

## Notice of Meeting

### Council

Councillor Ms Merry (Mayor)  
Councillor Gbadebo (Deputy Mayor)  
Councillors Allen, Angell, Atkinson, Bhandari, Dr Barnard,  
Bettison OBE, D Birch, Mrs Birch, Brossard, Brown, Brunel-Walker,  
Dudley, Finch, Ms Gaw, Mrs L Gibson, MJ Gibson, Green,  
Mrs Hamilton, Harrison, Mrs Hayes MBE, Ms Hayes, Heydon,  
Mrs Ingham, Kennedy, Kirke, Leake, Mrs McKenzie, Mrs McKenzie-  
Boyle, McLean, Mrs Mattick, Mossom, Neil, Parker, Porter, Skinner,  
Temperton, Tullett, Turrell, Virgo and Wade



**Wednesday 25 November 2020, 7.30 - 9.00 pm**  
**Online only**

**Timothy Wheadon**  
Chief Executive

### Agenda

Item	Description	Page
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**The meeting will be opened with prayers by the Mayor's Chaplain**

1.	<b>Apologies for Absence</b>	
2.	<b>Minutes of Previous Meeting</b>	3 - 10
	To approve as a correct record the minutes of the meeting of the Council held on 9 September 2020.	
3.	<b>Declarations of Interest</b>	
	<p>Members are asked to declare any disclosable pecuniary or affected interests 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>	

### **EMERGENCY EVACUATION INSTRUCTIONS**

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4.	<b>Mayor's Announcements</b>	
5.	<b>Executive Report</b>	11 - 124
	To receive the Leader's report on the work of the Executive since the Council meeting held on 9 September.  Council is asked to resolve recommendations in respect of: <ul style="list-style-type: none"> <li>• <b>Joint Venture Business Plan</b></li> </ul>	
6.	<b>Schedule of meetings 2021-22</b>	125 - 128
	To agree the proposed schedule of meetings for 2021-2022.	
7.	<b>Questions Submitted Under Council Procedure Rule 10</b>	
	(i) Councillor Brown to Councillor Brunel-Walker, Executive Member for Economic Development and Regeneration  What support is the Council giving to local businesses preparing for the January 1st withdrawal from the EU?  (ii) Councillor Temperton to Councillor Dr Barnard, Executive Member for Children, Young People and Learning  It has been reported that Nationally 80% of Young Carers feel isolated. It is said many, who look after a parent or help care for siblings, face the risk of mental health problems.  How many known Young Carers are the in Bracknell Forest and what support is being given to them?	
8.	<b>Motion Submitted Under Council Procedure Rule 11</b>	
	<u>Motion 03/2020 moved by Councillor Neil and seconded by Councillor Brown</u>  "This Council puts on record its recognition and thanks for the resilience and commitment being shown by all the Council workforce during this pandemic"	

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### **EMERGENCY EVACUATION INSTRUCTIONS**

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**COUNCIL**  
**9 SEPTEMBER 2020**  
**7.30 - 10.20 PM**

**Present:**

Councillors Ms Merry (Mayor), Gbadebo (Deputy Mayor), Allen, Angell, Atkinson, Bhandari, Dr Barnard, Bettison OBE, D Birch, Mrs Birch, Brossard, Brown, Brunel-Walker, Dudley, Finch, Ms Gaw, Mrs L Gibson, MJ Gibson, Green, Mrs Hamilton, Harrison, Mrs Hayes MBE, Ms Hayes, Mrs Ingham, Kennedy, Kirke, Leake, Mrs McKenzie, Mrs McKenzie-Boyle, McLean, Mrs Mattick, Mossom, Neil, Parker, Porter, Skinner, Temperton, Turrell, Virgo and Wade

**Apologies for absence were received from:**

Councillors Heydon and Tullett

**19. Minutes of Previous Meeting**

Subject to the following amendment:

- *Minute 13:* 'Councillor Turrell reported that the Downshire Way duelling scheme had been completed, within budget and on time' be amended to read 'dualling'.

**RESOLVED** that, subject to the above amendment, the minutes of the Council meeting held on 22 July 2020 be approved, and signed by the Mayor as a correct record.

**20. Declarations of Interest**

There were no declarations of interest.

**21. Mayor's Announcements**

Joint Venture Partnership

Daniel King, Managing Director, West London and Thames Valley and Mike Woolliscroft, Chief Executive Officer, Partnerships South from Countryside attended the meeting to introduce the organisation and provide an overview of the upcoming projects.

Emergency Services Day

On behalf of residents, colleagues and all at Bracknell Forest Council the Mayor thanked all of the Borough's Emergency Services.

Mayoral Engagements

The Mayor reflected that since the last Council meeting she and her consort had attended a few engagements in person including the Bracknell Puzzalogical Escape Room and the College Town Montessori school to celebrate its 30th birthday. She was pleased to see that the Borough's 'Open for Business' initiative had been warmly welcomed and widely supported.

The Mayor thanked Councillor Ms Gaw, Older People's Champion, for organising the Mayor's first virtual tea party with Astbury Manor Residents.

Councillor Birch, Executive Member for Adult Services, Health and Housing

Councillor Birch, Executive Member for Adult Service, Health and Housing was proud to announce that the groundbreaking ceremony at Heathlands had been held the day before. The ceremony marked the start of the redevelopment to provide a new 66 bed site in a joint funded venture with the Clinical Commissioning Group. He thanked all those that had been involved in the project which was anticipated to open at the end of next year.

Councillor Dr Barnard, Executive Member for Children, Young People and Learning

Councillor Dr Barnard, Executive Member for Children, Young People and Learning asked the meeting to join him in acknowledging the hard work of school staff who had provided inspirational leadership. He recognised that following the delivery of remote learning and welcoming the children of keyworkers and vulnerable children into schools the summer had seen additional support provided to GCSE and A level students. Staff had also got schools ready physically for the start of term as well as provide pastoral support to parents who may have been worried.

He added that there had been confirmed cases in three schools: one case at Edgbarrow, two cases at Garth Hill College and two cases at Bracknehale. He advised that individuals and those in close contact with them had been contacted to self-isolate.

He appreciated everyone working together to respond so quickly to this incident in a measured and managed way.

He concluded that he was pleased to confirm that work would start on the Youth Hub next week and the Youth Council would be joining him in celebrating the start of this project.

Councillor Bettison, OBE, Leader of the Council

Councillor Bettison OBE, Leader of the Council announced that the Mayor, Councillor Ms Merry had been appointed as his deputy Armed Forces Champion. This role supported both serving military personnel and veterans. He looked forward to working with her to represent the Council at military functions and continue this important work.

**22. Chief Constable's Presentation**

Deputy Police and Crime Commissioner, Matt Barber; Chief Constable, John Campbell and Local Police Area Commander, Felicity Parker attended the meeting to provide an update on local policing issues and crime figures within Bracknell Forest.

In response to a question relating to county drug lines becoming less visible during lockdown the Chief Constable confirmed that an operation was ongoing to make a hostile environment and working in partnership with the Council it was a priority to protect vulnerable residents.

It was queried whether the Police had the resources to disperse larger groups and would marshalls come under the control of the Police. The Chief Constable advised

that he did not anticipate that marshalls would be under police control but noted the regulations were currently being written. He explained that Thames Valley Police had been maintaining an additional public order reserve across the force area which was a team of officers which had successfully been deployed across the area as required to disrupt and prevent gatherings.

In response to a question regarding disappointment with the police support to incidents in the north of the Borough involving the traveller community and subsequent damage caused it was explained that each group behaved differently. The Chief Constable noted that there were no approved transit sites across the whole of the Thames Valley. The Local Area Commander explained that a local assessment was undertaken in each case to inform decisions to invoke section 61 orders, provide consistency of response and working with Community Safety Partnership. The Deputy Police and Crime Commissioner recognised that there were gaps in the current legislation and that 13 transit sites were required across the area but he had sympathy for those affected by local incidents.

It was confirmed in response to a question about how the new tri-service facility in Crowthorne would be utilised that the Thames Valley Police had a very good relationship with Royal Berkshire Fire and Rescue Service. The Local Area Commander added that it was intended to be used as a touch down space for neighbourhood team officers.

In response to a question regarding how accurate the data was on the Police.uk website and how often was it updated it was confirmed that the data was supplied by Thames Valley Police. The examples quoted related to reasons provided as to why crimes were not resolved.

The Mayor thanked the Chief Constable, Local Police Area Commander and the Deputy Police and Crime Commissioner for their attendance and informative presentations.

## 23. **Executive Report**

The Leader of the Council, Councillor Bettison OBE, presented his report on the work of the Executive since that reported at the Council meeting on 22 July 2020. The Executive had met once on 25 August 2020.

The Leader highlighted the following matters that had been considered:

### Financial strategy

- reviewed and updated by Executive to reflect the Covid related pressures and uncertainty
- Significant Covid-19 related pressures in current year (between £6.8 - £14.2m) concerning car parking, leisure income, social care (adults and children) and The Look Out/Planning Fees
- best and worst case outturn scenarios had been developed after using contingency funds e.g. best case -£1.9m and worst case +£5.6m

### Budget Planning Framework 2021 onwards

- seven key budget principles had been agreed in February 2020 and were still valid in Covid/post-Covid world
- noted many Covid related service/income pressures would continue beyond 2020/21 and that ongoing Government support levels were unknown

- work was underway planning for worst reasonable case of £15m budget gap over three years

#### Capital Programme

- 2019/20 outturn and carry forwards had been agreed
- Additions to programme recommended to Council relating to Berkshire Archives (£17k), Market Street (£175k) and Cemetery & Crematorium Memorial Area (£54k) together with the retention of Cemetery & Crematorium bungalow for social care and housing needs

#### Other issues

- Temporary Changes Addendum agreed for the Statement of Community Involvement
- Councillors Brunel-Walker and Heydon appointed to the Joint Venture Board
- Councillor Heydon appointed as a member of the Town Centre Regeneration Committee with Councillors Allen and Atkinson appointed as non-voting observers.

The report contained recommendations that the Council was asked to resolve in respect of proposed additions to the current year's capital programme.

Councillor Brown asked when it would be assessed how the ongoing pandemic was impacting on social care budgets. Councillor Bettison OBE replied that this was an ongoing process and residents had been asked to complete a questionnaire which looked at the many aspects of the impact of covid on them and their families. The Council was working with third sector partners to ascertain what needs were. He recognised that against a reducing budget there could be individuals who required additional support. 1,800 people volunteered during this period. We need to continue to support those that need help. Councillor Dr Barnard added that in relation to Children's social care the working practices established within the family safeguarding model mean that need can be assessed and rapid and effective change undertaken to deescalate issues within families to help contain the costs whilst providing support. He added that there was no intention of cutting packages of support but using resources available effectively. Councillor Birch explained the transformation programme was still in place and the Council was looking at outcome based commissioning of services and innovative ways to deliver shared services or facilities with partner agencies.

#### Financial Update

On the proposition of Councillor Bettison OBE, Leader of the Council, seconded by Councillor Birch it was

**RESOLVED** that the proposed additions to the current year's capital programme detailed in paragraph 5.37 of the Director: Resources report at Appendix A of the agenda report be agreed.

#### 24. **Response to Local Government Boundary Commission for England draft recommendations**

The Local Government Boundary Commission for England (LGBCE) is reviewing Bracknell Forest Council's electoral arrangements. The new arrangements for the Borough are scheduled to come into effect at the Council elections in May 2023. The Commission's consultation on their proposals for a new pattern of electoral wards.

The cross-party Boundary Review Working Group appointed by Council had considered the Commission's draft warding pattern recommendations. Councillor Birch, Boundary Review Working Group Chairman, thanked the members of the working group, the Director and officers and in particular Ann Moore, Head of Democratic and Registration Services and Phil Sadler, Electoral Services Manager for their hard work. In addition, he thanked everyone who had either submitted information to the working group or had submitted a consultation response directly to the Commission.

Councillor Temperton, Leader of the Labour Group requested that it be formally recorded that Councillors Brown, Neil and Temperton would abstain from the vote. Although they supported the majority of the Working Group's consultation response the Labour Group were unable to support the inclusion of a proposal to redraw the Hanworth Ward boundary.

On the proposition of Councillor Birch, Chairman of the Boundary Review Working Group, seconded by Councillor Dr Barnard

it was **RESOLVED** that the Boundary Review Working Group's response to the Local Government Boundary Commission for England's draft recommendations for new warding arrangements for Bracknell Forest be approved.

25. **Member Development Strategy 2020-24 and Member Development Report 2019-20**

The Council considered the Member Development Annual Report which appraised all Members of the Member Development activities and their outcomes during 2019-20 and sought approval of the Member Development Strategy 2020-2024.

Councillor Allen, Chairman of the Member Development Charter Steering Group thanked members for their participation in the member development programme which was focused on keeping Councillors informed. He thanked Jen Lawson, Democratic & Registration Services Officer for supporting the development of the new strategy and acknowledged that the pandemic had fast-tracked one objective which was to deliver training differently. He added he was pleased to announce that the Council had continued to demonstrate the Charter Plus standard for Member Development in the direction of travel assessment.

Councillor Harrison, Executive Member for Culture, Delivery and Public Protection reminded members to keep referring to the electronic newsletter, Democracy Snapshot, which promoted how to access to a wide range of development opportunities.

On the proposition of Councillor Allen, Chairman of the Member Development Charter Steering Group, seconded by Councillor Harrison, it was

**RESOLVED** that:

- i) the Member Development Strategy 2020 – 2024 be approved; and
- ii) the Member Development Annual Report 2019 - 20 be noted.

26. **Champion's Annual Report**

Each Champion was asked if they had anything to add to their submitted report:

- Councillor Ms Gaw, Older People's Champion advised the meeting that although the day would be marked the activities planned for the Internal Day for Older Persons in October had been postponed.
- Councillor Wade, Small Business Champion added that there had been significant change since May with the Lexicon doing well, the Joint Venture Partnership presentation demonstrated confidence in Bracknell, businesses related to travelling or entertainment were struggling and although restaurants benefited from government schemes these had now ended.
- Councillor Gibson, Voluntary Sector Champion recognised the voluntary sector in Bracknell had been phenomenal during the pandemic including the role of Councillors and thanked everyone for their hard work.

The Council received the Champions' Annual Report for 2019/20, and the Mayor thanked the Champions for their work.

**27. Question Submitted Under Council Procedure Rule 10**

Councillor Mrs Temperton asked Councillor Turrell, Executive Member for Planning and Transport the following published question:

- (a) How does the Government's White Paper- Planning for the Future affect the Council's ability to meet the proposed % of affordable homes in the Local Plan?  
 (b) What could be the effect of the proposals in this paper on the finances of Bracknell Forest Council?

In response Councillor Turrell stated that the White Paper was currently in consultation form, acknowledged that it was extensive and proposed large-scale changes to the planning system. The Executive was considering the Council's consultation response on 20 October. The response would look in detail at each of the proposals including those for affordable housing and would address how the Council anticipates proposals would affect delivery in the future. He asked the meeting to note that the government intends that the new system would deliver "at least as much – if not more" onsite affordable housing. He added that the proposed changes would be subject to primary and secondary legislation which would take time to come into effect. He stated that until that time, the Council would continue to determine planning applications based upon the adopted policy position which sought 25% affordable housing on sites which meet the threshold.

