

## Notice of Meeting

### Executive

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

**Tuesday 10 November 2020, 5.00 - 7.00 pm**

**Online Only - Microsoft Teams**



### Agenda

Item	Description	Page
1.	<b>Apologies</b>	
2.	<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>	
3.	<b>Minutes</b>	5 - 14
	To consider and approve the minutes of the meeting of the Executive held on 20 October 2020.	
4.	<b>Urgent Items of Business</b>	
	Any other items which, pursuant to Section 100B(4)(b) of the Local Government Act 1972, the Chairman decides are urgent.	

### Executive Key Decisions

The items listed below all relate to Key Executive decisions, unless stated otherwise below.

5.	<b>Education, Skills and Growth Overview &amp; Scrutiny Panel - Care Leavers</b>	15 - 28
	To consider the outcomes of the review into the impact of accommodation and support on the educational attainment and skills of young people leaving care.	

### **EMERGENCY EVACUATION INSTRUCTIONS**

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	<b>Reporting:</b> Louise Connelly	
6.	<b>Supported Bus Service Changes</b>	29 - 44
	To inform the Executive of emerging issues associated with supported bus service provision and seek approval for necessary changes in 2021/22. <b>Reporting:</b> Andrew Hunter	

### **Exclusion of the Press and Public**

Agenda items 7, 8 and 9 are supported by annexes containing exempt information as defined in Schedule 12A of the Local Government Act 1972. If the Committee wishes to discuss the content of these annexes in detail, it may choose to move the following resolution:

*That pursuant to Regulation 4 of the Local Authorities (Executive Arrangements) (Access to Information) Regulations 2012 and having regard to the public interest, members of the public and press be excluded from the meeting for the consideration of item 7/8/9 which involves the likely disclosure of exempt information under the following category of Schedule 12A of the Local Government Act 1972:*

- (3) *Information relating to the financial or business affairs of any particular person (including the authority holding that information).*

7.	<b>Heathlands Redevelopment</b>	45 - 80
	Executive to note the update on the service provider model for the new 66 bed EMI & Intermediate care home and approve the associated procurement plan. <b>Reporting:</b> Stuart McKellar	
8.	<b>Joint Venture Business Plan</b>	81 - 186
	To agree recommendation for LLP to adopt the Joint Venture Business plan <b>Reporting:</b> Stuart McKellar	
9.	<b>Procurement Plan for new Framework for Road Based Passenger Transport Framework</b>	187 - 202
	To approve the Procurement Plan for the award of a new framework for road based passenger transport. <b>Reporting:</b> Andrew Hunter	

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

Published: 2 November 2020

### **EMERGENCY EVACUATION INSTRUCTIONS**

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**EXECUTIVE  
20 OCTOBER 2020  
5.04 - 6.04 PM**

**Present:**

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

**92. Declarations of Interest**

There were no declarations of interest.

**93. Minutes**

**RESOLVED** that the minutes of the meeting of the Executive on 22 September 2020 together with the accompanying decision records be confirmed as a correct record and signed by the Leader.

**94. Urgent Items of Business**

There were no urgent items of business.

**Executive Decisions and Decision Records**

The Executive considered the following items. The decisions are recorded in the decision sheets attached to these minutes and summarised below:

**95. East Berks Public Health Arrangements**

**RESOLVED** that

- i. The Executive agree the new East Berkshire arrangements for Public Health delivery; and
- ii. The current Berkshire-wide Public Health arrangements are dissolved, and the new system put in place, including the appointment of a Joint Director of Public Health for East Berkshire and Frimley ICS.

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

**RESOLVED** that the Executive agrees the content of Bracknell Forest Council's response to the Government White Paper 'Planning for the Future' as set out in Appendix A and Appendix B to the Director: Place, Planning and Regenerations report.

**97. Residents' Survey Results 2020**

**RESOLVED** that

- i. the Covid-19 Impact Survey 2020 results report at Annex A of the Chief Executive's report be noted.
- ii. the communications plan at Annex B of the Chief Executive's report be endorsed.
- iii. the Overview and Scrutiny Commission are asked to review the survey and identify actions that need to be taken to prepare the Council for the second wave of Covid-19.

98. **Council Plan Overview Report**

**RESOLVED** that the performance of the council over the period from April - June 2020 highlighted in the Overview Report in Annex A is noted.

99. **Exclusion of Public and Press**

**RESOLVED** that pursuant to Regulation 21 of the Local Authorities (Executive Arrangements) (Access to Information) Regulations 2000, members of the public and press be excluded from the meeting for the consideration of items 10 and 11 which involves the likely disclosure of exempt information under the following category of Schedule 12A of the Local Government Act 1972:

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

100. **Joint Working with Health**

**RESOLVED** that

- i. the blueprint for joint working between BFC and East Berkshire CCG be agreed.
- ii. the contents of the attached blueprint including the potential benefits of joint working and proposed next steps for implementation be noted. These include to explore the creation of a joint commissioning team and to undertake an appraisal of opportunities to create shared teams.

101. **Procurement of a Neutral Vendor for Agency Staff**

**RESOLVED** that the proposed re-procurement of a neutral vendor contract for provision of agency staff be approved, together with procurement of key specialist agencies, following the approach detailed in strategic procurement plan attached to this report.

**CHAIRMAN**

**Bracknell Forest Council  
Record of Decision**

<b>Work Programme Reference</b>	<b>I088633</b>
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1. **TITLE:** Residents' Survey Results 2020
2. **SERVICE AREA:** Organisational Development, Transformation & HR
3. **PURPOSE OF DECISION**

To brief the Executive on the Residents' Survey 2020 results and seek endorsement of the communications plan.

4. **IS KEY DECISION** Yes
5. **DECISION MADE BY:** Executive

6. **DECISION:**

- i. the Covid-19 Impact Survey 2020 results report at Annex A of the Chief Executive's report be noted.
- ii. the communications plan at Annex B of the Chief Executive's report be endorsed.
- iii. the Overview and Scrutiny Commission are asked to review the survey and identify actions that need to be taken to prepare the Council for the second wave of Covid-19.

7. **REASON FOR DECISION**

To provide the Executive with the results of the Covid-19 Impact Survey 2020 which took place in late July; to ensure that these are communicated effectively and that the council considers residents' views in recovery planning.

8. **ALTERNATIVE OPTIONS CONSIDERED**

None

9. **DOCUMENT CONSIDERED:** Report of the Director: Organisational Development, Transformation and HR

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

<b>Date Decision Made</b>	<b>Final Day of Call-in Period</b>
20 October 2020	27 October 2020

**Bracknell Forest Council  
Record of Decision**

<b>Work Programme Reference</b>	<b>I094277</b>
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1. **TITLE:** Council's response to the Government's consultation on 'Planning for the future' White Paper (August 2020)

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

3. **PURPOSE OF DECISION**

To seek the Executive's agreement to the Council's response to the Government's consultation on 'Planning for the future' White Paper (August 2020)

4 **IS KEY DECISION** Yes

5. **DECISION MADE BY:** Executive

6. **DECISION:**

**RESOLVED** that the Executive agrees the content of Bracknell Forest Council's response to the Government White Paper 'Planning for the Future' as set out in Appendix A and Appendix B to the Director: Place, Planning and Regenerations report.

7. **REASON FOR DECISION**

It is considered necessary for the Council to respond to the consultation since it proposes fundamental 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

8. **ALTERNATIVE OPTIONS CONSIDERED**

The alternative option is for the Council not to respond to the consultation. However, this would mean that the Council would lose the opportunity to influence significant changes to the planning system in England.

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

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

<b>Date Decision Made</b>	<b>Final Day of Call-in Period</b>
20 October 2020	27 October 2020

**Bracknell Forest Council  
Record of Decision**

<b>Work Programme Reference</b>	<b>I093735</b>
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1. **TITLE:** Procurement of a Neutral Vendor for Agency Staff
2. **SERVICE AREA:** Organisational Development, Transformation & HR
3. **PURPOSE OF DECISION**

To seek Executive approval to adopt a 'hybrid' approach of a neutral vendor for agency staff from 1 April 2021.

4. **IS KEY DECISION** Yes
5. **DECISION MADE BY:** Executive

6. **DECISION:**

That the proposed re-procurement of a neutral vendor contract for provision of agency staff be approved, together with procurement of key specialist agencies, following the approach detailed in strategic procurement plan attached to this report.

7. **REASON FOR DECISION**

The recommendation is to adopt a 'hybrid' approach and contract with several agencies which fill the gaps. These contracts, and the relationships with these suppliers, will be managed alongside the neutral vendor contract. The aim is to reduce the overall costs to the council and penalty costs incurred whilst improving compliance and governance around agency resource.

8. **ALTERNATIVE OPTIONS CONSIDERED**

1. Procure software but manage the service internally. This is a significant change, though it has been done elsewhere.
2. Expand the neutral vendor arrangement to include interims and/or permanent staff.

9. **DOCUMENT CONSIDERED:** Report of the

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

<b>Date Decision Made</b>	<b>Final Day of Call-in Period</b>
20 October 2020	27 October 2020

**Bracknell Forest Council  
Record of Decision**

<b>Work Programme Reference</b>	<b>I094193</b>
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1. **TITLE:** Council Plan Overview Report
2. **SERVICE AREA:** Chief Executive's Office
3. **PURPOSE OF DECISION**

To inform the Executive of the performance of the council for Q1 2020/21

4. **IS KEY DECISION** No
5. **DECISION MADE BY:** Executive
6. **DECISION:**

That the performance of the council over the period from April - June 2020 highlighted in the Overview Report in Annex A is noted.

7. **REASON FOR DECISION**

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

8. **ALTERNATIVE OPTIONS CONSIDERED**

None

9. **DOCUMENT CONSIDERED:** Report of the Chief Executive
10. **DECLARED CONFLICTS OF INTEREST:** None

<b>Date Decision Made</b>	<b>Final Day of Call-in Period</b>
20 October 2020	27 October 2020

**Bracknell Forest Council  
Record of Decision**

<b>Work Programme Reference</b>	<b>I095312</b>
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1. **TITLE:** Joint Working with Health

2. **SERVICE AREA:** People

3. **PURPOSE OF DECISION**

To approve the Blueprint for Joint Working that sets the direction of travel for exploring joint working opportunities between BFC and East Berkshire CCG (Clinical Commissioning Group).

4. **IS KEY DECISION** Yes

5. **DECISION MADE BY:** Executive

6. **DECISION:**

- i. the blueprint for joint working between BFC and East Berkshire CCG be agreed.
- ii. the contents of the attached blueprint including the potential benefits of joint working and proposed next steps for implementation be noted. These include to explore the creation of a joint commissioning team and to undertake an appraisal of opportunities to create shared teams.

7. **REASON FOR DECISION**

- 1. The council and the CCG already have a record of working together successfully and have a number of ongoing joint working priorities underway including the development of the new dementia care facility at Heathlands.
- 2. Both the Council Plan and the Collaborative Strategic Priorities of the CCG include a range of ambitions to work together effectively including the development of aligned health and care plans and transforming children's centres into family hubs.
- 3. The pace of transformational change accelerated by Covid-19 pandemic, along with the impact the pandemic has had on our local communities and the sustainability of health and care partners provides a clear opportunity to reset the scale of our ambitions for joint working.
- 4. It is expected that there will be a range of benefits for the community, and for both organisations through increased joint working. These include improved accessibility, greater insight into community needs and cost savings.

8. **ALTERNATIVE OPTIONS CONSIDERED**

- 1. The alternative option would be to continue to work as we are currently. This would include opportunities to continue to work together in the future but would lack the

increased emphasis and clarity that the proposed model of joint working will bring.

2. It is considered that if we do not take the opportunity to increase joint working now we will not achieve the level of expected benefits for the community in the coming years.
9. **DOCUMENT CONSIDERED:** Report of the Executive Director: People
10. **DECLARED CONFLICTS OF INTEREST:** none

<b>Date Decision Made</b>	<b>Final Day of Call-in Period</b>
20 October 2020	27 October 2020

**Bracknell Forest Council  
Record of Decision**

<b>Work Programme Reference</b>	<b>I093735</b>
---------------------------------	----------------

1. **TITLE:** Procurement of a Neutral Vendor for Agency Staff
2. **SERVICE AREA:** Organisational Development, Transformation & HR
3. **PURPOSE OF DECISION**

To seek Executive approval to adopt a 'hybrid' approach of a neutral vendor for agency staff from 1 April 2021.

4. **IS KEY DECISION** Yes
5. **DECISION MADE BY:** Executive
6. **DECISION:**

That the proposed re-procurement of a neutral vendor contract for provision of agency staff be approved, together with procurement of key specialist agencies, following the approach detailed in strategic procurement plan attached to this report.

7. **REASON FOR DECISION**

The recommendation is to adopt a 'hybrid' approach and contract with several agencies which fill the gaps. These contracts, and the relationships with these suppliers, will be managed alongside the neutral vendor contract. The aim is to reduce the overall costs to the council and penalty costs incurred whilst improving compliance and governance around agency resource.

8. **ALTERNATIVE OPTIONS CONSIDERED**

1. Procure software but manage the service internally. This is a significant change, though it has been done elsewhere.
2. Expand the neutral vendor arrangement to include interims and/or permanent staff.

9. **DOCUMENT CONSIDERED:** Report of the

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

<b>Date Decision Made</b>	<b>Final Day of Call-in Period</b>
20 October 2020	27 October 2020

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To: Executive  
10 November 2020

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## **Care Leavers Overview and Scrutiny Review Report Cllr Mrs Birch, Chair Education, Skills and Growth Panel**

### **1 Purpose of Report**

- 1.1 To present to the Executive the findings of the Education, Skills and Growth Overview & Scrutiny Panel's review into Care Leavers and ask them to consider their recommendations.

### **2 Recommendations**

- 2.1 **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.**
- 2.2 **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.**
- 2.3 **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.**
- 2.4 **Review the joint protocol between Children's Social Care (CSC) and Housing Team for assessing and meeting the needs of homeless young people.**
- 2.5 **Enable care leavers' achievements to be acknowledged and give them the opportunity to participate by replicating the offer to Children Looked After. To be reviewed and any policy changes implemented within agreed timeframes with the housing team.**
- 2.6 **That the timescales for implementing the above recommendations are agreed as per the attached report.**
- 2.7 **That the Overview & Scrutiny Commission will review the implementation of the recommendations above within six months and host a focus group of care leavers to understand the impact of the pandemic on care leavers specifically.**

### **3 Reasons for Recommendations**

- 3.1 The Education, Skills and Growth Overview & Scrutiny Panel concluded their findings based on the evidence considered and review that was undertaken.

### **4 Alternative Options Considered**

- 4.1 The Education, Skills and Growth Overview & Scrutiny Panel's assessed several options which are detailed in the attached Review report.

## **5 Supporting Information**

- 5.1 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.
- 5.2 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. This review activity was undertaken on 22 January 2020. The methodology undertaken, findings and recommendations are set out in the attached report.

