

## Commitment Budget 2022/23 to 2024/25

	2021/22 £'000	2022/23 £'000	2023/24 £'000	2024/25 £'000
<b>Central</b>				
Approved Budget	14,853	14,992	13,524	13,520
Residents Survey				20
Local Development Framework		-223	-4	102
Insurance		-30		
Organisational Development		-15		
Council Tax Support		-500		
Income from Bracknell Town Centre		-20		
Highways Maintenance		-100		
Support for the Local Economy		-600		
Training - Education and Learning		20		
Net Inter Departmental Virements	139			
<b>Central Departments Adjusted Budget</b>	<b>14,992</b>	<b>13,524</b>	<b>13,520</b>	<b>13,642</b>
<b>Delivery</b>				
Approved Budget	15,501	15,856	15,468	15,772
Waste Disposal PFI		-319	227	104
Neighbourhood Plan Referendums - Warfield and Winkfield			-60	
Greening Waste Collection Arrangements		0	-13	-15
Borough Elections			120	-120
Invest to Save - Food Waste Collection Vehicle		-13		
Car parking		-56		
Revenue impact of 2022/23 Capital Programme - London Road Landfill Works			30	
Net Inter Departmental Virements	355			
<b>Delivery Adjusted Budget</b>	<b>15,856</b>	<b>15,468</b>	<b>15,772</b>	<b>15,741</b>
<b>People</b>				
Approved Budget	61,278	61,479	63,109	62,927
Suitability surveys		-20		20
Schools Budget - Funding for New Schools		-45	-182	
Schools Budget - High Needs deficit to be charged to the Dedicated Schools Grant Adjustment Account		2,557		
Journey to Parenthood		7		
Education & Learning - NEET Prevention Programme		-25		
Additional Income / Expenditure Reductions		-13		
School Accommodation		-200		
Welfare Support		-327		
Mental Health Initiatives		-250		
Coopers Hill Site Officers		-17		
School crossing patrollers		-37		
Net Inter Departmental Virements	201			
<b>People Adjusted Budget</b>	<b>61,479</b>	<b>63,109</b>	<b>62,927</b>	<b>62,947</b>
<b>Total Service Departments</b>	<b>92,327</b>	<b>92,101</b>	<b>92,219</b>	<b>92,330</b>
<b>Non-Departmental / Council Wide</b>				
Approved Budget	-17,546	-18,241	-19,711	-18,940
Minimum and Voluntary Revenue Provision		178	223	279
Increase in employers Pension Fund contributions		660	300	300
2021/22 Capital Programme - (Full Year Effect) Interest		-50		
2021/22 Use of Balances (Full Year Effect) - Interest		10		
2022/23 Capital Programme - Interest		67	66	
Earmarked Reserve - Funding for New Schools		45	182	0
Schools Budget - High Needs deficit to be charged to the Dedicated Schools Grant Adjustment Account		-2,557		
Council Tax Support		500		
Welfare Support		327		
Carbon Reduction		-150		
Employee Initiatives		-500		
Net Inter Departmental Virements	-695			
<b>Non-Departmental / Council Wide Adjusted Budget</b>	<b>-18,241</b>	<b>-19,711</b>	<b>-18,940</b>	<b>-18,361</b>
<b>TOTAL BUDGET</b>	<b>74,086</b>	<b>72,390</b>	<b>73,279</b>	<b>73,969</b>
<b>Change in commitment budget</b>		<b>-1,696</b>	<b>889</b>	<b>690</b>

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:

	2021/22 £'000	2022/23 £'000	2023/24 £'000	2024/25 £'000
Central	19,872	18,404	18,400	18,522
Delivery	15,168	14,780	15,084	15,053
People	81,386	83,016	82,834	82,854
Non-Departmental / Council Wide	-42,340	-43,810	-43,039	-42,460
	74,086	72,390	73,279	73,969

#### Movements

	2022/23 £'000	2023/24 £'000	2024/25 £'000
Central	-1,468	-4	122
Delivery	-388	304	-31
People	1,630	-182	20
Non Departmental/Council Wide	-1,470	771	579
	-1,696	889	690

**EXTRACT FROM THE MINUTES OF THE OVERVIEW AND SCRUTINY COMMISSION  
MEETING HELD ON THE 13 JANUARY 2022**

**52. Budget Consultation**

The Commission considered the Council's draft budget proposals for 2022/23 before deciding whether they supported the recommendations which were open for public consultation. The Commission invited Councillor Heydon, Executive Member for Transformation and Finance and Stuart McKellar, Executive Director: Resources to attend the meeting to answer their questions on the details of the proposals. The Council's financial business partners: Helen Pennington, Paul Clark and Ken Robinson also attended the meeting to provide detailed information relating to services.

Arising from the discussion the following points were made:

- Assumptions had been made throughout the budget proposals as detailed settlement information was not available and known risks were projected so further adjustments would be made once the details were available and the level of pressures were confirmed.
- At the time the proposals were drafted a £3 – 5 million gap had been identified and an increase to council taxes by 4.49% would generate £3m towards that gap.
- The uncertainty of receiving an annual settlement for the third year made it difficult for longer term financial planning to be undertaken.
- The key message from the Executive Member for Transformation and Finance was that there were no proposed drastic reductions in services within the budget proposals.
- The settlement details announced an unexpected service grant for 2022-23 for £1.2m in addition to the funding expected.
- Although the borough's leisure services were contracted to Everyone Active, the Council continued to own the land and properties and therefore were responsible for their ongoing maintenance including the £120K golf green drainage and £50K roof repairs highlighted at both Coral Reef and Bracknell Leisure Centre.
- In relation to the roof repairs it was explained that the Sports Centre had multiple areas of roofing, a condition survey had been undertaken and this was a different area requiring maintenance in order to remain fit for purpose.
- In response to an enquiry on the sense of the ongoing cost repairs in favour of investing in a new building, it was explained that a long term project was in place to consider the changing requirements for residents but that ongoing maintenance was essential until a replacement was required.
- The £100K cost of remedial repairs to High Street car park to deal with cracks in concrete was raised, although it was noted that this was a safety issue requiring attention it was the quality of the system managing entry to the site which was of concern to some members. **Action: Executive Director: Delivery to take the concerns regarding the ANPR system back to the Parking Team.**
- It was clarified that the £100K on page 32 of the agenda papers referring to Local Transport Plan schemes related to improvements to the highways network.

