

Notice of Meeting

Overview and Scrutiny Commission

Councillor Pickering (Chair), Councillor Welch (Vice-Chair),
Councillors Barnard, C Eberle, Egglestone, M Forster, Haffegge,
McKenzie-Boyle, McLean, C Thompson, Watts and Webb
Victoria Hill, Parent Governor Representative
One Vacancy, Church Representative (Church of England)
One Vacancy, Church Representative (Roman Catholic)



Wednesday 18 October 2023, 5.30 - 6.30 pm
Council Chamber - Time Square, Market Street, Bracknell,
RG12 1JD

Agenda

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

Item	Description	Page
1.	Apologies for Absence	
	To receive apologies for absence and to note the attendance of any substitute Members.	
2.	Minutes of previous meeting	3 - 6
	To approve as a correct record the minutes of the meeting of the Overview and Scrutiny Commission held on 31 August 2023.	
3.	Declarations of Interest and Party Whip	
	<p>Members are asked to declare any disclosable pecuniary or affected interests and the nature of that interest, including the existence and nature of the party whip, in respect of any matter to be considered at this meeting.</p> <p>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.</p> <p>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.</p>	
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.	

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5.	Public Participation	
	To receive submissions from members of the public which have been submitted in advance in accordance with the Council's Public Participation Scheme for Overview and Scrutiny.	
6.	Draft Council Plan 2023-2027	7 - 28
	To consider the draft Council Plan 2023-2027 and recommend any changes to the Executive for consideration before the plan is presented for adoption in November.	

Date of next meeting

The next Overview and Scrutiny Commission meeting is scheduled for 30 November when the Commission will be sitting as the Crime and Disorder Panel.

Forward plan and decisions taken

Commission members are able to view upcoming decisions by looking at [Browse forward plans | Bracknell Forest Council \(bracknell-forest.gov.uk\)](#) and consider decisions taken since the last Commission meeting by using this link [What's newly published | Bracknell Forest Council \(bracknell-forest.gov.uk\)](#) and altering the date range.

Sound recording, photographing, filming and use of social media is permitted. Please contact Louise Connelly, 01344 354047, louise.connelly@bracknell-forest.gov.uk, so that any special arrangements can be made.

Published: 10 October 2023

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**OVERVIEW AND SCRUTINY COMMISSION
31 AUGUST 2023
7.01 - 8.39 PM**



Present:

Councillors Pickering (Chair), Welch (Vice-Chair), Barnard, C Eberle, Egglestone, M Forster, Haffegge, C Thompson, Watts and Webb

Present online:

Councillor McLean and Victoria Hill (Parent Governor Representative)

Apologies for absence were received from:

Councillors McKenzie-Boyle

Also Present:

Councillor Mrs Hayes MBE

Officers Present:

Stuart McKellar, Deputy Chief Executive

Kevin Gibbs, Executive Director: Delivery

Ann Moore, Assistant Director: Democratic & Registration Services

17. Minutes of previous meeting

RESOLVED that the minutes of the meeting of the Commission held on 16 August 2023 be approved as a correct record, and signed by the Chairman.

Responses to all of the queries and requests for information raised in the meeting had been received or formed part of the agenda.

18. Declarations of Interest and Party Whip

Councillor Christoph Eberle declared a personal interest in Thames Water as the company he worked for meant he carried out projects for Thames Water occasionally.

There were no indications that members would be participating while under the party whip.

19. Urgent Items of Business

There were no items of urgent business.

20. Public Participation

No submissions had been made by members of the public under the Council's Public Participation Scheme for Overview and Scrutiny.

21. Council Plan Overview Report (CPOR)

Stuart McKellar, Deputy Chief Executive, explained he was attending in place of the Chief Executive to present the Council Plan Overview Report (CPOR) which was a

summary of the first financial quarter. It was noted this was the quickest turnaround of CPOR data to be received at the Overview and Scrutiny Commission (O&S Commission) and would give members of the Commission an opportunity to scrutinise a rough draft of the CPOR prior to it being received at Executive. It was noted a number of senior officers were also online and would be supporting regarding specific responses, as required.

As part of his presentation the Deputy Chief Executive explained that the CPOR contained a vast amount of information, drawn from Quarterly Service Reports (QSRs), which were prepared by each directorate. It reflected the Council Plan agreed by the previous administration prior to the elections in May and would continue to do so until the next financial year.

It was noted the biggest event in Quarter 1 was the Bracknell Forest Council election. The Chief Executive and Electoral Services Team were commended for a great job administering the election. The election had resulted in a very different Council make up and everyone was learning how to adapt to new arrangements. Nationally, this quarter King Charles III Coronation had also taken place and it was believed to have been well managed in Bracknell Forest. Other highlights included an increase in the number of flats now receiving food waste collection and the Council receiving a 'good' Ofsted rating for the Adult Community Learning Service.

It was acknowledged O&S Commission members had been given the opportunity to ask questions in advance of the meeting but not all had received a response due to timescales. These questions and answers would be published as a supplementary if not discussed during the meeting.

A technical question was asked regarding the application of RAG markers in the CPOR. It was explained RAG rating was a standard way of highlighting if an area was working but it was agreed some descriptions required more detail and there could be a more consistent approach to the use of RAG rating in the document.