## **6 Commentary from Education, Skills and Growth Overview & Scrutiny Panel Chair, Councillor Mrs Birch**

- 6.1 During this review we found there was a wealth of good practice taking place in the Council and by its partners such as the support service, Look Ahead. It was particularly heartening to see evidence of officers working in housing, children's social care and the education team working towards shared outcomes for care leavers. The support given to care leavers by members of the Life Chances Team was thought to work particularly well and one care leaver was very complimentary about his Personal Advisor. The care leavers we spoke to were open and honest about what worked and what they thought could be improved. Specifically, they wanted more assistance the closer they got to leaving care and better information about what was available to them. They also wanted to keep the name 'Care Leavers' as they felt it allowed them to access support more easily. Councillors recognised there was a need to embed this work more fully and that protocols and strategies required updating to capture new ways of working. I would also like to draw attention to the new format of this report which highlights findings, information about how we investigated to arrive at these findings and the list of all members and officers that took part. It is an example of how scrutiny reports will be presented in the future.
- 6.2 Due to the pandemic the final Care Leavers Review report was delayed. The Vice-Chair and I would like to understand the impact the pandemic has had on care leavers. In addition to the recommendations arising from the review we'd like to suggest that the Executive endorse the Overview & Scrutiny Commission hosting a focus group of care leavers to understand the impact of the pandemic on care leavers specifically when it reviews the implementation of its recommendations in six months' time.

## **7 Response from Assistant Director: Children's Social Care**

- 7.1 I am happy to support the findings and endorse the recommendations of the Care Leavers Review. I consider that there were no financial implications arising from the above recommendations except some additional officer resource, which is acceptable, as the recommendations largely concern protocols and strategies which I agree require revision within these reasonable timescales.

## **8 Consultation and Other Considerations**

### Legal Advice

- 8.1 The recommendations are consistent with the Council's overarching duty towards care leavers as set out in Section 2 of the Children's Social Work Act 2017 which requires it to publish information about—
- (a) services which it offers for care leavers as a result of its functions under the Children Act 1989;
- (b) other services which it offers that may assist care leavers in, or in preparing for, adulthood and independent living."

#### Financial Advice

- 8.2 There are no direct financial implications arising from the recommendations in this report.

#### Equalities Impact Assessment

- 8.3 An Equalities Impact Assessment initial screening has been completed and is attached at Appendix B.

As part of this review Councillors requested the Life Chances Team pull together a group of care leavers for them to speak to privately. They spoke to three care leavers in total. One care leaver was a refugee and two were white, British. One of these was female and two were male. During the visits to accommodation for care leavers, Holly House and Rainforest Walk, Councillors spoke to a number of residents who varied in age, ethnicity and gender.

#### Strategic Risk Management Issues

- 8.4 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.

#### Background Papers

Care Leavers Review Report attached.

#### Contact for further information

Louise Connelly, Governance & Scrutiny Co-ordinator - 01344 354047  
Louise.connelly@bracknell-forest.gov.uk

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## Overview and Scrutiny Panel Recommendations Report

REVIEW TITLE	O&S PANEL	DATE
Care Leavers Review	Education, Skills and Growth	22 January 2020

“We recognise our responsibility as corporate parents and the need to ensure there is sufficient support in terms of housing, education, jobs and accommodation for care leavers.”

**Cllr Mrs Birch, Chair: Education, Skills and Growth Overview and Scrutiny Panel**



### Recommendations

- 1. 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. (To be reviewed by 01/02/2021)**
- 2. 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. (To be reviewed by 01/12/2021)**
- 3. 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. (To be reviewed by 01/12/2020 with any identified changes to policy to be implemented by 01/02/2021)**
- 4. Review the joint protocol between Children’s Social Care (CSC) and Housing Team for assessing and meeting the needs of homeless young people. (To be reviewed and any policy changes implemented within agreed timeframes with the housing team, no later than 01/02/2021)**
- 5. Enable care leavers’ achievements to be acknowledged and give them the opportunity to participate by replicating the offer to Children Looked After.**

### Good Practice

The Panel recognised the good work already being undertaken to support Care Leavers. Specifically, they were pleased to see the Council was prioritising a broader and more comprehensive offer of apprenticeships in the Borough and aiming to ensure they were sustainable for the student financially. In addition, the Panel were pleased to note the development of a bespoke partnership with the University of Portsmouth to encourage take up and completion of higher education courses and agreed similar partnerships with other higher education institutions should be created.

## Key facts

The Leaving Care Service provides support to young people at various stages of their transition to independent living:

- **Eligible care leavers** are aged 16 or 17, are currently Children Looked After and have been looked after for at least 13 weeks since their 14th birthday;
- **Former relevant care leavers** are aged 18 to 21, are not Children Looked After and have previously been looked after for at least 13 weeks since their 14th birthday. They may be aged 21 or over and still getting support with education/training for as long as the education/training continues.

In March 2019 the care leavers in Bracknell Forest were:

Eligible care leavers	Former relevant care leavers
<b>38 clients</b>	<b>58 clients</b>
100% in suitable accommodation	93% in suitable accommodation
85% in education, employment, training	60% in education, training and employment
100% pathway plan reviews within timescales	97% pathway plan reviews within timescales

A variety of accommodation is available but the majority of care leavers were offered accommodation at one of two bespoke residences: Holly House (35 flats) and Rainforest Walk (26 flats). Councillors visited both these residences during the review and spoke with staff and residents to gain their views about what worked well and what could be improved.

### HOLLY HOUSE

**35 Flats**



### RAINFOREST WALK

**26 Flats**



**OWNED BY COUNCIL, SUPPORT PROVIDED BY LOOK AHEAD**



**£180 PER PERSON**  
**MONTHLY COST OF ACCOMMODATION AND SUPPORT**

**“Going from a teen to an adult is tricky at the best of times and we appreciate there are significant issues for those who have not always had a stable home environment.”**

**Cllr Mrs Birch**

### **What support exists in social care?**

The Pathway Plan was co-produced with care leavers.

The team was well thought of internally and externally. This was evidenced during Bracknell's Ofsted inspection in 2017 and by Mark Griddle, a national advisor for care leavers, who had visited to capture good practice. The care leaving team had also been asked to train 30 managers at Sheffield City Council on how to complete a pathway plan and the Care Leavers Team Manager had been part of a peer review for care leavers at Hampshire County Council and Kent County Council, which had provided an opportunity to share good practice.

Co-location with housing, education and social care staff had enabled more joined up working.

Personal Advisers worked hard to build relationships with care leavers but acknowledged work could begin earlier, especially involvement to discuss education and housing options.

Four care leavers were currently taking advantage of the 'Staying Put Policy' 2015. The Council wanted to increase the number

of care leavers 'staying put'. Issues identified with the

'Staying Put Policy' included care leavers only having three months to find out if they could successfully live alone and remuneration for care leavers and foster carers being complex to understand.

A care leaver was being appointed to Bracknell's Corporate Parenting Board, but officers acknowledged there was more to do in terms of engaging care leavers in developing policies and service provision as well as celebrating their successes in life.

### **What Housing and Education support is available?**

Pathway Plans were formulated before a care leaver turned 18 and all care leavers had a virtual Personal Education Plan in place until their 18<sup>th</sup> birthday.

There were a range of apprenticeships offered but take up was low. In response, officers had begun working with Partners such as Elevate, to develop a broader and more comprehensive offer in the Borough. The Panel recognised this was already being developed.

The number of care leavers staying in education and completing a University level course were also low. The Virtual School Deputy Head had recently been appointed and brought expertise of working with universities and businesses which councillors agreed would help to address this issue.

Officers had a strong partnership with Elevate locally who

employed a dedicated Personal Advisor offering independent advice and guidance for those with an Education, Health and

Care Plan at 16 + and to care leavers.

The Housing Allocation Policy 2015 was due for renewal. Councillors thought the current policy was not equitable as care leavers living in supported accommodation for two years would be classed as category B when 'moving on' unlike care leavers taking advantage of the 'Staying Put Policy'.

A new contract monitoring framework, based on outcomes, would be in place across housing and the People Directorate Commissioning Team from April 2020.

### **What we saw at Rainforest Walk and Holly House**

Councillors were given a tour of both and admired the refurbishment, particularly at Holly House which had received numerous improvements including a new boiler system, windows, roof and gym. Residents had been involved in choosing the paint colour at Rainforest Walk and councillors had an opportunity to view an empty flat. Each new resident was given a new mattress. Concierge 'waking' staff were present during night shifts.

Residents were aged 18-24 years of age. Both types of accommodation accepted young people from the age of 16 but this was rare and special conditions were made to ensure their safety. Residents could stay in this type of supported accommodation for a maximum

of two years. However, some ex residents occasionally called back for advice, i.e. help to complete a benefits form.

Professionals held a meeting each month to try and anticipate which young people might need a flat and when, which councillors considered good practice.

Look Ahead staff signposted residents to other services as necessary, for example they helped them to register at local GP surgeries, although it had proved hard to link into the Community Mental Health Team (CMHT).

Neither accommodate babies or children. If a girl became pregnant whilst residing at either Rainbow Walk or Holly House she would be supported to find alternative accommodation.

### **What care leavers said about support they receive**

Care leavers said the leaving care team were clear about what to use the money for – bought a tumble dryer for example. Councillors asked if advice from the team had included consideration of warranties and he said it did.

One care leaver said they would like to move out to somewhere quieter and this was being discussed with their personal advisor.

The Council helped one care leaver by giving him £60 towards travel costs which enabled him to compete at a high level in his chosen sport.

One care leaver who lived independently and attended a College outside Bracknell said his Personal Advisor travelled to meet with him every six weeks. He gave examples why this was important to him such as when

an outside agency was meant to support him in managing his money but did not turn up to a number of meetings. The Personal Advisor helped him organise alternative arrangements.

Two care leavers said a lot of planning with their Personal Advisor had taken place from the age of 16 to prepare them for adulthood but it still felt like it 'came up quickly'. An issue for one care leaver had been finding out from adult social care and housing teams who was responsible for paying rent. He did admit there were "Some issues on my side. I found it hard to find somewhere to move to. It would have been easier if I'd found somewhere quicker." One care leaver said her transition to supported accommodation was too quick "When moving, I needed a proper chat. A 'welcome to the real world' chat. Say what's going to be different in adults and between different types of housing so if I had to pay water rates or not at each place. I never knew I had to pay water rates where I am now." Councillors thought there was a need for clearer and more accessible advice on money management and life skills, particularly when they first moved into supported or independent accommodation.

All three care leavers said they had received help from social worker with one care leaver calling his relationship with his social worker 'really good' and 'quite a bit of planning' had gone into his transition to Adult Social Care.

Access to local transport was an issue for one care leaver.

Care leavers said it was helpful Council Tax payments were waived.

**“The most insightful session was when we spoke to three care leavers about their experience of leaving care and what they think the local authority did well. Their honesty was humbling, and we greatly appreciated their views on what the local authority could do better in the future.”**

**Cllr Brossard**



**(L-R) Councillor Brossard, Councillor Mrs Birch and Councillor Temperton with the fitness equipment at Holly House**

I would like to thank the Vice Chair of the Education, Skills and Growth O&S Panel, Cllr Brossard, for all his support during this review. I would also like to thank all those councillors who participated in the review. My particular thanks to the officers who presented to us and had a broad representation from different teams including children’s social care, health, education and housing so that the review could go into greater depth.

**Cllr Mrs Birch, Chair: Education, Skills and Growth Overview and Scrutiny Panel**

### Contributors to this review

<b>Councillor Mrs Birch</b>	
<b>Councillor Michael Brossard</b>	
<b>Councillor Moira Gaw</b>	
<b>Councillor Michael Gbadebo</b>	
<b>Councillor Mary Temperton</b>	
<b>Clare Glennerster</b>	Life Chances Team Manager
<b>Peter Hodges</b>	Head of Services: Life Chances
<b>Sonia Johnson</b>	Assistant Director: Children’s Social Care
<b>Sarah Gee</b>	Assistant Director: Early Help and Communities
<b>Rachel Morgan</b>	Assistant Director: Education & Learning
<b>Kashif Nawaz</b>	Head of Children’s Support Services
<b>Nikki Edwards</b>	Executive Director: People
<b>Councillor Dr Barnard</b>	Executive Member for Children, Young People and Learning
<b>Louise Connelly</b>	Governance & Scrutiny Co-ordinator
<b>Bracknell Forest Care Leavers</b>	

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## Initial Equalities Screening Record Form

<b>Date of Screening:</b> 5 October 2020	<b>Directorate:</b> Delivery	<b>Section:</b> Democracy and Governance	
<b>1. Activity to be assessed</b>	Care Leavers Review		
<b>2. What is the activity?</b>	<input type="checkbox"/> Policy/strategy <input type="checkbox"/> Function/procedure <input type="checkbox"/> Project <input checked="" type="checkbox"/> Review <input type="checkbox"/> Service <input type="checkbox"/> Organisational change		
<b>3. Is it a new or existing activity?</b>	<input checked="" type="checkbox"/> New <input type="checkbox"/> Existing		
<b>4. Officer responsible for the screening</b>	Louise Connelly, Governance & Scrutiny Co-ordinator		
<b>5. Who are the members of the screening team?</b>	Louise Connelly and Kirsty Hunt		
<b>6. What is the purpose of the activity?</b>	To review the experience of Care Leavers in the Borough.		
<b>7. Who is the activity designed to benefit/target?</b>	Care Leavers in the Borough.		
<b>Protected Characteristics</b>	<b>Please tick yes or no</b>	<b>Is there an impact?</b> Potentially, an impact on different Care Leavers given their age, ethnicity, etc	<b>What evidence do you have to support this?</b> Data from the Life Chances Team  Please add a narrative to justify your claims around impacts and describe the analysis and interpretation of evidence to support your conclusion as this will inform members decision making, include consultation results/satisfaction information/equality monitoring data
<b>8. Disability Equality – this can include physical, mental health, learning or sensory disabilities and includes conditions such as dementia as well as hearing or sight impairment.</b>	Y		Part of the review’s methodology was to identify data sources / witnesses to explore the potential for impact on different care leavers. Councillors requested the Life Chances Team pull together a group of care leavers for them to speak to. One care leaver was a refugee and two were white, British. One of these was female and two were male. During the visits to accommodation for care leavers, Holly House and Rainforest Walk, Councillors spoke to a number of residents who varied in age, ethnicity and gender.
<b>9. Racial equality</b>	Y		As above

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Item 8

<b>10. Gender equality</b>	Y			As above
<b>11. Sexual orientation equality</b>	Y			As above
<b>12. Gender re-assignment</b>	Y			As above
<b>13. Age equality</b>	Y			As above
<b>14. Religion and belief equality</b>	Y			As above
<b>15. Pregnancy and maternity equality</b>	Y			As above
<b>16. Marriage and civil partnership equality</b>	Y			As above
<b>17. Please give details of any other potential impacts on any other group (e.g. those on lower incomes/carers/ex-offenders, armed forces communities) and on promoting good community relations.</b>	None identified.			
<b>18. If an adverse/negative impact has been identified can it be justified on grounds of promoting equality of opportunity for one group or for any other reason?</b>	N/A			
<b>19. If there is any difference in the impact of the activity when considered for each of the equality groups listed in 8 – 14 above; how significant is the difference in terms of its nature and the number of people likely to be affected?</b>	All Care Leavers potentially – approx. 80 individuals.			
<b>20. Could the impact constitute unlawful discrimination in relation to any of the Equality Duties?</b>		N	Recommendations in the Care Leavers Review report are aimed at increasing equality for all Care Leavers and ensuring they have as many opportunities and life chances as possible.	