- It was noted that the estimated £3.25m to be received from Community Infrastructure Levy was difficult to predict and would not cover these requirements of the significant infrastructure within the borough.
- In response to concerns raised regarding the lifespan of laptops and the technology available it was explained that the laptop refresh and replacement programme referred to on p.32 aimed to renew equipment every four years. This was part of the asset management programme with priority given to replacing older equipment. Councillors were reminded to report any equipment issues to the ICT Helpdesk.
- The Invest-To-Save scheme set out on page 31 of the agenda papers was highlighted as providing the opportunity for investing in innovation and new technology.
- Concerns were raised regarding potential missed opportunities to reduce climate change impacts when property repairs and maintenance were undertaken such as installing solar panels or insulation or to future proof equipment for example choosing boilers capable of being converted to use hydrogen. The agenda papers indicated on pages 40 and 41 that the impact on climate change had been assessed as not applicable. In response the Executive Member for Transformation and Finance stated that as a matter of practice professionals assessed sites for suitability for such schemes. **Action: Executive Director: Resources to feed these concerns back to the Assistant Director: Property.**
- It was confirmed that the Bridgewell Centre was not currently functioning as an Adult Social Care asset as it was being prepared to be redeveloped. A feasibility study would be developed to explore how it could be used as an asset to respond to the increased number of older residents with learning disabilities.
- The significant range of proposed cost for the works to address a safety issue at Garth Hill College was queried. It was noted that although this was a relatively new building this was not a design fault. The wide range in the estimate figures reflected that there were a number of potential solutions which were originally proposed but a cheaper scheme, expected not to exceed £150K, was being developed and would be funded from the capital programme. This was an example of changing information since the budget proposals were developed.
- The deletion of the climate change reduction initiative was challenged, and it was explained that this had been approved for 2021/22 only. The ongoing approach to achieve climate change objectives was to ensure all spending decisions incorporate climate change consideration in their implementation. New climate change initiatives were also deliverable via the invest to save scheme.
- The Council had currently borrowed £80 million. This was made up of a range of loans with some due to be repaid over two and three years with others being repaid over a 50-60 year term. The average interest rate was 2 - 3%. This borrowing was monitored and reported through the Governance and Audit Committee.
- A review of the draft budget proposals would be undertaken to reflect changing circumstances which would present an updated assessment of the budget gap for councillors to assess how to bridge the gap from various options.
- It was acknowledged that the budget to cover the cost of Conservation and Heritage advice was not sufficient to cover the costs resulting from dealing with heritage matters.

- It was confirmed that if the additional costs incurred from dealing with Planning appeals could not be recovered, they would be reported as a pressure on the budget.
- It was highlighted that in relation to the removal of the Climate Change Carbon Reduction Initiative it was not mentioned in the report that it was a one-off government grant.
- It was suggested that it would be useful to include further explanation at 5.2 on page 40 regarding the removal of items approved for one year as it was not clear. It was clarified that there had been a significant generous funding package to target the covid response and this had been used to pump prime some initiatives but this was supplementary to core budgets.
- The objective of the additional funding proposed to implement hybrid meeting was to enable full participation.
- Concerns were highlighted relating to the significant funding required for the pressures identified for both Special Educational Needs and Disability (SEND) (£7.5 million) and the High Needs Block (£20 million). It was confirmed that 8% government funding increases had been received in the previous two years but this was still lower than the pressures experienced so the costs continued to increase. This was a national issue and local authorities had a three-year period in which to balance their income and expenditure and there was another year to go in the process. The expectation was then to consider the accumulated deficit position nationally before further decisions were made.
- It was confirmed that the costs associated with restructuring the Special Educational Needs and Disability (SEND) team would be considered as part of the final proposals but those costs had not been included in the draft proposals.
- The approach used to model the potential costs in uncertain circumstances was for services to develop best and worst case cost scenarios.
- The Employment Committee was undertaking a project to review initiatives to address increasing staffing costs, retention issues and agency workers within social care.
- It was acknowledged that the costs associated with waste management were complicated and there was a difficult balance between increasing the level of food waste collected and the cost benefits that could be achieved due to the thresholds within the current contractual arrangements.
- Although there was business rate relief available for small businesses there was not something specifically in place to promote or support new businesses. This was a national position rather than a local choice option.
- It was accepted that the £500K saving on agency staff spend was proposed as a speculative target against the current £4m spend. The intention was to provide a challenging but deliverable target to frame the ongoing work to reduce core spending within the organisation and as such reduce the risk of overspending. It was acknowledged that although the cost of agency staff had been identified as a challenge in the past a savings target had not previously been set.
- In previous years a handful of people responded to the public consultation and this tended to fluctuate when there was a particular issue. To date 70 responses had been received with a large number appearing to be from taxi drivers regarding proposed changes to licensing charges.
- The consultation was promoted through social media, via business newsletters and other publications.
- It was explained that undertaking a participatory budget exercise would not be possible without the certainty of a longer-term settlement.

- The Department for Education were reducing by 20% per annum grant support for a range of areas supporting vulnerable pupils, such as education support for children looked after. The pressure of £71k was to supplement this funding to ensure the continuation of this support.
- It was confirmed that the Council currently had £10m in general reserves and £18m in future funding reserve as funding issues had been anticipated for some time. In the past the Audit Commission had recommended that Councils retain 5% in reserves but there was no restrictions or limits. Councils were in different financial positions across the country. It was clarified that it was misleading as for example due to changes in business grants additional funding was available but the Council had been unable to spend it during the year it had been awarded. The large amounts provided to support the response to covid had been paid out directly to local businesses in the form of business grants.
- It was reflected that the Councils reserves were prudent with significant issues on the financial horizon and that the reasons for maintaining the current levels of reserves needed to be robust so as not to be interpreted as additional or available.
- It was explained that there was no correlation between the level of the New Homes Bonus and target number of new homes that needed to be built in the borough.
- It was reiterated that in uncertain circumstances the best case budget scenario would be included in the reviewed draft proposals and that the risk of the worst case scenarios would be managed through corporate contingency planning.
- **Action: Executive Director: Resources to advise the Commission on details of the combined figure of £230K listed as 'Other' on page 29 of the agenda papers which related to Property Services**

**The Commission supported the recommendations as presented in the agenda papers relating to the capital programme and the revenue element of the budget.**

