

Commitment Budget 2021/22 to 2023/24

	2020/21 £'000	2021/22 £'000	2022/23 £'000	2023/24 £'000
Central				
Approved Budget	13,738	13,850	13,755	13,503
Residents Survey		-20		
Local Development Framework		50	-252	TBC
Grants to Voluntary Organisations - Shopmobility		-10		
Highways & Transport - Supported Bus Contracts		-115		
Net Inter Departmental Virements	112			
Central Departments Adjusted Budget	13,850	13,755	13,503	13,503
Delivery				
Approved Budget	15,550	15,027	15,172	15,227
Waste Disposal PFI		250	115	109
Bracknell Town Neighbourhood Plan Referendum			-60	
Greening Waste Collection Arrangements		-107	0	-13
Revenue impact of 2020/21 Capital Programme - ICT costs		7		
2020/21 Invest to Save - Memorial Area		-5		
Net Inter Departmental Virements	-523			
Delivery Adjusted Budget	15,027	15,172	15,227	15,323
People				
Approved Budget	55,918	56,807	58,690	58,632
Suitability surveys		20	-20	
Schools Budget - Funding for New Schools		-26	-45	-182
Schools Budget - High Needs deficit to be funded from Schools earmarked reserves		3,266		
Home-Start and Journey to Parenthood		30	7	
Youth Facility at Braccan Walk		17		
Staffing Pressures		-1,424		
Net Inter Departmental Virements	889			
People Adjusted Budget	56,807	58,690	58,632	58,450
Total Service Departments	85,684	87,617	87,362	87,276
Non-Departmental / Council Wide				
Approved Budget	6,001	5,523	2,912	3,713
Minimum and Voluntary Revenue Provision		50	166	139
Increase in employers Pension Fund contributions		550	640	300
2020/21 Capital Programme - (Full Year Effect) Interest		0		
2020/21 Use of Balances (Full Year Effect) - Interest		2		
2021/22 Capital Programme - Interest		50	-50	
Earmarked Reserve - Funding for New Schools		26	45	182
Schools Budget - High Needs deficit to be funded from Schools earmarked reserves		-3,266		
Senior Staffing		-23		
Net Inter Departmental Virements	-478			
Non-Departmental / Council Wide Adjusted Budget	5,523	2,912	3,713	4,334
TOTAL BUDGET	91,207	90,529	91,075	91,610
Change in commitment budget		-678	546	535

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

	2020/21 £'000	2021/22 £'000	2022/23 £'000	2023/24 £'000
Central	18,728	18,633	18,381	18,381
Delivery	13,339	13,484	13,539	13,635
People	79,737	81,620	81,562	81,380
Non-Departmental / Council Wide	-20,597	-23,208	-22,407	-21,786
	91,207	90,529	91,075	91,610

Movements

	2021/22 £'000	2022/23 £'000	2023/24 £'000
Central	-95	-252	0
Delivery	145	55	96
People	1,883	-58	-182
Non Departmental/Council Wide	-2,611	801	621
	-678	546	535

**EXTRACT FROM THE OVERVIEW AND SCRUTINY COMMISSION MINUTES
CONCERNING THE 2021/22 BUDGET CONSULTATION****Extract from the minutes of the Overview & Scrutiny Commission meeting 15
September 2020****27. Budget scrutiny - financial update**

Councillor Heydon, Executive Member for Transformation and Finance and Stuart McKellar, Director of Resources were invited to attend the meeting. They were asked to discuss the Council's budget based on the update provided to the Executive on 25 August 2020 on the current year's financial position and future year projections.

Councillor Heydon was unable to attend in person but introduced the context for the session via a pre-recorded presentation. Stuart McKellar, Director of Resources updated the report where the situation had changed and responded to members questions:

- the worst-case projected situation for 2020-21 had reduced from £5.5m to £3m overspend;
- income loss until end of August was £7.6m · biggest impacted areas within the budget were Adult Social Care at £1.2m, Children's Social Care at £1.2m, Leisure at £1m and savings which were unable to be delivered as expected totalling £1.4m;
- for Adult Social Care the national priority was to move people out of hospital so there was an additional cost to block book spaces to avoid delays;.
- there was an anticipated rise in children social care referrals on return to education settings;
- the process for developing best and worst-case scenarios was explained.
- transformation programme had been put on pause while resources were redeployed to manage the Covid situation; this lack of resources was impacting on the ability to drive through projected transformation savings and was a priority for the Corporate Management Team to consider;
- scale of spend in Adult and Children's social care was acknowledged as having the most impact on the Council; being the areas that were most complex with elements outside of the Council's control;
- the Council had a relatively low level of external debt but big infrastructure requirements were not feasible without borrowing;
- restricting the scale of future capital proposals would help manage the level of debt so it did not increase;
- the Council had £18m in its future funding reserve, £2m available in general reserves and further funds to manage the costs of transformation and structural changes;
- details of income compensation scheme had been released and only income that was non-recoverable in the current year could be claimed e.g. Everyone Active management fee;
- sensitivity analysis for proposed increases to fees and charges was more complex than ever and is undertaken service by service;
- reinstatement of car parking fees had not resulted in a change in footfall
- Council services have largely been reinstated but where this was not possible it was due to safety rather than financial reasons;

- discussion whether council tax capping may be relaxed to help fund current situation;
- explanation that one of the key principles aimed to consolidate the recent growth in social care costs by containing any further increases, seeking real term reductions in order to manage below the level of inflation rather than try to reverse them;
- work was continuing on the detailed service specifications and requirements from providers for the Heathlands project in partnership with the NHS and Clinical Commissioning Group and a report would be considered by the Executive in November;
- Council may need to borrow more money for the joint venture but this was different from the debt around the capital spend as it would be based on business cases to fund development on a one or two year basis, after which the debt would be repaid from those opportunities;
- some Coopers Hill occupants could be relocated to reuse the space in Time Square but this would not be suitable those requiring specialist premises such as large halls;
- the unit costs for adult social care had increased; although there were 90 fewer clients since March those remaining were those with complex requirements;
- it was explained that since the budget was set the environment had become exceptional and this required a re-evaluation of the planning and focus on only the most essential pressures;
- financial risks were higher than ever before and this was reflected in the risk register but the Council had built up reserves making it a medium or long term risk and work was ongoing;
- confirmation that the Council was very reliant on Community Infrastructure Levy (CIL) contributions for infrastructure projects to go ahead.

The Chairman thanked Stuart McKellar, Director of Resources for answering questions thoroughly and noted that Councillors had further queries relating to the support provided to Everyone Active which could not be discussed in the public meeting due to commercial sensitivity.

Extract from the minutes of the Overview & Scrutiny Commission meeting 11 November 2020

42. Council Plan Overview Report - budget scrutiny

The Chief Executive introduced the Council Plan Overview Report (CPOR) covering the first quarter of 2020/21. In response to a members' question the Chief Executive would update the Commission after the meeting as to whether the lease had been signed with South Hill Park.

The Overview and Scrutiny Commission was aware from previous budget discussions that over 60% of the Council's expenditure was for Children's and Adults' social services. The Commission had invited the Interim Director: Adult Social Care and the Interim Director: Children's Social Care to attend the meeting to help the Commission understand the current costs that made up this expenditure and explore whether the Council was achieving value for money for residents. The briefing presentations were included in the agenda pack and Councillors had submitted questions prior to the meeting. Arising from the discussion following the briefing on Adult Social Care:

- it was explained that agency workers were typically employed for posts considered to be 'hard to recruit' nationally. Work was ongoing to develop multiple strategies to attract applicants including joint recruitment with health partners; how to make Bracknell Forest Council an attractive place to work; working with universities and where possible investing in existing committed employees to train them with the skills for such roles;
- work to support vulnerable residents had continued to provide that first conversation with assessments and reviews also continuing using full PPE throughout the pandemic period;
- regular contact had been maintained with residents who would have received care while it was not available during the pandemic therefore there would not be a spike of unmanageable activity as lockdown eased;
- care homes had been supported by the Council during the pandemic;
- preference continued to be 'home first' e.g. supporting people to remain in their own homes for as long as possible;
- as the population grows the service was developing a mixed economy of support;
- the Council was unable to influence the charges made by care homes for their self-funded clients but worked with 'My Care My Home' to support people to choose a care home by helping them ask the right questions part of which was financial;
- the process was explained following the identification that someone required care including how assessments were costed then quality assured as well as a quality check being undertaken on the proposed care package;
- it was explained that it was an option for individuals to use their resource allocation to make direct payments to their own personal assistant in their own home rather than go into a residential or nursing home. It was recognised that this could offer better value for money and was provided for a large proportion of people;
- an iterative process of changing ways of working had occurred during the pandemic including use of technology which would complement the transformation programme in the long term which, though currently paused, was still required. It was noted however that the pandemic had shifted its focus; and
- Adult Social Care was involved in conversations on adaptable properties for the future and working closely with health colleagues to support residents to maintain

healthier lifestyles. Arising from the discussion following the briefing on Children's Social Care;

- it was explained that assessments of children in need or identified to be at risk of harm was statutory and once assessed support would be escalated as required to avoid them coming to harm;
- it was explained that whilst the Family Safeguarding Model did mean that the issues being dealt with would evolve, it was not intended for long term intervention as cases were kept under review to identify whether the new issues met the threshold for intervention, whether the proposed solutions were working or whether cases needed to be escalated;
- the Family Safeguarding Model had given the service a very different way of working and families advise they feel more in control in the solutions through the family's maintenance plan;
- it was acknowledged that though the model would not work for everyone, there had been sustained change towards a reduction in re-referrals so there was reason to be optimistic;
- further resources had been added as the volume of referrals had increased and become more complex;
- schools had remained open for vulnerable children and were in close contact with any not attending as well as police responding to issues so referrals had continued throughout the pandemic and no spike was anticipated;
- there was still an appetite to join the 'What Works Centre' in which social workers were located in a school environment and it was anticipated that this was the direction of travel for the service including both schools and family hubs;
- no additional funding was available from central government for the next phase of the family safeguarding model but the 45% reduction in referrals had enabled cost avoidance which would help fund the third phase;
- it was explained that at the beginning of care procedures a family group conference was held to identify who could offer support either implementing the proposed solutions or providing short term care. Currently there were 19 children who were cared for by kinship and connected persons. It was agreed that family solutions were sought before foster care was explored; and
- the next phase of the family safeguarding model was identifying when adolescents within a supported family were beginning to show early indications themselves of the problem such as alcoholism or drug-use. This would allow early intervention and support would be provided for both the parent and the child. This was described as the 'right help, right time' approach.

The Chair thanked both Interim Directors for attending the meeting and providing information to the Commission on this expenditure and how value for money was provided.

Labour's Response to the 2021/22 Budget Consultation

These budget proposals reflect the very tight finances experienced by all Local Councils. The papers of the consultation are clearer and easier to understand compared to previous years and the difficulties of the situation are clearly expressed. However, the fundamental reasons that so many difficult decisions must be made and not all essential priorities met, is not always stated, and there is the obvious void of information and commitment of spending from central government making the overall position difficult to gauge accurately.

Government funding for local Councils has been severely cut in recent years. With reduced central government funding, all Councils have had to make cuts and change how their services are delivered. Savings of £95m have already been made by Bracknell Forest Council so it is recognised that the £6.2m required to bridge the gap identified in December, before the Provisional Finance Settlement, cannot be made by just efficiency measures. There is very little 'fat' left. Indeed, this budget includes savings from all departments where moneys kept back in the past, but not used, are now delivered to reduce the deficit. There has been an 'deeper dive' to find 'savings'.

There do not appear to be any redundancies identified, but staffing is reduced by cutting vacant posts and restructuring some posts to lower grades.

The financial pressures due to Covid-19 are said to have been largely met by grants from Government, but the costs are ongoing and guaranteed future funding to cover on-going Covid pressures is still uncertain. Indeed, the inclusion of the 'best-case' and 'worse' case estimations, emphasises this uncertainty.

We recognise the severe loss in income, also experienced, due to the lockdowns. A big unknown seems to be the revenue from the Leisure facilities managed by Everyone Active.

This budget, like those of the recent past, is dominated by the pressures due to Social Care Services for both adults and children. Extra Council tax can be raised to cover these costs, but this is a year when so many residents have and are suffering severe financial hardship due to the pandemic.

Government funding to Local Councils is said to have increased by 4.5%. This is to cover Covid-costs, new funding for adult and children's social care, homelessness, planning, recycling and refuse collection. However, much of this promised increase from the Government is dependent on councils increasing council tax by up to 5%. If this council tax income is disregarded, then the increase from Government is just 1.5%.

Every 1% rise in tax in BF is said to raise £646K. BF has many band D properties and many properties rated in higher bands. Raising the Council tax here will give a good return but in a locality with few band D properties, the money raised will be much less BUT the pressures on Social Care are the same, or worse. Using Council Tax to cover the increasing costs in Social Care is a postcode lottery. This cannot be fair and equitable. Nor can it be sustainable in the long term. Central government should resource this with adequate increased Revenue Support.

We recognise the need to replace the roof on the Bracknell Leisure Centre as quick repairs do not seem to last, and many residents complain about the drips from the pool roof. More information needs to be included, however, to explain why the Council has to pay for all these repairs now that Everyone Active is running the Leisure Centre, the Golf Course and Coral Reef. Explaining that, in the contract, BFC decided to retain ownership of the buildings and just outsource their management, so retaining responsibility for structural issues, would help answer residents' concerns.

What will happen to the PV panels on the roof during this work and after it?

We wholeheartedly support the demolition and rebuild of the Commercial Depot but ask why, if it costs £100K to maintain per annum, and has done for years, this was not included in phase 1 of the Joint Venture, especially as Highway Maintenance has to be cleared from Market street due to Phase 1 construction?

The restructuring of the Depot Area was supposed to be in Phase 2, but this is not mentioned here. Hopefully the released land will not just be sold off, as it is in central Bracknell. We supported the JV as a means of land ownership being retained by Bracknell Forest Council in central locations, to retain more control over what is developed.

We are very supportive of the long overdue 'School investment Feasibility' proposal but trust the fact that it starts off as plural and then changes to singular is a typing error!

We also, of course, support the school security and safeguarding measures but ask that this can also be considered during the feasibility study for Easthampstead Park which has a 'ramblers' footpath' through the grounds which prohibits the school from such safeguarding.

The remodelling of 10a Portman Close promises to provide much more secure and private space for the residents temporarily housed here. These flats were a welcome succession to the B&Bs in Slough, and this new recommendation will improve this much needed accommodation even further.

The SEMH facility is much needed to try and reduce the huge financial deficit in the High Needs Block which supports children and young people with the most challenging educational needs. These exact proposals were included in last year's budget consultation and £40k was included to run a cost and feasibility report. Hopefully the school with surplus accommodation has now been identified to house this hub. We are still concerned that this school will cater for children suffering from trauma, ADHD, SEND and migrants with language needs. This is a huge spectrum and trust all the expertise has been found to serve them.

