

Notice of Meeting

Overview and Scrutiny Commission

Councillor Angell (Chair), Councillor Virgo (Vice-Chair),
Councillors Mrs Birch, Brossard, Gbadebo, MJ Gibson, Mrs Mattick,
Mrs McKenzie-Boyle, McLean, Mossom, Porter and Temperton



Thursday 3 November 2022, 6.30 pm
Council Chamber - Time Square, Market Street, Bracknell,
RG12 1JD and online via Microsoft Teams

Agenda

*All councillors at this meeting have adopted the Mayor's Charter
which fosters constructive and respectful debate.*

Item	Description	Page
1.	Apologies for Absence	
	To receive apologies for absence and to note the attendance of any substitute Members.	
2.	Minutes of previous meeting	5 - 12
	To approve as a correct record the minutes of the meeting of the Overview and Scrutiny Commission held on 6 October 2022.	
3.	Declarations of Interest and Party Whip	
	<p>Members are asked to declare any disclosable pecuniary or affected interests and the nature of that interest, including the existence and nature of the party whip, in respect of any matter to be considered at this meeting.</p> <p>Any Member with a Disclosable Pecuniary Interest in a matter should withdraw from the meeting when the matter is under consideration and should notify the Democratic Services Officer in attendance that they are withdrawing as they have such an interest. If the Disclosable Pecuniary Interest is not entered on the register of Members interests the Monitoring Officer must be notified of the interest within 28 days.</p> <p>Any Member with an Affected Interest in a matter must disclose the interest to the meeting. There is no requirement to withdraw from the meeting when the interest is only an affected interest, but the Monitoring Officer should be notified of the interest, if not previously notified of it, within 28 days of the meeting.</p>	
4.	Urgent Items of Business	
	Any other items which, pursuant to Section 100B(4)(b) of the Local Government Act 1972, the Chairman decides are urgent.	
5.	Public Participation	

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	To receive submissions from members of the public which have been submitted in advance in accordance with the Council's Public Participation Scheme for Overview and Scrutiny.	
6.	Context Setting of the Budget	13 - 110
	<p>The Commission has invited guests to address the meeting before considering key issues and discussing how to prepare for the upcoming budget proposal consultation.</p> <ul style="list-style-type: none"> • Sue Halliwell, Chief Executive will set out strategic priorities in which the budget is framed. • Councillor Heydon, Executive Member for Transformation and Finance will provide an introduction and context setting of the budget. • Stuart McKellar, Executive director: Resources will provide an update on strategy and policy and budget monitoring as presented to the executive in October. (Please note, a presentation updating the current position will follow as this can't be provided ahead of the Government announcement on 31 October.) <p>Evidence pack</p> <ul style="list-style-type: none"> • Budget monitoring – 2022/23 End of Year projections from July 2022 actuals • Strategy and policy – Revenue budget update • Budget Planning and Monitoring - Cash Budget Book 2022-23 	
7.	Employment Committee	111 - 114
	<p>The Commission has invited Councillor Leake, Chair of the Employment Committee to address the Commission and provide a briefing on:</p> <ul style="list-style-type: none"> • The Council's Workforce Management including recruitment and retention strategies • The use of consultants and agency workers 	
8.	Work Programme Update	115 - 116
	<p>Overview and Scrutiny Panel Chairs to provide verbal updates on the work programme and highlight any proposed changes such as scope, scheduling, or duration.</p> <p>To consider the draft Adult Safeguarding scope prepared by the Health and Care Overview and Scrutiny Panel.</p>	

Date of next meeting

The next Overview and Scrutiny Commission meeting is scheduled for 12 January 2023.

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Forward plan and decisions taken

Commission members are able to view upcoming decisions by looking at [Browse forward plans | Bracknell Forest Council \(bracknell-forest.gov.uk\)](#) and consider decisions taken since the last Commission meeting by using this link [What's newly published | Bracknell Forest Council \(bracknell-forest.gov.uk\)](#) and altering the date range.

Sound recording, photographing, filming and use of social media is permitted. Please contact Kirsty Hunt, 01344 353108, kirsty.hunt@bracknell-forest.gov.uk, so that any special arrangements can be made.

Published: 26 October 2022

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**OVERVIEW AND SCRUTINY COMMISSION
6 OCTOBER 2022
6.30 – 8.27PM**



Present:

Councillors Angell, Temperton, Mrs Birch, Gibson, Mrs Mattick, Brossard, Gbadebo

Present virtually:

Councillors Porter, McLean and Mossom

Executive Members:

Councillors Birch, Harrison, Mrs Hayes, Heydon

Also Present:

Councillor Suki Hayes

In Attendance:

Kevin Gibbs, Executive Director: Delivery, Bracknell Forest Council

Ann Moore, Assistant Director: Democratic & Registration Services, Bracknell Forest Council

Alison O'Meara, Head of Community Safety, Bracknell Forest Council

Superintendent Helen Kenny, Thames Valley Police

24. Apologies for absence were received from

Councillor Virgo and Mrs McKenzie-Boyle

25. Minutes of previous meeting

RESOLVED that the minutes of the meeting of the Commission held on 1 September 2022 be approved as a correct record, and signed by the Chairman.

Responses to all of the queries and requests for information raised in the meeting had been received or formed part of the agenda.

26. Declarations of Interest and Party Whip

There were no declarations of interest made.

There were no indications that members would be participating while under the party whip.

27. Urgent Items of Business

There were no items of urgent business.

28. Public Participation

No submissions had been made by members of the public under the Council's Public Participation Scheme for Overview and Scrutiny.

29. Community Safety

The presentation relating to Bracknell Forest CSP's progress report noted:

- The CSP has recently prepared some information resources. This includes a FAQ on the CSP, a FAQ on Anti-Social Behaviour and an infographic on how to report crime to the police and Crimestoppers.
- The crime survey for England and Wales is an important tool used to understand the true level of crime – a key feature of the survey is its ability to find out about crimes that aren't necessarily reported. Only 4 in 10 crimes are reported to the police so the survey offers a lot of value. Nationally, estimated crime continues to decrease
- Over the twelve months leading up to March 2022, Bracknell Forest Council had the 9th lowest level of recorded offences, out of 59 English unitary authorities.
- Most similar groups (MSGs) are groups of CSP areas that have been judged to be most similar to each other, based on analysis of demographics, and social and economic characteristics. Within their MSG, Bracknell Forest CSP had the 4th lowest levels of crime per 1,000 residents between Aug 2021 and July 2022.
- Crime trends across Thames Valley for 2021/22 demonstrated some reassuring figures – residential burglary saw a significant decrease of 40% over a 5-year average and a 23% decrease in personal robbery offenses over the same time period.
- Serious violence can be defined as the following: A person of 25 or younger in possession of a knife, any incident of violence, burglary, robbery, sexual offence, or public order offence that can be linked to a weapon (used, threatened or mentioned), serious assaults and supply of drug offences by a person of 25 or younger.
- Data taken from the Thames Valley Violence Reduction Unit (VRU) for 2021 shows that large urban areas have the highest rates of serious violence. Bracknell is 5th lowest and sits just above the rural CSP areas.
- Violence against the person crimes have increased in Bracknell Forest and the Thames Valley. It is important to understand the context behind these changes in trends. An example is that Bracknell has seen a significant rise in reported offences from a local secure hospital as a result of changes in partnership practices and streamlining of some of the processes.
- In the last HM Inspectorate of Constabulary PEEL inspection for 2020/21, Thames Valley Police (TVP) was graded Good for their crime data integrity (how crime is recorded). It has been a particular area of focus for TVP and, in turn, has led to a change in recording practices which could explain why Violence Against the Person trends have changed in the area.
- There was an 8% increase in knife crime in Bracknell Forest in 2021/22 which, in real numbers is an increase of 3 offences. Knife crime generally is quite low in Bracknell, in part due to the preventive work TVP do. There is an existing long-term operation on tackling serious violence prevention where the police work in partnership with the VRU TVP uses intelligence to target habitual knife carriers and proactive operations are carried out when there is a risk. There is also a long-term youth project to raise awareness of knife crime in schools
- There is additional scrutiny on all knife crime investigations to ensure they are investigated robustly, that there is the right level of supervision, and that the outcomes are appropriate.
- Despite being low, knife crime continues to be a top 3 priority for the area.
- Formal action taken against Domestic Abuse has gone up 12% in 2020/21 which is slightly higher than the TVP average of 10%. Domestic Abuse can be

difficult to prosecute so numbers may appear low. However, TVP are committed to continuing the improvement of outcomes.

- Supporting victims of Domestic Abuse is much more than just prosecuting the offender in court. Domestic Violence Protection Notices are a good way to ensure the victim has the right support to move forward. Police can apply to the court for a 28-day order to prevent an offender from doing a series of things including contacting the victim.
- Over the last 6 months, there has been a 167% increase in formal action taken against Sexual Offences.
- Tackling Rape and Other Sexual Offences is a priority in Bracknell Forest and the whole of the Thames Valley. On 26 September, a new team of detectives was established, and they are dedicated to improving outcomes for survivors of rape and serious sexual assault offences. The team will strive to ensure local investigations exhaust all lines of inquiries, maximize all legislative opportunities and make sure national practices are considered and used. The team will also work across the whole force area helping to progress investigations, offering bespoke advice and providing additional training. They also work closely with the Crown Prosecution Service on complex cases.
- The new team is led by a detective superintendent who is supported by a detective inspector, 3 detective sergeants and 3 detective constables. The team is very experienced in rape investigations. The introduction of the team demonstrates the importance TVP is putting on improving investigations in these areas.
- Newly amended legislation has increased certain powers available to police officers when dealing with unauthorised encampments. This includes the power of arrest and the power to seize property and vehicles. The types of harm have broadened, and the period of non-return has increased.
- In Bracknell, there have been 4 unauthorized encampments since the start of the year, compared to 15 in Wokingham. Out of those 4, TVP have only needed to use the new powers on 1 occasion.
- The first key focus of the CSP for 2022/23 is to tackle exploitation and serious violence across all ages. Children who are at risk of exploitation are overseen by the Council's Makesafe team and Ofsted's recent inspection of the Council's children services highlighted effective risk management meetings and sharing of information.
- This year a new triage system has been introduced which ensures every child who is screened is discussed at a multi-agency meeting. This adds an extra level of scrutiny around decision-making and ensures there is no duplication.
- The Council has always been proactive in safeguarding under 18s but the CSP is looking to address a gap in over 18s. Thanks to the VRU, the CSP now has access to data on habitual knife carriers and individuals at risk. A group will be piloted this month to look at both of these issues. This will be a multi-agency initiative and the first time the approach has been adopted for this age group in the Bracknell Forest area.
- The new Police Crime Sentencing and Courts Act 2022 includes a serious violence duty which will require local partnerships (the CSP) to collaborate to prevent serious violence through a strategic needs assessment, and a strategy.
- The CSP is alert to the risk of some sponsors exploiting guests of the Homes for Ukraine Scheme. There have been some case studies from across the country which, with recommendations on how to prevent those situations from occurring, have been shared with BFC officers. Useful guidance is increasingly being developed in various languages which is being shared through our guest and sponsor networks including practitioners. The CSP has

also developed prompt cards on signs to spot, questions to ask and what to do should they suspect that a guest is being exploited.

- The CSP recognises the importance of staying on top of emerging themes within exploitation. An example of this is child financial exploitation. The Children's Society has said nationally there is insufficient recognition and intervention on this problem. Consequently, the CSP is exploring how they can build awareness amongst colleagues and partners at a local level.
- The second key focus of the CSP is to reduce town centre anti-social behaviour and crime. There was a steep increase in this in the second half of last year. This was mostly associated with a group of young people many of whom were known to services due to their difficult home environments. Preventative and diversionary activity was prioritised through a program called Act Now, which was initiated by police in conjunction with a local youth engagement provider. 14 of the most vulnerable children were engaged in mentoring and activities focusing on respect, decision-making, and self-confidence. In addition to this, the children attended coffee mornings and charity car washes as part of a community engagement project. The program was well received and an extension of it ran into the summer holidays which was funded by the police and the local authority.
- The CSP became aware that some neighbouring authorities were also experiencing similar patterns of anti-social behaviour (ASB) in their town centres, and we were supported by the Office of the Police and Crime Commissioner (OPCC) to submit a consortium bid against the Government's safer streets fund, which was successful. The project will shortly begin and will comprise detached youth work, mentoring and diversion and the creation of safe and inclusive spaces for young people. This will run from October 2022 until September 2023.
- The CSP has been ensuring that premises act within the terms of their licenses and that they work with the CSP on reducing ASB. An example of this is the CSP's work with McDonald's in recent months. This saw problem-solving work take place including the training of all managers on conflict resolution, closing off the upper level after 7pm, an incident log being implemented and banning letters being issued. In this and other cases, the CSP worked with the police, the Lexicon, the Public Protection Partnership and the premise management to ensure a robust set of measures were introduced. This led to a reduction in demand on the police and the Lexicon security staff, increased confidence by premise staff, and a more enjoyable experience for visitors.
- To increase the capacity for enforcement of some police powers within the town centre, AMB (the company appointed by the Lexicon to provide security services) has applied for a range of delegated powers under the Community Safety Accreditation Scheme (CSAS). It will consist of 9 powers and 6 members of AMB will be trained. Commencement of these powers should start from mid-October.
- The CSP has been working with Police, Housing, the Rough Sleeper Team, Youth Services, Parking Management, and Street Cleansing on issues associated with a rough sleeper behaving criminally, organised begging and organised busking.
- The CSP has seen 8 fixed penalty notices issued by police in recent months to vehicles driving across Bond Square, most commonly by food delivery vehicles and the Lexicon has been instrumental in supporting with vehicle registration numbers.
- The Town Centre Partnership Problem-Solving Group (PPSG) meets monthly to resolve the more complex cases of crime and disorder and resolved 16 such issues in 21/22.

- The opening of the Deck (hopefully in 2024) will likely increase footfall into the town centre and as some of the new establishments are going to be alcohol-led, the CSP will need to ensure the town centre is prepared for any additional demand on their services. Discussions have started on this and the CSP will be working on it in the coming months.
- The third key focus area is reducing harm caused by domestic abuse. There are 2 parts to this, first is the management of perpetrators and enforcement. Bracknell Forest has 4 perpetrator-focused initiatives. The first is called MATAAC (Multi-Agency Tasking and Co-ordination) which focuses on perpetrators who pose the highest risk. In 21/22, the group worked with 47 cases.
- Operation Vocal is a police-run operation which focuses on perpetrators who won't consent to MATAAC but still pose a current and repeat risk.
- DAPS (Domestic Abuse Perpetrator Service) is a 1to1 perpetrator programme delivered by the Council which monitors reoffending levels too. Over the last 4 years, 10 perpetrators have reoffended out of 87 clients that have completed the programme.
- When an individual doesn't fulfil the criteria for existing services, Plain Talking can fill the gap. It's a free 1to1 service available to individuals who recognise their relationship is becoming problematic and the work includes identification of trigger point, communication skills, and conflict resolution.
- A new program called Who's in Charge was started in autumn 2021 specifically for adolescents who are violent or abusive to their parents. This program has been partly funded by the OPCC's Community Safety Fund and, to date, 22 families have accessed the program with parents reporting less violence and fewer callouts to the police.
- The second part of the third focus is to make further progress with the 3-year Safe Accommodation Strategy. It was launched 9 months ago, and in that time, a new sanctuary scheme has been launched, a DA Specialist has been employed to be based in Housing as a single point of contact for victims and other partners and agencies, the Refuge provision has been retendered, and an Emergency Survivor Fund has been launched.
- There remains a lot of ambitious and challenging work to do over the next two years of the strategy. This includes setting up reciprocal arrangements for use of refuge, dispersed and short-stay accommodation and increasing options in the private rental sector for survivors
- Anti-Social Behaviour (ASB) is reported to the police but also to the Council's Community Safety Service. Over the last year, the Service has received over 234 queries and, while some are quickly resolved through signposting to the lead agency, others are far more complex and can take many months to resolve. Most of the ASB issues comprise drug-related concerns, noise and harassment.
- If the lead agency is unable to resolve the issue, the case can be referred to the partnership problem-solving groups (PPSGs). If there is a substantial case involving many partners, a task and finish group is formed. In 2021/22, 44 complex cases of crime and anti-social behaviour were resolved by PPSGs, 43 the year before.
- The ASB in Parks and Open Spaces group has been running since 2020 and is another multi-partnered approach involving Youth Services, Fire, Rangers, and Parish Councils. This summer there has been an increase in arsons and the Fire Service have led on awareness-raising, targeted work in schools and 1to1 work with people involved in the offences. They have also been proactive in water safety messaging.
- Partnership problem-solving example 1 – Vehicle ASB. Background: Late night/early morning vehicle ASB at Sainsbury's, Ringmead, Birch Hill. There

were numerous reports to police and Community Safety. Approaches to the vehicle owners took place but were unsuccessful. Therefore, Community Safety and Police held discussions with Sainsbury's management and Mitie (facilities management) to explore solutions. An ANPR car parking system was installed at the car park and police patrolling was increased, particularly on the days of the week and at times when the problem was known to be most acute. No further reports of vehicle ASB at this location.

- Partnership problem-solving example 2 – A person with medical and mental health needs who had escalating problematic behaviours was causing high demand and alarm across services and the community. They lived independently with no social care needs. They were difficult to engage and declined mental health support. A single point of contact was established to connect professionals and a profile was raised amongst all relevant partners including the housing provider. The Community Mental Health Team (CMHT) reviewed all possible care pathways, and a referral was made to Social Prescribing and Age Concern. A process was agreed upon to collect evidence from partners to support enforcement if required. The outcomes from this work included: The housing provider organised a lock change to secure house (keys had been lost), essential maintenance at the property was carried out, a food bank delivery was arranged, a deep clean organised, an independent living assessment was organised to support the move to supported living accommodation, a pay-as-you-go phone was provided for contact with support agencies, a re-referral to Adult Social Care to explore a support package while the move was facilitated took place and a working group was formed to look at developing better working practices and protocols due to the increase of similar referrals.

The following questions were asked:

- In response to a request for actual figures on crime (specifically stalking) rather than percentages, Superintendent Helen Kenny agreed to include those in next year's presentation.
- In response to a query of clarification on how many sexual offenses there were, Helen Kenny explained that 26 cases are actual offenses recorded but the 3 mentioned previously were the number of outcomes that were detected.
- A query was raised on domestic burglary trends and Helen Kenny detailed that there has been an overall reduction taken over a five-year average. Numbers were very low during Covid due to people being at home more often so less opportunity for domestic burglary. However, now people are starting to spend less time at home again there is now an increasing opportunity for burglary.
- In response to a question on whether a burglary offence involving a knife would be recorded as a knife crime or burglary statistic, Helen Kenny stated it would be recorded as a knife crime.
- A query was put to Helen Kenny on whether specific crimes, such as theft of catalytic converters, skew statistics. The Superintendent explained while it is very specific, it still would be recorded as a theft from a motor vehicle.
- A question was asked on whether Thames Valley Police have the resources available to visit a property that has experienced a burglary to which Helen Kenny detailed that TVP have always attended burglaries to residential properties.
- A comment was made on how effective the new powers had been locally in tackling unauthorised encampments.
- A query was raised on why overall crime for Bracknell was lower than the TVP when the majority of the specific crime statistics in the presentation appeared

to be higher. Helen Kenny explained not all specific crime statistics were shown in the presentation as it deliberately focused on crimes that had increased.

- In response to a query on why it appears that low-level crime in Great Hollands isn't being resolved, Helen Kenny stated that the local police area has limited resources and they have to prioritise certain crimes based on threat, risk, and harm. The Superintendent stressed the importance for communities to report all incidents as the intelligence can shape longer-term prevention work. Alison O'Meara reinforced the importance of reporting all crimes as it can help with referrals to targeted ASB projects and referred to the infographic on how to report a crime for it details various ways to do so.
- A query was asked whether TVP responds to every reported crime which Helen Kenny stated the force aims to do but it can depend on what type of offence is being reported. For instance, if a very low-level crime such as criminal damage which had not been witnessed, is received where there are no viable lines of inquiry, it would be recorded and given a crime number but that victim will be told at the time of reporting that the crime will be filed and there will be no further investigation. If a crime requires an investigation, then the victim will always be updated. Victim support is a priority.
- In response to a query on whether data on a wider range of crime types and figures could be shared with the Commission, Helen Kenny agreed to consider doing so for the next update but explained that doing so would mean the presentation would be considerably longer and may come at the expense of other areas of focus.
- In response to a query on how the CSP resources mentioned are distributed, Alison O'Meara explained that they have only been recently completed but a comms campaign will shortly begin which will ensure the resources are distributed to the community both as a hard copy and electronically.
- A query was raised on whether online and offline fraud is a responsibility of the CSP which Alison O'Meara stated it is.
- When asked what the 8% increase in knife crime in Bracknell was in real figures, Helen Kenny explained it is an increase of 3 offences. Helen stated they will take on board the feedback regarding how the data is shared in terms of percentages/exact figures and agreed to share with the Commission the exact numbers on knife crime as a follow-up.
- In response to a request for clarification on outcomes, Helen Kenny elaborated that while outcomes can mean both out-of-court disposals and court disposals, it is when someone is charged i.e. positive disposals and not actual conviction rate.
- A comment was made on how useful the presentation was, particularly the partnership work in the town centre, and the two case studies.

30. **Education, Skills and Growth Overview and Scrutiny Panel Report: Special Educational Needs and Disabilities**

The Chair of the Education, Skills and Growth Panel introduced the Special Educational Needs and Disabilities review report and the following points were made:

- A discussion took place among members of the Commission on some of the wording of the recommendations and it was agreed the report must not be delayed going to the Executive but could be amended to include the sentence 'good and timely communication is essential'.
- The Commission was reassured the Panel could review progress of the recommendations as part of the work program.

- It was noted by Councillors that the report supports the SEND action plan but from the viewpoint of Councillors which was developed by speaking to parents, schools and officers, and the recommendations reflect this.
- Councillors thanked Louise Connelly, Governance and Scrutiny Officer for her hard work supporting Councillors during this review.

