

Bracknell Forest Council Plan

2019 to 2023



Council Plan 2019 to 2023

The borough of opportunity

The Council's Plan sets out our key objectives for the period 2019 – 2023. It is based upon the pledges made to residents in the 2019 local election.

The plan focuses on the things that matter most to you and is at the heart of everything we do.

In challenging times, you can be assured that we will provide the strong leadership, financial stability and strong corporate governance to ensure that core services are maintained.

A key objective is to ensure that Bracknell Forest stays prosperous and remains a good place to live, work and play.

We will work with other organisations to deliver good quality local services in a joined-up way, focusing on individuals' needs.

Bracknell Forest is a place where diversity and cultural heritage are recognised as a strength. We will encourage vibrant local groups and work to ensure everyone feels connected and able to actively participate.

We recognise we spend your money. We will prioritise spending wisely based upon clearly identified needs, targeting in particular:

- Reducing our impact on climate change.
- Ensuring early help is available for our most vulnerable residents to keep them safe and to help them remain independent, whilst avoiding loneliness and isolation.
- Reducing homelessness.
- Developing all age learning and life skills.
- Maintaining value for money.

To deliver on all our objectives, we have focused our Council Plan on six strategic themes.

The Council Plan will be monitored against several annual priorities and key performance indicators in service plans for each department available at: www.bracknell-forest.gov.uk.



Timothy Wheadon
Chief Executive



Cllr Paul Bettison
Leader

Contents

Forward	2
Value for money	4
Economic resilience	5
Education and skills	6
Caring for you and your family	7
Protecting and enhancing our environment	8
Communities	9

Strategic themes

The borough of opportunity



£ VALUE FOR MONEY

“We will continue to drive and maintain strong financial management and ensure 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 are to:

1. Ensure our council tax is in the lowest 10 per cent nationally amongst similar authorities.

Third lowest unitary council tax over the last four years



The council's website was recognised as one of the best in the UK.*



2. Invest in digital technology and access points to help people use our services.

96 per cent of the borough covered by superfast broadband.



3. Generate income to fund local services from a commercial property portfolio.



£90 million commercial estate investment already made.



By all comparative measures, the council provides value for money. Since becoming a unitary authority in 1998 the council has made savings in its annual revenue spending in excess of £80m and achieved £11 million transformation savings over the last four years.

78 per cent of the people surveyed who have interacted with Customer Services were satisfied with the service they received*



4. Establish a joint venture with a private partner to ensure timely and appropriate development of key council sites.

More information on the issues, planned activity and work in progress:

- Bracknell Forest Borough Plan
- Site allocation plan
- Directorate service plan
- Customer Services satisfaction survey for 2018/19
- Medium term financial strategy
- IT strategy
- Digital strategy
- Customer contact strategy
- Asset management plan

*ranked joint second in the Sitemorse INDEX review for local government.



ECONOMIC RESILIENCE

“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.

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, maintaining high rates of local employment and ensuring that Bracknell Forest remains a great place to live and work.”

Key objectives are to:

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.



A town centre to be proud of and more to come.

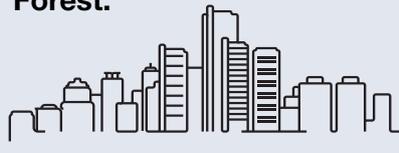
2. Secure delivery of the next phase of Bracknell’s town centre regeneration including The Deck and the refurbishment of Princess Square.

£13.1m CIL collected since June 2017.

3. Encourage residents to become school governors.

1,800 new homes built.

4. Work to retain businesses and help attract new companies to Bracknell Forest.



84 per cent of the working age population in employment (30/09/19), higher than the national average.

5. Support the Business Improvement District (BID) area covering the southern and western industrial area.

Bracknell Forest is one of the 11 per cent of least deprived districts/unitary authorities in England.

6. Actively engage with employers and support local businesses to drive local growth.

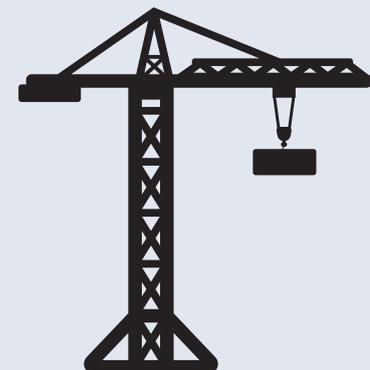


7. Implement strategic improvements to the highway and transport network to support economic growth and manage congestion.



8. Seek CIL and Section 106 funding for new infrastructure in the borough to support growth.

Five-year housing land supply demonstrated.



