

Commitment Budget excluding Transformation Savings 2020/21 to 2022/23

| | 2019/20 £'000 | 2020/21 £'000 | 2021/22 £'000 | 2022/23 £'000 |
|---|------------------|------------------|------------------|------------------|
| Central | | | | |
| Approved Budget | 10,767 | 14,275 | 14,289 | 14,227 |
| Residents Survey | | 20 | -20 | |
| Local Development Framework | | 42 | -42 | TBC |
| Bracknell Town Neighbourhood Development Plan | | -48 | | |
| Net Inter Departmental Virements | 3,508 | | | |
| Central Departments Adjusted Budget | 14,275 | 14,289 | 14,227 | 14,227 |
| Delivery | | | | |
| Approved Budget | 18,950 | 15,113 | 15,028 | 14,959 |
| Waste Disposal PFI | | -54 | 113 | 58 |
| Borough Elections | | -123 | | |
| Capital Invest to Save 2018/19 - Memorial area Easthampstead Cemetery & Crematorium | | -2 | | |
| Revenue impact of 2019/20 Capital Programme - ICT costs | | 12 | | |
| Members Services | | -11 | | |
| Bracknell Town Neighbourhood Plan Referendum | | 60 | -60 | |
| Greening Waste Collection Arrangements | | 33 | -122 | 15 |
| Net Inter Departmental Virements | -3,837 | | | |
| Delivery Adjusted Budget | 15,113 | 15,028 | 14,959 | 15,032 |
| People | | | | |
| Approved Budget | 49,187 | 48,679 | 50,271 | 50,291 |
| Suitability surveys | | | 20 | -20 |
| Schools Budget - Funding for New Schools | | -85 | | -97 |
| Schools Budget - High Needs deficit to be funded from Schools earmarked reserves | | 1,677 | | |
| Net Inter Departmental Virements | -508 | | | |
| People Adjusted Budget | 48,679 | 50,271 | 50,291 | 50,174 |
| Total Service Departments | 78,067 | 79,588 | 79,477 | 79,433 |
| Non-Departmental / Council Wide | | | | |
| Approved Budget | -3,935 | -3,098 | -4,386 | -3,376 |
| Minimum and Voluntary Revenue Provision | | -355 | 368 | 154 |
| Increase in employers Pension Fund contributions | | 560 | 620 | 660 |
| 2019/20 Capital Programme - (Full Year Effect) Interest | | 73 | | |
| 2019/20 Use of Balances (Full Year Effect) - Interest | | 26 | | |
| 2020/21 Capital Programme - Interest | | | 15 | |
| Revenue impact of 2020/21 Capital Programme - ICT costs | | | 7 | |
| Earmarked Reserve - Funding for New Schools | | 85 | | 97 |
| Schools Budget - High Needs deficit to be funded from Schools earmarked reserves | | -1,677 | | |
| Net Inter Departmental Virements | 837 | | | |
| Non-Departmental / Council Wide Adjusted Budget | -3,098 | -4,386 | -3,376 | -2,465 |
| TOTAL BUDGET | 74,969 | 75,202 | 76,101 | 76,968 |
| Change in commitment budget | | 233 | 899 | 867 |

Commitment Budget - Transformation Savings 2020/21 to 2022/23

| | 2017/18 £'000 | 2018/19 £'000 | 2019/20 £'000 | 2020/21 £'000 | 2021/22 £'000 | 2022/23 £'000 |
|---|------------------|------------------|------------------|------------------|------------------|------------------|
| Central Departments | | | | | | |
| Public Transport Subsidy | | | -250 | | | |
| Planning and Development Control | | -200 | -40 | | | |
| Parks and Open Spaces | | -200 | -42 | -15 | | |
| Central Departments Total | 0 | -400 | -332 | -15 | 0 | 0 |
| Delivery | | | | | | |
| Easthampstead House | | -300 | | | | |
| South Hill Park | -100 | -25 | 0 | -75 | | |
| Library review | -250 | -120 | -30 | | | |
| Leisure Services Review | -300 | -600 | -66 | | | |
| Car Parking income | -225 | -387 | | | | |
| Easthampstead Park Conference Centre | | -131 | -44 | | | |
| Capital Invest to Save 2018/19 - Bracknell Leisure Centre | | | -325 | | | |
| Delivery Total | -875 | -1,563 | -465 | -75 | 0 | 0 |
| People | | | | | | |
| Adults Transformation | | -1,800 | -616 | TBC | TBC | TBC |
| Childrens Transformation | | -1,180 | -734 | TBC | TBC | TBC |
| People Total | 0 | -2,980 | -1,350 | 0 | 0 | 0 |
| Non-Departmental / Council Wide | | | | | | |
| Commercial Property Investment Strategy | -1,000 | -1,000 | -750 | -309 | | |
| Council Wide Support Services | -500 | -311 | | | | |
| Council Wide Support Services - Business Intelligence | | -29 | -22 | | | |
| Non-Departmental / Council Wide Total | -1,500 | -1,340 | -772 | -309 | 0 | 0 |
| TOTAL TRANSFORMATION PROGRAMME SAVINGS | -2,375 | -6,283 | -2,919 | -399 | 0 | 0 |
| Overall Change in Commitment Budget | | | | -166 | 899 | 867 |
| Total Budget including Transformation Savings | | | | 74,803 | 75,702 | 76,569 |

For management purposes budgets are controlled on a cash basis. The following figures which are used for public reports represent the cost of services including recharges and capital charges:

| | 2019/20 £'000 | 2020/21 £'000 | 2021/22 £'000 | 2022/23 £'000 |
|---------------------------------|------------------|------------------|------------------|------------------|
| Central | 17,716 | 17,715 | 17,653 | 17,653 |
| Delivery | 15,496 | 15,336 | 15,267 | 15,340 |
| People | 69,450 | 71,042 | 71,062 | 70,945 |
| Non-Departmental / Council Wide | -27,693 | -29,290 | -28,280 | -27,369 |
| | 74,969 | 74,803 | 75,702 | 76,569 |

Movements

| | | | |
|-------------------------------|-------------|------------|------------|
| Central | -1 | -62 | 0 |
| Delivery | -160 | -69 | 73 |
| People | 1,592 | 20 | -117 |
| Non Departmental/Council Wide | -1,597 | 1,010 | 911 |
| | -166 | 899 | 867 |

EXTRACT FROM THE OVERVIEW AND SCRUTINY COMMISSION MINUTES CONCERNING THE 2020/21 BUDGET CONSULTATION

24. Budget Consultation

Councillor Heydon, Executive Member for Transformation and Finance provided the Commission with a presentation setting the context for budget discussions. He explained the monitoring position in 2019/20 and the areas for focus in the current year.

In explaining the approach for the budget proposals he highlighted the risks and opportunities, the underlying principles and specific measures. He set out the draft budget proposals which had been agreed for consultation by the Executive.

During the discussion on the proposals the following points were raised:

- the level of contingency was arrived at following a prudent assessment of financial risks and Stuart McKellar, Director of Finance considered that £2.5m continued to feel appropriate.
- in 2021/22 the Council faces a significant pressure going forward
- the New Homes Bonus reduction was deferred by 12 months which meant that the Council was in receipt of an additional £1 million than anticipated but this was a one off payment
- the Capital programme of £18.7million included schemes funded by S106 and government funding.
- clarification was sought on the steps being taken to provide children in care with support in the most affordable manner. Nikki Edwards, Executive Director: People provided an explanation and emphasised that her team had to balance what was right to keep the child or adult safe versus what was commercially best value. She reassured the Commission that the Council has high quality services and the lead member was looking at that on a day to day basis.
- Clarification was sought on what the medium-term financial implications would be of the transformation programme being paused in this area. It was explained that the transformation activity was not being paused but that work was being undertaken to analyse the specifics of the system so that the team could focus on the elements that have the most positive service and financial effect.
- the Bracknell Town Development Plan had been delayed and no referendum had taken place so this would be carried forward to next year
- the additional financial support referred to in the proposals was being put in place to support new schools whilst they build up their numbers on roll.
- the Director of Finance advised that no decision had yet been taken by Members relating to food waste collection and the final budget proposals would be updated if required to reflect the Executive's decision.
- the Chief Executive advised that there was no evidence that the small increase in pricing had impacted on the use of car parks.
- the Director of Finance explained that this was the first year that an attempt had been made to identify the specific pressure on the adult social care budget as young people reached 18 and transitioned between services.
- the Executive Director: People explained that every authority was being impacted by reviews of individuals with continuing health care needs as to whether there is an ongoing health need versus care needs. This work was ongoing.

- the Executive Director: People was pleased to confirm that the rough sleeper and troubled family's grants had been extended which were achieving effective outcomes.
- the Director: Place, Planning and Regeneration advised that the two figures relating to PPR – Development & Adoptions were not duplicates and were both proposed savings from two different pots of money.
- the Director: Place, Planning and Regeneration confirmed that the value for money review of supported bus contracts could change how bus services were delivered and therefore impact on the level of service to residents but it would be based on patronage figures, the cost of service and affordability.
- the Executive Director: People would circulate a response to the question relating to whether the transfer of aspects of the Early Years support service that relate to supporting providers, in particular Development Workers (-£140,000), to the Schools Budget would be for all Primary Schools or those that use the service.
- the Executive Director: People reassured the Commission that significant checks were undertaken to prevent frauds and put safeguarding in place for direct payments to clients. The proposed £100k saving was cumulative across a large number of clients and returning the money to the budget would not affect the service to individuals. She added that the individual, key advocates and family members were part of the processes to assess need and undertake strength-based assessments.
- it was confirmed by the Executive Director: People that as part of the commercial approach when spaces were available at Waymead, vacant beds were sold to other local authorities. Funding received would be used towards the Council's costs.
- it was explained that the budget consultation could be easily found on the public website by typing 'consultation' into the search function.

The Chairman thanked everyone for their participation in the scrutiny of budget consultation for 2020/2021.

Response to budget Consultation 2020/2021 by Labour Group

We fully appreciate that funding is very tight. Government funding for Local Councils has been severely cut in recent years and savings have had to be made by all Local Councils- £90m by Bracknell Forest so far.

The massive changes that have occurred due to the Transformation Programme has delivered a lot of these savings, but now future such changes must be limited.

We also appreciate the huge pressures all councils are experiencing from Adult Social Services provision and from Children Social Care. The cost of these is difficult to predict, particularly the children's services, and last year the costs exceeded their budget. It is stated that their increased expenditure this year will be £6m. This shows how urgent it is for central government to act to implement a National Care Plan for adults with increased funding from central government. It also shows how urgent it is for the Central government to realise and accept the huge issues concerning children's social services. Expecting Local Government to finance the crisis through raising Council Tax cannot be the best solution nor sustainable in the long term.

The fact that this consultation must go out before the Government Financial Settlement is never acceptable but is a recurring problem, with no apparent priority to resolve. These proposals are therefore, from necessity, a guesstimate. They state another £2.6m savings have yet to be identified and so unlikely to be consulted on before the budget vote on February 26th.

The consultation refers to the expenditure of external funding of £13.91m. £3.97m is from S106 funding, but it is not obvious where the other £10m is from.

We appreciate that once reserves are used, they have gone for good, but accept this must be the case since any increase in council tax will hit our struggling families hard and so must be kept to a minimum. For this budget, and to prevent a referendum being triggered, these proposals are for the maximum allowed increase, however. Every year, only the highest priority maintenance needs are being funded but priorities 1C & 1D are quoted as needing investment of £2m. Only £1.545m is allocated so already urgent maintenance is being pushed over to next year. Fears for the next year's funding are that it will be even more tight than this budget, so we challenge this allocation.

For schools, this is an even worse scenario. £3m identified for priority categories 1C & 1D on current building condition surveys, but funding grant from central government expected to be limited to £1.499m. What is not going to be done and what risks does that pose for users of the buildings? What has been done to get central government to increase their grant to match the need?

There is no Basic Needs Grant for this year and so it is fortunate that Bracknell Forest has been able to accrue section 106 funds to replace this and finance the proposed school schemes.

Whilst supporting most of the 'People Capital Programme Bids', we are very concerned about the proposals for a new Primary SEMH School. The proposals are that such a school would serve 50 pupils, but the evidence presented suggests there is a much bigger need than this. Also, the school would cater for children suffering from trauma, ADHD, SEND, migrants with language needs- a huge range of issues,

all to be catered for in one setting? Where would the expertise come from to serve these children? It appears from these papers that another school could well house this new school, rather than it be purposefully built in its own grounds. If this is the case, then from experience, this could, unfortunately, have a detrimental effect on the existing school. We recognise this £40K is to fund a feasibility and cost report but look forward to much more information on this proposal.

We support the Joint Venture Partnership and therefore also the investment needed to back it.

We hope the application for the lamp column replacement is successful if that will enable the short columns to be replaced by tall ones and so improve the poor lighting delivered from the LED conversions on the existing poles.

We support the New Exhibits at The Look Out Science Centre as this is an excellent provision but needs new excitement for returning visitors.

We support the proposed the new parking arrangements at the Look Out and Coral Reef but needed to read this several times before realising it was 'like going into the Avenue carpark.' It would be helpful for reports and proposals to be written in plain English to ensure they can be properly understood and scrutinised.

Very glad that Savernake Lake is to be rescued.

The New Homes Bonus continues to be based on false assumptions. It is only paid after a certain number of houses have been built but for a borough that does not build its own houses, this is entirely dependent on the achievements of the developers. Many houses have been completed in Bracknell Forest in the last year, however, so surely the number must be above the base line and funding will be received?

The section on Business Rates is very hard to comprehend without personal guidance from the Treasurer himself. If the new Business Rate system is introduced in 2021/22, then from these papers, it reads that all our new development in the New Town Centre and all the added businesses up to date, will not help us. The big company moving out of Bracknell and joining the Central Rating list will also have a negative effect on BF's budget. Again, we praise the Bracknell Forest Director of Finance for gaining the Berkshire Wide Business Rates pilot for the past two years which have achieved huge bonuses for this borough. This appears not to be possible again, but all the monies gained are still available to support this and future budgets. Because extra staff are needed in the People Directorate whilst a new operating model is embedded, and extra £1.4m is required. It is difficult for consultation-responders to read 'these costs will be funded from an Earmarked Reserve to be created by re-prioritising existing earmarked reserves'. How many such existing earmarked reserves 'exist that can be renamed and shunted? How much money is included in all these 'earmarked reserves'?

This information is not available in the consultation documents.

According to the papers, the Bracknell Forest per pupil funding, financed directly from Central Government, will increase by £4.8m. We have new schools in BF that are not yet fully populated, and these need additional financial support. The Council

has contributed £0.308m last year and this is again included in these papers, but this does not cover the shortfall. Another pressure is listed as funding for SEND pupils. An increase of £1.472m next year is said to be insufficient to fund the forecast cost increase of £3.4m arising from numbers and complexity of needs in Bracknell Forest. To reduce this deficit, the schools have been asked to contribute £0.375m from their own budgets. Knowing how so very tight the existing school budgets are, and how many are calling for parents to contribute more and more, I think this is an ask too far. They have no spare funds. No doubt this has been clearly expressed in the Schools Forum meetings.

Every year, the DFE release the data needed to enable Councils to set their school budget at the end of December and then demand these budgets are sent in for approval by January 25. Resident consultation cannot be part of this timeline and deadline. This reflects the nonsense that consultations on the whole budget also must take place before even the **Provisional** Finance Settlement has been released.

In the **Annexe A papers**, it states that there will be a reduction of £75K from the grant to SHP. It is not clear from these papers if this is all the funding gone and so no grant will be given to support the arts in our Borough. The South Hill Park building is owned by the Council so must be maintained but what about the programme of arts activities and learning that so enriches the lives of so many of our residents. South Hill Park is the home for emotional wellbeing for our residents and attracts visitors from outside the borough. We need to support the development of 'whole' people both physically and mentally.

It is assumed that the new restaurant has now taken off and can substitute the funds lost from this cut. The restaurant has been embedded and demand is growing but I do not think it is yet able to provide a profit of £75k. Until this is evidenced, we do not support this cut as it threatens the existence of SHP - our 'jewel in the crown'.

The Bracknell Town Neighbourhood Development Plan has never yet been completed. The referendum has not yet been held. £48K cannot be removed as this money is still needed.

We fully support the saving of £11K because of the decision not to increase Members' Allowances.

In **Annexe B** We are concerned about the withdrawal of funds by the CCG from adults and children and trust the sum mentioned £807K is enough to replace this.

We are also concerned that it states the Children's Transformation Programme is being re-evaluated and has therefore paused, resulting in the savings target being removed. We are aware of the pressures in Children's Social Services and question whether £1.042m is the correct and full figure for this? There must be pace and agility to this review ensuring the right outcome, but with pressure only getting bigger, we can ill afford delays.

We are dismayed at the withdrawal of the grant for the Youth Offending team by the Police & Crime Commissioner and support this inclusion to enable the work to continue. We also fully support financing of the Town Centre Youth Facility.

Is there also a shortage of Mental Health Professionals for children? Is this being resolved?

£220K to sustain the Family Safeguarding model is supported but illustrates a reoccurring concern throughout these budget proposals. The officers spend a huge amount of time in competing for a time-limited grant. Because they are good at it, they win the grant and the projects are implemented. Then the grant runs out and the new bids must be made, the project terminated, or new revenue funding found. How much better it would be if the LAs were properly funded from Central Government so that time spent on these bids could be spent in action with the residents.

In **Annexe C** We are concerned about the effects of stopping Counselling Functions in the proposed review of the OH and Counselling contract, saving £10K. What support will be provided to employees in future?

We trust that the review of bus contracts will include a consideration of the effects of reducing the Bracknell Forest carbon footprint. When the buses are frequent, more residents chose to use them. Encouraging residents to use public transport is a must.

We are concerned that so much money, £100K, has been amassed from clients who have arranged their own care. They would have been assessed and money awarded according to their needs. So, what needs have not been met? What have they gone without? How often are these reviewed and the lack of spend identified? Is this a safeguarding issue?

Is the Schools Budget able to afford the transfer of Early Years Development Workers? £140K

In **Annexe D** The 'Home to School' hire vehicle fee is reduced by 47.9% and the Charge for immigration reports for the Home Office is increased by 67.4%. No explanation is included for these or for other large changes, making it impossible to agree or disagree with such proposals.