The Commission endorsed the recommendations in the Special Educations Needs and Disabilities review report for submission to the Executive on 18 October 2022.

31. Work Programme Update

Each Panel Chair in attendance provided a verbal update on work programme progress.

Environment and Communities Overview and Scrutiny Panel

The Executive approved the recommendations in Environment and Communities Panel's report on Integrated Enforcement.

The Panel's next review is on Enforcement Strategy and the first meeting will be on the 26th October.

Education, Skills and Growth Overview and Scrutiny Panel

It was noted the first meeting of the Panel's review on Child Criminal Exploitation had taken place and had been very useful. Other meeting dates for the review were being finalised.

Health and Care Overview and Scrutiny Panel

The Health and Care Panel will be reviewing the Blude Bade recommendations and the Chair had received an update from the director of People.

It was noted the Panel are currently finalising the scope for the review on Adult Safeguarding.

32. Governance and Scrutiny team update

The Commission noted that Kirsty Hunt, Governance and Scrutiny manager, was leaving and thanked her for her time working with them to develop the delivery of Overview and Scrutiny.

CHAIRMAN

Budget Monitoring

2022/23 End of Year Projections

From July 2022 Actuals

It is recommended that CMT:

1

Note that the variances reported by directorates indicate expenditure below the approved budget in the Best Case scenario (-£0.638m) and above the budget in the Worst Case (£0.843m), after taking into account the Corporate Contingency £1.833m). This is a deterioration of £0.246m Best Case / £0.396m Worst Case since last month, including a £0.8m reported underspend in treasury budgets. This excludes the impact of the 2022/23 pay award;

2

Note that inflation is a key risk to the budget, particularly the pay award where the initial offer of a £1,925 pay rise equates to a 5.4% increase for Bracknell Forest, approximately £1.8m above the 2% allowance included in the budget. While energy price increases are also potentially significant, no variance has been included at this stage pending further detail of the Government's six month support package for businesses and public bodies being announced;

3

Recognising that there is insufficient headroom in the approved budget to absorb inflationary pressures, approve that the £1.5m Earmarked Reserve for Inflation created as part of the 2021/22 closedown is used to supplement the current approved budget as a one-off measure, noting it is insufficient to cover the impact of the pay award;

4

In response to this position, considers to what extent measures should be put in place to a) limit non-essential expenditure and / or b) proactively seek and implement in year savings;

5

Note the virements being proposed by directorates and the balances remaining on major earmarked reserves;

6

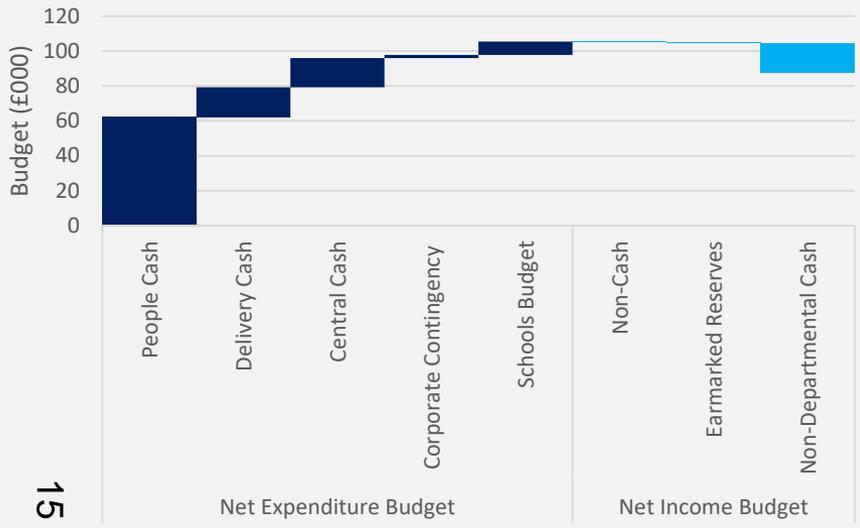
Note that several variances are now being reported on the Schools Budget for the first time indicating an overall variance of £0.489m Best Case and £0.904m Worst Case, in addition to the originally estimated £7.5m in year deficit in the High Needs Block. These are generally work in progress and should therefore be viewed with caution. With the Council being under scrutiny as part of the Delivering Better Value in SEND programme and the current ringfencing of schools block deficits due to end in March 2023, this give cause for significant concern;

7

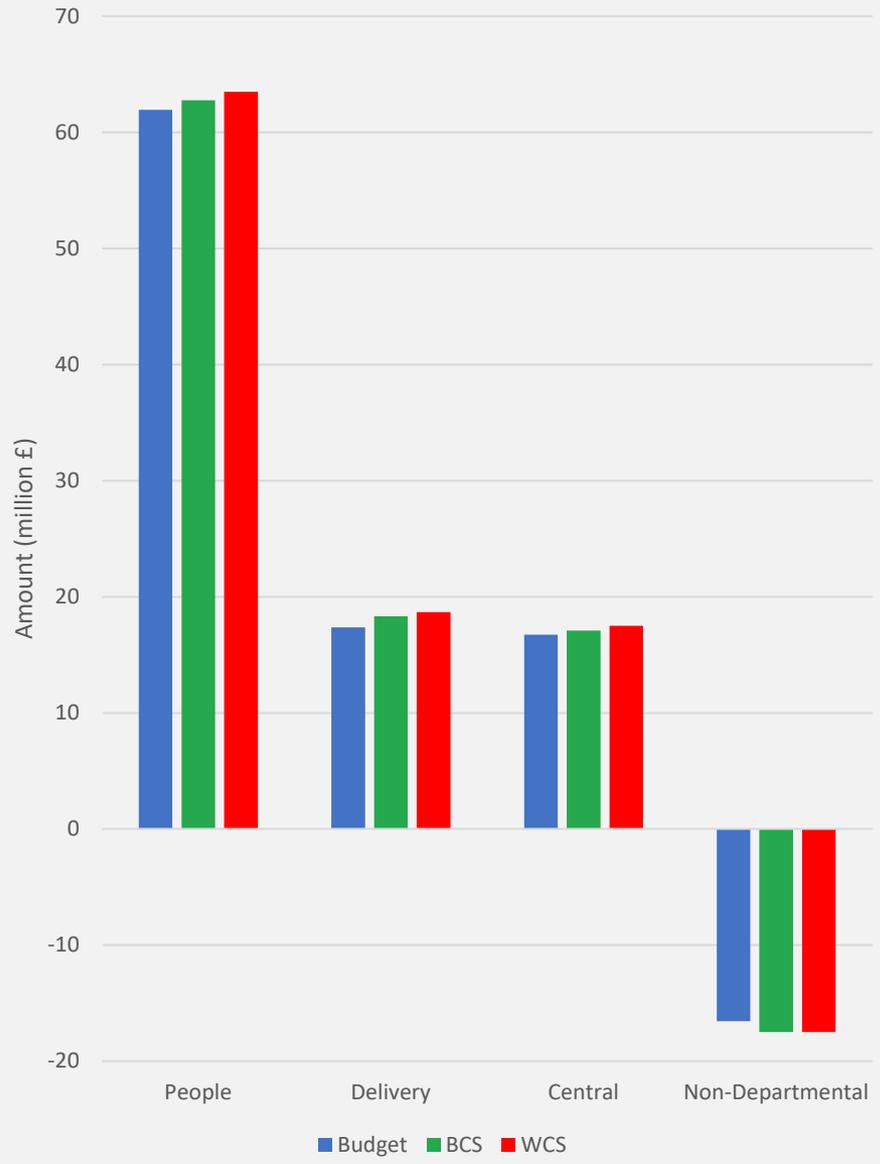
Requests the Executive Director: People to bring a report to CMT in the next month explaining current schools block pressures and identifying proposals to bring the budget back into balance.

Overall Summary

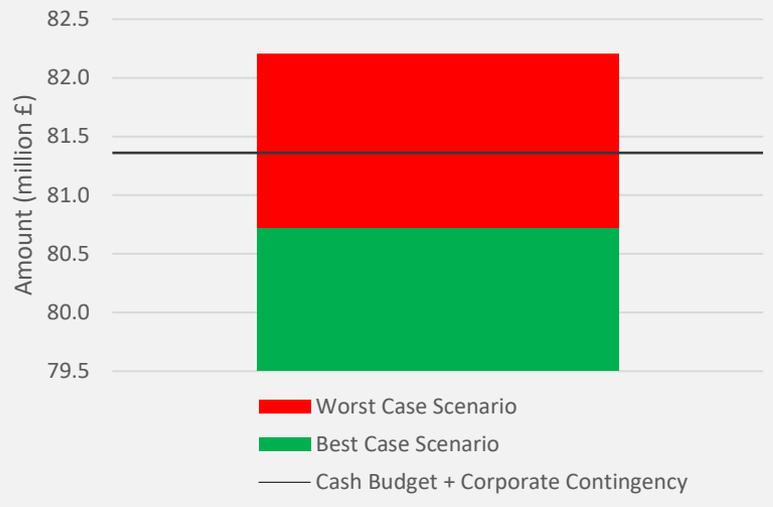
Budget Breakdown



Cash Budgets and Forecasts



Council Forecast Outturn and Budget



Virements

DESCRIPTION	Central (£'000)	Delivery (£'000)	People (£'000)	Non-Departmental (£'000)	Corporate Contingency (£'000)	Contribution to/(from) Earmarked Reserves (£'000)
Previously Reported	1,595	183	732	-528	-67	-1,915
Nothing to report						
TOTAL	1,595	183	732	-528	-67	-1,915

Summary – Assistant Director Level

	Original Cash Budget (£'000)	Virements & Budget C/Fwds (£'000)	Current Approved Cash Budget (£'000)	Variance – BCS (£'000)		Variance – WCS (£'000)	
				Last Month	This Month	Last Month	This Month
Director: Place, Planning & Regeneration	7,397	1,508	8,905	112	247	205	545
Director: Resources	5,969	69	6,038	28	116	94	179
Chief Executive's Office	1,779	18	1,797	-5	-5	34	38
CENTRAL	15,145	1,595	16,740	135	358	333	762
Executive Director of Delivery	219	2	221	0	0	0	0
Assistant Director: Customer Services & ICT	10,741	61	10,802	988	988	1,078	1,078
Assistant Director: Property Services	-5,447	15	-5,432	0	0	0	0
17 Borough Solicitor	676	9	685	0	0	0	0
Head of Democratic & Registration Services	1,724	80	1,804	0	0	0	0
Assistant Director: Contract Services	9,271	16	9,287	-17	-17	246	246
DELIVERY	17,184	183	17,367	971	971	1,324	1,324
Executive Director of People	1,617	12	1,629	-14	-13	-14	-13
Education and Learning	2,150	113	2,263	11	244	11	244
Children's Social Care	19,489	122	19,611	-1,730	-1,197	-1,400	-923
Contribution to Costs from Schools Budget	-468	0	-468	0	0	0	0
Commissioning	3,220	-34	3,186	81	97	81	97
Adult Social Care	19,992	87	20,079	584	599	784	799
Mental Health & Out of Hours	10,858	95	10,953	998	986	1,248	1,236
Early Help & Communities	4,368	337	4,705	74	90	74	90
PEOPLE	61,226	732	61,958	4	807	784	1,531

Summary – Assistant Director Level

	Original Cash Budget (£'000)	Virements & Budget C/Fwds (£'000)	Current Approved Cash Budget (£'000)	Variance – BCS (£'000)		Variance – WCS (£'000)	
				Last Month	This Month	Last Month	This Month
Interest and Investment Income	1,645	0	1,645	0	-800	0	-800
Minimum & Voluntary Revenue Provisions	2,242	0	2,242	-161	-161	-161	-161
Council Wide Items	657	-528	129	0	20	0	20
New Homes Bonus Grant	-2,294	0	-2,294	0	0	0	0
Covid-19 LA Support Grant	-1,160	0	-1,160	0	0	0	0
Local Council Tax Support Grant	-9,537	0	-9,537	0	0	0	0
Business Rates Income Growth & Grants	-7,500	0	-7,500	0	0	0	0
Other	-61	0	-61	0	0	0	0
NON-DEPARTMENTAL	-16,008	-528	-16,536	-161	-941	-161	-941
TOTAL	77,547	1,982	79,529	949	1,195	2,280	2,676

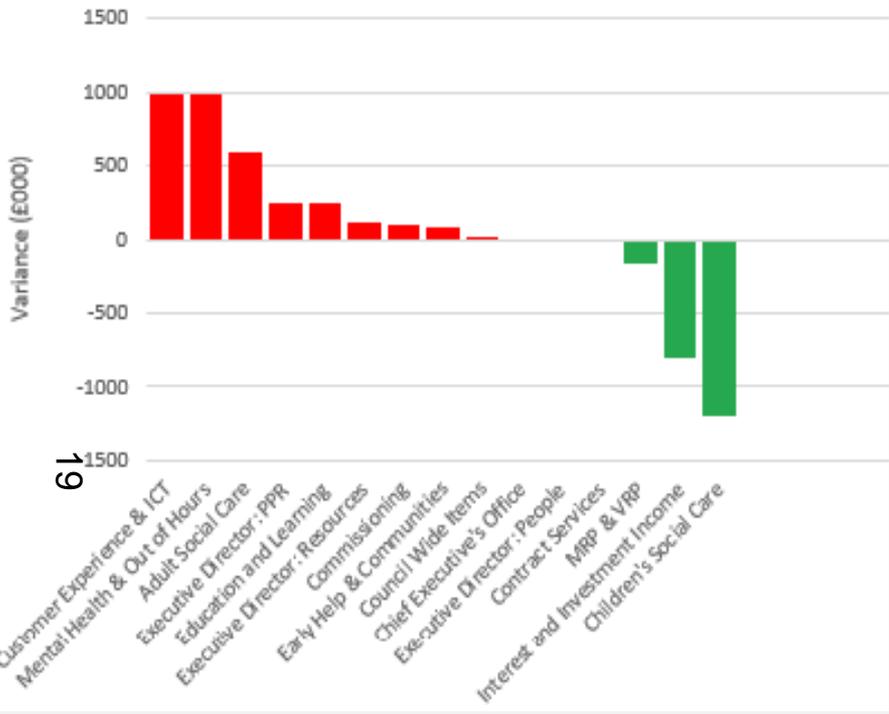
CORPORATE CONTINGENCY	1,900	-67	1,833	-1,833	-1,833	-1,833	-1,833
TOTAL	79,447	1,915	81,362	-884	-638	447	843

EARMARKED RESERVES	1,529	-1,915	-386	0	0	0	0
OVERALL TOTAL	80,976	0	80,976	-884	-638	447	843

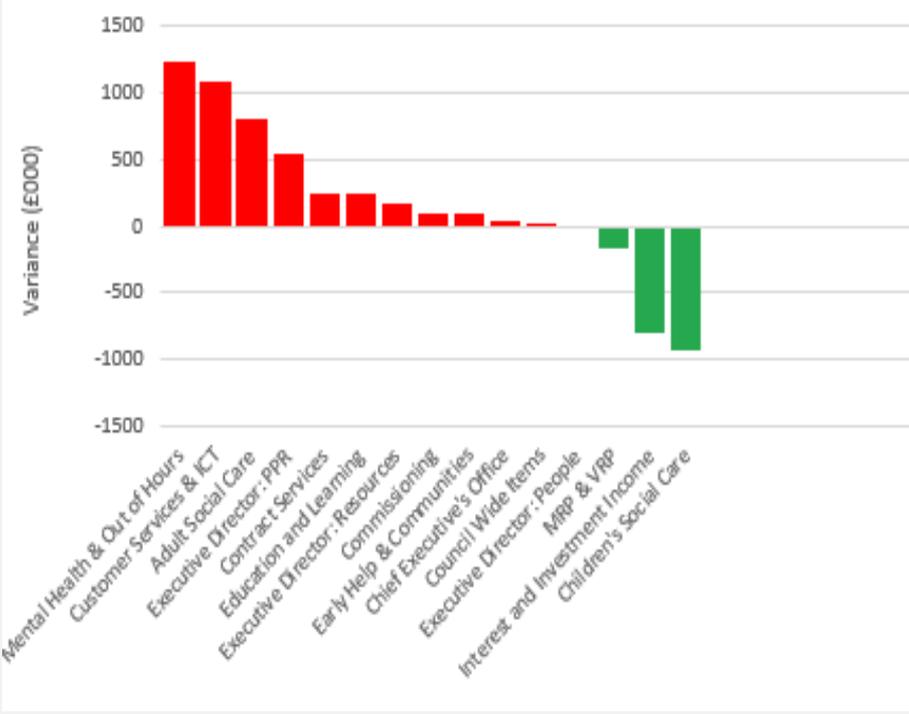
NON-CASH BUDGETS	-546	0	-546	0	0	0	0
SCHOOL BUDGET	7,682	0	7,682				
OVERALL TOTAL	88,112	0	88,112				

Cash Budget Summary

Best Case Scenario Variances



Worst Case Scenario Variances



Cash Budget Summary – New Variances

The variances reported by directorates indicate expenditure below the approved budget in the Best Case scenario (-£0.638m) and above the budget in the Worst Case (£0.843m), after taking into account the Corporate Contingency £1.833m).

CENTRAL

Significant Variances

- Development Control income is currently projected to be below budget with the full impact shown in the Worst Case and the Best Case showing income more in line with pre-covid levels (£0.100m Best Case and £0.200m Worst Case).
- The income from Building Regulations is insufficient to offset all of the overheads (£0.151m) and increased staffing costs. The account is in deficit and therefore no reserve is held to offset this pressure (£0.167m Best Case and £0.216m Worst Case). Increased Reactive Maintenance payments to take account of inflationary increases incurred by the Contractor (£0.100m both scenarios).
- The previously reported bus contract variance has been reversed, following confirmation from the Department of Transport that bus recovery grant has been extended until the end of the year (-£0.082m Best Case and -£0.178m Worst Case).
- Based on income received to July the Look Out is currently projecting an underachievement of income (£0.086m). This has only been reflected in the Worst Case scenario at this stage as August is usually a more positive month and so the Best Case assumes an improving position.
- Budget is insufficient for completing the remaining tree priority safety works, The best case assumes the use of reserve funding (£0.050m Worst case).

DELIVERY

Significant Variances

- No new variances to report

PEOPLE

Significant Variances

- Within Education and Learning, the overspend on the Devolved Staffing Budget has increased by £0.283m to £0.356m in both scenarios, £0.254m of which relates to Education Psychology (£0.114m) and SEN (£0.140m). The Education Psychology element has been partially offset by additional income from school trading and the health funded Neurodiversity project (-£0.094m both scenarios). Additional specialist legal consultancy has also been procured (£0.060m both scenarios).

Cash Budget Summary – New Variances

The variances reported by directorates indicate expenditure below the approved budget in the Best Case scenario (-£0.638m) and above the budget in the Worst Case (£0.843m), after taking into account the Corporate Contingency £1.833m).

PEOPLE continued

Significant Variances

- CLA placement costs have increased by £0.357m, with residential costs showing the greatest increase, and numbers have increased by 1 to 112 FTE. The DSB forecast overspend has increased by £0.113m mainly as a result of greater usage of agency staff. Childcare Solicitor costs are expected to exceed the joint arrangement budget by £0.087m. The overall net movement is £0.533m Best case and £0.477m Worst Case.

NON DEPARTMENTAL

Significant Variances

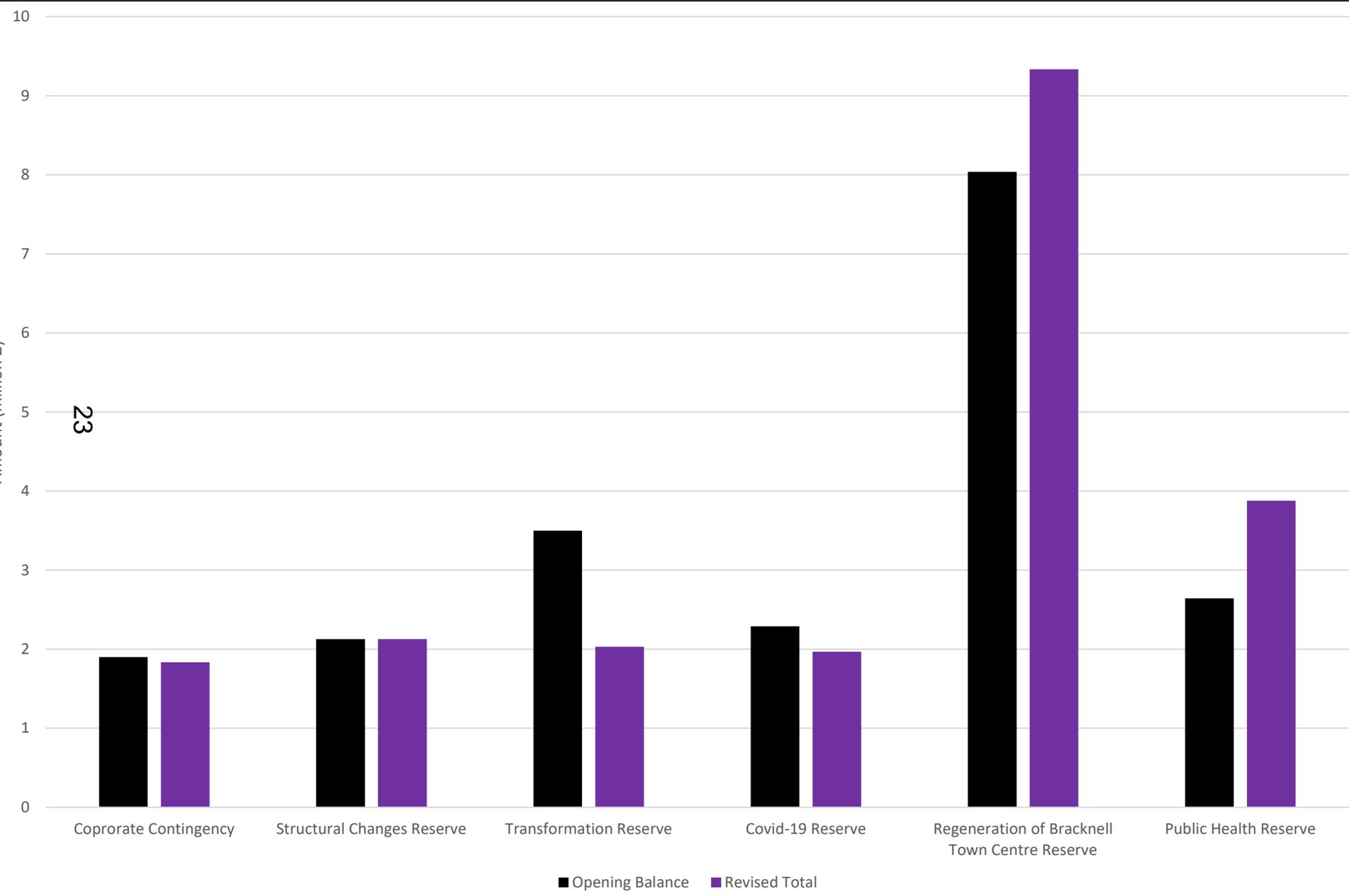
- As interest rates increase our Money Market Funds and cashflow position continue to out-perform budgetary expectations (-£0.800m both scenarios).

