



Delivery Directorate

Growing together, Shaping tomorrow



Service Plan 2024-25

Executive Director: Delivery

Kevin Gibbs

Contents

Section one: Our Directorate.....	2
Section two: Resources.....	7
Section three: Council Plan priorities and indicators	
• Engaged and healthy communities.....	9
• Thriving and connected economy.....	11
• Green and sustainable environment.....	13
• Ambitious, resilient and sustainable organisation.....	16
Section four: Supporting Projects.....	21

Our Directorate

What we do:

- The Delivery Directorate covers a broad portfolio of services which have a real impact on our customers, be those internal or external.
- This includes leading on statutory services such as those related to elections and waste collection. The service also includes managing key internal infrastructure, governance and processes such as within the legal services and Digital and ICT.
- An expanding area of the directorate is to lead on the delivery of the construction projects to create additional school places (200 school places) across four sites as part of the Safety Valve Programme

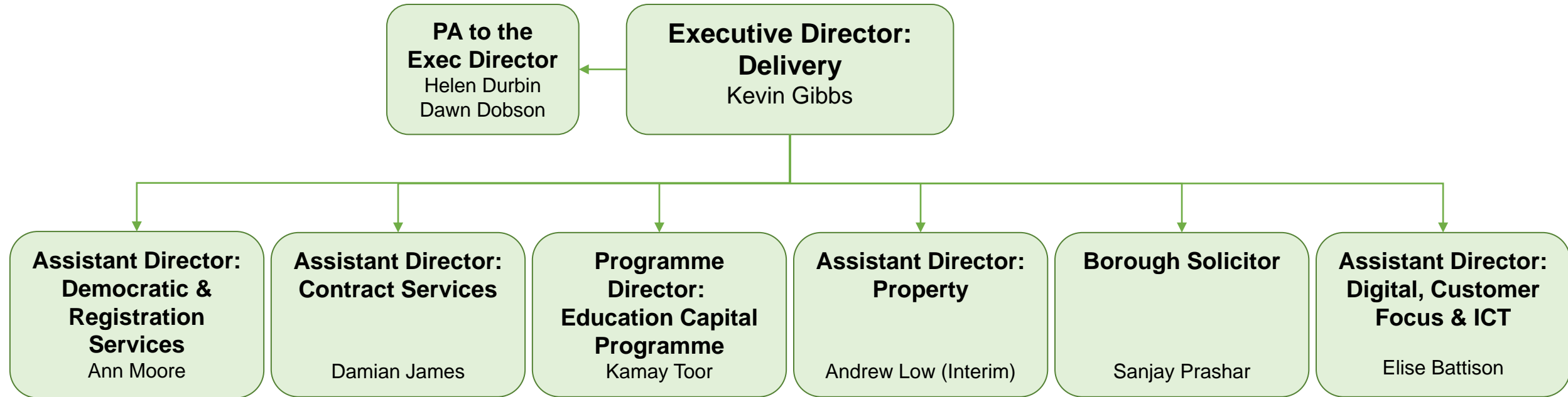
We'll do this by:

- Delivering resident focussed services within the defined budget with available resources.
- Developing new strategies and policies that deliver the most effective services for residents.
- Looking for ways to innovate with existing technology to enhance points of contact and access to services.
- Working closely with our partners and contractors to maintain strong relationships.

Our Directorate

Who we are

As of March 2024



Our Services

Contract Services

- Environmental Services (waste, street cleansing, verges, grounds maintenance)
- Parking Management & Enforcement
- Emergency Planning and resilience
- Public Protection Partnership
- Leisure Services
- Cremation & Burial Spaces
- Climate Change Strategy

Legal Services

- Corporate Legal Work (Monitoring Office)
- Employment law
- Planning and Highways
- Litigation
- Contracts & Procurement
- Property
- Social Services (children's and adults)
- Debt Recovery
- Education