A debate of the recommendations took place. The following points were raised:

- The most important emerging issue for the Council was its finances and the projected overspend. The Deputy Chief Executive explained that the Council was facing a projected overspend of between £2 -£4 million pounds. This was an unusual and challenging position for Bracknell Forest which was due to a range of factors, including a huge demand on Children' Social Care and housing services, and specifically an increase in the number of homelessness people requesting accommodation. This was combined with an increase in loss of income, for example reduction in planning income and development control income. The Central Management Team (CMT) were monitoring the Council's finances closely and directorate budget reviews were taking place weekly to discuss mitigations. However, not all issues could be remedied in the short term. It was noted it was a similar picture financially across all six Berkshire local authorities and a number of local authorities nationally were approaching a Section 114 notice (bankruptcy notification) but Councillors received assurances Bracknell Forest was not in that situation at the moment.
- It was queried if the emerging Council Plan ought to take account of the difficult financial position. Councillors were informed leaders recognised the need to link service and financial plans and this would be part of discussions for the draft Council Plan and budget in November.
- Councillors queried the number of agency staff; how long agency staff had been in their roles; what sort of agency migration had been attempted;

enhancement of 'enhanced' rates; and if roles currently filled by agency staff were still advertised? It was confirmed there were 133 agency workers currently employed by Bracknell Forest Council, costing beyond £7 million over the course of the year. Most agency staff were obtained through Matrix and the Council would look to transfer agency staff, if possible. The Council had managed to transfer seven agency staff this year to permanent posts. It was typically hard to recruit to social work posts in Adult's and Children's Social Care, but also Planning Officers, Education Psychologists, Procurement Officers, Surveyors and Lawyers, etc. Recruitment and retention formed part of the new Business Change Plan and other strategies were being deployed including pushing harder on recruiting apprentices, with four in Resources Directorate currently, a 'grow your own scheme', career graded posts, market supplements, retention payments and attendance at career events.

- It was queried how the new Council Plan would take account of the financial pressures in relation to Special Educational Needs and Disabilities (SEND) and preventing children going into care. The Executive Director: People informed Councillors that additional investment in the Early Intervention Team meant they were fully staffed. Staff had access to additional training to help them manage complex situations and give an additional focus on welfare support and hardship. There was also a children's review nationally, which the Government would be providing a response to soon, to look at what a blended offer would look like in terms of comprehensive wraparound for children at the earliest point, then bring in social care. The design of that service would start soon.
- Additional background on Page 16 of the agenda relating to the waste PFI contract, was requested. The Assistant Director: Contract Services informed Councillors Reading, Wokingham and Bracknell had bought into joint service through a Private Finance Initiative (PFI), run by FCC Environment, since 2006 which ran until 2031. This included disposing of waste collected at curbside by SUEZ, Bracknell's waste collection contractor, and waste disposal sites at Longshot Lane and Smallmead. Councillors were offered a briefing session specifically on the waste PFI which was agreed.
- It was queried why procurement had stalled in Action 5610, page 29. It was noted there had been issues in the Procurement Team recently, but these issues were being addressed.
- Councillors sought assurances officers would be following a Cabinet Office recommendation on social value and sustainability in relation to procurement and were informed the new Head of Procurement had already identified different approaches which would build on the national framework but be tailored to Bracknell Forest's specific needs.
- Councillors queried the planning delay for Strongs Heath which involved the six Berkshire Unitary Authorities on 5.02.03, page 20 of the report. The Assistant Director: Contracts informed Councillors this was a long-standing development plan to site electric vehicles (EV) hub at a closed landfill site off London Road. The pre application had been to Planning twice and advice was currently being incorporated into a paper to CMT which would be ready in September.

RESOLVED - To note the performance of the council over the period from April-June 2023 highlighted in the Overview Report in Annex A, this includes any recommendations made by Overview and Scrutiny in Annex B.

CHAIRMAN

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To: **Overview and Scrutiny Commission**
18 October 2023

Draft Council Plan
Assistant Director: Chief Executive's Office

1 Purpose of Report

- 1.1 To present the draft Council Plan to the Overview and Scrutiny Commission, following engagement and development with councillors and staff. This draft includes the full plan content including, narrative, vision, themes, goals, and key results.

2 Recommendation

- 2.1 To review the draft plan (appendix A) and recommend any changes to the Executive for consideration before the plan is presented for adoption in November.**

3 Reasons for Recommendation

- 3.1 The views of the Overview and Scrutiny Commission are sought as a key consultee to help shape the direction of the plan, which will underpin the development of the Overview and Scrutiny work programme.

4 Alternative Options Considered

- 4.1 The Council Plan has evolved during the course of its development based on engagement and feedback. This has been included in the current draft and can be further amended prior to the final papers in November.