<b>21. What further information or data is required to better understand the impact? Where and how can that information be obtained?</b>	We considered a wide range of data from local and national sources. This was collated in an evidence pack which is available on BFC website.		
<b>22. On the basis of sections 7 – 17 above is a full impact assessment required?</b>		N	This Equality Impact Assessment has been completed retrospectively.
<b>23. If a full impact assessment is not required; what actions will you take to reduce or remove any potential differential/adverse impact, to further promote equality of opportunity through this activity or to obtain further information or data?</b> Please complete the action plan in full, adding more rows as needed.			
<b>Action</b>	<b>Timescale</b>	<b>Person Responsible</b>	<b>Milestone/Success Criteria</b>
See recommendations contained in report.	March 2021	Cllr Mrs Birch	Recommendations are reviewed by the O&S Commission according to the timescales agreed and they have all been implemented and the intended impact.
<b>24. Which service, business or work plan will these actions be included in?</b>	Overview & Scrutiny Commission work plan		
<b>25. Please list the current actions undertaken to advance equality or examples of good practice identified as part of the screening?</b>	Please see recommendations contained in the report.		
<b>26. Assistant director's signature.</b>	Signature:		Date:

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TO: THE EXECUTIVE  
DATE: 10 NOVEMBER 2020

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## SUPPORTED BUS SERVICE CHANGES

Director of Place, Planning and Regeneration

### 1 PURPOSE OF REPORT

- 1.1 To inform the Executive of emerging issues associated with supported bus service provision and seek approval for necessary changes.

### 2 RECOMMENDATION

- 2.1 **That the supporting information is noted.**
- 2.2 **That the proposed changes to supported bus services are progressed.**

### 3 REASONS FOR RECOMMENDATION

- 3.1 The Council must secure the ongoing viability of supported bus services whilst pursuing value for money. Necessary financial savings are required to support the Council's transformation programme and the ongoing impacts of the Coronavirus pandemic. To support these objectives, changes to supported bus services are required.

### 4 ALTERNATIVE OPTIONS CONSIDERED

- 4.1 The Council could retain current supported bus services without change, however, this would not represent value for money and does not address the increasing risk that some contracted services are likely to become commercially un-viable without change. Furthermore, the financial savings identified within the Council's transformation programme would not be met.

### 5 SUPPORTING INFORMATION

#### **Support bus services**

- 5.1 The Local Transport Plan sets out the Council's role regarding bus service transport in the Borough. This includes procuring socially necessary services that are not provided by the free market, subject to funding. These are termed 'supported' services and are delivered under the 1985 Transport Act through contracts with bus operators. Typically, these can be described as local bus services that support communities with access to their basic needs such as fresh food shopping opportunities, health appointments, employment, education.
- 5.2 Alongside this role, the Council works in partnership with commercial service operators to improve current services, extend commercial operations, and facilitate changes to services in order to better serve local amenities.
- 5.3 Nonetheless, outside of larger towns/cities travel patterns and individual choice does not translate into bus patronage, which has been declining nationally for some years. The effects of the COVID19 pandemic on public transport use is likely to add further long lasting, and potentially permanent, impacts on bus travel.

- 5.4 This situation presents financial challenges for Councils as declining patronage revenue for operators means the cost to the Local Authority of supporting bus services rises. This situation is set against the increasing pressures on Council budgets and unavoidable efficiency savings.
- 5.5 The current supported and commercial service routes are shown at **ANNEX A**.

### **Council Renewal Strategy**

- 5.6 In September 2020, the Council's Executive approved the 'Recovery and Renewal, Place Based Strategy (COVID19)' which provides a set of principles in response to the impacts of the pandemic. The following principles in particular relate to the challenges surrounding supported bus service provision:
- *Look to involve the community and voluntary sector in supporting people and services where possible;*
  - *Containing/reducing expenditure in the long-term, including refocussing/delivering differently/stopping some services;*
  - *Maximising opportunities to address carbon reduction across all of our activities.*

### **Necessary service changes in the short-term**

#### **Core services**

- 5.7 When the supported bus network was last tendered, changes were made to consolidate some routes, simplify others, while still providing a service for as many residents as possible given the funding available at the time.
- 5.8 However, there remains little prospect of any supported services becoming commercial. For example, the number of passenger journeys for a commercial service in the borough is approximately 35,000 to 40,000 per month, whereas the best supported services can only manage around 8,000 per month. Across the services, approximately 60% of journeys are made by fare-paying customers, and 40% by concessionary pass holders.
- 5.9 At this time, the challenges of high car ownership, short corridor lengths and low-density housing (in some areas) gives limited scope for operators to generate enough revenue from commercial services within the borough. For example, the less-densely populated north part of the borough is served mainly by supported services and the pattern of provision remains complex, partly due to the nature of the road network.
- 5.10 The Council's recently adopted recovery and renewal strategy, alongside established transformation programme budget savings, has prompted a value for money review of supported bus services. This identifies a number of contracts which are considerably more expensive for the Council than others, based on cost per passenger.
- 5.11 It should be noted that this review is based on pre-COVID19 patronage levels to give a more accurate reflection of normal patronage. Current patronage levels averaged across all services are approximately 50% of pre-pandemic levels, with some routes more affected than others depending on the destination they serve and the demographic of the users they carry. Data is shown at **ANNEX B**.
- 5.12 Joint work with the main service provider (Courtney Buses) has identified an option to maximise the utility of the bus and driver operating the two most expensive services (no's 299 and 598). This involves extending one route (no. 299) to accommodate the majority of passengers from the fourth most expensive service (no.162/162A). This enables the 162/162A service to be discontinued.

- 5.13 There is no additional cost to expanding the 299 service as the additional patronage from previous 162/162A users will negate the additional running costs and a single vehicle can continue be used on alternate days of the week for both the 299 and 598 services. In combination, these changes enable the removal of a bus from the supported network which generates an annual cost saving to the Council of £125,000.
- 5.14 Additionally, the increased utilisation of a shared vehicle running both an extended 299 service and the 598 service would improve value for money across these linked services. When considered together, and with an expected transfer of patronage from the current 162 service, the combined cost per passenger on these services would reduce to below £3.00.
- 5.15 Ongoing reductions in patronage, whilst maintaining the current scale of service provision, increases the risk of some contracted services becoming commercially un-viable. Importantly, these proposed changes would ensure there continues to be bus provision, albeit on a reduced scale, to communities along much of the existing 162/162A route. Council officers have worked closely with Courtney Buses to identify the main areas of demand on the 162/162A route, and the extended 299 service has been routed to serve as many of these residents as possible.
- 5.16 A map of the proposed service change to extend the 299 service and withdraw the 162/162A service is shown at **ANNEX C**. This would be introduced in early 2021.
- 5.17 The third most expensive service (no.151) is not included in the proposed changes at this time. Half of the total patronage on this service is made up of children, who use the service for travelling to school. This service is jointly funded with Wokingham BC as it runs between Bracknell and Wokingham centres, via Binfield. It features within the Amen Corner development S106 conditions as it connects up to 380 dwellings to the Kings Academy education facility, to Binfield village and Bracknell town centre. As the occupation of housing development in this area continues to expand the patronage on the 151 is expected to grow.

### **Evening services**

- 5.18 When the Lexicon opened in September 2017, the timetable of a small number of the busier supported bus services (the 108, 150, and 158) were extended into the evening to cater for the demand from both workers and patrons. Sunday services on the same routes were also procured for use by shoppers and shop staff.
- 5.19 However, the growth in patronage on evening bus services has not been realised. These services do not currently represent value for money and pre-COVID19 data shows that typically these services can run empty beyond their core daytime operation. The recent COVID19 restriction on pubs, cafes and restaurants closing at 10pm will impact further.
- 5.20 Following consultation with Courtney Buses it is proposed to reduce evening services temporarily, offering a single later bus, replacing the individual routes with a simple loop which incorporates the areas previously served. Core daytime service to the town centre will continue to operate with early evening services typically ceasing by 8pm.
- 5.21 This change to evening services would be reviewed following the next stage of Bracknell town centre regeneration when The Deck development opens, bringing an increase to the evening economy. Whilst final details of the evening service changes are being worked through with the operator, a saving in the region of £18,000 per annum is anticipated. Changes would be introduced as soon as practical.

### **Direct impact of service changes**

- 5.22 The 299 service currently runs two journeys a day, twice a week on Wednesday and Friday, and connects the mobile home site at Warfield Park with Tesco (Warfield) and

Bracknell town centre. The 598 service also runs two journeys a day, twice a week on Tuesday and Thursday, and connects Little Sandhurst to Sandhurst high street and The Meadows (Camberley). Both services are almost exclusively used by concessionary pass holders.

- 5.23 The 162/162A service, which connects North Ascot and Bracknell town centre via the largely rural and sparsely populated Winkfield area runs ten return journeys a day, Monday to Saturday. The service carries only 5% of all supported services passengers, but accounts for 15% of operated mileage. Not only does the 162/162A service represent poor value for money, it is also poor in terms of its environmental impact. Data suggests the bus runs almost empty for many miles on its route.
- 5.24 With the objective of retaining a bus service for as many residents as possible, the proposed extension of the 299 route would serve the more densely populated sections of the 162/162A route, albeit reduced to 5 journeys a day on Monday, Wednesday and Friday. This is considered sufficient for people to plan weekly shopping trips, health appointments or social visits to friends and family; 70% of existing passengers are concessionary pass holders.
- 5.25 Some sections of the 162/162A route would continue to be served by the existing 703 commercial service which operates regularly. However, a short section of the 162/162A route within the mainly rural area of the Winkfield and Cranbourne ward would no longer be served. This would affect one bus stop in Locks Ride, with Chavey Down Road being the nearest alternative. The 2011 Census data indicates that 93% of households situated here have access to at least one vehicle. Operator records show that typically 3 passengers were making regular trips from the Locks Ride bus stop pre-COVID.
- 5.26 In addition, there are two stops on Ascot High Street that would not be served. However, the provision of retail and other amenities available at Tesco and Bracknell town centre, which will continue to be served by the revised 299 route, are greater than those available in Ascot.
- 5.27 The proposed service changes would currently impact on one child who is entitled to support for home to school transport and these potential additional costs have been taken into account.

### **The role of Community Transport**

- 5.28 For some of the more isolated and vulnerable residents without access to daily public transport services, community transport schemes can provide an alternative.
- 5.29 Along with other neighbouring authorities, the Council contributes a grant to Keep Mobile to provide a dial-a-ride service to borough residents. Residents are required to book their transport in advance and contribute to the cost of the journey.
- 5.30 The Council is also working closely with Involve, the volunteer centre, to establish volunteer car schemes in the borough. A number of these schemes have been active in the borough but maintaining enough volunteers has been a challenge in recent years. The Council is considering how to support the administrative role within Involve to help further coordinate these schemes and attract suitable volunteers.

### **Future bus and sustainable travel**

- 5.31 The Government is committed to net zero greenhouse gas emissions by 2050. The role of transport in achieving this aim cannot be underestimated. A shift towards more walking, cycling and other mobility solutions, together with public transport, must form part of the solution.

- 5.32 During the early period of Covid-19 travel restrictions there was a clear increase in the number of local people walking and cycling around the borough. The significant reduction in car traffic when most people were unable to attend their workplaces encouraged residents to re-discover more active modes of travel.
- 5.33 The impact on public transport has been less favourable. Even after restrictions eased, confidence in using local bus services has been slow to return. Patronage has started to recover, but at the time of writing this report, figures show patronage levels are still around 50% of what they were pre-pandemic. The lasting impact of COVID19 on public transport use is unlikely to be clear for some time to come. It is therefore too early to consider a more wide-ranging review of services.
- 5.34 Retendering supported bus services at this time would undoubtedly result in more cautious responses by operators which in-turn would impact further on value for money. In the meantime, the Council will continue to work closely with operators to encourage as many people as safely possible to use existing services, and pursue the needs and opportunities outlined in this report.

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

### Legal Advice

- 6.1 The statutory basis for retaining a supported bus service is set out in the report. The proposals are underpinned by the Authority's duty under Section 3 of the Local Government Act 1999 "to make arrangements to secure continuous improvement in the way in which its functions are exercised, having regard to a combination of economy, efficiency and effectiveness."

Whilst there is no statutory duty to consult on the changes, there is a common law requirement to consider whether it would be appropriate in this case and if so, how, when, with whom and how widely to consult. Cabinet Office Guidelines indicate that consultation may not be appropriate for minor or technical amendments to regulation or existing policy frameworks. Given the relatively small scale level of change proposed it is the Borough Solicitors view that public consultation is not required.

Mitigation in respect of possible equalities implications are set out in paragraph 23 of the initial Equalities Screening assessment. These are proportionate to the scale of the proposed route changes.

### Financial Advice

- 6.2 Contained within the 2020-21 budget proposals was a value for money review of the supported bus services contract, with the aim to deliver £0.150m of savings spread over two financial years (2020-21 and 2021-22).

The 2020-21 budget reflects an anticipated saving of £0.035m which has been met this year from additional Department for Transport (DfT) funding.

The total saving of £0.150m in 2021-22 will be delivered through the proposed alteration of some services, the temporary reduction in evening services and any shortfall will be balanced through additional DfT funding.

For future years should the trial reduction in evening services be discontinued the overall savings target would be £0.014m short (£0.007m of which reflects additional HTST costs) which can be met from existing and future S106 contributions.

### Equalities Impact Assessment

- 6.3 An Equalities Impact Assessment screening has been conducted in partnership with Community Engagement and Equalities officers and a full EIA is not required. The screening documents are shown at **ANNEX D**

### Strategic Risk Management Issues

- 6.4 None

## **7 CONSULTATION**

- 7.1 Officers recognise changes to bus services can be very contentious. Residents are seldom in favour of reductions to existing timetables. Those benefitting from additional services, such as the significantly extended 299 service, are often overshadowed.
- 7.2 Due to government-imposed travel and socialising restrictions, and shielding actions taken by vulnerable members of the community, a full consultation exercise has not been undertaken. Instead, officers have collaborated closely with the operator and to gain an understanding of the number and type of users likely to be affected. The proposed service changes are considered by officers to have the least possible impact.