Property Services

- Construction & Maintenance
- Capital Projects
- Asset Management
- Acquisitions & Disposals
- Commercial Landlord
- Facilities and Digital post
- Room management
- Health & Safety
- Community Hubs

Digital, Customer Focus and ICT

- Customer Services
- Digital Change & Service Improvement
- IT Operations & Cloud Services
- Projects and Business Relationships
- Technical Infrastructure
- Data Protection & Information Management

Democratic & Registration Services

- Democratic and Scrutiny Services
- Electoral Services
- Councillor Services
- Registration Services
- Census 2021
- Corporate Complaints

Executive Director's Office

- Library Service
- Arts, Culture and Heritage
- Client: South Hill Park Trust

Our Service Plan

Context

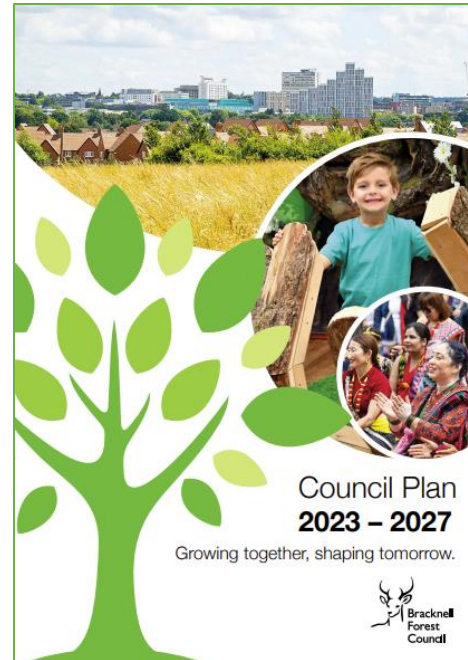
This service plan describes how our directorate is working towards the delivery of the Council Plan goals. It presents the first year of strategic activity. Our strategic actions focus on achieving the goals within the three priorities of the plan and activity on how we will be an ambitious, resilient and sustainable organisation.

Throughout the plan there are cross-cutting principles that will underpin the work that is delivered. More information about these strategies can be found online:

- [Equality Scheme](#)
- [Bracknell Forest Health and Wellbeing Strategy](#)
- [Climate Change Strategy](#)

The full Council Plan is also available online:

[Council Plan 2023 - 2027](#)



Growing together, shaping tomorrow



Borough priorities:

Engaged and healthy communities

Thriving and connected economy

Green and sustainable environment

Ambitious, resilient and sustainable organisation

Value · Residents · Climate · Quality · Partnership · Workforce

Our Service Plan

Service Context

The budget challenges are well known and will impact on service delivery in relation to the savings identified for the 24/25 financial year. The department risk register identifies the relevant risk areas for the year with mitigation where appropriate.

A focus on climate change is a high priority for the Department and is threaded through the Council plan and this service plan.

Current Climate

A corporate restructure, if approved, will result in the Property team moving into the Place Directorate and Community team moving into the directorate.

A realignment of Library services into Customer services over the next 48 months with an ambition to extend use of library spaces to better support local community need.

Key Drivers for Service

- New legislation as part of the Environment Act will need to be considered in 24/25 as implementation of some aspects of the Simpler Recycling element were due to be introduced from March 2026.
- Changes to legislation from the Data Protection and Digital Information Bill.
- Identifying opportunity for improved digital engagement with services to extend availability.

The team develops, implements, and monitors the following strategies and plans:

- Climate Change Strategy
- Climate and biodiversity emergency actions
- Councillor Development Strategy
- Safety Valve Programme
- Digital and ICT Strategy
- Customer Experience Strategy

Budget Position

Revenue Budget

The Delivery directorate has a gross expenditure cash budget of £39.147m with £-20.707m of income, making a planned net spend of £18.440m. The gross budget includes £9.470m for staffing.

Savings

The 2024-25 budgets include savings of £0.828m.