He concluded that it was too early to assess whether the proposed changes will affect the finances of the council in any significant way, other than the distinction that funding secured through the planning process was for the delivery of infrastructure rather than for service delivery.

In response to a supplementary question from Councillor Temperton that it was important for all members to be provided with information on any changes when they come into effect Councillor Turrell confirmed that he would ensure that all members were kept fully informed and updated on changes to Council planning policy.

**28. Motion Submitted Under Council Procedure Rule 11**

An altered Motion 02/2020 was moved and seconded by Councillors Temperton and Brown respectively as follows:

*The view of this Council is that charging for the use of the Look Out play area should be a one-off as a result of Covid-19 safety measures and not a test case for future charging of playgrounds in Bracknell Forest.*

On being put to the vote the motion was carried.

**CHAIRMAN**

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To: **COUNCIL**  
**25 November 2020**

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## **EXECUTIVE REPORT TO COUNCIL** **The Leader**

### **1 PURPOSE OF REPORT**

- 1.1 Since the Council meeting on 9 September 2020, the Executive has met on the 22 September 2020, 20 October 2020 and the 10 November 2020. This report summarises decisions taken by reference to the relevant portfolio within which they fall.
- 1.2 Updated Forward Plans are published every Friday and can be viewed online at [www.bracknell-forest.gov.uk](http://www.bracknell-forest.gov.uk). Full details on the decisions taken by individual portfolio holders can also be accessed online through the Council's website.

### **2 RECOMMENDATION**

- 2.1 **Council is asked to consider the recommendations set out at paragraph 5.12.**

### **3 REASONS FOR RECOMMENDATIONS**

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

### **4 ALTERNATIVE OPTIONS CONSIDERED**

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

### **5 SUPPORTING INFORMATION**

#### **Culture, Delivery and Public Protection**

#### **5.1 Prevent Strategy and Action Plan 2020/23**

- 5.1.1 The Executive approved and adopted the Bracknell Forest Prevent Strategy and Action Plan 2020/23.
- 5.1.2 Section 26 of the Counterterrorism and Security Act 2015 and its revisions places a duty on specified authorities to "have due regard to the need to prevent people from being drawn into terrorism" in the exercise of their functions. In addition to the Prevent Duty, the Counterterrorism and Security Act 2015, introduced a new duty for local authorities to provide support for people vulnerable to being drawn into terrorism. Fortunately, Bracknell Forest is a very low risk area, but the tragic events in Reading in the summer act as a reminder that we must always be vigilant. The Bracknell Forest Prevent Strategy and Action Plan draws together how it will work with partners to achieve these objectives.

## **Council Strategy & Community Cohesion**

### **5.2 Recovery and Renewal Place-based Strategy –Covid-19**

5.2.1 The Executive approved the Post-Covid Place Based Renewal Strategy principles.

5.2.2 The Council has been responding to the Covid-19 pandemic since early March 2020 and worked to a set of five key principles in making decisions during and after Lockdown. As the Council moves forward and begins to recover and eventually renew service delivery it is important to do so in a consistent and planned way. A set of principles for this period of the response to the pandemic have been agreed to provide a coherent framework for the next phases of recovery and renewal. These are:

- *Work with partners and communities to protect and promote the physical and mental health of our population*
- *Support town and neighbourhood centre vitality and look to support our local economy by retaining businesses in Borough*
- *Provide short term support and refocus some activities to deal with post COVID-19 spikes in demand*
- *Integrate services with partners and locate them wherever possible within the community that use them*
- *Look to involve the community and voluntary sector in supporting people and services wherever possible*

*Whilst*

- *Containing/reducing expenditure in the long term (including refocusing/delivering differently/stopping some services)*

*And*

- *Maximising the opportunities to address carbon reduction across all of our activities.*

### **5.3 Residents' Survey Results 2020**

5.3.1 The Executive noted the Covid-19 Impact Survey 2020 results report and endorsed the communications plan. It was also noted that the Overview and Scrutiny Commission had been asked to review the survey and identify any actions that needed to be taken to prepare the Council for the second wave of Covid-19.

5.3.2 The council has produced a Community Impact Assessment to understand how the COVID-19 pandemic had impacted on the borough's communities and residents' behaviours. The residents' survey results will inform an updated version of this and links into the recovery and renewal strategy. The survey was carried out by the council's consultation contractor Public Perspectives Ltd using a sample-based telephone survey which profiled a representative sample of 1,826 respondents across the borough.

5.3.3 The aims of the survey were:

Key findings about the Council, community and digital access were:

- **Contacting the Council:** 73% of residents who contacted the Council during the pandemic rated contact as good or excellent.
- **Satisfaction with the Council's support to the local community:** 56% of residents are satisfied with the way the Council is supporting the local community during the pandemic. (This is broadly similar to the Local Government Association's national result and reflects the obvious prominence of national Government decisions in response to the crisis).
- **Volunteered or helped in community during the pandemic:** 20% of residents volunteered or helped in the community during the pandemic, 93% of whom were not volunteering prior to the pandemic. 83% of these intend to continue volunteering in the future.
- **Accessing services online:** 51% of residents said they used the internet in general more during the pandemic. 88% of residents said they are confident to access services online, with younger residents (99% of those aged 18 – 34) more confident than older residents.

#### **5.4 Council Plan Overview Report**

- 5.4.1 The Executive noted the performance of the council over the period from April – June 2020 highlighted in the Overview Report.
- 5.4.2 The Executive noted the performance of the Council over the first quarter of the 2020/21 financial year (April - June 2020). At the end of the quarter, 97 actions (86%) were rated as “green” (9 complete, 57 in progress, 7 not started or deferred) and 15 actions (13%) were “amber” (11 in progress 7 not started or deferred)). 1 action was red.
- 5.4.3 Progress against key performance indicators across the Council was also very positive, with 28 (72%) “green”, 1 (3%) was “amber” and 10 (26%) were “red”.

#### **Adult Services, Health and Housing**

#### **5.5 Future Public Health arrangements for East Berkshire**

- 5.5.1 The Executive agreed new East Berkshire arrangements for Public Health delivery, including the appointment of a Joint Director of Public Health for East Berkshire with the Royal Borough of Windsor & Maidenhead, Slough, and the Frimley CCG Collaborative.
- 5.5.2 Since 2013 the Berkshire Public Health System has operated on a hub and spoke model with Public Health teams within in each of the six unitary authorities supported by a Shared Strategic Director of Public Health and a Shared Team hosted by Bracknell Forest Council. However, these pan Berkshire arrangements were coming under pressure due to the demands on the service and in 2019 a review was undertaken to consider the effectiveness of the current model, the changing context and opportunities for public health, current costs, and alternate models. The review recommended dissolving the current arrangement and moving to two hub and spoke arrangements across East and West Berkshire aligning with the health arrangements in these two distinct areas. The East Berkshire DPH and shared team will be hosted by Bracknell Forest on behalf of the other partners but will work equally across the full East Berkshire geography.

#### **5.6 Joint Working with Health**

- 5.6.1 The Executive also agreed a blueprint for enhanced joint working between the Council and East Berkshire CCG which proposed potential next steps. This included the option to explore the creation of a joint commissioning team and to undertake an appraisal of opportunities to create other shared teams. The blueprint has subsequently been endorsed by the CCG's Place Committee.

## **Planning and Transport**

### **5.7 Council's response to the Government's consultation on 'Planning for the future' White Paper (August 2020)**

- 5.7.1 The Executive agreed the Council's response to the Government White Paper 'Planning for the Future'.
- 5.7.2 The Government published two significant consultations on planning matters on 6 August 2020. The Planning White Paper 'Planning for the Future' set out plans to undertake a fundamental reform of the planning system. Responses were required to be submitted by 29 October 2020 whilst the closing date for responses on the consultation on technical changes to the current planning system was 1 October 2020. Due to the more technical nature of this consultation on the current system, its potential impact on housing numbers in the Borough and the shorter timescale for responding, the Council's response was agreed by the Executive Member for Planning and Transport.
- 5.7.3 The White Paper itself included fundamental proposed changes to the planning system including such matters as:
- The content, format and process for Local Plans
  - The centralisation of development management policies
  - Changes to planning decision making.

The Council's response made clear its opposition to the loss of local democratic control that the proposals would mean.

### **5.8 Supported Bus Service Changes and Procurement Plan for new Framework for Road Based Passenger Transport Framework**

- 5.8.1 The Council needs to secure the ongoing viability of supported bus services whilst pursuing value for money. The Executive therefore agreed changes to the supported bus services and noted the supporting information.
- 5.8.2 The Executive also approved the methodology for advertising the Framework opportunity, evaluating supplier submissions, and appointing suppliers to the new Framework agreement and that the new Framework Agreement is implemented using a Dynamic Procurement System (DPS) so that suppliers may join the Framework at any point during its lifetime.

## **Transformation and Finance**

### **5.10 Re-procurement of a Neutral Vendor for Agency Staff**

- 5.10.1 The Executive approved the proposed re-procurement of a neutral vendor contract for provision of agency staff, together with procurement of key specialist agencies, following the approach detailed in strategic procurement plan.

## **5.11 Heathlands - Strategic Procurement Plan**

- 5.11.1 The Executive approved the Strategic Procurement Plan for procuring a provider for dementia nursing care services in Heathlands and noted the joint approach for working with the East Berkshire Clinical Commissioning Group and Frimley Health Foundation Trust who would jointly deliver intermediate care services in Heathlands. The decision in respect of commissioning of hotel service provision was delegated to the Heathlands Joint Project Board which is chaired by the Director: Resources in consultation with the Executive Member for Transformation and Finance. The Executive also agreed to delegate the decision relating to the arrangement between the Council and the Clinical Commissioning Group and, if applicable, Frimley Health Foundation Trust for the sharing of the costs of the hotel services and any other pooling of funds in relation to the arrangement under a Section 75 agreement pursuant to the NHS Act 2006.
- 5.11.2 Heathlands Care Home is a major new health and care joint venture based on the aspiration to deliver integrated care to meet growing dementia and nursing need in Bracknell Forest. Heathlands will provide 66 single rooms over 3 floors in a modern, purpose-built setting, due to open at the end of 2021.
- 5.11.3 The Council seeks to procure a care provider to deliver dementia nursing care for complex needs and to flex the service depending on acuity of need and demand flow working closely with the local NHS provided intermediate care service. The intentions are to appoint an innovative, partnership-driven, high quality provider delivering value for money, as outlined in the Strategic Procurement Plan.

## **5.12 Joint Venture Business Plan**

- 5.12.1 **The Executive accepted the proposals set out in the report and in doing so made the following recommendations to Council:**
- i. To approve the first proposed JV Business Plan for the Bracknell Forest Limited Liability Partnership joint venture between the Council and Countryside Properties (UK) Ltd as set out in Annex A/A1 and confidential Annex B of the Joint Venture Business Plan report.**
  - ii. To approve the proposed Site Development Plan for Coopers Hill for “Bracknell Forest Limited Liability Partnership”, including land drawdown where conditions have been met as set out in confidential Annex C of the Joint Venture Business Plan report and the Council’s equal share of funding needed to undertake this development of up to £2.25m;**
  - iii. Subject to recommendations i and ii being approved by Council, to note that the formal Incorporation of the JV and execution of the associated legal contract documentation for “Bracknell Forest Limited Liability Partnership JV” will take place in December 2020.**
- 5.12.2 The JV Business Plan determines the areas of focus for the Partnership for the next three years and sets out broad proposals and development timescales for the Category 1 sites, together with indicative land values, profits and funding requirements. The JV Business Plan will be reviewed annually, and its approval must be granted by the Council and Countryside as partner.
- 5.12.3 The Site Development Plan for Cooper’s Hill provides more detail of the specific proposals for this site, which are well advanced and will be further refined by detailed design work prior to a planning application being submitted early in 2021.

## **Children, Young People and Learning**

### **5.13 Care Leavers Overview and Scrutiny Review Report**

5.13.1 The Education, Skills and Growth Overview & Scrutiny Panel was commissioned to undertake a review into Care Leavers as part of the Overview and Scrutiny work programme. As Corporate Parents it is the duty of the local authority to ensure care leavers in the Borough benefit from accommodation, education and life skills that ensure they have the best possible chance in life.

5.13.2 The Executive agreed the following:

- Review the Housing Allocation Policy 2015 to include consideration of priority being awarded to care leavers where the authority has a Corporate Parenting role, particularly those who opt to 'stay put' with their foster family.
- Review life skills and money management information to ensure consistency of provision; information available on the Local Offer Care Leavers website and consider frequency of visits to prepare care leavers for independence.
- Revise the Staying Put Policy using plain English; develop an easy-read version with foster carers and care leavers and consider extending the three-month time limit when a care leaver can return to their foster family.
- Review the joint protocol between Children's Social Care (CSC) and Housing Team for assessing and meeting the needs of homeless young people.
- Enable care leavers' achievements to be acknowledged and give them the opportunity to participate by replicating the offer to Children Looked After which would be reviewed, and any policy changes implemented within agreed timeframes with the housing team.
- That the timescales for implementing the recommendations were agreed as per the report.
- That the Overview & Scrutiny Commission would review the implementation of the recommendations within six months and host a focus group of care leavers to understand the impact of the pandemic.

## **6 NOTIFICATION OF APPOINTMENTS MADE BY THE LEADER**

6.1 The Leader confirmed the membership of the Local Outbreak Engagement Board had been extended to include himself.

6.2 The Leader established an Equalities Working Group and confirmed the following membership:

Councillor Atkinson  
Councillor Bhandari  
Councillor Bettison OBE  
Councillor Gbadebo  
Councillor Harrison  
Councillor Mrs Hayes MBE  
Councillor Kirke  
Councillor Mrs McKenzie  
Councillor Mrs Mattick  
Councillor Ms Merry  
Councillor Parker  
Councillor Temperton

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

### Borough Solicitor

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

### Director: Resources

- 7.2 The Director: Resources' comments have been addressed in the reports to the Executive.

### Equalities Impact Assessment

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

### Strategic Risk Management Issues

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

### Background Papers

Executive Agenda – 22 September 2020  
20 October 2020  
10 November 2020.