Earmarked Reserves

DESCRIPTION	Corporate Contingency (£'000)	Structural Changes Reserve (£'000)	Transformation Reserve (£'000)	Covid-19 Reserve (£'000)	Regeneration of Bracknell Town Centre Reserve (£'000)	Public Health Reserve (£'000)
OPENING BALANCE	1,900	2,128	3,499	2,289	8,037	2,642
Budgeted Increase / (Decrease)			1,500	-320	1,514	
Nine projects to be funded from the Public Health Reserve						1,235
Business Change Team			-722			
Childrens Social Care Placements & Fostering			-60			
CSC - SEN Improvement Plan (includes £65k for 23/24)			-229			
Childrens Social Care - Market Development			-53			
Adult Social Care Conversations Model			-75			
Adult Social Care - Quality Assurance Resource			-43			
Adult Social Care - Core Process Review			-48			
Adult Social Care - Business Systems			-50			
Adult Social Care - Target Operating Model			-26			
Adult Social Care - Finance Reform			-117			
Adult Social Care - Bridgewell Project stage 2 design			-85			
Property - Asset Review			-60			
Chief Executive - Assistant Director: Strategic Projects Post			-94			
Chief Executive - Policy & Performance Lead Post			-55			
Bracknell Forest Lottery			-7			
Development of Leisure Strategy			-50			
Development of an Arts and Culture Strategy			-40			
Initial works related to the replacement of Bracknell Leisure Centre (for 23/24)			-50			
ICT - Technology to support hybrid meetings			-60			
Development of Housing and Homeslessness Strategies			-50			
Feasibility study to inform options to move the Central Library to another town centre location					-20	
Project to deliver 5G					-50	
Preserving capacity for economic development activities following the uncertainty of the future funding arrangement for LEPs					-70	
Joint Venture Business Partner					-75	
Restructure of ICT team (includes £200K for next year)			-400			
Funding for a Head of Corporate Complaints and £5k of incidental costs	-66					
Childrens Social Care - Mosaic development & implementation			-270			
Adult Social Care - ContrOCC, LAS and Imosphere RAS development and implementation			-221			
Power BI Tech Resource			-100			
SEN team systems training			-2			
REVISED TOTAL	1,834	2,128	2,032	1,969	9,336	3,877

22

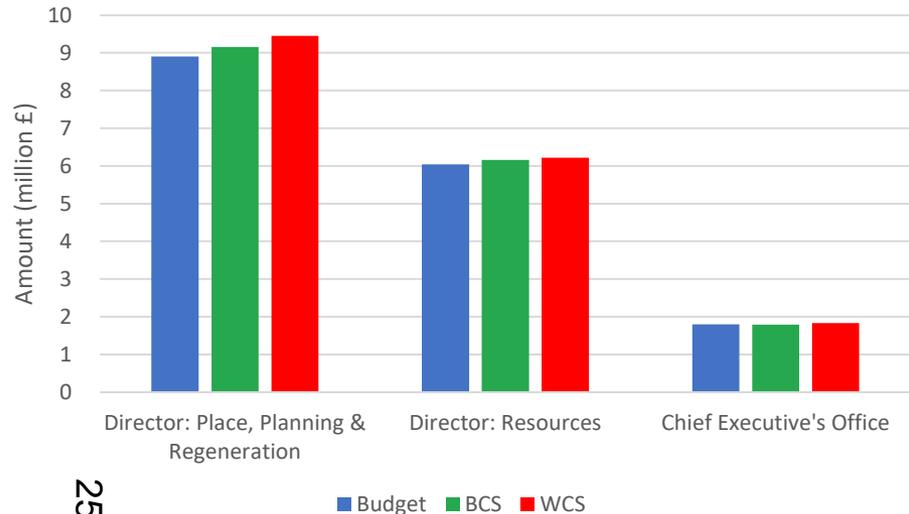
Earmarked Reserves



Central Directorates

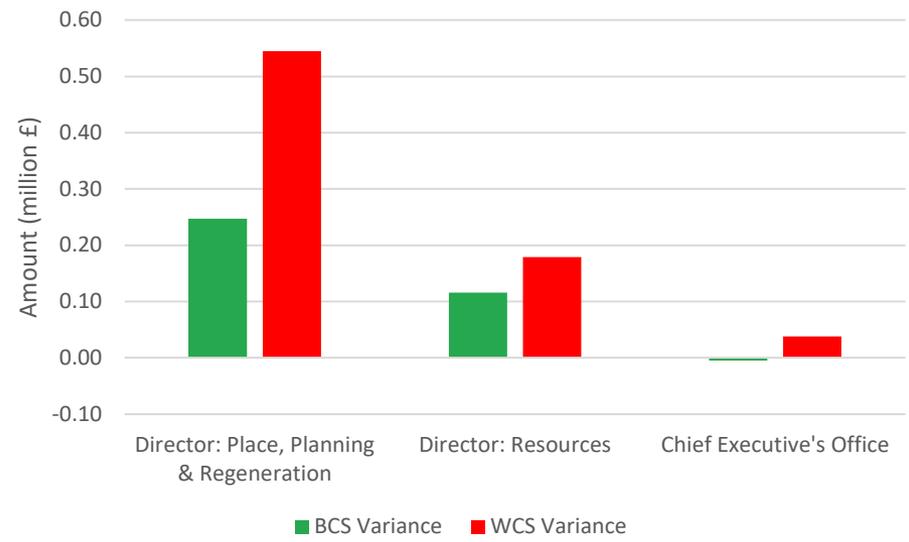
Central Directorate Summary

Central Directorate Budgets and Forecasts

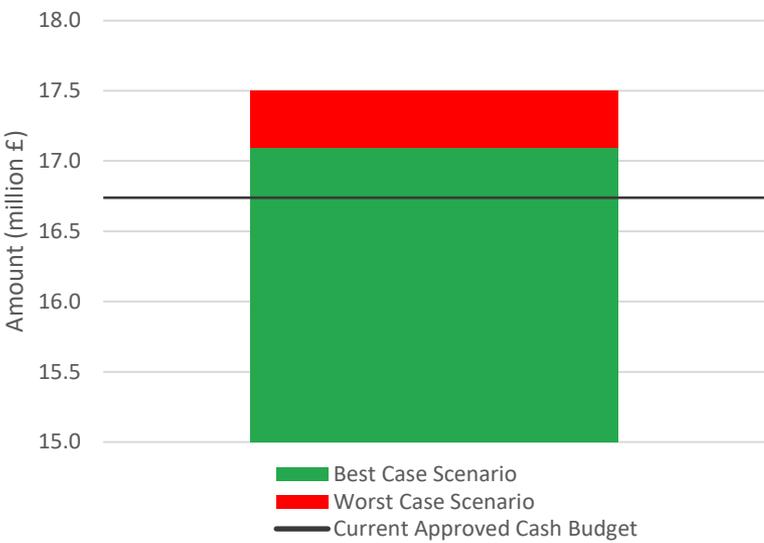


25

Central Directorate Variances



Central Directorate Forecast Outturn and Budget



Summary and Significant Cumulative Variances

A forecast overspend of £0.358m Best Case and £0.762m Worst Case. This is a deterioration of £0.223m Best Case and £0.429m Worst Case compared to last month.

The most significant cumulative variances are:

- Pressure on the DSB due to insufficient vacancies to cover the managed vacancy factor. DMTs will continue to act throughout the year to work towards balancing the staffing budget (£0.097m Worst Case).
- Reduction in Concessionary Fares payments based on year to date data (-£0.080m both scenarios).
- Increased Reactive Maintenance payments to take account of inflationary increases incurred by the Contractor and additional cost of tree works (£0.100m Bests Case and £0.150m Worst Case).
- Development Control income is currently projected to be below budget (£0.100m Best Case and £0.200m Worst Case).
- The income from Building Regulations is insufficient to offset all the overheads (£0.151m) and increased staffing costs (£0.167m Best Case and £0.216m Worst Case).
- An underachievement of net income at the Look Out (£0.086m Worst Case).

Central Directorate Significant Movements this Month

Department	Description	BCS (£'000)	WCS (£'000)
CENTRAL	Variiances Previously Reported	135	333
PPR: Director	An underspend of £0.015m across various supplies and services budgets.	-15	-15
PPR: Head of Planning	Development Control income is currently projected to be £0.200m below budget which is reflected in the WCS, the BCS (£0.100m) assumes the position will be more in line with pre-covid levels.	100	200
PPR: Building Control	The income the service will generate is insufficient offset all of the overheads (£0.151m) and the increased staffing costs. The Building Regulations account is in deficit and therefore no reserve is held to offset this pressure.	167	216
PPR: Transport Strategy	The previously reported bus contract variance has been reversed, following confirmation from the Department of Transport that bus recovery grant has been extended until the end of the year.	-82	-178
PPR: Highway Engineering	It is anticipated that income received for the administration fee on RCW footway crossing works will exceed the budget for the year.	-25	-25
PPR: Reactive Maintenance	Budget is insufficient for completing the remaining tree priority safety works, including the driven and priority routes work to rectify defects identified and the ad-hoc safety issues that will inevitably arise in-year. The best case reflects the use of reserve funding.	0	50
PPR: The Look Out	Based on income received to July the Look Out is currently projecting an underachievement of income. This has only been reflected in the WCS at this stage as August is usually a more positive month and so the BCS assumes an improving position.	0	86
PPR: Regeneration & Economic Development	Underspends across various supplies and services budgets	-10	-10
RESOURCES Finance	Unit4 has conducted an audit of our use of Agresso, the Council's financial system, which identified that there are now additional users for certain products resulting in higher costs.	45	45
RESOURCES Human Resources	Occupational Health and Counselling services are projected to exceed the budget.	43	43
DSB	Posts will be required to be held vacant to meet the Departments Managed Vacancy, but based on early projections there are currently insufficient vacancies to meet the target which will result in an overspend (Resources £0.063m, a reduction of £0.003m on the previously reported overspend; PPR -(£0.013m), an increase of £0.016m and CEX £0.038m, an increase of £0.004m).	0	17
CENTRAL	Final Variiances	358	762

Central Directorate Savings RAG ratings

CENTRAL - CHIEF EXECUTIVE'S OFFICE

Description Impact	2022/23 £'000	Delivered On Track Not Delivered	Notes
Equalities and Engagement Small reductions in budgets for publicity and marketing, licences, community centre equipment and other fees for bought in services.	(5)		
Communications and Marketing Reduction in the photography/ videography budget for the central communications and marketing team.	(2)		
CENTRAL - CHIEF EXECUTIVE'S OFFICE TOTAL	(7)		

CENTRAL – RESOURCES

Description Impact	2022/23 £'000	Delivered On Track Not Delivered	Notes
Audit Reduction in the budget for external audit support, which offsets the pressure of the creation of an in-house Senior Auditor.	(51)		Not started recruiting yet which could mean having to buy in more resources from TAA and WBC. WBC have also increased their daily rate by 21% which is quite a big hike as we buy about 120 days from them a year. This would increase costs by over £7k. They had not increased it for some time, and we do get high calibre staff from them but our contracted budget is now fairly <u>small</u> so it makes quite a difference
Revenues Deletion of the bankruptcy budget, which has been consistently underspent.	(11)		
Revenues Future expenditure for council tax new burdens support will be partly offset by grants.	(4)		
Revenues The annual cost of printing Council tax bills has been below budget in recent years. The proposed saving also reflects a system change that will enable customers to access their accounts and print bills themselves. This will be communicated to residents when the changes have been fully tested and will operate on an "opt in" basis.	(20)		
Human Resources Use of the new collaboration space in Time Square for staff award ceremonies, removing the need for budget to meet external room hire costs.	(2)		
Business Improvement District Income will be received for support services provided to the Bracknell BID.	(13)		
Revenues Reduction in banking charges reflecting the 2020/21 out-turn position, considering additional gov.uk charges.	(5)		
Resources Small reductions in budgets for transport, mileage, public transport etc. to reflect spend in recent years across the Department.	(7)		
Organisational Development Reduction in the core training budget, to be supplemented by drawing down from reserves held for training. Use of training budgets is being driven by the results of a recent survey of managers and staff on learning and development needs. In addition, there will be a further £15k reduction in training budgets due to commitments linked to the agreed centralisation of training budgets in 2021/22.	(25)		
Resources Reductions in various supplies and services budgets across the Department to reflect spend in recent years	(17)		
Treasury Reduction in supplies and services budgets following a review of services provided by external advisors.	(10)		
Council Contracts Review of council wide contracts, and opportunities.	(1)		
CENTRAL – RESOURCES TOTAL	(166)		

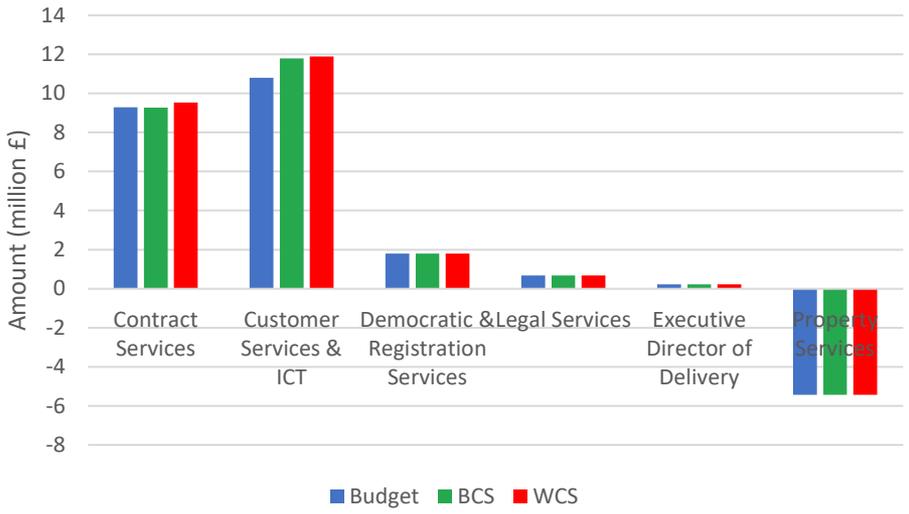
CENTRAL – PLACE, PLANNING & REGENERATION

Description Impact	2022/23 £'000	Delivered On Track Not Delivered	Notes
Development and Adoptions The costs of street naming and numbering have been met from income received from developers in prior years allowing the maintenance budget to be reduced.	(10)		
Place, Planning & Regeneration Various departmental budgets are consistently underspent.	(20)		
Town Centre Redevelopment Legacy budget 'Small area plans/TC Strategy' consistently underspent.	(15)		
Highways and Transport The new transport model will provide an opportunity for the Council to simply generate outputs for developers, including indications of suitable mitigation work on the highway. This service would be an additional option to the current purchased licenses which enable developers to access and use the model themselves. Indications are that developers would be keen to pay for this specialist service as it would be more efficient.	(50)		
Horseshoe Lake Heads of terms agreed on rental fee for use of Horseshoe Lake by the provider. Residual costs to be met for some aspects of building, but the site will return net income from 2022-23.	(10)		Lease to be signed August 22, rent charging will commence Sep 22. Anticipate £9k receipt 22/23
The Look Out With Phase One transformation complete, net positive trading, (where the service covers both its cash and non-cash costs) will move a step closer in 2022/2023. Additional income potentially greater in successive years, subject to Phase Two transformation being completed.	(50)		Some uncertainty remains about post-COVID trading impact.
CENTRAL – PLACE, PLANNING & REGENERATION TOTAL	(155)		

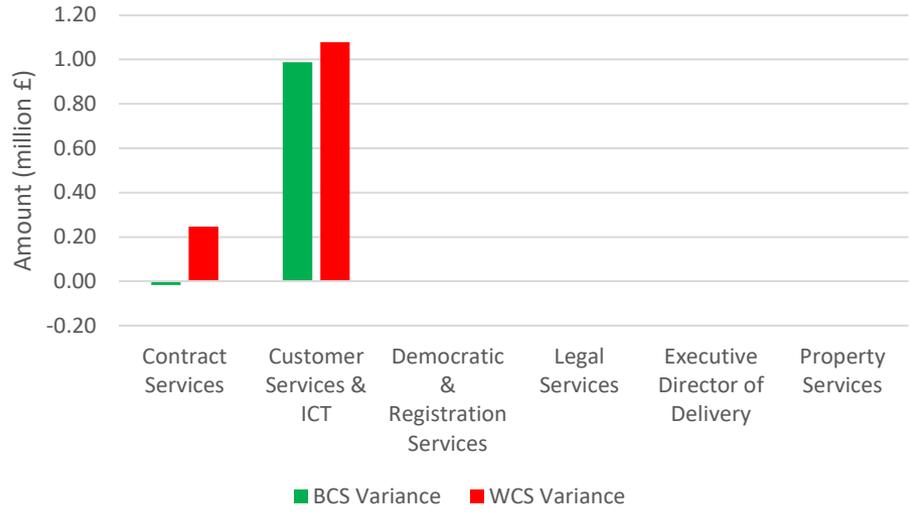
Delivery Directorate

Delivery Directorate Summary

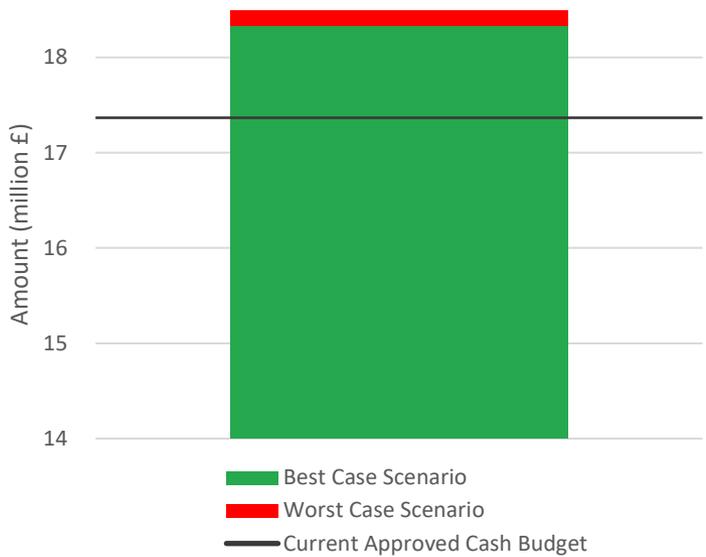
Delivery Directorate Budgets and Forecasts



Delivery Directorate Variances



30 Delivery Directorate Forecast Outturn and Budget



Summary and Significant Cumulative Variances

A forecast variance of £0.971m (Best Case) and £1.324m (Worst Case). There has been no movement compared to last month.

The most significant cumulative variances are:

- Due to a reduction in tonnages the Waste PFI contract is now expected to underspend (-£0.288m both scenarios).
- A pressure in Waste Collection & Recycling primarily relating to a rise in fuel costs and an increase in the number of properties on existing routes requiring waste collections (£0.090m Worst Case).
- A DSB pressure as there is now less scope to capitalise ICT project management costs (£0.090m Worst Case).
- Pressure relating to unbudgeted ICT project costs, in particular those relating to the transfer of services to the cloud (£0.988m both scenarios).
- An under recovery of car parking income partly offset by a reduction in the associated contract costs (£0.271m Best Case based on a 10% reduction in the number of cars and £0.444m Worst Case based on a 15% reduction).