We are concerned that there is very little included in support of the Council's determination to achieve a net zero carbon footprint by 2050.

With the potential overall cost of the budget being £81.787m and the potential gap of £2.577m we support the use of balances to offset some of the deficit.

We appreciate, however, that once used, the balances are gone forever, and that next year's budget may be much more difficult to balance than this year.

£4m is a good balance to keep if possible, and therefore, £2.5m could be used for the 2020/21 balance.

As these cuts and reductions have been proposed by each individual department as things they considered can be 'afforded' without affecting front line services too greatly, we would find it difficult to argue against their proposals without accessibility to much greater detail.

We accept that the Council Tax will have to increase but urge renewed publicity over the Council Tax Discount Scheme for the residents who need it most yet may not be aware of what support is available.

Budget Consultation 2020/21

Report Settings Summary

| | |
|-------------------|---|
| Event | Budget Consultation 2020/21 |
| Total Responses | 18 |
| Total Respondents | 1 |
| Questions | <i>Custom selection (see Table Of Contents)</i> |
| Filter | <i>(none)</i> |
| Pivot | <i>(none)</i> |
| Document Name | Budget Consultation 2020/21 |
| Created on | 2020-02-03 10:34:47 |
| Created by | John Ainsworth |

Table .1

| | |
|--|-----------|
| Savings Proposals | 3 |
| Why proposed efficiency savings | 4 |
| changes to services | 9 |
| why changes to services | 10 |
| Capital Spending Proposals | 12 |
| Capital Comments | 13 |
| Other Comments | 15 |
| Questions | 21 |
| Name & Address | 24 |

Savings Proposals

Question responses: 15 (83.33%)

To what extent do you agree with the proposals to reduce expenditure in specific areas to help achieve a balanced budget?

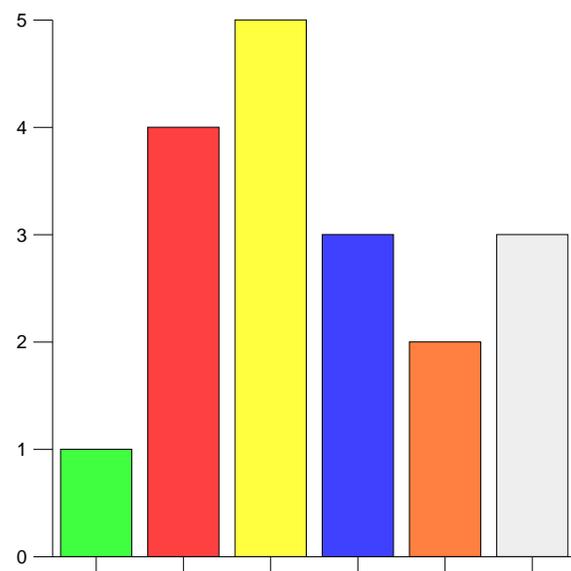


Table .1

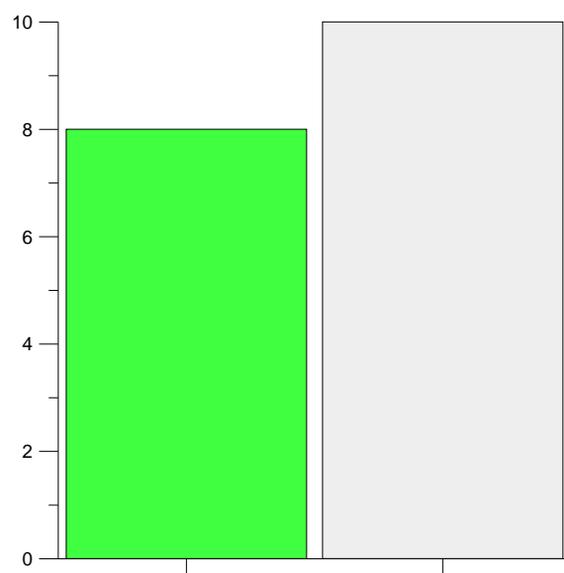
| | % Total | % Answer | Count |
|---|---------|----------|-------|
| ■ Strongly Agree | 5.56% | 6.67% | 1 |
| ■ Agree | 22.22% | 26.67% | 4 |
| ■ Neutral | 27.78% | 33.33% | 5 |
| ■ Disagree | 16.67% | 20.00% | 3 |
| ■ Strongly Disagree | 11.11% | 13.33% | 2 |
| ■ [No Response] | 16.67% | -- | 3 |
| Total | 100.00% | 100.00% | 18 |

Table .2

Why proposed efficiency savings

Question responses: 8 (44.44%)

Please tell us why you agree or disagree with the proposed savings



| | % Total | % Answer | Count |
|---------------|----------------|----------------|-----------|
| [Responses] | 44.44% | 100.00% | 8 |
| [No Response] | 55.56% | -- | 10 |
| Total | 100.00% | 100.00% | 18 |

Table .2

Table .1

| ID | Consultation Point | Consultee | Agent | Answer | Date | Version | Status | Type |
|----|--------------------|-----------|-------|---|----------------|---------|-----------|------|
| 2 | | | | The cuts with Adult social care do not go hand in hand with the cuts within the NHS will only add to NHS pressures. Also within adult social care | 06/01/20 19:24 | 0.1 | Submitted | web |

| ID | Consultation Point | Consultee | Agent | Answer | Date | Version | Status | Type |
|----|--------------------|-----------|-------|--|-------------------|---------|-----------|------|
| | | | | a care coordinator will have to be in place under the care strategy by the end of 2020 doesn't allow for the figures | | | | |
| 3 | | | | The savings need to be made however some savings affect some departments and people's jobs. It would be best to look at the most practical department to cut money from, such as services that are not mandatory and cutting certain budgets in departments like new equipment that is not needed. | 08/01/20 15:32 | 0.1 | Submitted | web |
| 7 | | | | We have just come through one of the toughest austerity periods and services are on their knees. We cant keep cutting services. | 12/01/20 22:21 | 0.1 | Submitted | web |
| 8 | | | | Reflects a measured and prudent approach to managing BFC's pressures. | 12/01/20 22:46 | 0.1 | Submitted | web |
| 10 | | | | No doubt all services are needed one shouldn't be reduced to enhance another unless there are proven needs. | 15/01/20 17:17 | 0.1 | Submitted | web |
| 11 | | | | I understand that there are savings to be made in order to sustain the council | 22/01/20 00:06 | 0.1 | Submitted | web |

| ID | Consultation Point | Consultee | Agent | Answer | Date | Version | Status | Type |
|----|--------------------|-----------|-------|---|-------------------|---------|-----------|------|
| 12 | | | | Whilst I understand the pressure the Council is under from central government I don't think councils should have to make savings that affect residents. | 30/01/20 15:28 | 0.1 | Submitted | web |

| ID | Consultation Point | Consultee | Agent | Answer | Date | Version | Status | Type |
|----|--------------------|-----------|-------|---|-------------------|---------|-----------|------|
| 13 | | | | <p>I think I speak to numerous parents and carers who need to travel to school for drop off and pick up. WE DONT HAVE ANY DEDICATED PARKIGN SO WE RISKING OF BLOCKING OR CONGESTING TEH ROADS, DRIVEWAYS ETC. THEN NEIGHBOURS COMPAIN AN DMORE LINES (DO NOT PARK) ARE PAINTED ALONG TEH ROADS NEAR SCHOOL PUSHING EVERYONE AWAY FROM SCHOOL!!!!!! IM TALKING ABOUT WORKING PARENTS/CARERS WHO CANNOT WALK MILES AND MILES TO SCHOOL. And trust me if I lived close to school, I would walk, I don't mind. So stop with these nonsense refurbishments or changing gates or other rubbish like that and start designing a proper infrastructure for accommodating parents who drive. We are not living in the times where people had barely any cars. So times are changing and if you lot are stuck in the past, nothing's going t change, well, it will only get worse! I so despise the plans for all these unnecessary and really, not major works or changes being planned to be done at schools. There is nothing that supports us, working parents, to make it easier</p> | 31/01/20 13:44 | 0.1 | Submitted | web |

| ID | Consultation Point | Consultee | Agent | Answer | Date | Version | Status | Type |
|----|--------------------|-----------|-------|---|------|---------|--------|------|
| | | | | <p>when it comes to school runs but hey, all the beggars at school want money for donations, cake sales and crap like that! Our work/jobs are affected by the nonsense of the parking arrangements for parents so I want the money to be spent either making more dedicated spaces for parents or at least establish a better system where we could come in and go/drop off or pick up children and just get on with life! For example, Kiss and drop off or similar.</p> | | | | |

Table .3

changes to services

Question responses: 14 (77.78%)

To what extent do you agree with the Council's proposals to increase expenditure in specific areas, to respond to pressures on services?

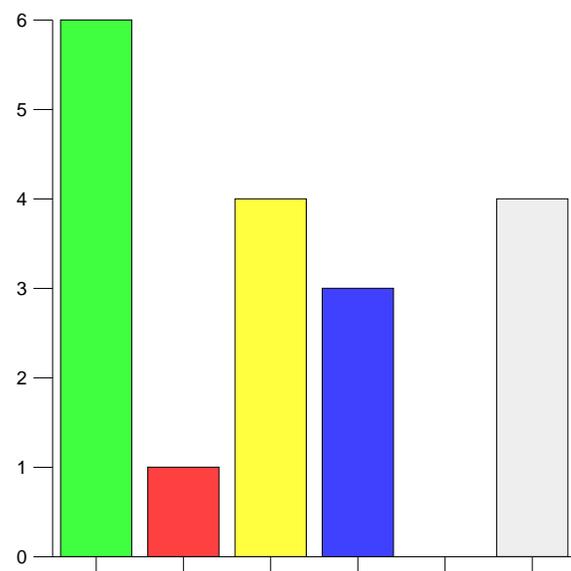


Table .1

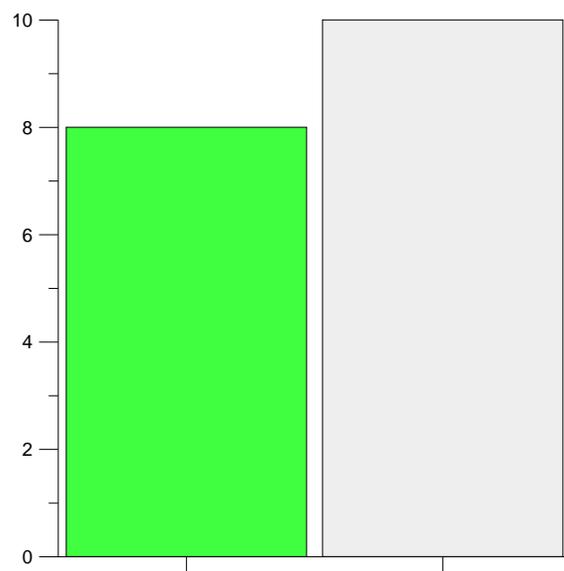
| | % Total | % Answer | Count |
|---|---------|----------|-------|
| ■ Strongly Agree | 33.33% | 42.86% | 6 |
| ■ Agree | 5.56% | 7.14% | 1 |
| ■ Neutral | 22.22% | 28.57% | 4 |
| ■ Disagree | 16.67% | 21.43% | 3 |
| ■ Strongly Disagree | 0.00% | 0.00% | 0 |
| ■ [No Response] | 22.22% | -- | 4 |
| Total | 100.00% | 100.00% | 18 |

Table .2

why changes to services

Question responses: 8 (44.44%)

Please tell us why you agree or disagree with the Council's proposals to increase expenditure in specific areas



| | % Total | % Answer | Count |
|---------------|----------------|----------------|-----------|
| [Responses] | 44.44% | 100.00% | 8 |
| [No Response] | 55.56% | -- | 10 |
| Total | 100.00% | 100.00% | 18 |

Table .2

Table .1

| ID | Consultation Point | Consultee | Agent | Answer | Date | Version | Status | Type |
|----|--------------------|-----------|-------|---|----------------|---------|-----------|------|
| 3 | | | | Social care is an on going service that has an increased need and therefore requires more funding | 08/01/20 15:32 | 0.1 | Submitted | web |

| ID | Consultation Point | Consultee | Agent | Answer | Date | Version | Status | Type |
|----|--------------------|-----------|-------|---|-------------------|---------|-----------|------|
| 6 | | | | I agree with the proposals because increased expenditure is required to meet the necessary demands placed upon the services especially with increased population. | 12/01/20 20:42 | 0.1 | Submitted | web |
| 7 | | | | As above | 12/01/20 22:21 | 0.1 | Submitted | web |
| 8 | | | | Responding to our residents needs. | 12/01/20 22:46 | 0.1 | Submitted | web |
| 10 | | | | As above | 15/01/20 17:17 | 0.1 | Submitted | web |
| 11 | | | | This is needed to support services for everyone | 22/01/20 00:06 | 0.1 | Submitted | web |
| 12 | | | | The priorities are valid and money should follow need | 30/01/20 15:28 | 0.1 | Submitted | web |
| 13 | | | | As above - didn't see anything to improve infrastructure for parking and parents/carers who drive (not for pleasure). I personally have to leave my work and go do the school run and it is an utter inconvenience not only I have to park miles away but it uses my working time and i'm not doing just a job, I deal with some serious stuff! Where is help for us????? | 31/01/20 13:44 | 0.1 | Submitted | web |

Table .3

Capital Spending Proposals

Question responses: 13 (72.22%)

To what extent do you agree with the Council's capital spending proposals?

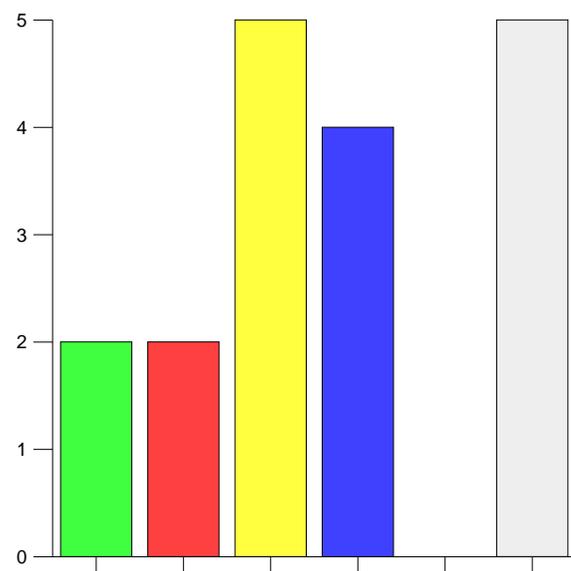


Table .1

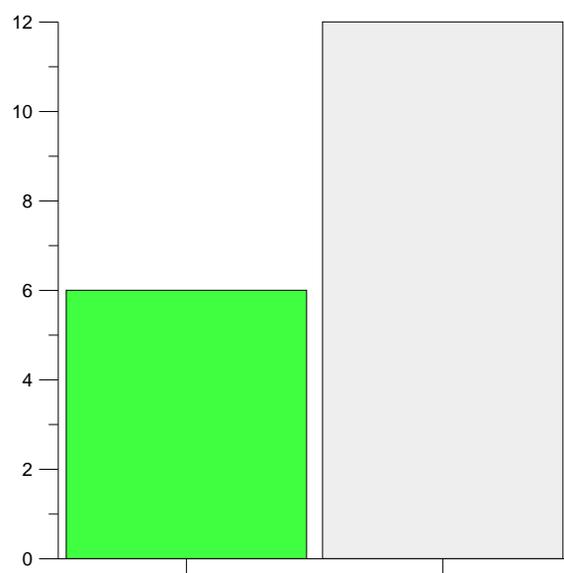
| | % Total | % Answer | Count |
|-------------------|----------------|----------------|-----------|
| Strongly Disagree | 11.11% | 15.38% | 2 |
| Disagree | 11.11% | 15.38% | 2 |
| Neutral | 27.78% | 38.46% | 5 |
| Agree | 22.22% | 30.77% | 4 |
| Strongly Agree | 0.00% | 0.00% | 0 |
| [No Response] | 27.78% | -- | 5 |
| Total | 100.00% | 100.00% | 18 |

Table .2

Capital Comments

Question responses: 6 (33.33%)

Please tell us why you agree or disagree with the Council's capital spending proposals



| | % Total | % Answer | Count |
|---|---------|----------|-------|
| ■ [Responses] | 33.33% | 100.00% | 6 |
| ■ [No Response] | 66.67% | -- | 12 |
| Total | 100.00% | 100.00% | 18 |

Table .2

Table .1

| ID | Consultation Point | Consultee | Agent | Answer | Date | Version | Status | Type |
|----|--------------------|-----------|-------|--|----------------|---------|-----------|------|
| 2 | | | | Austerity has ended so any cuts are no longer needed | 06/01/20 19:24 | 0.1 | Submitted | web |

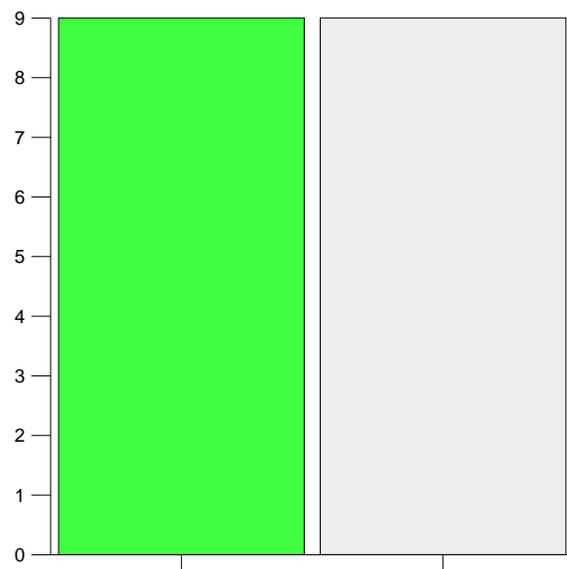
| ID | Consultation Point | Consultee | Agent | Answer | Date | Version | Status | Type |
|----|--------------------|-----------|-------|---|-------------------|---------|-----------|------|
| 8 | | | | Prudent and measured. | 12/01/20 22:46 | 0.1 | Submitted | web |
| 10 | | | | What are they? Where can I find them? | 15/01/20 17:17 | 0.1 | Submitted | web |
| 11 | | | | Building work is required to prevent larger costs in the future | 22/01/20 00:06 | 0.1 | Submitted | web |
| 12 | | | | As the economy is vulnerable due to brexit and the fact that the council is not debt free again infrastructure must be maintained housing is needed there must be spend but the way the consultation is written is obtuse vague difficult to understand and I don't always find it clear to give a informed view. | 30/01/20 15:28 | 0.1 | Submitted | web |
| 13 | | | | As above both answers. | 31/01/20 13:44 | 0.1 | Submitted | web |