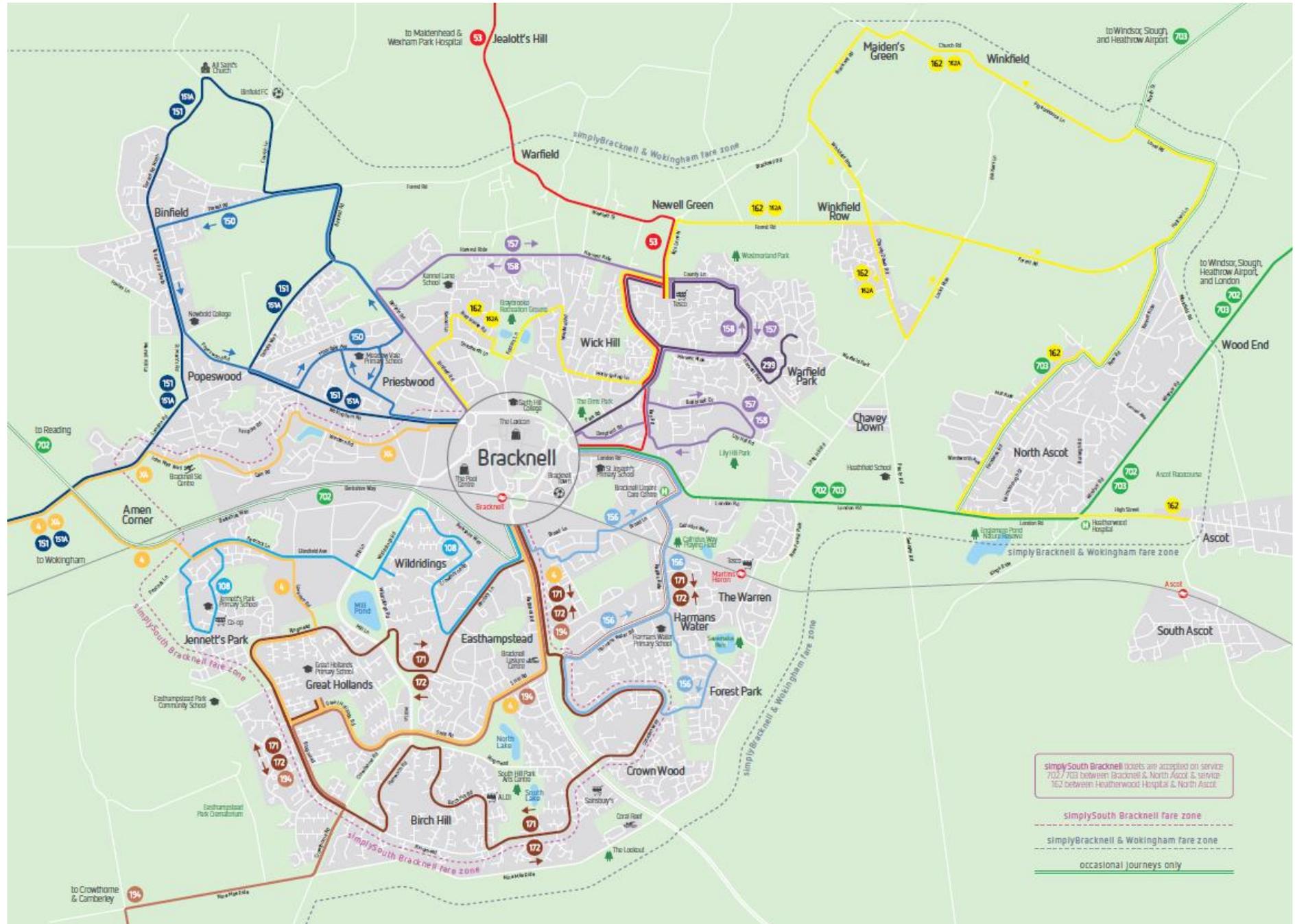
### Background Papers

None

### Contacts for further information

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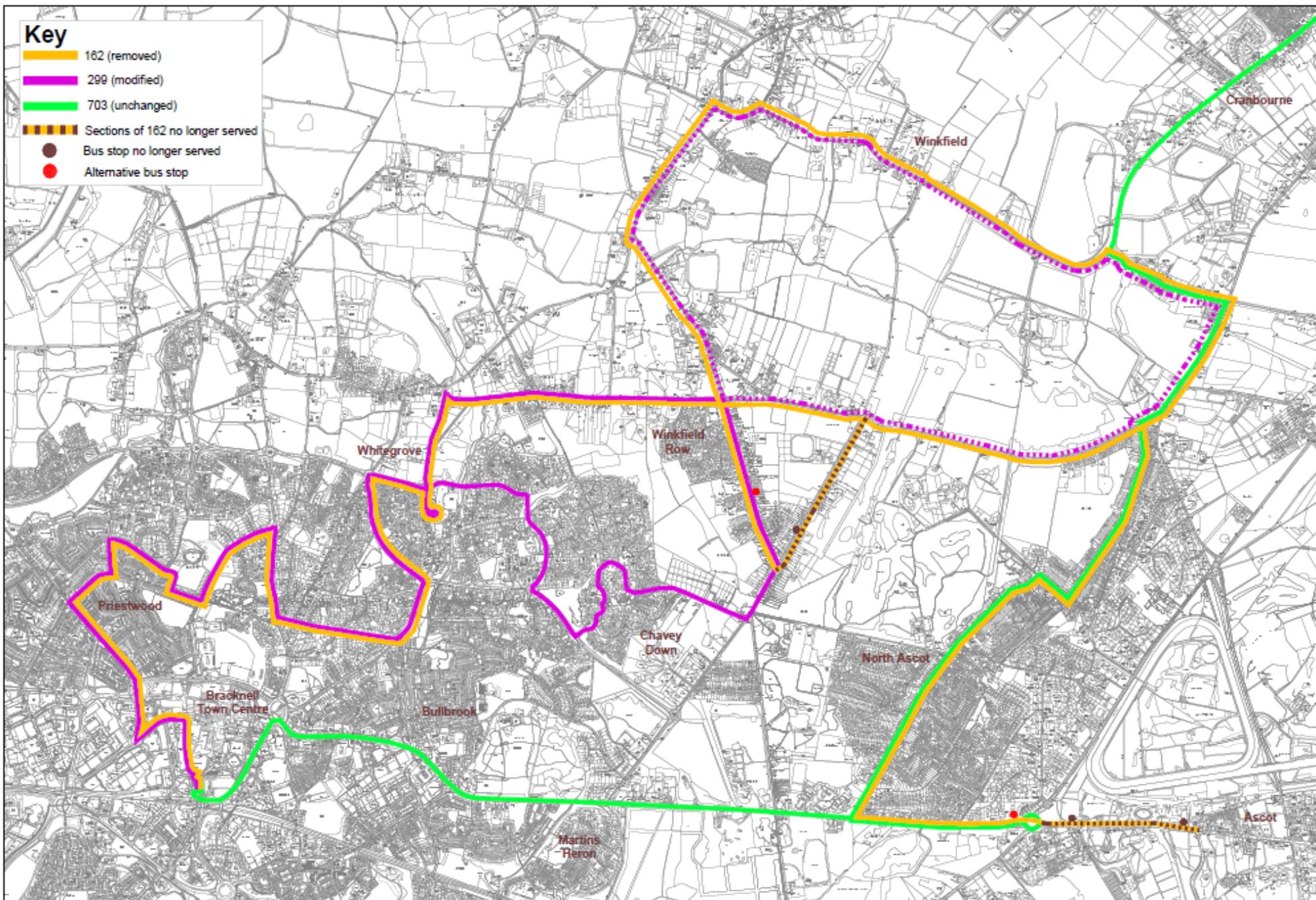
Neil Mathews  
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Service No.	Route Summary	Frequency	Cost to the Authority per passenger	% Concessions
53	Bracknell to Wexham Park Hospital, via M'head & Slough	Approx. hourly service Mon- Fri, 2 hourly on Sat	£0.53	15%
108	Bracknell to Jennetts Park, via Wildridings	40 min frequency Mon-Sat, evening services at 9, 10 and 11:36pm, and 7 journeys on a Sunday	£0.75	37%
150	Bracknell to Binfield via Priestwood	Half hourly Mon-Sat, evening services at 9,10 and 11pm, and 7 journeys on a Sunday	£0.76	41%
151	Bracknell - Binfield - Wokingham	5 trips per day, Mon-Sat	£5.83	30%
156	Bracknell - Forest Park - The Parks - Harmans Water - Brants Bridge	Hourly service Mon-Sat	£1.13	61%
157/158	Bracknell- Bullbrook - Tesco- Harvest Ride	Hourly in each direction, so combined half-hourly, Mon-Sat plus evening and Sunday service on 158 only	£2.12	72%
162/162A	Bracknell - Priestwood 2 - Tesco - Winkfield - Ascot	4 services to Ascot per day (last one leaves Bracknell at 1400 during the day), service to Winkfield has odd frequency but approx hourly Mon-Sat	£5.00	70%
299	Warfield Park - Tesco - Bracknell	2 services on only, Weds and Fri	£6.92	97%
598	Little Sandhurst - The Meadows - Camberley	1 return trip a day, Tues and Thurs only	£13.59	97%

# Bus Network with proposed 299 amendment

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## Initial Equalities Screening Record Form

Date of Screening: 20/11/2019	Directorate: Place, Planning and Regeneration		Section: Highways and Transport
1. Activity to be assessed	The suspension of supported evening bus services.		
2. What is the activity?	<input type="checkbox"/> Policy/strategy <input type="checkbox"/> Function/procedure <input type="checkbox"/> Project <input type="checkbox"/> Review <input checked="" type="checkbox"/> Service <input type="checkbox"/> Organisational change		
3. Is it a new or existing activity?	<input type="checkbox"/> New <input checked="" type="checkbox"/> Existing		
4. Officer responsible for the screening	Phillip Burke		
5. Who are the members of the screening team?	Phillip Burke, Stuart Jefferies, Neil Mathews		
6. What is the purpose of the activity?	<p>The Council must secure the ongoing viability of supported bus services whilst pursuing value for money. Necessary financial savings are required to support the Council's transformation programme and the ongoing impacts of the Coronavirus pandemic. To support these objectives, changes to supported bus services are required. Following an analysis of costs and patronage across all routes, and discussion with the bus operator, it is planned to suspend the evening services in their current format until the new 'Deck' development is opened in the town centre, which is currently estimated to be at the end of 2022. Instead, a single service offering a last bus open late in the evening will be available.</p>		
7. Who is the activity designed to benefit/target?	The activity will directly affect users of the evening bus service services.		
<b>Protected Characteristics</b>	<b>Please tick yes or no</b>	<b>Is there an impact?</b> What kind of equality impact may there be? Is the impact positive or adverse or is there a potential for both? If the impact is neutral please give a reason.	<b>What evidence do you have to support this?</b> E.g equality monitoring data, consultation results, customer satisfaction information etc Please add a narrative to justify your claims around impacts and describe the analysis and interpretation of evidence to support your conclusion as this will inform members decision making, include consultation results/satisfaction information/equality monitoring data
<b>8. Disability Equality – this can include physical, mental health, learning or sensory disabilities and includes conditions such as dementia as well as hearing or sight impairment.</b>	Y ✓	N	<p>Bus users with a qualifying disability can currently use their bus pass to travel for free on the evening services. If they were to choose an alternative mode of transport there is likely to be a cost implication.</p> <p>Data from the bus operator shows an average of 87 journeys per month are made by people using a concessionary pass to travel on the evening services. However, data is not available to indicate what proportion of these journeys are made by people with a disabled pass and what proportion with an age-related pass.</p>
<b>9. Racial equality</b>	Y	N ✓	<p>No impact anticipated at this time.</p> <p>There is no evidence to suggest that users of the evening services are predominantly from a racial minority or will be particularly affected.</p>

<b>10. Gender equality</b>	Y	N ✓	No impact anticipated at this time.	There is no evidence to suggest that users of the evening services are predominantly from a particular gender or will be particularly affected.
<b>11. Sexual orientation equality</b>	Y	N ✓	No impact anticipated at this time.	There is no evidence to suggest that users of the evening services have a predominant sexual orientation, or will be particularly affected.
<b>12. Gender re-assignment</b>	Y	N ✓	No impact anticipated at this time.	There is no evidence to suggest that users of the evening services are predominantly from a gender re-assigned group or would be particularly affected.
<b>13. Age equality</b>	Y ✓	N	Bus users with a qualifying age can currently use their bus pass to travel for free on the evening services. If they were to choose an alternative mode of transport there is likely to be a cost implication.	Data from the bus operator shows an average of 87 journeys per month are made by people using a concessionary pass to travel on the evening services. However, data is not available to indicate what proportion of these journeys are made by people with a disabled pass and what proportion with an age-related pass.
<b>14. Religion and belief equality</b>	Y	N ✓	No impact anticipated at this time.	There is no evidence to suggest that users of the evening bus services have a predominant religion or belief, or will be particularly affected.
<b>15. Pregnancy and maternity equality</b>	Y	N ✓	No impact anticipated at this time.	There is no evidence to suggest that users of the evening bus services are predominantly from this group of users, or will be particularly affected.
<b>16. Marriage and civil partnership equality</b>	Y	N ✓	No impact anticipated at this time.	There is no evidence to suggest that users of the evening bus services have a predominant marital status, or will be particularly affected.
<b>17. Please give details of any other potential impacts on any other group (e.g. those on lower incomes/carers/ex-offenders, armed forces communities) and on promoting good community relations.</b>	Residents without access to alternative modes of transport, such as those on low incomes, may find it more difficult to travel if evening services are withdrawn. However, the evening services are intended to cater for leisure journeys rather than essential trips for education, employment, health or food shopping.			
<b>18. If an adverse/negative impact has been identified can it be justified on grounds of promoting equality of opportunity for one group or for any other reason?</b>	No.			
<b>19. If there is any difference in the impact of the activity when considered for each of the equality groups listed in 8 – 14 above; how significant is the difference in terms of its nature and the number of people likely to be affected?</b>	The negative impact is likely to be felt most by users of the evening services with a concessionary bus pass. Patronage data indicates only 87 journeys per month are made by pass holders, which equates to approximately 11 return journeys a week, across the three services to be withdrawn. The impact is therefore considered to be very low.			
<b>20. Could the impact constitute unlawful discrimination in relation to any of the Equality</b>	Y	N	Savings from the supported bus network are required. Following the analysis of costs and patronage for a range of services, it is not considered that withdrawing evening bus services would constitute unlawful	

Duties?		<input checked="" type="checkbox"/>	discrimination.
<b>21. What further information or data is required to better understand the impact? Where and how can that information be obtained?</b>	Given the low significance of the impact, no further data is considered necessary.		
<b>22. On the basis of sections 7 – 17 above is a full impact assessment required?</b>	Y	<input checked="" type="checkbox"/>	N It is not considered a full impact assessment is required.
<b>23. If a full impact assessment is not required; what actions will you take to reduce or remove any potential differential/adverse impact, to further promote equality of opportunity through this activity or to obtain further information or data?</b> Please complete the action plan in full, adding more rows as needed.			
<b>Action</b>	<b>Timescale</b>	<b>Person Responsible</b>	<b>Milestone/Success Criteria</b>
Questions relating to discrimination will be included in any future passenger information gathering exercise.	Ongoing	Transport Strategy and Implementation	Questions are included in future surveys/consultations
To work with Involve to create viable volunteer car schemes to serve Bracknell Forest residents. These car schemes will provide alternative options for those occasions when public transport or other services such as Keep Mobile are not available.	Work to start immediately	Transport Strategy and Implementation Team with support from Community Engagement and Equalities	Questions are included in future surveys/consultations
<b>24. Which service, business or work plan will these actions be included in?</b>	Highways and Transport		
<b>25. Please list the current actions undertaken to advance equality or examples of good practice identified as part of the screening?</b>			
<b>26. Director: Place, Planning and Regeneration signature.</b>	Signature:  Date: 29 <sup>th</sup> September 2020		