The key themes adopted in making the savings were:

- Reductions in service budgets where levels of demand have decreased, underspends have been achieved in previous years or closure of a building will save £0.219m
- Reductions in service budgets not linked to changes in level of demand or previous underspends, will achieve £0.122m
- Additional income achievable of £0.292m
- Staffing reductions of £0.195m

Capital Budget

The 2024-25 in-year capital programme totals £3.937m. There will also be carry forwards from the 2023-24 financial year. The outline amounts for 2025-26 and 2026-27 are £2.062m and £0.490m respectively where full requirements are being evaluated.

Pressures

The budget includes pressures of £1.306m.

These pressures can be analysed into the following broad categories:

- Reduction in income targets due to reduced demand £0.142m.
- Revenue implications of Capital Programme scheme £0.130m
- Increase in service budgets to support increased demand £1.034m

Financial Risks

The Delivery directorate has identified the following budget that could pose a risk to the Council's overall financial position, principally because it is vulnerable to significant changes in demand for the service:

Service Area	Budget £000	Comments
Commercial Property	(8,045)	Increased voids and void periods, resulting in reduced income.

Workforce Position

Staffing position

For the department as at 1 January 2024, there is an overall headcount of 212 staff in post made up from 187 employees, 19 casuals and 6 temporary agency staff.

Pressures

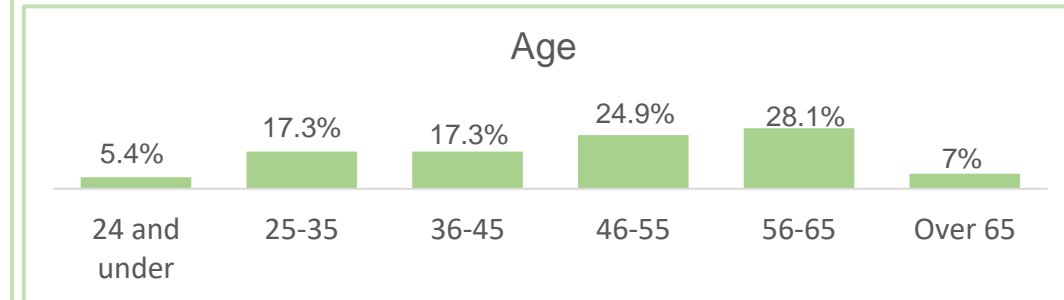
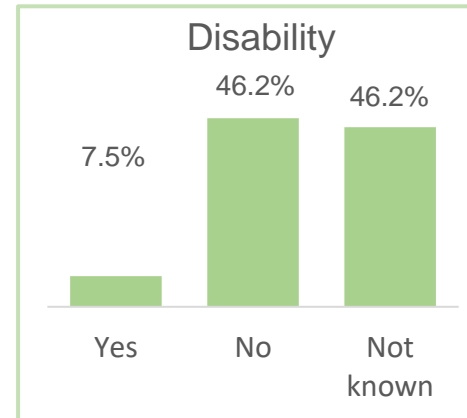
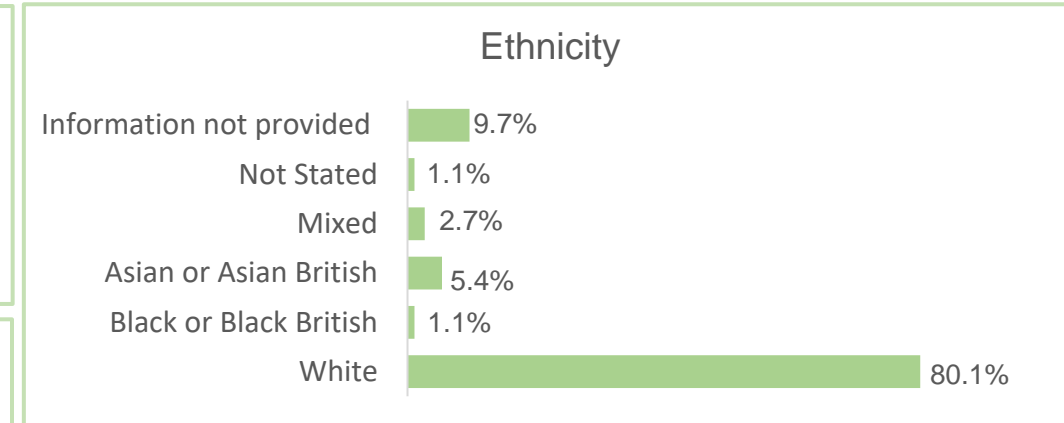
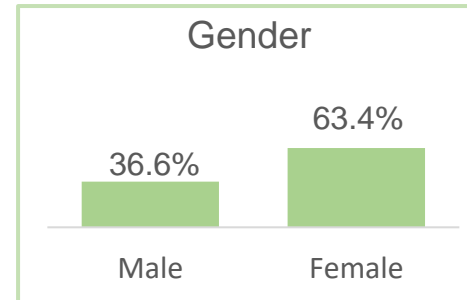
Staff voluntary turnover as of 1 January 2024 was 13.5%.