Table .3

Other Comments

Question responses: **9 (50.00%)**

Please add any other comments



| | % Total | % Answer | Count |
|---|---------|----------|-------|
| ■ [Responses] | 50.00% | 100.00% | 9 |
| ■ [No Response] | 50.00% | -- | 9 |
| Total | 100.00% | 100.00% | 18 |

Table .2

Table .1

| ID | Consultation Point | Consultee | Agent | Answer | Date | Version | Status | Type |
|----|--------------------|-----------|-------|---|-------------------|---------|-----------|------|
| 1 | | | | 28 Norfolk Chase Warfield BRACKNELL RG42 3XN 01344 420 926 mjackson@ntlworld.com 2 January 2020 To: Planning and | 03/01/20 14:46 | 0.1 | Submitted | web |

| ID | Consultation Point | Consultee | Agent | Answer | Date | Version | Status | Type |
|----|--------------------|-----------|-------|---|------|---------|--------|------|
| | | | | <p>Transport, Bracknell Forest Council The Bracknell Forest University of the Third Age (BFU3A) use a room in Clement House as a meeting place for their Philosophy Group. I lead this group. We meet there on the first Tuesday of each month between 10am and 12noon. Car parking is difficult, and it would be very convenient to park in Wick Hill Car Park. At the moment the path to Clement House is closed until building works around Clement House are completed. It has been suggested that we park in the Lexicon at the short-term rate, but we are senior citizens and, for some the 10 minute walk is not an option. Presently the tariffs available are: 0 to 1 hour £1.60 and 1 to 10 hours £4.70. This is not attractive for our 2½ hour parking time. I am hoping that you might be able to add a midway tariff of 1 to 3 hours for, say, £2.50 which would allow a sensible time and price for our use. I also suspect that visitors to Clement House would find it a useful place to park. The residents of the houses around Clement House would be very grateful for a car park to attract cars away from outside their houses, as the road there is rather narrow. Yours</p> | | | | |

| ID | Consultation Point | Consultee | Agent | Answer | Date | Version | Status | Type |
|----|--------------------|-----------|-------|--|-------------------|---------|-----------|------|
| | | | | sincerely Michael Jackson Vice chair BFU3A and coordinator of the Philosophy Group | | | | |
| 2 | | | | You propose to raise the council tax with 2% dedicated to social care and yet social care is being cut. Those who are carers have seen their money froze for over 4 years, and yet in April it will only go up by 1.8% no where in line with inflation. | 06/01/20 19:24 | 0.1 | Submitted | web |
| 6 | | | | Further expenditure is required for creation of increased parking allocation in residential streets and cul-de-sacs throughout Bracknell and including the Easthampstead area to reduce congestion around local residential areas. This includes turning unneeded and redundant small patches of land around residences in to much needed parking allocation where there is simply no longer enough parking allocation to meet the requirements of the residences the current allocation is designed for, without causing a serious impact to immediate wildlife or local environment. | 12/01/20 20:42 | 0.1 | Submitted | web |
| 11 | | | | Cutting front line staff is not the way forward. The loss of posts such as Heritage gardener and Highway | 22/01/20 00:06 | 0.1 | Submitted | web |

| ID | Consultation Point | Consultee | Agent | Answer | Date | Version | Status | Type |
|----|--------------------|-----------|-------|---|-------------------|---------|-----------|------|
| | | | | inspectors is extreme short term thinking for minimal cost saving. | | | | |
| 12 | | | | This consultation is difficult to understand and vague it needs to be clear with concrete examples. | 30/01/20 15:28 | 0.1 | Submitted | web |
| 13 | | | | I think I've said enough. I probably get lip service from you and whatever, but at least I said my peace. I speak for a lot of frustrated parents. The only car park issue was mentioned, was to create more spaces for teachers. 'Great' 'thanks', 'good job'.....!!! | 31/01/20 13:44 | 0.1 | Submitted | web |
| 14 | | | | Fraser Road was removed from the Parking Scheme. However, since that time The Lexicon has opened to its current levels of occupation. As Fraser Road is effectively free parking, and is well within easy walking distance of The Lexicon, there are many many cases of non-residents simply using the road to park and walk to their place of work or to use the shopping centre. Please could Fraser Road be put back on the Parking Scheme? Failing that... I would urge the Council to do several inspections of the parking situation on Fraser Road... cars are frequently parked completely on the pavements, opposite cars parked on the road. There is no way that a fire engine | 31/01/20 14:51 | 0.1 | Submitted | web |

| ID | Consultation Point | Consultee | Agent | Answer | Date | Version | Status | Type |
|----|--------------------|-----------|-------|---|-------------------|---------|-----------|------|
| | | | | <p>could pass in case of emergency. As it is, I have twice seen ambulances unable to park near their intended destination, and also be forced to mount the kerb simply to pass by parked vehicles. Also - On the intersections of Dukes Hill Road and Fraser Road, and also Dukes Hill Road and the Binfield Road, vehicles frequently park well within 10m (32 feet) of the intersection. This is both dangerous and illegal. Please could either: These vehicles be ticketed, or preferably, yellow lines painted in these areas?</p> | | | | |
| 15 | | | | <p>We need the parking permit system brought back to Fraser Road, Bracknell. People are parking their cars in Fraser Road and then walking into town either to work or shop. There are not enough spaces for the residents to park which means cars end up being parked on pavements. It is about time this situation was dealt with by the Council.</p> | 31/01/20 16:42 | 0.1 | Submitted | web |

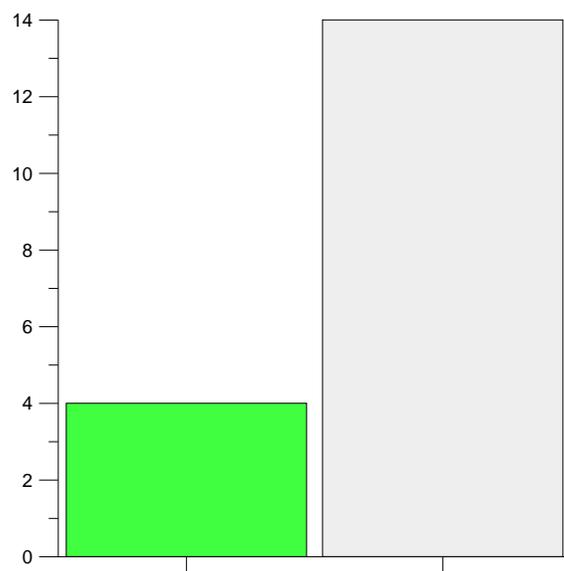
| ID | Consultation Point | Consultee | Agent | Answer | Date | Version | Status | Type |
|----|--------------------|-----------|-------|--|-------------------|---------|-----------|------|
| 18 | | | | Please can you put Frazer Road back onto parking permits. It is not funny that every person parks on that street to go to work and shopping. If you do this then it will generate more revenue both from the permits and more people will park in albert road car park | 31/01/20 19:33 | 0.1 | Submitted | web |

Table .3

Questions

Question responses: 4 (22.22%)

Please add any questions you may have



| | % Total | % Answer | Count |
|---------------|----------------|----------------|-----------|
| [Responses] | 22.22% | 100.00% | 4 |
| [No Response] | 77.78% | -- | 14 |
| Total | 100.00% | 100.00% | 18 |

Table .2

Table .1

| ID | Consultation Point | Consultee | Agent | Answer | Date | Version | Status | Type |
|----|--------------------|-----------|-------|---|-------------------|---------|-----------|------|
| 3 | | | | What is the purpose of raising council tax? out goings for residents in the borough are already very high, cuts internally would be more practical at | 08/01/20 15:32 | 0.1 | Submitted | web |

| ID | Consultation Point | Consultee | Agent | Answer | Date | Version | Status | Type |
|----|--------------------|-----------|-------|---|-------------------|---------|-----------|------|
| | | | | raising money for the council's budget. - cut spending on new equipment - stop booking meetings/conferences off site unless absolutely required - no longer employ agency staff and instead create more permanent jobs direct with the council - do not refurbish the office as it does not need it - make ALL employees who park at TS pay like everyone at the high street - do more fund raising for individual teams/services with the highest demands | | | | |
| 13 | | | | When are you going to fix this issue???? | 31/01/20 13:44 | 0.1 | Submitted | web |
| 16 | | | | Can we please reconsider Fraser Road and Ashridge Green back onto the permit list. If you were to visit our roads either first thing in the morning or on a weekend you will clearly see that the majority are people going into town. Fraser road has another drop kerb ready to be installed which will take away another space. Ashridge green doesn't have enough spaces for the houses let alone any visitors and unfortunately we don't have the privilege of having off street parking. Believe me I would pay for it if I could. | 31/01/20 17:04 | 0.1 | Submitted | web |

| ID | Consultation Point | Consultee | Agent | Answer | Date | Version | Status | Type |
|----|--------------------|-----------|-------|---|-------------------|---------|-----------|------|
| 17 | | | | We would like to see the parking permits bought back to Ashridge Green and Fraser Rd as parking is stupid, shoppers who are to tight to spend a few pounds on Parking in town are taking all the few available parking spaces we have! If it's not that it's the council granting more dropped kerbs which again is taking away valued parking spaces! We would like to see the permits back and also a few more parking bays as we were led to believe were being implemented.. We would fund a drop kerb if we could but our house on the green will not allow it! Also parking permits we would happily pay for! | 31/01/20 19:27 | 0.1 | Submitted | web |

Table .3

CENTRAL

| Description Impact | 2020/21 £'000 | 2021/22 £'000 | 2022/23 £'000 |
|--|------------------|------------------|------------------|
| <p>Communications</p> <p>Reduction in budget for producing Town & Country newspaper in line with previous years expenditure.</p> | -9 | | |
| <p>Occupational Health</p> <p>A review OH and Counselling contract with proposals to either stop or bring in-house some of the functions.</p> | -10 | | |
| <p>Organisational Development</p> <p>Reduction in training budgets with the focus on delivering mandatory (statutory) and essential (line management etc) training. This will include centralisation of Departmental training budgets to Organisational Development to ensure value for money and delivery of essential training is possible.</p> | -25 | | |
| <p>Communications</p> <p>Stop subscribing to the Newspaper Licencing Authority. The council will no longer have the necessary permission to copy and distribute press articles.</p> | -2 | | |
| <p>Finance – Community Right To Challenge</p> <p>Removal of expenditure budget, which has been unspent for several years.</p> | -9 | | |
| <p>Finance – External Audit</p> <p>External audit fees continue to reduce in line with the tendering process undertaken previously. The saving is dependent upon the Council continuing to provide high quality working papers and making a minimal number of errors in its grant claims (particularly housing benefit).</p> | -30 | | |
| <p>Finance</p> <p>Reducing spend on publications, recognising more information is available on-line.</p> | -5 | | |
| <p>Finance</p> <p>Reduce level of Corporate Procurement team from 4 FTE to 3 FTE when the current Head of Procurement retires on 31 March 2020.</p> | -55 | | |

REVENUE BUDGET PROPOSALS
Annexe D

| Description Impact | 2020/21 £'000 | 2021/22 £'000 | 2022/23 £'000 |
|--|--------------------------|--------------------------|--------------------------|
| Finance Reduce levels of insurance cover / increase excesses to achieve 15% reduction in premiums. | -60 | | |
| Place, Planning & Regeneration (PPR) – The Lookout Reduction in Supplies & Services budgets, reflecting previous years expenditure. | -65 | | |
| PPR – The Lookout, Catering Increase in catering income budgets, reflecting previous years receipts achieved. | -63 | | |
| PPR – The Lookout, Car Parking Net car parking budget has seen income exceed expenditure above budgeted expectations in previous years. | -20 | | |
| PPR – Parks & Countryside Reduction in various supplies & services and maintenance budgets to reflect previous years expenditure. | -64 | | |
| PPR – Parks & Countryside Income received from recharges for tree inspections, in excess of current budgets. | -30 | | |
| PPR – Director Reduction in various supplies & services budgets to reflect previous years expenditure. | -10 | | |
| PPR – Head of Planning Future years projections for Community Infrastructure Levy income are in excess of current budgeted levels. | -50 | | |
| PPR – Highways Salary capitalisation of 2 Highway Inspectors | -83 | | |
| PPR – Concessionary Fares There has been a decline in trip rates over the past few years and it is anticipated the current level will be maintained going forward resulting in a reduction in the required budget. | -100 | | |

REVENUE BUDGET PROPOSALS

Annexe D

| Description Impact | 2020/21 £'000 | 2021/22 £'000 | 2022/23 £'000 |
|--|------------------|------------------|------------------|
| <p>PPR – Transport policy, Planning & Strategy</p> <p>Income received for the monitoring of street works continues to exceed the current budget and projections are for this to continue into future years.</p> | -50 | | |
| <p>PPR – Development & Adoptions</p> <p>A proportion of costs are off-set by adoption fee income and the town centre S278 fees which have generated a surplus, which can be drawn down at £0.075m per annum for 10 years.</p> | -75 | | |
| <p>PPR – Development & Adoptions</p> <p>A proportion of costs are off-set by commuted sums, which can be drawn down at £0.075m per annum for 10 years.</p> | -75 | | |
| <p>PPR - Highways & Transport</p> <p>Removal of external support for administration of Concessionary Fares with the work being brought back in-house.</p> | -8 | | |
| <p>PPR - Highways & Transport</p> <p>Value for money review of supported bus contracts based on patronage figures and the cost of service. Full year impact of saving potentially £0.150m, would start to be implemented Q3 2020/21.</p> | -35 | -115 | |
| <p>PPR - Parks & Countryside</p> <p>Staff re-structure - Marketing post. Straddle marketing resource across Rangers and The Look Out.</p> | -10 | | |
| <p>PPR - Parks & Countryside</p> <p>Work completed with Natural England to justify the first increase in parking charges since September 2012. Fees will remain significantly lower than equivalent facilities, and price increases only reflect inflationary rises that would have been applied if done on an annual basis since 2012.</p> | -25 | | |
| <p>PPR - Parks & Countryside</p> <p>Reduce Heritage Gardener Team by 1 FTE, remaining post will need to cover both South Hill Park and Lily Hill Park.</p> | -20 | | |
| <p>PPR - Planning</p> <p>Deletion of Senior Planning Officer (Majors) 1 FTE. Reduced capacity within majors team, lack of staff able to deal with</p> | -47 | | |

REVENUE BUDGET PROPOSALS

Annexe D

| Description Impact | 2020/21 £'000 | 2021/22 £'000 | 2022/23 £'000 |
|--|--------------------------|--------------------------|--------------------------|
| inquiries / hearings and may require use of consultants to cover some work. | | | |
| ADDITIONAL PROPOSALS SINCE DECEMBER | | | |
| Finance | | | |
| In order to maintain the high level of collection rates within Revenue Services it is necessary to increase the establishment with an additional Revenues Assistant 1 FTE. | 32 | | |
| Human Resources | | | |
| It had been agreed to support the National Graduate Development Programme by creating 2 posts. Due to the pressure across the Council, funding could not be found from existing staffing budgets to support this initiative. | 64 | | |
| CENTRAL TOTAL | -939 | -115 | 0 |

DELIVERY

| Description Impact | 2020/21 £'000 | 2021/22 £'000 | 2022/23 £'000 |
|---|------------------|------------------|------------------|
| ICT Underspends in previous years on computer software maintenance, equipment, licences and consultants' fees. | -198 | | |
| Legal Due to achievement in excess of budget in previous years the income target is to be increased. | -35 | | |
| Operations Unit – Home to School Transport Due to the ongoing amalgamation of routes and group pick-ups a saving can be achieved. | -35 | | |
| Customer Services Underspends in previous years on licences. | -50 | | |
| Contract Services Underspends in previous years on smaller supplies and services and training. | -15 | | |
| Office Accommodation Underspends on centralised stationery budgets in previous years. | -10 | | |
| Business Intelligence (BI) A restructure within the team resulting in not recruiting to the current vacant head of BI post. | -68 | | |
| Executive Director – Delivery Underspends in previous years on training. | -2 | | |
| Leisure A new lease has been signed at Harman's Water swimming pool which is generating additional income. | -10 | | |
| Property Additional income from new Health and Safety Service Level Agreements. | -5 | | |

REVENUE BUDGET PROPOSALS

Annexe D

| Description Impact | 2020/21 £'000 | 2021/22 £'000 | 2022/23 £'000 |
|--|----------------------------------|---------------------------------|---------------------------------|
| <p>Staff and Member Car Parking Charges¹</p> <p>Increase staff and member prices for car parking at town centre locations every year by inflation.</p> | <p align="center">-2</p> | <p align="center">-2</p> | <p align="center">-2</p> |
| <p>Waste Collection</p> <p>Increase in contract price due to the total fuel cost now being recharged to the Council and the requirement for an extra vehicle due to population/property increases.</p> | <p align="center">120</p> | | |
| <p>Registration Services</p> <p>The income target for births has not been achieved in previous years (due to a hospital not being within the Borough's boundaries) however it has previously been supported from additional income in other areas, primarily the Nationality Checking Service (NCS). Now that the Council does not get income in relation to NCS the income target for births needs to be reduced. In addition, there was a residual income target left in for NCS which now needs to be fully removed.</p> | <p align="center">13</p> | | |
| <p>Car Parking</p> <p>As per the terms and conditions of the lease at The Avenue car park, the Council are responsible for certain areas of planned, preventative maintenance. The pressure is approximately £0.040m per annum through to the end of the lease. There is also currently a shortfall in the net income target for town centre car parks. Part of this is expected to be covered by the increase in charges from September 2019, although a residual pressure is expected to continue.</p> | <p align="center">100</p> | | |
| <p>Leisure</p> <p>There is insufficient budget to meet the maintenance needs of the leisure sites for works that fall to us as the Landlord.</p> | <p align="center">30</p> | | |
| <p>Contract Services</p> <p>The costs for the Coroner's Service are increasing for the Council by £0.090m as notified by Reading Borough Council who run the joint arrangement. This is due to increased costs of the body removals contract, increased use of Assistant Coroner provision, additional accommodation facilities required and increased fees for pathologists.</p> | <p align="center">90</p> | | |