Delivery Directorate Significant Movements

Department	Description	BCS (£'000)	WCS (£'000)
DELIVERY	Variances Previously Reported	971	1,324
	No new variances to report	0	0
DELIVERY	Final Variances	971	1,324

Delivery Directorate Savings RAG ratings

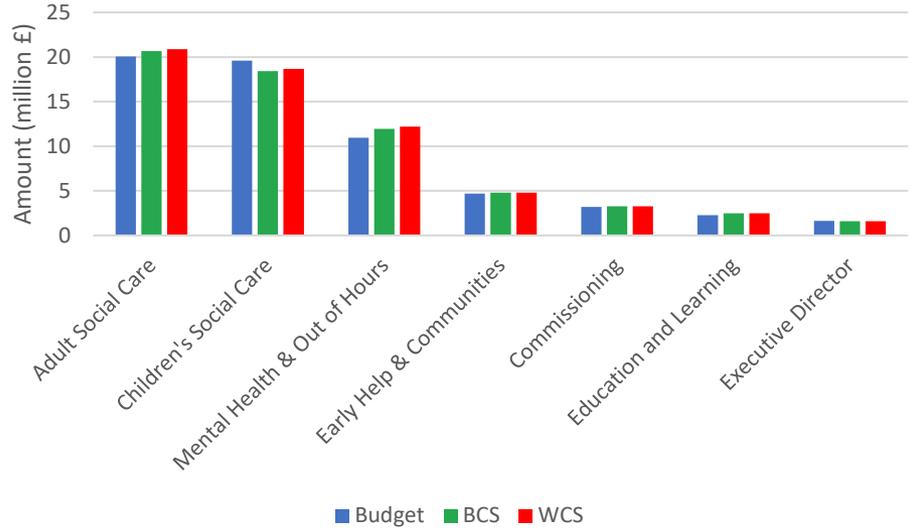
32

Description Impact	2022/23 £'000	Delivered On Track Not Delivered	Notes
On / Off Street Parking The income budget for 2021/22 was reduced by this value to recognise the impact of Covid-19 on the amount of income car parking would generate during the year. This saving is reinstating that reduction.	(777)		Current figures show 15% down on pre-covid
Committee Ongoing underspends in the Licences & Reprographics budgets.	(2)		
Electoral Registration Ongoing underspends in the licences budget and new Electoral Management System contract.	(3)		
Members & Mayoralty Ongoing underspends in the Photography, Publicity, Hospitality, Reprographics, Stationery and Publications budgets.	(5)		Currently under review
ICT This saving reflects the reduced resources required to support services and implement new ones following the transfer of these functions to the 'Cloud'.	(90)		
Libraries Reduction in the stock fund and deletion of vacant posts.	(84)		
Digital Services Reduction in consultancy budget, reflecting that the Website redevelopment will have been completed by 2022/23 and we will have a reduced reliance on specialist expertise to support Drupal developments.	(25)		
Asset Review / Corporate Landlord Model Target to reduce costs and increase income from use of operational property assets.	(50)		To date £15k saving achieved
Health & Safety Deletion of a vacant H&S Adviser role	(8)		Saving achieved
Council Contracts Review of council wide contracts, and opportunities.	(41)		
DELIVERY TOTAL	(1,085)		

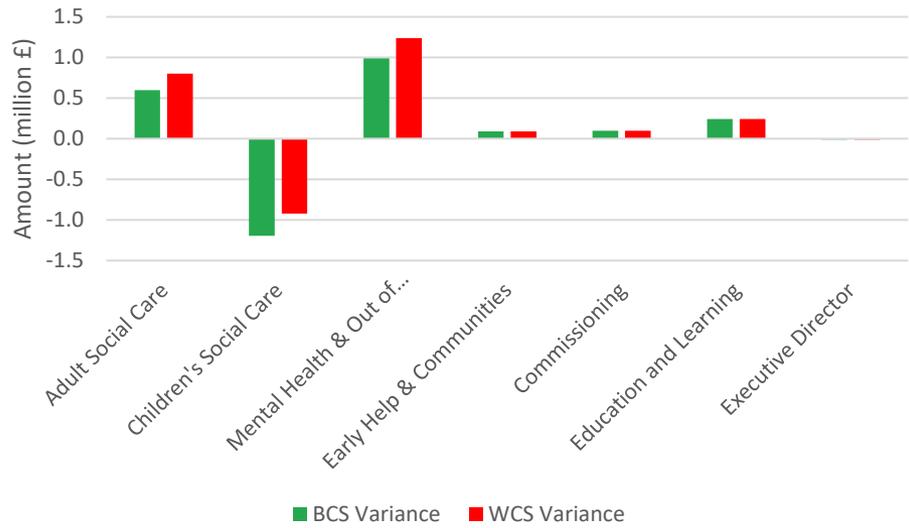
People Directorate

People Directorate Summary

People Directorate Budgets and Forecasts

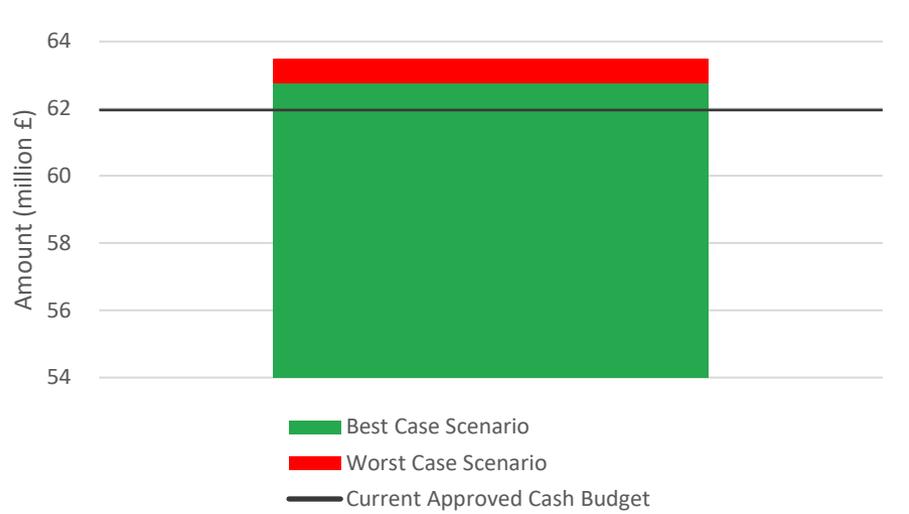


People Directorate Variances



34

People Directorate Forecast Outturn and Budget



Summary and Significant Cumulative Variances

A forecast variance of £0.807m (Best Case) and £1.531m (Worst Case). This is a deterioration of £0.803m Best Case / £0.747m Worst Case compared to last month

The most significant cumulative variances are:

- Education and Learning - an overspend on the Devolved Staffing Budget and specialist legal advice partially offset by additional income from school trading and the health funded Neurodiversity project (£0.244m both scenarios).
- Children's Social Care, an underspend due fewer placements than budgeted and additional Continuing Health Care funding partly offset by a net overspend on other support services (-£1.197m Best Case and -£0.923m Worst Case).
- Adult Social Care – additional care costs in ACT and CTPLD partly offset by underspends on vacancies, income from Health and Better Care funding for Hospital Discharges (£0.599m Best Case and £0.799m Worst Case).
- Mental Health & Out of Hours – Additional care costs within CMHT and CMHTOA and reduced income from Forestcare, partly offset by an increased contribution from the Better Care Fund (£0.993m Best Case and £1.243m (Worst Case).
- Commissioning – an overspend on the DSB (£0.097m both scenarios).

People Directorate Significant Movements

Department	Description	BCS (£'000)	WCS (£'000)
PEOPLE	Variances Previously Reported	4	784
EXECUTIVE DIRECTOR	No new significant variances to report.	1	1
EDUCATION & LEARNING	The overspend on the Devolved Staffing Budget has increased by £0.283m to £0.356m, £0.254m of which relates to Education Psychology (£0.114m) and SEN (£0.140m). In addition, £0.060m of specialist legal consultancy has been procured. The EP element has been partially offset by additional income from school trading and the health funded Neurodiversity project (-£0.094m).	233	233
35 CHILDREN'S SOCIAL CARE	<p>CLA placement costs have increased by £0.357m and numbers have increased by 1 to 112 FTE. This includes: for residential a net increase of 1; for semi-independent, net nil change; for IFA a decrease of 1 and for in house fostering a net increase of 1. Additionally, a placement planned for September, originally costing at £0.005m per week has been confirmed at £0.008m per week for 30 weeks.</p> <p>The DSB forecast overspend has increased by £0.113m mainly as a result of greater usage of agency staff. Childcare Solicitor costs are expected to exceed the joint arrangement budget by £0.087m</p>	533	477
CONTRIBUTION TO COSTS FROM SCHOOLS BUDGET	No new variances to report.	0	0
COMMISSIONING	An overspend is projected on the Devolved Staffing Budget	16	16
ADULT SOCIAL CARE	No significant changes to report	15	15
MENTAL HEALTH & OUT OF HOURS	No new significant variances to report.	-11	-11
EARLY HELP & COMMUNITIES	No new significant variances to report with most of the variance relating to staffing.	16	16
PEOPLE	Final Variances	807	1,531

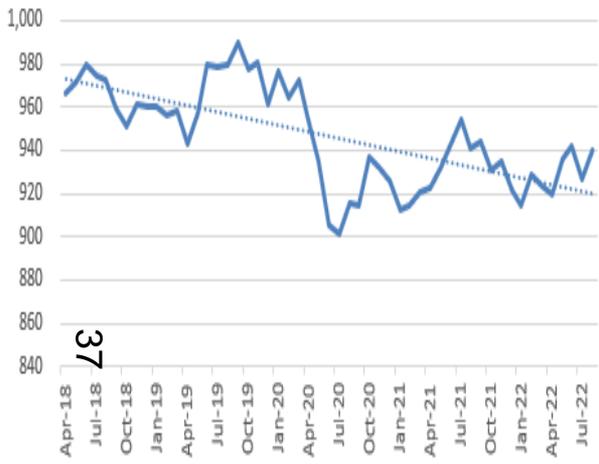
People Directorate Savings RAG Ratings

Description Impact	2022/23 £'000	Delivered On Track At risk	Notes
Heathlands nursing home New care home to open in early 2022. The Council will have a contract for 36 of these beds which will be provided at a competitive price.	-193		There are two key factors that are affecting our confidence in the ongoing savings achieved from the Heathlands service. It is important to note that these affects are as compared to budgeted savings rather than overall financial impact. The impact relates to wider national pressures and not the service or the project.
Homecare framework contract A new framework contract for homecare services will be established from 1 April. This will include a new flat rate which, whilst ensuring the providers currently paid a lower rate receive an increase, overall should have a beneficial impact on the budget.	-124		Increases in the cost of living have led providers to challenge the current rate. Benchmarking is also adding pressure. Increasing by 1.5% to 19.70/hr will reduce the proposed saving by 56K
Surplus budgets Based in prior year-outturns, budgets have been reduced where there are recurrent underspends or the action to achieve the saving has already been completed in prior years:			
<ul style="list-style-type: none"> Reduced management at Child Development Centre 	-15		Post deleted
<ul style="list-style-type: none"> General resources managed by Education and Learning 	-20		Target at level of 3 year average actual
<ul style="list-style-type: none"> Housing agency (2021-22 one-off pressure) 	-80		
Lease of properties to registered providers Negotiation of leases of Council-owned properties to registered providers to provide supported housing.	-20		
Automation of business support Recording of conferences.	-15		Demand for CP conferences continues to be significantly higher than when the saving was proposed (meaning volume of work will offset efficiency savings) and we have just joined the wider CSC Admin review supported by the transformation team (which is a positive but may impact milestones).
Income from schools A number of new Service Level Agreements will be offered to schools by Schools Property, Places and Admissions.	-5		2022-23 sales below 2021-22 actual
Council Contracts Review of council wide contracts, and opportunities, including photocopying.	-8		
PEOPLE TOTAL	-480		

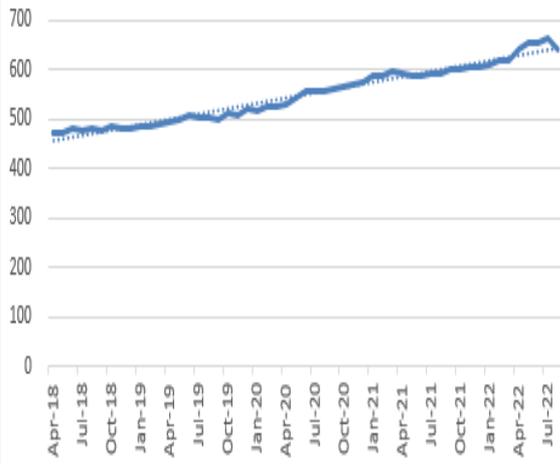
Adult Social Care

All Clients

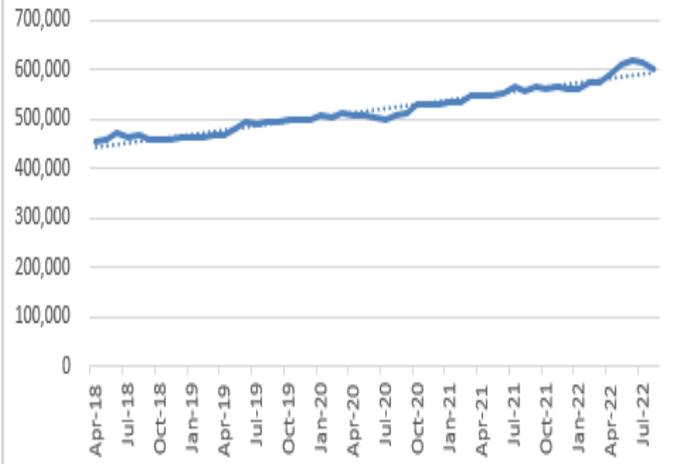
No. of clients



Average weekly cost (i.e. unit cost - £)

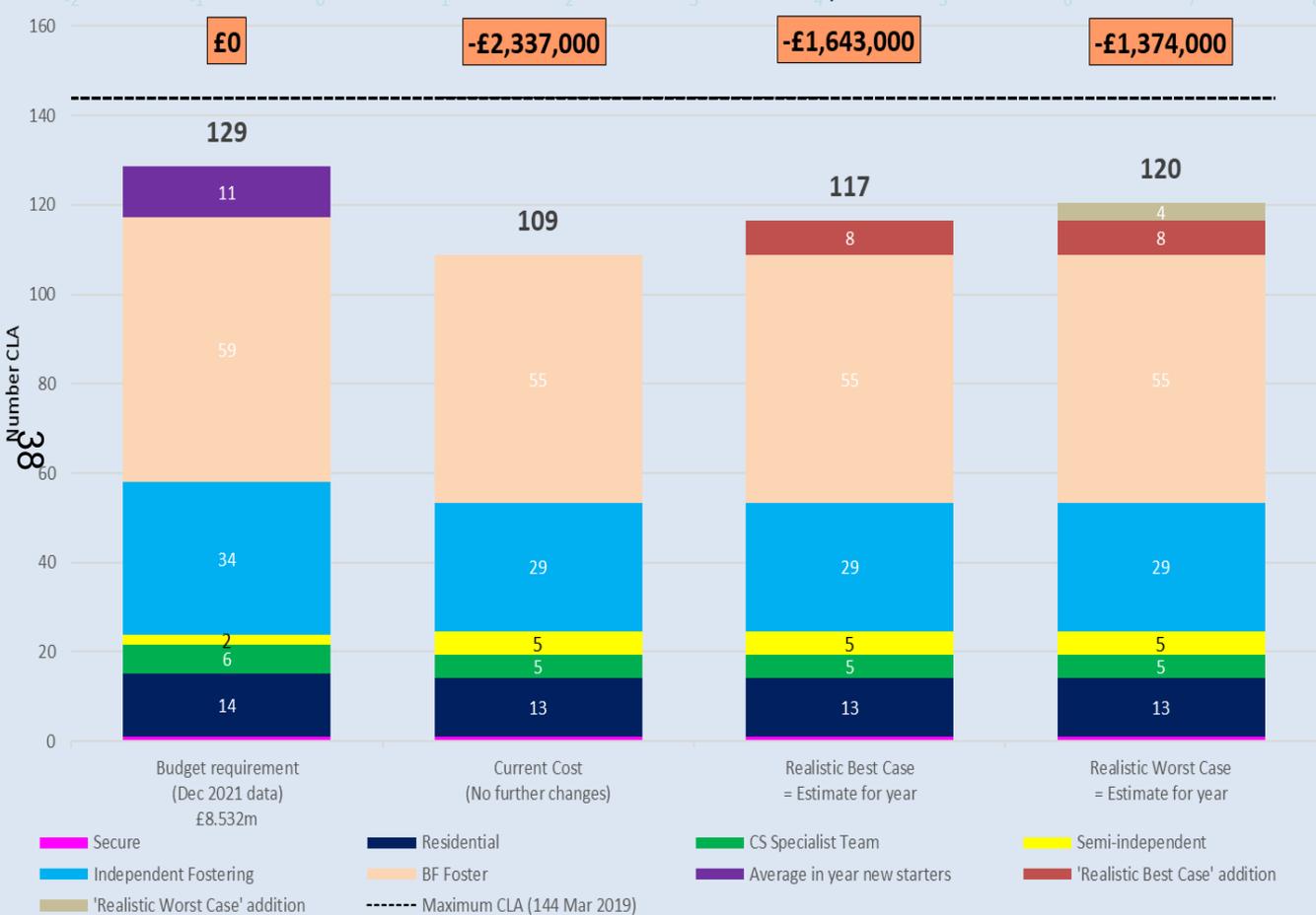


Total Net Weekly cost (£)



Children's Social Care

CLA Numbers (expected average FTE for year - NOT current headcount) and forecast budget variances EXCLUDES Care Leavers and Asylum Seekers



COMMENTS

- Original budget requirement of 129 FTE placements set at 31 December 2021 commitments, with expected 2022-23 leavers removed, plus estimate for new starters based on recent 4-year average
- 31 July actual predicts average 109 FTE for year, excluding any new starters with £2.34m forecast underspend
- Realistic Best Case forecast adds the 4-year average new starter numbers with £1.64m forecast under spend
- Main explanation for variances are:
 - additional £1.1m CHC income secured
 - 12 FTE fewer placements than assumed in the budget (was 15 FTE fewer last month). With the average cost at £57k per placement, this translates to a £0.7m cost reduction
 - £0.2m provision for fee increases (inflation)

Schools Budget

SCHOOLS BUDGET	Budget	Variance – BCS (£'000)		Variance – WCS (£'000)	
		Last Month	This Month	Last Month	This Month
Schools Block	85,475	0	-23	0	-23
High Needs Block	29,345	0	7861	0	8276
Early Years Block	7,980	0	-18	0	-18
Contribution from BFC	182	0	0	0	0
Dedicated Schools Grant	-115,126	0	169	0	169
DSC Reserve - New Schools (to be applied)	-174	0	0	0	0
TOTAL	7,682	0	7989	0	8404

7. THE SCHOOLS BUDGET

The Schools Budget is a ring fenced account, fully funded by external grants, the most significant of which is the Dedicated Schools Grant (DSG). There are financial concerns regarding the size of the deficit forecast for the High Needs Block and the available options. This is a national issue, recognised by the DfE through the introduction of legislation confirming any accrued debt rests with the DfE and not LAs until at least 31 March 2023.

Current **REALISTIC BEST CASE** forecast:

Pressures on the HNB element of the Schools Budget continues. The SEN Performance Data Score Card shows that between April to July the number of EHCPs have increased by 2.6% to 1,199. If this trend continues, the annual increase will be 93 and 8%. Whilst there is insufficient data from SEN Team at this stage to present the full range of forecast variances in the budget monitoring report, good progress has been made this month and it is appropriate to provide a summary to DMT and include a forecast for the first time, although they do need to be viewed with caution. The significant areas of the HNB budget are set out below, including an outline of the basis of forecasts.

The next slide provides some placement number, total forecast spend and average cost information from current data provided by SEN Team.

1. Kennel Lane Special School +£0.060m forecast over spending. £5.2m budget. Circa £1.98m funds fixed on purchased places, £3.2m budget available to pay as top ups and varies in year. No information yet on new academic year placements which could be significant. At this stage assumes the same £0.133m value of in-year top ups as in 2021-22. £0.033m allocated to date.
2. Top ups paid to BF mainstream schools:-£0.041m under spending. £3.3m budget available to pay as top ups and varies in-year according to pupil needs and numbers. No information on new academic year placements which could be significant. At this stage assumes same value of in-year top ups paid from September to financial year end as from April to August, so a further £0.340m.
3. Top ups paid to other LA schools. Nil variance. £3.2m budget available to pay as top ups and varies in-year according to pupil needs and numbers. No reliable information on these placement types currently available and therefore projecting nil variance.
4. Payments to Non-Maintained Special Schools – pre 16. £0.239m under spending. £9.1m budget available. Data indicates 5.4 FTE fewer placements than 2021-22. Includes 6 YR 6 new starters at £0.3m compared to 34 new starts from September 2021 to March 2022 with spend of £1.2m. Provision for further costs of £0.4m added on the basis of the same average number of new placements each month for the remainder of in 2022-23 as occurred in 2021-22.
5. Payments to Non-Maintained Special Schools – post 16. £0.209m over spending. £2.2m budget available. Data indicates 43.4 FTE extra placements compared to 2021-22. Includes 7 placements from September 2021 for which no invoices received to date meaning placements are a query. Increase in post 16 cohort not unexpected but size of increase is significant. Provision for further costs of £0.1m added on the basis of the same average number of new placements each month in 2022-23 as occurred in 2021-22 and potential over statement of current costs.
6. Education out of school - £0.446m over spending. £2.3m budget. Over spending primarily relates to College Hall. Potential cost for £0.130m funding for additional staffing costs during suspensions resulting from safeguarding investigation. Budget proposal from CH indicates around 0.£400m funding shortfall. At this stage assumed at £0.150m for best case scenario. Support arrangements put in pace to manage Home tuition service from September following withdrawal from SLA for service management from CH predicts a £0.295m over spending.
7. Within the HNB forecasts set out above, an aggregate provision of £0.894m has been made from previous trends and to reflect uncertainty in areas of data and which have therefore not yet been included in SEN data.
8. Outside the HNB, there is a £0.169m forecast shortfall on DSG income. This relates to the Early Years DSG element and the annual recalculation of funding due from termly census data. The final adjustment to funding is always made after the accounts are closed. There is no overall financial effect from this – it is a timing issue. 2021-22 accounts had income overstated by £0.169m, 2022-23 accounts will be understated by £0.169m.

7. THE SCHOOLS BUDGET

The Schools Budget is a ring fenced account, fully funded by external grants, the most significant of which is the Dedicated Schools Grant (DSG). There are financial concerns regarding the size of the deficit forecast for the High Needs Block and the available options. This is a national issue, recognised by the DfE through the introduction of legislation confirming any accrued debt rests with the DfE and not LAs.

Future years:

DfE introduced a phased funding reduction to “historic commitments” contained within the DSG allocation for Central School Support Services. There has been a circa 20% reduction in funding from the previous year for the last 3 years (to 2022-23). The expectation is that the full £0.406m allocated in 2019-20 will be withdrawn in due course. The allocation for 2022-23 was £0.208m. This part funds educational attainment and school transport for CLA, family support workers, SEN Commissioning, CAF process, Young People in Sport and Education Health Partnerships. Decisions of future funding for these services will need to be considered as part of each year’s budget setting process.