The estimated annual average sickness rate per employee is 7.03 days.

Workforce Risks

The Delivery directorate 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.

Workforce demographics as of January 2024



Risk	Comments
Hard to Recruit Posts	Senior Network Officer, Lawyers
Specialist Staff Leaving	Managers within Property



Priority one: Engaged and healthy communities

Engaged and healthy communities

Thriving and connected economy

Green and sustainable environment

Ambitious and resilient organisation

“To help create opportunities where people can succeed, be happy and feel safe.”

Council Plan goals

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

Annual actions set out specific activity to be undertaken in the next year. They complement and build on existing strategies. These include, but are not limited to, the council’s Equality scheme, Health and Wellbeing strategy and Climate Strategy.

Ref.	Goal	Annual actions (1 st April 2024 – 31 st March 2025)	Due date	Lead officer	Link to other strategies/underpinning principles
COM.1.04	1	To complete a new SEMH resource provision at Sandhurst and near completion of a new provision at Edgbarrow school.	31 March 2025	Programme Director: Schools Capital And Property	SEND strategy Safety Valve
COM.1.05	1	To complete the design process (to RIBA stage D) and construction tender for new special educational needs schools at Bucklers Park and Warfield.	31 March 2025	Programme Director: Schools Capital And Property	SEND strategy Safety Valve
COM.4.06	4	To assess and commence the delivery outputs from the 10yr Sports & Leisure Strategy (due end of March 2024).	31 March 2025	Assistant Director: Contract Services	Health and Wellbeing Strategy
COM.5.09	5	To deliver the Bracknell Leisure Centre refurbishment project in partnership with Everyone Active.	30 June 2024	Assistant Director: Contract Services	Health and Wellbeing Strategy



Priority one: Engaged and healthy communities

Engaged and healthy communities

Thriving and connected economy

Green and sustainable environment

Ambitious and resilient organisation

Key results are identified in the Council Plan to measure progress being made towards our goals. They are outcome focused for residents and will often require many partners, organisations and the community to influence the outcome.

Performance indicators are specific metrics that have a performance related target. These provides information to review service performance in the context of the Council Plan goals.