More information on the issues, planned activity and work in progress:

- Asset management plan
- Business improvement district
- Medium term financial strategy



EDUCATION AND SKILLS

“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 are to:

1. Ensure we provide enough school places for every child in the borough.

Sufficient school places available in all areas across the borough in September 2019.

2. Work with schools to ensure standards are in the top quartile nationally.

81 per cent of schools rated good or better.

3. Encourage local businesses to engage with local schools.

Lowest ever proportion of 16 and 17-year olds not in education, employment or training (1.9 per cent) September 2019.

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 within the council and in the borough.

100 per cent of private, voluntary and independent early help settings are now OFSTED graded good or outstanding.

6. Increase the percentage of children (age 0 - 5) achieving good levels of development in communication and language.

76 per cent of pupils at Early Years Foundation Stage achieved development above the national average, September 2019.

7. Create opportunities for care leavers to develop skills to help them prepare for transition.

Over 65 per cent of all care leavers aged 19 – 21 are in education, employment or training.

8. Improve the protection of vulnerable children including those with special educational needs.



More information on the issues, planned activity and work in progress:

- School place plan
- Children and young people’s plan
- Asset management plan
- Learning improvement strategy



CARING FOR YOU AND YOUR FAMILY

“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 are to:

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 wellbeing service for children and young people, working with partners, including our schools.

Better than the England average for physically active adults (aged 19+) rates.

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.

Over 6,265 volunteer hours contributed to parks and open spaces (2018/19).

5. Work with the CCG to develop a joint community and health facility at Blue Mountain.

6. Work with town and parish councils to deliver new community facilities.

Higher than the national average life expectancy for both men and women.

7. Transform the way children’s centres work, making them into family support hubs.

9.1 per cent of children live in low income families.

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 people with dementia, at Heathlands in Bracknell in, partnership with 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.



Over 6,265 volunteer hours contributed to parks and open spaces (2018/19).

13. Actively support the armed services located in Bracknell Forest.



Over 90 per cent of those people aged over 65 surveyed were satisfied with the care and support services received.

More information on the issues, planned activity and work in progress:

- Joint health and wellbeing strategy
- SEND commissioning strategy





PROTECTING AND ENHANCING OUR ENVIRONMENT

“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 are to:

1. Protect our highly valued green spaces and strategic green gaps.



95 per cent of people surveyed were satisfied with parks and open spaces.



2. Promote recycling and diverting waste from landfill, including introducing food waste recycling.



3. Improve parking in residential areas.



£11.3 million contributions received towards enhancements of Suitable Alternative Natural Green Spaces.

4. Protect green spaces, the Thames Basin Heaths Special Protection Area and maintain strategic gaps between communities.

100 per cent increase in cycle parking in the town centre.

5. Enhance facilities and customer experience at Horseshoe Lake and maintain other council open spaces.



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 eradicating it's net contribution to climate change by 2050.



7. Promote greater use of public transport and cycleways.



We have installed new LED Lighting in 13,000 new lanterns and 1,000 new columns serving 50,000 homes.



40 per cent of all waste is recycled or composted and 17.1 per cent landfilled.



More information on the issues, planned activity and work in progress:

- Local cycling and walking Infrastructure plan
- Asset management plan
- Climate change strategy
- Greening waste strategy
- BFC parking enforcement strategy
- Customer experience strategy
- IT strategy
- Digital strategy
- Parks and countryside strategy
- Local plan
- Thames basin heaths supplementary planning document



COMMUNITIES

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

Key objectives are to:

1. Maintain the viability of our community-based shopping and employment areas.



13,208 volunteer hours for the library service.

2. Support our network of community centres and libraries.



Self-service technology introduced in all borough libraries.



3. Work with our local police to maintain good public order, reduce anti-social behaviour and combat drug related crime.

81 per cent of people surveyed said they felt safe when out in daylight hours.



4. Support culture and arts facilities such as South Hill Park.



Bracknell Forest Lottery

5. Establish a local lottery to help raise funds for local voluntary and community groups.

6. Deliver housing services that focus on preventing homelessness.



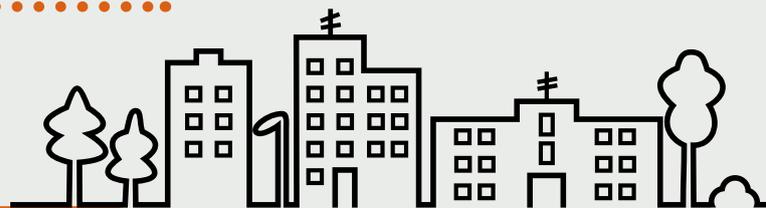
7. Develop a new Homeless Strategy and implement a local action plan to reduce rough sleeping.