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## Initial Equalities Screening Record Form

<b>Date of Screening: 20/11/2019</b>	<b>Directorate: Place, Planning and Regeneration</b>		<b>Section: Highways and Transport</b>
<b>1. Activity to be assessed</b>	Changes to supported bus services.		
<b>2. What is the activity?</b>	<input type="checkbox"/> Policy/strategy <input type="checkbox"/> Function/procedure <input type="checkbox"/> Project <input type="checkbox"/> Review <input checked="" type="checkbox"/> Service <input type="checkbox"/> Organisational change		
<b>3. Is it a new or existing activity?</b>	<input type="checkbox"/> New <input checked="" type="checkbox"/> Existing		
<b>4. Officer responsible for the screening</b>	Phillip Burke		
<b>5. Who are the members of the screening team?</b>	Phillip Burke, Stuart Jefferies, Neil Mathews		
<b>6. What is the purpose of the activity?</b>	<p>The Council must secure the ongoing viability of supported bus services whilst pursuing value for money. Necessary financial savings are required to support the Council's transformation programme and the ongoing impacts of the Coronavirus pandemic. To support these objectives, changes to supported bus services are required. Following an analysis of costs and patronage across all routes, and discussion with the bus operator, it is proposed withdraw the 162/162A bus route, which currently provides a service between Ascot and Bracknell town centre, via parts of Winkfield, Warfield and Priestwood. The service has low patronage. To mitigate the impact, it is planned extend the route of the current 299 bus service to include the main areas currently served by the 162/162A, and to increase the frequency of the 299 so that it runs 5 journeys a day, three days a week.</p>		
<b>7. Who is the activity designed to benefit/target?</b>	The activity will directly affect users of the 162 bus service.		
<b>Protected Characteristics</b>	<b>Please tick yes or no</b>	<b>Is there an impact?</b> What kind of equality impact may there be? Is the impact positive or adverse or is there a potential for both? If the impact is neutral please give a reason.	<b>What evidence do you have to support this?</b> E.g equality monitoring data, consultation results, customer satisfaction information etc Please add a narrative to justify your claims around impacts and describe the analysis and interpretation of evidence to support your conclusion as this will inform members decision making, include consultation results/satisfaction information/equality monitoring data
<b>8. Disability Equality – this can include physical, mental health, learning or sensory disabilities and includes conditions such as dementia as well as hearing or sight impairment.</b>	Y ✓	N	Some bus users with a disability may find it difficult to access alternate bus services. However, this will only affect those making daily journeys outside of the times of the revised 299 service or the existing 703 service.  Data supplied by the bus operator shows around 1300 journeys per month are made by users with a concessionary pass on this service. Across the borough only 5% of passes issued are on the grounds of disability, so it is estimated that 65 journeys per month are made by people with a disability.
<b>9. Racial equality</b>	Y	N ✓	No impact anticipated at this time.  There is no evidence to suggest that users of the 162 bus service are predominantly from a racial minority.
<b>10. Gender equality</b>	Y	N ✓	No impact anticipated at this time.  There is no evidence to suggest that users of the 162 bus service are predominantly from a particular gender. Across bus services nationally, the gender split is

				approximately 60%female to 40% male.
<b>11. Sexual orientation equality</b>	Y	N ✓	No impact anticipated at this time.	There is no evidence to suggest that users of the 162 bus service have a predominant sexual orientation.
<b>12. Gender re-assignment</b>	Y	N ✓	No impact anticipated at this time.	There is no evidence to suggest that users of the 162 bus service are predominantly from a gender re-assigned group.
<b>13. Age equality</b>	Y ✓	N	There is potential for elderly users of the bus service to be disproportionately affected by its withdrawal. However, this will only affect those making daily journeys outside of the times of the revised 299 service or the existing 703 service. It is more likely that bus users with a concessionary pass on the grounds of age can re-time the majority of their journeys to coincide with the revised 299 service or the 703 service.	Data supplied by the bus operator shows around 1300 journeys per month are made by users with a concessionary pass on this service. Across the borough 95% of passes issued are on the grounds of age so it is estimated that 1,235 journeys are made by people aged 66 or over.
<b>14. Religion and belief equality</b>	Y	N ✓	No impact anticipated at this time.	There is no evidence to suggest that users of the 162 bus service have a predominant religion or belief.
<b>15. Pregnancy and maternity equality</b>	Y	N ✓	No impact anticipated at this time.	Although the 162 service stops near to Heatherwood Hospital, there are no maternity services at this hospital.
<b>16. Marriage and civil partnership equality</b>	Y	N ✓	No impact anticipated at this time.	There is no evidence to suggest that users of the 162 bus service have a predominant marital status.
<b>17. Please give details of any other potential impacts on any other group (e.g. those on lower incomes/carers/ex-offenders, armed forces communities) and on promoting good community relations.</b>	Residents without access to alternative modes of transport, such as those on low incomes, may find it more difficult to travel. To mitigate this impact it is proposed the 299 service will be extended to serve the main residential areas of Priestwood, Carnation Drive and Chavey Down, while the 703 service will continue to serve the North Ascot area. Only three bus stops will be left with no bus service at all, and alternative stops are available within 900m, 500m and 200m of the respective stops.			
<b>18. If an adverse/negative impact has been identified can it be justified on grounds of promoting equality of opportunity for one group or for any other reason?</b>	Withdrawing any bus service is likely to have a negative adverse affect on its users.			
<b>19. If there is any difference in the impact of the activity when considered for each of the equality groups listed in 8 – 14 above; how significant is the difference in terms of its nature and the number of people likely to be affected?</b>	As noted above, elderly and disabled users are most likely to suffer an adverse impact as they may have limited alternative transport choices. However, as the serviced proposed to be withdrawn will be replaced with an alternative service, the impact is expected to be significantly reduced.			

<b>20. Could the impact constitute unlawful discrimination in relation to any of the Equality Duties?</b>	Y	N ✓	Savings across the supported bus network are required. Due to the analysis of costs and patronage already conducted, and the proposed mitigating factors, it is not considered that withdrawing the 162/162A would constitute unlawful discrimination.
<b>21. What further information or data is required to better understand the impact? Where and how can that information be obtained?</b>	Data could be obtained from existing bus users to determine what travel alternatives they could use. In order to be useful, this would require respondents to provide details of their home address.		
<b>22. On the basis of sections 7 – 17 above is a full impact assessment required?</b>	Y	N ✓	From the data available, the analysis of that data, and the proposed mitigating measures, it is not considered a full impact assessment is required on the grounds the number of affected service users is likely to be low.
<b>23. If a full impact assessment is not required; what actions will you take to reduce or remove any potential differential/adverse impact, to further promote equality of opportunity through this activity or to obtain further information or data?</b> Please complete the action plan in full, adding more rows as needed.			
<b>Action</b>	<b>Timescale</b>	<b>Person Responsible</b>	<b>Milestone/Success Criteria</b>
To work with the current provider of supported bus services to implement an extended 299 service to serve the Carnation Drive, Chavey Down and Priestwood areas.	Before any withdrawal of service is implemented	Transport Strategy and Implementation team	The 299 bus service is extended.
To work with Involve to create viable volunteer car schemes to serve Bracknell Forest residents. These car schemes will provide alternative options for those occasions when public transport or other services such as Keep Mobile are not available.	Work to start immediately	Transport Strategy and Implementation Team with support from Community Engagement and Equalities	Borough residents have access to a volunteer car scheme.
Questions relating to discrimination will be included in any future passenger information gathering exercise.	Ongoing	Transport Strategy and Implementation team	Questions are included in future surveys/consultations
<b>24. Which service, business or work plan will these actions be included in?</b>	Highways and Transport		
<b>25. Please list the current actions undertaken to advance equality or examples of good practice identified as part of the screening?</b>			
<b>26. Director: Place, Planning and Regeneration signature.</b>	Signature:  Date: 29 <sup>th</sup> September 2020		

To: **Executive**  
**10 November 2020**

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## **Heathlands - Strategic Procurement Plan** **Director: Resources**

### **1 Purpose of Report**

- 1.1. To seek Executive approval for the Council's plan to procure dementia nursing care services in the integrated care facility of Heathlands, as per Annex 1 - Strategic Procurement Plan.
- 1.2. To seek Executive endorsement for the joint approach working with our integrated health care partners, NHS East Berkshire Clinical Commissioning Group and NHS Frimley Health Foundation Trust (FHFT) to deliver intermediate care services (ICS) in Heathlands.

### **2 Recommendations**

- 2.1 For the Executive to approve the Strategic Procurement Plan (Annex 1) for procuring a provider for dementia nursing care services in Heathlands.
- 2.2 For the Executive to note the joint approach for working with NHS East Berkshire Clinical Commissioning Group and Frimley Health Foundation Trust, our integrated NHS care partners, who shall jointly deliver intermediate care services in Heathlands.
- 2.3. For the Executive to delegate the decision in respect of the commissioning of the hotel services provision to the Heathlands Joint Project Board, in consultation with the Executive Member for Transformation and Finance, which is chaired by the Bracknell Forest Council Director: Resources.
- 2.4 For the Executive to delegate the decision to the Heathlands Joint Project Board, in consultation with the Executive Member for Transformation and Finance, to agree 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.

### **3 Reasons for Recommendations**

- 3.1 The council proposes to procure for dementia nursing care through a competitive tender:
  - To commission a suitable provider to deliver dementia nursing care in Heathlands. The dementia care provider will work alongside FHFT for the ICS.
  - To maximise tender opportunities (e.g. assurance re expertise / capability of provider, competitively priced bids) that will generate value for money and high-quality care.
  - To establish a clear commissioner – provider route by adopting a separate commissioner-led route to market and contracting model.
  - To be Public Contract Regulations compliant and timely, completing the tender, award and mobilisation phases in time for Heathlands opening in December 2021.
  - As per the strategic procurement plan, the hotel services (e.g. front desk, kitchen, laundry, facilities management, external landscaping) will be delivered

either by the ICS provider to be commissioned by the CCG or by the dementia services provider, in which case it will be part of the competitive tender for the dementia services. The most beneficial option is currently under consideration.

- 3.2 The wider benefits of pursuing an integrated care approach in Heathlands are anticipated to:
- Give local people with dementia and intermediate care needs access to local provision that doesn't currently exist
  - Secure consistently high-quality nursing care provision, with the NHS brand
  - Develop a more joined up approach to hospital discharge, reducing delayed transfers of care and ensuring a better experience for people leaving hospital
  - Provide a genuine lever to positively influence the local care home market
  - Obtain long-term nursing bed price security for the council, protecting against volatile market prices
  - Provide flexibility of beds to be able to respond to changing demands

#### **4 Alternative Options Considered**

- 4.1 Health partners and the Council considered an option whereby a single health provider would provide services across the whole site. This option was not viable. The Council is therefore seeking to procure a separate dementia care provider.
- 4.2 The delivery options for the hotel element (e.g. facilities management, meals, laundry, front desk) of Heathlands are under review. This service element could be delivered by the ICS provider or the dementia care provider. A decision around the provision of the hotel service will be made by the Joint Heathlands Project Board before launching the dementia care ITT.

#### **5 Supporting Information**

- 5.1 Heathlands Care Home is a major new health and care joint venture built on health and social care partners' 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. At its heart it will provide person-centred care through reablement and rehabilitation aimed at helping people to return home. This will be alongside specialist dementia and nursing residential care.
- 5.2 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 Annex 1 - Strategic Procurement Plan.
- 5.3 NHS East Berkshire CCG will commission 20 intermediate care beds (step-up/step-down) and short-term nursing and rehabilitation care from the wider East Berkshire community, including patients who have an acute episode (health). There will be an integrated approach between this service and dementia care, whereby people placed in the dementia nursing beds will be able to access the specialist nursing provided in the ICS through an outreach approach. NHS health partners are working closely together, in partnership with the Council, to develop a service that meets commissioners' expectations and offers interoperability with the dementia provider.

- 5.4 The construction of the new building is well underway. Following the demolition of the old structures, the Council's appointed contractor Stepnell are close to completing the groundworks.

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

### Borough Solicitor

*Implications provided by Sharpe Pritchard Solicitors, external legal advisors to the Council*

- 6.1 Legal implications in respect of the procurement of the dementia care services and the proposal to enter into a section 75 with NHS East Berkshire Clinical Commissioning Group and Frimley Health Foundation Trust are set out in Strategic Procurement Plan at Annex 1.

### Director of Finance

- 6.2 The financial implications are included in the procurement plan.

### Equalities Impact Assessment

- 6.4 EIA screening forms are included in Appendix 3, Annex 1. Full EIAs will be completed as advised by the Council's and EB CCG's equalities leads.

### Strategic Risk Management Issues

- 6.5 The project identified some strategic risk that Heathlands procurement will need to consider including funding pressures, Brexit implications for social care workforce, and adult social care market capacity. For more detail see Section 8, Annex 1 – Strategic Procurement Plan.

## **7 Consultation**

### Principal Groups Consulted

- 7.1 For the specification development, the project team consulted with operational adult social care teams and health colleagues.

### Method of Consultation

- 7.2 A soft market test in August sought initial views of possible dementia care providers. A wider engagement process will commence in the run up to tender to more robustly reflect service users' voice and capture the market's views.

### Responses Received

- 7.3 Consultation showed commitment and support for the project from our partners and interest amongst the market.