Ref.	Goal	Indicators (performance targets)	Baseline	Year 1 2024/25	Year 2 2025/26	Year 3 2026/27	Lead officer
1.5.1.KR	5	Number of visits to Bracknell Forest Libraries (physical visits to all libraries buildings, excl. home library)	220,000	250,000	285,000	325,000	Assistant Director: Customer Experience, Digital and IT
1.1.1.PI	1	Percentage of school construction projects rated Good or Excellent	80%	80%	80%	80%	Head of Strategic Asset Management
1.1.2.PI	1	Percentage of school admission appeals upheld	20%	20%	20%	20%	Assistant Director: Democratic & Registration Services
1.4.1.PI	4	Total number of visits to leisure facilities managed by Everyone Active	1,300,000	1,365,000	1,433,250	1,504,912	Assistant Director: Contract Services
1.4.2.PI	4	Number of children and young people visits to leisure facilities managed by Everyone Active (under 16yrs)	370,000	380,850	400,792	420,831	Assistant Director: Contract Services
1.4.3.PI	4	Number of older people visits to leisure facilities managed by Everyone Active (64yrs plus)	83,000	87,150	91,507	96,082	Assistant Director: Contract Services
1.4.4.PI	4	Number of visits by customers with a disability to leisure facilities managed by Everyone Active	3,500	3,675	3,858	4,050	Assistant Director: Contract Services
1.4.5.PI	4	Number of visits by customers under the active communities or health and wellbeing programme to leisure facilities managed by Everyone Active	2,500	2,625	2,756	2,893	Assistant Director: Contract Services



Priority two: Thriving and connected economy

Engaged and healthy communities

Thriving and connected economy

Green and sustainable environment

Ambitious and resilient organisation

“Upskilling residents will open more opportunities to work within the borough, strengthening our economy.”

Council Plan goals

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

Annual actions set out specific activity to be undertaken in the next year. They complement and build on existing strategies. These include, but are not limited to, the council’s Equality scheme, Health and Wellbeing strategy and Climate Strategy.

Ref.	Goal	Annual actions (1 st April 2024 – 31 st March 2025)	Due date	Lead officer	Link to other strategies/underpinning principles
ECN.1.01	1	To provide ICT knowledge and expertise to Community Learning team at the Open Learning Centre for the provision and implementation of a new management Information System to enable improved planning, resource and delivery of courses.	31 March 2025	Assistant Director; Digital, Customer Focus and ICT	Digital and ICT Strategy Customer Experience Strategy Equality Scheme
ECN.2.01	2	Complete options appraisal for High Street Car Park and to seek approval for the future development.	31 March 2025	Assistant Director: Property Services	Asset Management Board
ECN.2.02	2	Seek opportunities for grant funding through the One Public Estate and Home England, to unlock and support future development.	31 March 2025	Assistant Director: Property Services	Asset Management Board and Joint Venture Board Business Change
ECN.4.01	4	Deliver the poll for the establishment of a Business Improvement District (BID) for the Southern & Western Business Area.	31 December 2024	Assistant Director: Democratic & Registration Services	Economic Strategy



Priority two: Thriving and connected economy

Key results are identified in the Council Plan to measure progress being made towards our goals. They are outcome focused for residents and will often require many partners, organisations and the community to influence the outcome.

Ref.	Goal	Indicators (performance targets)	Baseline	Year 1 2024/25	Year 2 2025/26	Year 3 2026/27	Lead officer
2.3.1.KR	3	Percentage of neighbourhood centres passing the regular street cleansing checks – to contract standard	<i>New</i>	90%	90%	90%	Assistant Director: Contract Services
2.4.2.KR	3	Percentage of occupied units on neighbourhood parades owned by the council	100%	100%	100%	100%	Head of Strategic Property
2.4.3.KR	4	Percentage of occupied light industrial units owned by the council	94%	95%	95%	95%	Head of Strategic Property



Priority three: Green and sustainable environment

Engaged and healthy communities

Thriving and connected economy

Green and sustainable environment

Ambitious and resilient organisation

“To further encourage all residents to make the most of our brilliant local environment, whilst ensuring that it is sustainable for the future.”

Council Plan goals

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

Annual actions set out specific activity to be undertaken in the next year. They complement and build on existing strategies. These include, but are not limited to, the council’s Equality scheme, Health and Wellbeing strategy and Climate Strategy.