We support all the Planned Maintenance Projects but would have liked to have seen the effect of this maintenance on the carbon footprint target of Bracknell Forest Council. We are supposed to be leading the way and should be showing this is at the forefront of all our decisions. If the BMS replacements will aid efficiency and reduce the fuel consumption, it should be stated. Will increased insulation, non condenser boilers, solar panels ... be included in this 'complete refurbishment'? How much carbon do the new windows at Harmans Water save?

Similarly, all the changes at the depot give a superb opportunity to provide carbon neutral facilities. If this is included in the plans, and we do so hope it is, then this should be stated and celebrated.

Such considerations should also be included in the school feasibility studies and the changes at Birch Hill, Holly Spring, and Portman Close.

We accept the trial of installing timed gates on parks and countryside car parks but are concerned that this will just push the antisocial behaviour to another location. Are the police working with us to monitor the effect of these closures?

The budget assumes the government will continue to fund the ongoing costs of Covid-19, including supporting residents not able to afford council tax payments and for the irrecoverable losses of council tax and business rates. Any short fall in this support will affect negatively on the budget proposals.

The pay freeze for all local government employees earning above £24K is a reprehensible decision but this is a government choice and ruling, and therefore we accept the BF Council can do little but follow the ruling. BUT after this year of all years, when our 'normal life' has been maintained by their gargantuan efforts- this seems so wrong.

We ask that when contracts are renegotiated to minimise inflation, the pay and conditions of the contracted staff is also considered, so that all are paid a living wage.

We support the increase in fees and charges in line with the BF policy and are please to note no charge involves a 376% increase this year.

The promised government review into Business Rate Retention has not happened. This is probably good news for BF as the Council has benefitted from the present arrangement. This also means that the big multinational company that presently pays its rates to BF -£4m of support to the revenue budget a year - has not yet joined the Central Rating list, so BF will still benefit.

The huge 'windfalls' achieved by the Bracknell Forest Director of Finance in the past years from the Berkshire Wide Business Rates pilot is not mentioned in these papers. However, without winning the bid to run this pilot, the Council would not have been able to bank these bonuses, to support this and future budgets.

We understand about Spending on Schools being ring fenced.

There has been an increase in the number of children on Free School Meals, this year, resulting in a deficit of £94K and this increase will not be financed until 2021/2. Although, schools will receive an average increase in funding of about 3.8% per pupil, they are also suffering financially from the lack of revenue during lockdown from hiring out their facilities- a practice previously encouraged to supplement their funding. There are also costs associated with supplementing the cost of provision of meals, cleaning, measures to allow distancing, home learning, IT etc etc. It is unclear how much of this schools will be able to claim back from DfE as the rules are quite tight.

The 2021/22 government funding has not yet been determined.

The big deficits come from trying to support the High Needs Block. Expenditure has been greater than income for several years, and whilst there is an increase in 2021/2 to £18.99m the forecast for spending in that year is £4.9m higher than this. Projecting this forward to March 2023, with deficits in each of the years in between, there is predicted to be to a cumulative deficit of nearly £15m.

We understand most of the high costs come from educating our young HN children out of the borough because BF does not have enough suitable placements. We support the work being done to enable more placements in BF for both primary and secondary children. If the provision is right, this must be better for the child as well as reducing costs in transport and charges.

It is unlikely all this will happen this year, especially with Covid-19 pressures, so how is the deficit covered in the meantime? It states that this will be balanced in the budget by a contribution from the schools' reserves but will need to be met from the Direct Schools Grant in the medium term.

No information is included in these papers about the size of this 'School Reserve'. This is a National Crisis and more money from central government is desperately needed to support Special Education. The Government's promised SEN review is urgently needed.

What representation has the BF Council made to the DfE to prioritise this?

Shop Mobility is said to be able to cope for a year or so on its savings, but obviously it has been badly hit by the lockdown and by 'sheltering'. Its clients are unlikely to return until they perceive shopping to be safe. The vaccine will help restore confidence, but it is unlikely Shop Mobility will be able to fund raise the £30K per year needed to survive any time soon. We think they provide an essential service for the residents of Bracknell Forest and urge you to reconsider offering them more support in future budgets.

We are delighted to note the inclusion - the 'Green Waste' Collection- especially as it is the only place in this whole document that refers to the Council's Impact on Climate Change.

We welcome the contribution to the schools' budget of £253K to reduce the pressure on all our existing schools to finance the new builds.

The documents say that the Youth Facility at Braccan Walk was opened part way through the year. We did not think this was yet open for use but would dearly like a visit if it is. This Youth Hub is very much welcomed.

Under the section on 'Staffing Structures', it states that this funding was needed for one year only in 2020/21. Is it still needed?

The report on the Look Out is very depressing. I am sure this must recover when the vaccination is widespread. This is such a superb science facility for children and perhaps a visual tour and online activities would support it in the near future.

Many of the 'pressures' are Covid-19 related and are presumably included because they will not receive government funding to cover them. Whatever happened to 'we will do whatever it takes'? Are there no funds to cover these revenue losses?

The 'best case' and 'worse case' for Leisure is very well explained. Nationally, many such facilities may never open again unless they are supported now.

The Family Safeguarding Model has proved very successful in working with families to reduce the need for more drastic and costly intervention. The funding to ensure this staffing resource is permanent is very welcome. The fact that this model depends on all partners working together to resolve concerns, however, implies staff supporting the police service are also needed.

The Lexicon provides the greenery in the Town Centre, but local shopping centres also look far more attractive if their planters and baskets are well maintained. The 'reduction in the number of hanging baskets and bedding plants' - does this mean there will be none, or where will the impact be felt?

Income from the hiring of rooms in Times Square is very welcome. Time square is right opposite the bus and train stations and very accessible.

The contract with Mencap has ended. Will another partner be found? Who will replace the work done together?

The NEET prevention team within BF does a very good job of supporting our young people. Where their expertise is stretched, however, I trust others will be contracted to support.

We fully support the ambition to have more resilient foster carers so that our young people can be fostered within BF and not have to go away because of a lack of placements.

The savings from the Adult Social Care Transformation seem ambitious. The Conversations Model has now been in place for about three years, with few savings ever listed as specifically related to it.

The redesign of the hospital discharge pathway is welcome, but how can savings be made?

'Review of high cost care packages' has raised alarms by people reading these proposals. More detail should have been included.

Other savings seem ambitious and without detail- 'wishful thinking'.

The training for governors can certainly be reduced as there is excellent training online from the NGA and others.

We appreciate that every department has had to make its proposals for the savings and the pressures, and they know the priorities and what can be done.

We are confident that every grant available will be tendered for to supplement the revenue but increased funding from central government would be the best resource, especially for Adult and Children's social care.

The Council Tax discounts are supported.

Up to 11 January 2021, £4,894,270.89 has been paid out in Council Tax Support, during 2020/21, to 5023 claimants. This shows the residents are aware of this support and uptake seems to be good.

We thank everyone involved in publicising this and for the other local discounts.

We acknowledge that the Council Tax can be raised by 2% without needing a referendum and that the government has enabled a further rise of 3% over two years to cover their lack of funding for adult services. But high Council tax increases cannot be borne by our residents at this time.

The Future Funding Reserve was established to buffer the effects of the Business Rate Review that has not yet been published but was expected for this year- a reserve to be a buffer against hard times. This year promises to be as hard as the last for many of our residents. We appreciate that reserves can only be used once but urge some of these funds are used to support this year's budget.

Report Settings Summary

Event	Budget Consultation 2021-22
Total Responses	2
Total Respondents	1
Questions	All
Filter	<i>(none)</i>
Pivot	<i>(none)</i>
Document Name	Budget Consultation 2021-22
Created on	2021-01-29 14:10:43
Created by	Amy Ma

Table .1

Efficiency savings

Question responses: 2 (100.00%)

To what extent do you agree with the proposed efficiency savings?

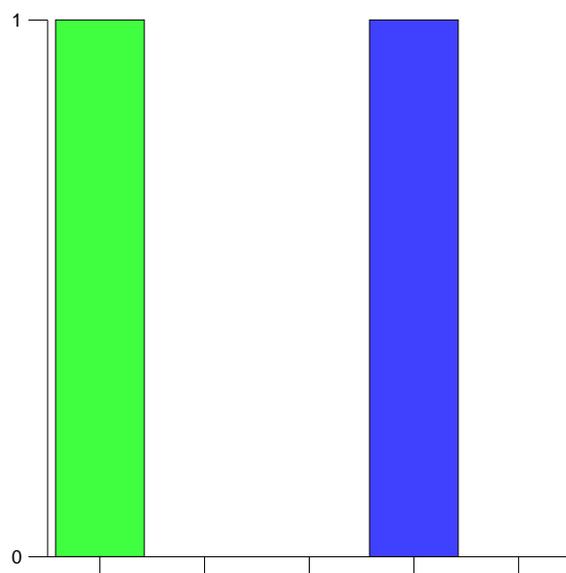


Table .1

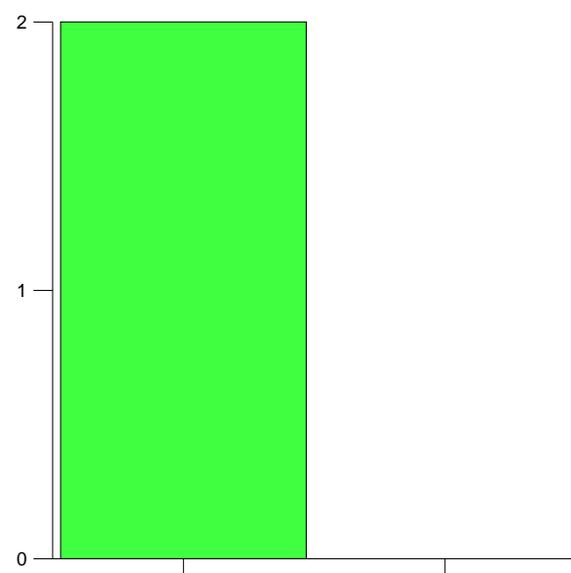
	% Total	% Answer	Count
■ Strongly Agree	50.00%	50.00%	1
■ Agree	0.00%	0.00%	0
■ Neutral	0.00%	0.00%	0
■ Disagree	50.00%	50.00%	1
■ Strongly Disagree	0.00%	0.00%	0
Total	100.00%	100.00%	2

Table .2

Why proposed efficiency savings

Question responses: 2 (100.00%)

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



	% Total	% Answer	Count
<input checked="" type="checkbox"/> [Responses]	100.00%	100.00%	2
<input type="checkbox"/> [No Response]	0.00%	--	0
Total	100.00%	100.00%	2

Table .2

Table .1

ID	Consultation Point	Consultee	Agent	Answer	Date	Version	Status	Type
1				1. There is a woeful lack of any investigation as to whether services (for example waste services) resources and personnel (particularly	08/01/21 19:08	0.1	Submitted	web

ID	Consultation Point	Consultee	Agent	Answer	Date	Version	Status	Type
				<p>at Director level) might be better shared with or joined up with other neighbouring councils. For example, waste services. Surely better to have one Director at £150,000 across 2 councils rather than both employing their own directors at double the cost. 2. There should be an immediate review of the management structure and salaries to reduce cost. 3. There should be a review of expenses and more opportunities looked at for example reducing cost per mile for petrol etc. 4. There has been no consideration of cashing in the capital investments held outside the borough. E.g. building that the council has invested in. 5. Senior director level staff should take a pay cut. They are paid far too much money.</p>				
2				<p>It continues to be impressive that the council, through a combination of focussed savings and transformational projects are maintaining a realistic balance maintaining a focus on residents, especially the vulnerable, yet maintaining the boroughs open spaces. This is noteworthy as it is under rising care pressures and against a unique pandemic.</p>	29/01/21 01:07	0.1	Submitted	web

Table .3

changes to services

Question responses: 2 (100.00%)

To what extent do you agree with the council's proposals to increase expenditure in specific areas?

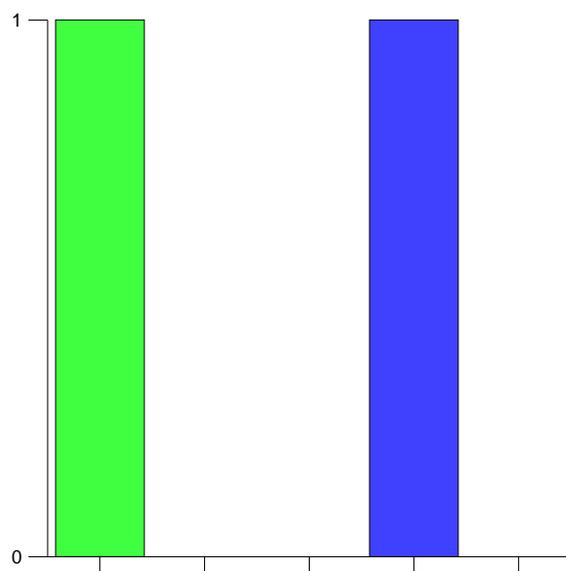


Table .1

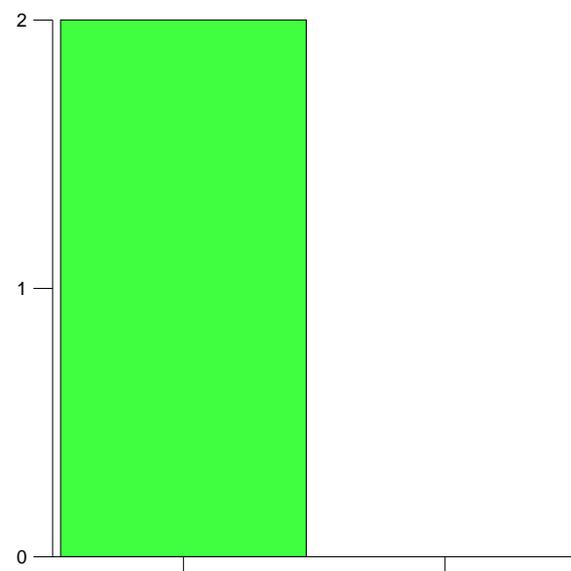
	% Total	% Answer	Count
■ Strongly Agree	50.00%	50.00%	1
■ Agree	0.00%	0.00%	0
■ Neutral	0.00%	0.00%	0
■ Disagree	50.00%	50.00%	1
■ Strongly Disagree	0.00%	0.00%	0
Total	100.00%	100.00%	2

Table .2

why changes to services

Question responses: 2 (100.00%)

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



	% Total	% Answer	Count
<input checked="" type="checkbox"/> [Responses]	100.00%	100.00%	2
<input type="checkbox"/> [No Response]	0.00%	--	0
Total	100.00%	100.00%	2

Table .2

Table .1

ID	Consultation Point	Consultee	Agent	Answer	Date	Version	Status	Type
1				As above, it is far too easy to hit the residents with an increase in the council tax. The council has not demonstrated any new and novel	08/01/21 19:08	0.1	Submitted	web

ID	Consultation Point	Consultee	Agent	Answer	Date	Version	Status	Type
				ways of reducing expenditure. Without this, there can simply be no justification for increasing the local tax. The council has not cut it's own cloth yet and until this can be demonstrated, it is wholly unfair to hit residents. For example, The bin collection changes is wasted money on additional extra bins. The collections and sorting of waste could be much better managed than at present.				
2				A principle objective is to support the vulnerable and an ageing population - the budgets reflect the commitment to this.	29/01/21 01:07	0.1	Submitted	web

Table .3

fees and charges

Question responses: 2 (100.00%)

To what extent do you agree with the council's proposed fees and charges?

