

Place, Planning and Regeneration Directorate

The borough of opportunity

2023 Service Plan (1 April – 30 September)

Executive Director: Place, Planning and Regeneration

Andrew Hunter

Contents

Section one: Our directorate.....	2
Section two: Our resources.....	5
Section three: Council Plan themes and indicators	
Value for money.....	7
Economic resilience.....	8
Education and skills.....	14
Caring for you and your family.....	16
Protecting and enhancing our environment.....	19
Communities.....	22
Section four: Operational priorities.....	24



Our Directorate

What we do

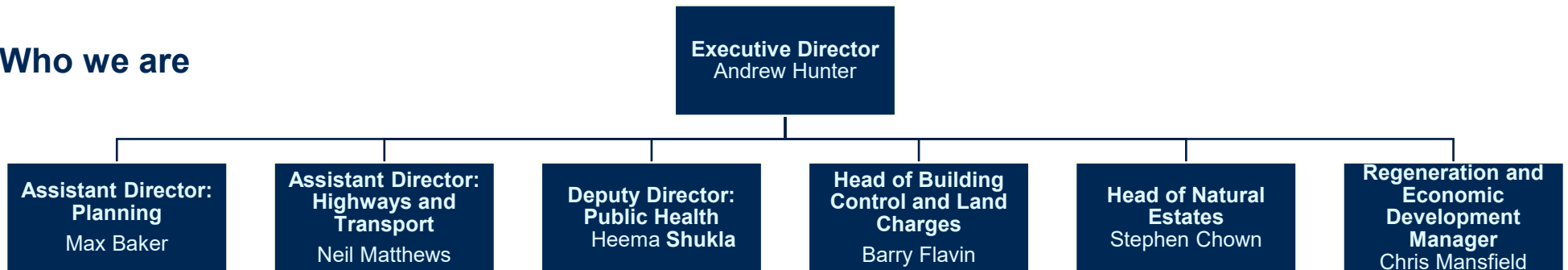
Protect, enhance, regenerate and enable the development of the built and natural environment within Bracknell Forest for the benefit of residents, workers, businesses, visitors and wildlife. Alongside this, we seek to enhance the population's health and wellbeing and job opportunities of our residents through all aspects of the Council's work.

We will do this by:

Delivering services that enhance population health and wellbeing and employment outcomes and bring forward the right forms of development and regeneration, with supporting infrastructure, whilst protecting our valued open spaces, countryside and other natural assets. There are a number of detailed plans that support the operational and strategic direction of the directorate. These key plans and strategies include:

- [The Health and Wellbeing Strategy](#)
- [The Bracknell Forest Development Plan](#) documents
- [The Local Transport Plan](#)
- [The Town Centre Vision](#)
- [The Tree Strategy](#)
- [Biodiversity Action Plan](#)
- [Parks and Open Spaces Strategy](#)
- [Playing Pitch Strategy](#)
- [The Infrastructure Delivery Plan](#)
- [Recovery and Renewal Strategy](#)
- [Highway Asset Management Plan](#)
- [Highways Maintenance and Management Plan](#)
- [Supplementary Planning Documents](#)
- [Local Enforcement Plan](#)

Who we are



Our Services

Planning

- Planning Administration
- Development Management incl Major Sites
- Local Planning Policy
- Planning Enforcement
- Urban Design and Conservation
- Infrastructure Provision

Highways and Transport

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

Building Control and Land Charges

- Building Control
- Dangerous structures
- Land Charges

Regeneration & Economic Development

- Town centre Regeneration
- Town centre events and marketing
- Town centre Commercialisation
- Economic Development
- Business Liaison and Support
- Bracknell BID Support

Natural Estate

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

Public Health

- Public Health Programme
- Health Protection
- Population Health Strategy/Analysis

Our Service Plan

Context

This service plan describes how our team is working towards the delivery of the [Council Plan](#) objectives. It presents the final year of strategic activity, out of the four year Council Plan strategy. Our strategic actions focus on achieving the objectives within the six themes of the Council Plan. Some actions also link to delivering our Equality Scheme, these are marked within the document with an (E) and the equality objective number.