# Budget Consultation Final Report 2022/23



## Report Settings Summary

Event	<b>Budget Consultation 2022/23</b>
Total Responses	<b>86</b>
Total Respondents	<b>1</b>
Questions	<i>Custom selection (see Table Of Contents)</i>
Filter	<i>(none)</i>
Pivot	<i>(none)</i>
Document Name	Budget Consultation Final Report 2022/23
Created on	2022-01-26 16:07:52
Created by	John Ainsworth

**Table .1**

<b>Efficiency savings</b> .....	<b>3</b>
<b>Why proposed efficiency savings</b> .....	<b>4</b>
<b>changes to services</b> .....	<b>5</b>
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# Efficiency savings

Question responses: 31 (36.05%)

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

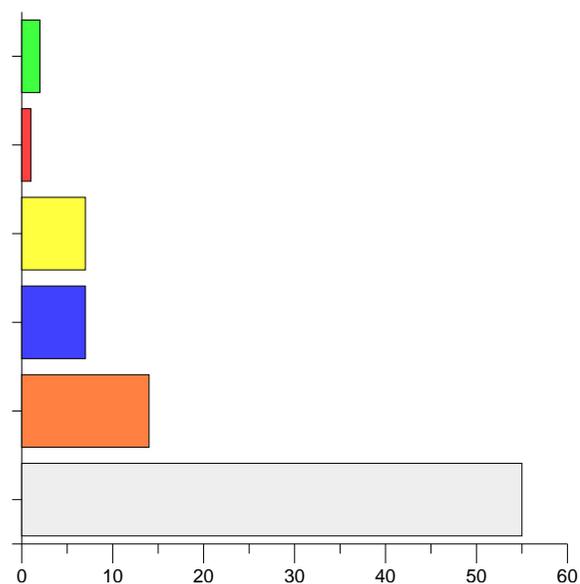


Table .1

	% Total	% Answer	Count
<span style="color: green;">■</span> Strongly Agree	2.33%	6.45%	2
<span style="color: red;">■</span> Agree	1.16%	3.23%	1
<span style="color: yellow;">■</span> Neutral	8.14%	22.58%	7
<span style="color: blue;">■</span> Disagree	8.14%	22.58%	7
<span style="color: orange;">■</span> Strongly Disagree	16.28%	45.16%	14
<span style="color: grey;">■</span> [No Response]	63.95%	--	55
Total	100.00%	100.00%	86

Table .2

# Why proposed efficiency savings

Question responses: 17 (19.77%)

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

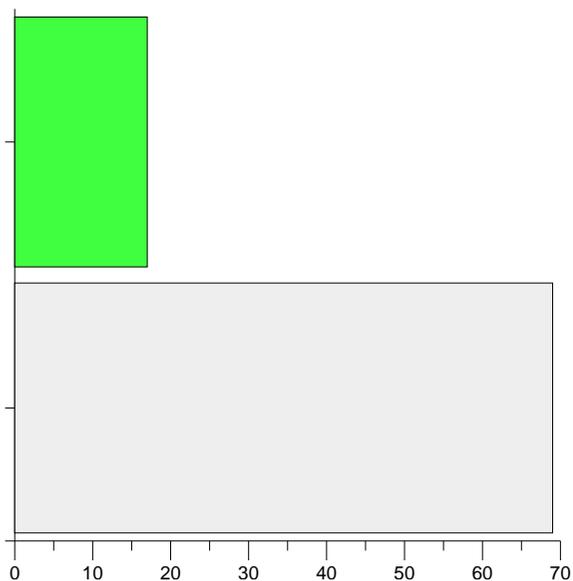


Table .1

	% Total	% Answer	Count
<span style="color: green;">■</span> [Responses]	19.77%	100.00%	17
<span style="color: grey;">■</span> [No Response]	80.23%	--	69
Total	100.00%	100.00%	86

Table .2

# changes to services

Question responses: 21 (24.42%)

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

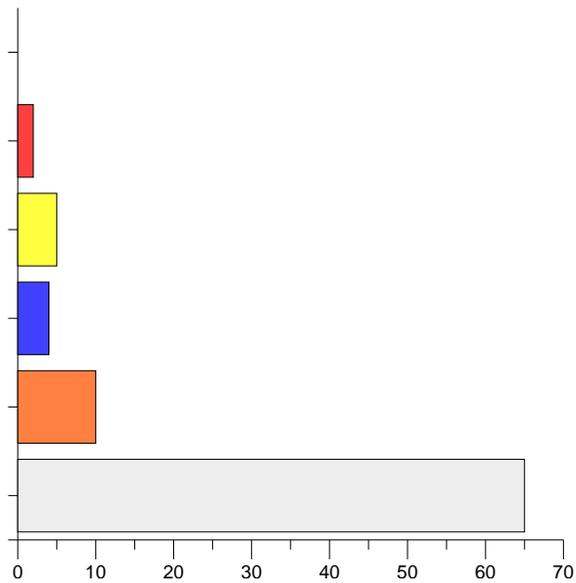


Table .1

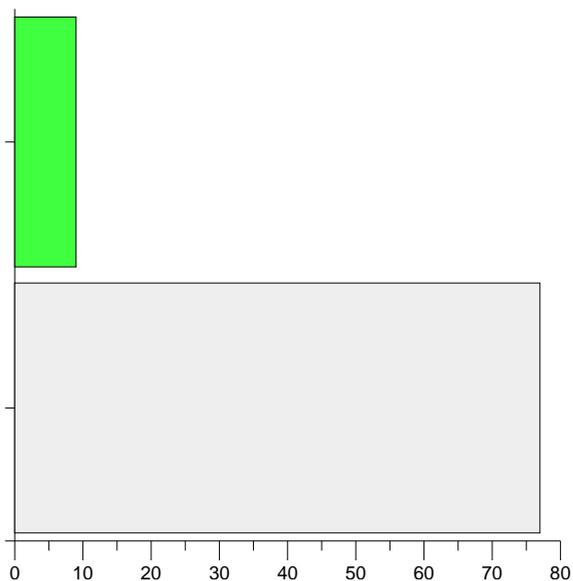
	% Total	% Answer	Count
Strongly Agree	0.00%	0.00%	0
Agree	2.33%	9.52%	2
Neutral	5.81%	23.81%	5
Disagree	4.65%	19.05%	4
Strongly Disagree	11.63%	47.62%	10
[No Response]	75.58%	--	65
<b>Total</b>	<b>100.00%</b>	<b>100.00%</b>	<b>86</b>