### Contact for further information

Hannah Stevenson, Delivery - 01344 352308  
Hannah.stevenson@bracknell-forest.gov.uk

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To: Executive  
10<sup>TH</sup> NOVEMBER 2020

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**JOINT VENTURE BUSINESS PLAN FOR THE DEVELOPMENT OF MULTIPLE SITES IN  
BRACKNELL FOREST AND THE COOPERS HILL SITE DEVELOPMENT PLAN**  
Stuart McKellar, Director: Resources

**1 Purpose of Report**

- 1.1 As has previously been highlighted to the Executive in a number of reports since June 2018, the establishment of a Property Joint Venture (JV) will help to continue the successful regeneration of Bracknell town centre and secure delivery of the Council's agreed vision to; *"deliver high quality development that supports a thriving, 18 hour town centre and catalyses further regeneration in the area, and that serves the needs of all residents and businesses, including new community facilities and affordable housing, fostering a sense of local ownership"*.
- 1.2 Following a competitive procurement process that commenced in May 2019, the Executive agreed at its meeting in July 2020 to authorise the Director: Resources to appoint Countryside Properties (UK) Ltd (Countryside) as the preferred bidder for the Joint Venture Partnership and to authorise the Director: Resources and the Borough Solicitor to finalise the necessary contractual agreements on such terms as best protect the Council's interests.
- 1.3 Good progress has been made since the July meeting to finalise the contractual agreements with Countryside. The terms of the arrangements remain as previously explained to Members and represent the position clearly set out by the Council at the start of the OJEU procurement process, with only minor amendments agreed through the competitive dialogue procurement process.
- 1.4 The purpose of this report is to present to the Executive for its consideration and recommendation to Council the proposed first Business Plan for the JV and a Site Development Plan for Cooper's Hill. These documents will form part of the legal agreements between the Council and Countryside
- 1.5 The JV Business Plan determines the areas of focus for the Partnership for the next three years and sets out broad proposals and development timescales for the Category 1 sites, together with indicative land values, profits and funding requirements. The JV Business Plan will be reviewed annually, and its approval must be granted by the Council and Countryside as partners, rather than the joint venture itself. The Joint Venture shall be responsible for the day to day development of the JV Business Plan ensuring that the best interests of the Limited Liability Partnership (LLP) are followed. The Site Development Plan for Cooper's Hill provides more detail of the specific proposals for this site, which are well advanced and will be further refined by detailed design work prior to a planning application being submitted early in 2021. The Site Development Plans for individual sites identified in the overarching JV Business Plan, including formal adoption of the delegation policy will be approved by the Council prior to any site being formally adopted for development by the JV.
- 1.6 As part of the July report the Executive agreed the contents of the delegation policy set out in Confidential Annex B to be incorporated in the Partnership Members' Agreement, subject to any non-material changes agreed by the Director: Resources and the Borough Solicitor as part of finalisation of the contractual agreements.

## **2 Recommendation(s)**

**That the Executive accepts the proposals set out in this report and in doing so makes the following recommendations to Council;**

- 2.1 To approve the first proposed JV Business Plan for the Bracknell Forest Limited Liability Partnership joint venture between the Council and Countryside Properties (UK) Ltd as set out in Annex A/A1 and confidential Annex B;**
- 2.2 To approve the proposed Site Development Plan for Coopers Hill for “Bracknell Forest Limited Liability Partnership”, including land drawdown where conditions have been met as set out in confidential Annex C and the Council’s equal share of funding needed to undertake this development of up to £2.25m;**
- 2.3 Subject to recommendations 2.1 and 2.2 being approved by the Executive and Council, to note that the formal Incorporation of the JV and execution of the associated legal contract documentation for “Bracknell Forest Limited Liability Partnership JV” will take place in December 2020;**

## **3 Reasons for Recommendation(s)**

- 3.1** The recommendations support the fulfilment of the JV project’s aims and objectives and form the final step toward Incorporation of the “Bracknell Forest Limited Liability Partnership” and the completion of the associated legal contract documentation”. There have been no material changes made to the suite of legal contracts as set out in the 14<sup>th</sup> July report to the Executive
- 3.2** The Cooper’s Hill Site Development Plan is a proposal for development of the Cooper’s Hill site. This will be refined during the next 2 months and will be subject to several conditions being fulfilled as laid out in the Site Development Plan, including securing planning permission and fulfilling best consideration requirements for the land value.

## **4 Alternative Options Considered**

- 4.1** The Executive could decide not to endorse the recommendations made in this report. This would mean that the Council may need to develop an alternative approach to securing development of identified sites in and around Bracknell town centre. The Business Case that informed the Executive’s decision in February 2019 indicated that alternative approaches would be less likely to deliver the agreed objectives.

## **5 Supporting Information**

- 5.1** Bracknell Forest Council has a long-standing ambition to secure new development in Bracknell town centre and across the Borough, in order to promote economic development, enhance vitality, and secure new homes and facilities for residents and businesses. Specifically, the Council Plan 2019-2023 states, “*We will continue to work hard to make sure that Bracknell Forest continues to thrive, even with the challenges ahead for all sectors of the economy. The council is committed to continuing the town centre regeneration and over the next four years will deliver the next phases, helping the whole town centre to flourish and grow, providing a rich 18-hour economy.*”
- 5.2** A detailed options appraisal was prepared and submitted to the Executive in February 2019, which concluded that the establishment of a 50:50 joint venture with

an experienced development partner would present the optimum approach for the Council to fulfil these objectives. Following a detailed competitive procurement process, Countryside have been appointed as the preferred partner and have been working with Council officers since the Executive's meeting in July to finalise the suite of legal agreements that underpin the agreed Limited Liability Partnership structure for the joint venture.

- 5.3 As part of the legal documents the Delegations Policy sets out the decision-making parameters for the development manager, JV Partnership Board and matters reserved to the individual partners. A key principle is that the JV Business Plan, which sets out its planned activities for the next 3 years, key metrics such as the nature and scale of proposed development activity on individual sites, expected profits and land values and overall financing requirements, needs to be agreed by the two partners individually prior to being formally enshrined into the JV agreements. Similarly, individual site development plans, which are prepared once outline designs are in place and an initial financial appraisal has been undertaken, also need to be agreed by the Council before detailed design work commences to inform a planning application. The JV Business Plan will be reviewed formally by the individual partners annually or as required.
- 5.4 Coopers Hill Site Development Plan will be reviewed regularly until all the conditions that will need to be met prior to land drawdown have been fulfilled and the JV Business Plan can be settled. The updates will reflect design development, and progressively increased cost certainty. The land value and projected profit will be calculated at each stage based on these inputs. Once the detailed design has been completed, and all title and planning conditions satisfied a Settled Site Development Plan will be prepared. The Updated Market Value (UMV) will be set at this stage, immediately prior to land being drawn down by the JV.
- 5.5 This approach means that the Council itself is always able to determine the JV's activities at a strategic level, while more operational decisions are delegated to the JV Partnership Board which has the authority to act within the parameters of the agreed Business Plan and Site Development Plans. The Partnership Board comprises 3 representatives from each of the partners, with the Council's representatives being the Executive Members for Economic Development and Regeneration and for Transformation and Finance and the Executive Director: Delivery. Any decisions outside the parameters of the agreed JV Business Plan need to be referred by the JV Partnership Board to the Council and Countryside as the partners.
- 5.6 The JV Business Plan will be appended to the Members Agreement. The Members agreement defines the rights, duties, responsibilities and liability of each partner and sets out how the Partnership will be managed and run and will remain live throughout the life of the Partnership.
- 5.7 Oversight of the JV's performance is specifically included in the terms of reference of the Bracknell Town Centre Regeneration Committee and is also expected to be undertaken periodically by the cross-cutting Scrutiny Panels that review delivery of different elements of the Council Plan.
- 5.8 The proposed Coopers Hill Site Development Plan supports the overarching JV Business Plan by setting out detailed proposals for development at the Coopers Hill site, which is owned by the Council and has been earmarked for regeneration due to the current buildings being no longer fit for purpose. It is important to recognise that

this document does not represent the final, detailed proposals that will be submitted for Planning consideration early in 2021. These will be developed through a further stage of detailed design and pre-application discussions with the Council's Planning team. However, there is sufficient confidence from work undertaken to date to present the Coopers Hill Site Development Plan for approval, following which the nature and scale of development proposed and the financial parameters cannot change materially.

- 5.9 Although Countryside have been selected as the Council's partner through a competitive procurement process, there remains a requirement for the Council to ensure that "best consideration" is obtained for any of its land that is put forward for development by the JV and that treasury requirements will be met Market testing and S123 valuations will be undertaken at specified stages prior to land draw law within each Site Development Plan to ensure that there is not a material change to the Council position. This task is delegated to Assistant Director: Property.

## 6 Consultation and Other Considerations

### Legal Advice

- 6.1 As set out in the report the JV will take the form of a Limited Liability Partnership ("LLP"). An LLP is a corporate entity with a legal personality separate from its members. It is the Council's preferred structure for the JV due to the limited liability status of its members, its flexible governance arrangements and tax transparency. Other key features of an LLP are that:
- It has unlimited capacity and can do anything that a legal person can do
  - It has the organisational flexibility of a partnership. The members are free to agree:
    - *how to share profits;*
    - *who is responsible for management and how decisions are made;*
    - *when and how new members are appointed; and*
    - *the circumstances in which members retire.*
  - It has no share capital and, unless otherwise agreed between the members, there is no obligation for members to contribute capital to the LLP
- 6.3 The Council has wide ranging statutory powers to enter into a joint venture derived from Section 1 of the Localism Act 2011, s95 of the Local Government Act 2003 and ancillary powers in s111 of the Local Government Act 1972. The predominant power relied upon for participation in the LLP is the General Power of Competence under S1 of the Localism Act 2011. The use of an LLP as a vehicle for Joint Ventures is common across local authorities and is lawful if it is entered into primarily for a non-commercial purpose. In the case of the Bracknell Forest Limited Liability Partnership the primary purpose of the LLP is non-commercial i.e. to better manage its land and deliver housing and regeneration and is therefore lawful.

### Financial Advice

- 6.5 The expected financial returns to the Council from the sale of land to the JV and share of development profits are set out in the confidential section of the JV Business Plan, together with the scale of the required Council equity investment over the life of the initial JV Business Plan. The Council's equity will be in the form of land and cash. The latter has a forecast peak cash level of between £15 to £17m and will be funded by a combination of internal borrowing and short-term external borrowing if needed, with a typical funding cost to the Council of 0.5% to 1.5%. The Council will receive a coupon of typically 4% on its investment, a rate linked to PWLB borrowing rates. Amendments to the rate are to be delegated to the Partnership Board with the

agreement of Director: Resources. This includes a margin of 2% which can help fund front-line services during the development period. The expected profile of Council investment and returns is set out within the initial JV Business Plan. The Council will also have the opportunity to benefit from residents in the new developments parking in its town centre car parks, on terms to be agreed, as well as other ancillary benefits including Council Tax income and additional footfall in the town centre. It is also expected that the Council will be able to benefit from ongoing revenues from development of sites included in the JV Business Plan, subject to robust financial appraisals which will be included in future Site Development Plans.

#### Other Consultation Responses

- 6.6 The recommendations are supported by the Bracknell Town Centre Regeneration Committee.

#### Equalities Impact Assessment

- 6.7 None undertaken

#### Strategic Risk Management Issues

- 6.8 Commercial development, by its nature, cannot be risk free. The establishment of a JV with an experienced development partner and the approach set out in the JV Business Plan is intended to strike a balance between minimising the Council's risk exposure while allowing it to achieve its regeneration objectives for Bracknell town centre. The incorporation of a 50:50 Joint Venture ensures that the Council is sharing risk and reward with an experienced and successful development partner.

#### Background Papers – Commercially Sensitive

##### Introduction to Appendices

Annex A – JV Business Plan

Annex A1 - JV Business Plan Policies Pack

Confidential Annex B – JV Business Plan Pack

Confidential Annex C – Coopers Hill Site Development Plan

##### Contact for further information

Stuart McKellar, Director: Finance - 01344 352180

[Stuart.McKellar@bracknell-forest.gov.uk](mailto:Stuart.McKellar@bracknell-forest.gov.uk)

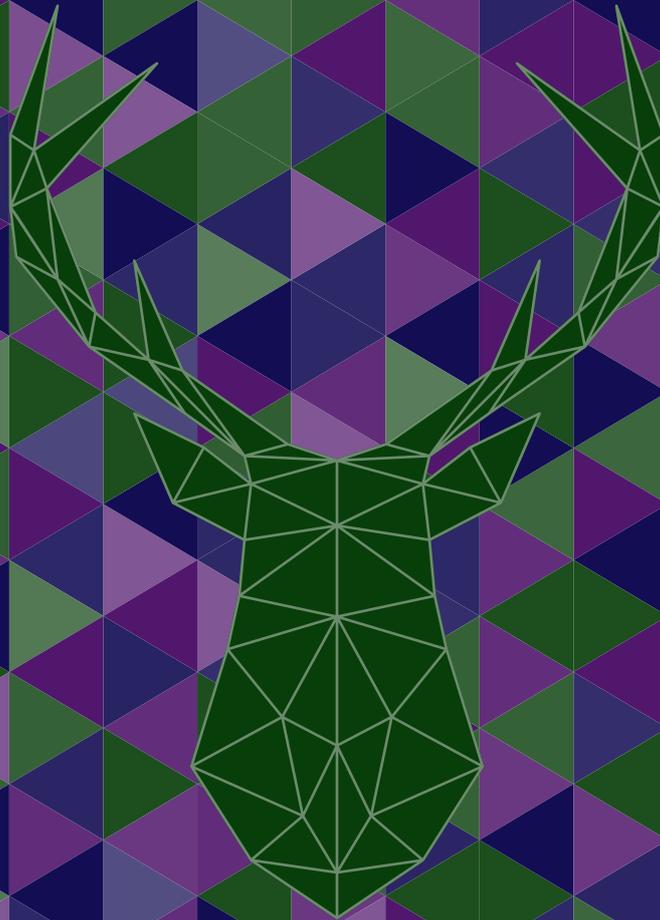
Sarah Holman, Interim JV Programme Manager – 01344 354197

[Sarah.holman@bracknell-forest.gov.uk](mailto:Sarah.holman@bracknell-forest.gov.uk)

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INITIAL BUSINESS PLAN

2020 - 2023



**Bracknell Forest LLP**



**COUNTRYSIDE**  
Places People Love



**Bracknell  
Forest  
Council**

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<b>Appendix I</b>	Location Plan
<b>Appendix II</b>	Stakeholder Matrix & Engagement Plan
<b>Appendix III</b>	Procurement Policy
<b>Appendix IV</b>	Financial Appraisal (Commercially Confidential)
<b>Appendix V</b>	Business Planning Flowchart
<b>Appendix VI</b>	Quality Management Policy
<b>Appendix VII</b>	Health & Safety Management Policy
<b>Appendix VIII</b>	Equal Opportunities Policy & Social Values
<b>Appendix IX</b>	Environmental Management and Sustainability Policy
<b>Appendix X</b>	Delegations Policy (Commercially Confidential)
<b>Appendix XI</b>	JV Risk Register

## 1. INTRODUCTION

This document represents the initial Partnership Business Plan for the Bracknell Forest Development Partnership which sets out planned activities for the period 2020 to 2023. It provides an approved draft of the Partnership Business Plan to be appended to the Members Agreement between Bracknell Forest Council (the Council) and Countryside Properties (UK) Ltd (Countryside) in relation to the regeneration and development of multiple sites in Bracknell Forest.

This will be updated as more information becomes available, particularly where land assembly opportunities exist in relation to the sites in this plan.

The Partnership Business Plan will remain live throughout the life of the Partnership and will be updated accordingly to reflect the aims of the Partnership Board, as it implements the overarching objectives agreed by the partners. The Partnership Business Plan will be subject to a review no less frequently than every 12 months by the Partnership board and partners.

## 2. BACKGROUND

The Council has selected Countryside as its development partner following an OJEU Competitive Dialogue procurement process. The Council and Countryside have entered into a Members Agreement and related documents which provide an overarching legal structure. Individual sites will be drawn down once a number of conditions precedent have been met, and a Site Development Plan drawn up and approved.



### 3. PARTNERSHIP OBJECTIVES

#### Principal Purpose

The principal purpose of the Partnership is to lead on the regeneration of the three sites identified by the Council at tender stage (the Category 1 Sites) for mixed use development, and to bring forward additional sites for regeneration in accordance with the Bracknell Town Centre Vision 2032. The Partnership will not be restricted to sites in the Bracknell Town Centre Vision 2032, and both partners will have the ability to bring forward potential sites for review across the whole of Bracknell Forest.