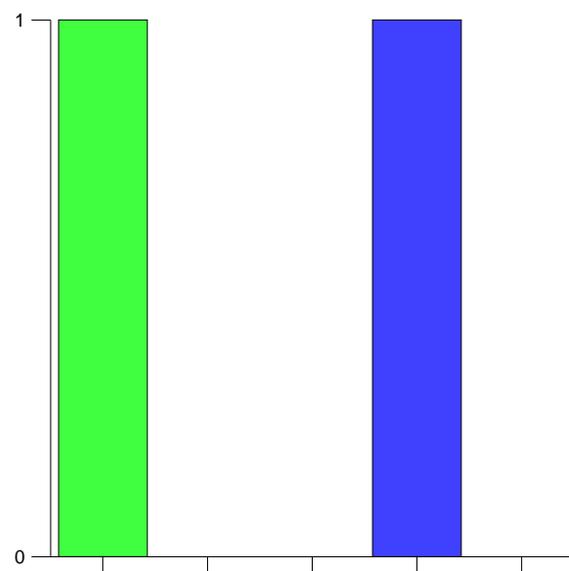


Table .1

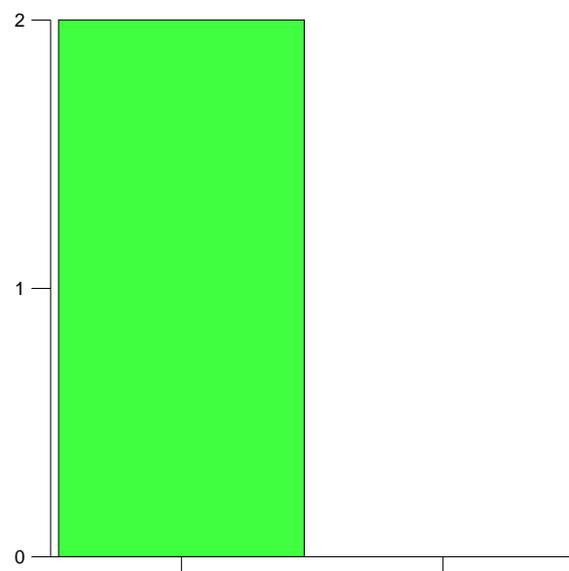
	% Total	% Answer	Count
■ Strongly Agree	50.00%	50.00%	1
■ Agree	0.00%	0.00%	0
■ Neutral	0.00%	0.00%	0
■ Disagree	50.00%	50.00%	1
■ Strongly Disagree	0.00%	0.00%	0
Total	100.00%	100.00%	2

Table .2

why fees and charges

Question responses: 2 (100.00%)

Please tell us why you agree or disagree with the council's proposed fees and charges



	% Total	% Answer	Count
<input checked="" type="checkbox"/> [Responses]	100.00%	100.00%	2
<input type="checkbox"/> [No Response]	0.00%	--	0
Total	100.00%	100.00%	2

Table .2

Table .1

ID	Consultation Point	Consultee	Agent	Answer	Date	Version	Status	Type
1				Again there is little or no evidence that the council has looked beyond its own boundaries for opportunities to join up	08/01/21 19:08	0.1	Submitted	web

ID	Consultation Point	Consultee	Agent	Answer	Date	Version	Status	Type
				services and personnel with neighbouring councils.				
2				Continues to provide value for money in for all types of leisure (contributing to the all important wellness strategy) and other environmental objectives.	29/01/21 01:07	0.1	Submitted	web

Table .3

Capital Spending Proposals

Question responses: 1 (50.00%)

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

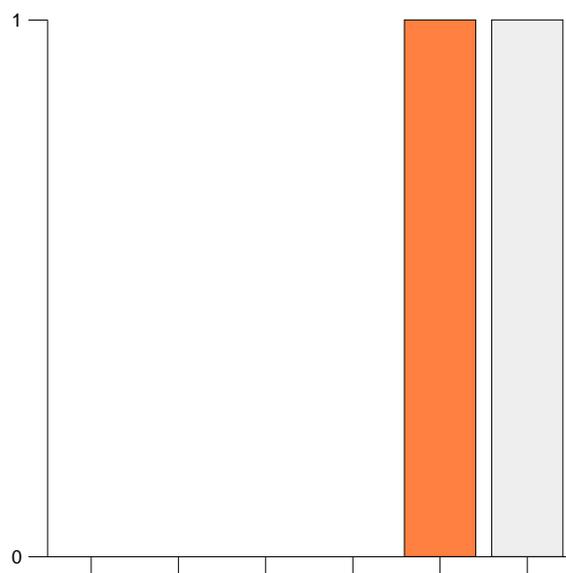


Table .1

	% Total	% Answer	Count
■ Strongly Disagree	0.00%	0.00%	0
■ Disagree	0.00%	0.00%	0
■ Neutral	0.00%	0.00%	0
■ Agree	0.00%	0.00%	0
■ Strongly Agree	50.00%	100.00%	1
■ [No Response]	50.00%	--	1
Total	100.00%	100.00%	2

Table .2

ID	Consultation Point	Consultee	Agent	Answer	Date	Version	Status	Type
2				It is kept to a minimum which is appropriate given the straightened times. It is encouraging that there are not any vanity projects.	29/01/21 01:07	0.1	Submitted	web

Table .3

CENTRAL - CHIEF EXECUTIVE'S OFFICE

Description Impact	2021/22 £'000	2022/23 £'000	2023/24 £'000
Chief Executive's Office Removal of PA staffing budget resulting from 2 PAs moving onto part time hours.	-32		
Engagement & Equalities Community Development Manager reduced from 0.81 to 0.60 Full Time Equivalent (FTE).	-10		
Engagement & Equalities Reduction in publicity and marketing budget available to Community Engagement Team.	-6		
Communications & Marketing Reduce the photography/ videography budget available.	-2		
Communications & Marketing Licence for social media monitoring is not renewed.	-1		
Communications & Marketing Bracknell Town Centre Events and Marketing Co-Ordinator reduced from 1.00 to 0.81 FTE.	-6		
Engagement & Equalities Increase establishment budget for Head of Community Engagement & Equalities to 1.00 Full Time Equivalent (FTE) from 0.61 FTE to reflect the current working pattern.	25		
ADDITIONAL PROPOSALS SINCE DECEMBER			
Chief Executive's Office Given the valuable contribution that Graduate Trainees have provided to the organisation the Council will continue to support the National Graduate Development Programme by creating a further 2 posts.	75		
CENTRAL - CHIEF EXECUTIVE'S OFFICE TOTAL	43	0	0

CENTRAL – RESOURCES

Description Impact	2021/22 £'000	2022/23 £'000	2023/24 £'000
Audit The removal of budget in Supplies and Services for external audit support, offsetting the pressure of the creation of a Senior Auditor post to reflect the in-house provision of the service.	-46		
Revenues Deletion of Revenues Billing Manager post, to be replaced with a Senior Revenues Assistant post at a lower grade	-14		
Insurance Savings on contract register and fidelity guarantee insurance.	-20	-30	
Cash Collection Saving from review of contract.	-5		
Exchequer Saving from review of service and external support budgets.	-2		
Organisational Development Savings through centralisation of Training budgets	-5	-15	
Audit Creation of a Senior Auditor Post by transferring functions from an external provider back in-house. (A corresponding saving is shown on Supplies and Services as there is no overall impact.)	46		
Insurance Purchase of Cyber liability insurance to mitigate the increased risk of cyber-attacks which can be catastrophic for service delivery and financially very costly.	45		
ADDITIONAL PROPOSALS SINCE DECEMBER			
Revenues Payments of £150 to households in receipt of Council Tax support will be continued for a further year. This will be funded from the Local Council Tax Support Grant to be provided by the government in 2021/22, a one-off additional unringfenced grant.	500	-500	
CENTRAL – RESOURCES TOTAL	499	-545	0

CENTRAL – PLACE, PLANNING & REGENERATION

Description Impact	2021/22 £'000	2022/23 £'000	2023/24 £'000
Highways & Transport Reflects restructure completed in year within Highways and Transport teams.	-160		
Highways & Transport S278/38 fees - increased annual draw-down to off-set the staffing budget. This represents an increase in the draw-down included within prior years' savings plans.	-35		
Highways & Transport Commuted sums - increased annual draw-down to off-set revenue maintenance budgets. This represents an increase in the draw-down included within prior years' savings plans.	-35		
Regeneration & Economy Reconfigure Town Centre Regeneration Manager post and Economic Development Manager post. Create part time Economic Development Project officer post.	-29		
Regeneration & Economy Income from Bracknell Town Centre commercialisation.	-20	-20	
Parks & Countryside Commuted maintenance sums for the management of transferred new open spaces have historically been preserved, where maintenance can be accommodated by finding efficiencies and using established budgets. The option exists to draw down reserves to offset the staff time applied to those sites.	-33		
Parks & Countryside Draw down of Suitable Alternative Natural Green Space (SANG) maintenance funds to replace an existing borough maintenance budget for Lily Hill Park.	-10		
Highways & Transport Urban Traffic Management Control (UTMC) Engineer post replaced with an Apprentice.	-25		
Highways & Transport Capitalisation of highway maintenance works to be funded through Government Highway maintenance grant.	-100	-100	
Highways & Transport Reduction in budget for concessionary fares due to continued reduction in demand, which may also be further influenced by Covid-19.	-30		

REVENUE BUDGET PROPOSALS

Annexe D

Description Impact	2021/22 £'000	2022/23 £'000	2023/24 £'000
Planning Above inflation increase to discretionary fees.	-9		
Planning Deletion of Planning Assistant post.	-29		
Parks & Countryside Above inflationary car-parking price rise at The Look Out.	-35		
Parks & Countryside Review of options for future service offer at the Look Out.	-80		
Planning Potential reduced CIL/S106 Facilitation income in 2021/22 due to a slowdown in construction	150		
The Look Out Loss of income from admissions and catering as any post-COVID services will be offered at a reduced capacity and will incur greater costs in delivering safely. The market appetite for indoor attractions is very uncertain, particularly within school groups. The loss is partially offset by savings within service, including a staff re-structure to ensure expenditure on site is adjusted to reflect potential income.	200		
ADDITIONAL PROPOSALS SINCE DECEMBER			
Regeneration and Economy Support for the local economy, notably the town centres (Bracknell, Crowthorne and Sandhurst), recognising their importance for employment and general economic recovery.	600	-600	
CENTRAL – PLACE, PLANNING & REGENERATION TOTAL	320	-720	

DELIVERY

Description Impact	2021/22 £'000	2022/23 £'000	2023/24 £'000
ICT Deletion of two vacant posts	-71		
Libraries Underspends in previous years on various supplies and services including on vehicle recharges and furniture purchase.	-20		
Libraries Deletion of two vacant posts	-47		
Libraries A reduction in the stock purchase of duplicate titles	-50		
Car parking Retender of car parking and enforcement management contract.	-200		
Contract Services Management Small underspends in previous years on various supplies and services including photocopying and print room reprographics.	-5		
Grounds Maintenance and Street Cleansing Underspends in previous years in relation to grounds maintenance costs.	-50		
Construction and Maintenance Portable Appliance Testing (PAT) to be completed by facilities officers rather than an external provider.	-5		
Office Accommodation The shredding service provided by an external organisation has been underspent in previous years.	-7		
Commercial Property Market Street unit letting creating additional income.	-19		
Electoral A process change within the Canvass will result in a saving.	-15		
Mayoral Underspends in previous years relating to supplies and services, including on vehicle hire charges and photography.	-5		
Member Services Underspends in previous years relating to supplies and services, including on publicity and marketing and stationery.	-4		
Member Services A reduction on the Member Allowances budget due to underspends in previous years.	-2		

REVENUE BUDGET PROPOSALS

Annexe D

Description Impact	2021/22 £'000	2022/23 £'000	2023/24 £'000
Democratic Services A reduction in overtime and an increased income target on school admission appeals.	-5		
ICT Closure of the print room service shared with Wokingham Borough Council.	-6		
ICT Deletion of the vacant part of a post.	-17		
Cemetery & Crematorium Financial impact of a restructure that took place earlier this year.	-50		
Contract Services Senior management Financial impact of a restructure that took place earlier this financial year.	-59		
Grounds Maintenance and Street Cleansing Contract reductions in relation to the number of bedding plants and hanging baskets across the Borough.	-13		
Construction and Maintenance Staffing restructure to remove a vacant post and to create a new post at a lower grade.	-39		
Construction and Maintenance Increase in professional fee income in relation to additional projects being undertaken.	-30		
Asset Review Time Square – letting out office space to third party organisations.	-50	-150	
Schools ICT Discontinuation of the traded ICT service (SLA) with schools. This is a pressure in budget terms, due to an historic unachievably high income target.	71		
Street Cleansing and Grounds Maintenance Contract pressures due to increased land adoptions within the Borough. This therefore increases the amount of ground/area that require maintenance and cleansing by the contractors.	63		
Waste Collection contract pressures due to significant increases in property numbers and household waste during the pandemic.	175		
Cemetery & Crematorium The Cemetery and Crematorium have underachieved on their income target over the last few financial years and it is anticipated	63		

REVENUE BUDGET PROPOSALS

Annexe D

Description Impact	2021/22 £'000	2022/23 £'000	2023/24 £'000
that this will be the case in 21/22 also. This pressure therefore realigns the budget position with the anticipated outturn position.			
Car Parking Due to the Covid-19 pandemic there has been a vast decline in the number of visitors to the Council's car parks. With the pandemic continuing and subsequent lockdowns, meaning non-essential retail and hospitality units being closed, we are not expecting to achieve our income target next financial year.	777		
DELIVERY TOTAL	380	-150	0

PEOPLE

Description Impact	2021/22 £'000	2022/23 £'000	2023/24 £'000
<p>Historic underspends The following budgets can be reduced to reflect historic underspends with no impact on services:</p> <ul style="list-style-type: none"> • Community Network. • Children’s Social Care office running costs. • Community Safety. 	-40		
<p>Mencap The contract with Mencap has ended.</p>	-30		
<p>Education & learning Training budgets will be reduced across all services for one year. The enhanced NEET prevention program for 16-19 year olds will be provided in-house.</p>	-45	-5	
<p>Additional income / day to day resources The following areas have been identified where additional income can be generated or day to day spend on resources reduced:</p> <ul style="list-style-type: none"> • Children’s Social Care: Make Safe Team training income. • Housing & Welfare: rental income from additional units created through capital projects. • Community Safety: fee for Domestic Abuse training for external organisations. <p>Non-essential expenditure will be reduced across family hubs including refreshments, stationery, learning resources and sundry expenses.</p>	-19	-13	
<p>Children’s Social Care transformation The detail of the scheme is being scoped and is likely to include a programme to develop foster carers so that they become more resilient to adolescence and more expensive external placements are avoided reducing costs of care and accommodation.</p>	-250	-500	
<p>Adult Social Care transformation The Adult Social Care transformation programme includes the following workstreams:</p> <ul style="list-style-type: none"> • Increased provision of independent day support for people with learning disabilities to allow more care to be provided in a group setting rather than 1-1. • Adopt the Conversations Model. This includes greater use of community assets and assistive technology to meet care needs, more consistent approach to how people access Adult Social Care Support and the redesign of the hospital discharge pathway. • Update of the choice and charging policy. • Review of high cost care packages. 	-42 -224 -75 -200	-158 -676 -245 -200	-50