8. Identify the need for, and facilitate the provision of, affordable homes for rent and shared ownership to meet that need.

96 per cent of people surveyed believe people from different backgrounds ‘get on well.’*

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.



More information on the issues, planned activity and work in progress:

- Community safety survey 2019
- *Residents survey 2017
- Joint health and wellbeing strategy
- Children and young people’s strategy
- Medium term financial strategy
- Asset management strategy

COUNCIL PLAN 2019 - 2023

KEY PERFORMANCE INDICATORS

The set of key performance indicators (KPIs) below helps us measure progress in delivering our Council Plan ambitions, key objective and priorities. They are strategic indicators that we will track over the long term and report on regularly.

KPIs

How we will measure progress and achievement

Value for money

- Percentage of council tax collected
- Band D council tax within the lowest 10% of all English unitary authorities
- Collection of business rates
- Overall residents' satisfaction with council services
- Percentage of people who feel they can influence decisions in their locality
- Percentage of the population satisfied with the borough as a place to live
- Staff satisfaction
- Percentage of agency staff resourcing vacant posts
- Percentage of Agency workers council wide
- Level of staff sickness absence
- Complaints received by the Council
- To deliver/operate within the approved budget
- Number of self-service transactions processed via customer account on council website
- Number of hours of staff time utilising robotic process automation

- Percentage of IT Strategy delivered
- Number of IT Helpdesk calls
- Percentage of IT estate delivered from cloud
- Library Service Customer Satisfaction
- Satisfaction with Customer Services
- Number of people actively engaged with Public Health social media channels,
- Promote and develop digital solutions aimed at supporting healthy and active lives with an emphasis on social media-based innovation e.g. 'Facebook Likes'.

Economic Resilience

- Percentage of the borough covered by superfast broadband
- Number of newly incorporated businesses
- Percentage of working age people who are unemployed
- Percentage of working age population in employment
- Average journey times per mile during the morning peak on A roads
- Number of vacancies on school governing boards

Education and skills

- Number of entry level Apprenticeships council wide

- Percentage of staff that have undertaken Apprenticeship training
- Percentage of children obtaining a place at one of their primary school preferences
- Percentage of children obtaining a place at one of their secondary school preferences
- Percentage of children obtaining their first preference of primary school
- Percentage of children obtaining their first preference of secondary school
- Percentage of all schools rated at least good or better by Ofsted
- Percentage of maintained primary schools rated at least good or better by Ofsted
- Percentage of maintained secondary schools rated at least good or better by Ofsted
- Percentage of academy primary schools rated at least good or better by Ofsted
- Percentage of academy secondary schools rated at least good or better by Ofsted
- Progress gap between disadvantaged pupils and their peers at KS4

- Percentage of children (aged 0 - 5) achieving good levels of development at the end of Early Years Foundation Stage
- Percentage of care leavers aged 19 -21 years who are NEET
- Percentage of care leavers aged 19 -21 years who are in touch with LA
- Number per 10,000 of child protection plans

Caring for you and your family

- Total number of visits to leisure facilities managed by Everyone Active
- Number of children and young people (16yrs and under) visits to leisure facilities managed by Everyone Active
- Number of older people (64yrs +) visits to leisure facilities managed by Everyone Active
- Number of visits by customers with a disability to leisure facilities managed by Everyone Active
- Total number of visits to libraries
- Percentage of children and young people visits to Libraries
- Percentage of older People visits to Libraries
- Total number of visits to South Hill Park Centre
- Percentage children and young people visits to South Hill Park Centre
- Percentage older People visits to South Hill Park Centre
- Number of social prescribing referrals to leisure, libraries and Arts Services

- Number per 10,000 of children into care
- Number per 10,000 of child protection plans
- Number per 10,000 of care proceedings
- Number per 10,000 of first-time entrants to criminal justice system
- Time taken, in weeks, to process Disabled Facilities Grant applications
- Average caseload Family Safeguarding Model
- Proportion of children in targeted weight management programme identified as overweight and obese who achieve a BMI Z-score
- reduction Smokers who have successfully 'quit' at 4 weeks (co validated)
- Impact of Social Prescribing as a primary prevention programme on reducing loneliness