There are a number of overarching project objectives and parameters: -

- support and help the Council deliver its strategic plan;
- proactively facilitate the physical delivery of the strategic vision for the town centre;
- deliver new commercial and residential uses that support the on-going regeneration of the town centre contributing to economic development, and a balance of daytime and evening trade and activity;
- deliver development of high design quality, setting the bar for further future development;
- enable the provision of affordable residential homes, space for specific commercial occupiers and typologies, and new community facilities to ensure development delivers benefits for all;
- maximise regeneration potential by responding flexibly to each opportunity and leveraging development expertise and resource to identify new opportunities, including with other public sector partners; and
- provide long term revenue streams to the Council to support future service delivery and furtherance of the objectives under the Council's strategic plan whilst managing risk exposure per site.

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#### Developing the business

The Partnership will aspire to deliver exceptional regeneration and community outcomes across Bracknell, acting as a catalyst for sustainable growth and economic development. Business development activity will focus on maximising the social and economic benefits, on the Category 1 Sites as well as all Future Opportunity sites which may be added into the regeneration portfolio at a later date.

Business development activity will be championed by all individuals in the Partnership, including the Partnership Board.

The Partnership will apply a framework approach to the development of proposals for all sites, in-keeping with the project objectives above, utilising the following key criteria:

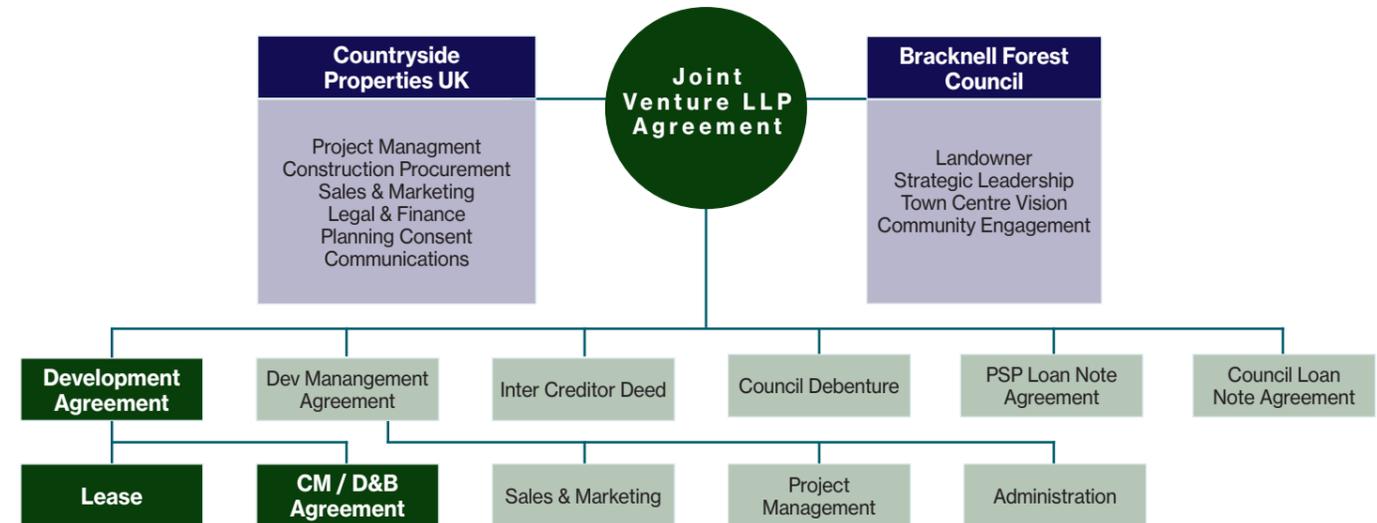
- Regeneration Outcomes
- Viability
- Profitability
- Deliverability
- Innovation

Business development activity will recognise the importance of social values and the contribution the development projects make to the economic growth of the Borough and the surrounding area.

### 4. GOVERNANCE AND MANAGEMENT

#### Partnership Structure

The diagram below sets out the ownership and contractual structure of the Partnership.



The Partnership is structured on the principles of equal sharing by the Partners of risk and reward. The Partnership will act as the developer of the projects designed to deliver this Partnership Business Plan with parity between the Partnership members.

#### Partnership Board

The delivery of the project will be governed by the Partnership Board which will comprise the following three Council representatives and three Countryside representatives. As at signing of the Members' Agreement the representatives are as follows:

#### Council Representatives

- Councillor Marc Brunel-Walker, Executive Member for Economic Development and Regeneration
- Councillor Peter Heydon, Executive Member for Transformation and Finance
- Kevin Gibbs, Executive Director: Delivery

#### Countryside Representatives

- Mike Woolliscroft, CEO, Countryside Partnerships South
- Daniel King, MD, Countryside Partnerships West London & Thames Valley
- Simon Cowley, Head of Finance, Countryside Partnerships West London & Thames Valley

The Chair of the Partnership Board shall alternate between a Council Representative and a Developer Representative every year.

The Partnership Board will meet as a minimum on a two monthly basis, or as otherwise agreed.

Countryside will prepare and circulate papers for review by the representatives seven days prior to each meeting.

The role of the Partnership Board is summarised as follows:-

- Develop, give guidance on, discuss and refine Site Development Plans, the Financial Model, Site Values and Partnership Return Reports and refer such Site Development Plans to the Partnership members;
- Review and manage performance against the partnership aspirations and the delivery of the Project as against the overarching Development and Phasing Programme;
- Propose amendments to the Partnership Business Plan and/or a Site Development Plan or any part thereof;
- Maintain and review the Partnership risk register;
- Agree further (or Site specific) KPI's; and
- Approvals and recommendations as per the delegations policy.

### Steering Board

The delivery of the project will be supported by an advisory Steering Board, which will typically comprise of Four Council representatives and Four Countryside representatives, with subject matter experts participating as appropriate.

The role of the Steering Board is summarised as follows:-

- To support the Council and Countryside decision making processes in order for all internal approval mechanisms for the Council and Countryside to be satisfied.
- To guide the strategic vision and timescales for other potential development sites which may be included in the immediate and medium term
- To advise on any amendments to the Partnership business Plan prior to agreement at LLP Board
- To advise, discuss and consider general matters pertaining to the LLP as laid out in the Partnership Delegations Policy

### Project Team and Project Management

Countryside are appointed as Development Manager, who will establish a project team to deliver the project, led by the Managing Director and supported by development, technical, procurement, construction, sales and marketing and customer services expertise.

Countryside will act as Principal Designer under CDM Regulations 2015.

Countryside's in-house resource will be supported by external consultant, sub-contract and supplier appointments.

Countryside will work closely with the Council's Property Team and Programme Director through all stages of the Development. A project meeting will be held on a monthly basis covering key project issues. Further sub-group meetings will be held as required focussing on specific issues such as programme, communications, design and viability.

### Decision Making

Arrangements and responsibilities for decision making have been agreed by the Partners in the Members' Agreement dated [DATE] and are set out in the draft Delegations Policy which forms part of the Members Agreement.

This identifies which decisions are to be made by the Partners, the Council and Countryside, individually, which ones can be made by the Partnership Board, what authority the Development Manager has and on which matters he needs to consult the Steering Board before making a recommendation.

The Delegations Policy can be amended by agreement of both Partners.

The matters which require decisions by both Partnership members to be made individually include:

- Alteration of the Objectives of the Partnership, changes to the structure or Membership of the Partnership and changes to the Partnership legal agreements;
- Approval of the Business Plans for the Partnership and individual sites (Site Development Plans);
- Any decisions which are outside the approved Site Development Plans, e.g. disposals, lettings or expenditure which is more than £400,000 in excess of the Site Development Plan budgets;
- Approval of contracts involving significant expenditure, above £400,000 except where specifically included in the Site Development Plan;
- The distribution of Partnership funds or taking out of loans unless explicitly agreed in the Members' Agreement.



### 5. PARTNERSHIP WORKING AND STAKEHOLDER ENGAGEMENT

The following narrative sets out the approach to partnership working between the Partners and wider stakeholders through active engagement and consultation. In accordance with the Members Agreement, the Partners each commit to the certain partnering principles as set out in the Members Agreement including the following:

- At all times to carry out their duties as a Partner observing the highest standards of efficiency, economy and integrity;
- At all times to act in good faith towards and co-operate with each other and the Partnership in connection with the Project Agreements;
- Notifying the Partnership and each Partner immediately on becoming aware of any matter which it considers is likely to materially affect the Partnership and/or relevant Partners or their business;
- To act in a manner consistent with the Project Agreements.

#### Bracknell Forest Local Plan

Planning policy and guidance documents which are to be addressed in the Partnership proposals is contained in the following documents:

#### Development Plan:

- Core Strategy (2008)
- Site Allocations Plan (2013)
- Bracknell Forest Borough Local plan, saved policies (2002)
- Bracknell Forest Policies Map (2013)
- South East Plan (saved policy NRM6 (TBHSPA))

#### Emerging Plan:

Emerging Local Plan (adoption anticipated late 2021 / 2022). The Draft Local Plan will set the long term spatial vision and development strategy for the borough up to 2036 and once adopted will replace the saved Local Plan policies (2002) and the Core Strategy (2008).

#### Supplementary Planning Documents (of relevance):

- Design SPD
- Character Areas SPD
- Designing for Accessibility SPD
- Parking Standards SPD
- Planning Obligations SPD
- Streetscene SPD
- Sustainable Resource management SPD
- TBHSPA SPD

The Local Plan Objectives that were used to develop the initial proposals at bid stage can be summarised as follows:

- Take a positive and proactive approach;
- Protect and where possible enhance existing assets;
- Support economic growth and resilience to create a vibrant and thriving town centre;
- Provide an appropriate level of development and supply;
- Capitalise on the re-invigoration the town's recent retail developments have provided;
- Build strong communities;
- Create high quality sustainable developments and appropriate related infrastructure;
- Make use of the town's transport and other infrastructure.
- Consideration of BREEAM will be made in each site business plan

### Planning Strategy

The success of the planning strategy is reliant on a collaborative approach between the Developer, the Council acting in its statutory capacity as Local Planning Authority and other interested parties.

Each site will be the subject of its own individual planning strategy and planning application, considering stakeholder interest and engagement.

### Communication, Local Engagement and Consultation Strategy

Local engagement and consultation with key stakeholders and the community is an integral part of the success of the Partnership and will be undertaken in accordance with the Partnership's Objectives. The Partnership will take an active role, through engaging and being involved in events that seek to shape the regeneration in Bracknell.

The Partnership will involve local residents and community groups as part of the statutory planning consultation process in addition to wider opportunities to connect and respond to the needs of the local community. This will include the Partnership engaging with relevant landowners and stakeholders, investigate feasibility / viability study and acquire land and interests to identify new opportunities to create the town centre vision.

The Partnership will liaise with existing and new investors in the town centre and co-ordinate the efforts of the Partnership in ensuring all is in keeping with the Partnership's strategy and objectives.

The Partnership will actively raise its profile and credibility in the local area to facilitate the successful delivery and performance of the regeneration project through the following measures:

- An active PR and marketing campaign
- Proactively campaigning about the success of the Town Centre Regeneration
- A co-ordinated programme of communications/press releases
- Creating and maintaining a website presence for all stakeholders to easily access
- Local engagement, sponsoring community initiatives/charities

Please refer to Appendix 2 for an initial version of the Stakeholder Matrix which will be maintained throughout the development partnership



## 6. DEVELOPMENT OPPORTUNITIES

Development opportunities will be reviewed in line with the updating of the Partnership Business Plan or in accordance with the requirements of the Partnership Board from time to time.

A tranche of three sites was initially included within the scope of Partnership, and these are anticipated to form the first three developments carried out by the partnership.

### Identified Sites from Tender / Other Short Term Opportunities

The following Category 1 Sites are those initially identified. All sites are wholly owned by the Council and therefore not subject to third party land interests. Two of the sites (Market Street & Jubilee Gardens) benefit from vacant possession, and the third has only short term or rolling commercial leases in place. It is envisaged that vacant possession could be achieved in a short time frame.

The below site strategies are based on outline desktop studies and have not been subject to consultation with the Local Planning Authority.

- Market Street – apartment led scheme, with opportunity for a significant area of commercial / non-residential use.
- Coopers Hill – low density, housing led scheme.
- Jubilee Gardens – apartment led scheme, with active ground floor commercial usage
- Within the next three years, the Partnership will also commence feasibility study work on the following sites.
  - Albert Road Car Park
  - Southern Gateway
  - The Partnership will further develop these opportunities, via detailed design and formal consultation with the Local Planning Authority. An individual site appraisal will be prepared and submitted for approval by the Partnership Board prior to commencement of works.



**Additional Development Opportunities**

Over and above the initial sites identified, the Council have identified a significant number of other development opportunities for the short and long term within the Bracknell Town Centre Vision 2032, which may be brought forward through the Partnership.

This is based primarily on land controlled by the Council but also considers opportunities relating to third party controlled land. An extract of the short, medium and long term sites identified is below.



**Short Term**

- Identifying and unlocking key sites with immediate development potential, including Easthampstead House
- Catch and Steer on emerging projects to align with future vision
- Develop meanwhile opportunities on fallow sites



**Medium Term**

- Deliver highway changes which unlock further sites and complete the street network
- Re-provide the bus interchange facility as on-street provision to release the bus station site
- Complete initial phases of development



**Long Term**

- Opportunity to extend the developing street network to the west, integrating the Peel Centre and connecting the western industrial area more closely into the town centre

Extract from Bracknell Town Centre Vision 2032: Published by Bracknell Forest Council

The activities of the Partnership will not be limited to those opportunities identified in The Town Centre Vision 2032, and the Partnership will actively explore other suitable development opportunities, including suitable sites elsewhere in Bracknell Forest.

**Community Works Projects**

Community facilities bring much needed variety to the regeneration of a town centre and will be an important part of future development across all of Bracknell. Delivery of community works will strengthen the Town Centre Vision and Partnership Objectives, clearly supporting our 'One Vision: One Community' ethos and ongoing regeneration of Bracknell.

Each opportunity will need to be assessed on an individual basis as each site will present different benefits and challenges. It is anticipated that the Council will present opportunities to the Partnership in the form of a development brief, which will outline the details of the site and development potential.

The Partnership will initially undertake a feasibility study based on this development brief and put forward a recommendation to the Council based on the findings of the study.

Following the presentation of the feasibility study, there would be a review period whereby the Council would review the feasibility and viability of the opportunity and determine whether to take the project forward.

The procurement and build contract route for any community works programmes will be determined on their individual merits and will be presented in a summary site proposal.

At present, no Community Works projects have been identified, however this will remain under constant review.



**Development and Phasing Programme**

The Partnership anticipates that the three identified Category 1 Sites will be brought forward in accordance with the following outline programme:

- Coopers Hill – Commence Design in late 2020, with a target of receiving planning permission and start on site in 2021.
- Market Street – Commence Design in 2020/21, with a target of receiving planning permission and start on site later in 2021.
- Jubilee Gardens / Southern Gateway – Proceed with assessment of land assembly / re-provision of existing uses in 2021 ahead of detailed design work.

In addition to the Category 1 sites, initial feasibility work will be undertaken on Albert Road Car Park.

Furthermore, the partnership will actively seek to bring additional sites forward for development, either in connection with the above identified sites or as standalone developments.