REVENUE BUDGET PROPOSALS

Annexe D

Description Impact	2021/22 £'000	2022/23 £'000	2023/24 £'000
Housing & Welfare Review of the service to include: <ul style="list-style-type: none"> Contract negotiation with registered providers for young people's supported accommodation schemes. 	-50		
Forestcare Continuation of the work already underway to convert Forestcare into a trading account that covers costs. This will require further negotiation of existing contracts and bidding for new work where it is financially viable to do so.	-95	-130	
Integrated commissioning team with Health Create an integrated commissioning team with the Clinical Commissioning Group (CCG) resulting in staff savings.	-25	-25	
Education & Learning staffing Reduction in using external consultants to deliver training to governors. Staffing restructure within the school property, place and admissions team.	-39	-25	
Youth offending service Alternative location to be sourced for the service so that the running costs of the existing building can be eliminated.	-35		
Early Help Sexual Health contract Fund the GP sexual health contract from Public Health grant.	-21		
Children Looked After (CLA) This represents the pressure on care and accommodation charges. It has been calculated by taking current costs and estimating changes for the remainder of the financial year, including an anticipated reduction from young people turning 18 and transferring into Adult Social Care. The Worst Case reflects the further care and accommodation costs anticipated from Covid-19, which have been minimised by temporary additional social worker support for prevention of Child Protection escalation to CLA and caseload management.	-390		
Adult Social Care This represents the pressure on care packages. It has been calculated by taking current costs and estimating changes for the remainder of the financial year. There are also a large number of suspended services currently due to Covid-19 and the figure includes an estimate proportion of the services being re-instated by 1 April. The pressure also includes an estimate of the costs arising from young people turning 18 and transferring into Adult Social Care. The Worst Case assumes a greater proportion of suspended services are re-instated by the end of the financial year and a rise in demand for services generally over the remaining months of the financial year.	1,628		

REVENUE BUDGET PROPOSALS

Annexe D

Description Impact	2021/22 £'000	2022/23 £'000	2023/24 £'000
Historic commitments in the schools budget Grant funding for a range of services that support vulnerable children is being reduced by 20%. A number of efficiencies and service reductions can be managed that reduce the financial impact.	15		
Open Learning Centre and Early Help Income generation will be significantly impacted from Covid-19 as a result of new ways of workings with significantly fewer external lettings, including from schools and the Leadership Hub.	85		
School Accommodation Temporary hire of modular accommodation (10 classrooms and drama studio) for Sandhurst Secondary while emergency roof repair is undertaken at the main school.	200	-200	
Coopers Hill Youth Centre The exit from the Coopers Hill site will be completed in 2020 at which point various lettings and room hire receipts will be lost. Some services will be relocated to other BF buildings but there will be a net loss of income. This is part of the overall business case for the Joint Venture project.	74		
One-year funding for Directorate staffing pressures The 2020/21 budget included one-year funding for essential staffing resources with the Directorate, including continuation of the Family Safeguarding Model. This is now being made permanent.	626		
Quality Assurance Officer Post It is proposed to invest further in the People Quality Assurance team and to extend their accountability to include oversight of corporate complaints.	40		
ADDITIONAL PROPOSALS SINCE DECEMBER			
Housing and Welfare Additional welfare support for our most vulnerable residents. This will be funded from the remaining Local Council Tax Support Grant to be provided by the government in 2021/22, a one-off additional unringfenced grant.	327	-327	
Mental Health Initiatives Working with partners including the voluntary and community sector to support individuals experiencing mental health issues.	250	-250	
PEOPLE TOTAL	1,665	-2,754	-50

COUNCIL WIDE

Description Impact	2021/22 £'000	2022/23 £'000	2023/24 £'000
Supplementary Pensions These are pension payments relating to joint arrangements and recharges from the Royal Borough of Windsor and Maidenhead which administers the Berkshire pension scheme. The budget has been adjusted as it has consistently under spent in previous years.	-15		
ADDITIONAL PROPOSALS SINCE DECEMBER			
Carbon Reduction Creation of a pump priming invest to save fund to support climate change / carbon reduction initiatives.	150	-150	
Employee Initiatives Initiatives to help ensure we retain the capacity and skills to deal with the ongoing impact of the pandemic and can manage the recovery phase effectively .	500	-500	
COUNCIL WIDE TOTAL	635	-650	0

The pressures contained in the revenue proposals above are based on a Best Case scenario. These will be built into directorate budgets. The difference between the Best and Worst Case projections have been included in a Covid-19 specific Contingency. The analysis of that Contingency by directorate is as follows:

COVID-19 CONTINGENCY

Directorate	Best Case 2021/22 £'000	Worst Case 2021/22 £'000	Contingency 2021/22 £'000
CENTRAL – CHIEF EXECUTIVE'S OFFICE	25	25	0
CENTRAL – RESOURCES	91	91	0
CENTRAL – PLACE, PLANNING & REGENERATION	350	800	450
DELIVERY	1,149	3,158	2,009
PEOPLE	2,855	4,213	1,358
COUNCIL WIDE	650	650	0
COUNCIL WIDE (estimated impact of income compensation scheme)	0	-400	-400
TOTAL	5,120	8,537	3,417

TREASURY MANAGEMENT REPORT

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

“The management of the local authority’s borrowing, investments and cash flows, its banking, money market and capital market transactions; the effective control of the risks associated with those activities; and the pursuit of optimum performance consistent with those risks.”

Capital Strategy

The CIPFA revised 2017 Prudential and Treasury Management Codes requires all local authorities to prepare a capital strategy report, which will provide the following:

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

The Council published its Capital Strategy in 2019. It has been reviewed by officers and there are no updates required. If any non-treasury investment sustains a loss during the final accounts and audit process, the strategy and revenue implications will be reported through the same procedure as the capital strategy.

Treasury Management reporting

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

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

- 1.6 The above reports are required to be adequately scrutinised before being recommended to the Council. This role is undertaken by the Governance and Audit Committee.
- 1.7 There are no substantial changes to the Treasury Strategy to be adopted in 2021/22 except for a review of the Council's maximum limit of investments in Money Market Funds (MMF). MMFs are mutual funds that invest in short-term debt instruments. They provide the benefits of pooled investment, as investors can participate in a more diverse and high-quality portfolio than they otherwise could individually. Like other mutual funds, each investor who invests in a money market fund is considered a shareholder of the investment pool, a part owner of the fund. MMFs are actively managed within rigid and transparent guidelines to offer safety of principal, liquidity and competitive sector-related returns.
- 1.8 Historically the Council has limited investments in any one institution at £7m in order to minimise risk through diversification. This approach was adopted for MMF when these were first adopted, largely due to consistency and as it was a new investment vehicle not previously used by the Council. The economic environment over the last few years and the resulting very low return on term-deposits with banks and other local authorities has resulted on the Council placing all its surplus-cash with MMFs – they continue to offer the highest security and liquidity and have also yielded higher returns than would have been available through fixed-deposits.
- 1.9 Whilst operationally the use of MMFs is relatively straight forward – there are limited funds available to the Council offering returns in the top quartile. The Council currently holds cash in 6 different MMFs and finds itself often at its counterparty limit. This surplus cash has arisen for several reasons over the last few years – due to events such as the introduction of the Community Infrastructure Levy (CIL) and the Business Rates Pooling regime. This cash has allowed the Council to repay short-term debt that retain liquid assets when needed.

- 1.10 The CIL has also benefitted local Parish Councils who are now managing significantly larger cash balances than they have had to and in one instance a Parish Council has approached the Council to explore how best they can manage their own surplus cash as they do not benefit from the access that the Council has to the investment market. Discussions are ongoing as to whether the Council could manage this cash on their behalf via a designated MMF, however should agreement be reached the Council could, by virtue of its £7m limit, be required to reduce its overall holdings in MMF – or seek a lower return in alternative funds.
- 1.11 Furthermore, because MMF are shared investment vehicles as described above, the funds are held in custody and not by the Fund Manager, the logic of setting a £7m limit in line with the Council’s other investment strategy does not hold.
- 1.12 As such, increasing the limit from £7m to £10m per MMF, would enable the Council to achieve a better yield (whilst maintaining a AAA investment), reduce the administration associated with holding so many different MMFs and also open up the opportunity of supporting the local Parish Councils. As such the investment limit for MMFs is recommended to be raised from £7m to £10m.
- 1.13 The Treasury Management Strategy for 2021/22 covers two main areas:

Capital issues

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

Treasury management issues

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

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

The Capital Prudential Indicators 2021/22 – 2023/24

The Local Government Act 2003 requires the Council to adopt the CIPFA Prudential Code and produce prudential indicators. Each indicator either summarises the expected capital activity or introduces limits upon that activity, and reflects the outcome of the Council's underlying capital appraisal systems. Within this overall prudential framework there is an impact on the Council's treasury management activity – as it will directly impact on borrowing or investment activity and as such the Treasury Management Strategy for 2021/22 to 2023/24 complements these indicators.

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

The Capital Expenditure Plans

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

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

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

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

The Council is asked to approve the summary capital expenditure projections below and to note the out-turn position reported to the Executive and approved on the 25th August 2020.

Capital Expenditure	2021/22 Estimate £000	2022/23 Estimate £000	2023/24 Estimate £000
Capital Expenditure	12,032	8,249	4,999
Commercial Activities	0	0	0
Financed by:			
Capital receipts	3,000	3,000	3,000
Capital grants & Contributions	5,174	5,414	2,364
Net financing need for the year	3,858	-165	-365

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

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

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

Annex E(i)

The Council is asked to approve the CFR projections below:

£m	2019/20 Estimate	2020/21 Estimate	2021/22 Estimate	2022/23 Estimate	2023/24 Estimate
Capital Financing Requirement					
CFR – services	125,461	133,556	139,198	143,003	140,996
CFR - Commercial activities/ non-financial investments	86,128	85,627	85,115	84,591	84,055
Total CFR	211,589	219,183	224,313	227,594	225,051
Movement in CFR	-6,264	7,594	5,130	3,281	-2,543

Movement in CFR represented by					
Net financing need for the year (above)	-8,575	5,271	2,599	740	-5,420
Less MRP/VRP and other financing movements	2,311	2,323	2,531	2,541	2,877
Movement in CFR	-6,264	7,594	5,130	3,281	-2,543

MRP Analysis					
MRP	1,327	1,365	1,553	1,707	1,834
VRP	489	501	512	524	536
Other Financing Repayments	495	457	466	310	507
Movement in CFR	2,311	2,323	2,531	2,541	2,877

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

Minimum Revenue Provision (MRP) Policy Statement

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

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

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

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

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

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

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

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

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

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

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

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

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

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

MRP Overpayments

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

TREASURY MANAGEMENT STRATEGY STATEMENT

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

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

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

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

This strategy covers:

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

Debt and Investment Projections 2021/22 – 2023/24

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

	2021/22 Estimated	2022/23 Estimated	2023/24 Estimated
External Debt			
Debt at 31 March	£130m	£130m	£130m
Investments			
Investments at 31 March	£10m	£10m	£10m

Current Portfolio

The overall treasury management portfolio as at 31 March 2020 and for the position as at 31st October 2020 are shown below for both borrowing and investments

	Actual	Actual	Current	Current
	31/03/20	31/03/20	31/10/20	31/10/20
Treasury Investments	£000	%	£000	%
Money Market Funds	16,974	100	24,135	100
External Borrowing	£000	%	£000	%
Local Authorities	15,000	16%	10,000	11%
PWLB	80,000	84%	80,000	89%
Net Treasury Borrowing	78,206		65,865	

Limits to Borrowing Activity

Within the prudential indicators there are a number of key indicators to ensure the Council operates its activities within well defined limits. For the first of these the Council needs to ensure that its total borrowing net of any investments, does not, except in the short term, exceed the total of the CFR in the preceding year plus the estimates of any additional CFR for 2021/22 and the following two financial years. This allows some flexibility for limited early borrowing for future years but ensures that borrowing is not undertaken for revenue purposes.

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

The Authorised Limit for External Debt

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

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

The Council is asked to approve the following Authorised Limit:

Authorised limit	2021/22 Estimate	2022/23 Estimate	2023/24 Estimate
Borrowing	£209m	£213m	£213m
Other long term liabilities	£18m	£18m	£17m
Total	£227m	£231m	£230m

Operational Boundary for External Debt

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

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

Operational Boundary	2021/22 Estimate	2022/23 Estimate	2023/24 Estimate
Borrowing	£223m	£227m	£225m
Other long term liabilities	£18m	£18m	£17m
Total	£241m	£245m	£242m

Borrowing in advance of need.

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

Expected Movement in Interest Rates

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

Link Group Interest Rate View		9.11.20													
	Dec-20	Mar-21	Jun-21	Sep-21	Dec-21	Mar-22	Jun-22	Sep-22	Dec-22	Mar-23	Jun-23	Sep-23	Dec-23	Mar-24	
BANK RATE	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	
3 month ave earnings	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	
6 month ave earnings	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	
12 month ave earnings	0.20	0.20	0.20	0.20	0.20	0.20	0.20	0.20	0.20	0.20	0.20	0.20	0.20	0.20	
5 yr PWLB	1.80	1.80	1.80	1.80	1.80	1.90	1.90	1.90	1.90	1.90	2.00	2.00	2.00	2.00	
10 yr PWLB	2.10	2.10	2.10	2.10	2.20	2.20	2.20	2.30	2.30	2.30	2.30	2.30	2.30	2.30	
25 yr PWLB	2.50	2.50	2.60	2.60	2.60	2.60	2.70	2.70	2.70	2.70	2.80	2.80	2.80	2.80	
50 yr PWLB	2.30	2.30	2.40	2.40	2.40	2.40	2.50	2.50	2.50	2.50	2.60	2.60	2.60	2.60	

The coronavirus outbreak has done huge economic damage to the UK and economies around the world. After the Bank of England took emergency action in March to cut Bank Rate to first 0.25%, and then to 0.10%, it left Bank Rate unchanged at its subsequent meetings to 5th November, although some forecasters had suggested that a cut into negative territory could happen. However, the Governor of the Bank of England has made it clear that he currently thinks that such a move would do more damage than good and that more quantitative easing is the favoured tool if further action becomes necessary. As shown in the forecast table above, no increase in Bank Rate is expected in the forecast table above as economic recovery is expected to be only gradual and, therefore, prolonged.