Table .2

# why changes to services

Question responses: **9 (10.47%)**

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



**Table .1**

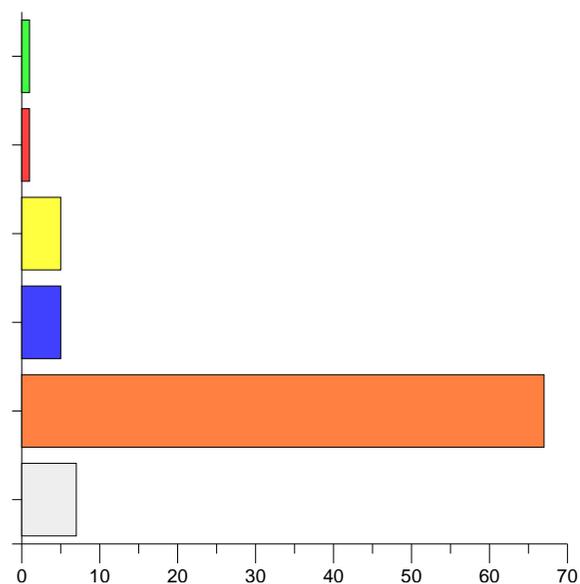
	% Total	% Answer	Count
<span style="color: green;">■</span> [Responses]	10.47%	100.00%	9
<span style="color: grey;">■</span> [No Response]	89.53%	--	77
Total	100.00%	100.00%	86

**Table .2**

## fees and charges

Question responses: **79 (91.86%)**

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



**Table .1**

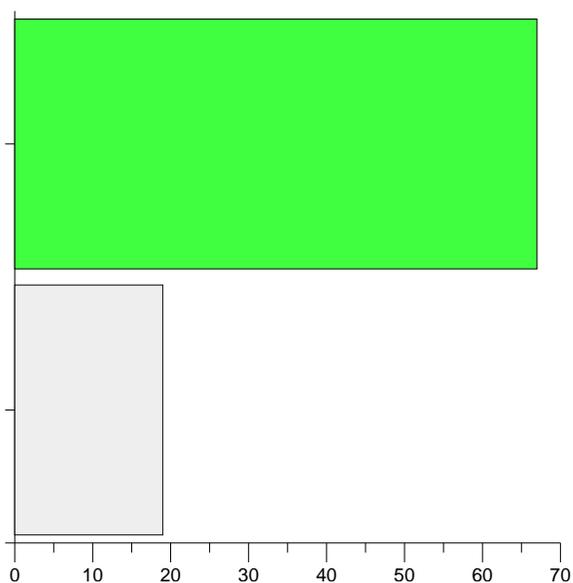
	<b>% Total</b>	<b>% Answer</b>	<b>Count</b>
<span style="color: green;">■</span> Strongly Agree	1.16%	1.27%	1
<span style="color: red;">■</span> Agree	1.16%	1.27%	1
<span style="color: yellow;">■</span> Neutral	5.81%	6.33%	5
<span style="color: blue;">■</span> Disagree	5.81%	6.33%	5
<span style="color: orange;">■</span> Strongly Disagree	77.91%	84.81%	67
<span style="color: grey;">■</span> [No Response]	8.14%	--	7
<b>Total</b>	<b>100.00%</b>	<b>100.00%</b>	<b>86</b>

**Table .2**

## why fees and charges

Question responses: **67 (77.91%)**

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



**Table .1**

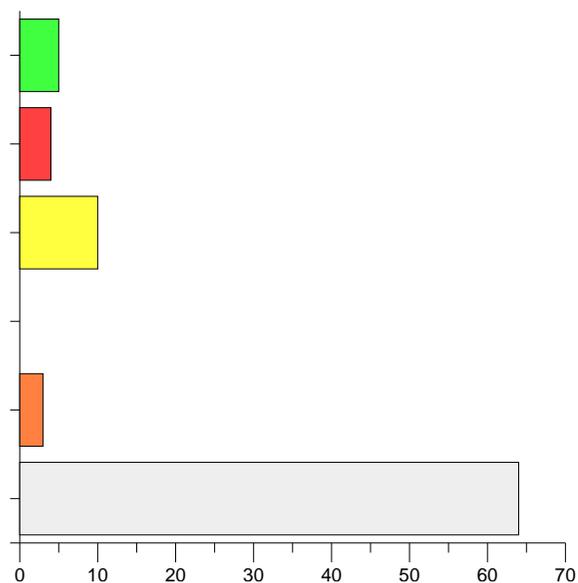
	% Total	% Answer	Count
<span style="color: green;">■</span> [Responses]	77.91%	100.00%	67
<span style="color: grey;">■</span> [No Response]	22.09%	--	19
Total	100.00%	100.00%	86

**Table .2**

# Capital Spending Proposals

Question responses: **22 (25.58%)**

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



**Table .1**

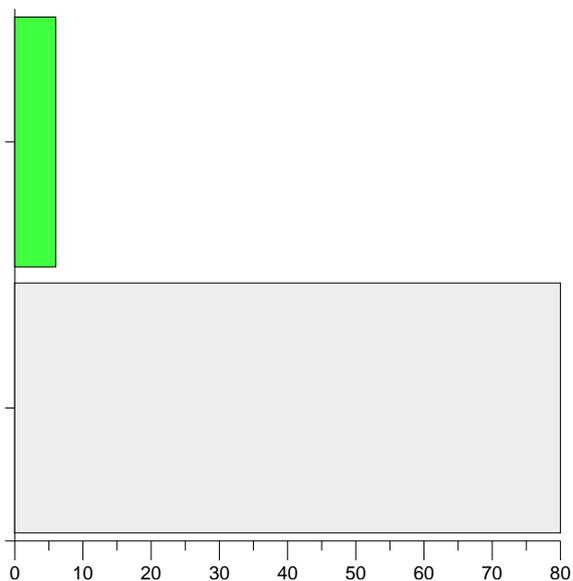
	<b>% Total</b>	<b>% Answer</b>	<b>Count</b>
<span style="color: green;">■</span> Strongly Disagree	5.81%	22.73%	5
<span style="color: red;">■</span> Disagree	4.65%	18.18%	4
<span style="color: yellow;">■</span> Neutral	11.63%	45.45%	10
<span style="color: blue;">■</span> Agree	0.00%	0.00%	0
<span style="color: orange;">■</span> Strongly Agree	3.49%	13.64%	3
<span style="color: grey;">■</span> [No Response]	74.42%	--	64
<b>Total</b>	<b>100.00%</b>	<b>100.00%</b>	<b>86</b>