5 Supporting Information

- 5.1 The Council Plan sets out the overall ambition for what the council aims to achieve for, and with, residents, businesses and partners. It is a strategy document identifying priorities and how the council will measure progress and performance. The new plan will cover the period from 2023 until 2027.
- 5.2 The Council Plan provides a framework for a more detailed set of actions detailed in annual directorate service plans. These plans will include the operational tasks and initiatives linked to each of the themes and goals. Progress in delivering against the Council Plan goals will be reported through externally published quarterly reports. One role of the Overview and Scrutiny Commission is to review these reports, making recommendations to the Executive, therefore the group should consider the appropriateness of the content.
- 5.3 The development of the new Council Plan has undertaken several phases, from insights collection and mapping, to refining and feasibility testing. Each stage involved a range of stakeholders including councillors, managers and data leads. It is now at the stage of a draft plan. It has been a priority to ensure that the plan is relevant for the coming four years; aspirational in the direction of travel but also feasible to deliver within the context of resources.
- 5.4 This plan does not sit in isolation and is complemented by a range of underpinning principles such as the commitment to equality, health, and climate; these strategies are all referenced. Achieving the goals of the plan and the best outcomes for

residents will require a system approach, therefore joint working is a key foundation of delivering the plan.

6 Consultation and Other Considerations

Legal Advice

- 6.1 The Council Plan forms part of the Policy Framework and a decision on its implementation is therefore reserved to a quorate meeting of the Council. This is scheduled for 29 November 2023.

Financial Advice

- 6.2 The Council Plan is being developed alongside the budget planning processes to appropriately align resources and activity.

Other Consultation Responses

- 6.3 There has been significant engagement as part of developing the new Council Plan. This has been detailed throughout the report and the feedback included within the draft presented in Appendix A.

Equalities Impact Assessment

- 6.4 Equality, diversity and inclusion issues are being considered as part of the process to create the new plan. The importance of these are recognised within the plan as an underpinning principle across all activity. An Equality Impact Assessment has been conducted as part of the development to ensure that there is no exclusion or inequality is created by the plan.

Strategic Risk Management Issues

- 6.5 The Council Plan is a key part of the council's framework for performance management. The strategic commitments agreed on, and the delivery against them, will form part of issues monitored within the risk management processes.

Climate Change Implications

- 6.6 The plan identifies the importance of addressing climate change and the role the council has related to this. There are specific goals and key results identified to address and reduce carbon emissions.

Health & Wellbeing Considerations

- 6.7 The plan identifies the importance of health and wellbeing and the role the council has related to this. There are specific goals and key results identified to address the health and wellbeing of the population and monitor the local outcomes. Both physical and mental health are recognised within the plan, at universal and targeted tiers.

Background Papers

None

Contact for further information

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Katie.flint@bracknell-forest.gov.uk

Abby Thomas, Chief Executives Office – 01344 353307

Abby.thomas@bracknell-forest.gov.uk

Appendix A – Draft Council Plan

[attached as separate document]



Council Plan **2023 – 2027**

Growing together, shaping tomorrow.

Putting residents first and working together to grow sustainable, resilient, and inclusive communities.



Welcome

I am delighted to be setting out our commitments and aspirations for the next four years in this plan.

The plan is unreservedly ambitious and while we know it will be a challenge to achieve everything set out in it, a thriving community is at our core, so we must strive to make real and tangible progress in all areas.

When there are so many vital services provided by our teams, it is difficult to narrow down a few priorities, however, we have identified a set of key themes and goals to guide our work.

We are starting from a good position, the majority of our schools offer excellent education, we have varied and thriving businesses based here, and our natural environment is clean and accessible.

However, there are changes outside of our control that we will have to adapt and respond to as we deliver the plan. For example, the urgency of the climate and biodiversity emergency, national legislation changes, and technological advancement. We do not intend to just keep up with this, but embrace, innovate, and lead.

We also recognise that we will face challenges and changes within the borough over the next four years. The population is growing and demand for our services is increasing. We are experiencing, alongside residents, the financial challenges where costs are rising at an unsustainable rate. At the same time, our funding is not increasing to match rising costs and we continue to face uncertainty for future years of funding. We will need to continue to adapt and learn so that we can tackle these challenges and still deliver our ambitions.

However, communities in Bracknell Forest are strong. I saw first-hand during the pandemic how everyone came together. I am passionate about making sure residents are empowered and well-informed, so you can make your own choices and be independent. Our services must be inclusive and accessible, and we need to work directly with you to achieve this. We will be doing more in the coming years to connect with and listen to residents; working together to improve and deliver quality services.



Cllr Mary Temperton,
Leader of the Council

Our borough

Community

The local communities in Bracknell Forest are vibrant and diverse.



124,608
people in
Bracknell Forest



47 percent
increase

in residents from minority ethnicities, compared to 2011



77 percent
employed of working
age population



82 years male life expectancy
85 years female life expectancy

Place

Our borough is renowned for its excellent location for businesses, combined with extensive green spaces.



11 percent
residents live
alone

In the lowest
10 percent for
deprivation



2,302 households in
fuel poverty

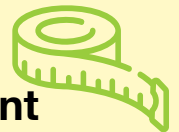


Trees cover
35 percent
of the borough

Adults

Most adults live a healthy and fulfilling life, in independence and choice.

65 percent
adults are obese



70 percent
adults are
physically active



13 percent
residents have a
common mental
health disorder



Children and Young People

Young people have wide ranging opportunities, facilities and activities to engage with. Our local schools are exceptional.