There was much speculation during the second half of 2019 that bond markets were in a bubble which was driving bond prices up and yields down to historically very low levels. The context for that was a heightened expectation that the US could have been heading for a recession in 2020. In addition, there were growing expectations of a downturn in world economic growth, especially due to fears around the impact of

the trade war between the US and China, together with inflation generally at low levels in most countries and expected to remain subdued. Combined, these conditions were conducive to very low bond yields. While inflation targeting by the major central banks has been successful over the last 30 years in lowering inflation expectations, the real equilibrium rate for central rates has fallen considerably due to the high level of borrowing by consumers. This means that central banks do not need to raise rates as much now to have a major impact on consumer spending, inflation, etc. The consequence of this has been the gradual lowering of the overall level of interest rates and bond yields in financial markets over the last 30 years. Over the year prior to the coronavirus crisis, this has seen many bond yields up to 10 years turn negative in the Eurozone. In addition, there has, at times, been an inversion of bond yields in the US whereby 10 year yields have fallen below shorter term yields. In the past, this has been a precursor of a recession. The other side of this coin is that bond prices are elevated as investors would be expected to be moving out of riskier assets i.e. shares, in anticipation of a downturn in corporate earnings and so selling out of equities.

Gilt yields had therefore already been on a generally falling trend up until the coronavirus crisis hit western economies during March 2020. After gilt yields spiked up during the financial crisis in March, we have seen these yields fall sharply to unprecedented lows as investors panicked during March in selling shares in anticipation of impending recessions in western economies, and moved cash into safe haven assets i.e. government bonds. However, major western central banks took rapid action to deal with excessive stress in financial markets during March, and started massive quantitative easing purchases of government bonds: this also acted to put downward pressure on government bond yields at a time when there has been a huge and quick expansion of government expenditure financed by issuing government bonds. Such unprecedented levels of issuance in “normal” times would have caused bond yields to rise sharply. Gilt yields and PWLB rates have been at remarkably low rates so far during 2020/21.

As the interest forecast table above shows, there is expected to be little upward movement in PWLB rates over the next two years as it will take economies, including the UK, a prolonged period to recover all the momentum they have lost in the sharp recession caused during the coronavirus shut down period. From time to time, gilt yields, and therefore PWLB rates, can be subject to exceptional levels of volatility due to geo-political, sovereign debt crisis, emerging market developments and sharp changes in investor sentiment, (as shown on 9th November when the first results of a successful COVID-19 vaccine trial were announced). Such volatility could occur at any time during the forecast period.

Investment and borrowing rates

- **Investment returns** are likely to remain exceptionally low during 2021/22 with little increase in the following two years.
- **Borrowing interest rates** fell to historically very low rates as a result of the COVID crisis and the quantitative easing operations of the Bank of England: indeed, gilt yields up to 6 years were on negative yields during most of the first half of 20/21. The policy of avoiding new borrowing by running down spare cash balances has served local authorities well over the last few years. However, the unexpected increase of 100 bps in PWLB rates on top of the then current margin over gilt yields of 80 bps, required an initial major rethink of local authority treasury management strategy and risk management. However, in March 2020, the Government started a consultation process for amending the margins over gilt rates for PWLB borrowing for different types of local

authority capital expenditure. This outcome of the consultation is expected at the end of November 2020.

Borrowing Strategy 2020/21

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

Against this background and the risks within the economic forecast, caution will be adopted with the 2021/22 treasury operations. The Director of Finance will monitor interest rates in financial markets and adopt a pragmatic approach to changing circumstances:

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

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

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

Debt rescheduling

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

The reasons for any rescheduling to take place will include:

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

Annex E(iii)

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

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

Investment Strategy 2021/22 – 2023/24

Investment Policy

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

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

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

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

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

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

6. This authority has engaged external consultants, (see paragraph 1.5), to provide expert advice on how to optimise an appropriate balance of security, liquidity and yield, given the risk appetite of this authority in the context of the expected level of cash balances and need for liquidity throughout the year.
7. All investments will be denominated in sterling.

Creditworthiness policy

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

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

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

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

Annex E(iv)

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

	Colour (and long term rating where applicable)	Money and/or % Limit	Time Limit
Banks	orange	£7m	1 yr
Banks – part nationalised	blue	£7m	1 yr
Banks	red	£7m	6 months
Banks	green	£7m	100 days
Banks	No colour	£0m	0 days
Debt Management Account Deposit Facility	AAA	£10m	6 months
Local authorities	n/a	£7m	1 yr
Money Market Funds (CNAV, LVNAV & VNAV)	AAA	£10m	liquid
Enhanced money market funds with a credit score of 1.25	Dark pink / AAA	£10m	liquid
Enhanced money market funds with a credit score of 1.5	Light pink / AAA	£10m	liquid

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

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

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

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

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

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

The use of longer term instruments (greater than one year from inception to repayment) will fall in the Non-specified investment category. These instruments will only be used where the Council's liquidity requirements are safeguarded however the current investment limits for 2021/22 restrain all investments to less than 1 year. Any amendment to this strategy will require the credit-criteria to be amended to include a long-term rating. This will be addressed through the formal approval by Council of a revised Treasury Management Strategy and Annual Investment Strategy.

Country and Sector Considerations

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

Economic Investment Considerations

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

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

Sensitivity to Interest Rate Movements

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

	2021/22 Estimated + 1%	2021/22 Estimated - 1%
Revenue Budgets	£'000	£'000
Borrowing costs	500	500

Treasury Management Limits on Activity

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

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

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

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

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

The Council is asked to approve the limits:

	2021/22	2022/23	2023/24
Interest rate Exposures			
	Upper	Upper	Upper
Limits on fixed interest rates based on net debt	£241m	£245m	£242m
Limits on variable interest rates based on net debt	£241m	£245m	£242m
Maturity Structure of fixed interest rate borrowing 2017/18			
		Lower	Upper
Under 12 months		0%	100%
12 months to 2 years		0%	100%
2 years to 5 years		0%	100%
5 years to 10 years		0%	100%
10 years and above		0%	100%
Maximum principal sums invested > 364 days			
Principal sums invested > 364 days	£m 0	£m 0	£m 0

Performance Indicators

The Code of Practice on Treasury Management requires the Council to set performance indicators to assess the adequacy of the treasury function over the year. These are distinct historic indicators, as opposed to the prudential indicators, which are predominantly forward looking. For 2021/22 the relevant benchmark will relate only to investments and will be the "7 Day LIBID Rate" – however the calculation of LIBID and LIBOR are to be retired by the Bank of England – and a new benchmark based on PWLB and Gilts will need to be agreed upon for 2022/23. The results of these indicators will be reported in the Treasury Annual Report.

Treasury Management Advisers

The Council uses Link Asset Services as its treasury management consultants. The Council recognises that responsibility for treasury management decision remains with

the organisation at all times and will ensure that undue reliance is not placed upon our external service providers.

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

Member and Officer Training

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

SPECIFIED INVESTMENTS

All investments listed below must be sterling-denominated.

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

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

NON-SPECIFIED INVESTMENTS

All investments listed below must be sterling-denominated.

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

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

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

Reserves & Balances Policy Statement

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

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

Reserves and Balances can be held for a number of purposes

General Balances

Balance	Purpose	Policy	Value
General Fund	Provides general contingency for unavoidable or unforeseen expenditure and to cushion against uneven cash flows and provides stability in longer term financial planning.	Policy based on a risk assessment of budget and medium term financial plans. Historically £4m has been considered to be the minimum prudent level, though this needs to be kept under review as risks change.	March 18 £9.047m March 19 £9.060m March 20 £7.091m March 21 £6.712m March 22 £6.711m

Earmarked Reserves

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

Reserve	Purpose	Policy	Value
Insurance and other Uninsured Claims	This provides cover for the excess payable on claims under the Council's insurance policies (self insurance). It also provides for any potential future claims not covered by existing policies, including contractual disputes and legal claims.	Needs to be at a level where the provision could sustain claims in excess of current claims history	March 18 £2.843m March 19 £2.952m March 20 £3.059m March 21 £3.077m March 22 £3.097m
Budget Carry Forward	Used to carry forward approved unspent monies to the following year.	Budget Carry Forwards are permitted only in accordance with the scheme set out in financial regulations.	March 18 £0.084m March 19 £0.101m March 20 £0.054m March 21 £0.000m March 22 £0.000m
Cost of Structural Change	The reserve gives an opportunity to fund the one-off additional costs arising from restructuring before the benefits are realised.	This reserve will be used to meet organisational wide and departmental restructures where there are demonstrable future benefits.	March 18 £1.990m March 19 £2.290m March 20 £3.158m March 21 £2.956m March 22 £2.750m
Schools' Balances	These funds are used to support future expenditure within the Dedicated Schools Block and include individual school balances.	Balances are permitted to be retained by Schools under the Schools Standards & Framework Act 1998. Policies are set and the reserves are managed by schools and the LEA has no practical control over the level of balances.	March 18 £1.272m March 19 £1.558m March 20 £1.015m March 21 £0.715m March 22 £0.515m
Discretionary School Carry Forwards	The statutory requirement to carry forward school balances has been extended to cover those held for Pupil Referral Units and the Schools Specific	Budget Carry Forwards are permitted in accordance with the scheme set out in financial regulations.	March 18 £0.091m March 19 £0.051m March 20 £0.023m March 21 £0.023m

Reserve	Purpose	Policy	Value
	Contingency as set out in the financial regulations.		March 22 £0.023m
Unused Schools Budget Balance	The Schools Budget is a ring fenced account, fully funded by external grants, the most significant of which is the Dedicated Schools Grant. Any under or overspending remaining at the end of the financial year must be carried forward to the next year's Schools Budget and as such has no impact on the Council's overall level of balances.	This reserve is held for specific accounting reasons. The funds in this reserve are ring fenced and cannot be used for any other purpose. The deficit is growing because of the overspend on High Needs Budgets. Action is being taken to reduce the overspend but it is still expected to increase significantly in the medium term.	March 18 £1.994m March 19 £1.577m March 20 -£0.141m March 21 -£4.882m March 22 -£9.996m
SEN Resource Units	An earmarked reserve set up in 2012/13 from the under spend on the Schools Budget to fund building adaptations required to develop SEN (special education needs) resource units.	Part of the unused Schools Budget balance but earmarked for a particular purpose. The funds are therefore ring fenced. The reserve has been approved by the Executive member for Children, Young People and Learning.	March 18 £0.337m March 19 £0.459m March 20 £0.459m March 21 £0.459m March 22 £0.259m
School Meals Re-tender	An earmarked reserve set up in 2013/14 from the under spend on the Schools Budget to cover the costs of the re-tender exercise.	Will be transferred back to the Unused Schools Budget Balance Reserve at the end of 2002/21 as it is no longer required.	March 18 £0.040m March 19 £0.040m March 20 £0.040m March 21 £0.000m
School Expansion Rates	An earmarked reserve set up in 2013/14 from the under spend on the Schools Budget to help finance the increase in Business Rates arising from school expansions. School budgets are normally set on a provisional figure and the reserve will absorb the differences between provisional and actual figures.	Part of the unused Schools Budget balance but earmarked for a particular purpose. The funds are therefore ring fenced. The reserve has been approved by the Executive member for Children, Young People and Learning.	March 18 £0.841m March 19 £1.093m March 20 £0.364m March 21 £0.364m March 22 £0.364m
School Diseconomy Costs	An earmarked reserve set up in 2016/17 from the under spend on the Schools Budget to help finance the medium term cost pressure that will arise from new schools being built. These will generally open with relatively low pupil numbers	Part of the unused Schools Budget balance but earmarked for a particular purpose. The funds are therefore ring fenced. The reserve has been approved by the Schools Forum.	March 18 £0.800m March 19 £1.000m March 20 £0.746m March 21 £0.746m March 22 £0.746m

Reserve	Purpose	Policy	Value
	and will therefore need additional financial support until pupil numbers reach a viable level.		
SEN Strategy Reserve	An earmarked reserve set up in 2017/18 from the under spend on the Schools Budget to help finance the additional medium term costs arising from implementation of the SEN Strategy, assisting with the early implementation of change to improve the outcomes of children and to explore the potential for different models of alternative provision.	Part of the unused Schools Budget balance, but earmarked for a particular purpose. The funds are therefore ring fenced. The reserve has been approved by the Schools Forum.	March 18 £0.439m March 19 £0.439m March 20 £0.356m March 21 £0.156m March 22 £0.106m
Repairs & Renewals	The Council has accumulated funding in an earmarked reserve from service charges paid by tenants at Longshot Lane, Forest Park and Liscombe.	The reserve is held in order to finance future improvement works thereby reducing pressure on maintenance budgets.	March 18 £0.021m March 19 £0.033m March 20 £0.046m March 21 £0.056m March 22 £0.066m
Building Regulation Chargeable Account	A statutory ring fenced account which over time must breakeven.	This reserve is held for specific accounting reasons. The funds in this reserve are ring fenced and cannot be used for any other purpose. The account is currently in deficit and therefore there is no balance on the reserve.	March 18 £0.000m March 19 £0.000m March 20 £0.000m March 21 £0.000m March 22 £0.000m
Commutted Maintenance of Land	Money is received and set aside for the ongoing maintenance of land transferred to the Council under Section 106 agreements.	The reserve will be used to cover the cost of maintaining land transferred to the Council under Section 106 agreements.	March 18 £1.519m March 19 £1.688m March 20 £1.636m March 21 £1.571m March 22 £1.538m
S106 and Travel Plan Monitoring	Money is received and set aside to cover the costs of monitoring developers' compliance with Section 106 agreements, including any travel plan requirements.	The reserve will be used to cover the cost of monitoring developers' compliance with Section 106 agreements, including any travel plan requirements.	March 18 £0.145m March 19 £0.145m March 20 £0.145m March 21 £0.115m March 22 £0.115m

Annexe F

Reserve	Purpose	Policy	Value
Property Searches Chargeable Account	A reserve created for a statutory ring fenced account which over time must breakeven.	This reserve is held for specific accounting reasons. The funds in this reserve are ring fenced and cannot be used for any other purpose.	March 18 £0.092m March 19 £0.090m March 20 £0.090m March 21 £0.030m March 22 £0.000m
Transformation	A reserve to support investment in service innovation and improvements.	The reserve will be used to meet the upfront costs of transformation.	March 18 £2.882m March 19 £3.622m March 20 £3.179m March 21 £2.393m March 22 £1.400m
Revenue Grants Unapplied	A reserve to hold unspent revenue grants and contributions where there are no outstanding conditions.	The reserve will be used to match the grant income to the associated expenditure.	March 18 £2.899m March 19 £3.509m March 20 £10.781m March 21 £9.948m March 22 £8.948m
School Masterplans and Feasibility Studies	A reserve to meet the cost of masterplans and feasibility studies for schools expansion.	Any upfront costs incurred prior to a decision being taken to construct an asset may need to be met from revenue.	March 18 £0.341m March 19 £0.341m March 20 £0.373m March 21 £0.373m March 22 £0.273m
Repairs and Maintenance	A reserve to address 1D priorities (urgent works required to assets which are life expired and/or in serious risk of imminent failure) which are revenue rather than capital in nature.	The reserve will be used for high priority revenue repairs and maintenance. The reserve is no longer required.	March 18 £0.030m March 19 £0.030m March 20 £0.030m March 21 £0.030m March 22 £0.000m
Public Health	Under the conditions of the Public Health grant, any under spend of the ring fenced grant can be	The reserve will be used to fund Public Health priorities and projects.	March 18 £1.007m March 19 £1.560m March 20 £1.719m