**Table .2**

# Capital Comments

Question responses: **6 (6.98%)**

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



**Table .1**

	<b>% Total</b>	<b>% Answer</b>	<b>Count</b>
<span style="color: green;">■</span> [Responses]	6.98%	100.00%	6
<span style="background-color: #d3d3d3;">■</span> [No Response]	93.02%	--	80
<b>Total</b>	<b>100.00%</b>	<b>100.00%</b>	<b>86</b>

**Table .2**

# Other Comments

Question responses: 11 (12.79%)

Please add any other comments

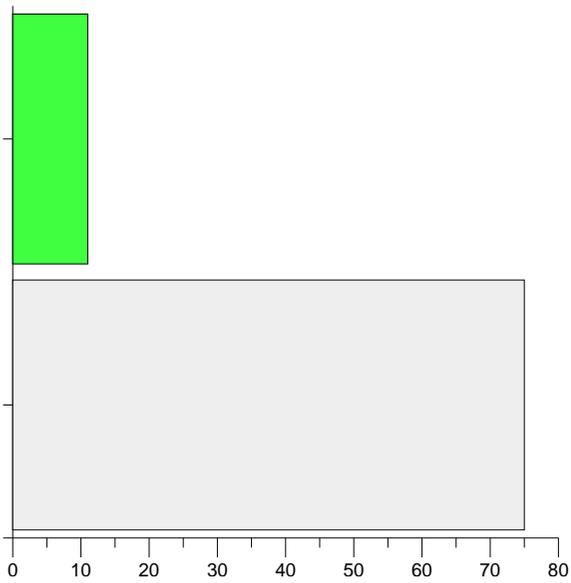


Table .1

	% Total	% Answer	Count
<span style="color: green;">■</span> [Responses]	12.79%	100.00%	11
<span style="background-color: lightgrey;">■</span> [No Response]	87.21%	--	75
Total	100.00%	100.00%	86

Table .2

# Questions

Question responses: 7 (8.14%)

Please add any questions you may have

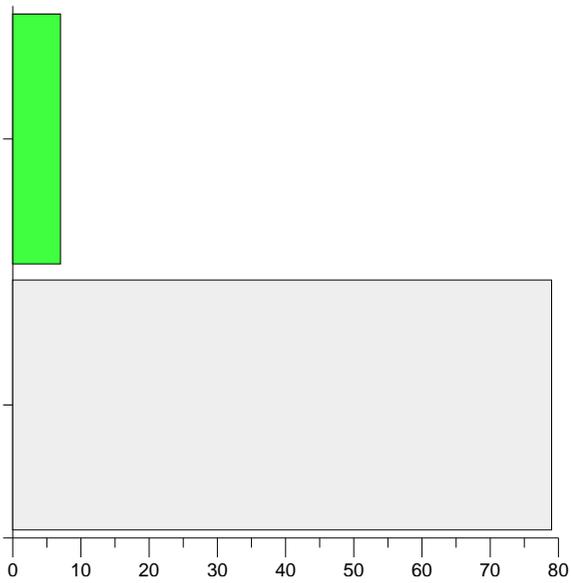


Table .1

	% Total	% Answer	Count
<span style="color: green;">■</span> [Responses]	8.14%	100.00%	7
<span style="background-color: #e0e0e0;">■</span> [No Response]	91.86%	--	79
Total	100.00%	100.00%	86

Table .2



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To obtain a copy in an alternative format please telephone 01344 352000

### Nepali

यस प्रचारको सक्षेप वा सार निचोड चाहिं दिइने छ ठूलो अक्षरमा, ब्रेल वा क्यासेट सूनको लागी । अरु भाषाको नक्कल पनि हासिल गर्न सकिने छ । कृपया सम्पर्क गनुहोला ०१३४४ ३५२००० ।

### Tagalog

Mga buod/ mga hango ng dokumentong ito ay makukuha sa malaking letra, limbag ng mga bulag o audio kasette. Mga kopya sa ibat-ibang wika ay inyo ring makakamtan. Makipag-alam sa 01344 352000

### Urdu

اس دستاویز کے خلاصے یا مختصر متن جلی حروف، بریل لکھائی یا پھر آڈیو کیسٹ پر ریکارڈ شدہ صورت میں فراہم کئے جا سکتے ہیں۔ دیگر زبانوں میں اس کی کاپی بھی حاصل کی جا سکتی ہے۔ اس کے لیے براہ مہربانی ٹیلیفون نمبر 01344 352000 پر رابطہ کریں۔

### Polish

Streszczenia lub fragmenty tego dokumentu mogą być dostępne w wersji napisanej dużym drukiem, pismem Brajla lub na kasecie audio. Można również otrzymać kopie w innych językach. Proszę skontaktować się z numerem 01344 352000.

### Portuguese

Podemos disponibilizar resumos ou extractos deste documento em impressão grande, em Braille ou em audiocassete. Podem também ser obtidas cópias em outros idiomas. Por favor ligue para o 01344 352000