13.1 percent
pupils have
special
education
needs (including
EHCPs)



18.6 percent
children are obese



22 percent
population are
children



The role of the Council Plan

The Council Plan sets out the overall ambition for what we want to achieve for and with residents, businesses and partners.

It doesn't include everything we do but it outlines the activities and actions that we will focus on. It sets out what we will prioritise as a council in the borough over the next four years.

Our vision for the borough is where...
we put residents first, working together to grow sustainable, resilient, and inclusive communities.

The Council Plan for 2023 to 2027 will focus on three borough priorities to achieve this ambition:

- **Engaged and healthy communities**
- **Thriving and connected economy**
- **Green and sustainable environment**

To deliver these priorities, we have identified a series of operational principles for how we will work. This is also guided by our core values to be inclusive, ambitious and always learning. Therefore, the Council Plan sets out a fourth priority to be **an ambitious, resilient and sustainable organisation**. This will enable us to achieve our goals.

This is a key document for the council and the plan will be delivered through the annual service plans, the council's budget and specific strategies.

Growing together, shaping tomorrow



Borough priorities:

Engaged and healthy communities

Thriving and connected economy

Green and sustainable environment

Ambitious, resilient and sustainable organisation

Value · Residents · Climate · Quality · Partnership · Workforce

Underpinning principles

Throughout the plan there are cross cutting principles that will underpin the work that is delivered. These identify priorities across all the goals and themes of the plan and provide focus for the outcomes to be achieved.

Equality, Diversity, and Inclusion

Many of the priorities set out in the Council Plan relate directly to creating an inclusive borough and tackling inequalities. This commitment cuts across everything we do and goes beyond our legal responsibilities.

Within the principles of fairness and opportunity, we believe that:

- reducing inequalities benefits everyone in the borough
- strengthening community unity makes for a better borough
- understanding and promoting diversity improves people's lives

The Bracknell Forest 'All of Us' Equality Strategy sets out what the council intends to achieve in terms of equality and diversity and includes the council's equality objectives.

Health in all Policies

We recognise that the wider environment influences people's health. These wider determinants of health are important as they look beyond factors that only relate to the individual. We are therefore embedding a Health in all Policies approach for cross-departmental action to maximise the health benefits for the population and influence health through strategies, services and programme delivery. This work extends the health activity committed to within the Health and Wellbeing Strategy. The priorities included within the Council Plan are framed in the context of improving the wider context for health and wellbeing

Climate and sustainability

There are several specific goals within the Council Plan related to the climate and biodiversity emergency. However, our work to address climate change extends beyond this and requires all services, partners and residents to be part of it. The council's Climate Change Strategy sets out goals to lead in making changes that benefit our environment and the climate as a whole.

Key strategies

The commitments within the Council Plan do not sit in isolation. They complement and extend priorities across a number of existing strategies. These strategies contain more detailed work to improve outcomes for residents and will continue to be reviewed and delivered alongside the Council Plan. These key strategies include, but are not limited to:

- Equality Strategy
- Health and Wellbeing Strategy
- Climate action plan
- Economic Strategy
- Workforce Strategy
- Local Plan
- Local Transport Plan
- IT and Digital Strategy
- Housing and Homelessness Strategy
- Youth Services Strategy

Over the plan period further strategies will be developed including a culture strategy, leisure strategy and communities strategy.



Borough Priorities

Engaged and healthy communities

Within Bracknell Forest, there are vibrant and diverse local communities, and many parts of the borough have their own identity. Our role is to help create opportunities where people can succeed, be happy and feel safe. This will mean we can continue to build a healthy community.

During the pandemic, there was a huge community response where people came together. This demonstrated the potential and capability of what can be achieved when people feel empowered. It is important we make best use of community development and spaces for enriching and varied activities. Bringing people together to connect with each other will help maintain our high levels of community cohesion.

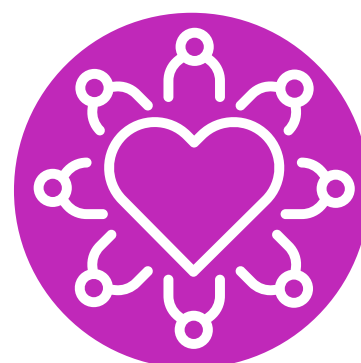
We have a range of quality facilities and places to foster good health, and overall quality of life is good in the borough. However, it remains important for us to recognise both physical and mental health needs across all ages and backgrounds, particularly where we know many are still experiencing health challenges following the pandemic. Working closely with our partners in the community and services like health will be vital to ensure the right support is available, and known, to those who need it.

We know that children are our future and therefore it is vital that they have the best childhood. This means quality education but also the wider opportunities to take part in youth activities. It will be important that we continue to build on this local provision so children can experience a range of opportunities to help them grow.

Our ambition for the borough is...