Ref.	Goal	Annual actions (1 st April 2024 – 31 st March 2025)	Due date	Lead officer	Link to other strategies/underpinning principles
ENV.1.03	1	To support the creation of a Community Climate Emergency Strategy.	31 December 2024	Assistant Director: Contract Services	Climate Change Strategy Health & Wellbeing Strategy Housing & Transport strategies Equality Scheme
ENV.1.04	1	To refresh the Council’s Climate Change Strategy.	31 December 2024	Assistant Director: Contract Services	Climate Change Strategy
ENV.1.05	1	Respond to Environment Act 2021 waste sector reforms by providing the same recycling services to be available for all.	31 March 2025	Assistant Director: Contract Services	Climate Change Strategy
ENV.1.06	1	To successfully procure and implement a new multi module system within Place, Planning and Regeneration to support teams with their obligations under Biodiversity Net Gain and Tree conservation.	31 March 2025	Assistant Director; Digital, Customer Focus & ICT	Climate Change Strategy



Priority three: Green and sustainable environment

Engaged and healthy communities

Thriving and connected economy

Green and sustainable environment

Ambitious and resilient organisation

Key results are identified in the Council Plan to measure progress being made towards our goals. They are outcome focused for residents and will often require many partners, organisations and the community to influence the outcome.

Performance indicators are specific metrics that have a performance related target. These provides information to review service performance in the context of the Council Plan goals.

Ref.	Goal	Indicators (performance targets)	Baseline	Year 1 2024/25	Year 2 2025/26	Year 3 2026/27	Lead officer
3.1.1.KR	1	Recycling contamination rate - percentage of material collected from blue bins that is incorrect material	15% (2022/23)	15%	14%	14%	Assistant Director: Contract Services
3.1.1.PI	1	Recycling rate – percentage of household waste sent for reuse, recycling and composting	54.5%	55%	55%	55%	Assistant Director: Contract Services
3.1.2.PI	1	Landfill rate – percentage of municipal waste landfilled	8.5%	<10%	<10%	<10%	Assistant Director: Contract Services

* Note different reporting periods due to statistical source delay



Priority three: Green and sustainable environment

Engaged and healthy communities

Thriving and connected economy

Green and sustainable environment

Ambitious and resilient organisation

Contextual indicators are also outcome focused and reflect the wider community. These will include indicators where a performance related target is not appropriate but offers information relevant to the delivery of services and Council Plan goals.

Ref.	Goal	Indicators (context forecasts/estimates)	Baseline	Year 1 2024/25	Year 2 2025/26	Year 3 2026/27	Lead officer
3.1.2.KR	1	Percentage of all homes that have a SAP rating of Band C or above (incl. Park Homes)	52%	53%	54%	55%	Assistant Director: Contract Services
3.1.4.KR	1	Total emissions for territorial emissions within council area (excl motorways/rail but includes domestic usage. (kT Co2e)	407.6* (2021)	389.4* (2022)	371.1* (2023)	352.8* (2024)	Assistant Director: Contract Services
3.1.1.CI	1	Renewable energy generated through Council estate, including maintained schools (Kw)	493,643	621,990	562,753	592,371	Assistant Director: Property Services

* Note different reporting periods due to statistical source delay



Internal priority: Ambitious, resilient & sustainable organisation

Engaged and healthy communities

Thriving and connected economy

Green and sustainable environment

Ambitious and resilient organisation

“The Council Plan sets out a fourth priority to be an ambitious, resilient and sustainable organisation. This will enable us to achieve our goals.”

Council Plan goals

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

Annual actions set out specific activity to be undertaken in the next year. They complement and build on existing strategies. These include, but are not limited to, the council’s Equality scheme, Health and Wellbeing strategy and Climate Strategy.