## Responses to the Public Budget Consultation

ID	Please tell us why you agree or disagree with the proposed efficiency savings	Please tell us why you agree or disagree with the council's proposals to increase expenditure in specific areas	Please tell us why you agree or disagree with the council's proposed fees and charges	Please tell us why you agree or disagree with the council's capital spending proposals	Please add any other comments	Please add any questions you may have
60 identical responses received from taxi drivers (all but 1 quoting name and badge number)			<p>I'm a Bracknell licensed hackney taxi driver. The reasons I'm commenting is to appeal for OBJECTIONS at these 3 fees below which I'm not satisfied. Because we have raised this issue before a year ago. 1) Disclosure and Barring Service (DBS) Proposed increase from £67 to £94 WHY? My understanding is, I think the licensing department are comparing or making the same rates with West Berkshire and Wokingham (PPP). Our rate is entirely lower than theirs. DBS Should it be implemented immediately of £13 per year charge once you register as Licensing Officer Julia O'Brien mentioned at the Committee meeting held on 21 October 2021. When the actual government website they reduced the fees for DBS on the 1st October 2019 from £44 to £40 for every 3 years of renewal. In January 2020 also implemented the charge of £13 per year. Our DBS is called enhanced, I understand every council is different the way they charge. Should be only charging a small percentage of the fee, unless wanted to make extra revenue which is unfair to us. We want an explanation WHY, charge wasn't implemented? We will be requesting a "REFUND". Therefore, with the new software the system playing the part soon should be simple and quick to use. 2) VEHICLES EXTENSION. (For age of vehicles request for extension, SHOULDN'T BE CHARGEABLE of £59 at ALL. Since beginning of the pandemic NO single Hackney Licensing Officer been doing it the vehicle check for extension. Basically we're doing ourselves by taking pictures the condition in and out of our vehicle with mileage, it takes about 10 minutes to do it and emailing you with payment. Inspection fee is a Committee/Executive made decision 3 years ago by implementing without consulting us, we feel they may have been misled by licensing to vote this through. The fee has already been written into our annual fees and accounted for. We are being charged again for something that has already been in our fees. Pushed in through back door. We should not be charged anything for vehicle check and refunding process fee. Before, why were all drivers asked in questionnaire if they agreed with</p>			

ID	Please tell us why you agree or disagree with the proposed efficiency savings	Please tell us why you agree or disagree with the council's proposals to increase expenditure in specific areas	Please tell us why you agree or disagree with the council's proposed fees and charges	Please tell us why you agree or disagree with the council's capital spending proposals	Please add any other comments	Please add any questions you may have
			this extra charge, if you were going to ignore the findings anyway? Another reason we have had hackney vehicle inspection every 6 months after the vehicle age is over 5 years from first registration. 3) REFUND PROCESS CHARGE OF £30 (SHOULD BE FREE OF CHARGE ). Also our trade is in decline, one third left of our income. UBER killed our business completely since 2014. It started operating in our town and they haven't been paying any fees to our local authority, they are licensed by TRANSPORT FOR LONDON (TFL) and working in our borough how can be justify? We keep mentioning in every meeting for our local authority to help us by stopping them operating in our borough in the difficult times, they are jeopardise our livelihood but all you have done it is to give them an illegal grant so far. Lets hope all this will be discussed on the 24th January 2022 in the trade zoom meeting.			
7	public access to services needs to be maintained with access to people not just self serve		inflation effects all residents and any other increases will only put more pressure on spending in other parts of the council budget in supporting poorer residents			
9	Providing Open+ hours for libraries does not provide as good a service as staffed access. I prefer being able to speak to staff for help with finding books and using a computer. I have also found meeting people in libraries for events a lifeline because of feeling lonely.			To help respond to the consultation it would be useful to know what the proposed reduction in staff equals to in terms of reduction in staffed opening hours at specific libraries.		
10				I disagree with the number of staff cuts proposed.	Mental health of the elderly and vulnerable would be compromised if staff cuts are made in community.	How are you considering tackling mental health issues? Are you considering reducing hours of public meeting places such as libraries? This would have a damaging effect on

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						young, elderly and vulnerable.
64	There have been enough cuts to date and for my part the library is an important community service and services need to be maintained for the well being of many residents who use our libraries.	We need to know where the expenditure will be, as if cuts to the library services are intended, these will not be in the interests of the community.	Increase of fees will be detrimental to many people who are struggling with everyday bills and the library service is sacrosanct; meeting staff when visiting the library.		For my part the Sandhurst library and the staff is my may concern as it has helped me mentally over the years and many other people also. Sandhurst library is conveniently located and having additional open plus days would be extremely difficult for some people who rely on the groups meeting there ie. scrabble. book groups, brain gym and, of course, the talks.	Is there any likelihood of extending Sandhurst library as was considered some time ago. This would be a great asset to the library for the community and could be used for paying groups. It would also be good if toilet facilities could be reinstated and if these were to be accessed by way of card payment, tis would alleviate vandalism which, evidently, was the reason for the closure.
65	Sandhurst Library is as far as I know is well used. There are always	I have no idea what you are going to spend or what it will be on.	I have no knowledge what is being charged	Residents of Sandhurst have put up with the staff having to re-apply for	Hands off our library in Sandhurst	

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	people there when I am. There are still some clubs not back as before Covid unfortunately which many of us are missing.			their jobs over the Bracknell area even if they haven't got transport to get there. We know have staff from other parts of bracknell area, not necessarily Sandhurst who do not know Sandhurst and clients being advised to go to other libraries. We have now got volunteers. We have not much that Sandhurst has that's paid for by Bracknell and as its well used find it difficult to think it is being cut back.		
76	i disagree with the library budget cuts because the public not only use the libraries to choose books but to speak to staff for advice and information, not only on books, but on events happening in the libraries and in the villages					
77					I am concerned at the reduction of Library staff. Although fully supporting the	How soon do you intend to open the Exterior access points they do help a

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					<p>availability of having access using the automated access points, there are many times where extra information and guidance can only be found with the librarian. For example, I can find and request books on the internet but if I want to pay the charges using my points on my Library/Bus Pass card I can only do it through the librarian. During the current COVID epidemic my wife and I being vulnerable and in our 80s, were in isolation for long periods, without the care and devotion of current library staff our lives</p>	<p>lot in those locations when the library has limited opening hours.</p>