Annexe F

Reserve	Purpose	Policy	Value
	carried over via a reserve into the next financial year.		March 21 £1.964m March 22 £1.964m
Better Care Fund	A reserve to help meet the cost of Better Care Fund priorities and projects.	The reserve will be used to fund Better Care Fund priorities and projects.	March 18 £1.420m March 19 £2.092m March 20 £2.322m March 21 £2.822m March 22 £2.822m
Regeneration of Bracknell Town Centre	A reserve to help meet the cost of Council funded Town Centre initiatives	The reserve will be used to fund Town Centre initiatives.	March 18 £0.752m March 19 £1.792m March 20 £4.313m March 21 £5.813m March 22 £5.300m
London Rd Feasibility	A reserve which will be used to meet professional fees regarding the London Road landfill site.	The reserve will be used to cover professional fees relating to the feasibility study. It now includes contributions from the other Berkshire Unitaries.	March 18 £0.125m March 19 £0.238m March 20 £0.212m March 21 £0.211m March 22 £0.211m
Future Funding	A reserve which will be used to smooth the impact of changes in Business Rates income and central government funding decisions.	The reserve will help to balance the revenue budget over the medium term.	March 18 £8.608m March 19 £19.822m March 20 £18.146m March 21 £18.180m March 22 £18.180m
Dilapidations	A reserve to hold funds from tenants for end-of-lease property repairs and reinstatements.	The reserve will be used to carry out repairs and reinstatements to commercial properties required before they can be re-let.	March 18 £0.045m March 19 £0.045m March 20 £0.045m March 21 £0.045m March 22 £0.045m
Schools Support	A reserve to recognise the reduced scope within the dedicated schools grant to provide temporary loans to schools in financial difficulties	To ensure that government policy changes do not impact on the ability to provide temporary loans to schools	March 19 £0.350m March 20 £0.251m March 21 £0.251m

Annexe F

Reserve	Purpose	Policy	Value
			March 22 £0.000m
Waste PFI Excess Profits	A new reserve to hold excess profits payments by the contractor under the Waste PFI scheme.	Excess profits payments are potentially repayable, depending on future performance, and have therefore been placed in a reserve.	March 19 £0.087m March 20 £0.124m March 21 £0.124m March 22 £0.149m
Feasibility Studies	A reserve to provide revenue funding in the event that proposed capital schemes do not proceed beyond initial feasibility stage.	Any upfront costs incurred prior to a decision being taken to construct an asset may need to be met from revenue.	March 19 £0.500m March 20 £0.394m March 21 £0.394m March 22 £0.394m
ICT Transformation	A reserve to support investment in ICT innovation and improvements.	The reserve will be used to meet the upfront costs of ICT transformation.	March 19 £1.000m March 20 £1.000m March 21 £0.873m March 22 £0.800m
New Schools	A reserve to help support the additional cost arising from new schools over the next four years	The reserve will be used to help meet the cost of new schools in the short term whilst they become established.	March 20 £0.662m March 21 £0.409m March 22 £0.182m
CIL Administrative Costs	Up to 5% of CIL income can be used to meet administrative costs. Income in excess of the budgeted administrative costs will be transferred into this reserve at year end to meet future costs of administering the scheme.	The reserve will be used to meet administrative costs of the scheme where insufficient CIL is received in year.	March 20 £0.298m March 21 £0.298m March 22 £0.268m
Covid-19	A reserve to hold revenue funding provided by Central Government to support the Covid-19 Pandemic.	The reserve will be used to match the grant income to the associated expenditure.	March 20 £2.289m March 21 £2.289m March 22 £0.000m
Business Rates Revaluations	A reserve to guard against the impact of in-year Business Rates valuation adjustments	The reserve will be used to meet the cost of any significant downward Business Rates valuations.	March 21 £7.500m March 22 £7.500m

Annexe F

Reserve	Purpose	Policy	Value
Business Rates Reliefs	A new reserve to reflect the timing difference between the receipt of S31 grant relating to new Business Rates reliefs and the funding of resulting deficit on the Collection Fund.	The reserve will be used to meet any Collection Fund deficits relating to Business Rates reliefs agreed by the Government after the budget is set. Funding will be provided from S31 grant received in the previous year.	March 21 £12.536m March 22 £1.040m

Unusable Revenue Reserves

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

Balance	Purpose	Policy	Value
Collection Fund Adjustment Account	A reserve required to reflect Collection Fund changes included in the SORP 2009. The balance represents the difference between the Council Tax income included in the Income and Expenditure Account and the amount required by regulation to be credited to the General Fund.	This balance is held for specific accounting reasons.	March 18 -£2.351m March 19 £4.140m March 20 £8.250m March 21 -£8.000m March 22 £0.000m
Accumulated Absences Account	A reserve which absorbs the differences that would otherwise arise on the General Fund Balance from accruing for compensated absences earned but not taken in the year (e.g. annual leave and flexi-time entitlement carried forward at 31 March). Statutory arrangements require that the impact on the General Fund Balance is neutralised by transfers to or from the Account.	This balance is held for specific accounting reasons.	March 18 -£5.685m March 19 -£4.520m March 20 -£5.177m March 21 -£5.177m March 22 -£5.177m
Pensions	Reflects the Council's share of the Royal County of Berkshire Pension Fund's assets and liabilities. Contributions will be adjusted to ensure any projected deficit is funded.	This balance is held for specific accounting reasons.	March18 -£276.125m March19 -£269.419m March20 -£245.019m March21 -£245.019m March22 -£245.019m

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

Line		2020/21	2021/22
		£'000	£'000
	Bracknell Forest's Expenditure		
1	Central	18,616	19,654
2	Delivery	13,862	13,890
3	People	78,848	84,208
4	Corporate Wide Items (to be allocated)	663	1,363
5	Sub-Total	111,989	119,115
6	Non-Departmental Expenditure		
7	Contingency provision	2,250	2,250
8	Covid-19 Contingency provision	0	3,417
9	Debt Financing Costs (Minimum and Voluntary Revenue Provisions)	2,014	2,064
10	Levying Bodies	113	115
11	Interest	1,958	2,010
12	Pension Interest Cost & Administration Expenses	6,656	6,656
13	Other Services	248	233
14	Business Rates Growth	(6,916)	(6,523)
15	Contribution from Capital Resources	(200)	(200)
16	Capital Charges	(14,659)	(14,659)
17	Contribution from Pension Reserve	(18,663)	(18,663)
18	Contribution to/(from) Earmarked Reserves	8,348	<<<<<
19	Covid-19 LA Support Grant	0	(2,654)
18	New Homes Bonus grant	(1,917)	(2,877)
19	Flood and Travel Related Grants	(14)	(14)
20	Lower Tier Services Grant	0	(189)
21	Local Council Tax Support Grant	0	(827)
22	Net Revenue Budget	91,207	<<<<<
23	Movement in General Fund Balances	(379)	<<<<<
24	Net Revenue Budget after use of balances	90,828	<<<<<
25	Less - External Support		
26	Business Rates	(16,832)	(16,832)
27	Revenue Support Grant	(1,771)	(1,781)
28	Collection Fund Adjustment – Council Tax	(509)	(144)
29	Collection Fund Adjustment – Business Rates	(8,241)	11,498
30	Bracknell Forest's Council Tax Requirement	63,475	<<<<<
31	Collection Fund		
32	Bracknell Forest's Requirement	63,475	<<<<<
33	divided by the Council Tax Base ('000)	46.816	47.624
34	Council Tax at Band D (excluding Parishes)		
35	Bracknell Forest	£1,355.85	£<<<<<

Directorate Virements over £50,000

Debit	Credit	Explanation
£'000	£'000	
		<u>Schools Budget</u>
		The Departemet for Education has confirmed further adjustments to the Dedicated Schools Grant funding to the council. £25.056m has been deducted for direct payment to academy schools for their income due through the BF Funding Formula, with a further £0.030m added to the High Needs Block allocation from the latest dataset. These changes are offset to a net nil impact by corresponding adjustments to the service budgets that are directly impacted.
	-24,643	Funds Delegated to Schools
	-434	De-delegated Budgets
21		Other School Services
30		Non-maintained Special Schools (NMSS) & Colleges
25,026		Dedicated Schools Grant
25,077	-25,077	Total

There are no virements between directorates requiring approval.

Initial Equalities Screening Record Form

Date of Screening:	Directorate: Central	Section:	
1. Activity to be assessed	Above inflationary rise in parking charge at The Look Out		
2. What is the activity?	Fee change ⁽⁰⁰⁰⁾ <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>		
3. Is it a new or existing activity?	<input type="checkbox"/> <input checked="" type="checkbox"/> Existing		
4. Officer responsible for the screening	Andrew Hunter		
5. Who are the members of the screening team?	Sam Wood Harjit Hunjan		
6. What is the purpose of the activity?	Charging for car parking at The Look Out		
7. Who is the activity designed to benefit/target?	The Generation of income to support service provision, and the active management of the Look Out Carpark		
Protected Characteristics	Please tick yes or no	Is there an impact? What kind of equality impact may there be? Is the impact positive or adverse or is there a potential for both? If the impact is neutral please give a reason.	What evidence do you have to support this? E.g equality monitoring data, consultation results, customer satisfaction information etc Please add a narrative to justify your claims around impacts and describe the analysis and interpretation of evidence to support your conclusion as this will inform members decision making, include consultation results/satisfaction information/equality monitoring data
8. Disability Equality – this can include physical, mental health, learning or sensory disabilities and includes conditions such as dementia as well as hearing or sight impairment.	Y	N x	
9. Racial equality		N x	
10. Sex equality		N x	
11. Sexual orientation equality		N x	

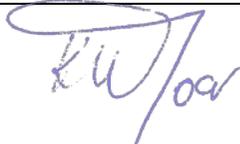
12. Gender re-assignment	N X		
13. Age equality	N X		
14. Religion and belief equality	N X		
15. Pregnancy and maternity equality	N X		
16. Marriage and civil partnership equality	N X		
17. Please give details of any other potential impacts on any other group (e.g. those on lower incomes/carers/ex-offenders, armed forces communities) and on promoting good community relations.	This rise in car parking charge could have an impact for those on lower incomes, although the 0-4 hour charge is likely to increase from £2:60 to £3:00 so a relatively small increase.		
18. If an adverse/negative impact has been identified can it be justified on grounds of promoting equality of opportunity for one group or for any other reason?	N/A		
19. If there is any difference in the impact of the activity when considered for each of the equality groups listed in 8 – 14 above; how significant is the difference in terms of its nature and the number of people likely to be affected?	N/A		
20. Could the impact constitute unlawful discrimination in relation to any of the Equality Duties?		N	
21. What further information or data is required to better understand the impact? Where and how can that information be obtained?	Feedback from the Budget proposals consultation may provide further evidence to be considered in relation to this decision. Along with any information of the charging at other facilities locally that may be of relevance.		
22. On the basis of sections 7 – 17 above is a full impact assessment required?		N	Please explain your decision. If you are not proceeding to a full equality impact assessment make sure you have the evidence to justify this decision should you be challenged.

			If you think you may need to produce a full equality impact assessment, please contact Abby Thomas.	
23. If a full impact assessment is not required; what actions will you take to reduce or remove any potential differential/adverse impact, to further promote equality of opportunity through this activity or to obtain further information or data? Please complete the action plan in full, adding more rows as needed.				
Action		Timescale	Person Responsible	Milestone/Success Criteria
24. Which service, business or work plan will these actions be included in?		Part of the Budget setting process and review of the Council's fees and charges		
25. Please list the current actions undertaken to advance equality or examples of good practice identified as part of the screening?		A reduced price season ticket is available for Borough residents. We are also encouraging members of the public to use alternative open spaces that are in their local area which they can walk and cycle to, so as to reduce unnecessary car travel and not require a payment for parking.		
26. Assistant director's signature.		Signature: Andrew Hunter		Date:02/12/20

Initial Equalities Screening Record Form

Date of Screening:	Directorate: Delivery		Section: Property: Construction & Maintenance
1. Activity to be assessed	The proposed adaptations to the existing head office building at Time Square, converting into a shared community hub space which is proposed to be shared with other local partners and charities.		
2. What is the activity?	<input type="checkbox"/> Policy/strategy <input type="checkbox"/> Function/procedure <input checked="" type="checkbox"/> Project <input type="checkbox"/> Review <input type="checkbox"/> Service <input checked="" type="checkbox"/> Organisational change		
3. Is it a new or existing activity?	<input checked="" type="checkbox"/> New <input type="checkbox"/> Existing		
4. Officer responsible for the screening	Richard Payne		
5. Who are the members of the screening team?	Richard Payne, Kamay Toor,		
6. What is the purpose of the activity?	A review if any protected characteristics will be affected by altering staffs main place of work at Time Square.		
7. Who is the activity designed to benefit/target?	Staff & Public working from or visiting Time Square.		
Protected Characteristics	Please tick yes or no	Is there an impact? What kind of equality impact may there be? Is the impact positive or adverse or is there a potential for both? If the impact is neutral please give a reason.	What evidence do you have to support this? E.g equality monitoring data, consultation results, customer satisfaction information etc Please add a narrative to justify your claims around impacts and describe the analysis and interpretation of evidence to support your conclusion as this will inform members decision making, include consultation results/satisfaction information/equality monitoring data
8. Disability Equality – this can include physical, mental health, learning or sensory disabilities and includes conditions such as dementia as well as hearing or sight impairment.	Y	<p>N</p> <p>There will be no change in the way staff use the building with the exception of having less floor space available to them, all welfare remains unaffected. The building now also has automatic doors to the north and south of the building in addition to the main front entrance.</p> <p>As part of the process to redesign space within TS for use by community groups / Partners they will be consulted to incorporate any specific service needs ie access etc. Car parking for Partners & community will only be provided for staff that have a disability (during the normal working day).</p>	Any changes to the current layout will be carried out accordance with the Building Regs

9. Racial equality	Y	<u>N</u>	No	N/A
10. Sex equality	Y	<u>N</u>	No	N/A
11. Sexual orientation equality	Y	<u>N</u>	No	N/A
12. Gender re-assignment	Y	<u>N</u>	No	N/A
13. Age equality	Y	<u>N</u>	No	N/A
14. Religion and belief equality	Y	<u>N</u>	No	N/A
15. Pregnancy and maternity equality	Y	<u>N</u>	No	N/A
16. Marriage and civil partnership equality	Y	<u>N</u>	No	N/A
17. Please give details of any other potential impacts on any other group (e.g. those on lower incomes/carers/ex-offenders, armed forces communities) and on promoting good community relations.	There are no perceived negative impacts on other groups, there are many positive elements by using the building in a collaborative manner by bringing local teams and charities together in one building.			
18. If an adverse/negative impact has been identified can it be justified on grounds of promoting equality of opportunity for one group or for any other reason?	No negative impacts are predicted with any change to the building.			
19. If there is any difference in the impact of the activity when considered for each of the equality groups listed in 8 – 14 above; how significant is the difference in terms of its nature and the number of people likely to be affected?	N/A			