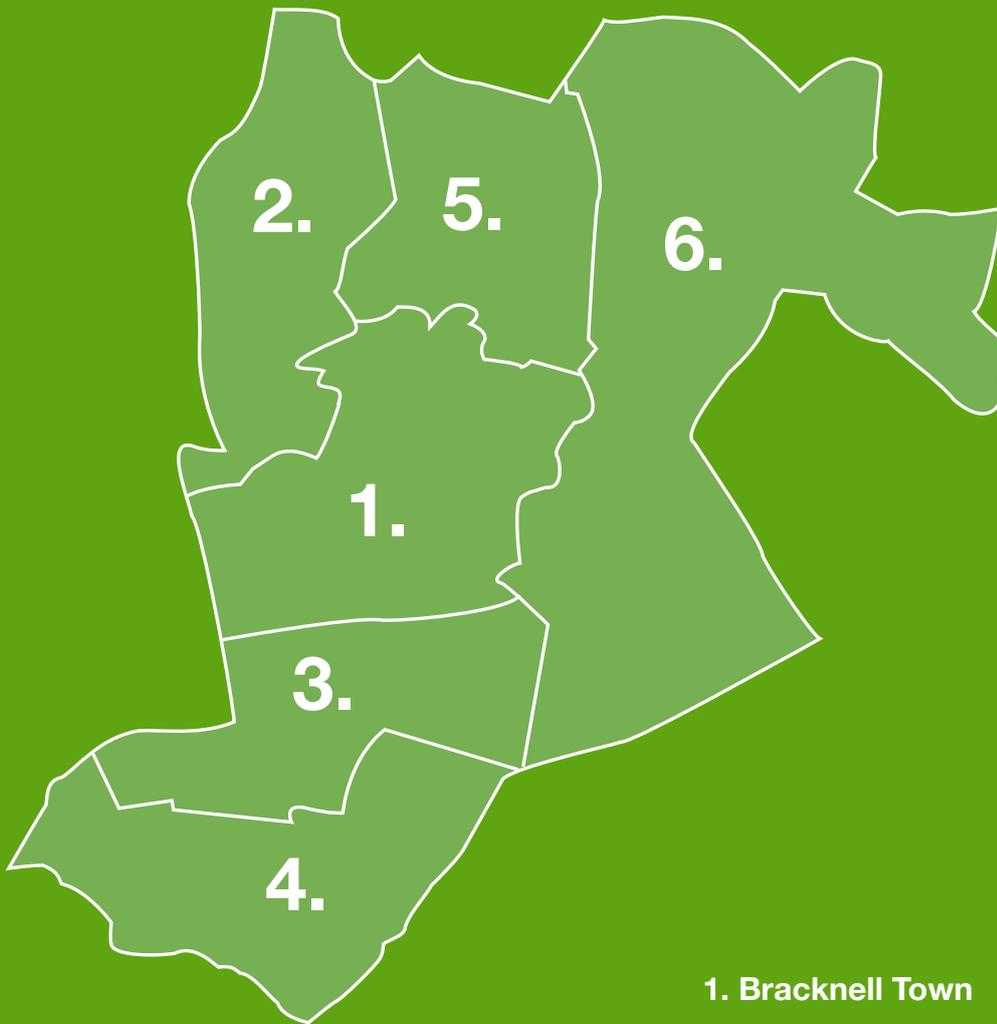
Protecting and enhancing our environment

- Satisfaction with parks and open spaces
- Percentage of successful planning appeals
- Percentage of planning applications determined within timescales - Major and Minor
- Percentage of planning applications determined within timescales
- Number of homes given planning permission
- Income from CIL receipts
- Planning permissions granted for net additional dwellings not yet implemented
- Percentage of principal roads where maintenance should be considered

- Percentage of non-principal classified roads where maintenance should be considered
- Percentage of household waste sent for reuse, recycling and composting
- Percentage of municipal waste land filled
- Reduction in customer visits to Time Square
- Reduction in staff travel
- Levels of CO2 emissions directly attributable to the BFC estate

Communities

- Number of Green Flag Awards
- Improved local biodiversity - proportion of local sites where positive conservation management has been or is being implemented
- Percentage of the population who believe people from different backgrounds 'get on well
- Percentage of the population who believe that people in the local area treat each other with respect and consideration
- Participation in regular volunteering
- Number of cultural/ community events held in libraries
- Number of Educational events held in libraries
- Overall level of crime
- The number of cases referred and resolved by partnership problem-solving groups
- Number of homelessness preventions



- 1. Bracknell Town
- 2. Binfield Parish
- 3. Crowthorne Parish
- 4. Sandhurst Town
- 5. Warfield Parish
- 6. Winkfield Parish

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