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					would have been miserable. There are not many now and what they achieve is commendable, I urge you to reconsider reducing the numbers of these excellent librarians.	
79	I am very concerned at the proposal to decrease the staffing at libraries and use more Open+ hours. Firstly, we are very aware that covid is not going away. Who will ensure users wear masks and sanitise, thus putting others at risk who are already in the library. I am also concerned for staff doing lone working, particularly in the evening at smaller branches. Two full time positions lost would cut down the amount of stockwork and deliveries to branches, which are already fewer than we used to have. Another area of concern is the total lack of path maintenance. Cars are parking across on the pavements, particularly in North Ascot. On the Forest Road, the side of the footpath leading from New Road to the Braziers Lane crossroads is becoming narrower and narrower. The verge on the righthand side leading from the Heatherwood roundabout towards Bracknell is now constantly being used as a parking area, and where it was an attractive grass area is now a huge rutted mud heap. This is not a good impression for people coming from Windsor to drive to the Lexicon. RBWM seems to be addressing these sort of issues, and have even put up notices along roads about parking on the pavements in their council area.					
82	14.01.22 Re change in library hours. Sandhurst Library I belong to one of the 5 Book Clubs at the library which give me & many others great joy. In fact it's more than a library, it's a community centre which gives so much pleasure to a vast selection of the community, not just for books, but for talks, groups re memory games, quizzes, knitting & natter, craft sessions. The elderly in particular attend a number of these events & it's really good for them. Many of these activities I presume wouldn't be available if the 'staffed' hours were cut. We are lucky to have some dedicated librarians & volunteers at Sandhurst Library, it would be sad to make them think their contribution to the community isn't appreciated. Sandhurst library is perfectly located, plenty of parking spaces, easy access through building, lovely modern open building. After a lot of effort I found the Consultation document re staffing of libraries for future two years. I appreciate the fact that you've got to balance the books, but couldn't the money saved from the libraries budget be saved from other					

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	budgets? I noticed that Emergency Housing cost a lot of money because you have to use bed & breakfast places. In the long run wouldn't it be better/more cost efficient to build somewhere in the centre of Bracknell so that people had access to shops & transport. Something in the vein of the IKEA 'Cubes' - which are like mini flats, all self contained, linked together in an attractive shape. How is a huge amount spent on Home to School transport, or am I reading that incorrectly, & why are individual taxis required to take them out of the area? If they go to the same schools, couldn't you use the mini buses like the ones used at Sandhurst Day Centre - they take several wheelchairs at a time. At present it looks as if the taxi drivers have very lucrative contracts. Dianne Sims 26 Perryhill Drive Sandhurst					
83					I regret any further degradation of Library services. We have already lost professionals, relying on unqualified and volunteers and unstaffed times. The benefits of an efficient library service to young people , the elderly , those studying at home and people making up for poor schooling are outweighed by the modest cost.	
84	Because the savings do not go far enough given the present economic realities and the constraints that they place on individuals, local and central government.	The council should be seeking to contain expenditure in all situations and quite clearly proposed expenditure levels should be evaluated on a simple scale on	Where fees and charges are concerned, there is a clear mismatch between the likely rates of inflation for the upcoming year and proposed fees - which in some cases will produce a diminished revenue in real terms. The	In the current economic climate, it is difficult to support in the short term any capital expenditure beyond the absolutely essential for 2022/23 and probably one or two years further forward. Certainly, 'pet scheme' expenditure	The proposed increase in Council Tax is unwelcome, given the freezing of income tax thresholds, the upcoming rise in National Insurance contributions and the forecast big increase in energy bills - all this against a	For context, it would be useful to see details of staff numbers, salaries and associated pension liabilities and the proposed reductions moving forward. While it is understandable that IT systems and computer equipment

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		the lines of 'absolutely essential' , 'highly desirable' , 'traditional - whether needed or not' and 'non-essential'.	council should set charges that more closely reflect the true cost of providing the service or facility in question. There should not be any element of general subsidy provided by the majority in order that a minority can enjoy that service or facility.	should be halted for the time being.	background of rising (and probably persistently high) inflation during 2022. Neither central nor local government appears willing to provide a supportive climate for business. Yet it is only through thriving local businesses - small businesses as well as larger corporations - that real wealth can be generated. We need that generation of wealth to allow public sector organizations, councils included, to have money to spend in the first place.	should be updated, where is the evidence for achieving more with less as a result of that update?
86	How can you save on already cut services, not by	Refurb your offices but cut our services	2.5% on social care, surely the NI increase covers that Cutting	Where do you think we are going to get the money to pay for	I do not agree with your proposed increase, services	Where has the money earmarked for services that have

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	asking for more money		services again but asking to pay more is stupid Take a few cuts in your own pay, perks etc	your extravagant spending plans	have been cut and we are paying for nothing Also additional payments for services that the council should provide I wonder if you live in real world as you constantly misspend our CT and have the gall to ask for more	been cut gone Where are the additional bins requested gone Why is the council constantly ignoring the wishes of the CT payers
87	As a resident and user of libraries both during staffed hours and open plus I am appalled that you are think reducing staffed hours and increasing open plus is a benefit to us. Not only do the staff hold valuable knowledge they are there to help and give assistance which is invaluable. They facilitate so many activities for all including elderly and young children. I witnessed myself the joy of a school visit whilst visiting and this is a vital link to education that your staff are able to provide. Our communities will be poorer if you make these changes. This is not increasing a service.					
90	I disagree with this because it means that valued staff will lose hours or their jobs.					
91	The council seem to be making savings at the expense of services that are required but seem to spend money on things that aren't required	The increase is in areas that don't really require. For example a chunk of money on office refurbishment is this something. A: That's needed ( I	I think as there is already an NI increase of 1.25 which is supposed to cover the increase and you are proposing a 4.5% increase which is a massive increase and there is no really benefit increase and you continue to remove services or these services aren't carried out efficiently.		To propose a 4.5 % increase when in the last two years you have as a council made savings of having half the workforce WFH. Using Covid as an excuse to not supply	Why as a council do you continue to refuse to supply the services that you are paid to supply? For example: I have on two occasions requested that you maintain the trees

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	and have no benefit to the community	doubt it) B: That actually benefits the community ( no it doesn't) but you cut refuse collection which is an essential services.			services that Covid wouldn't be effected as it's outside so Covid process aren't in place .	that encroach on to property and which is now covering and may cause damaged to property but your response is due to covid and we don't see it as a priority so you can do it yourself.
93	Unaware of any proposed efficiency savings.	My pension is not increasing by anywhere near the extra you are demanding. Also you have not explained why the spending is necessary.	My pension is not increasing by anywhere near the extra you are demanding.	My pension is not increasing by anywhere near the extra you are demanding. Also you have not explained why the spending is necessary.	Meanwhile our road is full of potholes (Mendip Road).	
94	Make efficiencies by (e.g.) cutting council executives salaries & expenses, and stopping acceptance of migrants. All	As a pensioner, I can't afford to subsidise any increases.	There wouldn't be any fees & charges if finances were managed properly.	Capital spending can't be justified while basic costs of living are increasing exponentially. Residents would rather have heating & food than live-	Bracknell Forest Council clearly has no understanding of how inflation is affecting residents.	What savings can be made so that council tax could be reduced, rather than compound increases being applied each year? (E.g. Having a mayor is an archaic,

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	income should be used solely for the benefit of tax-paying residents.			streamed council meetings.		vanity luxury that should be abolished. Likewise having a chief executive on a 6-figure salary.)
96	The cost saving suggestion for libraries is detrimental to the community, it is a much needed service for everyone especially the elderly who want to see people also not just a machine for them to take out books or return books .the staff are there to help people how can the library service offer a community service if,A there's no staff or B there's no libraries its outrageous that people getting paid far to much money for the jobs they do working from home for the last 2 years can even think about this as a proposal					

## Consideration of Budget Responses by Licensed taxi Drivers

Three specific comments were raised by 60 members of the taxi trade in Bracknell Forest in response to the public consultation on the Council's draft budget proposals, as set out in Annex C1. These comments have been assessed and a detailed response is provided below.