Ref.	Goal	Annual actions (1 st April 2024 – 31 st March 2025)	Due date	Lead officer	Link to other strategies/underpinning principles
ORG.1.04	1	Implement the outstanding provisions of the Elections Act 2022.	30 September 2024	Assistant Director: Democratic & Registration Services	
ORG.1.05	1	Review Registration & Electoral Services to create an effective, resilient service.	30 September 2024	Assistant Director: Democratic & Registration Services	
ORG.1.06	1	Undertake review of Council constitution.	31 December 2024	Borough Solicitor	
ORG.1.07	1	Implement the Strong Heath / London Road, changing place toilet facility, charging hub and associated solar farm.	31 March 2025	Executive Director: Place, Planning & Regeneration	Climate Change Strategy
ORG.1.08	1	Implement a revised legal service offer.	31 March 2025	Borough Solicitor	



Internal priority: Ambitious, resilient & sustainable organisation

Engaged and healthy communities

Thriving and connected economy

Green and sustainable environment

Ambitious and resilient organisation

Council Plan goals

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

Ref.	Goal	Annual actions (1 st April 2024 – 31 st March 2025)	Due date	Lead officer	Link to other strategies/underpinning principles
ORG.1.09	1	Support councillors to develop their skills and knowledge to be effective in their role(s), make sound decisions, undertake effective scrutiny and use technology to facilitate the democratic process.	31 March 2025	Assistant Director: Democratic & Registration Services	Councillor Development Strategy
ORG.1.10	1	Support the development of the overview and scrutiny function to provide effective challenge and deliver a programme of high-quality reviews which support delivery of the council's objectives.	31 March 2025	Assistant Director: Democratic & Registration Services	
ORG.1.11	1	Deliver the Police & Crime Commissioner election and unscheduled polls without legal challenge.	31 March 2025	Assistant Director: Democratic & Registration Services	
ORG.1.12	1	Implement an improved Freedom of Information process and publication scheme to ensure transparency and visibility to the general public.	30 September 2025	Assistant Director; Digital, Customer Focus and ICT	
ORG.1.13	1	Establish an effective and consistent corporate complaints policy supported by the implementation of a complaint management system to promote compliance and provide data insights that support learning and improvement	31 March 2025	Assistant Director: Democratic & Registration Services	Equality Scheme
ORG.1.14	1	Respond to and implement any changes required from the Data Protection and Digital Information Bill.	31 March 2025	Assistant Director; Digital, Customer Focus and ICT	



Internal priority: Ambitious, resilient & sustainable organisation

Engaged and healthy communities

Thriving and connected economy

Green and sustainable environment

Ambitious and resilient organisation

Council Plan goals

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

Ref.	Goal	Annual actions (1 st April 2024 – 31 st March 2025)	Due date	Lead officer	Link to other strategies/ underpinning principles
ORG.2.01	2	Creation of new strategies of Digital, Customer Focus and ICT (including Information Governance).	31 December 2024	Assistant Director; Digital, Customer Focus and ICT	Climate Change Strategy
ORG.2.02	2	Review and implement updated retention and destruction policy in line statutory requirements and changed local policy to reduce hosting, storage costs as well as to assure adherence to Data Protection principles.	31 March 2025	Assistant Director; Digital, Customer Focus and ICT	
ORG.2.03	2	To identify properties for inclusion on the flexible receipts disposals programme and to sell properties to achieve the yearly target for capital receipts.	31 March 2025	Assistant director: Property Services	Business Change
ORG.2.04	2	Increased automation approach to reduce manual processes where they remain and increase capacity of associated resources.	31 March 2025	Assistant Director; Digital, Customer Focus and ICT	Digital and ICT strategy
ORG.4.04	4	Investigate feasibility for calculating the Council's scope 3 greenhouse gas emissions.	31 March 2025	Assistant Director: Contract Services	
ORG.4.05	4	Lead a corporate approach for a Digital "front door", setting the organisations standards of adherence.	31 March 2025	Assistant Director; Digital, Customer Focus and ICT	Customer Experience Strategy Business Change
ORG.4.06	4	Integrate a co-design approach to the agreed activities and outputs of the Efficiency and Digitisation programme.	31 March 2025	Assistant Director; Digital, Customer Focus and ICT	Business Change
ORG.5.01	5	Lead the Workforce: Retention and Recruitment change programme to successful deliver its year 1 financial and non-financial benefits.	31 March 2025	Executive Director: Delivery	Business Change



Internal priority: Ambitious, resilient & sustainable organisation

Engaged and healthy communities

Thriving and connected economy

Green and sustainable environment

Ambitious and resilient organisation

Performance indicators are specific metrics that have a performance related target. These provides information to review service performance in the context of the Council Plan goals.