## 7. VACANT POSSESSION STRATEGY

Land for inclusion into the Partnership business plan sites has been identified as Market Street, Coopers Hill and Jubilee Gardens. This land is in the ownership of the Council. For these sites, a decanting process has already begun. Details are contained within the Council's internal vacant possession strategy.

Indicative timescales for vacant possession are as follows:

- Market Street – August 2021
- Coopers Hill – August 2021
- Jubilee Gardens – Vacant site

For land not included in this business plan, and prior to land drawdown into the Partnership, the Council will agree with the Partnership, a site by site decanting strategy including timescales and including consultation proposals, if not already considered. There are wider opportunities adjacent to these sites for land assembly. Where land is not in the ownership of the Council and land assembly is required it shall be a Partnership responsibility for ensuring negotiation of vacant possession of those sites.

The Council agrees, prior to land drawdown into the Partnership, that it will take such steps as are reasonably necessary to put before elected members a proposal to exercise the Powers of Appropriation, but only so far as necessary and/or expedient to facilitate the carrying out of the Development. The use of such powers will be at members' discretion.

The Council agrees that it will make all reasonable and commercially sensible endeavours to release any existing covenants and wayleaves held over any parcel of land, prior to that land being drawn down into the Partnership.



## 8. AFFORDABLE HOUSING POLICY

Council's borough-wide target for affordable housing, and the aim of seeking to secure the provision of good quality, affordable housing for local people in balanced, integrated and sustainable communities will be applied. Current Policy is to seek provision up to 25% of net new homes to be affordable, subject to viability, of which: 70% to be affordable rent 30% to be intermediate housing.

The draft Bracknell Forest Local Plan Part 1 – Revised Growth Strategy - Section 6 – Policy LP8 – this seeks 35% affordable housing on qualifying sites with a tenure split of 70% affordable rent and 30% affordable home ownership.

Developments will be policy compliant at the date of planning application submission.

## 9. SUPPLY CHAIN PROCUREMENT

The principles that will be applied to procure construction works and all other goods and services for the development have been agreed by the Partners and are contained in a detailed Procurement Policy in the Members Agreement. The objectives of the policy are to:

- Secure value for money in relation to the procurement of goods, works and/or services by adhering to best practice principles;
- Ensure fairness and equality of opportunity in the treatment of all contractors;
- Drive innovation and adhere to the principles of sustainable procurement
- Enable local contractors and suppliers to have a chance of securing new business;
- Adhere to the Council's planning and other relevant policies.

## 10. FINANCIAL APPRAISAL

The financial section is Commercial in Confidence and provided with the financial appraisal in Appendix 4.

The financial appraisal is based on market conditions as at Q1 2020 and will remain under review throughout the life of the Partnership. A detailed review of projected revenues and costs will be undertaken by the Partnership board ahead of land draw down for each of the individual sites.

Based on initial financial reviews, which are subject to planning permission being granted, the Category 1 sites deliver a land value to the council of c.£4m, excluding any allowance for inflation.

The peak level of investment by the Council and Countryside for the delivery of the category 1 sites is estimated to be between £15 and 17m, including land value, for each partner. This is fully repaid by the partnership prior to completion of the developments. The addition of further sites may change this peak. Any Council funding will be matched in cash 1:1 by Countryside. This will be reviewed by the Partnership board prior to any additional land draw down / acquisition by the partnership something about other than as laid out in the Coopers Hill site development plan. Details are in appendix 4.

## 11. FUNDING STRATEGY

The Partners agreed approach, set out in Schedule 7 to the Members Agreement, is to fund the initial sites using matched Partnership members' loans provided by the Council and Countryside which are drawn down and repaid as required.

It is proposed that as each subsequent site is brought forward, it should be agreed between parties how the site should be funded by reference to a financial model. Should the parties agree that third party debt ought to be used then a process to identify and procure the most efficient source of third party financing will be undertaken. This will be approved by the Partnership Board prior to commencement of works.

## 12. PARTNERSHIP RISK REGISTER

Effective risk identification and management is an essential business process of the Partnership. The Partnership Board will be responsible for identification, assessment and management of the key business risks and will take an acceptable approach to risk in the context of achieving expected returns and the Objectives as set out in the Partnership Agreement.

A Partnership Risk Register is in place for the Partnership and is enclosed within the Members Agreement. This provides an overarching risk management tool, consolidating risk management best practice and risks potentially arising at both Partnership and at Site Business Plan level.

The Partnership Risk Register is compiled on the basis of the key political, economic, social and technological factors that are deemed to be of relevant to achieving the Objectives, having regard to the particular nature of the Partnership's Business and the particular threats, and related mitigation measures, to which the Partnership may be exposed to from time to time. As such it is a dynamic tool, which will be reviewed by the Board on a regular basis.

This document will be maintained by Countryside and included in the papers issued ahead of each board meeting.

### 13. POLICIES AND PROCEDURES

The Partnership will adopt the policies of the Council and Countryside in respect of Social Value; Health and Safety; Quality Management; Sustainability; and Equal Opportunities where the policies of both Partners align. Where the Partners' policies do not align, the Partnership will adopt a policy which coincides with the aims and objectives of the Partnership. These policies will be reviewed and agreed by the Partnership board.

### 14. SOCIAL VALUE

Social Value objectives will be monitored throughout the project. The Partnership will work towards delivering the initial social value outcomes which can be found in Appendix 9 of this Business Plan.

### 15. QUALITY MANAGEMENT

The Partnership and Countryside's aims as development and construction manager is to ensure that its products, services and operations meet the needs of its customers and other interested parties at all times. To achieve this, the LLP is committed to its vision, values and its objectives which are set out in the appendices below

### 16. ENVIRONMENTAL MANAGEMENT AND SUSTAINABILITY

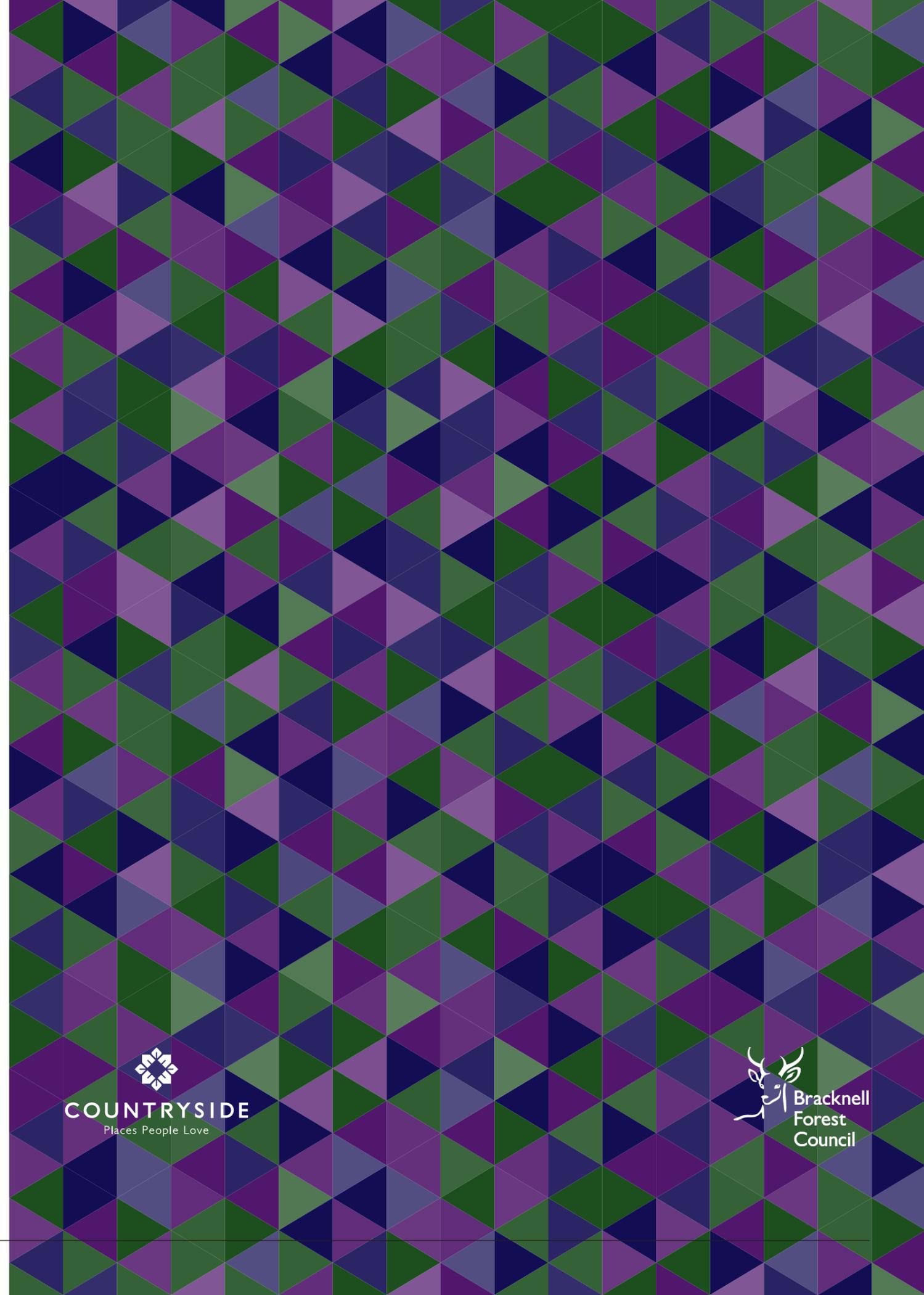
The objectives and policies for the management of environmental and sustainability measures are expressed in appendix 9. Countryside as principle designer actively pursue a policy of promoting and implementing sustainable development as agreed with the Local Planning Authority.

### 17. HEALTH & SAFETY MANAGEMENT

H&S Management is at the forefront of all daily activities. The purpose of this policy is to promote a pro-active approach in the prevention of accidents, ill-health and injury in the workplace as set out in the appendix 7.

### 18. EQUAL OPPORTUNITIES

The partnership between Bracknell Forest and Countryside Properties endeavours to implement equal opportunities across all areas of the Partnership. This can be found in our full policy attached in Appendix 8.



# Appendices

# Bracknell Forest

# LLP

## INITIAL BUSINESS PLAN

2020 - 2023



**COUNTRYSIDE**  
Places People Love



**Bracknell  
Forest  
Council**

# Town Centre Sites



**Legend**  
 Cat 1 Sites

**Sites**  
 1, Market Street  
 2, Jubilee Gardens  
 3, Coopers Hill

Scale 1:3000

# Property Joint Venture

## Communications and Engagement Plan Initial Draft



# About the engagement plan

**This is the engagement plan for the Joint Venture - August 2020 to December 2020.**

The plan provides a high level guide to how communication and engagement will be managed; the detail will be contained in an engagement schedule, communication briefs and event facilitation plans.

36 The business case for the Joint Venture Project was agreed The Executive in February 2019.

A preferred partner, Countryside UK Properties was chosen in July 2020

From August 2020 we will be setting up the JV vehicle and working collaboratively with the chosen partner

We will plan out the engagement to ensure all stakeholders are kept informed of progress to developments.

## Contents of this plan

- **Introduction:** the ambitions of the next 5 months; the scope of the communication and engagement plan; and its links with other plans.
- **Scale of change:** the potential impact of the project; the impact on particular stakeholder groups; and the change required.
- **Planning activities:** the depth of engagement required with each stakeholder group; the engagement activities planned; and the timetable and key messages.
- **Managing the plan:** governance, responsibilities, risk management and scheduling

# About the Joint Venture

The Joint Venture will implement the delivery of high quality development that supports a thriving, 18 hour town centre and catalyse further regeneration in the area, and that serves the needs of all residents and businesses, including new community facilities and affordable housing, fostering a sense of local ownership.

Aims are to:

To which will support the following Strategic Objectives :

- support and help deliver the Council's strategic plan;
- proactively facilitate the physical delivery of the strategic vision for the town centre;
- deliver new commercial and residential uses that support the on-going regeneration of the town centre contributing to economic development, and a balance of daytime and evening trade and activity;
- deliver development of high design quality, setting the bar for further future development;
- enable the provision of affordable residential homes, space for specific commercial occupiers and typologies, and new community facilities to ensure development delivers benefits for all;
- maximise regeneration potential by responding flexibly to each opportunity and leveraging development expertise and resource to identify new opportunities, including with other public sector partners; and
- provide long term revenue streams to the Council to support future service delivery and furtherance of the objectives under the Council's strategic plan whilst managing risk exposure per site.

# Why have a communication and engagement plan?

The **purpose of the plan** is to help provide our 'stakeholders', ie our Members, staff, service users, partners, Citizens and Customers with answers to the following basic questions:

- **Who:** who's affected.
- **What:** the scope and potential impact of the Joint Venture
- **When:** what the timetable is - and when they can contribute.
- **Why:** what's driving the Joint Venture
- **How:** how the Joint Venture is being undertaken, who's making decisions and how they can influence them.
- **What else:** how this change fits into all the other changes underway.
- **What's next:** when decisions will be made and the implementation timetable.

**The benefits of a communication and engagement plan are:**

**Clarity:** making sure that people know exactly what's going on and why and how any changes might affect them.

**Better solutions:** opening the review up to a wider range of ideas and views will help to ensure a better end result.

**Focus:** the way we talk to each stakeholder group is tailored to reflect their needs and the impact on them.

**Ownership:** if people have been able to influence and shape change, they are more likely to make the changes work.

**Support:** reviews of this sort can create uncertainty and anxiety for the people affected and they need to know how they will be looked after.

**Motivation:** people need to know how this review fits into the bigger picture; that they are taken seriously; and that they are being listened to.

# The Joint Venture in context

The Joint Venture is designed to develop and implement a multi-site Joint Venture. Once the Joint Venture is implemented (approx. end Dec 2020) this will mean a change in the way in which Bracknell Forest Council is involved in developments within Bracknell Forest.

For those involved in the JV, this will mean:

- 🔗 Developing a commercialised mind-set.
- Working with External partners to ensure best advice given to protect Bracknell Forest Finances
- Working collaboratively (50:50) with Countryside to eliver the councils aims and objectives whilst maximising returns for both parties.

For those affected by the JV, this will mean:

- Understanding the strategic rationale behind setting up a Joint Venture
- Understanding the scope of developments and methods of communication with the Council

The Joint Venture will result in a change in the relationship between the Council and its residents as Bracknell Forest will be using a commercial vehicle (LLP) to develop identified development sites to support the next step in the regeneration of Bracknell Forest, including shared profits.

This represent a fundamental shift in the role of the Council and in people's ideas of the relationship between the resident and the Council.

The Engagement Plan will ensure that the Project engagement activities involve all stakeholders.

## 2. The Scale of Change – initially 3 Cat 1 sites



# What's the likely impact of the Joint Venture?

Potentially the JV could have the following **impacts**:

These is likely to be:

- 50% of the Governance of the commercial joint venture vehicle will be Council employees/elected members
- Some staffing resource will be required from other officers of the Council
- Delivery of a range of new commercial and residential developments
- Delivery of a number of affordable housing schemes up to 35% dependant on current policy.
- Delivery of a revenue stream which could support other strategic services
- Comms and Engagement will be developed in partnership with Countryside during this period (August – Dec 2020) including formal and informal consultation opportunities for all stakeholders.