The DfE are also continuing with their national reforms of school funding, entering a second stage to consider mandating national arrangements to support schools that are currently open to local determination, such as support to schools with in-year increases in pupil numbers. There is also a piece of work to complete to consider a de-delegation funding model for School Improvement Services and a consequential consultation with schools as current grant income has ceased. There is sufficient carry over of unspent grant to fund relevant spend in 2022-23.

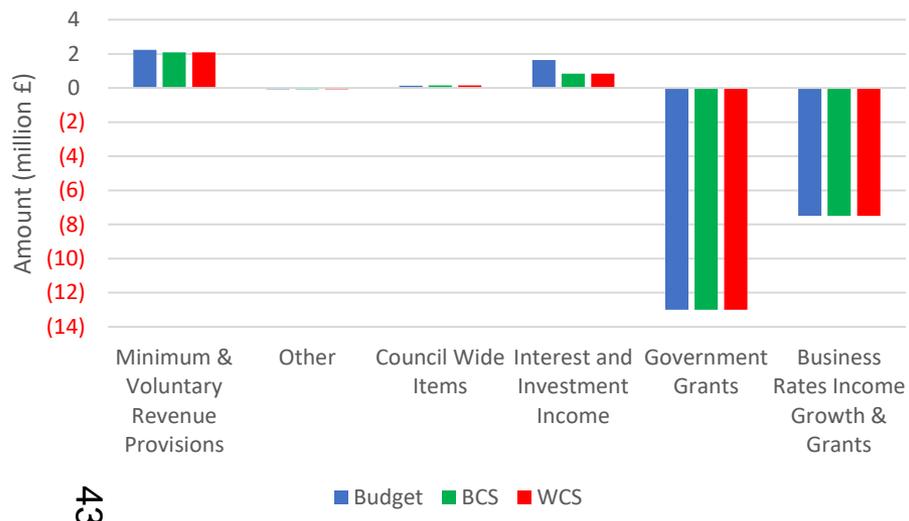
Addition for REALISTIC WORST CASE forecast:

1. At this stage, limited to forecasts on NMSS and is generally a further 50% addition to the provision for future costs made in the realistic best case scenario.
Totals £0.415m

Non-Departmental

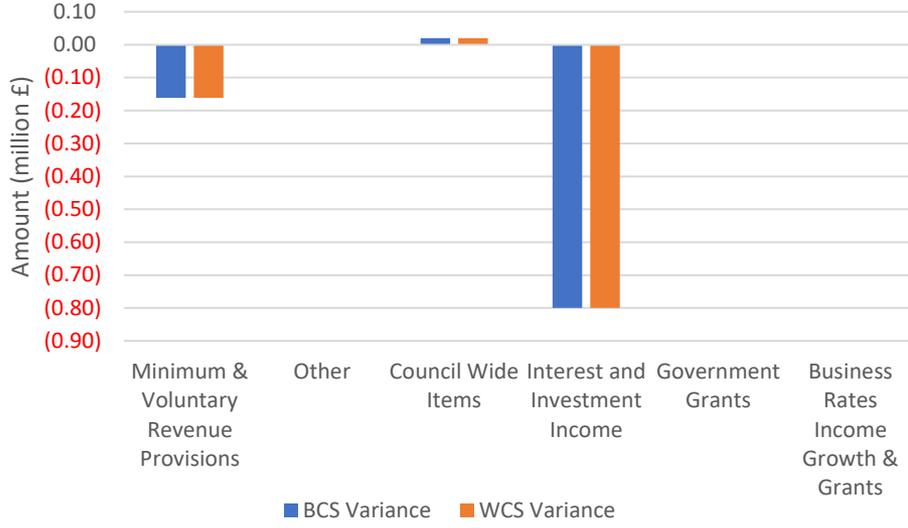
Non-Departmental Summary

Non-Departmental Budgets and Forecasts

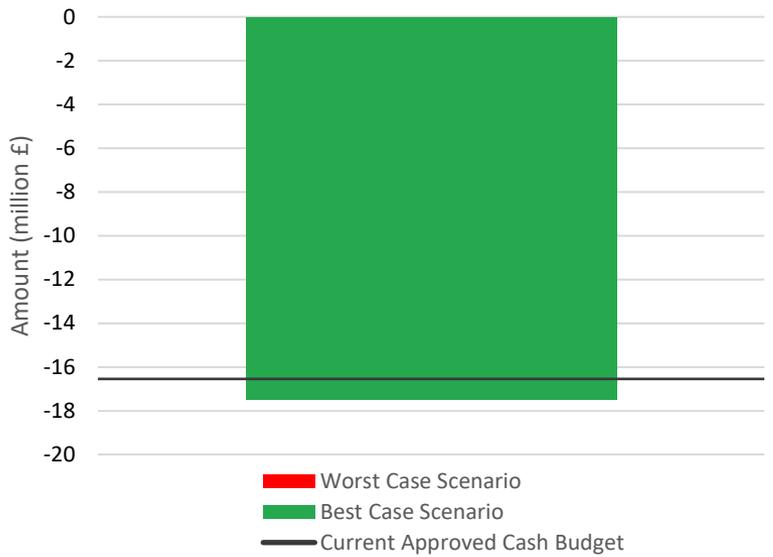


43

Non-Departmental Variances



Non-Departmental Forecast Outturn and Budget



Summary and Significant Cumulative Variances

The Collection Fund shows the transactions of the Council in relation to Business Rates and Council Tax.

- Any Collection Fund variances will impact on the 2023/24 budget.
- It has been assumed that Vodafone will continue to pay rates to the Council for the rest of the current financial year, an earmarked reserve exists to cover the risk should this prove not to be the case.
- Current projections suggest that the Local Council Tax Benefit Support Scheme could overspend by £0.170m. This primarily relates to additional relief provided to Council Taxpayers on low incomes or experiencing financial hardship (£0.322m). This will be transferred to the General Fund at year end where a budget £0.320m is available to meet the additional costs.

On General Fund budgets there is a variance of -£0.941m in both scenarios. The most significant cumulative variances are:

- the Minimum Revenue Provision (-£0.161m both scenarios) from higher than forecast capital receipts in 2021/22 and significant capital carry forwards into 2022/23.
- Interest - As interest rates increase our Money Market Funds and cashflow position continue to out-perform budgetary expectations (-£0.800m both scenarios)

Non-Departmental Variances

Department	Description	BCS (£'000)	WCS (£'000)
NON-DEPARTMENTAL	Variances Previously Reported	-161	-161
INTEREST	As interest rates increase our Money Market Funds and cashflow position are out-performing expectations.	-800	-800
COUNCIL WIDE ITEMS Essential Car User Allowance	Savings are now unlikely to be achieved this year as a review has yet to be completed.	20	20
NON-DEPARTMENTAL	Final Variances	-941	-941

Recommendations

It is recommended that CMT:

1

Note that the variances reported by directorates indicate expenditure below the approved budget in the Best Case scenario (-£0.638m) and above the budget in the Worst Case (£0.843m), after taking into account the Corporate Contingency £1.833m). This is a deterioration of £0.246m Best Case / £0.396m Worst Case since last month, including a £0.8m reported underspend in treasury budgets. This excludes the impact of the 2022/23 pay award;

2

Note that inflation is a key risk to the budget, particularly the pay award where the initial offer of a £1,925 pay rise equates to a 5.4% increase for Bracknell Forest, approximately £1.8m above the 2% allowance included in the budget. While energy price increases are also potentially significant, no variance has been included at this stage pending further detail of the Government's six month support package for businesses and public bodies being announced;

3

Recognising that there is insufficient headroom in the approved budget to absorb inflationary pressures, approve that the £1.5m Earmarked Reserve for Inflation created as part of the 2021/22 closedown is used to supplement the current approved budget as a one-off measure, noting it is insufficient to cover the impact of the pay award;

4

In response to this position, considers to what extent measures should be put in place to a) limit non-essential expenditure and / or b) proactively seek and implement in year savings;

5

Note the virements being proposed by directorates and the balances remaining on major earmarked reserves;

6

Note that several variances are now being reported on the Schools Budget for the first time indicating an overall variance of £0.489m Best Case and £0.904m Worst Case, in addition to the originally estimated £7.5m in year deficit in the High Needs Block. These are generally work in progress and should therefore be viewed with caution. With the Council being under scrutiny as part of the Delivering Better Value in SEND programme and the current ringfencing of schools block deficits due to end in March 2023, this give cause for significant concern;

7

Requests the Executive Director: People to bring a report to CMT in the next month explaining current schools block pressures and identifying proposals to bring the budget back into balance.

TO: THE EXECUTIVE
DATE: 18 OCTOBER 2022

Revenue Budget Update
(Executive Director: Resources)

1 PURPOSE OF REPORT

- 1.1 Recognising the scale of the financial pressures the Council is currently facing due to inflation and service demand, this report provides an update to the Executive on the Council's financial situation in the current year and a forward look to the potential financial position in future years. It also highlights a number of key pressures that, if not responded to quickly, are likely to present further financial difficulties in the period ahead.

2 RECOMMENDATIONS

That the Executive:

- 2.1 **Notes the identified best-case and worst-case scenarios for the Council's current year financial position summarised in Table 1 and detailed in Annex A;**
- 2.2 **Approves drawing the full £1.5m from the earmarked reserve for Inflationary Costs to support the current year's budget, as proposed in paragraph 5.3;**
- 2.3 **Endorses the actions agreed by the Corporate Management Team to help contain expenditure in the current year as set out under paragraph 5.5;**
- 2.4 **Supports the proposed responses to immediate budget priorities set out in the report and specifically:**
- a) **approves drawings from reserves to meet time-limited costs proposed for core foster care allowances (£0.154m in 2022/23, paragraph 5.10), social worker recruitment and retention subject to detailed review by the Employment Committee (£0.190m, paragraph 5.15) and SEND support service staffing (£0.271m + £0.197m + £0.022m, paragraphs 5.25, 5.27 and 5.28); and**
 - b) **approves inclusion in the Commitment Budget 2023/24 funding of £0.371m for core foster care allowances (paragraph 5.10), additional funding and associated savings of £0.115m and -£0.179m respectively related to the enhanced foster care approach, £0.456m for social worker recruitment and retention proposals (paragraph 5.15) and £0.052m for SEND support service staffing (paragraph 5.28);**
- 2.5 **Notes the Council's predicted medium-term financial prospects detailed in paragraphs 5.29 to 5.53 and summarised in Table 3;**
- 2.6 **Reaffirms its support for the 7 key principles to guide budget preparations set out under paragraph 5.54.**

3 REASONS FOR RECOMMENDATIONS

- 3.1 The recommendations are intended to ensure that the Executive is aware of the Council's current and predicted future financial position.

4 ALTERNATIVE OPTIONS CONSIDERED

- 4.1 The Executive could choose not to support expenditure on the proposed priority areas. This is not recommended as the measures proposed are viewed as preventing more significant cost increases in the period ahead.

5 SUPPORTING INFORMATION

Current Year Financial Position

- 5.1 The Council approved the current year's budget and council tax at its in-person meeting on 24 February 2022. Consideration at the time was given to the outlook for the economy as a whole, the impact of demographic changes and the resulting pressures on services and other risks contained within the proposed budget. The Contingency was set at £1.9m in the final budget proposals, to make an allowance for the identified risks. With the budget including almost £8m of service pressures and over £4m to cover the predicted impact of inflation, the 2022/23 original budget was felt to be realistic and manageable.
- 5.2 Early budget monitoring reports re-affirmed this feeling. Based on the first departmental returns using actuals to the end of May, an overall underspend of between £0.7m and £1.9m was predicted, although it was noted that pay and price inflation was an emerging risk to this position. Recognising this, the Executive Director: Resources had established a new earmarked reserve of £1.5m in the 2021/22 accounts closedown, specifically to cover rising inflationary costs.
- 5.3 By the next monitoring return, based on actual expenditure and income to the end of June, the position had deteriorated by £1.1m. The most recent monitoring information presented to the Corporate Management Team on 21 September is summarised in Table 1 below and shows a further deterioration of between £0.25m and £0.4m, indicating a predicted overspend after allowing for the corporate contingency of up to £0.843m (worst case). This, however, excludes the impact of an increased national pay award above the 2% budgeted, with a flat rate increase of £1,925 (equivalent to 5.4% for Bracknell Forest, £1.8m above the sum allowed for) having been proposed but not agreed. It is most likely that this will be rejected by unions and potentially be increased further. Against this backdrop, it is recommended that the full £1.5m earmarked reserve set aside for Inflationary Costs is drawn down to increase the overall budget for the year. Even with this included, the predicted position indicates that an overspend in the current year is a realistic outcome.

Unrestricted

Table 1: Latest Predicted 2022/23 Budget Out-turn

	Current Approved Budget £000	Predicted Variance Best Case £000	Predicted Variance Worst Case £000
Central Directorates	16,740	358	762
Delivery Directorate	17,367	971	1,324
People Directorate	61,958	807	1,531
Non-Departmental	-16,536	-941	-941
Sub-Total	79,529	1,195	2,676
Contingency	1,833	-1,833	-1,833
Sub-Total - Approved Budget	81,362	-638	843
Unbudgeted Pay Award (minimum)	0	1,800	1,800
Inflation Reserve	1,500	-1,500	-1,500
Overall Position	82,862	-338	1,143

5.4 Information about the variances being reported against approved budgets is included in the detailed budget monitoring report attached as Annex A to this report.

5.5 Having considered this position, the Corporate Management Team at its meeting on 21 September agreed the following mitigating actions to help ensure a balanced position by the end of the year:

- The Chief Executive will write to all staff, explaining the current budget position caused primarily by inflationary pressures affecting the whole economy, and setting out the measures below;
 - a. With immediate effect, all non-essential purchases should cease;
 - b. The scope to use remaining resources to manage any current or new vacancies either permanently or for a temporary period should be fully explored before new appointments are made, to minimise the need for compulsory redundancies to balance the budget in the period ahead;
 - c. With immediate effect, any proposed new recruitment requires Assistant Director or Executive Director approval;
 - d. The position will be kept under close review in the months ahead and a formal in-year emergency budget will be instigated if the predicted year end position continues to materially deteriorate.

5.6 The Executive is asked to support these measures.

Immediate Budget Priorities

5.7 Despite the difficult position the Council is facing financially, as set out above and in the forward look section that follows, there are some service and financial risks being faced that are likely to be exacerbated in the months ahead if they are not responded to quickly. These are set out below with the request that the Executive agrees to support the identified additional expenditure from 1 November 2022 to 31 March 2023, funded by drawing from reserves given the current year's budget position, with the on-going impact included in the Commitment Budget for 2023/24.

a) *Foster Carer Allowances*

- 5.8 Within the Council's Business Change Programme is a project to review the approach to supporting children looked after. The aim of the Placements is to: "Improve local placement range and stability for children, by reducing Bracknell Forest Council's dependency on external placements and improving recruitment and retention of foster carers within the Borough."
- 5.9 Without in-house foster carers, the Council has to rely on Independent Fostering Agencies (IFAs) and residential placements with external providers. These placements are typically very costly, and most importantly, can lead to disruption for children being placed further away from home. Benchmarking analysis demonstrates that Bracknell Forest Council does not currently have a competitive offer in place for our foster carers, when compared against neighbouring local authorities. This creates a significant risk in relation to recruitment and retention of in-house foster carers and an increased need for alternative placement types.
- 5.10 Allowances for Bracknell Forest foster carers have therefore been reviewed and it is proposed that they be increased from 1 November 2022, to help ensure that we can continue to recruit and retain high-quality, local foster carers. The proposed new allowance structure consists of an uplift to the average weekly allowance for all foster carers, a new annual allowance for birthdays and celebrations, an annual retention payment and two weeks' paid respite. This is to be supplemented with a targeted weekly skills payment and additional funding for recruitment and marketing. Details of these elements are set out in Appendix A and will cost an additional £0.371m in a full year, with the cost in 2022/23, assuming implementation on 1 November 2022, of £0.154m.
- 5.11 It is also proposed to introduce an "enhanced foster care" scheme, initially focused on a six-month pilot, with the expectation that it will be expanded if successful using an "invest to save" approach. The proposal is to supplement the "core" allowances with additional weekly skills and complexity payments, where very experienced and skilled foster carers are able to support children who would otherwise require independent placements. The pilot involves "stepping down" two children from residential care placements into local in-house "enhanced" foster carers, who will also be supported by an additional part-time Social Worker. The additional costs of the approach will be £0.061m in the current year and £0.093m in 2023/24, more than offset by the associated reductions in the residential care budget (£0.115m and £0.179m respectively). With both children turning 18 in Spring 2024, the pilot savings and costs will reverse in 2024/25 but may be replaced by other similar enhanced fostering arrangements, should these be appropriate for the child and cost beneficial.

b) *Social Worker Recruitment and Retention*

- 5.12 A project team established early in 2022 comprising HR&OD specialists and representatives from Adults and Childrens' Social Care has explored the current market factors and comparative salaries (locally and nationally) for social care staff. This followed long-standing difficulties in recruiting and retaining these specialist staff, which has been a key factor in the need to engage agency workers to cover vacancies in the agreed establishment. These challenges are being faced by many service areas, leading to the cost of agency workers across the Council totalling £5.7m in 2021/22, a significant proportion of which have been covering statutory social care roles in the People Directorate.

- 5.13 The insights and data gathered provided a solid base from which to understand the risks of not acting at this crucial time with the significant challenges we face in implementing forthcoming policy and legislation changes, most notably in Adult Social Care, which will add to existing staffing pressures. Given the forthcoming challenges in this area, there is every expectation that other local authorities will be reviewing their pay arrangements for these staff.
- 5.14 There is currently a pay differential between the social work workforce in adults and children’s services. Currently, the majority of social workers in children’s services benefit from market premia or annual retention payments. It has previously not been felt essential to introduce such measures for staff working in adult services, where the market has not been so competitive. This is already changing and further changes enhancements are expected due to a limited supply market and increased demand for such staff to fulfil the requirements of the Government’s charging reforms.
- 5.15 From the evidence gathered through the review, there was a justification to increase the base salary level for social workers generally. Due to the current pay differentials between the adult social work workforce and parts of children’s social work, the recommendations proposed are likely to impact more positively in adult social care. The Council’s Constitution states that any decision to change pay arrangements for large areas of the Council’s workforce rests with the Employment Committee. However, the scale of the financial impact is such that the Executive is being asked to support the proposals in principle and approve the necessary funding should it be required in advance of their being considered by the Committee. This totals £0.456m in a full year, £0.190m in the current year assuming implementation from 1 November 2022.
- 5.16 These costs reflect an expected reduction in the number of agency workers employed by Adult Social Care, due to the enhanced package for “on-payroll” staff. The anticipated reductions are as set out in the table below. There are currently concerns in Children’s Social Care that there is not currently a local market for permanent staff that can be tapped into, which will be reviewed further. At this stage the proposed changes are therefore predominantly aimed at retaining existing staff.

Table 2: Anticipated Reduction in Agency Staff from Social Care Proposals

	Posts currently covered by agency	Potential reduction	Reduction (%)
Adult Social Care	9.1	4.5	49%
Mental Health Services	12.2	4	38%

- 5.17 In summary, the proposed new pay and grading scheme for all social workers is based around 3 career pathways. This demarcates roles from early career up to leadership and management level positions and outlines the growth opportunities within each pathway. This will provide:
- a) new generic job descriptions for social work roles that align to the current and future agenda for social care, ensuring consistency between adult and children’s services;
 - b) increased base salary levels;
 - c) flatter pay structure to encourage career development and movement within the pathways from early career to leadership and management roles to grow and retain talent;
 - d) aligned training and career development including apprenticeships to each role within the pathways.

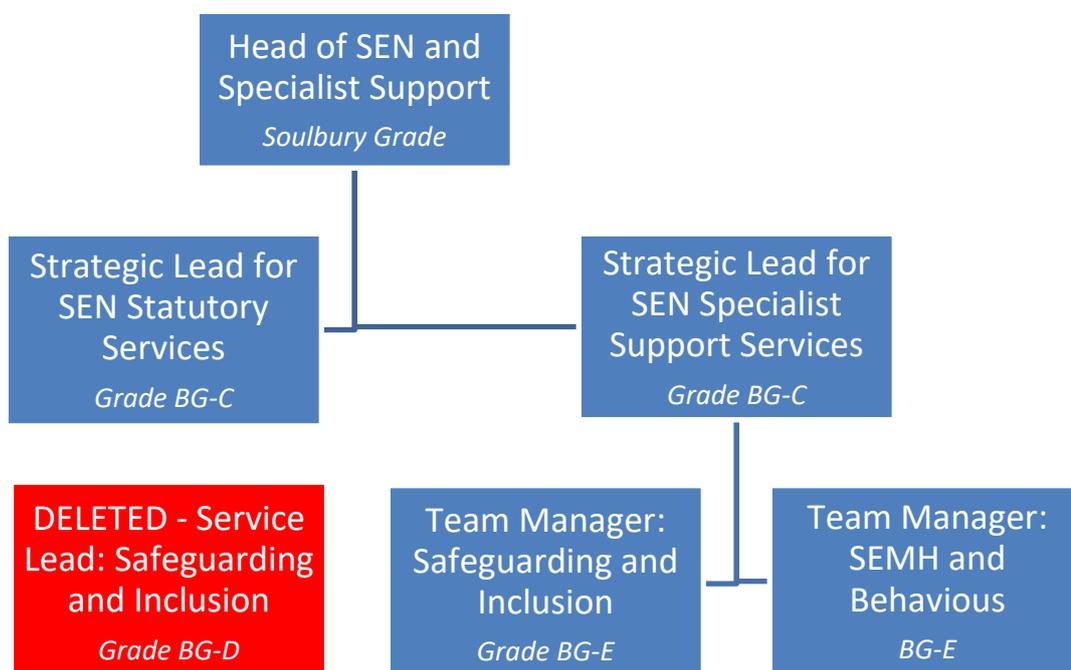
- 5.18 If implemented, the proposals will remove the requirement for most market premium payments (except at Head of Service level) and replace them with higher substantive salaries. There will continue to be a requirement in children's services to maintain annual retention payments, albeit at lower levels than currently, to ensure there is no detriment in the total reward package. Comparisons of current and proposed revised pay and benefit levels are attached as Appendix B.
- 5.19 In terms of comparators, the proposals for the adult workforce will place social workers and occupational therapists at the top of current pay levels in the surrounding areas. However, as Bracknell Forest is the first Council to review pay arrangements for these workers, it is unlikely that this will be the case for long.
- 5.20 Full details of the analysis and proposals will be presented to the Employment Committee for detailed consideration. The funding request which the Executive is asked to support in principle is conditional upon the Committee supporting the proposed approach.

c) Education Support Service (Special Educational Needs and Disabilities service) Staffing

- 5.21 The structure of the SEND team was changed in February 2019 to include a single Head of Children's Support Services, with a broad agenda to cover and a large number of service managers to support. The structure was being reviewed at the time of the Ofsted and CQC Inspections, with a belief that there was insufficient leadership capacity to drive forward the SEND agenda alongside broader responsibilities such as safeguarding, inclusion, behaviour, SEMH and specialist teaching.
- 5.22 The inspection feedback supports the need for greater accountability and leadership "grip" within the Education and Learning team, particularly with a focus on SEND. It also highlights a lack of capacity in the team generally, most critically at this time when significant improvements are required to the service from both customer and financial perspectives. A new structure is therefore being proposed to address these concerns, to provide a service that is fit for purpose and capable of delivering on the significant improvements required.
- 5.23 The proposed structure is being brought forward for consideration in the context of the Government's intention to implement major educational reforms between 2024 and 2030. The Schools Bill and the SEND Green Paper 2022 outline the detail of these intentions.
- The Schools Bill makes provision for the regulation of Academies; about school and local education funding; the attendance of children at school; the regulation of independent educational institutions; teacher misconduct; and for connected purposes. The Bill was due for its 3rd reading in the House of Lords on 14 September 2022, but this has been delayed.
 - The SEND Green Paper – 'SEND review: right support, right place, right time', sets out the Government's proposals for a system that offers children and young people the opportunity to thrive, have access to the right support, in the right place, and at the right time, so they can fulfil their potential and lead happy, healthy and productive adult lives.
- 5.24 Given these forthcoming changes, the recommendation is to implement a fixed time, interim structure, to provide stability and robustness over the next two years and enable a focus on delivering the improvements required in response to the Ofsted

inspection and Written Statement of Action. A further review of the structure would then be undertaken early in 2024 when the details of the educational reforms are known.