Progress

Detailed progress on achieving the priorities and indicators is reported in the Quarterly Service Reports and the Council Plan Overview Report. Of the priorities reported in last years' service plan, nine strategic actions have been completed and removed. Six additional priorities have been set for the upcoming year. Many actions have also entered into a new phase of work.

In
2022/23

9

Completed strategic priorities

5

New strategic actions set



Budget Position

Revenue Budget

For the Place, Planning and Regeneration Directorate, the gross expenditure cash budget is £19.637m with £-11.012m of income, making a planned net spend of £8.625m. The gross budget includes £8.114m for staffing.

Savings

The 2023-24 budgets include savings of £0.420m. The key themes adopted in making the savings were:

- Additional income of £0.165m as a number of services are exceeding their income targets or identifying new opportunities for income generation.
- Reducing service budgets where levels of demand have decreased, or service will be reduced will save £0.080m.
- Use of reserves to support annual budgets £0.175m

Capital Budget

The 2032/24 capital programme for the Planning and Regeneration Directorate is £4.892m, of which £2.850m is externally funded by DfT grants. This budget will increase when carry forwards from the prior year are confirmed.

Pressures

The budget includes pressures of £0.487m. These pressures can be analysed into the following broad categories

- New bus contract £0.387m
- Town Centre events of £0.100m

Financial Risks

The department has identified the following as budgets that can pose a risk to the Council's overall financial position, principally because they are vulnerable to significant changes in demand for a service. The budget shown is for income only.

Service Area	Budget £000	Comments
Development Control	(1,162)	Income is dependent on planning applications within the Borough.
The Look Out	(1,780)	Income targets have been increased to reflect anticipated income post covid and the new catering offer

Workforce Position

Staffing position (as at 31/12/22)

For the department, there is an overall headcount of 236 staff in post made up from 194 employees, 38 casual and 4 agency staff.

There are a further approximately 28 vacancies.

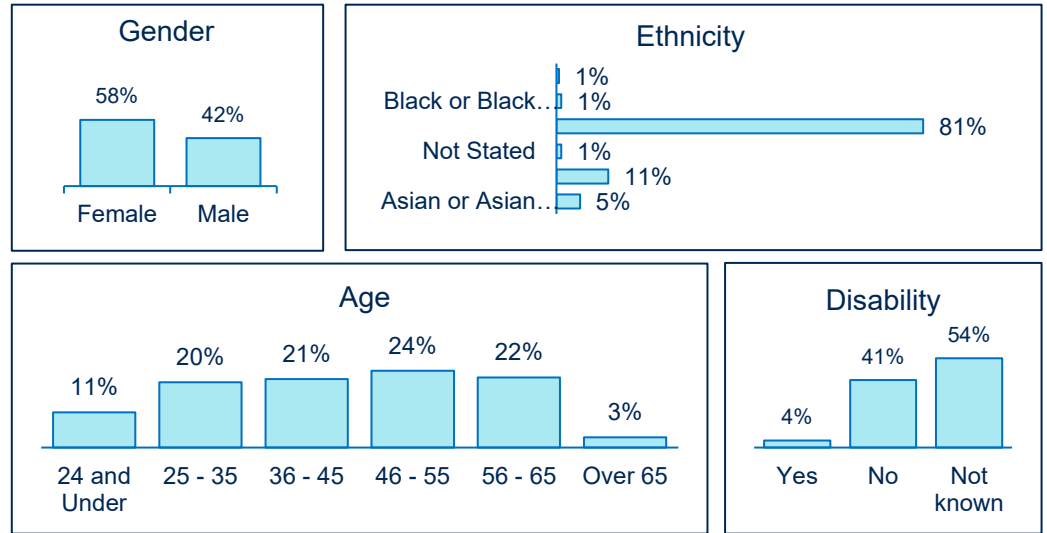
There is an ongoing restructure within Parks and Countryside.