20. Could the impact constitute unlawful discrimination in relation to any of the Equality Duties?	Y	N	No impact is predicted.
21. What further information or data is required to better understand the impact? Where and how can that information be obtained?	<p>Staff surveys are currently being completed by “Ways of Working” sub groups, any data gathered from the staff will involved a revision of this document.</p> <p>We are currently engaging with the external partners/ groups to understand their requirements to ensure these are considered as part of any redesign of TS.</p>		
22. On the basis of sections 7 – 17 above is a full impact assessment required?	Y	N	At this stage a full assessment is not required as there are no changes proposed to the building other than reducing the number of desks available to staff. After staff consultation this document will be revised and updated if so required.
23. If a full impact assessment is not required; what actions will you take to reduce or remove any potential differential/adverse impact, to further promote equality of opportunity through this activity or to obtain further information or data? Please complete the action plan in full, adding more rows as needed.			
Action	Timescale	Person Responsible	Milestone/Success Criteria
N/A	N/A	N/A	N/A
24. Which service, business or work plan will these actions be included in?	To enable the building to be created as a Community Hub will reduce the number of staff in the building and this is part of new corporate strategy.		
25. Please list the current actions undertaken to advance equality or examples of good practice identified as part of the screening?	Result from the Ways of Working staff consultation are to be provided.		
26. Assistant director’s signature.	<p>Signature: </p> <p>Date: 02.12.20</p>		

Initial Equalities Screening Record Form

Date of Screening:	Directorate: People		Section: CTPLD
1. Activity to be assessed	Consideration of daytime provision and explore options to an increase in group support to promote independence for LD cohorts currently receiving 1:1 support		
2. What is the activity?	<input type="checkbox"/> Policy/strategy <input type="checkbox"/> Function/procedure <input checked="" type="checkbox"/> Project <input type="checkbox"/> Review <input type="checkbox"/> Service <input type="checkbox"/> Organisational change		
3. Is it a new or existing activity?	<input checked="" type="checkbox"/> New <input type="checkbox"/> Existing		
4. Officer responsible for the screening	Alix Scott		
5. Who are the members of the screening team?	Claire Curd, Samantha Box		
6. What is the purpose of the activity?	To be able offer quality group support for our learning disability community from a central base.		
7. Who is the activity designed to benefit/target?	The learning disability community and their families through provision of group day support which will help individuals achieve better outcomes and support families to maintain their carer roles.		
Protected Characteristics	Please tick yes or no	Is there an impact? What kind of equality impact may there be? Is the impact positive or adverse or is there a potential for both? If the impact is neutral please give a reason.	What evidence do you have to support this? E.g equality monitoring data, consultation results, customer satisfaction information etc Please add a narrative to justify your claims around impacts and describe the analysis and interpretation of evidence to support your conclusion as this will inform members decision making, include consultation results/satisfaction information/equality monitoring data
8. Disability Equality – this can include physical, mental health, learning or sensory disabilities and includes conditions such as dementia as well as hearing or sight impairment.	Y	N	Positive. Analysis had shown that current demand outweighs supply. Extra provision will ensure that access to a range of community services to develop independence, sensory experiences, social and emotional skills, leisure activities and employment opportunities are available to more adults with a learning disability, within a suitable environment. The support on offer will match the 4 key areas of the SEND code of practice: Independence, Social Inclusion, Health and relationships and Work. This offer of support will only be for those who would benefit from it but are not currently able to access it. Those who would not benefit from this type of service will continue with their existing provision.

9. Racial equality	Y	N	No impact	<p>The Service will be available to all those in the CTPLD cohort regardless of race.</p> <p>This offer of support will only be for those who would benefit from it but are not currently able to access it. Those who would not benefit from this type of service will continue with their existing provision.</p>
10. Sex equality	Y	N	No impact	<p>The Service will be available to all those in the CTPLD cohort regardless of sex.</p> <p>This offer of support will only be for those who would benefit from it but are not currently able to access it. Those who would not benefit from this type of service will continue with their existing provision.</p>
11. Sexual orientation equality	Y	N	No impact	<p>The Service will be available to all those in the CTPLD cohort regardless of sexual orientation.</p> <p>This offer of support will only be for those who would benefit from it but are not currently able to access it. Those who would not benefit from this type of service will continue with their existing provision.</p>
12. Gender re-assignment	Y	N	No impact	<p>The Service will be available to all those in the CTPLD cohort regardless of whether they have undergone or are undergoing gender re-assignment.</p> <p>This offer of support will only be for those who would benefit from it but are not currently able to access it. Those who would not benefit from this type of service will continue with their existing provision.</p>
13. Age equality	Y	N	No impact	<p>The Service will be available to all those in the CTPLD cohort regardless of age.</p> <p>This offer of support will only be for those who would benefit from it but are not currently able to access it. Those who would not benefit from this type of service will continue with their existing provision.</p>
14. Religion and belief equality	Y	N	No impact	<p>The Service will be available to all those in the CTPLD cohort regardless of religious beliefs.</p>

				This offer of support will only be for those who would benefit from it but are not currently able to access it. Those who would not benefit from this type of service will continue with their existing provision.
15. Pregnancy and maternity equality	Y	N	No impact	<p>The Service will be available to all those in the CTPLD cohort regardless of pregnancy/maternity status.</p> <p>This offer of support will only be for those who would benefit from it but are not currently able to access it. Those who would not benefit from this type of service will continue with their existing provision.</p>
16. Marriage and civil partnership equality	Y	N	No impact	<p>The Service will be available to all those in the CTPLD cohort regardless of marital or civil partnership status.</p> <p>This offer of support will only be for those who would benefit from it but are not currently able to access it. Those who would not benefit from this type of service will continue with their existing provision.</p>
17. Please give details of any other potential impacts on any other group (e.g. those on lower incomes/carers/ex-offenders, armed forces communities) and on promoting good community relations.	<p>Please explain</p> <ul style="list-style-type: none"> Positive impact on carers. Many individuals who live at home with family need a full day of support in order to help sustain the carers role. 			
18. If an adverse/negative impact has been identified can it be justified on grounds of promoting equality of opportunity for one group or for any other reason?	N/A			
19. If there is any difference in the impact of the activity when considered for each of the equality groups listed in 8 – 14 above; how significant is the difference in terms of its nature and the number of people likely to be affected?	The service provided is tailored to the LD community and as such will have a significantly positive impact on this group (group 8) than any other group. The provision of alternative day support e.g. 1:1 provision will still be available for those for whom this is the most suitable form of day support.			
20. Could the impact constitute unlawful discrimination in relation to any of the Equality Duties?	Y	N	N/A	
21. What further information or data is required to better understand the impact? Where and how can that information be obtained?	Completion of a DPIA summary to ensure that risks have been identified and have a mitigation or have sign off for tolerance.			

22. On the basis of sections 7 – 17 above is a full impact assessment required?	Y	N	Inclusivity can be managed by following good practice in the service area.
23. If a full impact assessment is not required; what actions will you take to reduce or remove any potential differential/adverse impact, to further promote equality of opportunity through this activity or to obtain further information or data? Please complete the action plan in full, adding more rows as needed.			
Action	Timescale	Person Responsible	Milestone/Success Criteria
Ensure clear criteria for access to the service is set in place and reasons for denying access to the service are recorded.	Ongoing	Claire Curd	Documented criteria for access to the service is put in place and followed by staff.
Availability of, and the opportunity to access the service, is communicated to all in the CTPLD cohort in the appropriate way.	Ongoing	Claire Curd	Documented engagement plan for sharing information about the service with service users (CTPLD cohort)
24. Which service, business or work plan will these actions be included in?	CTPLD		
25. Please list the current actions undertaken to advance equality or examples of good practice identified as part of the screening?	Completion of relevant EIA.		
26. Assistant director's signature.	Signature:  Melanie O'Rourke		Date: 01/12/20

Initial Equalities Screening Record Form

Date of Screening:	Directorate: People		Section: Adult Social Care
1. Activity to be assessed	A whole system review of adult social care pathways and processes with an external partner.		
2. What is the activity?	<input type="checkbox"/> Policy/strategy <input type="checkbox"/> Function/procedure <input checked="" type="checkbox"/> Project <input type="checkbox"/> Review <input type="checkbox"/> Service <input type="checkbox"/> Organisational change		
3. Is it a new or existing activity?	<input checked="" type="checkbox"/> New <input type="checkbox"/> Existing		
4. Officer responsible for the screening	Sarah Kingston		
5. Who are the members of the screening team?	Sarah Kingston & Alix Scott		
6. What is the purpose of the activity?	To implement an improved practice model to ensure positive outcomes and robust decision making, with the aim of increasing independence and containing long term costs. An external partner has been appointed to work as a transformation partner to bring skills, experience and capacity to this process and increase chances of success.		
7. Who is the activity designed to benefit/target?	Service users accessing, or potentially accessing adult social care will see improvements to the way that they interact with adult social care and feel empowered to maximise their independence.		
Protected Characteristics	Please tick yes or no	Is there an impact? What kind of equality impact may there be? Is the impact positive or adverse or is there a potential for both? If the impact is neutral please give a reason.	What evidence do you have to support this? E.g equality monitoring data, consultation results, customer satisfaction information etc Please add a narrative to justify your claims around impacts and describe the analysis and interpretation of evidence to support your conclusion as this will inform members decision making, include consultation results/satisfaction information/equality monitoring data
8. Disability Equality – this can include physical, mental health, learning or sensory disabilities and includes conditions such as dementia as well as hearing or sight impairment.	Y	The review will involve a review of processes relating to physical and mental health support teams. It is anticipated that the impact will be positive	The conversations model approach is designed to improve the quality of the conversations we have with residents and help them to identify their strengths in order to help them maintain independence for as long as possible.
9. Racial equality		N	There is no anticipated impact to this characteristic.
10. Sex equality		N	There is no anticipated impact to this characteristic.
11. Sexual orientation equality		N	There is no anticipated impact to this characteristic.

12. Gender re-assignment		N		There is no anticipated impact to this characteristic.
13. Age equality	Y	N	The review will involve a review of processes relating to physical and mental health support teams, including older adults. It is anticipated that the impact will be positive	The conversations model approach is designed to improve the quality of the conversations we have with residents and help them to identify their strengths in order to help them maintain independence for as long as possible.
14. Religion and belief equality		N		There is no anticipated impact to this characteristic.
15. Pregnancy and maternity equality		N		There is no anticipated impact to this characteristic.
16. Marriage and civil partnership equality		N		There is no anticipated impact to this characteristic.
17. Please give details of any other potential impacts on any other group (e.g. those on lower incomes/carers/ex-offenders, armed forces communities) and on promoting good community relations.	No anticipated impact			
18. If an adverse/negative impact has been identified can it be justified on grounds of promoting equality of opportunity for one group or for any other reason?	N/A			
19. If there is any difference in the impact of the activity when considered for each of the equality groups listed in 8 – 14 above; how significant is the difference in terms of its nature and the number of people likely to be affected?	N/A			
20. Could the impact constitute unlawful discrimination in relation to any of the Equality Duties?		N		
21. What further information or data is required to better understand the impact? Where and how can that information be obtained?	More data will be required to ascertain any further details, this will happen as the project progresses.			

<p>22. On the basis of sections 7 – 17 above is a full impact assessment required?</p>		<p>N</p>	<p>The impacts for residents are expected to be positive.</p>
<p>23. If a full impact assessment is not required; what actions will you take to reduce or remove any potential differential/adverse impact, to further promote equality of opportunity through this activity or to obtain further information or data? Please complete the action plan in full, adding more rows as needed.</p>			
<p>Action</p>	<p>Timescale</p>	<p>Person Responsible</p>	<p>Milestone/Success Criteria</p>
<p>24. Which service, business or work plan will these actions be included in?</p>			
<p>25. Please list the current actions undertaken to advance equality or examples of good practice identified as part of the screening?</p>			
<p>26. Assistant director's signature.</p>	<p>Signature: </p> <p>Melanie O'Rourke</p>		<p>Date:01/12/20</p>

Initial Equalities Screening Record Form

Date of Screening:	Directorate: People	Section: Commissioning	
1. Activity to be assessed	Choice & Charging Policy Project		
2. What is the activity?	To review the Financial Assessment charging policy and add a new choice policy.		
3. Is it a new or existing activity?	<input type="checkbox"/> <input checked="" type="checkbox"/> Existing		
4. Officer responsible for the screening	Melanie O'Rourke		
5. Who are the members of the screening team?			
6. What is the purpose of the activity?	To review the original policies in line with Care Act Legislation		
7. Who is the activity designed to benefit/target?	Residents who receive Adult Social Care Services		
Protected Characteristics	Please tick yes or no	Is there an impact? What kind of equality impact may there be? Is the impact positive or adverse or is there a potential for both? If the impact is neutral please give a reason.	What evidence do you have to support this? E.g. equality monitoring data, consultation results, customer satisfaction information etc Please add a narrative to justify your claims around impacts and describe the analysis and interpretation of evidence to support your conclusion as this will inform members decision making, include consultation results/satisfaction information/equality monitoring data
8. Disability Equality – this can include physical, mental health, learning or sensory disabilities and includes conditions such as dementia as well as hearing or sight impairment.	Y		People's eligibility for services is defined by the impact that that individual's disability or health condition has on them. People who need residential or nursing care will have more complex needs
9. Racial equality		N	People's eligibility for services is assessed on the basis of need. Equality monitoring suggests there is no bias on the basis of race in the outcome of assessments.
10. Sex equality		N	People's eligibility for services is assessed on the basis of need. Equality monitoring suggests there is no bias on the basis of gender in the outcome of assessments. However, as the majority of people who need support are older people, and women live longer than men,

			women are more likely to be eligible for the services that the proposed continuing charging regime would apply to.	
11. Sexual orientation equality		N	People's eligibility for services is assessed on the basis of need. In Bracknell, numbers of people with different sexual orientation are too low to test for bias on the outcome of assessment. However, equality monitoring suggests there is no bias on the basis of race, gender, or age in the outcome of assessments, and it is therefore assumed that this is true across all protected characteristics	
12. Gender re-assignment		N	We do not have enough information to comment.	
13. Age equality	Y		People's eligibility for services is assessed on the basis of need. Equality monitoring suggests there is no bias on the basis of age in the outcome of assessments. However, the majority of people who need support are older people, and in particular, the vast majority of people who need residential or nursing care are older people. Statistics on the numbers of people supported by the Council in residential or nursing care indicate that the vast majority are defined as older people.	
14. Religion and belief equality	Y		People's eligibility for services is assessed on the basis of need. In Bracknell, numbers of people with different religions or beliefs are too low to test for bias on the outcome of assessment. However, equality monitoring suggests there is no bias on the basis of race, gender, or age in the outcome of assessments, and it is therefore assumed that this is true across all protected characteristics	
15. Pregnancy and maternity equality		N	We do not have enough information to comment.	
16. Marriage and civil partnership equality		N	We do not have enough information to comment.	