Ref.	Goal	Indicators (performance targets)	Baseline	Year 1 2024/25	Year 2 2025/26	Year 3 2026/27	Lead officer
4.1.01.PI	1	Percentage of complaints investigated and upheld by the Local Government & Social Care Ombudsman	60%	72%	60%	60%	Assistant Director: Democratic & Registration Services
4.1.02.PI	1	Percentage of Subject Access Request (SAR) processed within statutory timeframes	68%	75%	80%	80%	Assistant Director; Digital, Customer Focus and ICT
4.1.03.PI	1	Percentage of Freedom of Information (FOI) requests completed within statutory timeframes	75%	80%	85%	90%	Assistant Director; Digital, Customer Focus and ICT
4.1.04.PI	1	Percentage of council-wide corporate complaints responded to within agreed timescale	New	75%	80%	85%	Assistant Director: Democratic & Registration Services
4.1.05.PI	1	Percentage of corporate maintenance projects completed on time and on budget	70%	70%	70%	70%	Head of Strategic Asset Management
4.1.10.PI	1	Percentage of data breaches reportable to ICO	7%	7%	5%	3%	Assistant Director: Digital, Customer Focus and ICT



Internal priority: Ambitious, resilient & sustainable organisation

Engaged and healthy communities

Thriving and connected economy

Green and sustainable environment

Ambitious and resilient organisation

Contextual indicators are also outcome focused and reflect the wider community. These will include indicators where a performance related target is not appropriate but offers information relevant to the delivery of services and Council Plan goals.

Ref.	Goal	Indicators (context forecasts/estimates)	Baseline	Year 1 2024/25	Year 2 2025/26	Year 3 2026/27	Lead officer
4.1.1.CI	1	Percentage of near miss data breaches	10%	15%	15%	15%	Assistant Director; Digital, Customer Focus and ICT
4.1.2.CI	1	Number of wedding ceremonies/civil partnerships conducted in the Council's ceremony rooms	187	187	196	206	Assistant Director: Democratic & Registration Services
4.2.1.CI	2	Section 106 income recovered	£117,500	£117,500	£117,500	£117,500	Legal Services Manager-Place
4.3.1.CI	3	Scope 1 and 2 emissions from direct Council operations (consumption of fossil fuels including heating, electricity consumption and fleet fuel) (T Co2e)	3,033	2,789	2,544	2,300	Assistant Director: Contract Services
4.4.1.CI	4	Number of electors on the register	92,105	92,105	92,105	92,105	Assistant Director: Democratic & Registration Services
4.4.2.CI	4	Number of properties listed on the electoral register	55,405	55,800	56,300	56,800	Assistant Director: Democratic & Registration Services
4.4.3.CI	4	Number of permanent postal voters	12,696	12,696	12,696	12,696	Assistant Director: Democratic & Registration Services

Supporting projects

Supporting projects reflect strategically important projects that may not otherwise be captured in the Council Plan. This can reflect new, emerging priorities that were not part of the original Council Plan.

Annual actions set out specific activity to be undertaken in the next year. They complement and build on existing strategies. These include, but are not limited to, the council's Equality scheme, Health and Wellbeing strategy and Climate Strategy.

Ref.	Annual actions (1 st April 2024 – 31 st March 2025)	Due date	Lead officer	Link to other strategies/ underpinning principles
SP.01	To make provisions for extending burial space capacity within the borough	31 March 2025	Assistant Director: Contract Services	Local Plan