Pressures

The staff turnover is currently 12.4%.

The sickness rate for Q3 22-23 was 1.35 average days per employee (reduced from 1.17 days in 21-22).

Workforce demographics (as at 31/12/22)



[Further workforce equalities information is available online](#)

Workforce Risks

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

Risk	Comments
Hard to recruit posts	Planners; Highway and Transport Engineers / Technicians; Flood Risk and Drainage Engineers; Mechanical Electrical Engineers
Key workforce challenges	Competitive external market, require experienced skilled staff

Council Plan Priorities

Value for money

Economic resilience

Education and skills

Caring for you and
your family

Protecting and
enhancing the
environment

Communities

“We will continue to drive and maintain strong financial management and ensure that what we are spending is targeted on the right things. The way the Council is funded will continue to change, so will the way we deliver the services you value and trust.”

Key Objectives

1. Ensure our Council Tax is in the lowest 10% nationally amongst similar authorities.
2. Invest in digital technology and access points to help people access our services.
3. Generate income to fund local services from a commercial property portfolio.
4. Establish a Joint Venture with a private partner to ensure timely and appropriate development of key Council sites.

Council Plan Priorities

Value for money

**Economic
resilience**

Education and skills

Caring for you and
your family

Protecting and
enhancing the
environment

Communities

“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 continue the town centre regeneration and over the next 4 years to deliver the next phases, helping the whole town centre to flourish and grow, providing a rich 18-hour economy. We will also deliver new housing including much needed social housing in future schemes. The world of work is changing, and we will continue to work closely with all our employers as they look to their futures. We are committed to helping new companies, start-ups and entrepreneurs, maintain high rates of local employment and ensure that Bracknell Forest remains a great place to live and work.”

Key Objectives

1. Adopt a new Local Development Plan that enables the development of employment areas along with the right mix and location of houses and infrastructure.
2. Secure delivery of the next phase of Bracknell’s town centre regeneration including The Deck and the refurbishment of Princess Square.
3. Encourage residents to become school governors.
4. Work to retain businesses and help attract new companies to Bracknell Forest.
5. Support the Business Improvement District (BID) area covering the South and Western Employment Areas.
6. Actively engage with employers and support local businesses to drive local growth.
7. Implement strategic improvements to the Highway and Transport network to support economic growth and manage congestion.
8. Seek CIL and Section 106 funding for new infrastructure in the Borough to support growth.

Council Plan Priorities

Value for money	Economic resilience	Education and skills	Caring for you and your family	Protecting and enhancing the environment	Communities	
Annual Priorities (1 April 2023 to 30 September 2023)				Due Date	Lead Officer	Link to other strategies
2.1 Adopt a new Local Development Plan that enables the development of employment areas along with the right mix and location of houses and infrastructure.						
2.1.01	Progress to adoption of the Local Plan targeted for 2023.			Sep 2023	Assistant Director: Planning	Local Plan
2.2 Secure delivery of the next phase of Bracknell's town centre regeneration including The Deck and the refurbishment of Princess Square.						
2.2.02	Work with Bracknell Regeneration Partnership to bring forward development of the Deck and the sustained viability of Bracknell Town Centre. (E2)			Sep 2023	Exec. Director: Place, Planning & Regeneration	Town Centre Vision
2.2.05	Adopt a Masterplans SPD for the Southern and Eastern Gateway sites in Bracknell Town Centre, to guide future stages of the regeneration.			Sep 2023	Exec. Director: Place, Planning & Regeneration	Local Plan
2.4 Work to retain businesses and help attract new companies to Bracknell Forest.						
2.4.02	Deliver the work programme set out by the Economic Skills and Development Partnership (ESDP). (E2)			Dec 2023	Regeneration & Economic Dev. Manager	Recovery and Renewal Place Based Strategy
2.4.03	Support the local economy, particularly neighbourhood centres, with a financial stimulus package, recognising their importance for employment and economic recovery. (E2)			Sep 2023	Exec. Director: Place Planning & Regeneration	Recovery and Renewal Place Based Strategy