REVENUE BUDGET PROPOSALS

Annexe D

| Description Impact | 2020/21 £'000 | 2021/22 £'000 | 2022/23 £'000 |
|--|--------------------------|--------------------------|--------------------------|
| ICT The move to the cloud puts pressure on the revenue budget as the spend cannot be capitalised. As such there will be a pressure within ICT as we move more services to the cloud. | 100 | | |
| DELIVERY TOTAL | 23 | -2 | -2 |

¹ Previously shown as a Council Wide saving

| Description Impact | 2020/21 £'000 | 2021/22 £'000 | 2022/23 £'000 |
|---|------------------|------------------|------------------|
| <p>skilled and appropriate staff to undertake negotiations (-£60,000)</p> <ul style="list-style-type: none"> A number of reviews are planned for Education and Learning that include looking at the support arrangements for schools and governing bodies and looking at opportunities for savings arising from the former Education Centre being incorporated within the Open Learning Centre (-£85,000). It has been agreed with the CCG that the Stroke Grant will now be funded from the Better Care Fund (-£38,000). | | | |
| <p>Income generation</p> <p>The following areas have been identified where income can be, or already is, generated:</p> <ul style="list-style-type: none"> Increasing number of clients are contributing to the costs of their care using deferred payments. There is a fee for arranging this which is generating additional income (-£20,000). Waymead (which provides respite services to clients with learning disabilities) has in recent years generated a surplus of income due to more placements from other local authorities (-£25,000). Adult Social Care client income can be maximised by charging self-funders for the arrangement of their care and streamlining internal processes to ensure data information is entered onto the care system is accurate (-£26,000). A new policy will be introduced to ensure tenants of Council accommodation (both council-owned and leased from a private landlord) are recharged for repairs work where it is required due to actions they have taken (-£5,000). | -76 | | |
| <p>Public Health activities</p> <p>Savings on the general fund budget can also be made through better identification of existing expenditure that has a clear Public Health benefit. These services can then be funded from the Public Health grant. Two areas have been identified on an ongoing basis, Dogs 4 Good and the family safeguarding model.</p> <p>Short term Public Health funding has been secured for the family support programmes delivered through Journey to Parenthood (-£7,000 for 2 years) and Homestart (-£30,000 for 1 year)</p> | -297 | | |
| <p>Social care packages and support</p> <p>Increased cost of social care packages in both Children and Adults. This is a combination of increases in numbers and increases in the cost of care as well as specialist legal support,</p> | 3,441 | | |

REVENUE BUDGET PROPOSALS

Annexe D

| Description Impact | 2020/21 £'000 | 2021/22 £'000 | 2022/23 £'000 |
|---|----------------------------|--------------------------|--------------------------|
| <p>advice to young people from independent advocates and those families without recourse to public funds.</p> <p>The pressure on the Adults budget from children turning 18 has been separately identified.</p> | 256 | | |
| <p>Withdrawal of Continuing Health Care funding</p> <p>The CCG has commenced a review of individuals who were in receipt of health funding. This review has resulted in the withdrawal of funding in a number of cases, covering both children and adults. The review is ongoing and so there is a likelihood of this pressure increasing.</p> | 807 | | |
| <p>Transformation</p> <p>The work programme from the Children’s Transformation programme is being re-evaluated and the current savings targets have therefore been removed pending outcome of the review.</p> | 1,042 | | |
| <p>Loss of income</p> <p>The Office for The Police & Crime Commissioner has indicated that grant funding for the Youth Offending Team will no longer be available to support current spending. There will also be a shortfall in income at the Open Learning Centre which now includes the sales income targets from the former Education Centre.</p> | 100 | | |
| <p>Service pressures</p> <p>The new Youth facility at Braccan Walk, which is expected to open in September 2020, will require a premises and general resources budget.</p> <p>Demand for independent advocates for looked after children has increased.</p> | 23 25 | 17 | |
| <p>Recruitment and retention</p> <p>There is a national shortage of Approved Mental Health Professionals which are critical to the Mental Health and Out of Hours services. As a result, the Council has been paying high agency costs to fill these posts. A retention payment has been proposed to help fill these posts and reduce reliance on short term agency.</p> | 19 | | |

REVENUE BUDGET PROPOSALS

Annexe D

| Description Impact | 2020/21 £'000 | 2021/22 £'000 | 2022/23 £'000 |
|--|--------------------------|--------------------------|--------------------------|
| Family Safeguarding model The family safeguarding model will be sustained beyond the period of the initial grant funding. | 200 | | |
| Staffing pressures A number of areas have been identified where there are pressures on the staffing budget in order to comply with statutory responsibilities and to ensure service quality standards are met. This pressure will be managed down as structures and ways of working are redefined over the coming year, therefore it is a pressure for 2020/21 only. | 1,424 | -1,424 | |
| PEOPLE TOTAL | 5,908 | -1,377 | 7 |

COUNCIL WIDE

| Description Impact | 2020/21 £'000 | 2021/22 £'000 | 2022/23 £'000 |
|---|------------------|------------------|------------------|
| <p>Interest on External Borrowing</p> <p>The current positive cash position means that the need to take out external debt is not pressing, although as capital schemes such as Heathlands progress this will change.</p> | -1,500 | | |
| <p>Reactive Maintenance</p> <p>The budget will be reduced to reflect prior years' experience (-£50,000) and the fact that non urgent reactive works will be delayed or no longer completed (-£50,000).</p> | -100 | | |
| <p>Senior Staffing</p> <p>Review senior structure to identify savings relating to current vacant posts.</p> | -77 | -23 | |
| COUNCIL WIDE TOTAL | -1,677 | -23 | 0 |

TREASURY MANAGEMENT REPORT

- 1.1 The Local Government Act 2003 requires the Council to “have regard to” the Prudential Code and to set Prudential Indicators for the next three years to ensure that the Council’s capital investment plans are affordable, prudent and sustainable.
- 1.2 The Council is required to operate a balanced budget, which broadly means that cash raised during the year will meet cash expenditure. Part of the treasury management operation is to ensure that this cash flow is adequately planned, with cash being available when it is needed. Surplus monies are invested in low risk counterparties or instruments commensurate with the Council’s low risk appetite, providing adequate liquidity initially before considering investment return.
- 1.3 The second main function of the treasury management service is the funding of the Council’s capital plans. These capital plans provide a guide to the borrowing need of the Council, essentially the longer-term cash flow planning, to ensure that the Council can meet its capital spending obligations. This management of longer-term cash may involve arranging long or short-term loans, or using longer-term cash flow surpluses. On occasion, when it is prudent and economic, any debt previously drawn may be restructured to meet Council risk or cost objectives.
- 1.4 The contribution the treasury management function makes to the authority is critical, as the balance of debt and investment operations ensure liquidity or the ability to meet spending commitments as they fall due, either on day-to-day revenue or for larger capital projects. The treasury operations will see a balance of the interest costs of debt and the investment income arising from cash deposits affecting the available budget. Since cash balances generally result from reserves and balances, it is paramount to ensure adequate security of the sums invested, as a loss of principal will in effect result in a loss to the General Fund Balance.
- 1.5 CIPFA defines treasury management as:

“The management of the local authority’s borrowing, investments and cash flows, its banking, money market and capital market transactions; the effective control of the risks associated with those activities; and the pursuit of optimum performance consistent with those risks.”
- 1.6 Revised reporting is required for 2019/20 due to revisions of the Ministry of Housing, Communities and Local Government’s (MHCLG) Investment Guidance, the MHCLG Minimum Revenue Provision (MRP) Guidance, the CIPFA Prudential Code and the CIPFA Treasury Management Code. The primary reporting changes include the introduction of a capital strategy, to provide a longer-term focus to the capital plans, and greater reporting requirements surrounding any commercial activity undertaken under the Localism Act 2011. The capital strategy is being reported separately.

Capital Strategy

The CIPFA revised 2017 Prudential and Treasury Management Codes require, for 2019-20, all local authorities to prepare an additional report, a capital strategy report, which will provide the following:

- a high-level long term overview of how capital expenditure, capital financing and treasury management activity contribute to the provision of services
- an overview of how the associated risk is managed
- the implications for future financial sustainability

The Council published its Capital Strategy last year. It has been reviewed by officers and there are no updates required. If any non-treasury investment sustains a loss during the final accounts and audit process, the strategy and revenue implications will be reported through the same procedure as the capital strategy.

Treasury Management reporting

The Council is currently required to receive and approve, as a minimum, three main treasury reports each year, which incorporate a variety of policies, estimates and actuals.

- a. Prudential and treasury indicators and treasury strategy** (this report) - The first, and most important report is forward looking and covers:
 - the capital plans, (including prudential indicators);
 - a minimum revenue provision (MRP) policy, (how residual capital expenditure is charged to revenue over time);
 - the treasury management strategy, (how the investments and borrowings are to be organised), including treasury indicators; and
 - an investment strategy, (the parameters on how investments are to be managed).
- b. A mid-year treasury management report** – This is primarily a progress report and will update members on the capital position, amending prudential indicators as necessary, and whether any policies require revision.
- c. An annual treasury report** – This is a backward looking review document and provides details of a selection of actual prudential and treasury indicators and actual treasury operations compared to the estimates within the strategy.

1.7 The above reports are required to be adequately scrutinised before being recommended to the Council. This role is undertaken by the Governance and Audit Committee.

1.8 The Treasury Management Strategy for 2020/21 covers two main areas:

Capital issues

- the capital expenditure plans and the associated prudential indicators;
- the minimum revenue provision (MRP) policy.

Treasury management issues

- the current treasury position;
- treasury indicators which limit the treasury risk and activities of the Council;
- prospects for interest rates;
- the borrowing strategy;
- policy on borrowing in advance of need;
- debt rescheduling;
- the investment strategy;
- creditworthiness policy; and
- the policy on use of external service providers.

These elements cover the requirements of the Local Government Act 2003, the CIPFA Prudential Code, MHCLG MRP Guidance, the CIPFA Treasury Management Code and MHCLG Investment Guidance.

The Capital Prudential Indicators 2020/21 – 2022/23

The Local Government Act 2003 requires the Council to adopt the CIPFA Prudential Code and produce prudential indicators. Each indicator either summarises the expected capital activity or introduces limits upon that activity and reflects the outcome of the Council's underlying capital appraisal systems. Within this overall prudential framework there is an impact on the Council's treasury management activity – as it will directly impact on borrowing or investment activity and as such the Treasury Management Strategy for 2020/21 to 2022/23 complements these indicators.

The Council's capital expenditure plans are the key driver of treasury management activity. The output of the capital expenditure plans is reflected in the prudential indicators, which are designed to assist members' overview and confirm capital expenditure plans.

The Capital Expenditure Plans

The Council's capital expenditure plans are summarised below and this forms the first of the prudential indicators. A certain level of capital expenditure is grant supported by the Government; any decisions by the Council to spend above this level will be considered unsupported capital expenditure. This capital expenditure needs to have regard to:

- Service objectives (e.g. strategic planning);
- Stewardship of assets (e.g. asset management planning);
- Value for money (e.g. option appraisal);
- Prudence and sustainability (e.g. implications for external borrowing and whole life costing);
- Affordability (e.g. implications for the council tax);
- Practicality (e.g. the achievability of the forward plan).

The revenue consequences of capital expenditure, particularly the unsupported capital expenditure, will need to be paid for from the Council's own resources. This capital expenditure can be paid for immediately (by applying capital resources such as capital receipts, capital grants, or revenue resources), but if these resources are insufficient any residual capital expenditure will add to the Council's borrowing need.

The key risks to the plans are that the level of Government support has been estimated and is therefore maybe subject to change. Similarly some estimates for other sources of funding, such as capital receipts, may also be subject to change over this timescale. For instance anticipated asset sales may be postponed due to external factors such as the impact of the wider economy.

The Council is asked to approve the summary capital expenditure projections below and to note the out-turn position reported to the Executive and approved on the 23rd July 2019.

| Capital Expenditure | 2020/21 Estimate £000 | 2021/22 Estimate £000 | 2022/23 Estimate £000 |
|--|--------------------------------------|--------------------------------------|--------------------------------------|
| | | | |
| Capital Expenditure | 19,225 | 5,674 | 5,724 |
| Commercial Activities | 0 | 0 | 0 |
| Financed by: | | | |
| Capital receipts | 5,500 | 5,000 | 5,000 |
| Capital grants & Contributions | 13,910 | 2,649 | 2,649 |
| Net financing need for the year | -185 | -1,975 | -1,925 |

The Council's Borrowing Need (the Capital Financing Requirement)

The second prudential indicator is the Council's Capital Financing Requirement (CFR). The CFR is simply the total outstanding capital expenditure which has not yet been paid for from either revenue or capital resources. It is essentially a measure of the Council's underlying borrowing need. The capital expenditure above which has not immediately been paid for will increase the CFR. Due to the nature of some of the capital expenditure identified above (ie grant), an element will be immediately impaired or will not qualify as capital expenditure for CFR purposes. As such the net financing figure above may differ from that used in the CFR calculation. The CFR does not increase indefinitely, as the minimum revenue provision (MRP) is a statutory annual revenue charge which broadly reduces the indebtedness in line with each assets life, and so charges the economic consumption of capital assets as they are used.

The Council is required to pay off an element of the accumulated General Fund capital spend each year through a revenue charge (the Minimum Revenue Provision - MRP), although it is also allowed to undertake additional voluntary payments (VRP). No additional voluntary payments are planned.

Annex E(i)

The Council is asked to approve the CFR projections below:

| £m | 2018/19 Actual | 2019/20 Estimate | 2020/21 Estimate | 2021/22 Estimate | 2022/23 Estimate |
|--|-------------------|---------------------|---------------------|---------------------|---------------------|
| Capital Financing Requirement | | | | | |
| CFR – services | 131,236 | 140,703 | 151,214 | 150,605 | 149,761 |
| CFR - Commercial activities/ non-financial investments | 86,617 | 86,128 | 85,627 | 85,115 | 84,591 |
| Total CFR | 217,853 | 226,831 | 236,841 | 235,720 | 234,352 |
| Movement in CFR | 30,824 | 8,978 | 10,010 | -1,121 | -1,368 |

| Movement in CFR represented by | | | | | |
|--|---------------|--------------|---------------|---------------|---------------|
| Net financing need for the year (above) | 28,937 | 6,666 | 7,539 | -3,927 | -4,171 |
| Less MRP/VRP and other financing movements | 1,887 | 2,312 | 2,471 | 2,797 | 2,794 |
| Movement in CFR | 30,824 | 8,978 | 10,010 | -1,121 | -1,368 |

| MRP Analysis | | | | | |
|----------------------------|--------------|--------------|--------------|--------------|--------------|
| MRP | 1,401 | 1,328 | 1,513 | 1,827 | 1,969 |
| VRP | 0 | 489 | 501 | 512 | 524 |
| Other Financing Repayments | 486 | 495 | 457 | 467 | 310 |
| Movement in CFR | 1,887 | 2,312 | 2,471 | 2,806 | 2,803 |

CLG Regulations have been issued which require full Council to approve an MRP Statement in advance of each year. The Council is recommended to approve the MRP Statement attached in Annex E(ii)

Minimum Revenue Provision (MRP) Policy Statement

The concept of the Minimum Revenue Provision (MRP) was introduced when the Local Government Capital Finance System was changed on 1 April 1990. This required local authorities to assess their outstanding debt and to pay off an element of the accumulated General Fund capital spend each year (the CFR) through a revenue charge (MRP)

Department for Local Government & Communities (DCLG) issued regulations in 2008 which require a local authority to calculate for the current financial year an amount of MRP which it considers “prudent”. The broad aim of a prudent provision is to ensure that debt is repaid over a period that is reasonably commensurate with that over which the capital expenditure provides benefits or in the case of borrowing supported by government, reasonably commensurate with the period implicit in the determination of the grant. The Council can choose to charge more than the minimum.

Further statutory guidance on MRP was issued by Government on 2 February 2018, which largely becomes effective from 1 April 2019. The exception related to the section allowing local authorities to change their approach to calculating MRP at any time, which took effect immediately. A key part of the updated guidance clarified that the duty to make MRP extends to investment properties where their acquisition has been partially or fully funded by an increase in borrowing or credit arrangements.

In order to minimise the impact on the revenue budget whilst ensuring that prudent provision is made for repayment of borrowing, the Council moved from the equal instalments method to the annuity method in calculating the annual charge over the estimated life of the asset from 1st April 2017. A variety of options are provided to councils under the regulations and guidance, so long as there is a prudent provision. Having sought advice from Counsel on permissible approaches following the revised guidance, the Director: Finance recommends that Council approves the following MRP Statement.

- For capital expenditure incurred before 1 April 2008 or which in the future will be Supported Capital Expenditure, the MRP policy will be:

Based on CFR – MRP will be based on the CFR. This option provides for an approximate 4% reduction in the borrowing need (CFR) each year.

- From 1 April 2008 for all unsupported borrowing (including PFI and finance leases but excluding CPIS expenditure) the MRP policy will be:

Asset life method - MRP will be based on the annuity basis, in accordance with the regulations. Repayments included in annual PFI or finance leases are applied as MRP.

- For assets purchased under the Commercial Property Investment Strategy (CPIS) the MRP policy will be:

Partial deferral method – MRP will be charged at 10% of the property value over a 15 year period to reflect a realistic level of value risk, on the basis that the properties will typically be held for a period of no greater than around 10 to 20 years.

- For all other capital expenditure funded from borrowing where there is an intention to repay the borrowing from future related receipts (including loans to companies wholly or partly owned by the Council) and there is a strong likelihood that this will happen, the MRP policy will be:

Deferral method - MRP will be deferred and the liability repaid through future capital receipts from disposing of the asset or loan repayments from third parties

There will be a presumption that capital receipts will be allocated to the appropriate assets in relation to the constraints of the medium term financial strategy.