- 5.25 At a leadership level, it is proposed to re-instate the currently vacant Head of SEN and Specialist Support Services role for a fixed term of two years. This post would be supported by two Strategic Lead posts, covering SEN Statutory Services and SEN Specialist Support Services. In a change to the current interim arrangements and reflecting the higher-level post above them, these posts would be downgraded to Bracknell Grade C. After consideration and feedback from service users, the current Service Lead BG-D post that covers both Safeguarding and Inclusion will be deleted and its responsibilities split into two BG-E roles, reporting into the Strategic Lead for Specialist Services. The senior level structure will therefore look as follows, with an additional cost over two years to be funded from reserves totalling £0.271m.



- 5.26 In addition to the proposed time-limited changes to the leadership structure, additional operational posts are required to address the weaknesses and gaps identified by the inspections. Four new posts have been identified, three time-limited and one highlighted as an on-going requirement.
- 5.27 It is proposed to appoint a Business Manager (BG-F) on a fixed one year contract to focus on embedding the practice and culture change requirements of the necessary service improvements. This will include supporting the development and implementation of SEN data and associated finance systems to ensure processes are streamlined and fit for purpose. In addition, a SEND Engagement Officer and part time Participation Officer are proposed for two-year fixed term periods (both BG-G), to improve customer engagement and ensure the voice of the child is captured and represented in service design and delivery. These time limited posts will cost £0.197m over the next two years, to be funded from one-off reserves.
- 5.28 A permanent Pathway for Adulthood Officer (BG-F) will address specific feedback from Ofsted that there is a lack of future aspiration and appropriate placements for children as they approach adulthood. This has led to relatively high numbers of young people with SEND who are classed as Not in Education, Employment and Training (NEET). This re-introduces a post that existed and was well-regarded in a

previous structure with an on-going full year cost of £0.052m from April 2023. Part year costs of £0.022m will also be incurred in the current year, assuming 1 November appointment, to be funded from one-off reserves.

Medium-Term Prospects

5.29 Key factors in projecting the Council's medium-term financial position are:

- The level of general grant support to be provided by Central Government, which is affected by the overall level of funding available for Local Government and the funding system used to distribute this;
- Specific grants received for current and new responsibilities;
- New spending pressures and inflationary increases that are added to the base (commitment) budget each year;
- Savings that can be identified and implemented to mitigate additional cost pressures;
- Annual council tax increases within the levels allowed by Government and the number of new properties in the Borough paying Council Tax;
- Levels of reserves available to support the budget, recognising that these are one-off in nature.

5.30 The sections below set out current assumptions for each of these factors, based on the information known at this time. With the current local government finance settlement applying only to the current year and not beyond, there is inevitably a large degree of uncertainty in the planning assumptions that will only be removed when the 2023/24 provisional finance settlement is announced, most likely in mid-December.

Government Grant Support

5.31 Funding levels for local government overall up to 2024/25 were published as part of the Government's 2021 Spending Review. Other than planned increases in funding for Adult Social Care reforms, grant funding over the period is broadly flat. With the sector, alongside all residents and businesses, facing significant financial pressures from inflationary cost increases this would clearly represent a material reduction in real terms funding. At this time, however, there are no signs that Government is minded to provide additional funding for the public sector in 2023/24.

5.32 In terms of the local government funding system, it seems very unlikely that any changes will be introduced next year arising from the long-term Fair Funding and Business Rate Retention System reviews. However, there will be a business rate revaluation impacting in April 2023. This will introduce changes to the amounts of business rates collectable in individual areas, which are typically matched by compensating adjustments to grant funding to ensure no impact (at least immediately) on local authorities' resources.

5.33 Alongside this, the Government has indicated its intent to move a number of hereditaments, notably large scale telecommunications networks, onto its Central List from local lists. Members will be aware of the significant impact of this on Bracknell Forest, which has been anticipated and planned for for some time. The Executive Director: Resources has engaged positively with officials around this change and engaged specialist external advice to put forward options for consideration that would mitigate the impact of this transfer as far as possible. Having issued an informal discussion paper with affected local authorities in August, the Government issued a formal consultation on 2 September with responses required by 30 September. In simple terms, the proposal is to treat transfers to the Central List in the same way as

other changes from the wider revaluation. This would be a better outcome than we could reasonably have hoped for, as it will broadly protect the Council's income levels. Officers will therefore be writing in support of the consultation proposal.

- 5.34 Based on this information, it is assumed that there will be no change to the Council's baseline funding including business rate retention between 2022/23 and 2023/24. Previous assumptions had included a reduction of around £4m due to business rate changes.
- 5.35 There are other less significant but still important specific grants that the Council is receiving in 2022/23, notably the long-standing New Homes Bonus (£2.3m income) and the Services Grant (£1.2m income) introduced in 2022/23. With the Government still not having issued a formal response to the 2021 consultation on NHB, which rewards local authorities for housing growth, it is assumed that this will remain broadly as in the current year, although a reduction of around £0.3m is likely since the current year's figure reflected a year of unprecedented housing growth in the Borough. It is possible that the Services Grant could remain the same as in the current year, although should Ministers wish to redistribute funding across the country this would be the obvious vehicle to use. While the future of the levelling up agenda under a new Prime Minister is not yet clear, there is a risk that at least some of this grant could be transferred from the South East to other parts of the country. A 50% reduction in Bracknell Forest's allocation has therefore been assumed for planning purposes.
- 5.36 The most significant funding and service issue in 2023/24 relates to the introduction of the Adult Social Care reforms, including the cap on individual client contributions and the "fair cost of care" arrangements. There are great concerns amongst local authorities across the country around the impact of these reforms, most particularly in the south of England which has a much higher proportion of "self-funders" who will benefit from the cap in their contributions towards the costs of their care, after which the funding responsibility passes to their local authority. Modelling of the potential financial impact has been undertaken by many authorities, including Bracknell Forest, which indicates that the cost impact could well be many times the level of grant funding that has been earmarked nationally. At this stage there remain very high levels of uncertainty around the actual impact and it is possible that fundamental changes may be made to the approach and timing of the reforms. For that reason, our working financial assumption, which is shared amongst our neighbouring authorities, is that the costs will broadly match the level of grant funding we will receive. A rough estimate, based on how other grants for adult social care have been distributed in recent years, is that additional income and additional costs will total around £1.7m. This assumption will be kept under close review as and when further details of the reforms are announced by the Government in the months ahead.

Inflation, Pressures and Savings

- 5.37 The budget preparations for 2023/24 are being undertaken against the backdrop of the highest inflation rates the country has seen for thirty years. It is therefore inevitable that the allowance for inflation will need to be significantly higher than our typical provision of £2m - £3m, which rose to £4.4m in the 2022/23 budget. This figure included an allowance of 2% for the current year's pay award.
- 5.38 As highlighted in paragraph 5.3 above, the national employers body has this year offered a flat rate £1,925 increase for local government workers. For Bracknell Forest, this equates to an average increase of 5.4%, equivalent to £1.8m above the available budget. The impact of the final approved pay award (which may be higher

as it has not yet been accepted by the major unions) will need to be reflected in the 2023/24 inflation provision, in addition to an allowance for next year's pay offer. While many economic commentators are predicting that the current inflation rate is likely to fall quickly, it is highly likely that it will remain well above levels in recent years for the next twelve months. It is therefore proposed at this stage to allow for pay awards totalling 9.5% across this year and next, an additional 7.5% above the level currently budgeted for, equating to £3.8m.

- 5.39 The same figure of 7.5% is proposed at this time for inflation on non-pay costs, with the exception of electricity and gas which are covered in the paragraph below. This represents an additional cost of service delivery of £6.1m. There is a risk that this may not be sufficient to cover full contractual price rises, many of which are based on the inflation rate at a specific point in the year. Should that be the case, officers will need to identify options to contain expenditure within the approved budgets at their disposal. Members will be made aware in advance if this will have a material impact on front line service levels.
- 5.40 It is widely known that energy prices will increase significantly faster than the headline inflation rate. Increases in electricity prices of 150% and gas prices of 350% are likely. The Council has arrangements in place to forward purchase these commodities and around 50% of the predicted energy required in 2023/24 has been secured to date. This allows the impact of energy inflation to be estimated with a reasonable degree of accuracy, even at this early stage in the budget preparations. It is proposed to allow a reasonably prudent figure of £2.5m for planning purposes, an average increase of 166%, a blended rate that recognises 84% of the Council's energy budgets are for electricity. It is possible that this figure may reduce as further forward purchases are made.
- 5.41 Recognising the impact of these inflationary increases on the Council's costs, it is proposed that our fees and charges also work towards average increases of 7.5%, which would generate additional income of £1.9m. As always, there will be some service areas where charges are market driven and this level of increase is not sustainable. Individual service areas will need to make this assessment in calculating fees and charges for Members to consider as part of developing the Council's draft budget proposals that will be published in December.
- 5.43 In addition to additional inflationary costs, the Council's budget is affected each year by other cost pressures, notably relating to increased demand for services. It is too early at this stage of the budget process to accurately predict the scale of these for 2023/24. However, Members will recall that pressures in each of the last two years have totalled around £7.5m.
- 5.44 Although the Council has delivered savings totalling over £100m since it was created in 1998, there is still a requirement to identify and deliver further savings each year to help balance the overall budget, mitigating some of the additional cost pressures. As with the pressures, it is too early at this stage to know what level of savings may be identified for 2023/24. However, the level of savings in each of the past two years has also been consistent, at £2.7m.
- 5.45 Should the changes to Business Rates referred to in 5.32 and 5.33 be confirmed, the level of funding risk the Council has faced for many years will be significantly reduced. This would enable the regular setting aside of funding to protect against that risk to be reversed, freeing up £3.3m of flexibility in the budget that could be used to partly mitigate against the high inflationary pressures.

Council Tax

- 5.46 In publishing the local government finance settlement the Government sets an assumption around the level of Council Tax increase for each local authority as part of its Spending Power calculation. This is always based on the maximum permitted increase being applied, which is normally the position taken by all but a small number of local authorities.
- 5.47 In 2022/23 the permitted general Council Tax increase for upper tier authorities was 2.99%, comprising a 1.99% standard increase and a further 1% Social Care precept. It is unknown whether the current level of inflation will lead Ministers to permit higher council tax increases in 2023/24. At this stage, it is assumed that the same level of increase will be permitted as in 2022/23 and Bracknell Forest Council will apply this. The decision on the actual level of increase will not be taken until February, when the overall shape of the funding settlement and the Council's final budget proposals for the year are known.
- 5.48 In addition to this, the Council will receive additional Council Tax income due to an increase in the number of properties in the Borough. At this stage, this is estimated at £1.0m. The actual figure will be confirmed when the taxbase is agreed in December.

Reserves

- 5.49 The Council has intentionally accumulated a relatively high level of reserves in recent years, planning for a significant loss of Business Rates income from Government changes to the local and central lists, referred to in paragraph 5.33 above. The Future Finding Reserve currently stands at £18.4m and General Reserves at March 2022 were £11.3m, with £0.8m budgeted to be used to support the current year's budget. The recommended minimum level of General Reserves is £4.5m, meaning that in total £26.4m of reserves are currently available to support future year budgets.
- 5.50 In determining the level of reserves to be used in any one year, it is fundamentally important to remember that these resources are one-off. Any use of reserves therefore simply delays the need for on-going savings to be generated to secure a long-term, sustainable financial position. With funding changes expected to be introduced from 2023/24, materially reducing the Council's resources, its medium term financial strategy had previously assumed using reserves of around £6m - £7m to avoid an immediate cliff edge effect arising from the changes. The use of reserves was thereafter planned to gradually reduce in the following years, offering a "glide path" to a future position where on-going resources matched on-going spending.
- 5.51 While the challenge we now expect to face in 2023/24 is different than envisaged, being driven by inflationary cost increases rather than a significant drop in funding, the outline strategy around the planned use of reserves remains valid.
- 5.52 Table 3 below draws together the planning assumptions in paragraphs 5.29 to 5.51 together to give an indication of the future financial prospects. It is particularly important to note that the level of pressures and savings from 2023/24 onwards are included simply for illustrative purposes, informed by figures in previous years' budgets. Actual proposals for 2023/24 will be published as part of the Council's draft budget in December.

Table 3 – Illustrative Medium Term Financial Prospects

	2022/23	2023/24	2024/25	2025/26
	£000	£000	£000	£000
Base Revenue Budget (adjusted for one-offs)	83.7	90.5	103.4	108.6
Commitments	-0.2	0.8	0.5	0.3
Inflation (excluding energy)	4.4	8.0	3.5	3.0
Inflation (electricity and gas)		2.5	-2.0	0.0
Reduction in Contingency (to £1.9m)	-0.4			
Identified / Assumed Future Savings	-2.3	-2.3	-2.3	-2.3
Identified / Assumed Future Pressures (best case)	7.6	5.9	5.2	5.2
Change in Business Rates growth over baseline	0.0	0.0	0.0	0.0
Reverse budgeted transfers to reserves		-3.3		
Increase in Social Care Grants	-1.0			
ASC reforms cost estimate		1.7	2.4	2.4
ASC reforms funding estimate		-1.7	-2.4	-2.4
Fair Cost of Care Grant	-0.2			
Services Grant / reduction (from £1.2m 22/23)	-1.2	0.6		
Use of Specific Reserves for One-Off Pressures	-0.4	0.4		
New Homes Bonus / reduction (from £2.3m 22/23)	0.5	0.3	0.3	0.3
Expenditure	90.5	103.4	108.6	115.1
Grant and Business Rates Baseline	-18.7	-18.7	-18.7	-18.7
Council Tax (+ 2.99%) TBC	-70.7	-72.8	-76.0	-79.2
Collection Fund Surplus (Council Tax)	-0.3			
Use of General / Future Funding Reserves	-0.8	TBD	TBD	TBD
Council Taxbase Growth	0.0	-1.0	-0.9	-0.8
Resources	-90.5	-92.5	-95.6	-98.7
Cumulative Gap (Before Use of Reserves)	-0.0	10.9	13.0	16.4
Annual Gap (Before Use of Reserves)		10.9	2.1	3.4

5.53 In summary, this shows that the Council will need to either reduce pressures or identify further savings to bridge an identified gap of £16.4m over the next three years to 2025/26. While the gap is currently significantly front loaded, the Council is able to use its available reserves to smooth the phasing over time.

5.54 In order to guide work to identify where savings would be achieved, the Executive has previously identified 7 key principles in August 2020, that remain valid:

- We would:
 1. Aspire to excellence in what we do so we can live within our means;
 2. Consolidate the recent growth in social care spending into our financial plans but work towards a small reduction in real terms;
 3. Concentrate on targeted early intervention and preventative activities to reduce future demand for more expensive services;

4. Seek no funding for new service growth unless in exceptional circumstances, apart from a strategic priority around climate change and agreed manifesto commitments;
5. Refocus transformation and other savings programmes and quantify savings “envelopes” for all projects;
6. Expect all service areas to deliver spending reductions throughout the period to bridge the identified budget gap, focusing on but not limiting efforts to restrict areas of limited or manageable public impact;
7. Increase fees and charges as much as reasonably possible every year to maximise income.

6 ADVICE RECEIVED FROM STATUTORY AND OTHER OFFICERS

Borough Solicitor

- 6.1 The Council is required to make arrangements for the proper administration of its financial affairs. As part of those arrangements, it is under a duty to monitor its budgets throughout the financial year and to take appropriate action to deal with any deterioration in the financial position revealed by the regular monitoring.

Financial Advice

- 6.2 The financial implications of this report are included in the supporting information.

Equalities Impact Assessment

- 6.3 The Council’s budget proposals impact on a wide range of services. Detailed consultation is undertaken on the draft budget proposals when they are published in December each year to provide individuals and groups the opportunity to provide comments.

Strategic Risk Management Issues

- 6.4 The Council’s strategic risk register contains a specific risk highlighting “significant pressures on the Council’s ability to balance its finances whilst maintaining satisfactory service standards”. While this is a long-standing issue, the situation in the current year and future year prospects mean that the risk is particularly difficult to manage at the current time. This paper has been brought to the Executive at this time to ensure there is a shared understanding of the situation and to agree an outline approach to achieving financial sustainability over the medium-term, to help focus more detailed work on specific options over the coming months.

7 CONSULTATION

- 7.1 A detailed consultation will be undertaken on the Councils draft budget proposals for 2023/24 after they are published in December 2022.

Contacts for further information

Stuart McKellar – 01344 352180
Stuart.mckellar@bracknell-forest.gov.uk

Arthur Parker – 01344 352158
Arthur.parker@bracknell-forest.gov.uk

Calvin Orr – 01455 352125
Calvin.orr@bracknell-forest.gov.uk



General Fund Revenue Budget Book 2022/23

March 2022

**Stuart McKellar CPFA
Executive Director: Resources**

General Fund Revenue Budget 2022/23

Contents

	Page Number
Foreword	1
Summary	3
Central	5
Delivery	15
People	27

Foreword

This is the seventeenth budget book that Bracknell Forest has published on a “cash basis”. The target audience is Council members and officers. Its purpose is to provide the basis for our in year budget monitoring and Scheme of Virement, the details of which are set out in Financial Regulations.

Further detailed information on the Council's finances is contained within the following publications:

- Financial Statements
- Council Tax Leaflet, and
- Financial Plans and Budgets Supporting Information (which were included with the agenda for the Council meeting on 23 February 2022).

Budget Strategy

Preparations for the Council's 2022/23 budget started in earnest last September. Once again, over the course of the Autumn there was real uncertainty around the on-going impact of Covid and the level of the Government's financial support for local authorities to deal with this and other challenges that existed pre-pandemic.

The Spending Review announcement on 27 October provided a degree of clarity around how overall local government funding overall would fare in the three years from 2022/23, but funding for individual councils has only been announced for a single year, with a promise of significant changes from 2023/24 to grant distribution. With the Government's Levelling Up agenda aiming to bolster the struggling economies in less prosperous areas, authorities like Bracknell Forest in the south-east are inevitably looking at these future changes with some trepidation.

This, coupled with pressures on our service spending totalling £12m from rising demand and inflation, has meant we have had to work particularly hard to deliver a balanced and sustainable budget this year. As always, in proposing savings of almost £2.5m we have focused on minimizing any impact on important, front-line services. We are drawing over £1m from our reserves to help achieve that.

After being able to limit the council tax last year to well below the level permitted, we are having to raise it by 4.49% this year, which is £1.21 per week for a typical Band D property. This increase is simply to allow us to continue to provide adequate support to the most vulnerable people in our community.

We recognise that any increase is unwelcome and for some households may be unaffordable. For this reason, working age households in receipt of Council Tax Support will see a £100 reduction in their tax bill in 2022/23. This is being funded by Bracknell Forest Council and is completely separate and in addition to other measures being taken by the Government in relation to energy costs.

Cash Budgets

Budget management with departments is in practice undertaken on a “controllable “ or “cash basis”. In recognition of this the budget monitoring information for 2022/23 presented to the Corporate Management Team and to Members will be on a “cash basis”.

A simple definition of “Cash Budget” has been adopted as the standard for in year monitoring.

This would be derived as follows:

	“Total Cost” budget
<i>Less</i>	capital charges
<i>Less</i>	IAS19 pension adjustment
<i>Less</i>	Central recharges (expense and income)
<i>Less</i>	Service Management & support service allocations (expense and income)
=	Cash Budget

The detailed pages set out the “Cash Budgets” for each department with a reconciliation to the information presented to Council on 23 February 2022 on a “Total Cost” Basis. This establishes the budget framework for in year reporting including the Scheme of Virement.