# So what will our approach to communication and engagement be?

These are the **principles** that will govern our engagement:

- **We will tailor our engagement** with each stakeholder group, ensuring that the right approach is used for each group given their likely level of interest and the impact that the review might have on them.
- 42 • **We will encourage people's ideas:** we have an open mind and want to hear and acknowledge people's views from all our communities and let them know how we will be responding.
- **We will be frank about the challenges** as we realise that we won't be able to please everyone given the pressure on budgets and that some ideas might be controversial.
- **We will use plain language** and avoid jargon or acronyms that might exclude people "not in the know".
- **We will be supportive and understanding:** we recognise that people may be worried about what the changes might mean and how they might affect their libraries and/or our staff – we'll set out to provide all the reassurance and support we can.

# A Closer Look at Engagement Methods

- We are identifying our key stakeholder groups – this will be regularly reviewed as the Project developed.
- We tailored the engagement methods we use to take account of how the Review might affect them.
- <sup>4</sup> Each stakeholder group will have a different level of influence or be impacted in different ways.
- We have suggested a method of engagement that is likely to be most appropriate for each stakeholder group.
- For some groups, more than one method might be appropriate – and at different times.
- Our approach will be kept under review, eg if some groups are willing to play a bigger part than anticipated.

Consulting	Co-creating
<p>Based on <b>pre-determined</b> ideas:</p> <ul style="list-style-type: none"> <li>• Seeking views</li> <li>• Inviting feedback</li> <li>• Using a variety of channels for dialogue</li> </ul> <p>People feel <b>involved</b></p>	<p>Working with an <b>open agenda</b>:</p> <ul style="list-style-type: none"> <li>• Workshops and planning events</li> <li>• Generating and debating ideas using variety of platforms</li> </ul> <p>People feel <b>ownership</b></p>
Informing	Influencing
<p><b>One way</b> communication:</p> <ul style="list-style-type: none"> <li>• Providing news and information</li> <li>• Delivered as and when necessary</li> </ul> <p>People are <b>aware</b></p>	<p><b>Marketing</b> approach:</p> <ul style="list-style-type: none"> <li>• Encouraging behaviour change</li> <li>• Selling and telling</li> <li>• More tailored communications</li> </ul> <p>People <b>buy-in</b></p>

# Plan Management - Governance and monitoring arrangements

## **Governance**

- The engagement plan will be overseen and monitored by the Joint Venture Steering board. Progress and risks will be reported to CMT via transformation programme and JV Partnership board.
- Issues will be escalated and reported rapidly.
- Urgent action will be authorised by shadow JV Steering group board

## **Management**

- ✚ The engagement plan will be sponsored by JV Steering group board
- Engagement activities will be co-ordinated by Sarah Holman, JV Programme Manager
- Support will be provided by BFC communication team and Countryside communication team

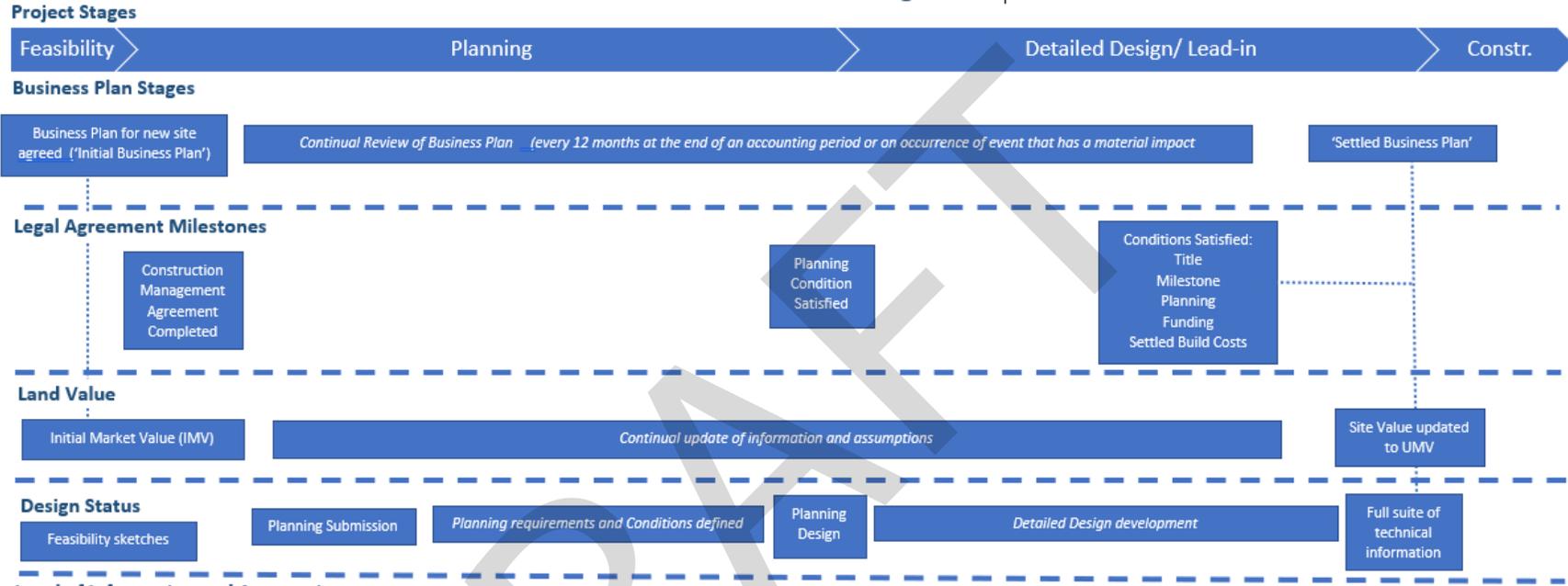
## **Operations**

- Workshops and events will be supported by all Partnership and Steering Board members
- The planning process will be supported by a detailed engagement schedule and facilitation plans for each event.

Commercially Confidential

Commercially Confidential

## Bracknell Site Business Planning Process



### Level of Information and Assumption

Item	Initial Business Plan / IMV	Continual Review of Business Plan	Settled Business Plan / UMV
Market Sales Values	Estimated through market research using local agents and comparable evidence, average unit values applied to indicative schedule.	Estimated through market research using local agents and comparable evidence – introduce refined accommodation schedule and plot pricing.	Fully priced accommodation schedule with market values at the date of Settled Business Plan.
Affordable Values	Based on initial conversations with Affordable Housing providers or PSF values from benchmark schemes.	Updated values following initial tender to Affordable Housing providers, based on refined accommodation schedule.	Based on offer from AH partner following full tender and selection process.
Construction Cost	Estimated using initial sketch designs and cost benchmarking from comparable projects. Very little technical information available (i.e. ground conditions, contamination etc.)	Estimated using initial designs and cost evidence from other projects, updated to reflect refinement of design and availability of additional technical information.	Settled budget based on final design and full suite of technical information, using confirmed proposals and offers from contractors/suppliers. Target market evidence for 70% of packages by value.
Development and Other Costs	Assumed at a rate per unit based on costs of comparable projects.	Full budget developed and agreed by JV Board.	Full breakdown of fee quotes from consultants and confirmed costs.
S106, SANG, Infrastructure	High level assumption based on number of units and planning policy.	High level numbers based on number of units and planning policy, refined through discussions with Local Planning Authority	Based on completed S106 agreement and known planning conditions.
Sales and Marketing	Estimate based on number of units and comparable projects.	Estimate based on number of units and experience of comparable projects, refined to reflect emerging proposals	Fully developed budget covering sales strategy including proposed marketing suite.
JV Profit	Calculated using agreed mechanism.	Calculated using agreed mechanism.	Calculated using agreed mechanism.
Residual Land Value	Initial Market Value produces an indicative land value based on the above assumptions.	The Initial Market Value is updated to reflect the availability of fuller information, evolving scheme and market conditions.	Updated Market Value finalised based on fixed scheme, full information and market testing.

<b>Policy Name</b>	QUALITY POLICY		

**QUALITY POLICY**

The aims are to ensure that products, services and operations meet the needs of its customers and other interested parties at all times. To achieve this, the Partnership is committed to its vision, values and its objectives which are supported by our ISO 9001:2015 Certificated Management System.

Our values:

- Aspirational**  
We build homes people aspire to live in and a company people aspire to be a part of.
- Sustainable**  
We ensure the long term future of our developments, our people and our company through our thinking and approach.
- Partnering**  
We collaborate with our partners to achieved shared goals, mutual success and places of exceptional quality.
- Integrity**  
We deliver our promises and hold ourselves to a high standard of personal conduct.
- Respectful**  
We respect everyone we work with, the communities in which we develop and the future we contribute to building.
- Excellence**  
We strive for excellence and continuous improvement in every endeavour.

We achieve these by focusing on:

**Financial Health**

Maximise the profitability and cost effectiveness of the Partnership and the returns it generates on capital employed, by delivering commitments, strengthening the platform for the future, lifting performance and enhancing its financial health.

- Our People**  
By encouraging a climate of professionalism, teamwork, enjoyment and continuous development and by empowering them to achieve success.
- Our Customers**  
By ensuring to the very best of our ability that we manage, meet or exceed, their expectations.
- Our Products & Services**  
By providing quality and good value products and services which meet required industry and government standards and are consistently better than our competitors.

## QUALITY POLICY

- **Our Environmental, Social and Ethical Awareness**

By contributing to the creation and improvement of residential communities and work places in an environmentally and socially responsible, sensitive and sustainable manner.

- **Our Safeguards**

By recognising the value of promoting high standards in all health, safety and welfare matters, for the benefit of everyone who comes into contact with our operations.

We will establish measurable quality objectives in relation to the above commitments. These objectives will be recorded within the policies, procedures and documentation to which they specifically relate.

We will conduct business in accordance with its Customer Charter, the Customer Satisfaction Strategy, the principles of Quality Assurance, adhering to the International Quality Management Standard ISO 9001:2015, and the Consumer Code.

We will undertake an annual review of this Policy and its environmental, social and ethical objectives to ensure continuing suitability and effectiveness with the intent of continually improving the Management systems and adding value.

Employee training supported by personal development reviews, will be an integral part of the strategy in achieving our Policy objectives.

DRAFT

## **HEALTH & SAFETY POLICY STATEMENT**

It is Countryside's policy to conduct its activities with due regard for the health, safety and welfare of its employees, contractors, clients, visitors and members of the public. Countryside recognises its obligations in relation to health, safety and welfare wherever its activities are carried out. This includes offices, construction sites, factories and sites where sales are taking place as well as whilst travelling on Countryside business.

Countryside manages its health & safety using an Occupational Health & Safety Management System to the ISO 45001:2018 standard. The scope of this is through all its operational activities including the acquisition of land, design, build and to eventual occupation in accordance with relevant legislation, regulation and other requirements with policies, procedures and processes in place to support this.

Senior Management in Countryside is engaged and leading OH&S Occupational Health and Safety and is committed to continual improvement of the Health & Safety Management System through actively encouraging feedback from all levels of employment. Also, we commit to the hierarchy of controls over occupational safety and health including, as a minimum, legal compliance with relevant health and safety statutory obligations. We are also committed to the prevention of accidents, ill-health, dangerous occurrences and injury in the workplace to all persons that may be affected directly or indirectly by its activities, including, as a minimum, legal compliance of relevant health & safety legislation.

The purpose of the Policy is to promote a pro-active approach in the prevention of accidents, ill-health, dangerous occurrences and injury in the workplace. This will be achieved, so far as is reasonably practicable, by the identification of hazards, the elimination of foreseeable risk and the management of residual risk, thus providing safe systems of work and compliance with relevant Statutory Acts, Regulations and applicable Codes of Practice.

The co-operation of those employed or contracted by Countryside in ensuring the Policy is effective and the responsibility of each individual to take reasonable care for the health and safety of himself/herself and those who may be affected by his/her acts or omissions at work are legal obligations. Countryside insists that these obligations are met and any breach of any aspect of this Policy will be regarded as a serious breach. Countryside recognises the provision of adequate financial resources, training and supervision is essential to ensure all managers and employees are properly able to discharge their responsibilities under this Policy, wherever possible.

Iain McPherson, the Group Chief Executive, is the Director responsible for health, safety and welfare matters on behalf of the Board. He will ensure as far as possible the Policy is implemented through the Health, Safety, Environment & Quality Committee ("Committee"). The Chief Executive of each Division of the business is a member of the Committee and has overall responsibility for ensuring as far as possible that the health and safety policy and procedures are implemented throughout their Division.

The Group Health & Safety Department reports to the Divisions at monthly intervals and the Committee at three monthly intervals. The Group Health & Safety Department will also provide guidance and advice on all aspects of health, safety and welfare and arrange with management for the training of employees, as necessary. Monitoring the effectiveness of the Policy is the responsibility of the Group Health & Safety Department who will ensure that the Policy is reviewed, at least annually, recommending any necessary material changes to the Committee for approval by the Board of Countryside Properties PLC.

Countryside will consult with all relevant interested parties with respect to health, safety, and welfare in accordance with Statutory Requirements to ensure that all necessary measures are taken to make the Policy effective.

The Policy, detailing information on the organization as well as arrangements and other supporting documents required for its implementation is available for inspection on all sites or upon request.



I McPherson  
Group Chief Executive

Date of Issue: August 2020

(This Health and Safety Policy Statement made under Section 2(3) of the Health and Safety at Work etc. Act 1974 is brought to the notice of employees of Countryside and its contractors either by personal issue and/or prominent display at all workplaces.)

### **EQUALITY, DIVERSITY AND INCLUSION POLICY**

#### **EXECUTIVE SUMMARY**

- Application to employees, agency workers, casual workers, consultants and self-employed contactors.
- Commitment to developing, maintaining and supporting a culture of equality, diversity and inclusion.
- Responsibility on everyone for maintaining the culture.
- Complaints process.
- Monitoring and reviewing our diversity data.

#### **POLICY**

Countryside is committed to developing, maintaining and supporting a culture of equality, diversity and inclusion in its workforce. We do not discriminate on the grounds of sex, age, ethnicity, sexual orientation, religion or belief, disability, gender reassignment, marital or civil partnership status, pregnancy or maternity, race, colour or nationality. We aim to treat all our employees and all external job applicants with dignity and respect, on a fair and equitable basis, taking into account the skills and experience required to perform each role. We strive to ensure that our policies and practices disadvantage nobody, whether groups or individuals.

#### **RESPONSIBILITIES**

- Everyone has a role to play in ensuring that equality, diversity and inclusion is practised in accordance with this policy. All managers must set an appropriate standard and, wherever possible, proactively promote equality, diversity and inclusion.
- We treat part-time and fixed-term employees no differently to comparable full-time or permanent employees, and they enjoy no less favourable terms and conditions (pro-rated where appropriate), unless different treatment is justified.
- If any individual believes this policy is not being adhered to, they are encouraged to bring this to the attention of their manager.
- The Group seeks maintain its focus on equality, diversity and inclusion by:
  - Minimising the potential for discrimination, harassment and bullying
  - Seeking out opportunities to promote inclusive development
  - Seeking out the views of stakeholders
  - Taking necessary steps so that people with protected characteristics do not experience disproportionate disadvantage within the Group
  - Providing training to help individuals understand the importance of equality, diversity and inclusion.