The actual charge made in the year will be based on applying the above policy to the previous year's actual capital expenditure and funding decisions. Therefore the 2020/21 charge will be based on 2019/20 capital out-turn.

MRP Overpayments

A change introduced by the revised MHCLG MRP Guidance was the allowance that any charges made over the statutory minimum revenue provision (MRP), voluntary revenue provision or overpayments, can, if needed, be reclaimed in later years if deemed necessary or prudent. In order for these sums to be reclaimed for use in the budget, this policy must disclose the cumulative overpayment made each year. Up until the 31 March 2020 the total VRP overpayments are expected to be £0.489m.

TREASURY MANAGEMENT STRATEGY STATEMENT

The Treasury Management service is an important part of the overall financial management of the Council's affairs. The prudential indicators in Annex E(i) consider the affordability and impact of capital expenditure decisions, and set out the Council's overall capital framework. The Treasury Management service considers the effective funding of these decisions. Together they form part of the process which ensures the Council meets its balanced budget requirement under the Local Government Finance Act 1992.

The Council's treasury activities are strictly regulated by statutory requirements and a professional code of practice - 2011 revised CIPFA Treasury Management in Public Services Code of Practice and Cross Sectoral Guidance Notes ("the CIPFA TM Code"). This Council has adopted the revised Code.

As a result of adopting the Code the Council also adopted a Treasury Policy Statement. This adoption is the requirement of one of the prudential indicators.

The Code of Practice requires an annual strategy to be reported to Council outlining the expected treasury activity for the forthcoming 3 years. A key requirement of this report is to explain both the risks, and the management of the risks, associated with the treasury service. A further treasury report is produced after the year-end to report on actual activity for the year, and a new requirement of the revision of the Code of Practice is that there is a mid-year monitoring report.

This strategy covers:

- The Council's debt and investment projections;
- The Council's estimates and limits on future debt levels;
- The expected movement in interest rates;
- The Council's borrowing and investment strategies;
- Treasury performance indicators;
- Specific limits on treasury activities;

Debt and Investment Projections 2020/21 – 2022/23

The borrowing requirement comprises the expected movement in the CFR and any maturing debt which will need to be re-financed.

| | 2020/21 Estimated | 2021/22 Estimated | 2022/23 Estimated |
|-------------------------|----------------------|----------------------|----------------------|
| External Debt | | | |
| Debt at 31 March | £120m | £125m | £125m |
| Investments | | | |
| Investments at 31 March | £10m | £10m | £10m |

Current Portfolio

The overall treasury management portfolio as at 31 March 2019 and for the position as at 31st October are shown below for both borrowing and investments

| | Actual | Actual | Current | Current |
|-------------------------------|-------------|----------|-------------|----------|
| | 31/03/19 | 31/03/19 | 31/10/19 | 31/10/19 |
| Treasury Investments | £000 | % | £000 | % |
| Money Market Funds | 14,850 | 100 | 26,541 | 100 |
| External Borrowing | £000 | % | £000 | % |
| Local Authorities | 35,000 | 30% | 30,000 | 27% |
| PWLB | 80,000 | 70% | 80,000 | 73% |
| Net Treasury Borrowing | 101,150 | | 83,459 | |

Limits to Borrowing Activity

Within the prudential indicators there are a number of key indicators to ensure the Council operates its activities within well defined limits. For the first of these the Council needs to ensure that its total borrowing net of any investments, does not, except in the short term, exceed the total of the CFR in the preceding year plus the estimates of any additional CFR for 2019/20 and the following two financial years. This allows some flexibility for limited early borrowing for future years, but ensures that borrowing is not undertaken for revenue purposes.

The Director of Finance reports that the Council has complied with this prudential indicator in the current year and does not envisage difficulties for the future. This view takes into account current commitments, existing plans, and the proposals in this budget report.

The Authorised Limit for External Debt

A further key prudential indicator represents a control on the overall level of borrowing. This represents a limit beyond which external debt is prohibited, and this limit needs to be set or revised by full Council. It reflects the level of external debt which, while not desired, could be afforded in the short term, but is not sustainable in the longer term.

This is the statutory limit determined under section 3 (1) of the Local Government Act 2003. The Government retains an option to control either the total of all councils' plans, or those of a specific council, although no control has yet been exercised.

The Council is asked to approve the following Authorised Limit:

| Authorised limit | 2020/21 Estimate | 2021/22 Estimate | 2022/23 Estimate |
|-----------------------------|------------------|------------------|------------------|
| Borrowing | £230m | £230m | £230m |
| Other long term liabilities | £18m | £17m | £17m |
| Total | £248m | £247m | £247m |

Operational Boundary for External Debt

The Authority is also recommended to approve the Operational Boundary for external debt for the same period. The proposed Operational Boundary is based on the same

estimates as the Authorised Limit but reflects directly the estimate of the most likely but not worst case scenario, without the additional headroom included within the Authorised Limit to allow for unusual cash movements.

| Operational Boundary | 2020/21 Estimate | 2021/22 Estimate | 2022/23 Estimate |
|-----------------------------|------------------|------------------|------------------|
| Borrowing | £220m | £220m | £220m |
| Other long term liabilities | £18m | £17m | £17m |
| Total | £238m | £237m | £237m |

Borrowing in advance of need.

The Director of Finance may do this under delegated power where, for instance, a sharp rise in interest rates is expected, and so borrowing early at fixed interest rates will be economically beneficial or meet budgetary constraints. Whilst the Director of Finance will adopt a cautious approach to any such borrowing, where there is a clear business case for doing so borrowing may be undertaken to fund the approved capital programme or to fund future debt maturities. Risks associated with any advance borrowing activity will be subject to appraisal in advance and subsequent reporting through the mid-year or annual reporting mechanism.

Expected Movement in Interest Rates

The Council's treasury advisor, Link Asset Services has provided the following forecast:

| Link Asset Services Interest Rate View | | | | | | | | | | |
|--|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|
| | Dec-19 | Mar-20 | Jun-20 | Sep-20 | Dec-20 | Mar-21 | Jun-21 | Sep-21 | Dec-21 | Mar-22 |
| Bank Rate View | 0.75 | 0.75 | 0.75 | 0.75 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.25 |
| 3 Month LIBID | 0.70 | 0.70 | 0.70 | 0.80 | 0.90 | 1.00 | 1.00 | 1.00 | 1.10 | 1.20 |
| 6 Month LIBID | 0.80 | 0.80 | 0.80 | 0.90 | 1.00 | 1.10 | 1.10 | 1.20 | 1.30 | 1.40 |
| 12 Month LIBID | 1.00 | 1.00 | 1.00 | 1.10 | 1.20 | 1.30 | 1.30 | 1.40 | 1.50 | 1.60 |
| 5yr PWLB Rate | 2.30 | 2.50 | 2.60 | 2.70 | 2.70 | 2.80 | 2.90 | 3.00 | 3.00 | 3.10 |
| 10yr PWLB Rate | 2.60 | 2.80 | 2.90 | 3.00 | 3.00 | 3.10 | 3.20 | 3.30 | 3.30 | 3.40 |
| 25yr PWLB Rate | 3.30 | 3.40 | 3.50 | 3.60 | 3.70 | 3.70 | 3.80 | 3.90 | 4.00 | 4.00 |
| 50yr PWLB Rate | 3.20 | 3.30 | 3.40 | 3.50 | 3.60 | 3.60 | 3.70 | 3.80 | 3.90 | 3.90 |

The above forecasts have been based on an assumption that there is some sort of process through to an agreed deal on Brexit at some point in time. Given the current level of uncertainties, this is a major assumption and so forecasts may need to be materially reassessed in the light of events over the coming weeks or months.

It has been little surprise that the Monetary Policy Committee (MPC) has left Bank Rate unchanged at 0.75% so far in 2019 due to the ongoing uncertainty over Brexit. In its meeting on 1 August, the MPC became more dovish as it was more concerned about the outlook for both the global and domestic economies. That's shown in the policy statement, based on an assumption that there is an agreed deal on Brexit, where the suggestion that rates would need to rise at a "gradual pace and to a limited extent" is now also conditional on "some recovery in global growth". Brexit uncertainty has had a dampening effect on UK GDP growth in 2019, especially around mid-year. If there were a no deal Brexit, then it is likely that there will be a cut

or cuts in Bank Rate to help support economic growth. The September MPC meeting sounded even more concern about world growth and the effect that prolonged Brexit uncertainty is likely to have on growth.

There has been much speculation recently that we are currently in a bond market bubble. However, given the context that there are heightened expectations that the US could be heading for a recession, and a general background of a downturn in world economic growth, together with inflation generally at low levels in most countries and expected to remain subdued, conditions are ripe for low bond yields. While inflation targeting by the major central banks has been successful over the last thirty years in lowering inflation expectations, the real equilibrium rate for central rates has fallen considerably due to the high level of borrowing by consumers: this means that central banks do not need to raise rates as much now to have a major impact on consumer spending, inflation, etc. This has pulled down the overall level of interest rates and bond yields in financial markets over the last thirty years. We have therefore seen over the last year, many bond yields up to ten years in the Eurozone actually turn negative. In addition, there has, at times, been an inversion of bond yields in the US whereby ten-year yields have fallen below shorter-term yields. In the past, this has been a precursor of a recession. The other side of this coin is that bond prices are elevated, as investors would be expected to be moving out of riskier assets i.e. shares, in anticipation of a downturn in corporate earnings and so selling out of equities. However, stock markets are also currently at high levels as some investors have focused on chasing returns in the context of dismal ultra-low interest rates on cash deposits.

During the first half of 2019-20 to 30 September, gilt yields plunged and caused a near halving of longer term PWLB rates to completely unprecedented historic low levels. There is though, an expectation that financial markets have gone too far in their fears about the degree of the downturn in US and world growth. If, as expected, the US only suffers a mild downturn in growth, bond markets in the US are likely to sell off and that would be expected to put upward pressure on bond yields, not only in the US, but also in the UK due to a correlation between US treasuries and UK gilts; at various times this correlation has been strong but at other times weak. However, forecasting the timing of this and how strong the correlation is likely to be is very difficult to forecast with any degree of confidence. Changes in UK Bank Rate will also impact on gilt yields.

Another danger is that unconventional monetary policy post 2008, (ultra-low interest rates plus quantitative easing), may end up doing more harm than good through prolonged use. Low interest rates have encouraged a debt-fuelled boom that now makes it harder for central banks to raise interest rates. Negative interest rates could damage the profitability of commercial banks and so impair their ability to lend and / or push them into riskier lending. Banks could also end up holding large amounts of their government's bonds and so create a potential doom loop. In addition, the financial viability of pension funds could be damaged by low yields on holdings of bonds.

The overall longer run future trend is for gilt yields, and consequently PWLB rates, to rise, albeit gently. From time to time, gilt yields, and therefore PWLB rates, can be subject to exceptional levels of volatility due to geo-political, sovereign debt crisis, emerging market developments and sharp changes in investor sentiment. Such volatility could occur at any time during the forecast period.

Following the decision by the PWLB on 9 October 2019 to increase their margin over gilt yields by 100 bps to 180 basis points on loans lent to local authorities,

consideration will also need to be given to sourcing funding at cheaper rates from the following:

- Local authorities (primarily shorter dated maturities)
- Financial institutions (primarily insurance companies and pension funds but also some banks, out of spot or forward dates)
- Municipal Bonds Agency (no issuance at present but there is potential)

The degree which any of these options proves cheaper than PWLB Certainty Rate is still evolving at the time of writing but our advisors will keep us informed.

In addition, PWLB rates are subject to ad hoc decisions by H.M. Treasury to change the margin over gilt yields charged in PWLB rates: such changes could be up or down. It is not clear that if gilt yields were to rise back up again by over 100bps within the next year or so, whether H M Treasury would remove the extra 100 bps margin implemented on 9.10.19.

Economic and interest rate forecasting remains difficult with so many influences weighing on UK gilt yields and PWLB rates. The above forecasts, (and MPC decisions), will be liable to further amendment depending on how economic data and developments in financial markets transpire over the next year. Geopolitical developments, especially in the EU, could also have a major impact. Forecasts for average investment earnings beyond the three-year time horizon will be heavily dependent on economic and political developments.

Investment and borrowing rates

- Investment returns are likely to remain low during 2020/21 with little increase in the following two years. However, if major progress was made with an agreed Brexit, then there is upside potential for earnings.
- Borrowing interest rates were on a major falling trend during the first half of 2019-20 but then jumped up by 100 bps on 9.10.19. The policy of avoiding new borrowing by running down spare cash balances has served local authorities well over the last few years. However, the unexpected increase of 100 bps in PWLB rates requires a major rethink of local authority treasury management strategy and risk management. Now that the gap between longer term borrowing rates and investment rates has materially widened, and in the long term Bank Rate is not expected to rise above 2.5%, it is unlikely that this authority will do any further longer term borrowing in the near future, or until such time as the extra 100 bps margin is removed.

Borrowing Strategy 2020/21

The Council is currently maintaining an under-borrowed position. This means that the capital borrowing need (the Capital Financing Requirement), has not been fully funded with loan debt as cash supporting the Council's reserves, balances and cash flow has been used as a temporary measure. This strategy is prudent as investment returns are low and counterparty risk is still an issue that needs to be considered.

Against this background and the risks within the economic forecast, caution will be adopted with the 2020/21 treasury operations. The Director of Finance will monitor interest rates in financial markets and adopt a pragmatic approach to changing circumstances:

- if it was felt that there was a significant risk of a sharp FALL in long and short term rates (e.g. due to a marked increase of risks around relapse into recession or of risks of deflation), then any long term borrowings will be postponed, and potential rescheduling from fixed rate funding into short term borrowing will be considered.
- if it was felt that there was a significant risk of a much sharper RISE in long and short term rates than that currently forecast, perhaps arising from an acceleration in the start date and in the rate of increase in central rates in the USA and UK, an increase in world economic activity or a sudden increase in inflation risks, then the portfolio position will be re-appraised. Most likely, fixed rate funding will be drawn whilst interest rates are lower than they are projected to be in the next few years.

Any decisions will be reported to the Executive at the next available opportunity.

The Council will not borrow more than or in advance of its needs purely in order to profit from the investment of the extra sums borrowed. Any decision to borrow in advance will be within forward approved Capital Financing Requirement estimates, and will be considered carefully to ensure that value for money can be demonstrated and that the Council can ensure the security of such funds.

Debt rescheduling

As short-term borrowing rates will be considerably cheaper than longer term fixed interest rates, there may be potential opportunities to generate savings by switching from long-term debt to short-term debt. However, these savings will need to be considered in the light of the current treasury position and the size of the cost of debt repayment (premiums incurred).

The reasons for any rescheduling to take place will include:

- the generation of cash savings and / or discounted cash flow savings;
- helping to fulfil the treasury strategy;
- enhance the balance of the portfolio (amend the maturity profile and/or the balance of volatility).

Consideration will also be given to identify if there is any residual potential for making savings by running down investment balances to repay debt prematurely as short term rates on investments are likely to be lower than rates paid on current debt.

All rescheduling will be reported to the Executive, at the earliest meeting following its action.

Investment Strategy 2020/21 – 2022/23

Investment Policy

The Ministry of Housing, Communities and Local Government (MHCLG) and CIPFA have extended the meaning of ‘investments’ to include both financial and non-financial investments. This report deals solely with financial investments, (as managed by the treasury management team). Non-financial investments, essentially the purchase of income yielding assets, are covered in the Capital Strategy.

The Council’s investment policy has regard to the following: -

- MHCLG’s Guidance on Local Government Investments (“the Guidance”)
- CIPFA Treasury Management in Public Services Code of Practice and Cross Sectoral Guidance Notes 2017 (“the Code”)
- CIPFA Treasury Management Guidance Notes 2018

The Council’s investment priorities will be security first, portfolio liquidity second and then yield, (return).

The above guidance from the MHCLG and CIPFA place a high priority on the management of risk. This authority has adopted a prudent approach to managing risk and defines its risk appetite by the following means: -

1. Minimum acceptable **credit criteria** are applied in order to generate a list of highly creditworthy counterparties. This also enables diversification and thus avoidance of concentration risk. The key ratings used to monitor counterparties are the short term and long-term ratings.
2. Other information: ratings will not be the sole determinant of the quality of an institution; it is important to continually assess and monitor the financial sector on both a micro and macro basis and in relation to the economic and political environments in which institutions operate. The assessment will also take account of information that reflects the opinion of the markets. To achieve this consideration the Council will engage with its advisors to maintain a monitor on market pricing such as “credit default swaps” and overlay that information on top of the credit ratings.
3. Other information sources used will include the financial press, share price and other such information pertaining to the banking sector in order to establish the most robust scrutiny process on the suitability of potential investment counterparties.
4. This authority has defined the list of types of investment instruments that the treasury management team are authorised to use. There are two lists in appendix under the categories of ‘specified’ and ‘non-specified’ investments.
 - **Specified investments** are those with a high level of credit quality and subject to a maturity limit of one year.
 - **Non-specified investments** are those with less high credit quality, may be for periods in excess of one year, and/or are more complex instruments which require greater consideration by members and officers before being authorised for use.
5. Lending and transaction limits, (amounts and maturity), for each counterparty will be set through applying the matrix table shown under the Council’s creditworthiness policy

6. This authority has engaged external consultants, (see paragraph 1.5), to provide expert advice on how to optimise an appropriate balance of security, liquidity and yield, given the risk appetite of this authority in the context of the expected level of cash balances and need for liquidity throughout the year.
7. All investments will be denominated in sterling.
8. As a result of the change in accounting standards for 2018/19 under IFRS 9, this authority will consider the implications of investment instruments which could result in an adverse movement in the value of the amount invested and resultant charges at the end of the year to the General Fund. In November 2018, the Ministry of Housing, Communities and Local Government, [MHCLG], concluded a consultation for a temporary override to allow English local authorities time to adjust their portfolio of all pooled investments by announcing a statutory override to delay implementation of IFRS 9 for five years commencing from 1.4.18.