### Background Papers

Frimley Health & Care Integrated Care System; Heathlands Development - EMI and Nursing Care Home Outline Business Case (September 2018)

Heathlands Business Case, Bracknell Forest Council Executive (March 2019)

### Contact for further information

Sam Morrison, Head of Commissioning - 01344 351684  
Sam.morrison@bracknell-forest.gov.uk

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

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## Initial Equalities Screening Record Form

Date of Screening: 07/10/20	Directorate: People	Section: Commissioning	
1. Activity to be assessed	The Council seeks to procure a care provider to deliver dementia nursing care in a new purpose build 66-bed facility (Heathlands).		
2. What is the activity?	<input checked="" type="checkbox"/> Project <input type="checkbox"/>		
3. Is it a new or existing activity?	<input checked="" type="checkbox"/> New <input type="checkbox"/>		
4. Officer responsible for the screening	Elizabeth Britton		
5. Who are the members of the screening team?	Elizabeth Britton, Sarah van Heerde, Julia McDonald		
6. What is the purpose of the activity?	<p>The project aims to establish a new 66 bed integrated care facility in Bracknell Forest (Heathlands). This facility will have two elements: NHS East Berkshire CCG will commission short term, intermediate care support, the aim of which is to safely enable a period of up to 6 weeks of assessment and rehabilitation for people who would not be suitable for alternative, home-based reablement services. The second element, commissioned by Bracknell Forest Council is long term, dementia nursing care for residents who require 24 hour nursing care and are no longer managing with care at home.</p> <p>The care home will also be supported through the DES contract that offers primary care and multi-disciplinary team support to care home residents. This provision will further embed some of the positive aspects outlined below.</p>		
7. Who is the activity designed to benefit/target?	Both services will likely be supporting older adults (60+) as their main demographic, however the Intermediate Care service may support younger people who require residential rehabilitation. Service users are likely from Bracknell Forest and the surrounding area.		
Protected Characteristics	Please tick yes or no	Is there an impact? What kind of equality impact may there be? Is the impact positive or adverse or is there a potential for both? If the impact is neutral please give a reason.	What evidence do you have to support this? E.g equality monitoring data, consultation results, customer satisfaction information etc Please add a narrative to justify your claims around impacts and describe the analysis and interpretation of evidence to support your conclusion as this will inform members decision making, include consultation results/satisfaction information/equality monitoring data
8. Disability Equality – this can include physical, mental health, learning or sensory disabilities and includes conditions such as dementia as well as hearing or sight impairment.	Y	Positive - The Intermediate Care service will be targeted to support people with physical disabilities return to independence. This may include people with long term health conditions (cancer, COPD, stroke, etc.) as well as people recovering from infection or fractures.	According to data from the <a href="#">2011 census</a> , 12.3% of the population in Bracknell reported they have a “limiting long term illness or disability.”  According to data from <a href="#">NHS Digital</a> , there are approximately 600 Bracknell Forest residents over the age of 65 with a confirmed diagnosis of dementia,

			<p><b>Positive</b> - The nursing care service will provide a safe environment for people with dementia whose needs are too extensive for them to be cared for at home. This will be a dementia friendly provision and so its focus will be about supporting the best mental health of our residents.</p> <p><b>Neutral</b> - Although the services will not cater specifically to people with a sensory impairment or learning disability, they may access either service if it suits their need. This should be assessed on an individual basis.</p>	<p>however it is estimated that the true figure is nearly double, at over 1100. Estimates from PANSI predict there are approximately 34 people under the age of 65 living with dementia in the borough.</p> <p><b>Alzheimer's association: About 1 in 5 people with a learning disability who are over the age of 65 will develop dementia.</b> People with learning disabilities who develop dementia generally do so at a younger age. This is particularly the case for people with Down's syndrome: <b>a third of people with Down's syndrome develop dementia in their 50s.</b></p>
9. Racial equality	N		<p><b>Neutral</b> – the services will support people regardless of their ethnic background. Although there is some evidence to suggest higher risk of dementia for certain ethnic groups the demography of the area should also be taken into account. Care should be taken by the service provider/s to ensure that each individual's cultural needs are respected through a person-centred approach. It should also be borne in mind that Dementia affects cognitive ability so communication may become challenging for people whose first language is not English.</p>	<p>According to the 2011 census, Bracknell's population is 90.6% White (including white British, white Irish, White Irish Traveller, white other) 5% Asian/Asian British, 1.9% are Black/African/Caribbean/Black British, 2% mixed/multiple ethnic groups and 0.4% belong to other ethnic groups. The census also recorded over 20 different languages recorded as a 'main language' in Bracknell.</p> <p>According to the <a href="#">Race Equality Foundation</a>: "There is increasing evidence that the <b>African-Caribbean population in the UK is at higher risk of vascular dementia</b> than the indigenous White population. There is also evidence that the early onset vascular type of dementia is more prevalent in African-Caribbean population. [...] Researchers have proposed that the raised risk of vascular dementia is linked to the higher risk of hypertension and other lifetime health risks that increase the risk of stroke in this population. Vascular dementia can often be a result of a stroke and develops within 3 months in nearly 25% of all cases of stroke. It has been estimated that by 2051 the number of people living with dementia in Black, Asian and minority ethnic communities will have risen 7-fold compared within estimated doubling in the number in indigenous White population over the same period."</p>
10. Gender equality	Y		<p><b>Positive</b> - The services will support people regardless of gender on a person-centred approach.. The lack of segregated facilities (male/female-only wings) may reduce the time any person spends waiting for service</p>	<p>According to the <a href="#">Alzheimer's research UK</a>, <b>women are more likely to develop dementia during their lifetime;</b> it is suggested that this is linked to their higher life expectancy. Similarly, a longer life expectancy could</p>

			<p>availability, enabling them to receive the necessary service sooner.</p> <p><b>Negative</b> - It should be noted that not all residents might be comfortable with mixed facilities, (as a result of cultural beliefs, previous traumatic experiences etc.) however the provision of individual bedrooms/bathrooms should mitigate this.</p>	<p>result in more need for rehabilitation services for women.</p>
<b>11. Sexual orientation equality</b>	Y		<p><b>Neutral</b> – any specific needs relating specifically to their sexuality will need to be identified and responded to by the provider/s in the planning and delivery of the services based on a person-centred approach.</p> <p><b>Positive</b> – Some LGBT people are ostracized from their family so may not have extensive support networks to help them as they get older and may be more likely to need support (whether short term or long-term).</p> <p><b>Negative</b> – some LGB people may not feel comfortable in a shared living environment, whether short term or long term. This may be improved by having a private room and bathroom facilities (as is the case in Heathlands) but care should be taken to ensure that individuals feel safe and welcome.</p>	<p>Data around sexuality is not routinely available, and according to the charity group <a href="#">Stonewall</a>: “some LGBT people aren’t open about their sexual orientation and/or gender identity when seeking medical help because of fear of unfair treatment and invasive questioning.”</p> <p>According to experimental data from the <a href="#">ONS</a> in 2018, The proportion of people in the UK identifying as lesbian, gay or bisexual (LGB) increased from 1.6% in 2014 to 2.2% in 2018. People in London are most likely to identify as LGB (Lesbian, Gay or Bisexual).</p> <p>A report from the <a href="#">LGBT foundation</a> outlines the <b>increased risk of social isolation for LGBT people, particularly those who are older.</b></p>
<b>12. Gender re-assignment</b>		N	<p><b>Neutral</b> – the services will be expected to support people with dignity and respect, regardless of their gender identity based on a person-centred approach.</p> <p><b>Negative</b> – People who have transitioned may experience additional difficulties due to dementia and associated memory loss as it may cause them to be further disoriented and distressed by their surroundings.</p>	<p>There is limited data around the prevalence of transgender people in the UK however the charity group <a href="#">Stonewall</a> estimate that approximately 1% of the population may be transgender, including those who identify as non-binary.</p> <p>Many people being referred to either service will be coming from a hospital environment. Research from Stonewall <a href="#">published in 2018</a> found that <b>40% of trans people said they experienced difficulty accessing healthcare.</b> This may lead to a reluctance to engage with services early on (whether for physical or mental health) and cause an increase in an individual’s needs.</p> <p><a href="#">The Alzheimer’s Society</a> have compiled easy read</p>

				resources on how to support people LGBT people with dementia.
<b>13. Age equality</b>	Y		<p><b>Positive</b> – both services will support older adults, who are more at risk of frailty therefore the need for physical rehab, and more at risk of developing dementia.</p> <p><b>Neutral</b> – the service may not be able to support younger people with dementia/rehabilitation needs but this may be appropriately managed by other community services instead.</p>	<p>According to the <a href="#">Dementia consortium</a>: “Most people with dementia are over the age of 65, however it can affect people as young as 30. [...] The number of people with dementia is increasing because people are living longer.”</p> <p><a href="#">POPPI</a> predicts that in Bracknell Forest, the population with <b>dementia aged 65+ will increase from 1,200 in 2019 to over 1,900 by 2035 (a 61% increase)</b>.</p> <p>Intermediate Care is aimed towards rehabilitating older people who are often frailer as a result of their age and/or long term health conditions. Older people who live alone are 50% <a href="#">more likely to attend A&amp;E</a>, and may also have a diminished support network, causing them to be more reliant on services such as intermediate care if they require short term support.</p>
<b>14. Religion and belief equality</b>		N	<p><b>Neutral</b> – the services should be accessible to and respectful of all religions, and accommodations should be made to ensure patients/residents are able to practice their faith, whether they are living at the facility in the short term or as a permanent resident.</p> <p>For instance, it may be necessary to facilitate visits to/from places of worship, or to ensure appropriate dietary options are available.</p>	<p>According to data gathered in the 2011 Census, 60.5% of Bracknell residents are recorded as Christian, and 28.4% stated they had no religion. The remaining 11% are Hindu, Muslim, Buddhist, Sikh, Other and Jewish.</p>
<b>15. Pregnancy and maternity equality</b>		N	<p><b>Neutral</b> - Due to both services primarily targeting older adults it is unlikely that there will be a direct impact however the service may relieve pressure on other family members who are caring for elderly relatives as well as young children.</p>	<p>According to the <a href="#">ONS</a>, 1.3 million people in the UK are ‘sandwich carers’ – providing support to older relatives as well as dependent children - although many do not see themselves as such and view this as part of their familial role.</p>
<b>16. Marriage and civil partnership equality</b>	Y		<p><b>Positive</b> – residential care is usually only considered if other options have been exhausted. This may mean that familial relationships are strained from caring for someone with high needs in the home environment, so it may present relief that a loved one can be supported</p>	<p>Looking at data from the 2011 census, Bracknell’s population is 50.2% married/in a civil partnership, 32.3% single, 5.4 widowed, 12.2 divorced/separated/formerly in a civil partnership.</p>

	<p>in a care home.</p> <p><b>Negative</b> – It may be difficult for couples who have lived together for many years to adjust to one of them needing 24 hour support. This should be dealt with sympathetically, and efforts should be made to ensure that relationships are preserved as much as possible, for example through visits/outings with relatives.</p> <p><b>Positive</b> - The provision of a Bracknell-based service should present better opportunities for maintaining family relationships as the alternative (making a placement out of Borough) would likely involve relatives needing to dedicate more time and resource to travelling.</p>	<p><a href="#">Alzheimers Society</a> have acknowledged <b>the difficulties faced by family members when placing a relative into care</b>, particularly if one has been providing a caring role. Their recommendations include the family members working with the care home staff to continue providing support in a way that benefits the family member and the cared for person.</p>
<p><b>17. Please give details of any other potential impacts on any other group (e.g. those on lower incomes/carers/ex-offenders, armed forces communities) and on promoting good community relations.</b></p>	<p><b>Carers</b> may benefit if the dementia nursing service can provide respite care as this will allow them a break from their caring role and potentially postpone the need for the cared-for person to go into a permanent placement. According to the 2011 census there are approximately 9,600 unpaid carers in Bracknell Forest, of which over 1,800 declared they provide more than 50 hours of unpaid care per week.</p> <p>Some research has suggested that <b>military veterans</b>, <a href="#">particularly women</a>, may be at higher risk of developing dementia. Although the exact number of ex-military personnel in the borough is not known, in 2016 there were 862 people in receipt of military pensions or compensation, of which 774 were veterans. The provision of this service should benefit this group, however it may be necessary for the provider to look into specific staff training around this.</p>	
<p><b>18. If an adverse/negative impact has been identified can it be justified on grounds of promoting equality of opportunity for one group or for any other reason?</b></p>	<p>The service seeks to support people with complex physical and mental health needs. There may be negative impacts on individuals as a result of having a large group of people living in close proximity to each other, and this may be exacerbated by people with dementia whose behaviour is inhibited or challenging. The possibility of this should not automatically exclude people from accessing the services however accommodations should be considered on a case by case basis to ensure any person receives appropriate care to suit their needs. All staff should undergo appropriate training to understand the varied needs of the people they support (relating to their health conditions as well as any of the characteristics listed above) in order to minimise discomfort and maximise quality of life. This applies for those who are residing in the short- or long-term areas of the facility.</p>	
<p><b>19. If there is any difference in the impact of the activity when considered for each of the equality groups listed in 8 – 14 above; how significant is the difference in terms of its nature and the number of people likely to be affected?</b></p>	<p>Largely the project is expected to have a positive impact. The potential for negative impact is dependent on each person's circumstances and is something that will need to be monitored and addressed by the provider on a regular and individual basis.</p>	

<b>20. Could the impact constitute unlawful discrimination in relation to any of the Equality Duties?</b>		N	The service itself will not be denied to people on the basis of any of the characteristics above but will be determined by their care needs (person-centred approach). Where there is potential for a negative impact on an individual this should be considered by staff, and the service/care plan adapted to ameliorate this if possible. Any accommodations made for the benefit of one individual would need to be weighed against any detriment these present to the other patients/residents but options should be explored as much as possible.
<b>21. What further information or data is required to better understand the impact? Where and how can that information be obtained?</b>	Information from operational teams can be used to baseline current support and shape future service development. Further information can also be gathered via engagement with local community groups (e.g. Dementia forum).		
<b>22. On the basis of sections 7 – 17 above is a full impact assessment required?</b>		N	Please explain your decision. If you are not proceeding to a full equality impact assessment make sure you have the evidence to justify this decision should you be challenged.  Although some negative impacts could occur there is scope for these to be mitigated by the provider.
<b>23. If a full impact assessment is not required; what actions will you take to reduce or remove any potential differential/adverse impact, to further promote equality of opportunity through this activity or to obtain further information or data?</b> Please complete the action plan in full, adding more rows as needed.			
<b>Action</b>	<b>Timescale</b>	<b>Person Responsible</b>	<b>Milestone/Success Criteria</b>
Outline in invitation to tender the expectations around an inclusive person-centred approach and gain assurance	Jan – Feb 2021	Commissioners	Satisfactory evidence gathered on bidders' approach to E&D
During mobilisation, work with successful bidder to implement a person-centred service, through a clear service specification and inclusive training regime for staff to cover aspects of equality and diversity in day to day care.	May – December 2021	Commissioners	Training schedule and Equality Diversity policy drafted by provider
Implement monitoring schedule with the successful bidder to review service requirements, including providing where necessary.  Ongoing contract management process to ensure E&D approach is robust.	December 2021 onwards	Commissioners	Contract monitoring reports and meeting notes
<b>24. Which service, business or work plan will these actions be included in?</b>	Bracknell Forest Council: Integration commissioning; Invitation to Tender; Mobilisation Plan; Contract Management Plan		
<b>25. Please list the current actions undertaken to advance equality or examples of good practice identified as part of the screening?</b>	Completion of needs assessment and ongoing liaison with stakeholders to ensure project remains relevant and tailored to residents of Bracknell Forest.		

**26. Assistant director's signature.**

Signature:

Date:

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## Appendix 5: Equality Impact Assessment/Quality Impact Assessment

### Stage 1 of 2 Quality Impact and Equality Analysis Initial Assessment v2.0

Could the proposal impact negatively on any of the following areas ?

