ Consent: the data subject consents to the processing of their personal data
☐ Contract: we need to process the data to fulfil our contractual obligation with the individual
☐ Legal obligation: we need to process the data to comply with the law
☐ Vital interest of the data subject: we need to process the data to protect the individuals' life
☐ Legitimate interest (as a public body, this basis is <u>very unlikely</u> to apply and you must complete the Legitimate Interest Assessment before choosing this)
If you have chosen legal obligation or public task, identify the legislation / authority (e.g. Children Act (2004), Health and Social Care Act (2012) Crime and Disorder Act (1998))
Click or tap here to enter text.

Does the processing actually achieve your purpose?
Click or tap here to enter text.

How will you prevent function creep?
Click or tap here to enter text.

How will you ensure data quality and data minimisation?
Click or tap here to enter text.

What information will you give individuals (e.g. a relevant Privacy Notice)?
Click or tap here to enter text.

How will you help to support individuals' rights (e.g. inform them of their data rights)?
Click or tap here to enter text.

What measures are in place to ensure processors comply with relevant data protection requirements?

Click or tap here to enter text.

Do you make any international transfers? If, so what safeguards are in place?

Click or tap here to enter text.

5. Risk Review – Identify measures to reduce risk (to be completed by business owner with support from Audit and Risk Management if needed)

The following is the Council's risk assessment matrix. It combines a risk rating from low to very high, derived from a combination of the likelihood of a risk occurring, coupled with the impact if it does. It, and the Likelihood and Impact scoring guides below should be used to assign pre and post mitigation risk scores in the risk log in the following section.

RISK MATRIX

LIKELIHOOD	5	Medium	High	High	High	High
	4	Medium	Medium	High	High	High
	3	Low	Medium	Medium	Medium	High
	2	Low	Low	Low	Medium	Medium
	1	Low	Low	Low	Low	Medium
		1	2	3	4	5

IMPACT

Likelihood:
5 Very High
4 High
3 Significant
2 Low
1 Almost Impossible

Impact:
5 Catastrophic   80%+
4 Critical   51% – 80%
3 Major   21% – 50%
2 Marginal   6% – 20%
1 Negligible   0% – 5%

The risk log below should detail _privacy_ risks that the project/initiative may give rise to; mitigations with completion dates; pre and post-mitigation risk ratings and mitigation action owners (i.e. the name of the person who is responsible for carrying out the actions required to mitigate the risk(s). The Information Asset Owner / Project Sponsor etc. will be accountable for ensuring the mitigations are completed. Mitigating actions should be incorporated in project plans.

This information should be incorporated into the project plan/ proposal documentation

KEY: L = Likelihood of the risk occurring **I** = Impact of the risk occurring [see BFC risk matrix to apply scoring 1 to 5 in each case to drive a score]

#	Risk Description There is a risk that …. Giving rise to ….	Pre-Mitigation			Mitigating Action(s) and	Action Owner (i.e. who is responsible for the action)	Due Date	Status	Post-Mitigation		
		L	I	Risk					L	I	Risk
e.g. only	Mobile equipment (laptops) will be lost resulting in loss of / unauthorised access to personal data	4	5	H	Laptops to be encrypted by ICT prior to roll-out. Reporting system for lost equipment in place	Claire Smith	30/9/18	Live	2	4	M
e.g. only 180	Data will be accessed by people who are not authorised to view it resulting in increased privacy risks	5	3	H	Access controls to be set within CareCounts system and administered by X. Reports will be generated every X months and access will be checked by Y with action taken accordingly.	Robert Patel	31/12/18	Live	2	3	L
1											
2											
3											
4											
5											
6											
7											
8											
9											

8. Sign-Off, Advice and Approvals

Business Owner Sign-off			
This DPIA is an accurate account of the project / initiative and Data Protection and Security measures that will be applied. Outstanding risk mitigations will be incorporated into project plan or service delivery.			
Comments: Click or tap here to enter text.			
Name		**Date**	Click here to enter a date.
Signature			

DPO Sign-off
The DPO's advice is based on an assessment of the DPIA and whether proportionate and appropriate technical and organisational measures have been put in place to uphold an individuals' right to privacy.
Recommendation, comments and sign-off
Accept that no full DPIA is required ☐ DPO comments/rationale as to why no full DPIA required: Click or tap here to enter text. Date of sign off:
Approve full DPIA as drafted ☐ DPO comments/advice: Click or tap here to enter text. Date for review: Date of sign off:
Approve full DPIA subject to conditions ☐ Conditions and rationale: Click or tap here to enter text. Date for review: Date of sign off:
Reject full DPIA as drafted ☐ DPO comments/advice: Click or tap here to enter text. Date of next DPO review:

Refer full DPIA to ICO ☐
Reason for referral to ICO:
Click or tap here to enter text.
Date of referral:
ICO response: *Click or tap here to enter text.*
Actions taken and next steps: *Click or tap here to enter text.*

DPO request for assurance from Legal Services		
Legal advice sought?	Yes ☐	No ☐
Legal advice/ recommendations		
Click or tap here to enter text.		
Advised by		
Date advice received		

SIRO/Caldicott Guardian decision
Before signing the DPIA, the SIRO/Caldicott Guardian must ensure that they have considered advice of the DPO and are satisfied that the impact assessment is robust, has addressed all the relevant issues and that appropriate actions have been taken. Where the advice of the DPO has not been accepted, the rationale should be set out below.
Caldicott Guardian Decision, comments and sign-off
Have you considered and accepted the DPO's recommendation? **Yes** ☐ **No** ☐ If no, please record rationale: *Click or tap here to enter text.*
Approve DPIA as drafted ☐ Caldicott Guardian comments/advice: *Click or tap here to enter text.*
Approve DPIA subject to conditions ☐ Conditions and rationale: *Click or tap here to enter text.* Date for review: Date of sign off:

Reject DPIA as drafted ☐ Caldicott Guardian comments/advice: Click or tap here to enter text.
Refer to ICO ☐ Reason for referral to ICO: Click or tap here to enter text. Date of referral: ICO response: Click or tap here to enter text. Actions taken and next steps: Click or tap here to enter text.