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

Our ambition for the borough is...	We will measure this by...
Children have quality education and opportunities to fulfil their potential	<ol style="list-style-type: none"> 1. Raising secondary attainment levels for disadvantaged pupils 2. Raising primary attainment levels for disadvantaged pupils 3. Increasing the proportion of children with with an education, health and care plan who are educated within the borough 4. Increasing care placements to good or outstanding settings 5. Increasing participation in universal youth service
Every child is safe as they grow up, where support puts family first	<ol style="list-style-type: none"> 1. Improving education outcomes for children in care 2. Reducing the number of children on a Child Protection Plan 3. Reducing the proportion of children who need to step up to statutory services
Residents can access appropriate care , suitable for a changing population	<ol style="list-style-type: none"> 1. Increasing older people still at home 91 days after hospital discharge 2. Increasing long term support being delivered at home 3. Increasing care placements made to good or outstanding providers
The diverse and growing population is healthy and active	<ol style="list-style-type: none"> 1. Increasing visits to the council's open spaces 2. A reduction in levels of smoking 3. Increasing weight loss through health programmes
Community development and spaces encourage a cohesive and engaged community	<ol style="list-style-type: none"> 1. Increasing visits to the libraries 2. Increasing the use of the Community Map for local activities 3. Increasing community volunteering
Residents have a safe and affordable place to live	<ol style="list-style-type: none"> 1. Increasing affordable homes completed 2. Reducing the number of people who are rough sleeping 3. Reducing households living in temporary accommodation 4. A reduction in local crime





Borough Priorities

Thriving and connected economy

The local economy includes many different aspects, such as businesses, jobs, skills, accommodation, and services. These shape the environment for what it's like to live and work here. Bracknell Forest is a popular place to live, and it is attractive for a range of industries from construction and distribution to science and technology. The borough is well connected, both with physical infrastructure as well as networks and internet.

Over the last 10 years, there has been significant regeneration of Bracknell town centre to create a lively and welcoming destination for visitors and residents. There is further ambition to extend the success through leisure and night time experiences. As a New Town, many of the neighbourhood areas surrounding the town centre were built at a similar time and we know that investment is needed to enhance these community hubs. Beyond this, the wider towns and villages within the borough also form anchors to our community and continuing to invest and work with these areas is important.

We have a strong foundation of local education for young people however, there are further opportunities to develop advanced level skills and link this to our local employment and businesses. Upskilling residents will open more opportunities to work within the borough, strengthening our economy.

Our ambition for the borough is...

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

Our ambition for the borough is...	We will measure this by...
Resident skills are enhanced, meeting local employment gaps	<ol style="list-style-type: none"> 1. A reduction in the proportion of residents who are unemployed 2. Increasing uptake of local apprenticeships and traineeships
Bracknell town centre continues to thrive and be a destination of choice	<ol style="list-style-type: none"> 1. Increasing visits to the town centre 2. An increase in the development of new homes within the Town Centre
Town, village and neighbourhood centres are thriving hubs for community activity	<ol style="list-style-type: none"> 1. Increasing the attractiveness (cleanliness) of neighbourhood centres 2. Maintaining high occupancy of neighbourhood centre units
Businesses have the space, environment, and support to adapt and grow	<ol style="list-style-type: none"> 1. Increasing sustainability of new businesses in the borough 2. An increase in the growth of new businesses 3. Maintaining high occupancy of council owned business units

Draft





Borough Priorities

Green and sustainable environment

Our environment includes everything around us, our parks, our cycleways and our road networks. It also includes the air quality and includes the air quality and increasingly extreme temperatures and weather events. The importance of our environment sits within the context of the changing climate and biodiversity emergency and the urgency to reach net zero.

Bracknell Forest has a beautiful natural environment, and we intend to enhance and protect this. We know that this will require a community wide effort and we must work together to move towards a sustainable carbon neutral future. But we also know that we need to lead and show what can be done, whether related to biodiversity, making green transport choices, or keeping the area clean. We will need to be creative to identify new ways of doing things, working jointly with partners and residents.

It is important that accessing the environment and making climate friendly choices is available to all residents. This includes working with partners to ensure our bus routes are supported, footpaths are clear, and cycleways are safe. Our goals over the coming years intend to further encourage all residents to make the most of our brilliant local environment, whilst ensuring that it is sustainable

for the future.

Our ambition for the borough is...

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

Our ambition for the borough is...	We will measure this by...
There is collective action to address and adapt to the climate and ecological emergency	<ol style="list-style-type: none"> 1. Increasing the correct use of recycling 2. Increasing the average energy efficiency rating of the housing stock in the borough 3. A reduction in borough emissions 4. Increasing the installation of public Electric Vehicle charge points 5. Increasing new trees being supported to independent growth
Our green spaces and parks foster sustainability, biodiversity, and wellbeing	<ol style="list-style-type: none"> 1. Increasing biodiversity across the borough, funded by new developments 2. Increasing Suitable Alternative Natural Greenspaces (SANG) and open space through the planning process 3. Increasing volunteering within the borough's parks and countryside
Local transport networks provide choice in travel	<ol style="list-style-type: none"> 1. An increase in bus use as sustainable public transport 2. Increasing green miles travelled via walking and cycling 3. Increasing delivery of infrastructure through the Community Infrastructure Levy (CIL)