SECTION	Area No:	Indicator	Will there be a negative impact? Y/N
Duty of Quality	1	Safety	N
	2	Clinical Effectiveness	N
	3	Experience Includes Impact on persons pathway/journey	N
	4	NHS Constitution	N
	5	Workforce -staff groups, capacity, training and competency	N
	6	Safeguarding	N
	7	Public Involvement	N
	8	Partnership working	N
	9	Privacy Impact Assessment	N
	10	Use of resources (finance)	N
NHS Outcomes Framework	11	Preventing people from dying prematurely	N
	12	Enhancing quality of life	N
	13	Helping people recover from episodes of illhealth or following injury	N
	14	Ensuring people have a positive experience of care	N
Adult Social Care Outcome Framework	15	Treating and caring for people in a safe environment and protecting them from avoidable harm	N
	16	Enhancing quality of life for people with care and support needs	N
	17	Delaying and reducing the need for care and support	N
	18	Ensuring that people have a positive experience of care and support	N
	19	Safeguarding adults whose circumstances make them vulnerable and protecting from avoidable harm	N
ICS 5 year plan	20	Alignment with 5 year plan	N
Equality	21	Age	N
	22	Disability	N
	23	Race	N
	24	Religion or Belief	N
	25	Sex	N
	26	Sexual Orientation	N
	27	Gender Reassignment	N
	28	Pregnancy & Maternity	N
	29	Marriage & Civil Partnership	N
	30	Carers	N
	31	Rural and Urban Populations	N
	32	Access to Public Transport	N

Domain 4 – Safeguarding adults whose circumstances make them vulnerable and protecting from avoidable harm

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Ref No: S/DPIA No. \_\_\_\_\_

## SUMMARY DATA PROTECTION IMPACT ASSESSMENT TEMPLATE

**IMPORTANT:** The Council has a duty to do a Data Protection Impact Assessment (DPIA) in order to comply with the General Data Protection Regulations 2016 and the Data Protection Act 2018 where it intends to process (i.e. (anything you do with data) an individual's personal data that is likely to result in a high risk to the rights and freedoms of individuals).

In order to decide whether it is necessary to do a full DPIA please complete this Summary DPIA template as accurately as possible.

A full DPIA is an assessment process which will assist in identifying and minimising data protection risks associated with your project / initiative.

To complete check the **Yes/No** questions in the form as appropriate.

**Please save a new version of this document and return your completed form to: [mandy.byfield@bracknell-forest.gov.uk](mailto:mandy.byfield@bracknell-forest.gov.uk). Use the same email for any queries.**

Author contact & submission details			
Name	Elizabeth Britton	Team	Commissioning
Email	<a href="mailto:Elizabeth.britton@bracknell-forest.gov.uk">Elizabeth.britton@bracknell-forest.gov.uk</a>	Department	People
Tel no	01344 352798	Date submitted	07/10/2020
What prompted you to submit a summary DPIA?		<b>Involvement in new project developed in order to respond to need.</b> This project sees the development of a specialist dementia nursing and intermediate care service in Heathlands, an integrated care facility located in Bracknell Forest, due to open Dec 2021. EB CCG will direct	

	award a provider the contract for intermediate care service and BFC will award a provider the contract for dementia nursing following an open tender. <b>This DPIA is to support the procurement process for the dementia nursing element.</b> It is expected that EB CCG will complete a similar DPIA process for their ICS contract.
<b>What is the legislation / authority under which you provide a service that gives rise to the need for the processing of personal data</b>	Under the Care Act 2014, Local Authorities are required to ensure that there is a genuine choice of accommodation and types of service available to residents

<b>*Project / initiative details</b>		
<b>*Note: a project can be a new or review of: policy/strategy / function/procedure / project / service / organisation change / data sharing agreement/arrangement</b>		
<b>Title: Heathlands</b>		
<b>Brief summary and description of the project / initiative:</b>		
<p>To run an integrated care facility within Bracknell Forest, including the provision of long term Dementia nursing support.</p> <p>Heathlands Care Home is a major new health and care joint venture built on health and social care partners' 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. At its heart it will provide person-centred care through reablement and rehabilitation aimed at helping people to return home. This will be alongside specialist dementia and nursing residential care.</p> <p>East Berks CCG will directly commission 20 Intermediate Care Service (ICS) beds on the top floor with Frimley Health Foundation Trust (FHFT). The remaining dementia nursing beds (or a portion thereof) will be commissioned by the council through an open tender process. The option on who should deliver / commission hotel services is currently being finalised.</p>		
<b>Proposed 'go live' / implementation date</b>	<b>01/12/2021</b>	
<b>Will the proposal / project involve a procurement exercise</b>	<b>Yes</b> <input checked="" type="checkbox"/>	<b>No</b> <input type="checkbox"/>

<b>If YES, when will the tender be issued?</b>	<b>13/01/2021</b>	
<p><b>Consequences if the project / initiative was delayed/ unable to proceed:</b>  <i>Factors may include: Consequences for the business, financial implications, consequences for service delivery and service users.</i></p> <p>This is a high-cost, high-profile project so there will be financial and reputational risk involved if the project is subject to delay or cancellation.</p>		
<b>Has an Information Sharing Agreement for this proposal already been initiated with Legal Services?</b>	<b>Yes</b> <input checked="" type="checkbox"/>	<b>No</b> <input type="checkbox"/>
<b>Has a Privacy Impact Assessment / DPIA already been initiated/completed for a similar project/initiative?</b>	<b>Yes</b> <input type="checkbox"/>	<b>No</b> <input checked="" type="checkbox"/>
<b>If YES, what was the name of the project/initiative?</b>		

<b>Does the proposal involve :</b>	<b>Yes</b>	<b>No</b>
<b>1. Processing *high volumes of <a href="#">personal data</a> that affects a large number of individuals?</b>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
<p><b>2. *Large scale processing of data of special category or criminal offence data including:</b></p> <ul style="list-style-type: none"> <li>• racial or ethnic origin</li> <li>• political opinions,</li> <li>• religious or philosophical beliefs,</li> <li>• trade union membership,</li> <li>• genetic data (e.g. DNA)</li> <li>• biometric data (where used for ID purposes) (e.g. fingerprints)</li> <li>• health (including provision of social care services)</li> <li>• Sex life or sexual orientation</li> <li>• Data related to criminal allegations, convictions or offences related security measures</li> </ul> <p><small>*Large scale – Consider, a) the number of individuals concerned, either as a specific number or as a proportion of the relevant population, b) the volume of data and/or the range of different data items being processed, c) the duration or permanence of the data processing activity, d) the geographical extent of the processing activity.</small></p> <p>In order to provide the service it will be necessary to gather and store information relating to each patient/resident, particularly around their health/care needs. Knowledge of culture and religious beliefs may also be necessary to care for individuals appropriately. Ethnicity data will likely be captured as part of</p>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

<p>equalities monitoring.</p> <p>As the service will be operated by an external provider rather than the Council directly it is difficult to confirm at this stage how the information will be processed – i.e. if the Council’s existing data systems will be used/accessible on site or if the provider will run an entirely separate system that does not necessarily link to or share data directly.</p>		
<p><b>3. Processing <u>any</u> biometric and/or genetic data?</b></p>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
<p><b>4. Use systematic and extensive <u>profiling or automated decision-making</u> to make significant decisions about people?</b></p> <p>Decisions around admission/care needs will depend on a person’s circumstances however these are not anticipated to be made automatically, instead will be considered on an individual basis.</p>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
<p><b>5. Profiling individuals on a *large scale? See 2. above.</b></p> <p>Although personal data will be collected this will not be analysed via an algorithm or Artificial Intelligence system, nor will it be used to predict an individual’s behaviour.</p>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
<p><b>6. Profiling children or automated decision-making or for marketing purposes, or offering or targeting marketing or online services at children (aged under 13)?</b></p> <p>This service will only support adults (18+)</p>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
<p><b>7. Use profiling, automated decision-making or special category data to help make decisions on someone’s access to a service, opportunity or benefit?</b></p> <p>Special category data (i.e. information about a person’s health needs) may be considered as part of a decision to admit however as stated above this will not be an automated process.</p>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
<p><b>8. Matching data or combining datasets from different sources?</b></p> <p>The service will require sharing data from different sources however this will likely be done on an individual basis as required rather than combining large data sets.</p>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
<p><b>9. Tracking an individual’s location or behaviour?</b></p> <p>TBC – as the service/s will be supporting people with dementia it may be necessary to implement telecare equipment (e.g. falls sensors, motion detectors etc.) this will need to be considered on a case by case basis in the person’s best interests.</p>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

<p><b>10. Processing data could result in a risk of physical harm in the event of a security breach.</b></p> <p>The project will include data relating to an individual’s health and social care information which, <a href="#">according to the ICO</a>, meet this condition.</p>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
<p><b>11. Collecting personal data from a source other than the individual without providing them with a privacy notice (this is termed ‘invisible processing’)</b></p> <p>For example: The Council receives personal data from third parties without the individuals being aware, because issuing a privacy notice would prove impossible or involve disproportionate effort</p> <p>Yes – the service will receive referrals from hospitals, GPs etc. and although the expectation will be that the individual has consented to the service, they may not receive a privacy notice from the Council.</p> <p>The Service may also receive information relating to an individual (i.e. medication information or test results) that is necessary in order to provide care.</p>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
<p><b>12. Systemic monitoring of individuals / public areas using overt or covert methods e.g. CCTV?</b></p> <p>For the safety of staff and residents, CCTV will be used in communal areas on each floor of the building.</p> <p>Additionally, individuals may be monitored via other methods e.g. telecare equipment however this should be assessed as necessary and proportionate, not indiscriminately installed.</p>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
<p><b>13. Use of new technologies (inc. introducing new or amending existing technology, systems or software)?</b></p> <p>As mentioned, telecare equipment may be implemented if deemed appropriate. Use of remote working software (video calling etc.) may also be used to facilitate medical consultations or family visits where face to face is not possible.</p>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
<p><b>14. Processing of data where the primary purpose is criminal law enforcement?</b></p>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
<p><b>15. Processing of data outside of the <a href="#">European Economic Area</a>?</b></p>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
<p><b>16. Use of innovative technology in combination with any of the criteria in the European guidelines.</b></p> <p>As with 13 – telecare equipment may be utilised, as well as Bluetooth-enabled smart speakers (alexa, google assistant etc.) As this is a long term project, new technology that may benefit the residents may be implemented in future if it would improve the service/quality of life for the residents.</p>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

<p><b>17. There is a change to the nature, scope, context or purposes to our processing.</b> Not anticipated at this stage however if this were to occur, the DPIA will be reviewed.</p>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
<p><b>Where you have answered yes to the scale questions (1, 2 or 5 above) Indicate how many individuals will be affected</b></p> <p>The home is intended to accommodate a maximum of 66 persons at any one time.</p> <p>The dementia element will hold a maximum of 46 service users at any one time.</p>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

### Information Sharing

Does the proposal involve:	Yes	No
<p><b>Sharing personal data or special category data on a regular basis with an external third party?</b></p> <p>Information may be shared between health and social care organisations in order to provide a holistic and integrated service and as part of ongoing governance of the service</p>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
<p><b>If 'Yes' is there a valid Information Sharing Agreement (ISA) in place for the sharing you wish to undertake?</b></p> <p>This will need to be drafted with the provider of each service once identified.</p>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
<p><b>Changing the scope of an existing Information Sharing Agreement?</b></p> <p>No ISA is in place.</p>	<input type="checkbox"/>	<input checked="" type="checkbox"/>

Please complete and return this form to: [mandy.byfield@bracknell-forest.gov.uk](mailto:mandy.byfield@bracknell-forest.gov.uk)

You will then be contacted with the outcome of the assessment of the summary DPIA and proposed next steps.

### Legal Services - Office Use

Data Protection Officer Review			
DPIA required?	Yes	<input type="checkbox"/>	No <input type="checkbox"/>
CCTV DPIA required?	Yes	<input type="checkbox"/>	No <input type="checkbox"/>
Is Investigatory Power Act authorisation required?	Yes	<input type="checkbox"/>	No <input type="checkbox"/>
Criminal Law Enforcement data processing?	Yes	<input type="checkbox"/>	No <input type="checkbox"/>
Comments including rationale:			

<b>Procurement involved?</b>	<b>Yes</b>	<input type="checkbox"/>	<b>No</b>	<input type="checkbox"/>
<b>Is a pre and post procurement DPIA likely to be required?</b>	<b>Yes</b>	<input type="checkbox"/>	<b>No</b>	<input type="checkbox"/>
<b>Comments including rationale:</b>				
<b>Information Sharing Agreement required?</b>	<b>Yes</b>	<input type="checkbox"/>	<b>No</b>	<input type="checkbox"/>
<b>Comments including rationale:</b>				
<b>Next Steps / Recommendations for risk mitigation (including dates and any meetings arranged with business)</b>				
				Click here to enter a date.
				Click here to enter a date.
<b>Name</b>				
<b>Job Title</b>				
<b>Date of review</b>				
<b>Submitter informed of next steps</b>	<b>Yes</b>	<input type="checkbox"/>	<b>No</b>	<input type="checkbox"/>
<b>Date</b>	Click here to enter a date.			

When completed the above section may be sent as part of the Summary DPIA assessment response.

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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

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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 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:

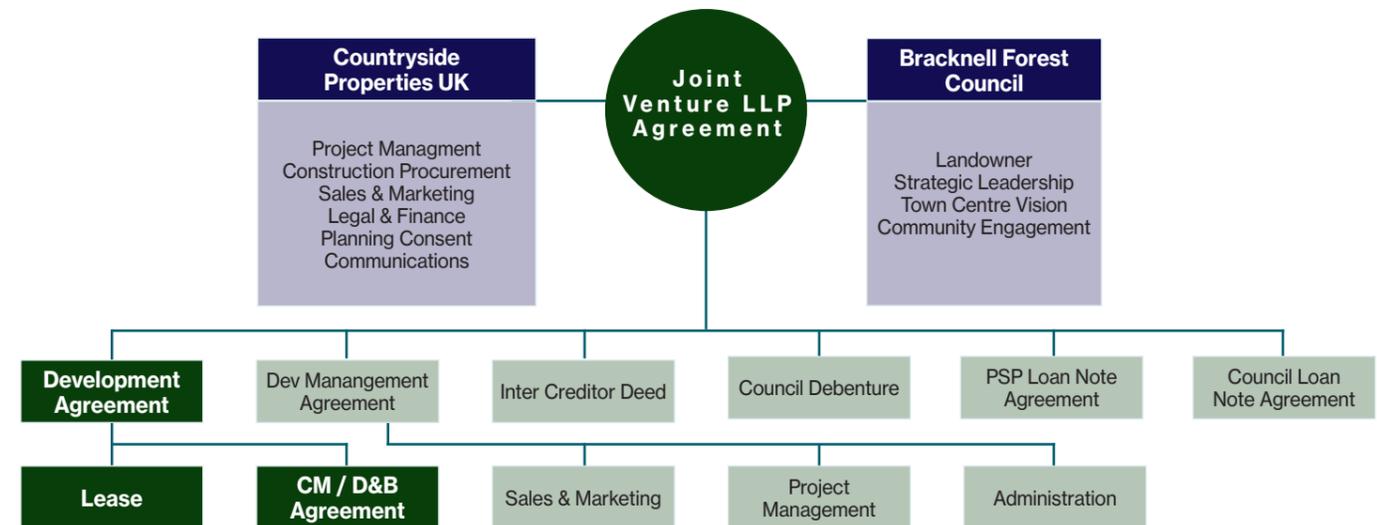
- Regeneration Outcomes
- Viability
- Profitability
- Deliverability
- Innovation