SIRO Decision, comments and sign-off
Have you considered and accepted the DPO's recommendation? **Yes** ☐ **No** ☐ If no, please record rationale: Click or tap here to enter text.
Approve DPIA as drafted ☐ SIRO comments/advice: Click or tap here to enter text.
Reject DPIA as drafted ☐ SIRO comments/advice: Click or tap here to enter text.
Approve DPIA subject to conditions ☐ Conditions and rationale: Click or tap here to enter text. Date for review: Date of sign off:
Refer to ICO ☐ Reason for referral to ICO:

Click or tap here to enter text.

Date of referral:

ICO response:
Click or tap here to enter text.

Actions taken and next steps:
Click or tap here to enter text.

DPIA approval details logged on the DPIA tracker	Click here to enter a date.

Document	Title/Summary
Legal Including: Information Security Questionnaires; Privacy Notices, Consent Forms, Information Sharing Agreements, Data Processing Agreements, documentation of suitable safeguards for transfers of personal data to a third country or an international organisation	
	[Embed Doc]
	[Embed Doc]
Project Including: Business cases, PIDs, training documents, procedures	
Design & ICT Security Including: Spec, Security Assessments, Network Diagrams etc.	
	[Embed Doc]
	[Embed Doc]
Procurement Including: IG evaluation(s), Contract/Agreement	
	[Embed Doc]
	[Embed Doc]

To: Executive
15 March 2022

**BFC Approval of the Strategic Procurement Plan for Domestic Abuse Refuge &
Outreach Services**

Director of People Services

1   Purpose of Report

1.1   To seek Executive approval of the attached Strategic Procurement Plan (SPP) for
procurement of Domestic Abuse Refuge and Outreach Services. The new contract
will begin on the 1ˢᵗ of September 2022 with a proposed total contractual term of up
to 7 years, starting with an initial period of three years and four further years of
optional extension equating to 3 + 2 + 2 years. The SPP will be presented to
Executive on the 15ᵗʰ of March 2022 in line with the EWP.

2   Recommendations

2.1   That Executive approve the Council's plan for procuring Domestic Abuse Refuge and
Outreach Services under the "Social and other Specific Provisions" of the Public
Contracts Regulations (also known as the "Light Touch Regime") as detailed in the
Strategic Procurement Plan.

3   Reasons for Recommendations

3.1   The procurement of the Domestic Abuse Refuge and Outreach Service Contract
supports the delivery of our Statutory Duties: Domestic Abuse Act 2021, Equality Act
2010, Human Rights Act 1998, Children's Act 2004, Housing Act 1996 and
Homelessness Reduction Act 2017.

3.2   The proposed procurement of this service through a single stage tender will help
maximise tender opportunities that will generate value for money and high-quality
Domestic Abuse Refuge and Outreach provision. Tendering for a single provider /
lead provider which will further enable consistent and efficient contract management
arrangements.

3.3   The COVID-19 pandemic has put additional demand on domestic abuse service
providers both nationally and locally. During 2020/2021, there was an increase in
Domestic Abuse incidents reported to police in Bracknell Forest. The re-tendering of
this contract enables domestic abuse victims and their children to continue to access
refuge and outreach services.

3.4   To be compliant with Public Contract Regulations 2015 and BFC's Contract Standing
Orders, and for timely completion of the tender, award, and mobilisation phases in
time for the contract to commence in September 2022.

4   Alternative Options Considered

4.1   **Do nothing:** current contractual obligation will lapse, there would be no adequate
provision to meet our statutory duties and domestic abuse victims and their children's
access to refuge and outreach services would be reduced.

4.2 **Extending:** Continually extending the current contractual arrangement will need to be permitted through waivers. The current contract for this service has already been extended twice by waiver. Use of further waivers is not advisable as it does not provide stability for BFC or the provider.

4.3 **Spot purchasing without a contractual arrangement:** Best value for money is unlikely to be achieved. Spot purchasing would not attract the same speed of response to referrals made under contract.

5 Supporting Information

5.1 Key findings of the analysis of usage of existing provision are detailed in the Strategic Procurement plan

6 Consultation and Other Considerations

6.1 <u>Legal Advice</u>

Legal comments are as set out in the Strategic Procurement Plan.

6.2 <u>Financial Advice</u>

Finance has been consulted and reviewed and are in agreement with assumption made in document.

6.3 <u>Other Consultation Responses</u>

Procurement

Procurement considerations contained within the Strategic Procurement Plan.

6.4 <u>Equalities Impact Assessment</u>

An initial impact assessment screening has been completed. This identified that a Full Equality Impact assessment was not required.

6.5 <u>Health and Wellbeing Impact</u>

Domestic Abuse is a key determinant of public health and a priority for the Local Authority to ensure that victims are appropriately supported. Refuge provision helps victims of domestic abuse to break the cycle by finding safe accommodation.

6.5 <u>Strategic Risk Management Issues</u>

None identified

<u>Background Papers</u>

Contact for further information
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