Draft



Delivering our ambition

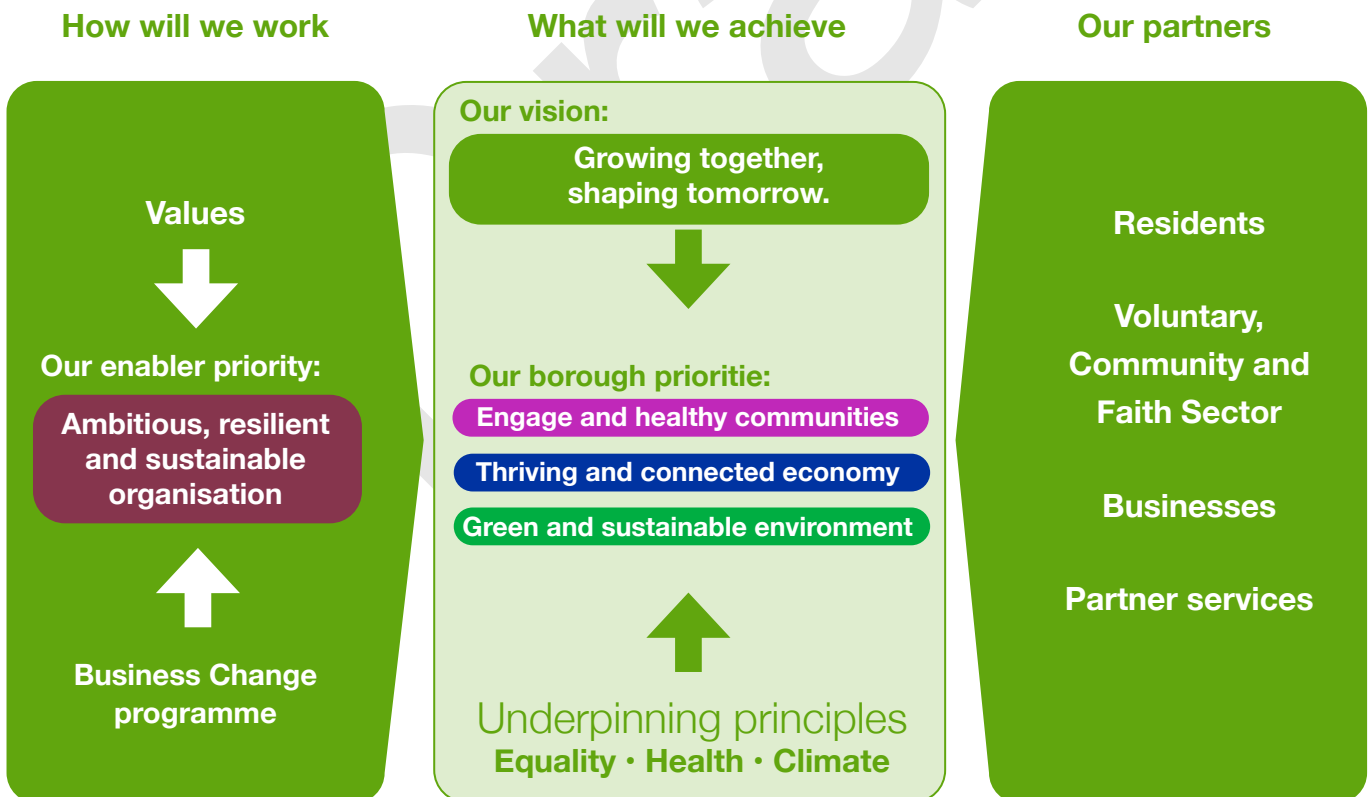
Many of the outcomes we are working towards cannot be delivered by the council alone. Reaching these goals will require a shared effort between residents, partners and local businesses. It is, however, important that we include these ambitious aims to help set a clear target for how we can further grow and develop as a borough. We must work more collaboratively in partnerships and with residents. The community will be at the heart of our decisions.



We must also ensure that we provide responsive, effective and efficient services. We must achieve best value for residents. We have therefore set out a core enabling priority to be an **ambitious, resilient and sustainable organisation**. Much of this will be delivered through our business change programme to ensure the organisation is fit for the future. Our aspiration is to be the best organisation that we can be.

Importantly, these foundations describe how we will deliver our plan. To achieve our goals:

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



The business change programme enables the delivery of the council plan and will ensure the organisation is financially sustainable and fit for the future. The programme's aim is to use ambitious solutions to achieve resilience and sustainability.

Five programmes of activity have been identified within the business change programme, these are:

- **Climate change** - reducing our carbon emissions at pace and adapting to the impact of the climate and biodiversity emergency.
- **Efficiency and digitisation** - delivering efficient, sustainable, innovative, digital enabled customer focussed services.
- **Workforce, retention, and recruitment** - ensuring we have the right capabilities, retaining an engaged and motivated workforce and growing our own talent.
- **Neighbourhood regeneration and assets** - building resilient communities and making best use of our property assets to support effective services and financial sustainability.
- **Corporate improvement** – an intensive corporate support and challenge programme to enable the turnaround of any service or function that has or is at risk of failure.

Each programme has specific outcomes and measures. Activity within the programme will be included within the annual directorate service plans, quarterly service reports and Corporate Performance Overview Report to report progress.

Beyond the direct work of the business change programme, we also know that we must continue to enhance our partnership working. There are already strong partnerships in place to help deliver borough wide change, this includes the Bracknell Forest Place Committee, Community Safety Partnership, Health and Wellbeing Board, Bracknell Forest Safeguarding Board. We will continue to work with our partners towards the future of the borough, to achieve the best outcomes for and with residents, in line with our strategic priorities.