GENERAL FUND REVENUE BUDGET

SUMMARY

	2022/23 Budget
	£'000
<u>Services</u>	
Central	15,145
Delivery	17,184
People	68,908
Corporate Wide Savings	657
Sub total	<u>101,894</u>
<u>Other expenditure</u>	
Environment Agency Levy	118
Magistrates' Courts' levy	6
Debt Financing Costs	2,242
Interest	1,644
Contingency	1,900
Supplementary Pensions	201
Financial Adjustments	29
Business Rates Growth	-9,537
Capital Expenditure charged against the General Fund	0
Contribution from Capital Resources	-200
Contribution to/(from) Earmarked Reserves	1,529
Contribution to/from DSG Adjustment Account	-7,500
New Homes Bonus grant	-2,294
Flood and Travel Related Grants	-15
Lower Tier Services Grant	-199
Services Grant	-1,160
Total Cash Budget	<u><u>88,658</u></u>
Reconciliation to Budget approved 23 February 2022	£'000
"Total Cost" budget	88,112
<u>Less</u>	
Recharges to Capital	-546
Total "Cash" Budget	<u><u>88,658</u></u>

CENTRAL DIRECTORATES - REVENUE BUDGET

	2022/23 Budget £' 000
Chief Executives Office	1,779
Director: Place, Planning & Regeneration	7,397
Director: Resources	5,969
TOTAL CASH BUDGET 22/23	15,145
Reconciliation to Budget approved 23 February 2022	£'000
TOTAL COST BUDGET 22/23	21,441
<u>Less</u>	
Capital Charges	5,891
IAS19 Pension Adjustment	2,750
Recharges	-2,345
Total "Cash" Budget	15,145

CENTRAL DIRECTORATES - REVENUE BUDGET

	2022/23
	Budget
	£' 000
Chief Executives Office	
Chief Executive	1,305
Community Engagement	92
Transformation	2
Communications	106
Voluntary Sector Grants	274
Director: Place, Planning & Regeneration	
Traffic	36
Miscellaneous Public Health Services	-2,185
Sexual Health Services	839
NHS Health Check Programme	65
Health Protection	20
National Measurement Programme	54
Public Health Advice	22
Obesity	49
Physical Activity	9
SUBSTANCE MISUSE	701
Smoking & Tobacco	200
Children 5-19 Public Health Programmes	150
Town Centre Redevelopment	257
Parks, Open Spaces and Countryside	810
Director: Place, Planning & Regeneration	209
Head of Planning	801
Building Control & Land Charges	-89
Highways & Transport	135
Transport Strategy	2,028
Development & Adoptions	-164
Highway Engineering	704
Reactive Maintenance	2,747
Director: Resources	
Human Resources	900
Organisational Development	945
Finance	3,053
Insurance	467
Local Tax Collection	605
	<hr/> 15,145 <hr/>

CENTRAL DIRECTORATES - REVENUE BUDGET

	2022/23 Budget
Chief Executive	£' 000
Employees	1,250
Transport -Related Expenditure	2
Supplies and Services	52
	<hr/> 1,305 <hr/>

	2022/23 Budget
Human Resources	£' 000
Employees	1,018
Transport -Related Expenditure	2
Supplies and Services	120
Recharges	-239
	<hr/> 900 <hr/>

	2022/23 Budget
Organisational Development	£' 000
Employees	928
Supplies and Services	17
	<hr/> 945 <hr/>

	2022/23 Budget
Community Engagement	£' 000
Employees	71
Transport -Related Expenditure	1
Supplies and Services	24
Rents	-3
	<hr/> 92 <hr/>

	2022/23 Budget
Transformation	£' 000
Employees	2
	<hr/> 2 <hr/>

CENTRAL DIRECTORATES - REVENUE BUDGET

	2022/23 Budget
Communications	£' 000
Employees	50
Supplies and Services	53
Third Party Payment	11
Other Income	-7
	<hr/> 106 <hr/>

	2022/23 Budget
Voluntary Sector Grants	£' 000
Supplies and Services	274
	<hr/> 274 <hr/>

	2022/23 Budget
Traffic	£' 000
Employees	284
Transport -Related Expenditure	7
Supplies and Services	65
Third Party Payment	238
Fees & Charges	-554
Other Income	-4
	<hr/> 36 <hr/>

	2022/23 Budget
Miscellaneous Public Health Services	£' 000
Employees	1,444
Premises Related Expenditure	2
Transport -Related Expenditure	15
Supplies and Services	55
Third Party Payment	1,361
Government Grants	-4,213
Other grants, Reimbursements and Contributions	-851
	<hr/> -2,185 <hr/>

	2022/23 Budget
Sexual Health Services	£' 000
Third Party Payment	839
	<hr/> 839 <hr/>

CENTRAL DIRECTORATES - REVENUE BUDGET

	2022/23
	Budget
NHS Health Check Programme	£' 000
Third Party Payment	65
	<hr/>
	65
	<hr/>

	2022/23
	Budget
Health Protection	£' 000
Third Party Payment	20
	<hr/>
	20
	<hr/>

	2022/23
	Budget
National Measurement Programme	£' 000
Third Party Payment	54
	<hr/>
	54
	<hr/>

	2022/23
	Budget
Public Health Advice	£' 000
Third Party Payment	22
	<hr/>
	22
	<hr/>

	2022/23
	Budget
Obesity	£' 000
Third Party Payment	49
	<hr/>
	49
	<hr/>

	2022/23
	Budget
Physical Activity	£' 000
Third Party Payment	9
	<hr/>
	9
	<hr/>

	2022/23
	Budget
SUBSTANCE MISUSE	£' 000
Third Party Payment	701
	<hr/>
	701
	<hr/>

CENTRAL DIRECTORATES - REVENUE BUDGET

	2022/23 Budget
Smoking & Tobacco	£' 000
Third Party Payment	200
	200

	2022/23 Budget
Children 5-19 Public Health Programmes	£' 000
Third Party Payment	150
	150

	2022/23 Budget
Town Centre Redevelopment	£' 000
Employees	120
Supplies and Services	164
Third Party Payment	14
Other Income	-41
	257

	2022/23 Budget
Parks, Open Spaces and Countryside	£' 000
Employees	1,594
Premises Related Expenditure	482
Transport -Related Expenditure	49
Supplies and Services	487
Third Party Payment	235
Government Grants	-5
Other grants, Reimbursements and Contributions	-34
Sales	-738
Fees & Charges	-913
Rents	-52
Other Income	-264
Recharges	-33
	810

CENTRAL DIRECTORATES - REVENUE BUDGET

	2022/23 Budget
Director: Place, Planning & Regeneration	£' 000
Employees	202
Transport -Related Expenditure	1
Supplies and Services	5
	<hr/> 209 <hr/>

	2022/23 Budget
Head of Planning	£' 000
Employees	1,926
Premises Related Expenditure	2
Transport -Related Expenditure	4
Supplies and Services	195
Other grants, Reimbursements and Contributions	-31
Sales	-93
Fees & Charges	-978
Other Income	-225
	<hr/> 801 <hr/>

	2022/23 Budget
Building Control & Land Charges	£' 000
Employees	488
Transport -Related Expenditure	16
Supplies and Services	28
Sales	-118
Fees & Charges	-461
Other Income	-42
	<hr/> -89 <hr/>

	2022/23 Budget
Highways & Transport	£' 000
Employees	135
	<hr/> 135 <hr/>

CENTRAL DIRECTORATES - REVENUE BUDGET

	2022/23 Budget
Transport Strategy	£' 000
Employees	448
Premises Related Expenditure	118
Transport -Related Expenditure	4
Supplies and Services	151
Third Party Payment	1,598
Government Grants	-95
Other grants, Reimbursements and Contributions	-123
Other Income	-71
	<hr/> 2,028 <hr/>

	2022/23 Budget
Development & Adoptions	£' 000
Employees	241
Premises Related Expenditure	16
Transport -Related Expenditure	5
Sales	-9
Other Income	-418
	<hr/> -164 <hr/>

	2022/23 Budget
Highway Engineering	£' 000
Employees	440
Transport -Related Expenditure	4
Supplies and Services	172
Third Party Payment	88
	<hr/> 704 <hr/>

	2022/23 Budget
Reactive Maintance	£' 000
Employees	627
Premises Related Expenditure	533
Transport -Related Expenditure	19
Supplies and Services	4
Third Party Payment	1,582
Sales	-18
	<hr/> 2,747 <hr/>

CENTRAL DIRECTORATES - REVENUE BUDGET

	2022/23 Budget
Finance	£' 000
Employees	2,916
Transport -Related Expenditure	3
Supplies and Services	329
Third Party Payment	36
Other Income	-21
Recharges	-210
	<hr/>
	3,053
	<hr/>

	2022/23 Budget
Insurance	£' 000
Supplies and Services	842
Recharges	-376
	<hr/>
	467
	<hr/>

	2022/23 Budget
Local Tax Collection	£' 000
Employees	456
Transport -Related Expenditure	3
Supplies and Services	532
Government Grants	-148
Other Income	-239
	<hr/>
	605
	<hr/>
	15,145
	<hr/>

DELIVERY DIRECTORATE - REVENUE BUDGET

	2022/23 Budget £' 000
Executive Director Delivery	220
Assistant Director Customer Experience & ICT	10,765
Assistant Director Property Services	-5,472
Borough Solicitor	676
Head of Democratic & Registration Services	1,724
Assistant Director Contract Services	9,271
TOTAL CASH BUDGET 22/23	17,184

Reconciliation to Budget approved 23 February 2022	£'000
TOTAL COST BUDGET 22/23	17,459
<u>Less</u>	
Capital Charges	4,509
IAS19 Pension Adjustment	1,707
Recharges	-5,941
Total "Cash" Budget	17,184

DELIVERY DIRECTORATE - REVENUE BUDGET

	2022/23 Budget £' 000
Executive Director Delivery	
Executive Director Delivery	219
Assistant Director Customer Experience & ICT	
ICT Services	4,423
Digital Services	857
Customer Services	754
Operations Unit	3,051
Archives	118
South Hill Park	225
Libraries	1,298
Smart Card	98
Cust. Exp. & ICT MVF	-59
Assistant Director Property Services	
Property Services	473
Industrial & Commercial Properties	-7,902
Construction and Maintenance	746
Health and Safety	20
Property Services MVF	-13
Office Accommodation	1,205
Borough Solicitor	
Legal	684
Legal Services MVF	-8
Head of Democratic & Registration Services	
Registration of Electors/Elections	341
Registration of Births Deaths & Marriages	76
Member & Mayoral Services	867
Committee Services	342
Overview and Scrutiny	110
Democratic & Registration MVF	-12

DELIVERY DIRECTORATE - REVENUE BUDGET

	2022/23 Budget £' 000
Assistant Director Contract Services	
Waste Management	8,383
Street Cleaning	1,138
On/Off Street Parking	-297
Regulatory Services	1,078
Emergency Planning	71
Other	535
Enviromental Services	805
Leisure Contract	-996
Contract Services MVF	-13
Sports development & Community Recreation	0
Leased Leisure Sites	1
Cemetery & Crematorium	-1,434
	<hr/> 17,184 <hr/>

DELIVERY DIRECTORATE - REVENUE BUDGET

	2022/23 Budget
ICT Services	£' 000
Employees	2,146
Transport -Related Expenditure	14
Supplies and Services	2,254
Third Party Payment	13
Sales	0
Recharges	-4
	<hr/>
	4,423
	<hr/>

	2022/23 Budget
Digital Services	£' 000
Employees	695
Supplies and Services	163
Recharges	-2
	<hr/>
	857
	<hr/>

	2022/23 Budget
Customer Services	£' 000
Employees	742
Supplies and Services	12
	<hr/>
	754
	<hr/>

	2022/23 Budget
Operations Unit	£' 000
Employees	402
Transport -Related Expenditure	2,819
Supplies and Services	137
Third Party Payment	38
Other grants, Reimbursements and Contributions	-55
Sales	-7
Recharges	-283
	<hr/>
	3,051
	<hr/>

	2022/23 Budget
Archives	£' 000
Third Party Payment	118
	<hr/>
	118
	<hr/>

DELIVERY DIRECTORATE - REVENUE BUDGET

	2022/23 Budget
South Hill Park	£' 000
Premises Related Expenditure	25
Supplies and Services	200
	<hr/> 225 <hr/>

	2022/23 Budget
Libraries	£' 000
Employees	854
Premises Related Expenditure	259
Transport -Related Expenditure	21
Supplies and Services	268
Sales	-11
Fees & Charges	-83
Other Income	-10
	<hr/> 1,298 <hr/>

	2022/23 Budget
Smart Card	£' 000
Employees	3
Supplies and Services	96
Third Party Payment	76
Sales	-73
Other Income	-4
	<hr/> 98 <hr/>

	2022/23 Budget
Cust. Exp. & ICT MVF	£' 000
Employees	-59
	<hr/> -59 <hr/>

	2022/23 Budget
Excecutive Director Delivery	£' 000
Employees	214
Transport -Related Expenditure	2
Supplies and Services	4
	<hr/> 219 <hr/>

DELIVERY DIRECTORATE - REVENUE BUDGET

	2022/23 Budget
	£' 000
Property Services	
Employees	487
Premises Related Expenditure	-50
Transport -Related Expenditure	2
Supplies and Services	39
Recharges and Support Services	-1
Other Income	-4
	<u>473</u>

	2022/23 Budget
	£' 000
Industrial & Commercial Properties	
Premises Related Expenditure	939
Supplies and Services	111
Third Party Payment	15
Fees & Charges	-16
Rents	-8,926
Other Income	-26
	<u>-7,902</u>

	2022/23 Budget
	£' 000
Construction and Maintenance	
Employees	464
Premises Related Expenditure	291
Transport -Related Expenditure	8
Supplies and Services	89
Recharges and Support Services	-42
Other Income	-60
Recharges	-4
	<u>746</u>

	2022/23 Budget
	£' 000
Health and Safety	
Employees	56
Transport -Related Expenditure	4
Supplies and Services	1
Recharges and Support Services	-41
	<u>20</u>

DELIVERY DIRECTORATE - REVENUE BUDGET

	2022/23 Budget
Property Services MVF	£' 000
Employees	-13
	<u>-13</u>

	2022/23 Budget
Office Accommodation	£' 000
Employees	151
Premises Related Expenditure	1,033
Transport -Related Expenditure	1
Supplies and Services	60
Third Party Payment	9
Rents	-50
	<u>1,205</u>

	2022/23 Budget
Registration of Electors/Elections	£' 000
Employees	209
Transport -Related Expenditure	1
Supplies and Services	89
Third Party Payment	45
Sales	-3
	<u>341</u>

	2022/23 Budget
Registration of Births Deaths & Marriages	£' 000
Employees	176
Premises Related Expenditure	13
Transport -Related Expenditure	2
Supplies and Services	20
Sales	-135
	<u>76</u>

DELIVERY DIRECTORATE - REVENUE BUDGET

	2022/23 Budget
	£' 000
Legal	
Employees	796
Transport -Related Expenditure	4
Supplies and Services	102
Recharges and Support Services	-12
Other Income	-206
	684

	2022/23 Budget
	£' 000
Legal Services MVF	
Employees	-8
	-8

	2022/23 Budget
	£' 000
Member & Mayoral Services	
Employees	233
Transport -Related Expenditure	6
Supplies and Services	608
Third Party Payment	21
	867

	2022/23 Budget
	£' 000
Committee Services	
Employees	330
Premises Related Expenditure	1
Transport -Related Expenditure	2
Supplies and Services	16
Other Income	-6
	342

	2022/23 Budget
	£' 000
Overview and Scrutiny	
Employees	108
Premises Related Expenditure	1
Supplies and Services	1
	110

DELIVERY DIRECTORATE - REVENUE BUDGET

	2022/23 Budget
Democratic & Registration MVF	£' 000
Employees	-12
	<u>-12</u>

	2022/23 Budget
Waste Management	£' 000
Employees	154
Premises Related Expenditure	29
Transport -Related Expenditure	3
Supplies and Services	254
Third Party Payment	9,968
Government Grants	-818
Other grants, Reimbursements and Contributions	-255
Sales	-839
Other Income	-113
	<u>8,383</u>

	2022/23 Budget
Street Cleaning	£' 000
Employees	71
Transport -Related Expenditure	1
Supplies and Services	14
Third Party Payment	1,092
Sales	-25
Other Income	-15
	<u>1,138</u>

	2022/23 Budget
On/Off Street Parking	£' 000
Employees	79
Premises Related Expenditure	2,197
Supplies and Services	160
Third Party Payment	757
Fees & Charges	-3,490
	<u>-297</u>

DELIVERY DIRECTORATE - REVENUE BUDGET

	2022/23 Budget
Regulatory Services	£' 000
Supplies and Services	33
Third Party Payment	1,045
	1,078

	2022/23 Budget
Emergency Planning	£' 000
Supplies and Services	1
Third Party Payment	70
	71

	2022/23 Budget
Other	£' 000
Employees	250
Premises Related Expenditure	14
Transport -Related Expenditure	7
Supplies and Services	15
Third Party Payment	285
Other grants, Reimbursements and Contributions	-37
	535

	2022/23 Budget
Enviromental Services	£' 000
Employees	82
Premises Related Expenditure	757
Supplies and Services	8
Third Party Payment	3
Sales	-13
Other Income	-31
	805

DELIVERY DIRECTORATE - REVENUE BUDGET

	2022/23 Budget
Leisure Contract	£' 000
Employees	83
Premises Related Expenditure	61
Transport -Related Expenditure	3
Supplies and Services	21
Other Income	-1,164
	<u>-996</u>

	2022/23 Budget
Contract Services MVF	£' 000
Employees	-13
	<u>-13</u>

	2022/23 Budget
Sports development & Community Recreation	£' 000
Premises Related Expenditure	3
Supplies and Services	21
Sales	-24
	<u>0</u>

	2022/23 Budget
Leased Leisure Sites	£' 000
Premises Related Expenditure	1
	<u>1</u>

	2022/23 Budget
Cemetery & Crematorium	£' 000
Employees	416
Premises Related Expenditure	329
Transport -Related Expenditure	12
Supplies and Services	121
Third Party Payment	76
Fees & Charges	-2,371
Other Income	-17
	<u>-1,434</u>
	<u>17,184</u>

PEOPLE DIRECTORATE - REVENUE BUDGET

	2022/23 Budget £' 000
Adult Social Care	19,998
Commissioning and Resources	2,985
Business Intelligence	273
Mental Health and Out of Hours	10,814
Executive Director	1,617
Education & Learning	2,151
Children & Families: Social Care	19,489
Performance & Resources	2,293
S&R Duties	-468
Schools Block	85,657
High Needs Block	29,345
Early Years Block	7,982
DSG and other income	-115,302
Early Help and Communities	2,074
TOTAL CASH BUDGET 22/23	68,908

Reconciliation to Budget approved 23 February 2022	£'000
TOTAL COST BUDGET 22/23	96,032
<u>Less</u>	
Capital Charges	5,396
IAS19 Pension Adjustment	13,988
Recharges	7,740
Total "Cash" Budget	68,908

PEOPLE DIRECTORATE - REVENUE BUDGET

	2022/23
	Budget
	£' 000
Adult Social Care	
Learning Disability Support	14,268
Internal Services	805
Assistant Director of Adult Social	-1,541
Adult Community Team	1,510
Physical Support	3,222
Sensory Support	215
Assistive Equipment & Technology	154
Intermediate Care	1,365
Commissioning and Resources	
Commissioning & Service Delivery	2,975
Assistant Director of Adult Social	10
Business Intelligence	
Commissioning & Service Delivery	273
Mental Health and Out of Hours	
Support with Memory & Cognition	6,875
Mental Health Support	3,524
Social Support - Substance Misuse Support	5
Emergency Duty Services	111
Glenfield	343
Vacancy Factor	-256
Forestcare	211
Executive Director	
Departmental Management Team	1,617
Education & Learning	
School Improvement	223
Community & Continuing Education	-46
Support to Pupils and Families	66
SEN Support and Provisions	1,122
14-19 Year Olds	392
Early Years Childcare & Play	127
School Property, Places & Admissions	274
School & Family Related Expenditure	-117
Departmental Expenses	109

PEOPLE DIRECTORATE - REVENUE BUDGET

	2022/23 Budget £' 000
Children & Families: Social Care	
Children's Services	4,763
Children Looked After	11,132
Specialist Support Services	1,737
Youth Justice	243
Other Children's and Family Services	1,498
Management & Support Services	102
Asylum Seekers Dispersal Scheme	14
Performance & Resources	
Youth Service	245
Early Help Provision & Support Service	2,049
S&R Duties	
Education Related S&R Duties	-468
Schools Block	
Funds Delegated to Schools	84,713
School Grant Income	-2,000
De-delegated Budgets	1,494
Combined Service Budgets	353
Other School Services	590
Statutory/Regulatory Duties	507
High Needs Block	
Funds Delegated to Special Schools	4,899
Maintained Schools & Academies	6,210
NMSS & Colleges	9,142
Education out of School	2,444
Other SEN Services	6,651
Early Years Block	
EY Free Entitlement	7,587
Other EY Services	395
DSG and other income	
DSG	-115,128
Other income	-174

PEOPLE DIRECTORATE - REVENUE BUDGET

	2022/23 Budget £' 000
Early Help and Communities	
Housing Options	-220
Strategy & Enabling	103
Housing Management & Property	255
Housing Related Support	561
Welfare Benefits	597
Housing & Welfare Operational	660
Housing Other	-101
Community Safety	218
	<hr/> 68,908 <hr/>

PEOPLE DIRECTORATE - REVENUE BUDGET

	2022/23 Budget
Support with Memory & Cognition	£' 000
Employees	746
Transport -Related Expenditure	12
Supplies and Services	5
Third Party Payment	8,041
Transfer Payments	1,105
Other grants, Reimbursements and Contributions	-758
Fees & Charges	-2,276
	<u>6,875</u>

	2022/23 Budget
Learning Disability Support	£' 000
Employees	1,503
Premises Related Expenditure	33
Transport -Related Expenditure	70
Supplies and Services	14
Third Party Payment	13,440
Transfer Payments	618
Government Grants	-180
Other grants, Reimbursements and Contributions	-456
Fees & Charges	-774
	<u>14,268</u>