Council Plan Priorities

Value for money	Economic resilience	Education and skills	Caring for you and your family	Protecting and enhancing the environment	Communities	
Annual Priorities (1 April 2023 to 30 September 2023)				Due Date	Lead Officer	Link to other strategies
2.4 Work to retain businesses and help attract new companies to Bracknell Forest.						
2.4.X	Prepare and publish a borough-wide Economic Strategy. (E5)			Sep 2023	Exec. Director: Place Planning & Regeneration	Recovery and Renewal Place Based Strategy
2.5 Support the Business Improvement District (BID) area covering the South and Western Employment Areas.						
2.5.X	Commission a feasibility analysis to identify opportunities to enhance the Business Improvement District.			Sep 2023	Regeneration & Economic Dev. Manager	UK Shared Prosperity Fund
2.6 Actively engage with employers and support local businesses to drive local growth.						
2.6.X	Establish a pilot for a retail pop-up scheme to offer fledgling and start up retail businesses space within the Lexicon.			Sep 2023	Regeneration & Economic Dev. Manager	UK Shared prosperity Fund
2.6.X	Fund the further development of Thames Valley Berkshire Growth Hub to provide advice and information to businesses.			Sep 2023	Regeneration & Economic Dev. Manager	UK Shared Prosperity Fund

Council Plan Priorities

Value for money	Economic resilience	Education and skills	Caring for you and your family	Protecting and enhancing the environment	Communities	
Annual Priorities (1 April 2023 to 30 September 2023)				Due Date	Lead Officer	Link to other strategies
2.7 Implement strategic improvements to the Highway and Transport network to support economic growth and manage congestion.						
2.7.05	Deliver local highway improvements to support new and sustained travel patterns resulting from the COVID19 pandemic, including an increased focus on walking and cycling infrastructure. (E5)			Sep 2023	Highway Engineering Manager	Infrastructure Delivery Plan & Local Transport Plan
2.7.06	Commence actions identified within the updated Highway Infrastructure Asset Management Plan to responsibly manage asset condition, planned maintenance programmes and public safety.			Sep 2023	Assistant Director: Highways and Transport	Local Transport Plan
2.7.07	Secure external funding for transport initiatives and infrastructure improvements through the submission of funding bids to central Government. (E2)			Sep 2023	Assistant Director: Highways and Transport	Infrastructure Delivery Plan & Local Transport Plan
2.8 Seek CIL and Section 106 funding for new infrastructure in the Borough to support growth.						
2.8.02	Publish an Infrastructure Funding Statement (IFS) setting out what funds have been collected and how the council has applied funding to infrastructure schemes within the borough.			Dec 2023	Infrastructure & Implementation Team Manager	Infrastructure Delivery Plan

Council Plan Priorities

Value for money		Economic resilience	Education and skills	Caring for you and your family	Protecting and enhancing the environment	Communities
Key Performance Indicators		2019/20 Baseline	Year 1 (20/21) Target	Year 2 (21/22) Target	Year 3/4 (22/23) Target	Link to Council Plan Objectives
L271	Percentage of the borough covered by superfast broadband (Quarterly)	96%	97%	98%	99%	2.4
L286	Percentage of successful planning appeals (Quarterly)	64%	64%	65%	66%	2.1
L356	Percentage of planning applications determined within timescales (Quarterly) - Major	93%	85%	85%	85%	2.1
L357	Percentage of planning applications determined within timescales (Quarterly) - Minor	86%	85%	85%	90%	2.1
L358	Percentage of planning applications determined within timescales (Quarterly) – Other	93%	85%	85%	90%	2.1