Creditworthiness policy

This Council applies the creditworthiness service provided by Link Asset Services. This service employs a sophisticated modelling approach utilising credit ratings from the three main credit rating agencies - Fitch, Moody's and Standard and Poor's. The credit ratings of counterparties are supplemented with the following overlays:

- credit watches and credit outlooks from credit rating agencies;
- CDS spreads to give early warning of likely changes in credit ratings;
- sovereign ratings to select counterparties from only the most creditworthy countries.

This modelling approach combines credit ratings, credit watches and credit outlooks in a weighted scoring system which is then combined with an overlay of CDS spreads for which the end product is a series of colour coded bands which indicate the relative creditworthiness of counterparties. These colour codes are used by the Council to determine the suggested duration for investments. The Council will therefore use counterparties within the following maturities .

| | |
|------------|---|
| Dark pink | 5 years for Enhanced money market funds (EMMFs) with a credit score of 1.25 |
| Light pink | 5 years for Enhanced money market funds (EMMFs) with a credit score of 1.5 |
| Blue | 1 year (only applies to nationalised or semi nationalised UK Banks) |
| Orange | 1 year |
| Red | 6 months |
| Green | 100 days |
| No colour | not to be used |

Annex E(iv)

| | | | | | | | | |
|------------|------------|------------|------------|-----------|-----------|-------------|---------------|-----------|
| Y | Pi1 | Pi2 | P | B | O | R | G | N/C |
| 1 | 1.25 | 1.5 | 2 | 3 | 4 | 5 | 6 | 7 |
| Up to 5yrs | Up to 5yrs | Up to 5yrs | Up to 2yrs | Up to 1yr | Up to 1yr | Up to 6mths | Up to 100days | No Colour |

| | Colour (and long term rating where applicable) | Money and/or % Limit | Time Limit |
|---|--|----------------------|------------|
| Banks | orange | £7m | 1 yr |
| Banks – part nationalised | blue | £7m | 1 yr |
| Banks | red | £7m | 6 months |
| Banks | green | £7m | 100 days |
| Banks | No colour | £0m | 0 days |
| Debt Management Account Deposit Facility | AAA | £7m | 6 months |
| Local authorities | n/a | £7m | 1 yr |
| Money Market Funds (CNAV, LVNAV & VNAV) | AAA | £7m | liquid |
| Enhanced money market funds with a credit score of 1.25 | Dark pink / AAA | £7m | liquid |
| Enhanced money market funds with a credit score of 1.5 | Light pink / AAA | £7m | liquid |

The creditworthiness service uses a wider array of information than just primary ratings and by using a risk weighted scoring system, does not give undue influence to just one agency's ratings.

Typically the minimum credit ratings criteria the Council use will be a short term rating (Fitch or equivalents) of short term rating F1, long term rating A-, viability rating of A-, and a support rating of 1. There may be occasions when the counterparty ratings from one rating agency are marginally lower than these ratings but may still be used. In these instances consideration will be given to the whole range of ratings available, or other topical market information, to support their use.

All credit ratings will be monitored in real time. The Council is alerted to changes to ratings of all three agencies through its use of our creditworthiness service.

- if a downgrade results in the counterparty / investment scheme no longer meeting the Council's minimum criteria, its further use as a new investment will be withdrawn immediately.
- in addition to the use of credit ratings the Council will be advised of information in movements in credit default swap spreads against the iTraxx benchmark and other market data on a weekly basis. Extreme market movements may result in downgrade of an institution or removal from the Council's lending list.

Sole reliance will not be placed on the use of this external service. In addition this Council will also use market data and market information, information on government support for banks and the credit ratings of that supporting government

In the normal course of the council's cash flow operations it is expected that both Specified and Non-specified investments will be utilised for the control of liquidity as both categories allow for short term investments.

The use of longer term instruments (greater than one year from inception to repayment) will fall in the Non-specified investment category. These instruments will only be used where the Council's liquidity requirements are safeguarded however the current investment limits for 2020/21 restrain all investments to less than 1 year. Any amendment to this strategy will require the credit-criteria to be amended to include a long-term rating. This will be addressed through the formal approval by Council of a revised Treasury Management Strategy and Annual Investment Strategy.

Country and Sector Considerations

Due care will be taken to consider the country, group and sector exposure of the Council's investments. The current investment strategy limits all investments to UK Banks, Building Societies and Local Authorities, in addition to Sterling denominated AAA Money Market Funds.

Economic Investment Considerations

Investments will be made with reference to the core balance and cash flow requirements and the outlook for short-term interest rates. The criteria for choosing counterparties set out above provides a sound approach to investment in "normal" market circumstances. Whilst Members are asked to approve this base criteria above, under the exceptional current market conditions the Borough Treasurer may temporarily restrict further investment activity to those counterparties considered of higher credit quality than the minimum criteria set out for approval. These restrictions will remain in place until the banking system returns to "normal" conditions. Similarly the time periods for investments will be restricted.

Examples of these restrictions would be the greater use of the Debt Management Deposit Account Facility (a Government body which accepts local authority deposits), Money Market Funds, and strongly rated institutions. The credit criteria have been amended to reflect these facilities.

Sensitivity to Interest Rate Movements

Future Council accounts will be required to disclose the impact of risks on the Council's treasury management activity. Whilst most of the risks facing the treasury management service are addressed elsewhere in this report (credit risk, liquidity risk, market risk, maturity profile risk), the impact of interest rate risk is discussed but not quantified. The table below highlights the estimated impact of a 1% change in interest rates to the estimated treasury management costs for next year. However as all borrowing is fixed any increase in rates will only impact on new borrowing.

| | 2020/21 Estimated + 1% | 2020/21 Estimated - 1% |
|------------------------|---------------------------------------|---------------------------------------|
| Revenue Budgets | £'000 | £'000 |
| Borrowing costs | 1,000 | 1,000 |

Treasury Management Limits on Activity

There are four further treasury activity limits, which were previously prudential indicators. The purpose of these are to contain the activity of the treasury function within certain limits, thereby managing risk and reducing the impact of an adverse movement in interest rates. However if these are set to be too restrictive they will impair the opportunities to reduce costs/improve performance. The indicators are:

Upper limits on variable interest rate exposure – This identifies a maximum limit for variable interest rates based upon the debt position net of investments

Upper limits on fixed interest rate exposure – Similar to the previous indicator this covers a maximum limit on fixed interest rates.

Maturity structures of borrowing – These gross limits are set to reduce the Council's exposure to large fixed rate sums falling due for refinancing, and are required for upper and lower limits.

Total principal funds invested for greater than 364 days – These limits are set with regard to the Council's liquidity requirements and are based on the availability of funds after each year-end.

The Council is asked to approve the limits:

| | 2020/21 | 2021/22 | 2022/23 |
|--|--------------|--------------|--------------|
| Interest rate Exposures | | | |
| | Upper | Upper | Upper |
| Limits on fixed interest rates based on net debt | £280m | £280m | £280m |
| Limits on variable interest rates based on net debt | £280m | £280m | £280m |
| Maturity Structure of fixed interest rate borrowing 2020/21 | | | |
| | | Lower | Upper |
| Under 12 months | | 0% | 100% |
| 12 months to 2 years | | 0% | 100% |
| 2 years to 5 years | | 0% | 100% |
| 5 years to 10 years | | 0% | 100% |
| 10 years and above | | 0% | 100% |
| Maximum principal sums invested > 364 days | | | |
| Principal sums invested > 364 days | £m 0 | £m 0 | £m 0 |

Performance Indicators

The Code of Practice on Treasury Management requires the Council to set performance indicators to assess the adequacy of the treasury function over the year. These are distinct historic indicators, as opposed to the prudential indicators, which are predominantly forward looking. For 2020/21 the relevant benchmark will relate only to investments and will be the "7 Day LIBID Rate". The results of these indicators will be reported in the Treasury Annual Report.

Treasury Management Advisers

The Council uses Link Asset Services as its treasury management consultants. The Council recognises that responsibility for treasury management decision remains with the organisation at all times and will ensure that undue reliance is not placed upon our external service providers.

It also recognises that there is value in employing external providers of treasury management services in order to acquire access to specialist skills and resources. The Council will ensure that the terms of their appointment and the methods by which their value will be assessed are properly agreed and documented, and subject to regular review.

Member and Officer Training

The increased Member consideration of treasury management matters and the need to ensure officers dealing with treasury management are trained and kept up to date requires a suitable training process for Members and officers. Following the nomination of the Governance and Audit Committee to examine and assess the effectiveness of the Treasury Management Strategy and Policies, initial training was provided and additional training has been undertaken as necessary. Officer training is carried out in accordance with best practice and outlined in TMP 10 Training and Qualifications to ensure that all staff involved in the Treasury Management function are fully equipped to undertake the duties and responsibilities allocated to them

SPECIFIED INVESTMENTS

All investments listed below must be sterling-denominated.

| Investment | Share/ Loan Capital? | Repayable/ Redeemable within 12 months? | Security / Minimum Credit Rating ** | Circumstance of use | Maximum period |
|--|----------------------|---|---|---|----------------|
| Debt Management Agency Deposit Facility* (DMADF) * this facility is at present available for investments up to 6 months | No | Yes | Govt-backed | In-house | 364 Days |
| Term deposits with the UK government or with Local Authority (including Parish Councils) in England, Wales, Scotland or Northern Ireland with maturities up to 364 Days | No | Yes | High security although LAs not credit rated. | In-house and by external fund managers subject to the guidelines and parameters agreed with them | 364 Days |
| Term deposits with credit-rated deposit takers (banks and building societies), including callable deposits, with maturities up to 364 Days | No | Yes | <i>As per list of approved Counterparties</i> | In-house and by external fund managers subject to the guidelines and parameters agreed with them | 364 Days |
| Certificates of Deposit issued by credit-rated deposit takers (banks and building societies) : up to 364 Days. <i>Custodial arrangement required prior to purchase</i> | No | Yes | <i>As per list of approved Counterparties</i> | To be used by external fund managers only subject to the guidelines and parameters agreed with them | 364 Days |
| Gilts : up to 364 Days | No | Yes | Govt-backed | To be used by external fund managers only subject to the guidelines and parameters agreed with them | 364 Days |

| Investment | Share/ Loan Capital? | Repayable/ Redeemable within 12 months? | Security / Minimum Credit Rating ** | Circumstance of use | Maximum period |
|---|----------------------|---|---|--|---|
| Money Market Funds CNAV, LVNAV, and VNAV <i>These funds do not have any maturity date</i> | No | Yes | <i>AAA Rating by Fitch, Moodys or S&P</i> | In-house and by external fund managers subject to the guidelines and parameters agreed with them | The period of investment may not be determined at the outset but would be subject to cash flow and liquidity requirements |
| Forward deals with credit rated banks and building societies < 1 year (i.e. negotiated deal period plus period of deposit) | No | Yes | <i>As per list of approved Counterparties</i> | In-house and by external fund managers subject to the guidelines and parameters agreed with them. Tracking of all forward deals to be undertaken and recorded. | 1 year in aggregate |
| Commercial paper <i>[short-term obligations (generally with a maximum life of 9 months) which are issued by banks, corporations and other issuers]</i> <i>Custodial arrangement required prior to purchase</i> | No | Yes | <i>As per list of approved Counterparties</i> | To be used by external fund managers only subject to the guidelines and parameters agreed with them | 9 months |
| Treasury bills <i>[Government debt security with a maturity less than one year and issued through a competitive bidding process at a discount to par value] Custodial arrangement required prior to purchase</i> | No | Yes | Govt-backed | To be used by external fund managers only subject to the guidelines and parameters agreed with them | 1 year |

NON-SPECIFIED INVESTMENTS

All investments listed below must be sterling-denominated.

| <u>Investment</u> | <u>(A) Why use it?</u> <u>(B) Associated risks?</u> | <u>Share/ Loan Capital?</u> | <u>Repayable/ Redeemable within 12 months?</u> | <u>Security / Minimum credit rating **</u> | <u>Circumstance of use</u> | <u>Maximum maturity of investment</u> |
|---|--|-------------------------------------|--|--|---|---|
| Deposits with Authority's Banker where credit rating has dropped below minimum criteria | Where the Council's bank no longer meets the high credit rating criteria set out in the Investment Strategy the Council has little alternative but to continue using them, and in some instances it may be necessary to place deposits with them, these deposits should be of a very short duration thus limiting the Council to daylight exposure only (i.e. flow of funds in and out during the day, or overnight exposure). | No | Yes | n/a | In-House | 364 Days |
| Term deposits with credit rated deposit takers (banks and building societies) with maturities greater than 1 year | (A) (i) Certainty of rate of return over period invested. (ii) No movement in capital value of deposit despite changes in interest rate environment. (B) (i) Illiquid : as a general rule, cannot be traded or repaid prior to maturity. (ii) Return will be lower if interest rates rise after making the investment. (iii) Credit risk : potential for greater deterioration in credit quality over longer period | No | No | <i>As per list of approved Counterparties</i> | In-house and by external fund managers subject to the guidelines and parameters agreed with them | 5 Years |
| Certificates of Deposit with credit rated deposit takers (banks and building societies) with maturities greater than 1 year <i>Custodial arrangement required prior to purchase</i> | (A) (i) Although in theory tradable, are relatively illiquid. (B) (i) 'Market or interest rate risk' : Yield subject to movement during life of CD which could negatively impact on price of the CD. | No | Yes | <i>As per list of approved Counterparties</i> | To be used by external fund managers only subject to the guidelines and parameters agreed with them | 5 years |

| <u>Investment</u> | <u>(A) Why use it?</u> <u>(B) Associated risks?</u> | <u>Share/</u> <u>Loan</u> <u>Capital?</u> | <u>Repayable/</u> <u>Redeemable</u> <u>within 12</u> <u>months?</u> | <u>Security /</u> <u>Minimum Credit</u> <u>Rating?</u> | <u>Circumstance of</u> <u>use</u> | <u>Maximum</u> <u>maturity of</u> <u>investment</u> |
|---|---|---|--|--|---|---|
| Callable deposits with credit rated deposit takers (banks and building societies) with maturities greater than 1 year | (A) (i) Enhanced income ~ Potentially higher return than using a term deposit with similar maturity. (B) (i) Illiquid – only borrower has the right to pay back deposit; the lender does not have a similar call. (ii) period over which investment will actually be held is not known at the outset. (iii) Interest rate risk : borrower will not pay back deposit if interest rates rise after deposit is made. | No | No | <i>As per list of approved Counterparties</i> | In-house and by external fund managers subject to the guidelines and parameters agreed with them | <i>5 years</i> |
| UK government gilts with maturities in excess of 1 year <i>Custodial arrangement required prior to purchase</i> | (A) (i) Excellent credit quality. (ii) Very Liquid. (iii) If held to maturity, known yield (rate of return) per annum ~ aids forward planning. (iv) If traded, potential for capital gain through appreciation in value (i.e. sold before maturity) (v) No currency risk (B) (i) 'Market or interest rate risk' : Yield subject to movement during life of sovereign bond which could negatively impact on price of the bond i.e. potential for capital loss. | No | Yes | Govt backed | To be used by external fund managers only subject to the guidelines and parameters agreed with them | <i>10 years including but also including the 10 year benchmark gilt</i> |

| <u>Investment</u> | <u>(A) Why use it?</u> <u>(B) Associated risks?</u> | <u>Share/ Loan Capital?</u> | <u>Repayable/ Redeemable within 12 months?</u> | <u>Security / Minimum credit rating **</u> | <u>Circumstance of use</u> | <u>Maximum maturity of investment</u> |
|---|--|-------------------------------------|--|--|--|---|
| Forward deposits with credit rated banks and building societies for periods > 1 year (i.e. negotiated deal period plus period of deposit) | (A) (i) Known rate of return over period the monies are invested ~ aids forward planning. (B) (i) Credit risk is over the whole period, not just when monies are actually invested. (ii) Cannot renege on making the investment if credit rating falls or interest rates rise in the interim period. | No | No | <i>As per list of approved Counterparties</i> | In-house and by external fund managers subject to the guidelines and parameters agreed with them. Tracking of all forward deals to be undertaken and recorded. | <i>5 years</i> |
| Deposits with unrated deposit takers (banks and building societies) but with unconditional financial guarantee from HMG or credit-rated parent institution : any maturity | (A) Credit standing of parent will determine ultimate extent of credit risk | No | Yes | <i>As per list of approved Counterparties</i> | In-house and by external fund managers subject to the guidelines and parameters agreed with them | <i>1 year</i> |

Reserves & Balances Policy Statement

As part of the financial planning process the Council will consider the establishment and maintenance of reserves and balances. In setting these, account is taken of the key assumptions underpinning the budget and financial strategy, together with the Council's financial management arrangements. Key factors considered include;

- Cash flow
- Assumptions on inflation and interest rates
- Level and timing of capital receipts
- Demand led pressures
- Planned economies
- Risk associated with major projects
- Availability of other funding (e.g. insurance)
- General financial climate

Reserves and Balances can be held for a number of purposes

General Balances

| Balance | Purpose | Policy | Value |
|---------------------|---|--|---|
| General Fund | Provides general contingency for unavoidable or unforeseen expenditure and to cushion against uneven cash flows and provides stability in longer term financial planning. | Policy based on a risk assessment of budget and medium term financial plans. Historically £4m has been considered to be the minimum prudent level. | March 17 £11.071m March 18 £9.047m March 19 £9.060m March 20 £6.446m March 21 £6.067m |