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, 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

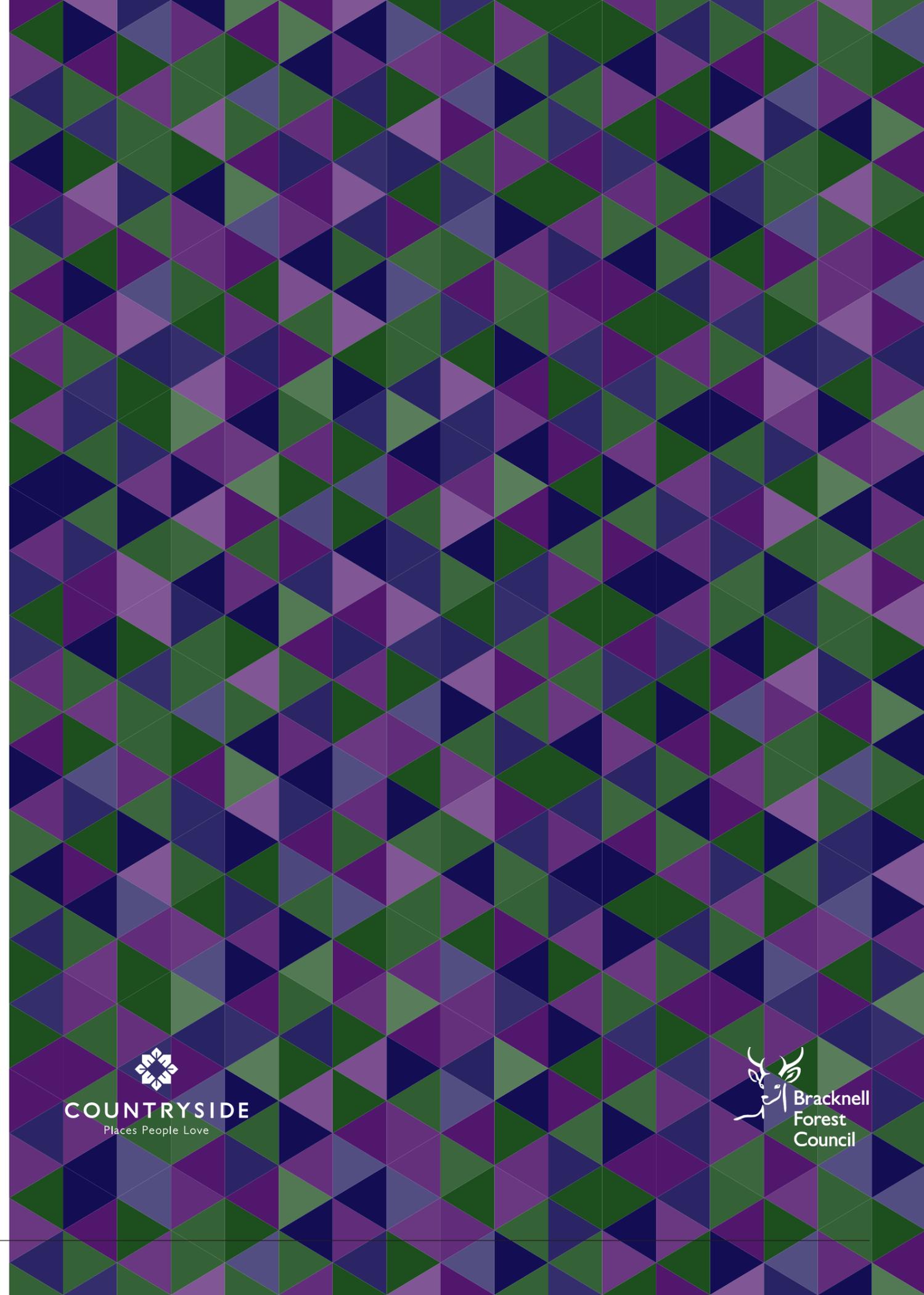
The objectives and policies for the management of environmental and sustainability measures are expressed in appendix 9. Countryside as principle designer actively pursue a policy of promoting and implementing sustainable development as agreed with the Local Planning Authority.

### 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**  
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**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.

96 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. 4

# 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.
- 102 • **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.
- 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**

- 104 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

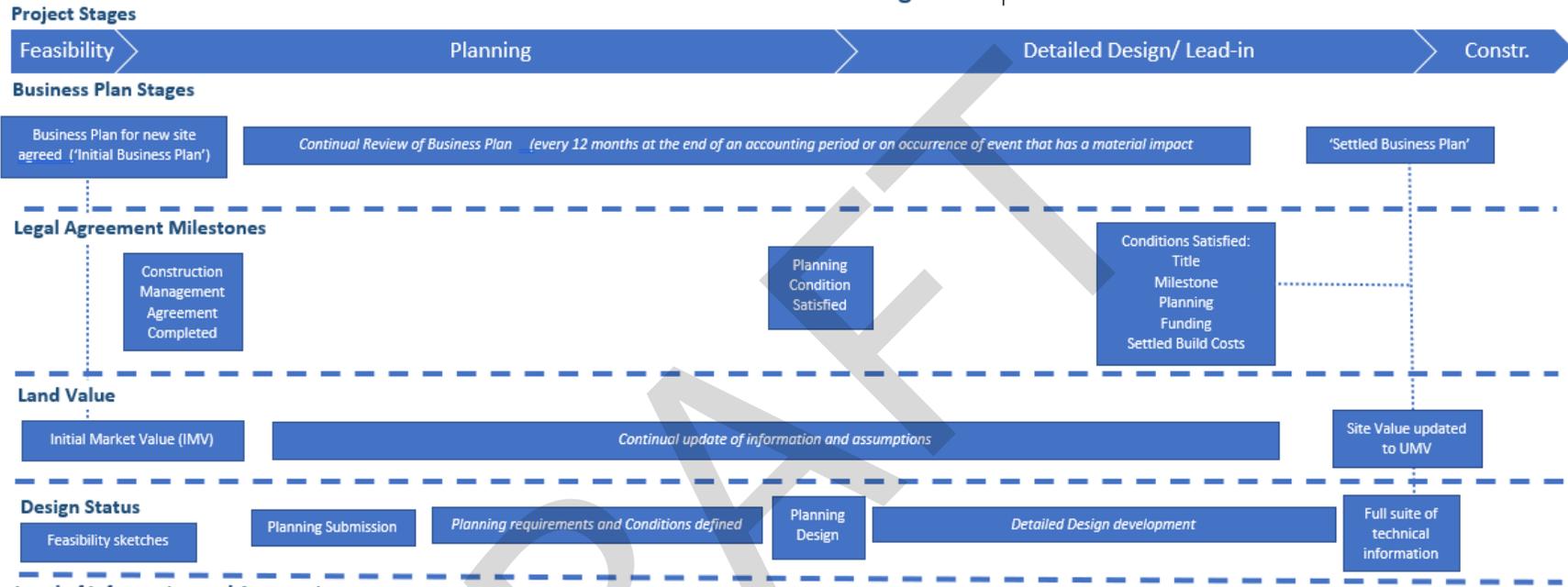
## **Operations**

- 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.

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## **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.

<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>



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TO: THE EXECUTIVE  
DATE: 10 November 2020

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**FRAMEWORK AGREEMENT FOR ROAD BASED PASSENGER TRANSPORT  
– PROCURMENT PLAN APPROVAL**

**Director of Place, Planning and Regeneration**

**1 PURPOSE OF REPORT**

- 1.1 To approve the Procurement Plan for a renewed Framework Agreement for Road Based Passenger Transport.

**2 RECOMMENDATION**

- 2.1 **That the Executive approve the methodology for advertising the Framework opportunity, evaluating supplier submissions, and appointing suppliers to the new Framework agreement, as set out in confidential Appendix A.**
- 2.2 **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.**

**3 REASONS FOR RECOMMENDATION**

- 3.1 The current framework agreement has expired and must be renewed to ensure the effective procurement of future bus contracts.
- 3.2 The new framework agreement will provide the structure to source suitable bus services providers from the marketplace. The subsequent call-off contracts under the framework will then secure particular routes through a competitive process.

**4 ALTERNATIVE OPTIONS CONSIDERED**

- 4.1 To continue without a framework agreement in place and conduct individual tenders each time a new service needs to be commissioned. This would be time consuming and would affect the Council's response to changes in circumstance.
- 4.2 To pursue a non-DPS Framework valid for four years. Previously, only three operators met the deadline for the current framework agreement and so a fixed and inaccessible framework would limit the scope for best value and resilience.

**5 SUPPORTING INFORMATION**

- 5.1 The Procurement Plan is provided at confidential **Appendix A**.
- 5.2 The EIA screening results are attached to the report at **Appendix B** - a full Impact Assessment is not required at this time.

## **6 CONSULTATION**

- 6.1 The Procurement Plan has been widely consulted upon. The circulation list of consultees is shown on the front page of the Procurement Plan, and comments from the Borough Treasurer, Solicitor and Head of Procurement are included within the plan.

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

### Borough Treasurer

- 7.1 Contained in Appendix A

### Borough Solicitor

- 7.2 Contained in Appendix A

### Contacts for further information

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# Initial Equalities Screening Record Form

# APPENDIX B

Date of Screening: 03/08/2020		Directorate: Place, Planning and Regeneration		Section: Highways and Transport	
1. Activity to be assessed		The advertising and award of a framework agreement to provide supported bus services.			
2. What is the activity?		<input type="checkbox"/> Policy/strategy <input type="checkbox"/> Function/procedure <input type="checkbox"/> Project <input type="checkbox"/> Review <input checked="" type="checkbox"/> Service <input type="checkbox"/> Organisational change			
3. Is it a new or existing activity?		<input type="checkbox"/> New <input checked="" type="checkbox"/> Existing			
4. Officer responsible for the screening		Phillip Burke			
5. Who are the members of the screening team?		Phillip Burke, Stuart Jefferies, Neil Mathews			
6. What is the purpose of the activity?		The council currently has a framework agreement in place with bus operators. Contracts for bus services are awarded following a mini-competition with operators on the framework agreement. At present, there are only three operators on the framework agreement. The purpose of this activity is therefore to create a new framework with more operators, in order to increase competition and keep costs as low as possible.			
7. Who is the activity designed to benefit/target?		Ultimately, bus users will benefit if the council is able to keep the cost of providing supported bus services as low as possible.			
<b>Protected Characteristics</b>		<b>Please tick yes or no</b>		<b>Is there an impact?</b> What kind of equality impact may there be? Is the impact positive or adverse or is there a potential for both? If the impact is neutral please give a reason.	
				<b>What evidence do you have to support this?</b> E.g equality monitoring data, consultation results, customer satisfaction information etc Please add a narrative to justify your claims around impacts and describe the analysis and interpretation of evidence to support your conclusion as this will inform members decision making, include consultation results/satisfaction information/equality monitoring data	
8. Disability Equality – this can include physical, mental health, learning or sensory disabilities and includes conditions such as dementia as well as hearing or sight impairment.		Y	N ✓	No impact anticipated at this time.	
9. Racial equality		Y	N ✓	No impact anticipated at this time.	
10. Gender equality		Y	N ✓	No impact anticipated at this time.	
11. Sexual orientation equality		Y	N ✓	No impact anticipated at this time.	
				All operators will be required to ensure their staff are appropriately trained to ensure there is no discrimination of bus users on the basis of their sexual orientation	

<b>12. Gender re-assignment</b>	Y	N ✓	No impact anticipated at this time.	All operators will be required to ensure their staff are appropriately trained to ensure there is no discrimination of bus users on the basis of their gender re-assignment.
<b>13. Age equality</b>	Y	N ✓	No impact anticipated at this time.	All operators will be required to ensure their staff are appropriately trained to ensure there is no discrimination of bus users on the basis of their age.
<b>14. Religion and belief equality</b>	Y	N ✓	No impact anticipated at this time.	All operators will be required to ensure their staff are appropriately trained to ensure there is no discrimination of bus users on the basis of their religion or belief
<b>15. Pregnancy and maternity equality</b>	Y	N ✓	No impact anticipated at this time.	All operators will be required to ensure their staff are appropriately trained to ensure there is no discrimination of bus users on the basis of pregnancy or maternity
<b>16. Marriage and civil partnership equality</b>	Y	N ✓	No impact anticipated at this time.	All operators will be required to ensure their staff are appropriately trained to ensure there is no discrimination of bus users on the basis of their marital status
<b>17. Please give details of any other potential impacts on any other group (e.g. those on lower incomes/carers/ex-offenders, armed forces communities) and on promoting good community relations.</b>	All operators will be required to ensure their staff are subject to a valid enhanced disclosure check undertaken through the Disclosure and Barring Service.			
<b>18. If an adverse/negative impact has been identified can it be justified on grounds of promoting equality of opportunity for one group or for any other reason?</b>	No adverse/negative impact has been identified.			
<b>19. If there is any difference in the impact of the activity when considered for each of the equality groups listed in 8 – 14 above; how significant is the difference in terms of its nature and the number of people likely to be affected?</b>	No impact expected.			
<b>20. Could the impact constitute unlawful discrimination in relation to any of the Equality Duties?</b>	Y	N ✓	No impact expected.	
<b>21. What further information or data is required to better understand the impact? Where and how can that information be obtained?</b>	As no impact is expected no further information will be sought at this stage. All complaints regarding the operation of supported bus services will be reviewed to ensure there is no discrimination against bus users on the basis of any of the protected characteristics.			
<b>22. On the basis of sections 7 – 17 above is a full impact assessment required?</b>	Y	N ✓	No. The purpose of this activity is to award a new framework agreement which will include additional bus operators. The framework will include specific reference to ensure bus users with disabilities are able to access services wherever possible and that staff are trained to ensure there is no discrimination against	

bus users on the basis of any of the protected characteristics.

**23. If a full impact assessment is not required; what actions will you take to reduce or remove any potential differential/adverse impact, to further promote equality of opportunity through this activity or to obtain further information or data?** Please complete the action plan in full, adding more rows as needed.

<b>Action</b>	<b>Timescale</b>	<b>Person Responsible</b>	<b>Milestone/Success Criteria</b>
Complaints regarding the operation of supported bus services will be monitored for any evidence of discrimination.	Ongoing	<i>Phillip Burke</i>	<i>No complaints relating to discrimination received</i>
Future services will be planned with the needs of all members of the community in mind.	Ongoing	<i>Transport Strategy Team</i>	<i>Complaints regarding the provision of services are not disproportionately received from a group representing one of the protected characteristics</i>
Questions relating to discrimination will be included in any future passenger satisfaction surveys	Ongoing	<i>Transport Strategy Team</i>	<i>Questions are included in future surveys</i>
<b>24. Which service, business or work plan will these actions be included in?</b>	<i>N/A</i>		
<b>25. Please list the current actions undertaken to advance equality or examples of good practice identified as part of the screening?</b>			
<b>26. Chief Officers signature.</b>	<i>Signature:</i> _____ <i>Date:</i> _____		

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