Council Plan Priorities

Value for money	Economic resilience	Education and skills	Caring for you and your family	Protecting and enhancing the environment	Communities	
Contextual Indicators for monitoring		2019/20 Baseline	Year 1 (20/21) Target	Year 2 (21/22) Target	Year 3/4 (22/23) Target	Link to Council Plan Objectives
L268	Percentage of working age people who are unemployed (Quarterly)	2.1%	No target	No target	No target	2.6
L269	Percentage of working age population in employment (Quarterly)	84.3%	No target	No target	No target	2.6
L284	Number of homes given planning permission (Quarterly-cumulative)	98	No target	No target	No target	2.1
L434	Planning permissions granted for net additional dwellings not yet implemented (Annual)	No target	No target	No target	No target	2.1
L241	Income from CIL receipts (Quarterly)	£451,000	No target	No target	No target	2.8
NI167	Average journey times per mile during the morning peak on A roads (Annual)	34.1	No target	No target	No target	2.7
NI168	Percentage of principal roads where maintenance should be considered (Annual)	3%	No target	No target	No target	2.7
NI169	Percentage of non-principal classified roads where maintenance should be considered (Annual)	2%	No target	No target	No target	2.7

Council Plan Priorities

Value for money

Economic resilience

Education and skills

Caring for you and your family

Protecting and enhancing the environment

Communities

“The Council is responsible for providing school places to meet demand. By ensuring we have enough school places we are supporting parents in their desire to have greater choice. The Council supports schools through its highly rated schools improvement service. Working with teachers and governors the service helps with driving up standards and enhancing the learning environment.”

Key Objectives

1. Ensure we provide enough school places for every child in the Borough.
2. Work with schools to ensure standards are in the top quartile nationally.
3. Encourage local businesses to engage with local schools.
4. Review the future of our youth services and open a new town centre youth hub at Braccan Walk.
5. Increase the number of apprenticeships, work experience placements and other training opportunities both within the Council and in the Borough.
6. Increase the percentage of children (aged 0 - 5) achieving good levels of development in communication and language.
7. Create opportunities for care leavers to develop skills to help them prepare for transition.
8. Improve the protection of vulnerable children including those with Special Educational Needs.

Council Plan Priorities

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

Annual Priorities (1 April 2023 to 30 September 2023)			Due Date	Lead Officer	Link to other strategies
3.3 Encourage local businesses to engage with local schools.					
3.3.01	Work with the Economic Skills and Development Partnership Employment and Skills Sub-group to establish a skills and training hub. (E2)		Sep 2023	Regeneration and Economic Development Manager	UK Shared Prosperity Fund

Council Plan Priorities

Value for money

Economic resilience

Education and skills

**Caring for you and
your family**

Protecting and
enhancing the
environment

Communities

“Bracknell Forest is one of the healthiest places to live. We want you to live longer in good health, both physical and mental. We will continue to invest in preventing you and your family from needing health and care services in the first place. We pledge to buy the best possible services that meet the needs of our residents.”

Key Objectives

1. Develop and implement a council-wide programme of measures to help improve the health of our local population.
2. Develop a new early help mental well-being service for children and young people, working with partners including our schools.
3. Align our social care services with Primary Care Networks to allow improved integration of care and health activities.
4. Review our Disabled Facility Grants Adaptations Service to speed up applications to support people to live independently, implementing a new policy.
5. Work with CCG* to develop a joint community and health facility at Blue Mountain.
6. Work with Town and Parish Councils to deliver new community facilities.
7. Transform the way children’s centres work making them into family support hubs.
8. Embed the Family Safeguarding Model of Social Work practice to protect vulnerable children and reduce entrants to the youth offending service.
9. Deliver a new residential facility for elderly people with dementia at Heathlands in Bracknell in partnership with the Health partners.
10. Use social prescribing and support the voluntary sector to help reduce isolation and loneliness.
11. Ensure there are opportunities for everyone to enjoy and participate in sports and leisure activities.
12. Continue to provide easy access to the natural environment.
13. Actively support the armed services located in Bracknell Forest.