Earmarked Reserves

Earmarked Reserves are sums of money which have been set aside for specific purposes. These are excluded from general balances available to support revenue or capital expenditure. The Council has the following earmarked reserves:

| Reserve | Purpose | Policy | Value |
|---|---|--|--|
| Insurance and other Uninsured Claims | This provides cover for the excess payable on claims under the Council's insurance policies (self insurance). It also provides for any potential future claims not covered by existing policies, including contractual disputes and legal claims. | Needs to be at a level where the provision could sustain claims in excess of current claims history | March 17 £2.750m March 18 £2.843m March 19 £2.952m March 20 £3.007m March 21 £3.007m |
| Budget Carry Forward | Used to carry forward approved unspent monies to the following year. | Budget Carry Forwards are permitted only in accordance with the scheme set out in financial regulations. | March 17 £0.221m March 18 £0.084m March 19 £0.101m March 20 £0.000m March 21 £0.000m |
| Cost of Structural Change | The reserve gives an opportunity to fund the one-off additional costs arising from restructuring before the benefits are realised. | This reserve will be used to meet organisational wide and departmental restructures where there are demonstrable future benefits. | March 17 £1.852m March 18 £1.990m March 19 £2.290m March 20 £1.930m March 21 £1.430m |
| Schools' Balances | These funds are used to support future expenditure within the Dedicated Schools Block and include individual school balances. | Balances are permitted to be retained by Schools under the Schools Standards & Framework Act 1998. Policies are set and the reserves are managed by schools and the LEA has no practical control over the level of balances. | March 17 £1.695m March 18 £1.272m March 19 £1.558m March 20 £1.358m March 21 £1.758m |
| Discretionary School Carry Forwards | The statutory requirement to carry forward school balances has been extended to cover those held for Pupil Referral Units and the Schools Specific Contingency as set out in the financial regulations. | Budget Carry Forwards are permitted in accordance with the scheme set out in financial regulations. | March 17 £0.052m March 18 £0.091m March 19 £0.051m March 20 £0.031m March 21 £0.061m |

| Reserve | Purpose | Policy | Value |
|--------------------------------------|--|--|--|
| Unused Schools Budget Balance | The Schools Budget is a ring fenced account, fully funded by external grants, the most significant of which is the Dedicated Schools Grant. Any under or overspending remaining at the end of the financial year must be carried forward to the next year's Schools Budget and as such has no impact on the Council's overall level of balances. | This reserve is held for specific accounting reasons. The funds in this reserve are ring fenced and cannot be used for any other purpose. Any deficit will need to be met from the DSG in the medium term. | March 17 £1.778m March 18 £1.994m March 19 £1.577m March 20 -£0.060m March 21 -£1.737m |
| SEN Resource Units | An earmarked reserve set up in 2012/13 from the under spend on the Schools Budget to fund building adaptations required to develop SEN (special education needs) resource units. | Part of the unused Schools Budget balance, but earmarked for a particular purpose. The funds are therefore ring fenced. The reserve has been approved by the Executive member for Children, Young People and Learning. | March 17 £0.304m March 18 £0.337m March 19 £0.459m March 20 £0.459m March 21 £0.309m |
| School Meals Re-tender | An earmarked reserve set up in 2013/14 from the under spend on the Schools Budget to cover the costs of the re-tender exercise. | This reserve is no longer required, and the funds can therefore be returned to the Unused Schools Budget Balance Reserve | March 17 £0.040m March 18 £0.040m March 19 £0.040m March 20 £0.000m |
| School Expansion Rates | An earmarked reserve set up in 2013/14 from the under spend on the Schools Budget to help finance the increase in Business Rates arising from school expansions. School budgets are normally set on a provisional figure and the reserve will absorb the differences between provisional and actual figures. | Part of the unused Schools Budget balance, but earmarked for a particular purpose. The funds are therefore ring fenced. The reserve has been approved by the Executive member for Children, Young People and Learning. | March 17 £0.595m March 18 £0.841m March 19 £1.093m March 20 £0.392m March 21 £0.392m |
| School Diseconomy Costs | An earmarked reserve set up in 2016/17 from the under spend on the Schools Budget to help finance the medium term cost pressure that will arise from new schools being built. These will generally open with relatively low pupil numbers | Part of the unused Schools Budget balance, but earmarked for a particular purpose. The funds are therefore ring fenced. The reserve has been approved by the Schools Forum. | March 17 £0.300m March 18 £0.800m March 19 £1.000m March 20 £0.746m March 21 £0.746m |

| Reserve | Purpose | Policy | Value |
|---|---|---|--|
| | and will therefore need additional financial support until pupil numbers reach a viable level. | | |
| SEN Strategy Reserve | An earmarked reserve set up in 2017/18 from the under spend on the Schools Budget to help finance the additional medium term costs arising from implementation of the SEN Strategy, assisting with the early implementation of change to improve the outcomes of children and to explore the potential for different models of alternative provision. | Part of the unused Schools Budget balance, but earmarked for a particular purpose. The funds are therefore ring fenced. The reserve has been approved by the Schools Forum. | March 18 £0.439m March 19 £0.439m March 20 £0.339m March 21 £0.189m |
| Repairs & Renewals | The Council has accumulated funding in an earmarked reserve from service charges paid by tenants at Longshot Lane, Forest Park and Liscombe. | The reserve is held in order to finance future improvement works thereby reducing pressure on maintenance budgets. | March 17 £0.009m March 18 £0.021m March 19 £0.033m March 20 £0.033m March 21 £0.033m |
| Building Regulation Chargeable Account | A statutory ring fenced account which over time must breakeven. | This reserve is held for specific accounting reasons. The funds in this reserve are ring fenced and cannot be used for any other purpose. The account is currently in deficit and therefore there is no balance on the reserve. | March 17 £0.000m March 18 £0.000m March 19 £0.000m March 20 £0.000m March 21 £0.000m |
| Commutated Maintenance of Land | Money is received and set aside for the ongoing maintenance of land transferred to the Council under Section 106 agreements. | The reserve will be used to cover the cost of maintaining land transferred to the Council under Section 106 agreements. | March 17 £1.375m March 18 £1.519m March 19 £1.688m March 20 £1.638m March 21 £1.588m |
| S106 and Travel Plan Monitoring | Money is received and set aside to cover the costs of monitoring developers' compliance with Section 106 agreements, including any travel plan requirements. | The reserve will be used to cover the cost of monitoring developers' compliance with Section 106 agreements, including any travel plan requirements. | March 17 £0.128m March 18 £0.145m March 19 £0.145m March 20 £0.145m March 21 £0.145m |

Annexe F

| Reserve | Purpose | Policy | Value |
|---|---|---|--|
| Property Searches Chargeable Account | A reserve created for a statutory ring fenced account which over time must breakeven. | This reserve is held for specific accounting reasons. The funds in this reserve are ring fenced and cannot be used for any other purpose. | March 17 £0.135m March 18 £0.092m March 19 £0.090m March 20 £0.085m March 21 £0.085m |
| Transformation | A reserve to support investment in service innovation and improvements. | The reserve will be used to meet the upfront costs of transformation. | March 17 £1.960m March 18 £2.882m March 19 £3.622m March 20 £2.839m March 21 £1.986m |
| Revenue Grants Unapplied | A reserve to hold unspent revenue grants and contributions where there are no outstanding conditions. | The reserve will be used to match the grant income to the associated expenditure. | March 17 £3.653m March 18 £2.899m March 19 £3.509m March 20 £3.225m March 21 £3.035m |
| School Masterplans and Feasibility Studies | A reserve to meet the cost of masterplans and feasibility studies for schools expansion. | Any upfront costs incurred prior to a decision being taken to construct an asset may need to be met from revenue. | March 17 £0.350m March 18 £0.341m March 19 £0.341m March 20 £0.000m March 21 £0.000m |
| Repairs and Maintenance | A reserve to address 1D priorities (urgent works required to assets which are life expired and/or in serious risk of imminent failure) which are revenue rather than capital in nature. | The reserve will be used for high priority revenue repairs and maintenance. The reserve is no longer required. | March 17 £0.039m March 18 £0.030m March 19 £0.030m March 20 £0.000m |

Annexe F

| Reserve | Purpose | Policy | Value |
|--|---|--|--|
| Public Health Reserve | Under the conditions of the Public Health grant, any under spend of the ring fenced grant can be carried over via a reserve into the next financial year. | The reserve will be used to fund Public Health priorities and projects. | March 17 £0.539m March 18 £1.007m March 19 £1.560m March 20 £1.060m March 21 £0.500m |
| Better Care Fund Reserve | A reserve to help meet the cost of Better Care Fund priorities and projects. | The reserve will be used to fund Better Care Fund priorities and projects. | March 17 £0.617m March 18 £1.420m March 19 £2.092m March 20 £1.531m March 21 £1.531m |
| Regeneration of Bracknell Town Centre | A new reserve to help meet the cost of Council funded Town Centre initiatives | The reserve will be used to fund Town Centre initiatives. | March 17 £0.250m March 18 £0.752m March 19 £1.792m March 20 £4.492m March 21 £2.492m |
| London Rd Feasibility | A reserve which will be used to meet professional fees regarding the London Road landfill site. | The reserve will be used to cover professional fees relating to the feasibility study. It now includes contributions from the other Berkshire Unitaries. | March 18 £0.125m March 19 £0.238m March 20 £0.212m March 21 £0.000m |
| Future Funding | A reserve which will be used to smooth the impact of changes in Business Rates income and central government funding decisions. | The reserve will help to balance the revenue budget over the medium term. | March 18 £8.608m March 19 £19.822m March 20 £17.789m March 21 £18.066m |
| Dilapidations Reserve | A reserve to hold funds from tenants for end-of-lease property repairs and reinstatements. | The reserve will be used to carry out repairs and reinstatements to commercial properties required before they can be re-let. | March 18 £0.045m March 19 £0.045m March 20 £0.045m March 21 £0.045m |

Annexe F

| Reserve | Purpose | Policy | Value |
|---|---|--|--|
| Schools Support Reserve | A reserve to recognise the reduced scope within the dedicated schools grant to provide temporary loans to schools in financial difficulties | To ensure that government policy changes do not impact on the ability to provide temporary loans to schools | March 19 £0.350m March 20 £0.100m March 21 £0.000m |
| Waste PFI Excess Profits Reserve | A reserve to hold excess profits payments by the contractor under the Waste PFI scheme. | Excess profits payments are potentially repayable, depending on future performance, and have therefore been placed in a reserve. | March 19 £0.087m March 20 £0.087m March 21 £0.087m |
| Feasibility Studies Reserve | A reserve to provide revenue funding if proposed capital schemes do not proceed beyond initial feasibility stage. | Any upfront costs incurred prior to a decision being taken to construct an asset may need to be met from revenue. | March 19 £0.500m March 20 £0.202m March 21 £0.202m |
| Community Capacity Reserve | A reserve to fund local projects in support of delivering the 2019/23 Council Plan. | The reserve is no longer required, any initiatives will be funded from existing budgets. | March 19 £1.260m March 20 £0.000m |
| ICT Transformation Reserve | A reserve to support investment in ICT innovation and improvements. | The reserve will be used to meet the upfront costs of ICT transformation. | March 19 £1.000m March 20 £1.000m March 21 £1.000m |
| New Schools Reserve | A new reserve to help support the additional cost arising from new schools over the next four years | The reserve will be used to help meet the cost of new schools in the short term whilst they become established. | March 20 £0.662m March 21 £0.409m |
| Business Rates Revaluation Reserve | A new reserve to guard against the impact of in-year Business Rates valuation adjustments | The reserve will be used to meet the cost of any significant downward Business Rates valuations. | March 21 £7.500m |

Unusable Revenue Reserves

Certain reserves are kept to manage the accounting processes and do not represent usable resources for the Council.

| Balance | Purpose | Policy | Value |
|---|---|---|--|
| Collection Fund Adjustment Account | A reserve required to reflect Collection Fund changes included in the SORP 2009. The balance represents the difference between the Council Tax income included in the Income and Expenditure Account and the amount required by regulation to be credited to the General Fund. | This balance is held for specific accounting reasons. | March 17 £5.761m March 18 -£2.351m March 19 £4.140m March 20 -£6.000m March 21 £0.000m |
| Accumulated Absences Account | A reserve which absorbs the differences that would otherwise arise on the General Fund Balance from accruing for compensated absences earned but not taken in the year (e.g. annual leave and flexi-time entitlement carried forward at 31 March). Statutory arrangements require that the impact on the General Fund Balance is neutralised by transfers to or from the Account. | This balance is held for specific accounting reasons. | March 17 -£5.328m March 18 -£5.685m March 19 -£4.520m March 20 -£4.520m March 21 -£4.520m |
| Pensions | Reflects the Council's share of the Royal County of Berkshire Pension Fund's assets and liabilities. Contributions will be adjusted to ensure any projected deficit is funded. | This balance is held for specific accounting reasons. | March17 -£282.216m March18 -£276.125m March19 -£269.419m March 20 -£269.419m March 21 -£269.419m |

PROVISIONAL BUDGET SUMMARY STATEMENT
Subject to amendment in the light of final budget decisions

| Line | | 2019/20 | 2020/21 |
|------|---|----------------|----------------|
| | | £'000 | £'000 |
| | Bracknell Forest's Expenditure | | |
| 1 | Central | 9,416 | 17,180 |
| 2 | Delivery | 24,125 | 15,933 |
| 3 | People | 69,958 | 76,689 |
| 4 | Corporate Wide Items (to be allocated) | 377 | 663 |
| 5 | Sub-Total | 103,876 | 110,465 |
| 6 | Non-Departmental Expenditure | | |
| 7 | Contingency provision | 2,500 | 2,250 |
| 8 | Debt Financing Costs (Minimum and Voluntary Revenue Provisions) | 2,221 | 2,014 |
| 9 | Levying Bodies | 113 | 113 |
| 10 | Interest | 2,879 | 1,954 |
| 11 | Pension Interest Cost & Administration Expenses | 7,033 | 7,033 |
| 12 | Other Services | 248 | 248 |
| 13 | Business Rates Growth | (14,256) | (6,916) |
| 14 | Contribution from Capital Resources | (200) | (200) |
| 15 | Capital Charges | (13,511) | (13,511) |
| 16 | Contribution from Pension Reserve | (18,664) | (18,664) |
| 17 | Contribution to/(from) Earmarked Reserves | 4,096 | <<<<< |
| 18 | New Homes Bonus grant | (1,351) | (1,917) |
| 19 | Flood and Travel Related Grants | (15) | (14) |
| 20 | Net Revenue Budget | 74,969 | <<<<< |
| 21 | Movement in General Fund Balances | (2,614) | <<<<< |
| 22 | Net Revenue Budget after use of balances | 72,355 | <<<<< |
| 23 | Less - External Support | | |
| 24 | Business Rates | (18,305) | (16,832) |
| 25 | Revenue Support Grant | 0 | (1,771) |
| 26 | Collection Fund Adjustment – Council Tax | 427 | (509) |
| 27 | Collection Fund Adjustment – Business Rates | 4,942 | (8,241) |
| 28 | Bracknell Forest's Council Tax Requirement | 59,419 | <<<<< |
| 29 | Collection Fund | | |
| 30 | Bracknell Forest's Requirement | 59,419 | <<<<< |
| 31 | divided by the Council Tax Base ('000) | 45.573 | 46.816 |
| 32 | Council Tax at Band D (excluding Parishes) | | |
| 33 | Bracknell Forest | £1,303.83 | £<<<<< |

Virements between Directorates

| Total | Explanation |
|--------------|---|
| £'000 | |
| | <p><u>Central</u></p> |
| 22 | A budget transfer from Customer Services within the Delivery Directorate to the Communications team within the Central Directorates in relation to Gov Delivery licences. This virement reflects that the Communications team now leads on this. |
| 25 | The Council received a grant for £0.025m from MHCLG for Local Authority Parks Improvements at the end of 2018-19. This grant was placed in reserves until a scheme was developed. It has now been agreed that the grant will contribute towards the path networks at South Hill Park and so needs to be drawn down. This will also require a budget virement. |
| -25 | Revenue Contribution to capital - the grant drawn down from reserves for the path networks at South Hill Park is to be transferred to capital to support the scheme. |
| | <p><u>Delivery</u></p> |
| -22 | A budget transfer from Customer Services within the Delivery Directorate to the Communications team within the Central Directorates in relation to Gov Delivery licences. This virement reflects that the Communications team now leads on this. |
| | <p><u>Non Departmental / Council Wide</u></p> |
| -25 | The Council received a grant for £0.025m from MHCLG for Local Authority Parks Improvements at the end of 2018-19. This grant was placed in reserves until a scheme was developed. It has now been agreed that the grant will contribute towards the path networks at South Hill Park and so needs to be drawn down. This will also require a budget virement. |
| 25 | Revenue Contribution to capital - the grant drawn down from reserves for the path networks at South Hill Park is to be transferred to capital to support the scheme. |
| 0 | Total Virements |