#### **RECRUITMENT, SELECTION AND DEVELOPMENT**

- We do not discriminate in the recruitment, training or promotion of staff who are otherwise qualified for particular positions. We avoid our job descriptions being drawn up in such a way as to exclude particular groups or individuals. Everyone is selected, promoted and treated solely based on their relevant merits and abilities to fulfil the role.

- We request information from applicants for employment, to allow us to monitor adherence to the Equality, Diversity and Inclusion Policy.
- We promote the existence of this policy to all those employees responsible for recruitment. We provide training on equality, diversity and inclusion as part of the Group's approach to recruitment.
- We require all individuals who are involved in the employment of staff not to discriminate unfairly. Any allegations of such behaviour, or of harassment or victimisation, are investigated thoroughly, with disciplinary action being taken where necessary.
- We seek to convey the Group's intention to promote equality, diversity and inclusion on advertisements and company literature where appropriate.

## **COMPLAINTS**

Any employee who feels they have not been treated in accordance with this policy is entitled to raise the matter through the grievance procedure.

All complaints are taken seriously and dealt with promptly and confidentially. If an employee or worker is found to have breached the equality, diversity and inclusion policy, they may be subject to disciplinary action which could ultimately result in dismissal.

## **MONITORING AND REVIEW**

Diversity data is regularly collected, monitored and analysed to ensure our employment processes are fair and are achieving the aims of this policy. This data may include information about the gender, age, ethnicity, sexual orientation, religion and belief or disability provided by employees and job applicants.

We aim to undertake a formal review of this policy at regular intervals or after significant changes in our business operations or legislation and communicate the changes as appropriate.

<b>Policy Name</b>	SOCIAL VALUE POLICY

**Policy**

The overall objective is to ensure that development maximises returns for its stakeholders whilst acting in a socially, sustainable and responsible manner.

In pursuit of this objective the Policy has been designed to ensure that we consider and maximise the social value and beneficial impact that we bring to the communities in which we operate both during the course of development and thereafter.

This policy covers all of our operations as well as those of our supply chain and sets out our management objectives as well as the specific activities that we will undertake to ensure that we meet the aims of this policy. Whilst we are not bound by the Public Services (Social Value) Act 2012, we have chosen to implement the spirit of the Act into how we do business as we believe that this will deliver the most value for all our stakeholders.

a. Governance & Compliance:

The Social Value and Sustainability Committee (SVSC) will maintain the standards and procedures by which the business operates in order to manage and report on the delivery of this policy.

b. Stakeholders:

We will consult with our stakeholders on a regular basis. Our stakeholders include the residents within our developments, both new and existing, our supply chain, our partners, local authorities and the representatives where we build and develop. We will make sure we understand their views and needs and take these into account, as best as we can, in the design and ongoing management of our developments, bearing in mind the Group’s overall objective.

c. Measurement & Monitoring:

We believe that maximum value can be added where activities in this area provide a natural fit with the business. Through collaboration with our supply chain, key stakeholders, customers, and communities, Countryside is committed to using the following agreed Social Value Measurement – Themes, Outcomes and Measures (TOMs) Framework in assessing its impacts:

Jobs: promoting local skills and employment

- More local people in employment
- More opportunities for disadvantaged & disabled people
- Improved skills for local people
- Improved employability of young people

Social: healthier, safer and more resilient communities

- Reduce crime
- Creating a healthier community
- Help vulnerable people to live independently
- Closer engagement with the community
- Ensure satisfied residents

Environment: protecting and improving our environment

- Developing more energy and water efficient buildings
- Reduce climate impacts
- Improved resource efficiency
- Reduce Waste
- Reduce air pollution
- Live in better places
- Promote sustainable and ethical procurement

Growth: Supporting growth of responsible regional business

- More opportunities for Small Medium Enterprises (SMEs) and Voluntary Community Small Enterprises (VCSEs)
- Improving staff well being
- A workforce and culture that reflect the diversity of the local community
- Social value embedded in the supply chain

Innovation: promoting social innovation

- Consider other measures/partnerships and collaborative bespoke projects as appropriate

d. Target Setting:

Targets will be set that are relevant and proportional and reflect the broader impact on society that we are looking to achieve. Targets will be set on a yearly rolling basis and progress will be reported annually.

e. Reporting & Publicity:

Stakeholders will have access to relevant information on our social value performance presented in a way that is clear and concise and show how we are progressing. Reporting will be delivered through an annual update and via Countryside social media updates. We will publish our achievements in order to build the Group's reputation in this area.

## Objectives:

- To actively pursue a policy of promoting and implementing social value within our activities.
- To promote the Social Value Policy and objectives to all personnel, partners, stakeholders, the public and any other interested parties, including in the provision of training.
- To keep the relevant parties as well as incorporating best practice throughout the Partnership informed of changes in Social Value legislation or other requirements which may affect them.
- To implement training and awareness activities to ensure that our staff and supply chain are aware of this policy, objectives and strategy and their responsibilities in supporting them.
- To seek progressive improvement in our social value performance by monitoring and measuring activities that may have an impact on the community, through collaboration with our supply chain, key stakeholders, customers, communities in which we operate and any other interested parties.
- To leave a positive legacy through our work with existing communities and to ensure that we deliver benefits for them and create more resilient and sustainable places.
- To tailor our community investment activities to support the vision of the local authority and to the specific needs of the local communities.
- To monitor and measure the social value delivered through our activities, and continuously try to increase the value that we create.
- To support and embed sustainable development goals in accordance with The United Nation's Global Goals for Sustainable Development.

## United Nations Global Goals



<b>Policy Name</b>	BIODIVERSITY POLICY

**BIODIVERSITY POLICY**

Countryside recognises that it will have an impact on biodiversity and seeks to reduce negative impacts and identify opportunities for the enhancement of biodiversity.

**To achieve this, the vision, values and objectives are to:**

**Corporate**

- Ensure that protection of biodiversity is a key indicator of environmental performance through all stages of development.
- Raise awareness within the business and with those working on our behalf of the risks posed to species and habitats by our operations.
- Monitor changes in biodiversity, detailing habitats lost, protected, created and any associated gains or losses in species.
- Calculate the Biodiversity Net Gain for new projects

**Land**

- Undertake ecological assessments of all land acquisitions to identify existing biodiversity and opportunities for enhancement and improvement.

**Planning and Design**

- Ensure ecological protection and enhancement is incorporated into the planning, specification and design process.
- Develop landscape and building design so that it integrates with and enhances the surrounding natural environment.
- Incorporate pollen and nectar rich habitats into landscaping schemes.
- Work with NGOs, government and other interested parties to ensure that proposed ecological improvements are suitable for species and habitats targeted taking into consideration the site environment, surrounding infrastructure and local initiatives.

**Construction**

- Manage the construction process to ensure that impact on biodiversity on site and locally is minimised.
- Implement Biodiversity Management Plans and Tree Protection Plans when protected species have been identified as present on site or in the surrounding area.
- Comply fully with legislation regarding the protection of flora and fauna and ensure all personnel working on site are aware of their obligations.

## BIODIVERSITY POLICY

- Ensure any invasive species are identified and removed in accordance with legislative requirements.
- Limit the use of any pesticides or other substances that may have a detrimental effect on species or their habitats.

### Post Construction.

- Produce a Long term Management Plan to ensure that landscaping and any ecological enhancements are managed and maintained in a way to best promote habitat protection and species enhancement.

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## **CLIMATE CHANGE POLICY**

### **Reduce the direct effects of climate change from operations by:**

- Monitoring and reducing energy, water consumption and waste generation at its offices (per employee), construction sites, factories, and sales offices (per m2 of completed development).
- Monitoring and reducing its emissions from business travel (per employee).

### **Address the indirect effects of climate change from its operations by:**

- Using its Land Acquisition Checklist to ensure that potential climate change risks, such as flood risk, are identified and assessed.
- Ensuring climate change considerations are incorporated into the planning, specification and design process through improving the energy, water and material efficiency of the buildings and the provision of appropriate recycling and waste reduction facilities.
- Fully implementing and monitoring the effectiveness of its Procurement Policy to ensure that it minimises climate change impacts through the purchase of goods and services.
- Engaging with its customers to demonstrate how its developments aim to minimise potential climate change impacts.

Climate change issues are recognised to be a concern throughout its activities and management responsibility has been allocated to individuals both at Board level and throughout the business. This is driven by the Health Safety Quality and Environment Committee. The implementation of this Policy is undertaken as part of its overall commitment to promoting sustainable development as reflected in its Environment and Sustainable Development Policies. It will maintain effective dialogue with its stakeholders in support of achieving this policy.

<b>Policy Name</b>	ENVIRONMENTAL POLICY

In undertaking some development activities, the business recognises that it has an impact on the environment. The objective is to ensure that development realises the desired financial returns whilst in an environmentally responsible and sustainable manner.

**To achieve this, the vision, values and objectives are to:**  
**Corporate**

- Actively pursue a policy of promoting and implementing sustainable development.
- Promote the environmental, social and ethical objectives and policy to all personnel, associates, contractors, suppliers and the public.
- Fully meet compliance obligations
- Keep the relevant divisions and departments informed of changes in legislation, technologies and construction research, which may affect them.
- Protect the environment and prevent pollution.
- Seek progressive improvement in environmental performance by measuring certain activities against both qualitative and quantitative objectives and targets.
- Undertake regular environmental auditing of its activities and report on performance to key stakeholder groups.
- Maintain and improve the Environmental Management System in order to improve environmental performance.
- Maintain certification to ISO 14001:2015.

**Land**

- Ensure that land acquisition procedures relating to environmental issues are identified and assessed.

**Planning and Design**

- Ensure environmental considerations are incorporated into the planning, specification and design process.
- Develop landscape and building design so that it integrates with and enhances the surrounding natural and built environment.

**Construction**

- Adhere to the principles of considerate construction practice and good neighbourliness on all sites.
- Continue to manage the construction process to help to minimise the environmental impact of its operations and reduce potential for pollution of soil, water and air.

**Manufacturing**

- Ensure environmental considerations are incorporated into the purchasing, production, packaging and logistical processes.
- Use only sustainable timber from a certified source in line with the businesses Timber Policy.

**Resource Use**

- Minimise the waste generated and encourage the appropriate re-use or recycling of materials as far as is practicable.
- Encourage the procurement of materials that are produced in a manner which causes less impact on the environment.
- Investigate opportunities, and where appropriate implement measures, to ensure that natural resources are used efficiently.

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<b>Policy Name</b>	SUSTAINABLE DEVELOPMENT POLICY

## SUSTAINABLE DEVELOPMENT POLICY

The businesses objective is to ensure that development realises the desired financial returns whilst in an environmentally responsible and sustainable manner. To achieve this, the Group's vision, values and objectives are to:

- Comply with all relevant social and environmental legislation and codes of practice;
- Exercise high levels of corporate governance across the Group.
- Work towards continuous improvement by setting objectives and targets against which to review its progress.
- Implement effective management systems to aid the achievement of its objectives.
- Report its performance regularly to its key stakeholders.
- To support and embed sustainable development goals in accordance with The United Nation's Global Goals for Sustainable Development.

### United Nations Global Goals for Sustainable Development



The businesses aims to achieve the following core goals in a cost-effective manner within the cornerstones of sustainability:

### Achieving Environmental Improvement

- Reduce the use of natural resources during the lifetime of the building through effective design, construction and providing advice to occupants on how to operate the building optimally.
- Seek to build on sites with a previous use and protect biodiversity.
- Consider the environmental and social impacts of construction materials throughout their lifecycle.
- Protect the Environment, Prevent pollution and reduce waste, energy and water during construction activities.

## SUSTAINABLE DEVELOPMENT POLICY

### Promoting Thriving Communities

- Design developments which create a sense of community and social inclusion.
- Seek to enhance quality of life and health and wellbeing through careful design.
- Liaise with local communities during design and development, consider their needs and reduce any unavoidable disruption to them.
- Provide employment for the local community.
- Actively support educational initiatives in the community, schools and universities and provide work experience opportunities.
- Continue to support local, regional and national charities.
- ***Consider and monitor the Social Value we bring to the local area***

### Contributing to a Sustainable Economy

- Continue to deliver quality and sustainable properties efficiently and profitably for the benefit of its customers and stakeholders.
- Manage its supply chain to ensure that through proactive engagement it will promote sustainability and ethical procurement.
- Consider the potential impact of our developments on the local economy of the area.

### Ensuring Employee Welfare and Development

- Develop and maintain a safe and healthy workplace for all our staff and third parties.
- Ensure all employees are treated equally and with respect, and are appropriately rewarded.
- Maintain the Investors in People standard and thereby develop its people to maximise their full potential by the provision of suitable training and empowerment.
- Encourage staff to develop their awareness and understanding of sustainability issues.

<b>Policy Name</b>	SUSTAINABLE PROCUREMENT POLICY
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## SUSTAINABLE PROCUREMENT POLICY

The business recognises that the products and services it procures, whilst fundamental to the operation of its business, have wide environmental and social impacts. Countryside is committed to ensuring that any impacts are minimised through its procurement strategies, procedures and, wherever possible and within budgetary limitations, it will select environmentally and socially preferable products and suppliers, for the construction of its new dwellings and non-dwellings **and in the manufacture of modular frame and timber frame products**. Its policy objectives are to:

### Ensure compliance with legislation and the businesses procedures

- Ensure suppliers, manufacturers and contractors comply with all relevant legislation and compliance obligations.
- Products and materials should be procured in line with the Buying Term Agreements, wherever possible.
- Confirm that suppliers comply with its certified ISO9001 Quality Management System and supply products which are fit for purpose, meet the relevant industry standards, are delivered on time and are provided at a competitive price.
- Ensure suppliers also comply with its certified ISO14001 Environmental Management System and OHSAS 18001 Health and Safety Management systems.

### Reduce the impact of our product on the environment by sustainable procurement

- Preferentially select materials rated within the BRE Green Guide for specification.
- Ensure all timber originates from legal and sustainable sources. Products must have full Chain of Custody, showing accreditation by the Forest Stewardship Council (FSC), the Programme for the Endorsement of Forest Certification (PEFC).
- Ensure wherever possible that all other building materials are responsibly sourced/have a certified Environmental Management System or BES 6001 accreditation for the key process and/or supply chain.
- Adopt a preference for recycled or reused materials.
- Select appliances and fittings that have lower environmental impacts, e.g. energy efficient white goods and lighting, low water use fittings, low-emission boilers, low to zero carbon technologies and any other similar aspects required by the Code.
- Avoid the use of products with high Global Warming or Ozone Depleting Potential.
- Avoid the use of flora and fauna species listed on the Convention on International Trade in Endangered Species (CITES) list.
- Continue to investigate alternative materials that have a lower environmental impact when developing material specifications.

### Review suppliers and continue to work with them to improve performance

- Prequalify new suppliers based on sustainable procurement selection criteria.
- Use local suppliers and contractors wherever possible to minimise the environmental impact associated with transportation and contribute to the local economy.
- Ensure all suppliers, manufacturers and contractors comply with Health and Safety and Environmental legislation.
- Preferentially select suppliers, manufacturers and contractors who have Health and Safety and Environmental / Sustainability policies and certified Health and Safety, Quality and Environmental Management Systems (e.g. ISO45001, ISO9001, ISO14001, EMAS).
- Proactively develop relationships with its suppliers to ensure that any adverse impacts are minimised.
- Promote improvements in products, such as the reduction of packaging, through ongoing liaison with suppliers and manufacturers.
- Evaluate procurement of materials to ensure that over-ordering and wastage is reduced.