*the CCG is now NHS Frimley Integrated Care Board

Council Plan Priorities

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

Annual Priorities (1 April 2023 to 30 September 2023)		Due Date	Lead Officer	Link to other strategies
4.1 Develop and implement a council-wide programme of measures to help improve the health of our local population.				
4.1.02	Implement and monitor the key actions set out in the Health and Wellbeing Strategy and report these to the Health and Wellbeing Board. (E3)	Sep 2023	Deputy Director Public Health	Health and Wellbeing Strategy
4.10 Use social prescribing and support the voluntary sector to help reduce isolation and loneliness.				
4.10.03	Relaunch the social prescribing service to facilitate access to community groups and deliver primary prevention programmes that help reduce isolation and loneliness. (E3)	Sep 2023	Deputy Director, Public Health	Health and wellbeing strategy
4.12 Continue to provide easy access to the natural environment.				
4.12.02	Implement Capital Programme improvements to Council owned open spaces.	Sep 2023	Head of Natural Estate	Thames Basin Heaths SPD
4.12.03	Continue to promote Active Travel (particularly walking and cycling) through promotional activities which highlight the boroughs extensive network of facilities. (E2)	Sep 2023	Transport Strategy Manager	Local Transport Plan

Council Plan Priorities

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

Key Performance Indicators		2019/20 Baseline	Year 1 (20/21) Target	Year 2 (21/22) Target	Year 3/4 (22/23) Target	Link to Council Plan Objectives
L414	Percentage of children in targeted weight management programme identified as overweight and obese who achieve a BMI Z-score reduction	No data available	15% of cohort to achieve	15% of cohort to achieve	15% of cohort to achieve	4.1
L415	Smokers who have successfully 'quit' at 4 weeks (co validated)	No data available	30% of participants	30% of participants	30% of participants	4.1
L416	Percentage of smokers who have quit at 4 weeks in the year to date	No data available	30%	30%	30%	4.1
L446	Impact of Social Prescribing as a primary prevention programme on reducing loneliness	30%	30% of participants	30% of participants	30% of participants	4.10

Council Plan Priorities

Value for money

Economic resilience

Education and skills

Caring for you and
your family

**Protecting and
enhancing the
environment**

Communities

“We will ensure the sustainable development of Bracknell Forest so that it remains clean and green and will work towards becoming a low carbon environment with high rates of recycling.”

Key Objectives

1. Protect our highly valued green spaces and strategic green gaps.
2. Promote recycling and diverting waste from landfill, including introducing food waste recycling.
3. Improve parking in residential areas.
4. Protect green spaces, the Thames Basin Heaths Special Protection Area and maintain strategic gaps between communities.
5. Enhance facilities and customer experience at Horseshoe Lake and maintain other Council open spaces.
6. Address the impact of man-made climate change on our local communities by putting in place actions that work towards meeting the government target of eradication its net contribution to climate change by 2050.
7. Promote greater use of public transport and cycleways.

Annual Priorities (1 April 2023 to 30 September 2023)		Due Date	Lead Officer	Link to other strategies
5.1 Protect our highly valued green spaces and strategic green gaps.				
5.1.07	Establish management partnership arrangements with The Land Trust in the operation of the Buckler's Forest SANG.	Sep 2023	Head of Natural Estates	Thames Basin Heaths Special Protection Area SPD
5.3 Improve parking in residential areas.				
5.3.01	Identify and implement parking bay schemes within residential areas. (E2)	Sep 2023	Highway Engineering Manager	Local Transport Plan

Council Plan Priorities

Value for money	Economic resilience	Education and skills	Caring for you and your family	Protecting and enhancing the environment	Communities	
Annual Priorities (1 April 2023 to 30 September 2023)				Due Date	Lead Officer	Link to other strategies
5.5 Enhance facilities and customer experience at Horseshoe Lake and maintain other Council open spaces.						
5.5.02	Progress phase two Transformation enhancements of The Look Out.			Sep 2023	Head of Natural Estates	
5.6 Address the impact of man-made climate change on our local communities by putting in place actions that work towards meeting the government target of eradication its net contribution to climate change by 2050.						
5.6.08	Identify suitable alternative low carbon highway construction materials and undertake a working trial of their performance.			Sep 2023	Highway Engineering Manager	Local Transport Plan
5.7 Promote greater use of public transport and cycleways.						
5.7.04	Install Electric Vehicle chargepoints within Council owned car parks and facilitate broader infrastructure investment by commercial chargepoint providers and energy suppliers.			Sep 2023	Assistant Director: Highways and Transport	Infrastructure Delivery Plan & Local Transport Plan