We will continue to improve our community engagement and expand our approach to working directly with residents too. This will include using co-production and co-design to involve residents in developing strategies and services.

Our values

Our values exist to guide how we work with residents and engage with communities and partners. We make our values real by demonstrating them in how we behave every day, this is us Being Bracknell Forest. Being Bracknell Forest means that we all sign up to and give our commitment to living our values in everything that we do.



Monitoring progress

Against each goal is a set of specific key results that will help us monitor the progress being made. These results are not all within the direct control of the council and a positive or negative direction of travel will not be purely associated with actions related to this plan. However, they will indicate whether the plan is looking at the right things and whether any changes or additional actions are needed.

The key results create the core insights of the council's quarterly reporting framework. Annual work commitments set out within each directorates Service Plans help deliver these results. Both these annual activities and the key results will be publicly reported every quarter through the Council Plan Overview Report (CPOR).

Place profile annex

Community

The local communities in Bracknell Forest are vibrant and diverse.

There are 124,608 people who live in Bracknell Forest, this has increased by 10% in the last 10 years. Bracknell Forest's population profile is similar to England's although, the proportion of working-aged adults in Bracknell Forest is slightly higher than England with notably higher proportions of 35 to 54 year olds. People aged 65 and over make-up 15% of Bracknell Forest's population, compared to 18% nationally.

Life expectancy is significantly higher than national rates at 82 years for men and 85 for women.

In 2021, nearly 78% of Bracknell Forest's population were from a white British background. 14% of residents were from ethnic minority groups (excluding white minorities), compared to 19% in England. The diversity in the population continues to increase with the proportion of all ethnic minority residents increasing by 47% in the last decade, to 22% of residents.

In September 2022, 77% of Bracknell Forest's working age population were in employment. The proportion of people in employment decreased during the pandemic and this drop was to a greater extent than the national average. The current level of employment is higher than the average for England and similar to the South East.

Place

Our borough is renowned for its excellent location for businesses, combined with extensive green spaces.

There are 52,060 residential properties in Bracknell Forest with a higher proportion of terraced (32%) and detached houses (24%). Property is generally more expensive than the England average, apart from flats and maisonettes. All property types in Bracknell Forest are less expensive than the South East average. The 2021 census showed an increase in the number of people living alone, both nationally and locally. In Bracknell Forest nearly 11% of people live alone with 29% of those aged 66 and over living alone.

Bracknell Forest is within the 10% least deprived local authorities in England. More than a third of the borough's neighbourhoods are in the 10% least deprived nationally. While none of Bracknell Forest's neighbourhoods are in the 20% most deprived areas in England, there are areas of higher deprivation, particularly within parts of Bracknell town. In June 2023, 2,302 Bracknell Forest households were identified as in fuel poverty.

Air quality in Bracknell Forest indicate similar levels of fine particulate matter, compared to England. The rate of Co2 emissions per person is less than the average for the South East and England. The borough is classed as urban however trees cover 35% of the borough, the second highest in England.

Bracknell Forest has lower rates of crime compared to similar authorities and the wider national average. There has been a small increase in crime since September 2020, returning to pre-pandemic levels.

Children and Young People

Young people have wide ranging opportunities, facilities and activities to engage with. Our local schools are exceptional.

Approximately 27,846 children and young people (aged under 18) live in Bracknell Forest, making up 22% of the total population. Currently, women of child-bearing age have an average of 1.7 children in Bracknell Forest compared to 1.6 in England. There has been an increased rate of births following the pandemic.

Bracknell Forest's childhood obesity rates have not significantly changed over the last 5 years. 18.6% of year six children are considered obese, this is lower than the England average of 23.4%. In 2020-21, 10.7% of Bracknell Forest's under 16s lived in relative low income families. 13.1% of pupils have special educational needs (SEN), similar to the national and South East average. There is a significantly higher proportion of pupils with an Education, Health and Care Plans (EHCP) than the national average and across similar authorities.

Bracknell Forest pupil's school readiness and attainment levels at the end of reception are similar to other authorities, while indicators of attainment at the end of key stage one are above average. Attainment 8 scores (Key Stage 4) in Bracknell Forest's state-funded schools are similar to England's, but worse against equivalent authorities. Attainment 8 scores for disadvantaged pupils are lower than the average for the same cohort across England.

Adults

Most adults live a healthy and fulfilling life, in independence and choice.

65% of adults in Bracknell Forest were overweight or obese in 2021/22 this is slightly higher than the average for the South East (63%) and similar to the average for England.

70% of adults in Bracknell Forest were classified as physically active (150+ minutes activity per week) in 2021/22, similar to the South East average.

13% of Bracknell Forest's population aged 16 and over are estimated to have a common mental health issue such as depression or anxiety, compared to national (17%) and regional (15%) prevalence rates. Less than 1% of people in Bracknell Forest were recorded as having a serious mental health diagnosis on their GP Record.

For more detail and the latest data about our borough can be found on the Berkshire Observatory or the Berkshire East Joint Strategic Needs Assessment pages.