## SUSTAINABLE PROCUREMENT POLICY

### Promote ethical sourcing

- Undertake ongoing investigation into suppliers and manufacturers and their supply chains to ensure that products and materials are ethically sourced.
- Do not knowingly purchase any products which have used child labour in any stage of the supply chain.
- Where products are being sourced from developing countries, the Group expects suppliers to demonstrate that they are meeting labour standards in line with UN standards, through the Universal Declaration of Human Rights.

We require that our suppliers and contractors meet the key requirements of the Base Code of the Ethical Trading Initiative. These are:

- Employment is freely chosen
- Freedom of association and the right to collective bargaining is respected
- Working conditions are safe and hygienic
- Child labour shall not be used
- Living wages are paid
- Working hours are not excessive
- No discrimination is practised
- Regular employment is provided
- No harsh or inhumane treatment is allowed.

Although the most significant procurement impacts occur as a result of developments, the business acknowledges that its impacts could occur from other business activities. Accordingly, it will also employ the above environmentally and socially responsible procurement strategy whilst purchasing other goods such as company vehicles, furnishings, stationery and IT equipment.

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<b>Policy Name</b>	WASTE POLICY

## **WASTE POLICY**

The company recognises that resources used, whilst fundamental to the operation of its business, have wide environmental and social impacts including the generation of waste both during the construction phase and the lifecycle of the properties we build. The company is committed to ensuring that any impacts are minimised through its procurement and waste strategies, procedures and, wherever possible and within budgetary limitations, it will select environmentally preferable products, for the construction of its new dwellings and non-dwellings and manufacture of modular frame and timber frame products and dispose of resulting waste in accordance with the best methods of the waste hierarchy. Its policy objectives are to:

### **Ensure compliance with legislation and the companies procedures**

- Ensure our suppliers comply with all relevant legislation and compliance obligations in production and movement of resources.
- Ensure that all staff and sub-contractors working in or on behalf of our business comply with all relevant legislation and compliance obligations in the disposal and storage of waste.
- Ensure that sites and factories where waste activities take place hold the correct permits or exemptions.
- Ensure that all waste is transported and disposed of by correctly licensed companies and only at sites which hold the correct permits for managing, storing and disposal of waste.
- Ensure that special wastes, e.g. hazardous, waste electrical and electronic equipment, batteries are segregated and disposed of in accordance with European Union and United Kingdom legislation.

### **Manage resources and disposal of waste with regards to the best methods of waste management as detailed in the Waste Hierarchy.**

- Reduce waste through design activities and through the specification of products and materials that can be reused at end of life by taking a life cycle approach to design and specification
- Continue to investigate alternative materials that have a lower environmental impact when developing material specifications.
- Review construction methods in order to reduce waste arising from site, e.g. pre constructed frames, pre-assembled components.
- Review production methods in order to reduce waste arising from our factories.
- Promote improvements in products, such as the reduction of packaging, through ongoing liaison with suppliers and manufacturers.
- Consider recycled or reused materials.
- Reuse materials where possible at source or via manufacturers take back schemes.
- Manage waste outputs in order to achieve maximum recycling where reduction or reuse is not an option.

### **Review waste contractors and continue to work with them to improve performance**

- Prequalify all waste contractors based on sustainable procurement selection criteria.
- Dispose of waste locally wherever possible to minimise the environmental impact associated with transportation and contribute to the local economy.
- Ensure all waste contractors comply with Health and Safety and Environmental legislation.
- Preferentially select waste companies who have Health and Safety and Environmental / Sustainability policies and certified Health and Safety, Quality and Environmental Management Systems (e.g. OHSAS 18001, ISO9001, ISO14001, EMAS).
- Regularly liaise with waste contractors to review performance, monitor waste management on site, in factories and offices and keep abreast of developments within the waste industry which may benefit the company.

### **Promote good waste management to our customers**

- Provide information on the sustainable aspects of our properties to customers.
- Supply integrated recycling facilities where possible.

### **Monitor and Improve Our Performance**

- Gather data on the waste produced by our sites and its disposal
- Gather data on the waste produced by our factories and offices and its disposal.
- Set targets to reduce waste and improve recycling targeting a Zero Waste to Landfill Approach.
- Review our performance and put in place action plans to continually improve our performance.

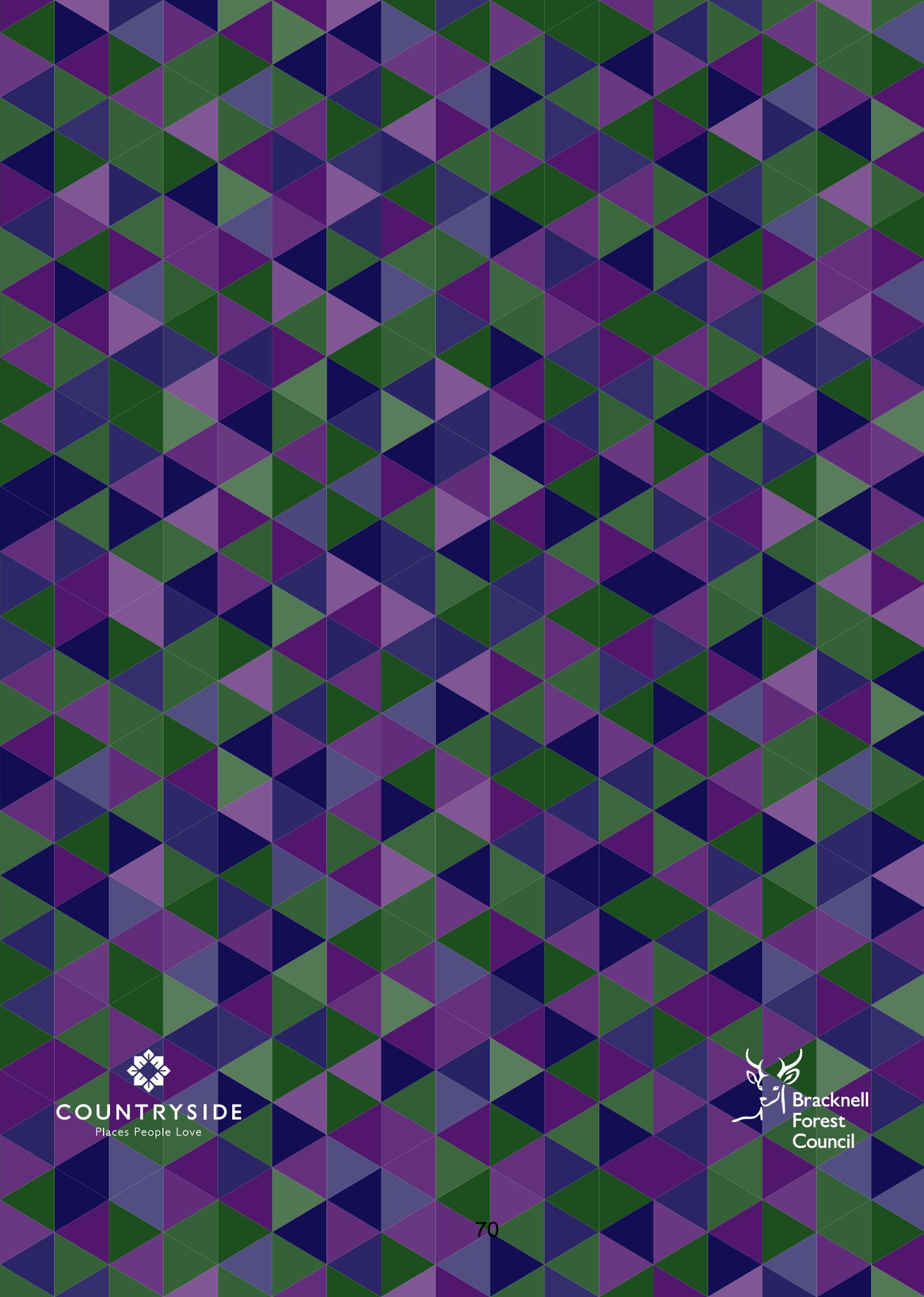
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**Bracknell Forest LLP  
Partnership Aspirations**

<u>Category</u>		<u>Description &amp; Measure</u>	<u>Review</u>
<b>1</b>	<b>Development Programme</b>	Achievement of Milestone Dates in programme agreed by the JV Board in Site Business Plans/ Site Development Plans (Planning Application, Planning Permission, Start of Construction)	<b>Quarterly</b>
<b>2</b>	<b>Administration</b>	Preparation of reports and presentations in the required format to the LLP as required by the Development Management Agreement. Accurate distribution and retention of records, material, minutes, notices and documents in relation to the Project.	<b>Annually</b>
<b>3</b>	<b>Personnel</b>	Attending meetings of the Partnership Board. Commitment of Key Personnel to the Project, including regular attendance and participation in the Project Board.	<b>Annually</b>
<b>4</b>	<b>Business Planning</b>	Production of Business Plans for the JV and development sites as required by the Members Agreement, meeting the timing requirements to prepare and review the Business Plans in line with the Project Agreements.	<b>Annually</b>
<b>5</b>	<b>Environmental Management and Sustainability</b>	Delivery of new buildings to agreed sustainability targets including BREEAM.	<b>Annually</b>
<b>6</b>	<b>Social Value</b>	Meet social value targets agreed in the business plan.	<b>Annually</b>



**COUNTRYSIDE**  
Places People Love



**Bracknell  
Forest  
Council**

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A  
of the Local Government Act 1972.

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

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To: Council  
25 November 2020

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## Schedule of Meetings 2021/22 Executive Director: Delivery

### 1 Purpose of the Report

- 1.1 To seek approval to the proposed Schedule of Meetings 2021/22.

### 2 Recommendation

- 2.1 That the schedule of meetings 2021/22 as set out in the annex to this report be approved.

### 3 Reasons for the Recommendation

- 3.1 To enable arrangements for the next municipal year's meetings to be put in place and assist members plan their diaries for the year ahead.

### 4 Alternative Options Considered

- 4.1 The timetable has been designed, as far as possible, to ensure that the schedule provides for meetings when decisions are required so that all matters are dealt with on a timely basis. Adjustments could be made to the timetable but adjusting one meeting date is likely to have an impact on a number of others given the inter-relationship between meetings and the limited number of dates available throughout the year.

### 5 Supporting Information

- 5.1 The timetable has been drawn up having regard to the usual limitations:
- Avoiding meetings during the school holidays as far as possible.
  - Leaving a gap of at least 8 days between meetings of the Executive and Council to allow time for the Executive report (and any recommendations) to be published either with the Council agenda or the next day.
  - Avoiding 7.30 meetings on Fridays.
  - Scheduling each committee's meetings on the same day of the week throughout the year, as far as possible.
  - Avoiding a gap of more than 5 weeks between meetings of the Planning Committee.
- 5.2 If the schedule is agreed, it is hoped that members will only seek to change these dates in exceptional circumstances as to do so inevitably causes problems for some

people. With a significant number of twin-hatted members, concerns have been expressed about clashes with parish and town council meetings. By setting the dates for this Council's meetings now, the parish and town councils have the opportunity to plan around our meetings. It is therefore all the more important to avoid in-year changes unless absolutely necessary so that potential clashes can be avoided.

- 5.3 Council is accordingly invited to approve the schedule set out in the annex to this report.

## **6 Advice Received from Statutory and other Officers**

### Borough Solicitor

- 6.1 Not sought.

### Borough Treasurer

- 6.2 Not sought.

### Equalities Impact Assessment

- 6.3 Not applicable.

### Strategic Risk Management Issues

- 6.4 Not applicable.

## **7 Consultation**

### Principal Groups Consulted

- 7.1 Corporate Management Team (CMT).

### Method of Consultation

- 7.2 A report on the proposed schedule was presented to CMT.

### Representations Received

- 7.3 CMT has endorsed the schedule of meetings as submitted.

### Background Papers

None

### Contact for further information

Derek Morgan, Democratic Services: 01344 352044  
derek.morgan@bracknell-forest.gov.uk

**SCHEDULE OF MEETINGS – 2021/22**

	Day	Start Time	MAY	JUN	JUL	AUG	SEPT	OCT	NOV	DEC	JAN 2021	FEB	MAR	APR	MAY
COUNCIL	Wed	7.30	19		14		15		24		12	23		20	18
Portfolio Review Groups (Closed)	-	6.30/8.00	10/11	28/29		31	1, 27/28	25/26	22/23		4/5, 17/18	21/22	28/29		16/17
Executive Briefing (closed)	Tue/Wed*	5.00	18		6		7	5	2/30		11/19*		1	12	24
OVERVIEW & SCRUTINY COMMISSION	Thu/*Wed	7.30	26*		8		9	7	4	2	13/27		3	7	26
EXECUTIVE	Tue	5.00		1	20		21	19	16	14	25	8	15	26	
Bracknell Town Centre Regeneration Committee	Mon	5.30	24		12		13		8		31		21		23
School Improvement Accountability Board	Thu	5.00	13		1		23		25		6		17		12
Corporate Parenting Advocacy Panel	Tue	5.00		15			14			7			8		
Planning Committee	Thu	7.30	20	17	15	19	16	14	11	16	20	24	24	21	19
Licensing & Safety Committee	Thu	7.30		24				21				3			
Employment Committee	Wed	7.30			7			13		8		9			
Education Employment Sub	Wed	5.30			7			13		8		9			
Local Joint Committee	Wed	4.00			7			13		8		9			
Governance & Audit Committee	Wed	7.30		23	21		22				26		23		
Health & Wellbeing Board	Thu	2.00		8			8			2		22			
Bracknell Forest Access Group	Wed	7.30		16				6					2		
Parish & Town Councils' Liaison Group	Wed	7.30		30						1		2			
Local Countryside Access Forum	Tue	7.00		8				12				1			
Schools Forum	Thu	4.30		24			16		18	9	13		10		

<b>Executive (Tuesdays 5pm)</b>	<b>Finance Portfolio Review Group (Mondays)</b>	<b>Environment Portfolio Review Group (Mondays)</b>	<b>Community Portfolio Review Group (Tuesdays)</b>	<b>Care Portfolio Review Group (Tuesdays)</b>	<b>Executive Briefing (Tuesdays)</b>
1 June 2021	10 May 2021	10 May 2021	11 May 2021	11 May 2021	18 May 2021
20 July 2021	28 June 2021	28 June 2021	29 June 2021	29 June 2021	6 July 2021
21 September 2021	31 August 2021	31 August 2021	1 September 2021	1 September 2021	7 September 2021
19 October 2021	27 September 2021	27 September 2021	28 September 2021	28 September 2021	5 October 2021
16 November 2021	25 October 2021	25 October 2021	26 October 2021	26 October 2021	2 November 2021
14 December 2021	22 November 2021	22 November 2021	23 November 2021	23 November 2021	30 November 2021
25 January 2022	4 January 2022	4 January 2022	5 January 2022	5 January 2022	11 January 2022
8 February 2022	17 January 2022	17 January 2022	18 January 2022	18 January 2022	19 January 2022
15 March 2022	21 February 2022	21 February 2022	22 February 2022	22 February 2022	1 March 2022
26 April 2022	28 March 2022	28 March 2022	29 March 2022	29 March 2022	12 April 2022
7 June 2022	16 May 2022	16 May 2022	17 May 2022	17 May 2022	24 May 2020