Initial Equalities Screening Record Form

| | | | |
|--|--|--|---|
| Date of Screening: 09/10/2019 | Directorate: People | Section: Commissioning | |
| 1. Activity to be assessed | Provision of a stroke support service | | |
| 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 checked="" type="checkbox"/> New <input type="checkbox"/> Existing The service currently exists through a grant however this will now be a contracted arrangement. | | |
| 4. Officer responsible for the screening | Elizabeth Britton | | |
| 5. Who are the members of the screening team? | Elizabeth Britton, Julia McDonald | | |
| 6. What is the purpose of the activity? | The purpose is to jointly contract stroke support with Slough Borough Council, the Royal Borough of Windsor and Maidenhead Council, and East Berkshire CCG. The service will provide community based support to a person (and their family/carers) following a stroke that is tailored to individual goals (e.g. supporting a returning to work, reducing social isolation, increasing self-confidence, improving communication etc.). The service will be expected to support the person through their recovery, including the completion of a 6 month review, with additional focus around prevention. | | |
| 7. Who is the activity designed to benefit/target? | The Service will provide information, advice and emotional support to stroke survivors and their families/carers. The aim is to support people to access their community, participate in social activities, return to work (if applicable), and generally rebuild their confidence and routines following stroke. There is also an element of preventative work, either before or after stroke to reduce further risk by highlighting lifestyle choices that increase risk and how these can be mitigated. | | |
| 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 support will be offered to people who have experienced a stroke, many of whom will have cognitive or physical impairments. | Stroke is a leading cause of disability in the UK, with almost two thirds of stroke survivors in England, Wales and Northern Ireland leaving hospital with a disability. Stroke can cause a wide variety of physical and mental impairments: paralysis of limbs, muscle weakness, poor stamina and balance problems; but also issues with memory, speech and communication. The loss of physical and mental capabilities can have a strong impact on a stroke survivors mental health, |

| | | | | |
|--|---|---|---|---|
| | | | particularly in younger demographics. In a survey conducted by the Stroke Association in 2015, 39% of stroke survivors stated the physical impact of stroke was the hardest to deal with, and more than 70% experienced depression or low mood. The service will need to be mindful of this impact when providing support. | |
| 9. Racial equality | Y | <p>Positive – people from BAME backgrounds are at a higher risk of stroke; the service will need to consider this when engaging with stroke survivors in the community.</p> <p>The service will be required to monitor and work pro-actively to understand and respond to the specific needs of different ethnic groups. There is a requirement to work with local community groups to support all stroke survivors.</p> | <p>According to the 2011 Census, 84.9% of the population of Bracknell Forest is White British, however the Black and Minority Ethnic population has increased since 2001. The largest BME group currently is Asian or Asian British (5%).</p> <p>Research has shown that BAME people are almost twice as likely to have a stroke than white people. Further studies have shown that although the overall prevalence of stroke reduced between 1995 and 2010, this trend was not reflected in the instances of strokes in BAME patients.</p> | |
| 10. Gender equality | Y | <p>Neutral – commissioners expect that any person's gender-specific needs will be identified and understood by the provider and their needs responded to in the planning and delivery of the service.</p> | <p>Men and women are both at risk of stroke, (51% and 49% respectively, according to a study in 2016).</p> <p>The Stroke Association State of the Nation report states that men have a higher risk at a younger age but more women than men die of stroke.</p> <p>The report also states: “<i>Women tend to experience worse psychological and physical repercussions from stroke. This may be because women tend to have strokes when they're older and often living alone.</i>”</p> | |
| 11. Sexual orientation equality | | N | <p>Neutral – The service will need to provide support to all stroke survivors.</p> <p>Commissioners expect that any stroke survivor's needs relating specifically to their LGBT status will be identified and understood by the provider and their needs responded to in the planning and delivery of the service.</p> | <p>There is limited research on the effects of stroke in LGBT people, however it should be borne in mind that some LGBT people experience discrimination in healthcare settings, which may impact engagement with health services in general.</p> |

| | | | | |
|---|---|---|---|---|
| | | | | |
| 12. Gender identity | | N | <p>Neutral – The service will need to provide support to all stroke survivors.</p> <p>Commissioners expect that any stroke survivor's needs relating specifically to their gender identity will be identified and understood by the provider and their needs responded to in the planning and delivery of the service.</p> | <p>See above; reports of discrimination in healthcare settings are particularly high for transgender people.</p> <p>Although there is limited research regarding the effects of stroke on people who are transgender, a recent study has shown that hormone therapy may increase the risk of stroke.</p> <p>More information around transgender discrimination can be found here.</p> |
| 13. Age equality | Y | | <p>Positive - Stroke can affect people at any age, although the likelihood is higher in people over 65 there are still many working age people affected.</p> <p>Neutral – commissioners expect that any person's age-specific needs will be identified and understood by the provider and their needs responded to in the planning and delivery of the service.</p> | <p>The current population of Bracknell consists of a slightly higher proportion of people aged 16-64 than the average for the South East (64.8% compared to 61.5%) with a slightly lower proportion of adults aged 65+ (14.5% compared to 19.3%). However, the population of those aged 65+ is predicted to increase to 21.8% by 2041.</p> <p>A report published by Public Health England found that the median age for stroke in 2016 was 70 (men) to 76 (women). Although the chances of surviving a stroke decrease with age, research has shown that rehabilitation is still possible regardless of age.</p> |
| 14. Religion and belief equality | | N | <p>Neutral - Commissioners expect that any faith-specific needs will be identified and understood by the provider and their needs responded to in the planning and delivery of the service.</p> | <p>According to 2011 census data, the majority of Bracknell Forest are recorded as Christian (61%), the second largest being those with no religion/not stated (35%). The third largest group is Hindus (1.6%) followed by Muslims (1.1%), Buddhists (0.7%), Sikhs (0.4%), and Jews (0.2%).</p> <p>Some studies suggest that religion or faith can positively influence recovery following stroke (in the same way that it can provide comfort during any time of stress or difficulty) however there do not appear to be any negative links in regard to stroke occurrence or severity for those who do not consider themselves religious.</p> |

| | | | | |
|---|---|---|---|---|
| 15. Pregnancy and maternity equality | | N | <p>Neutral – commissioners expect that any specific needs around pregnancy and parenthood will be identified and understood by the provider and their needs responded to in the planning and delivery of the service (e.g. making connections with local pregnancy / maternity health providers or family support services)</p> | <p>According to the Stroke Association State of the Nation report, “women can experience increased stroke risk due to hormone changes, contraception, pregnancy and childbirth” and “Although the overall risk of younger women having a stroke is very low, pregnancy can increase your risk of stroke. In 100,000 pregnancies, 30 soon-to-be mothers will have a pregnancy related stroke”</p> |
| 16. Marriage and civil partnership equality | Y | | <p>Positive – stroke, like any serious health condition, can impact relationship dynamics.</p> <p>Neutral – the service will need to provide support to people regardless of their marital status. Commissioners expect that any needs arising as a result of a person’s marital status will be identified and understood by the provider and their needs responded to in the planning and delivery of the service.</p> | <p>Experiencing a stroke can be a very sudden, life-changing event, and there is some evidence to show this can impact established roles within a relationship. Stroke can also affect personality and emotional responses (laughing or crying out of context, reduced inhibitions and impulse control) which, although may can be difficult to adjust to.</p> <p>The service will need to be mindful of this when providing support.</p> |
| 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. | <p>Research shows people from more deprived areas have an increased risk of stroke, and the strokes are more likely to be severe and occur at an earlier age (by approx. five years in England, Wales and Northern Ireland).</p> <p>Certain medical conditions (high blood pressure, diabetes, atrial fibrillation and high cholesterol) as well as lifestyle choices (smoking, drinking high amounts of alcohol) can increase the risk of stroke. This should be considered by the provider when delivering support however should not affect the quality of service received by these people.</p> | | | |
| 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? | No adverse impact identified | | | |
| 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? | <p>The protected characteristic groups are not distinct communities, for example one person may fall into more than one category.</p> <p>The evidence above indicates key areas for the commissioner and provider to consider when planning and delivering the service in order to avoid any detrimental impact on protected characteristics. Lack of evidence in some areas does not imply needs do not exist, but rather that additional and ongoing research is necessary to explore needs and their extent in more detail.</p> | | | |

| | | | |
|---|---|-----------------------------------|---|
| 20. Could the impact constitute unlawful discrimination in relation to any of the Equality Duties? | | N | The impact will not constitute unlawful discrimination for any of the identified groups above. |
| 21. What further information or data is required to better understand the impact? Where and how can that information be obtained? | It is important that the Council, (along with the support provider) consults with relevant stakeholders and includes the views of stroke survivors themselves in decision making before and during the length of the contract. Quarterly contract monitoring with established Key Performance Indicators should help to inform the current picture of stroke support in Bracknell and inform any areas that may require future focus. | | |
| 22. On the basis of sections 7 – 17 above is a full impact assessment required? | | N | The impact listed above has been assessed as either Neutral or Positive, therefore there is no requirement to complete a full assessment. |
| 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. | | | |
| Action | Timescale | Person Responsible | Milestone/Success Criteria |
| Complete tender for stroke support services | April 2020 | BFC, SBC, RBWM, East Berks CCG | Successful contract award |
| Quality assurance monitoring on a quarterly bases throughout the life of the contract. | Quarterly, ongoing | Designated Officer TBC | Key Performance Indicators met or exceeded |
| | | | |
| 24. Which service, business or work plan will these actions be included in? | Commissioning officers from Bracknell, Slough and Windsor and Maidenhead, along with a representative from East Berkshire CCG. | | |
| 25. Please list the current actions undertaken to advance equality or examples of good practice identified as part of the screening? | Activity reporting via current grant arrangement with the ability to monitor protected characteristic groups. | | |
| 26. Head of Service/ Assistant Director signature. | Signature: Melanie O'Rourke | | Date:29/11/19 |

Initial Equalities Screening Record Form

| | | | |
|--|--|--|--|
| Date of Screening: 17/12/19 | Directorate: People | | Section: Adult Social Care |
| 1. Activity to be assessed | Review of care packages | | |
| 2. What is the activity? | <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 | | |
| 3. Is it a new or existing activity? | <input checked="" type="checkbox"/> New <input type="checkbox"/> Existing | | |
| 4. Officer responsible for the screening | Lauren Rochat | | |
| 5. Who are the members of the screening team? | Lauren Rochat, Kellie Williams, Melanie O'Rourke | | |
| 6. What is the purpose of the activity? | A review of existing care packages to ensure that our care provision is Care Act compliant and best value. | | |
| 7. Who is the activity designed to benefit/target? | Service users and the council | | |
| 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 | N | The impact could be a variation to the existing care package, however this will remain compliant with Care Act legislation to meet their individual need. A cross section of cases will be taken across all social care teams, however clients with disability are more likely to be in receipt of services. |
| 9. Racial equality | Y | N | |
| 10. Gender equality | Y | N | |
| 11. Sexual orientation equality | Y | N | |

| | | | |
|---|--|---|---|
| 12. Gender re-assignment | Y | N | |
| 13. Age equality | Y | N | The review will be of all age adults |
| 14. Religion and belief equality | Y | N | |
| 15. Pregnancy and maternity equality | Y | N | |
| 16. Marriage and civil partnership equality | Y | N | |
| 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. | When we are reviewing care packages we may need to review the carer arrangements | | |
| 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? | No | | |
| 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? | Limited to an initial cohort of 15 therefore unlikely to be a disproportionate impact on any group | | |
| 20. Could the impact constitute unlawful discrimination in relation to any of the Equality Duties? | Y | N | Please explain for each equality group |
| 21. What further information or data is required to better understand the impact? Where and how can that information be obtained? | None | | |
| 22. On the basis of sections 7 – 17 above is a full impact assessment required? | Y | N | Unlikely to disproportionately affect any of the protected characteristic groups. |

| | | | If you are proceeding to a full equality impact assessment, please contact Samantha.wood@bracknell-forest.gov.uk |
|---|--|--------------------|---|
| 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. | | | |
| Action | Timescale | Person Responsible | Milestone/Success Criteria |
| Conduct care package review for initial cohort of 15 clients | April 2020 | Lauren Rochat | Case reviews complete |
| | | | |
| | | | |
| 24. Which service, business or work plan will these actions be included in? | Adult Social Care | | |
| 25. Please list the current actions undertaken to advance equality or examples of good practice identified as part of the screening? | Maximise and maintain independence, maximising income through benefits if financial assessment is triggered | | |
| 26. Assistant Director/Director signature. | <p style="text-align: center;"><i>M. Wood</i></p> <p>Signature: _____</p> <p style="text-align: right;">Date: 19/12/19</p> | | |

Once complete please send to Samantha.wood@bracknell-forest.gov.uk

Initial Equalities Screening Record Form

| | | | |
|--|---|--|--|
| Date of Screening: 17/12/19 | Directorate: People | Section: Early Help and Communities | |
| 1. Activity to be assessed | Introduction of a policy to charge tenants for tenant fault repairs | | |
| 2. What is the activity? | <input type="checkbox"/> Policy/strategy <input type="checkbox"/> Function/procedure <input type="checkbox"/> Project <input type="checkbox"/> Review <input type="checkbox"/> Service <input type="checkbox"/> Organisational change | | |
| 3. Is it a new or existing activity? | <input checked="" type="checkbox"/> New <input type="checkbox"/> Existing | | |
| 4. Officer responsible for the screening | Sharon Warner | | |
| 5. Who are the members of the screening team? | Sharon Warner, Ellie Eghtedar | | |
| 6. What is the purpose of the activity? | The proposal is to start charging tenants for repairs to the property where this has happened as a result of the tenant's actions. A policy will be required to start charging for this. | | |
| 7. Who is the activity designed to benefit/target? | Those who damage their property | | |
| 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. | <input checked="" type="checkbox"/> Y | <input type="checkbox"/> N | Clients with disability are more likely to be placed in temporary accommodation by the council because the homelessness legislation dictates priority need which may include disability and complex needs. |
| 9. Racial equality | <input type="checkbox"/> Y | <input checked="" type="checkbox"/> N | |
| 10. Gender equality | <input checked="" type="checkbox"/> Y | <input type="checkbox"/> N | Proportionately likely to be more women in temporary accommodation again due to priority need guidance. |
| 11. Sexual orientation equality | <input type="checkbox"/> Y | <input checked="" type="checkbox"/> N | |

| | | | | |
|---|--|---|--|--|
| 12. Gender re-assignment | Y | N | | |
| 13. Age equality | Y | N | | |
| 14. Religion and belief equality | Y | N | | |
| 15. Pregnancy and maternity equality | Y | N | | Pregnancy confirms priority need therefore more likely to have been offered temporary accommodation by the council |
| 16. Marriage and civil partnership equality | Y | N | | |
| 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. | There may be an impact on all groups who fit the priority need criteria in terms of creating a debt for those who are vulnerable | | | |
| 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? | No | | | |
| 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? | Any impact would be mitigated by the council considering whether damage has been caused maliciously or as a consequence of any of the vulnerabilities or needs identified. | | | |
| 20. Could the impact constitute unlawful discrimination in relation to any of the Equality Duties? | Y | N | Please explain for each equality group | |
| 21. What further information or data is required to better understand the impact? Where and how can that information be obtained? | None | | | |

| | | | |
|--|--|---------------------------|--|
| 22. On the basis of sections 7 – 17 above is a full impact assessment required? | Y | N | <p>Unlikely to disproportionately affect any of the protected characteristic groups over and above the fact they are likely to be vulnerable and therefore in temporary accommodation. Once they are in temporary accommodation this won't disproportionately affect any one group.</p> <p>If you are proceeding to a full equality impact assessment, please contact Samantha.wood@bracknell-forest.gov.uk</p> |
| 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. | | | |
| Action | Timescale | Person Responsible | Milestone/Success Criteria |
| Create policy which includes discretion to waive any charges | | Ellie Eghtedar | Policy written and agreed |
| Payment arrangements for those who are charged and seek to maximise their income and reduce their outgoings as part of the combined welfare and housing offer. | | Ellie Eghtedar | |
| | | | |
| 24. Which service, business or work plan will these actions be included in? | Welfare and Housing | | |
| 25. Please list the current actions undertaken to advance equality or examples of good practice identified as part of the screening? | Welfare support, income maximisation, signposting to relevant debt advice services, assistance with homelessness such as rent deposits | | |
| 26. Assistant Director/Director signature. | Signature:  | | Date: 19/12/19 |

Once complete please send to Samantha.wood@bracknell-forest.gov.uk

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 | Value for money review of supported bus contracts based on patronage figures and cost of service. | | |
| 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 is seeking to ensure that value for money is achieved from the financial support of local bus services. | | |
| 7. Who is the activity designed to benefit/target? | If value for money is achieved, then the financial support of bus services is likely to be more sustainable and so benefits bus users within the borough. | | |
| 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 ✓ | N | There is potential for bus users with a disability to be adversely impacted by a change in the level of service. Data supplied by the bus operator shows an average of just under 16,000 journeys per month are made by users with a concessionary pass. Across the borough 5% of passes issued are on the grounds of disability, so it is estimated that 800 bus journeys per month could be made by people with a disability. |
| 9. Racial equality | Y | N ✓ | No impact anticipated at this time. There is no evidence to suggest that racial equality would be disproportionately impacted by a review of supported bus services. |
| 10. Gender equality | Y | N ✓ | No impact anticipated at this time. There is no evidence to suggest that gender equality would be disproportionately impacted by a review of supported bus services. |

| | | | | |
|--|--|--------|--|--|
| 11. Sexual orientation equality | Y | N ✓ | No impact anticipated at this time. | There is no evidence to suggest that sexual orientation equality would be disproportionately impacted by a review of supported bus services. |
| 12. Gender re-assignment | Y | N ✓ | No impact anticipated at this time. | There is no evidence to suggest that gender re-assignment would be disproportionately impacted by a review of supported bus services. |
| 13. Age equality | Y ✓ | N | There is potential for elderly users of the supported bus services to be adversely impacted by a change in the level of service. | Data supplied by the bus operator shows an average of just under 16,000 journeys per month are made by users with a concessionary. Across the borough, 95% of passes issued are on the grounds of age so it is estimated that 15,200 journeys could be made by this group. |
| 14. Religion and belief equality | Y | N ✓ | No impact anticipated at this time. | There is no evidence to suggest that religion and belief equality would be disproportionately impacted by a review of supported bus services. |
| 15. Pregnancy and maternity equality | Y | N ✓ | No impact anticipated at this time. | There is no evidence to suggest that pregnancy and maternity equality would be disproportionately impacted by a review of supported bus services. |
| 16. Marriage and civil partnership equality | Y | N ✓ | No impact anticipated at this time. | There is no evidence to suggest that marriage and civil partnership equality would be disproportionately impacted by a review of supported bus services. |
| 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. | Residents without access to alternative modes of transport, such as those on low incomes and students, may find it more difficult to travel if the level of supported bus services is changed. | | | |
| 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? | At this stage the findings and recommendations of the value for money review are unknown. The scale and impact of any particular bus service change upon the groups identified will need to be reviewed against (i) the benefits of retaining longer-term financial support of the revised services; and (ii) any mitigation measures available to support the affected groups. As such, a further updated EIA screening will need to be completed once these details are available. | | | |
| 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? | Please refer to the figures shown in the final column in the above table. | | | |

| | | | |
|---|--|---------------------------|---|
| 20. Could the impact constitute unlawful discrimination in relation to any of the Equality Duties? | Y | N ✓ | A value for money review of supported bus services is required. An analysis of costs and patronage will be undertaken to assess if efficiencies can be made. Impacts and mitigating factors for identified groups will be considered and a further updated EIA screening will be undertaken when details are known. |
| 21. What further information or data is required to better understand the impact? Where and how can that information be obtained? | Data could be obtained from bus operators to determine what travel alternatives could be used. | | |
| 22. On the basis of sections 7 – 17 above is a full impact assessment required? | Y | N ✓ | Not known at this time. A further updated EIA screening will need to be completed once details are available. |
| 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. | | | |
| Action | Timescale | Person Responsible | Milestone/Success Criteria |
| n/a at this time | | | |
| | | | |
| 24. Which service, business or work plan will these actions be included in? | Highways and Transport | | |
| 25. Please list the current actions undertaken to advance equality or examples of good practice identified as part of the screening? | All buses operating on contracted services meet the requirements of the Equalities Act for access by disabled users. | | |
| 26. Chief Officers signature. | Signature:  | | Date: 29 November 2019 |