Key results definition annex

Each key result is represented by a specific measure. Each metric has been identified to provide some insight into the experience of residents in the local community. All the indicators relate to the role of the council, often several services will be working together towards each metric. Performance will be influenced by a range of factors, some outside of the council's control and will often require wider partner involvement.

Metrics on their own should not be taken in isolation as there are many elements that contribute towards each data set and the wider goal to be achieved. They are intended to provide a conversation starter across the system to seek the best outcomes for residents.

Engaged and Healthy Communities

Title of result	Metric for measurement	Ref
Raise secondary attainment levels for disadvantaged students	Attainment 8 for KS4 pupils considered disadvantaged	KR111
Raise primary school development for disadvantaged children	% of disadvantaged Children achieving expected standard+ (EXS+) combined Reading, Writing, Maths (RWM) by end of KS2	KR112
Increase the proportion of children with an education, health and care plan who are educated within the borough	% of Bracknell Forest children with EHCP (aged 5-16) with school placement in the borough	KR113
Increase the rate of EHCPs issued within the 20 week statutory time frame	% of EHCPs issued within 20 week statutory timeframe	KR114
Increase all education settings rated good or outstanding	Combined % Early years providers rated good or outstanding and % schools rated good or outstanding	KR115
Increase participation in youth services	Number of young people involved in universal youth service activities	KR116
Improve the career outcomes for children in care	% of Care Leavers aged 19-21 who are NEET	KR121
Reduce the number of children on a CPP	Child protection plan rate per 10,000	KR122
Reduce the proportion of children who need to step up to statutory services	% of early help caseload 'stepped up' to statutory social care following an early help assessment	KR123
Increase older people still at home 91 days after hospital discharge	% of over 65s still at home 91 days after discharge to reablement services	KR131

Title of result	Metric for measurement	Ref
Increase long term support being delivered at home	% long term support recipients not in residential care or nursing care	KR132
Increase care placements to good or outstanding settings.	% of care placements in good or outstanding settings	KR133
Increase visits to the Council's open spaces	Number of visitors to monitored open spaces	KR141
Reduce levels of smoking	% of smokers who have quit within four weeks of programme	KR142
Increase weight loss through health programmes	% of adults enrolled in the weight management service losing any weight	KR143
Increase visits to the libraries	Number of visits to Bracknell Forest libraries (physical visits to all libraries buildings, excl. home library)	KR151
Increase the number of Community activities captured on the Community Map	Number of community activities listed	KR152
Increase activity within our community centres	Number of groups using BFC owned community centres (average per centre)	KR153
Increase community volunteering	Number of volunteers registered with Involve for volunteering pool	KR154
Increase affordable homes completed	Additional affordable homes completed (Affordable rented and shared ownership).	KR161
Reduce the number of people who are rough sleeping	Number of people rough sleeping	KR162
Reduce local crime	total recorded crime excluding fraud (crime rate per 1,000 for headline offences)	KR163
Reduce households living in temporary accommodation	Number of households in Temporary Accommodation	KR164

Thriving and Connected Economy

Title of result	Metric for measurement	Ref
Reduce unemployment rate	Unemployment rate of the working age, economically active population (%)	KR211
Increase number of apprenticeships and traineeships	Apprenticeship starts since start of academic year	KR212
Increase homes completed within the Town Centre	Net additional dwellings within Town Centre and the Parks ward	KR221
Increase visits to the town centre	Footfall within the town centre (% change since previous year)	KR223
Increase clean environment at neighbourhood centres	% neighbourhood centres passing the regular street cleansing checks - contract standards	KR231
Maintain high occupancy of neighbourhood centre units	% Occupied units on neighbourhood parades owned by the council	KR232
Increase sustainability of new businesses	Business survival beyond four years (%)	KR241
Increase growth of new businesses	Number of new businesses births in Bracknell Forest	KR242
Maintain high occupancy of council owned business units	% Occupied light industrial units owned by the council	KR243

Green and Sustainable Environment

Title of result	Metric for measurement	Ref
Increase the correct use of recycling	Recycling contamination rate (% of material collected from blue bins that is incorrect material)	KR311
Increase the average energy efficiency rating of the housing stock in the borough	Percentage of all homes that have a SAP rating of Band C or above. (incl. Park Homes)	KR312
Increase the installation of publicly available Electric Vehicle charge points	Number of publicly available chargepoints per 100,000 population	KR313
Reduce borough emissions	Total emissions for territorial emissions within council area (kT Co2e)	KR314
Increase new trees being supported to independent growth	Number of trees being supported during the quarter (to independence)	KR321
Increase SANG and open space provision through the planning process	SANG and other OSPV secured (hectares) where open space secured through planning process	KR331
Increase volunteering within the boroughs parks and countryside	Number of hours volunteering with parks and countryside activities	KR332
Increase biodiversity across the borough through new developments	Average % biodiversity net gain across new developments	KR333
Increase use of sustainable public transport	Number of journeys across TVB network	KR341
Increase delivery of infrastructure via CIL	Income received from CIL (Income received, liability notices, demand notices)	KR342
Increase green miles travelled via walking and cycling	Green travel miles recorded through the eco-rewards scheme	KR343

If you need a reasonable adjustment to communicate with us, please call 01344 352000 or email: customer.services@bracknell-forest.gov.uk.



Council Plan
2023 – 2027