	2022/23 Budget
Mental Health Support	£' 000
Employees	1,297
Premises Related Expenditure	1
Transport -Related Expenditure	29
Supplies and Services	27
Third Party Payment	2,198
Transfer Payments	164
Other grants, Reimbursements and Contributions	-83
Fees & Charges	-110
	<u>3,524</u>

PEOPLE DIRECTORATE - REVENUE BUDGET

	2022/23 Budget
Commissioning & Service Delivery	£' 000
Employees	3,347
Premises Related Expenditure	2
Transport -Related Expenditure	35
Supplies and Services	69
Third Party Payment	54
Transfer Payments	60
Recharges and Support Services	-24
Government Grants	-26
Other grants, Reimbursements and Contributions	-169
Other Income	-99
	3,248

	2022/23 Budget
Internal Services	£' 000
Employees	762
Premises Related Expenditure	47
Transport -Related Expenditure	4
Supplies and Services	46
Other grants, Reimbursements and Contributions	-26
Other Income	-26
	805

	2022/23 Budget
Assistant Director of Adult Social	£' 000
Employees	-193
Premises Related Expenditure	26
Supplies and Services	56
Third Party Payment	336
Government Grants	-1,591
Other grants, Reimbursements and Contributions	-165
	-1,531

PEOPLE DIRECTORATE - REVENUE BUDGET

	2022/23 Budget
Adult Community Team	£' 000
Employees	1,955
Transport -Related Expenditure	69
Supplies and Services	132
Third Party Payment	9
Transfer Payments	2
Other grants, Reimbursements and Contributions	-656
	<u>1,510</u>

	2022/23 Budget
Physical Support	£' 000
Employees	2
Supplies and Services	6
Third Party Payment	7,318
Transfer Payments	1,488
Government Grants	-2,897
Other grants, Reimbursements and Contributions	-1,031
Fees & Charges	-1,664
	<u>3,222</u>

	2022/23 Budget
Sensory Support	£' 000
Third Party Payment	220
Transfer Payments	48
Other grants, Reimbursements and Contributions	-1
Fees & Charges	-53
	<u>215</u>

	2022/23 Budget
Assistive Equipment & Technology	£' 000
Supplies and Services	83
Third Party Payment	589
Other grants, Reimbursements and Contributions	-519
	<u>154</u>

PEOPLE DIRECTORATE - REVENUE BUDGET

	2022/23 Budget
Social Support - Substance Misuse Support	£' 000
Employees	529
Premises Related Expenditure	37
Transport -Related Expenditure	3
Supplies and Services	48
Third Party Payment	-583
Transfer Payments	10
Government Grants	-38
	<hr/>
	5
	<hr/>

	2022/23 Budget
Intermediate Care	£' 000
Employees	2,608
Transport -Related Expenditure	130
Supplies and Services	21
Third Party Payment	626
Other grants, Reimbursements and Contributions	-2,020
	<hr/>
	1,365
	<hr/>

	2022/23 Budget
Emergency Duty Services	£' 000
Employees	1,843
Premises Related Expenditure	25
Transport -Related Expenditure	15
Supplies and Services	27
Transfer Payments	2
Other grants, Reimbursements and Contributions	-1,702
Recharges	-99
	<hr/>
	111
	<hr/>

	2022/23 Budget
Glenfield	£' 000
Employees	286
Premises Related Expenditure	33
Transport -Related Expenditure	5
Supplies and Services	27
Third Party Payment	4
Sales	-12
	<hr/>
	343
	<hr/>

PEOPLE DIRECTORATE - REVENUE BUDGET

	2022/23
	Budget
Vacancy Factor	£' 000
Employees	-256
	<hr/>
	-256

	2022/23
	Budget
Departmental Management Team	£' 000
Employees	1,542
Transport -Related Expenditure	9
Supplies and Services	35
Third Party Payment	31
	<hr/>
	1,617

	2022/23
	Budget
School Improvement	£' 000
Employees	463
Premises Related Expenditure	15
Transport -Related Expenditure	12
Supplies and Services	117
Recharges and Support Services	-230
Government Grants	-45
Sales	-109
	<hr/>
	223

	2022/23
	Budget
Community & Continuing Education	£' 000
Employees	447
Premises Related Expenditure	180
Transport -Related Expenditure	1
Supplies and Services	140
Third Party Payment	13
Recharges and Support Services	-34
Government Grants	-413
Sales	-84
Rents	-286
Other Income	-10
	<hr/>
	-46

PEOPLE DIRECTORATE - REVENUE BUDGET

	2022/23 Budget
Support to Pupils and Families	£' 000
Employees	88
Transport -Related Expenditure	1
Recharges and Support Services	-23
	66

	2022/23 Budget
SEN Support and Provisions	£' 000
Employees	1,291
Transport -Related Expenditure	29
Supplies and Services	1
Third Party Payment	1
Recharges and Support Services	-200
	1,122

	2022/23 Budget
14-19 Year Olds	£' 000
Employees	209
Transport -Related Expenditure	5
Third Party Payment	207
Recharges and Support Services	-28
	392

	2022/23 Budget
Early Years Childcare & Play	£' 000
Employees	475
Premises Related Expenditure	25
Transport -Related Expenditure	10
Supplies and Services	51
Recharges and Support Services	-400
Rents	-34
	127

PEOPLE DIRECTORATE - REVENUE BUDGET

	2022/23 Budget
School Property, Places & Admissions	£' 000
Employees	317
Transport -Related Expenditure	1
Supplies and Services	36
Recharges and Support Services	-80
	<hr/>
	274
	<hr/>

	2022/23 Budget
School & Family Related Expenditure	£' 000
Employees	302
Recharges and Support Services	-419
	<hr/>
	-117
	<hr/>

	2022/23 Budget
Departmental Expenses	£' 000
Employees	158
Supplies and Services	9
Third Party Payment	6
Recharges and Support Services	-63
	<hr/>
	109
	<hr/>

	2022/23 Budget
Children's Services	£' 000
Employees	4,666
Transport -Related Expenditure	139
Supplies and Services	1
Third Party Payment	41
Recharges and Support Services	-85
	<hr/>
	4,763
	<hr/>

PEOPLE DIRECTORATE - REVENUE BUDGET

	2022/23 Budget
Children Looked After	£' 000
Employees	900
Transport -Related Expenditure	35
Supplies and Services	78
Third Party Payment	9,827
Transfer Payments	359
Government Grants	-38
Other grants, Reimbursements and Contributions	-28
	11,132

	2022/23 Budget
Specialist Support Services	£' 000
Employees	891
Premises Related Expenditure	34
Transport -Related Expenditure	17
Supplies and Services	158
Third Party Payment	444
Transfer Payments	251
Recharges and Support Services	3
Other grants, Reimbursements and Contributions	-19
Sales	-20
Other Income	-21
	1,737

	2022/23 Budget
Youth Justice	£' 000
Employees	328
Transport -Related Expenditure	9
Supplies and Services	25
Transfer Payments	1
Recharges and Support Services	12
Government Grants	-119
Other grants, Reimbursements and Contributions	-11
Sales	-2
	243

PEOPLE DIRECTORATE - REVENUE BUDGET

	2022/23 Budget
Other Children's and Family Services	£' 000
Employees	527
Supplies and Services	33
Third Party Payment	938
	<hr/> 1,498 <hr/>

	2022/23 Budget
Management & Support Services	£' 000
Employees	7
Transport -Related Expenditure	1
Recharges and Support Services	94
	<hr/> 102 <hr/>

	2022/23 Budget
Asylum Seekers Dispersal Scheme	£' 000
Employees	13
Transport -Related Expenditure	1
	<hr/> 14 <hr/>

	2022/23 Budget
Youth Service	£' 000
Premises Related Expenditure	74
Transport -Related Expenditure	0
Supplies and Services	94
Third Party Payment	76
	<hr/> 245 <hr/>

PEOPLE DIRECTORATE - REVENUE BUDGET

	2022/23 Budget
Early Help Provision & Support Service	£' 000
Employees	2,350
Premises Related Expenditure	107
Transport -Related Expenditure	76
Supplies and Services	229
Transfer Payments	61
Recharges and Support Services	-311
Government Grants	-421
Sales	-17
Fees & Charges	-25
Rents	-1
	2,049

	2022/23 Budget
Education Related S&R Duties	£' 000
Supplies and Services	-468
	-468

	2022/23 Budget
Funds Delegated to Schools	£' 000
Employees	75,083
Premises Related Expenditure	4,495
Transport -Related Expenditure	46
Supplies and Services	4,752
Third Party Payment	25
Recharges and Support Services	429
Sales	-35
Rents	-36
Other Income	-45
	84,713

	2022/23 Budget
School Grant Income	£' 000
Employees	3,983
Supplies and Services	1,636
Government Grants	-7,619
	-2,000

PEOPLE DIRECTORATE - REVENUE BUDGET

	2022/23 Budget
De-delegated Budgets	£' 000
Employees	1,325
Premises Related Expenditure	36
Transport -Related Expenditure	8
Supplies and Services	30
Recharges and Support Services	103
Sales	-2
Rents	-5
	<hr/>
	1,494
	<hr/>

	2022/23 Budget
Combined Service Budgets	£' 000
Employees	130
Transport -Related Expenditure	48
Supplies and Services	26
Transfer Payments	2
Recharges and Support Services	148
	<hr/>
	353
	<hr/>

	2022/23 Budget
Other School Services	£' 000
Employees	246
Supplies and Services	24
Third Party Payment	136
Recharges and Support Services	184
	<hr/>
	590
	<hr/>

	2022/23 Budget
Statutory/Regulatory Duties	£' 000
Employees	507
	<hr/>
	507
	<hr/>

PEOPLE DIRECTORATE - REVENUE BUDGET

	2022/23 Budget
Funds Delegated to Special Schools	£' 000
Employees	4,484
Premises Related Expenditure	181
Transport -Related Expenditure	4
Supplies and Services	211
Third Party Payment	26
Sales	-2
Rents	-4
Other Income	-1
	<u>4,899</u>

	2022/23 Budget
Maintained Schools & Academies	£' 000
Employees	2,197
Supplies and Services	6
Third Party Payment	4,046
Other grants, Reimbursements and Contributions	-39
	<u>6,210</u>

	2022/23 Budget
NMSS & Colleges	£' 000
Third Party Payment	9,142
	<u>9,142</u>

	2022/23 Budget
Education out of School	£' 000
Employees	1,563
Premises Related Expenditure	37
Transport -Related Expenditure	15
Supplies and Services	89
Third Party Payment	537
Recharges and Support Services	135
Government Grants	-3
Contingency/Reserve	71
	<u>2,444</u>

PEOPLE DIRECTORATE - REVENUE BUDGET

	2022/23 Budget
Other SEN Services	£' 000
Employees	1,033
Premises Related Expenditure	6
Transport -Related Expenditure	21
Supplies and Services	345
Third Party Payment	279
Recharges and Support Services	385
Other grants, Reimbursements and Contributions	-68
Rents	-1
Other Income	-1
Contingency/Reserve	4,650
	<u>6,651</u>

	2022/23 Budget
EY Free Entitlement	£' 000
Employees	2,126
Premises Related Expenditure	87
Transport -Related Expenditure	2
Supplies and Services	5,173
Third Party Payment	200
Sales	-2
	<u>7,587</u>

	2022/23 Budget
Other EY Services	£' 000
Employees	2
Premises Related Expenditure	1
Supplies and Services	39
Recharges and Support Services	352
	<u>395</u>

	2022/23 Budget
DSG	£' 000
Government Grants	-115,128
	<u>-115,128</u>

PEOPLE DIRECTORATE - REVENUE BUDGET

	2022/23
	Budget
Other income	£' 000
Employees	-174
	<hr/>
	-174

	2022/23
	Budget
Housing Options	£' 000
Employees	331
Supplies and Services	21
Third Party Payment	274
Transfer Payments	411
Government Grants	-1,117
Rents	-140
	<hr/>
	-220

	2022/23
	Budget
Strategy & Enabling	£' 000
Employees	78
Transport -Related Expenditure	2
Supplies and Services	11
Third Party Payment	14
Other Income	-2
	<hr/>
	103

	2022/23
	Budget
Housing Management & Property	£' 000
Employees	682
Premises Related Expenditure	865
Transport -Related Expenditure	7
Supplies and Services	92
Sales	-37
Fees & Charges	-48
Rents	-1,302
Other Income	-5
	<hr/>
	255

PEOPLE DIRECTORATE - REVENUE BUDGET

	2022/23
	Budget
	£' 000
Forestcare	
Employees	1,510
Premises Related Expenditure	60
Transport -Related Expenditure	15
Supplies and Services	200
Sales	-1,574

PEOPLE DIRECTORATE - REVENUE BUDGET

	<u>211</u>
	2022/23
	Budget
Housing Related Support	£' 000
Transfer Payments	561
	<u>561</u>
	2022/23
	Budget
Welfare Benefits	£' 000
Employees	574
Transport -Related Expenditure	1
Supplies and Services	474
Third Party Payment	11
Transfer Payments	21,333
Government Grants	-21,795
	<u>597</u>
	2022/23
	Budget
Housing & Welfare Operational	£' 000
Employees	671
Transport -Related Expenditure	2
Other Income	-12
	<u>660</u>
	2022/23
	Budget
Housing Other	£' 000
Employees	-101
	<u>-101</u>
	2022/23
	Budget
Community Safety	£' 000
Employees	203
Supplies and Services	52
Third Party Payment	204
Government Grants	-239
Other Income	-1
	<u>218</u>
	<u>68,908</u>

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**TO: Overview and Scrutiny
3 November 2022**

Agency Worker Costs Director of Resources

1.0 Introduction

- 1.1 The recruitment market has been extremely challenging over recent years meaning the council having to rely more heavily on the use of agency workers to fulfil certain roles. The purpose of this report is to provide an overview of the costs of using these agency workers and actions being taken to reduce these costs.
- 1.2 Members should note that a level of reliance on agency workers and specialist interim staff is to be expected, since a small unitary authority like Bracknell Forest cannot expect always to be able to employ staff directly for specialist posts. Such staff do provide needed skills and capacity. However, the level of agency staff having to be employed in recent years to cover vacant posts is a concern and has prompted a detailed review of recruitment and retention approached for hard to fill posts, starting with social workers. The proposals from the first stage of this review were recently endorsed by the Employment Committee and the Executive.

2.0 Supporting Information

- 2.1 Over the past 5 years the council spend on agency workers has increased as shown below:

Spend by Year	
Year	Agency Expenditure
2018/19	3,657,621
2019/20	4,525,408
2020/21	3,869,866
2021/22	5,677,565
April 22 to September 22	3,792,396*
Excludes Public Health and Schools Block funded spend	

- 2.2 Until April 2022 the details above include the spend through the Matrix contract – the actual costs will be higher as there will have been workers engaged off contract. Since April 22 these costs are being monitored in addition to spend through Matrix.
*For the period April 2022 to September 2022 this includes:

Through Matrix:	£2,714,858
Off Contract:	£1,077,538

- 2.3 The People Directorate is the highest user of agency workers at 72% due to the well documented issues with recruitment in that area where statutory duties must be covered

April 2022 to 21 October 2022

Percentage Spend by Directorate



- 2.4 The Employment committee has recently agreed measures that should help address these challenges across social care. The blueprint for this work incorporated the gathering and analysis of data to understand the issues, engaging with the service to explore solutions, benchmarking salary levels of our neighbouring authorities, revisiting job profiles so they accurately cover the full duties and responsibilities for job evaluation purposes. This was done alongside the development of a revised set of career pathways to aid both recruitment and retention initiatives. This blueprint will be extended to other areas of the council where we experience similar recruitment challenges and/or high dependency on agency workers, such as; Highways Engineers, Planning Officers, ICT Network Officers, Legal Services, Educational Psychology,

- 2.5 CMT have been monitoring agency spend and a process is in place to challenge managers where there are longer standing agency workers to fill the roles with a substantive staff member, through either making the agency worker permanent in the role or through recruitment process. Since August 2022, three agency workers have been transferred over to permanent employees. Due to the current recruitment challenges there remain several roles, primarily within the People directorate, where filling the post through these means have proved unsuccessful and agency worker reliance continues. However, with the recent approval of the new reward structure, there is every expectation that the recruitment position will be improved.

- 2.6 Other measures in place to reduce spend which form part of the recruitment and retention strategies include:

- Apprenticeships in Social Care and Occupational Therapy are being offered to existing staff members where training is funded using the apprenticeship levy.
- Apprentice positions are being discussed with managers for a variety of roles across the council.
- Exploring options for secondment opportunities between workforce partners in health
- We continue to operate the Step Up to Social Work programme on behalf of the Thames Valley Partnership, with the aim of moving students onto the Bracknell

Forest permanent payroll on completion of the course and attainment of their qualification.

- Careers Events are being attended in the local area to promote Bracknell Forest jobs and career opportunities – this includes events at the job centre and at local secondary schools for 6th form students
- Three members of staff are being supported to achieve their AMHP qualification at Brighton University in the first half of 2023.
- Induction process is being improved and new employees will shortly be issued with questionnaires asking for feedback on the hiring process and their first 3 and 6 months in post to address the issue of resignations within the first 12 months of employment.
- A more robust leaver process is also due to be introduced, to obtain more information on why staff are leaving us so that we can address any issues that this raises for future recruitment and retention.

2.7 The Council operates a neutral temporary agency provider framework through an organisation called Matrix. This should be the source for all agency staff, covering all roles and provide cost effective agency workers. This arrangement runs until March 2023. Matrix have had some difficulties in providing agency workers, predominately through social care, largely due to the temporary staffing agencies being in a strong position to avoid the neutral agency vendor arrangements, and the lower pay returns, as they know their candidates are sought after and will obtain work direct from employers anyway. This has resulted in agency spend not fully being met through this contract arrangement with Matrix. For the period 1 April to 30 September 2022, the split between Matrix and Off Contract agencies is:

Matrix	71.6%
Other	28.4%

2.8 It is recognised that there will always be the need to rely on engaging temporary workers through agencies and the Matrix contract has been designed to allow for this. Critical to this arrangement is for Matrix to contract to special social care suppliers to ensure staff can be provided when required. These arrangements are being managed with the aim of reducing off contract spend and subsequent reduction in costs.

2.9 A selection of slides will be presented at the meeting to highlight the areas included with this covering report.

3.0 Equalities Impact Assessment

A full assessment needs to be undertaken for this work.

4.0 Strategic Risk Management Issues

- Reputational risks associated with costs of temporary workers.
- Service risks of engaging workers with high turnover - impact on customers.
- Increased budget challenges as a result of increased workforce costs.
- Negative impact on employees working alongside agency workers who may be receiving higher pay.

Contact for further information

Alison Beswick – Head of Human Resources

Alison.beswick@bracknell-forest.gov.uk

Paul Young – Assistant Director of Human Resources and Organisational Development

Paul.young@bracknell-forest.gov.uk

Adult Safeguarding Review Health and Care Overview & Scrutiny Panel

Reason for review

Bracknell Forest People Safeguarding Board has been in place since 2019. A decision was made by the Executive Director in consultation with partners to implement an all-age safeguarding board based on a Bracknell Forest footprint. This development was in line with the development of the new People Directorate.

An independent chair was recruited to chair the Board for 18 months, at which point there was an intention to review the effectiveness and format of the board. The COVID-19 pandemic meant that this review was not undertaken, and it was agreed that continuity and maintaining the progress of the board through the pandemic should be the priority.

We now wish to undertake a review of Safeguarding Board arrangements to evaluate the effectiveness of the approach, the impact of the board, and identify opportunities for further improvement. In particular, we wish to ensure that the Board is keeping adults safe.

Objectives/scope

The review aims to:

1. Review the impact and effectiveness of the Board – the extent to which it is meeting strategic priorities and keeping residents safe
2. Ensure that the Board is meeting all statutory functions relating to adults' legislation, including the Care Act 2012 and Making Safeguarding Personal
3. Evaluate the impact of having a combined board with an all-age focus – considering any unintended consequences
4. Review current subgroup arrangements, considering scope effectiveness and impact of these
5. Review policies, procedures and reporting processes ensuring these are adequate and effective
6. Review the input and impact of partners, both statutory and wider, and consider whether engagement is proportionate and impactful

The review will do this by (not an exhaustive list):

- undertaking a desktop review of policies, procedures, minutes, annual reports, plans and strategy
- reviewing relevant KPIs for insights into demand and delivery requirements
- customer journey mapping of the current processes and identifying the client's emotional journey through these services
- reviewing published reports, standards and other publications to identify best practice or operational models that should be in place

Delivery methods:

- interviewing key internal and external colleagues regarding governance, roles and resources
- reviewing good practice in other local authorities
- reporting and analysis with assurance and recommendation for development

Demonstrating impact

The review aims to analyse evidence to ensure systems in place to safeguard adults in Bracknell Forest are effective. The review will also look at different options to assure ourselves the current arrangement is best at keeping people safe. This scrutiny will ensure providers and commissioners hear the voice of practitioners in adult safeguarding.

Successful outcomes include:

- strengthening existing good relationships internally and externally
- influencing partners to deliver improvements
- increasing Councillor knowledge of adult safeguarding systems
- delivering effective, transparent scrutiny that engages practitioners and commissioners

Council theme:

- Caring for you and your family
- Value for money

Council team:

- Adult Social Care

Review due:

- February 2023

Proposed by:

- Work programme

Equality Impact Assessment

There is potential for this review to impact safeguarding arrangements for adults in Bracknell Forest. A full Equality Impact will be undertaken to ensure the impact of any recommendations are identified and that mitigations are in place.

Financial and legal implications

This review seeks to engage and influence commissioners and practitioners. It is not anticipated there will be any legal or financial implications for Bracknell Forest Council arising from the recommendations. However, any implications for the council will be fully addressed in the review report.

Climate change implications

Supporting residents in need in the community means that formal facilities do not need to be built, operated and maintained, reducing the demand on energy and other resources.