17. Please give details of any other potential impacts on any other group (e.g. those on lower incomes/carers/ex-offenders, armed forces communities) and on promoting good community relations.	The proposal would negatively impact on the income levels of people who receive Adult Social Care as they could see their Contribution increase.		
18. If an adverse/negative impact has been identified can it be justified on grounds of promoting equality of opportunity for one group or for any other reason?	People with the protected characteristics of age or disability are the people who are most likely to need social care support, and therefore to be impacted by any charging regime. Approximately 500 people are supported in residential or nursing care in any one year.		
19. If there is any difference in the impact of the activity when considered for each of the equality groups listed in 8 – 14 above; how significant is the difference in terms of its nature and the number of people likely to be affected?	People with the protected characteristics of age or disability are the people who are most likely to need social care support, and therefore to be impacted by any charging regime. Approximately 500 people are supported in residential or nursing care in any one year.		
20. Could the impact constitute unlawful discrimination in relation to any of the Equality Duties?		N	The power to charge people for social care services is enshrined in statute, and can only apply to people who, because of their disability, which will often be caused by conditions associated with ageing, need adult social care support.
21. What further information or data is required to better understand the impact? Where and how can that information be obtained?			
22. On the basis of sections 7 – 17 above is a full impact assessment required?		N	The power to charge people for social care services is enshrined in statute, and can only apply to people who, because of their disability, which will often be caused by conditions associated with ageing, need adult social care support.
23. If a full impact assessment is not required; what actions will you take to reduce or remove any potential differential/adverse impact, to further promote equality of opportunity through this activity or to obtain further information or data? Please complete the action plan in full, adding more rows as needed.			
Action	Timescale	Person Responsible	Milestone/Success Criteria
24. Which service, business or work plan will these actions be included in?	Commissioning Team Plan		
25. Please list the current actions undertaken to advance equality or examples of good practice identified as part of the screening?			

26. Assistant director's signature.

Signature: 

Date: 03/12/20

Melanie O'Rourke

Initial Equalities Screening Record Form

Date of Screening:	Directorate: People	Section: Adult Social Care	
1. Activity to be assessed	A review of high cost care packages to assess the needs of the individuals and identify whether their care needs can be met in a more cost effective way.		
2. What is the activity?	<input type="checkbox"/> Policy/strategy <input type="checkbox"/> Function/procedure <input checked="" type="checkbox"/> Project <input type="checkbox"/> Review <input type="checkbox"/> Service <input type="checkbox"/> Organisational change		
3. Is it a new or existing activity?	<input checked="" type="checkbox"/> New <input type="checkbox"/> Existing		
4. Officer responsible for the screening	Sarah Kingston		
5. Who are the members of the screening team?	Sarah Kingston & Lauren Rochat		
6. What is the purpose of the activity?	To identify service users whose care costs are considerably higher than other individuals with a similar level of need, review their current care provision and consider the ways in which their needs can be met in a more cost effective manner. This activity is carried out in discussion with the service user and in line with the Care Act.		
7. Who is the activity designed to benefit/target?	The project is designed to ensure equity across service users in the care that they receive.		
Protected Characteristics	Please tick yes or no	Is there an impact? What kind of equality impact may there be? Is the impact positive or adverse or is there a potential for both? If the impact is neutral please give a reason.	What evidence do you have to support this? E.g equality monitoring data, consultation results, customer satisfaction information etc Please add a narrative to justify your claims around impacts and describe the analysis and interpretation of evidence to support your conclusion as this will inform members decision making, include consultation results/satisfaction information/equality monitoring data
8. Disability Equality – this can include physical, mental health, learning or sensory disabilities and includes conditions such as dementia as well as hearing or sight impairment.	Y	The review will involve a review of care provision for service users with physical and mental disabilities in receipt of high cost care packages relative to their level of assessed need. This could be perceived as negative in some cases where a higher level of care has been provided for and funded, against what is necessary to meet their needs in accordance with the care act, and is reduced.	The exercise, although could be negatively perceived in some cases, will help to ensure equity across service users and consistent application of the care act as well as achieving some cost reductions which will aid the management of cost pressures within adult social care. Each service user that is reviewed will continue to have their care needs met, albeit in a slightly different way. It is expected that some complaints may be received.
9. Racial equality		N	There is no anticipated impact to this characteristic.
10. Sex equality		N	There is no anticipated impact to this characteristic.

11. Sexual orientation equality		N		There is no anticipated impact to this characteristic.
12. Gender re-assignment		N		There is no anticipated impact to this characteristic.
13. Age equality	Y	N	The review will involve a review of care provision for service users with physical and mental disabilities in receipt of high cost care packages relative to their level of assessed need. This could be perceived as negative in some cases where a higher level of care has been provided for and funded, against what is necessary to meet their needs in accordance with the care act, and is reduced.	The exercise, although could be negatively perceived in some cases, will help to ensure equity across service users and consistent application of the care act as well as achieving some cost reductions which will aid the management of cost pressures within adult social care. Each service user that is reviewed will continue to have their care needs met, albeit in a slightly different way. It is expected that some complaints may be received.
14. Religion and belief equality		N		There is no anticipated impact to this characteristic.
15. Pregnancy and maternity equality		N		There is no anticipated impact to this characteristic.
16. Marriage and civil partnership equality		N		There is no anticipated impact to this characteristic.
17. Please give details of any other potential impacts on any other group (e.g. those on lower incomes/carers/ex-offenders, armed forces communities) and on promoting good community relations.	No anticipated impact			
18. If an adverse/negative impact has been identified can it be justified on grounds of promoting equality of opportunity for one group or for any other reason?	N/A			
19. If there is any difference in the impact of the activity when considered for each of the equality groups listed in 8 – 14 above; how significant is the difference in terms of its nature and the number of people likely to be affected?	N/A			

<p>20. Could the impact constitute unlawful discrimination in relation to any of the Equality Duties?</p>		<p>N</p>	
<p>21. What further information or data is required to better understand the impact? Where and how can that information be obtained?</p>	<p>Further data will be collected as the project progresses.</p>		
<p>22. On the basis of sections 7 – 17 above is a full impact assessment required?</p>		<p>N</p>	<p>The impacts for residents are expected to be positive.</p>
<p>23. If a full impact assessment is not required; what actions will you take to reduce or remove any potential differential/adverse impact, to further promote equality of opportunity through this activity or to obtain further information or data? Please complete the action plan in full, adding more rows as needed.</p>			
<p>Action</p>	<p>Timescale</p>	<p>Person Responsible</p>	<p>Milestone/Success Criteria</p>
<p>24. Which service, business or work plan will these actions be included in?</p>			
<p>25. Please list the current actions undertaken to advance equality or examples of good practice identified as part of the screening?</p>			
<p>26. Assistant director's signature.</p>	<p>Signature: </p> <p>Melanie O'Rourke</p>		<p>Date: 01/12/20</p>

Initial Equalities Screening Record Form

Date of Screening:	Directorate: People	Section: Childrens Social Care	
1. Activity to be assessed	To move the location of where the work of the Youth Offending Team takes place and close the building in Binfield Road		
2. What is the activity?	<input type="checkbox"/> Policy/strategy <input checked="" type="checkbox"/> Function/procedure <input type="checkbox"/> Project <input type="checkbox"/> Review <input type="checkbox"/> Service <input type="checkbox"/> Organisational change		
3. Is it a new or existing activity?	<input type="checkbox"/> New <input checked="" type="checkbox"/> Existing		
4. Officer responsible for the screening	Peter Hodges		
5. Who are the members of the screening team?	TBC		
6. What is the purpose of the activity?	Currently building is underutilised and not ideal of the interventions with young people. There will be no change to the delivery of the service it will just be delivered in a different location		
7. Who is the activity designed to benefit/target?	Children and Foster Carers within BFC		
Protected Characteristics	Please tick yes or no	Is there an impact? What kind of equality impact may there be? Is the impact positive or adverse or is there a potential for both? If the impact is neutral please give a reason.	What evidence do you have to support this? E.g equality monitoring data, consultation results, customer satisfaction information etc Please add a narrative to justify your claims around impacts and describe the analysis and interpretation of evidence to support your conclusion as this will inform members decision making, include consultation results/satisfaction information/equality monitoring data
8. Disability Equality – this can include physical, mental health, learning or sensory disabilities and includes conditions such as dementia as well as hearing or sight impairment.		N Neutral	New venue for intervention will be accessible for both staff and children with disabilities
9. Racial equality		N Neutral	The new venue will have no impact on racial equality for staff or children
10. Sex equality		N Neutral	Moving to an alternative location will not have any impact on sex equality
11. Sexual orientation equality		N Neutral	Locating YOT at a different venue will have no impact on sexual orientation equality

12. Gender re-assignment		N	Neutral	Gender re-assignment will not be impacted by the change of location
13. Age equality		N	Neutral	Age equality will not be impact as it is a change of venue as opposed to a change in the work of the YOT
14. Religion and belief equality		N	Neutral	There will be no impact by changing the venue for delivery
15. Pregnancy and maternity equality		N	Positive impact	There will be no impact by changing the venue for delivery
16. Marriage and civil partnership equality	Y		Positive impact	There will be no impact by changing the venue for delivery
17. Please give details of any other potential impacts on any other group (e.g. those on lower incomes/carers/ex-offenders, armed forces communities) and on promoting good community relations.	It is not anticipated there will be any impact for any other group by the plan to move the venue for delivery			
18. If an adverse/negative impact has been identified can it be justified on grounds of promoting equality of opportunity for one group or for any other reason?	NA			
19. If there is any difference in the impact of the activity when considered for each of the equality groups listed in 8 – 14 above; how significant is the difference in terms of its nature and the number of people likely to be affected?	No			
20. Could the impact constitute unlawful discrimination in relation to any of the Equality Duties?		N	Please explain for each equality group	
21. What further information or data is required to better understand the impact? Where and how can that information be obtained?	NA			
22. On the basis of sections 7 – 17 above is a full impact assessment required?		N	It has been identified that there will be no impact so it is not necessary for a full impact assessment	

<p>23. If a full impact assessment is not required; what actions will you take to reduce or remove any potential differential/adverse impact, to further promote equality of opportunity through this activity or to obtain further information or data? Please complete the action plan in full, adding more rows as needed.</p>			
Action	Timescale	Person Responsible	Milestone/Success Criteria
None required			
<p>24. Which service, business or work plan will these actions be included in?</p>			
<p>25. Please list the current actions undertaken to advance equality or examples of good practice identified as part of the screening?</p>	Please list		
<p>26. Assistant director's signature.</p>	Signature:		Date:

Initial Equalities Screening Record Form

Date of Screening: 27-11-2020	Directorate: People		Section: Early Help and Communities - Housing
1. Activity to be assessed	Proposed saving in 2021-22 budget setting: reduce contract value for young people's supported housing, offsetting income through maximising Housing Benefit income. This would require an increase in rents in some schemes.		
2. What is the activity?	<input type="checkbox"/> Policy/strategy <input type="checkbox"/> Function/procedure <input type="checkbox"/> Project <input type="checkbox"/> Review <input checked="" type="checkbox"/> Service <input type="checkbox"/> Organisational change		
3. Is it a new or existing activity?	x <input type="checkbox"/> New <input type="checkbox"/> Existing		
4. Officer responsible for the screening	Sarah Gee, Assistant Director Early Help and Communities		
5. Who are the members of the screening team?	n/a		
6. What is the purpose of the activity?	To optimise income in order to deliver a budget saving in a way that does not detrimentally impact the tenants of the schemes		
7. Who is the activity designed to benefit/target?	Optimising income in the way proposed should prevent savings being made in other areas which would reduce service levels		
Protected Characteristics	Please tick yes or no	<p>Is there an impact?</p> <p>Broadly we expect the impact to be neutral for the vast majority of tenants but this will need to be appraised. Most tenants in the schemes will be on Housing Benefit already and any increase in rent will be met through benefit.</p> <p>The contract value reduction is predicated on an increase in income and service levels would remain the same.</p>	<p>What evidence do you have to support this?</p> <p>Initial scoping; and experience of carrying out a similar review and exercise in other schemes out of area (the provider has worked with other LAs)</p> <p>Analysis showed 1 in 4 young people in the accommodation were in work with the vast majority still being entitled to some form of Housing Benefit.</p> <p>Housing Benefit is a means test comparing income to a calculated figure. If someone has more income than Govt states they need, they pay 65% of this difference towards their rent. An increase in rent would not impact that and would only lead to higher Housing Benefit and not an increased contribution.</p>
8. Disability Equality – this can include physical, mental health, learning or sensory disabilities and includes conditions such as dementia as well as hearing or sight impairment.	Y	N	

9. Racial equality	Y	N		
10. Sex equality	Y	N		
11. Sexual orientation equality	Y	N		
12. Gender re-assignment	Y	N		
13. Age equality	Y	N		
14. Religion and belief equality	Y	N		
15. Pregnancy and maternity equality	Y	N		
16. Marriage and civil partnership equality	Y	N		
17. Please give details of any other potential impacts on any other group (e.g. those on lower incomes/carers/ex-offenders, armed forces communities) and on promoting good community relations.	Please explain			
18. If an adverse/negative impact has been identified can it be justified on grounds of promoting equality of opportunity for one group or for any other reason?	Please explain			
19. If there is any difference in the impact of the activity when considered for each of the equality groups listed in 8 – 14 above; how significant is the difference in terms of its nature and the number of people likely to be affected?	Please explain			

<p>20. Could the impact constitute unlawful discrimination in relation to any of the Equality Duties?</p>	<p>Y</p>	<p>N</p>	<p>Please explain for each equality group</p>
<p>21. What further information or data is required to better understand the impact? Where and how can that information be obtained?</p>	<p>This project is at an early stage and the numbers of young people in work/income levels/benefit claims need to be understood and then impacts assessed.</p>		
<p>22. On the basis of sections 7 – 17 above is a full impact assessment required?</p>	<p>Y</p>	<p>N</p>	<p>Please explain your decision. If you are not proceeding to a full equality impact assessment make sure you have the evidence to justify this decision should you be challenged. <p style="color: red;">If you think you may need to produce a full equality impact assessment, please contact Abby Thomas.</p> </p>
<p>23. If a full impact assessment is not required; what actions will you take to reduce or remove any potential differential/adverse impact, to further promote equality of opportunity through this activity or to obtain further information or data? Please complete the action plan in full, adding more rows as needed.</p>			
<p style="text-align: center;">Action</p>	<p style="text-align: center;">Timescale</p>	<p style="text-align: center;">Person Responsible</p>	<p style="text-align: center;">Milestone/Success Criteria</p>
<p>24. Which service, business or work plan will these actions be included in?</p>			
<p>25. Please list the current actions undertaken to advance equality or examples of good practice identified as part of the screening?</p>	<p>Please list</p>		
<p>26. Assistant director's signature.</p>	<div style="text-align: center;">  <p>Signature: Date: 27-11-2020</p> </div>		