Council Plan Priorities

Value for money		Economic resilience	Education and skills	Caring for you and your family	Protecting and enhancing the environment	Communities
Key Performance Indicators		2019/20 Baseline	Year 1 (20/21) Target	Year 2 (21/22) Target	Year 3/4 (22/23) Target	Link to Council Plan Objectives
L999	Number of visits to open spaces	New	No Target	No Target	No Target	5.1
NI197	Improved local biodiversity - proportion of local sites where positive conservation management has been or is being implemented (Annual)	60%	65%	65%	65%	5.1

Council Plan Priorities

Value for money

Economic resilience

Education and skills

Caring for you and
your family

Protecting and
enhancing the
environment

Communities

“Bracknell Forest delivers over 200 different services. To secure strong and safe communities we will continue to”

Key Objectives

1. Maintain the viability of our community-based shopping and employment areas.
2. Support our network of community centres and libraries.
3. Work with our local police to maintain good public order, reduce anti-social behaviour and combat drug related crime.
4. Support culture and arts facilities such as South Hill Park.
5. Establish a local lottery to help raise additional funds for local voluntary and community groups.
6. Deliver housing services that focus on preventing homelessness.
7. Develop a new Homeless Strategy and implement a local action plan to reduce rough sleeping.
8. Identify the need for and facilitate the provision of affordable homes for rent and shared ownership and rent to meet that need.
9. Review our Housing Allocations Policy to make best use of affordable housing provision to meet local needs.
10. Support the cultural diversity of our communities.

Annual Priorities (1 April 2023 to 30 September 2023)		Due Date	Lead Officer	Link to other strategies
6.1 Maintain the viability of our community-based shopping and employment areas.				
6.1.01	Undertake a health check and prepare an action plan of the defined retail centres within the borough.	Sep 2023	Regeneration and Economic Development Manager/Head of Property	Bracknell Forest Local Plan/Asset Management Plan

Council Plan Priorities

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

Annual Priorities (1 April 2023 to 30 September 2023)		Due Date	Lead Officer	Link to other strategies
6.10 Support the cultural diversity of our communities.				
6.10.07	Commission and manage Cultural events within Bracknell Town Centre, as part of the recovery and renewal strategy. (E1 & E5)	Sep 2023	Regeneration and Economic Development Manager	Recovery and Renewal Strategy

Operational Priorities

Operational Priorities (1 April 2023 to 30 September 2023)		Due Date	Lead Officer	Link to key strategies
7.209	Progress the delivery of the commitments set out within the DWP and Bracknell Forest Council Partnership Agreement. (E2)	Sep 2023	Regeneration and Economic Development Manager	
7.210	Enhance the experience for schools to ensure The Look Out Hands-on Science Exhibition supports the curriculum and fosters life-long curiosity and learning, particularly in the realm of science, the environment and sustainability, including through establishing online booking facilities.	Sep 2023	Head of Natural Estates	Parks and open spaces strategy
7.211	Make sure team are qualified and registered as building inspectors to meet the requirements of the Building Safety Regulator.	Sep 2023	Head of Building Control & Land Charges	The Building Safety Act/Building Control Regulations
7.3XX	Deliver the relevant recommendations from the overview and scrutiny panel's report related to community infrastructure levy.	Sep 2023	Exec. Director: Place, Planning & Regeneration	
7.3XX	Maximise income opportunities in the setting of fees and charges to enable full cost recovery of services where required.	Sep 2023	Head of Building Control and Land Charges	
7.3XX	Ensure relevant teams engage in debt recovery process where necessary to recover outstanding fees and invoices due.	Sep 2023	Head of Building Control and Land Charges	