*It is correct that some charges payable by licensed taxi drivers are proposed to increase in 2022/23. However, the majority of fees (56%) for 2022/23 have been reduced when compared to 21/22. A further 11% have remained the same.*

*In relation to the current year, taxi drivers are one of many business groups who have continued to incur fixed operating costs (e.g. licenses, insurance, MOTs) while their revenues have been reduced by Covid restrictions. This has been recognised and licensed taxi companies and drivers have each been provided with over £9,000 in grant support during 2021 by the Council through the Additional Restrictions Grant, provided by the Government to support businesses affected in this way.*

*The specific comments raised are set out below (in bold) with responses in italics.*

### 1) Disclosure and Barring Service (DBS)

**Proposed increase from £67 to £94 WHY? My understanding is, I think the licensing department are comparing or making the same rates with West Berkshire and Wokingham (PPP). Our rate is entirely lower than theirs. DBS Should it be implemented immediately of £13 per year charge once you register as Licensing Officer Julia O'Brien mentioned at the Committee meeting held on 21 October 2021. When the actual government website they reduced the fees for DBS on the 1st October 2019 from £44 to £40 for every 3 years of renewal. In January 2020 also implemented the charge of £13 per year. Our DBS is called enhanced, I understand every council is different the way they charge. Should be only charging a small percentage of the fee, unless wanted to make extra revenue which is unfair to us. We want an explanation WHY, charge wasn't implemented? We will be requesting a "REFUND". Therefore, with the new software the system playing the part soon should be simple and quick to use.**

*The Public Protection Partnership (PPP) operates under a cost recovery model with an hourly rate of £59.00. The PPP hourly rate and fees are standard across all the authorities in the partnership.*

*DBS checks are all being completed by West Berkshire Council's Human Resources team. HR have re-assessed their fee for the DBS itself which is now £40 plus an administration charge of £9 per check. Added to this fee is a PPP admin fee equivalent to half an hour of officer time. Officers have to arrange appointments in an office and check documents brought in and enter information on the system as well as then checking the DBS website for the result. Where a DBS is not clear it then goes to a Licencing Officer who discusses and writes a decision criteria to be agreed by a senior officer. This is charged at half an hour - £30. We therefore propose to amend the fee in 2022/23 to £79.*

*An enhanced DBS is required for certain roles which includes taxi/private hire drivers. This is to allow licensing authorities to find out if someone is barred by the independent safeguarding Authority from working with children or vulnerable people before issuing a licence. It allows for licensing authorities to have access to relevant information to make informed decisions before granting taxi licences. This helps provide reassurance to*

customers who use taxis and private-hire vehicles which in turn is very important to the licence holder. This is standard practice across all licensing authorities for all drivers.

The DBS update service is available now and has been in place for some time. This is run by central Government. If a user registers within a month of receiving their enhanced DBS check at a cost of £13 they can renew annually at £13. A new taxi/private hire policy will be brought forward during 2022/23 and if approved, following consultation, it will recommend all drivers use this system.

**2) VEHICLES EXTENSION. (For age of vehicles request for extension, SHOULDN'T BE CHARGEABLE of £59 at ALL. Since beginning of the pandemic NO single Hackney Licensing Officer been doing it the vehicle check for extension. Basically we're doing ourselves by taking pictures the condition in and out of our vehicle with mileage, it takes about 10 minutes to do it and emailing you with payment. Inspection fee is a Committee/Executive made decision 3 years ago by implementing without consulting us, we feel they may have been misled by licensing to vote this through. The fee has already been written into our annual fees and accounted for. We are being charged again for something that has already been in our fees. Pushed in through back door. We should not be charged anything for vehicle check and refunding process fee. Before, why were all drivers asked in questionnaire if they agreed with this extra charge, if you were going to ignore the findings anyway? Another reason we have had hackney vehicle inspection every 6 months after the vehicle age is over 5 years from first registration.**

*During the Covid-19 pandemic the inspection for a vehicle extension was based on photographs of the interior, exterior and date and time stamped speedometer showing current mileage submitted by the drivers. Normally a physical check would be undertaken by Officers and this will return in the new financial year.*

*When an application is received Officers are required to work through the mileage records for the previous five years based on previous vehicle inspections. Officers calculate the average yearly mileage in order to work out if the vehicle meets the "abnormally low mileage" criteria set out in the current policy. A report is prepared and sent to the Licensing Team Manager who will either approve or refuse the application. A letter confirming the outcome is sent to the driver and if granted this will include the revised Age of Vehicle expiry date.*

*The system is updated to reflect the decision. If the application is not successful the driver will receive a suspension letter once the current age of vehicle expiry date passes. It is estimated that this work would take an hour and it is therefore costed at £59.*

*The drivers have commented that they are under the impression that this fee is included in their annual fee. This is not the case. As set out above Officers are required to undertake additional processes for this check.*

**3) REFUND PROCESS CHARGE OF £30 (SHOULD BE FREE OF CHARGE). Also our trade is in decline, one third left of our income. UBER killed our business completely since 2014. It started operating in our town and they haven't been paying any fees to our local authority, they are licensed by TRANSPORT FOR LONDON (TFL) and working in our borough how can be justify? We keep mentioning in every meeting for our local authority to help us by stopping them operating in our borough in the difficult times, they are jeopardise our livelihood but all you have done it is to give them an illegal grant so far.**

*As stated above the PPP operates on a cost recovery process, the issuing of a refund takes about half an hour of work and therefore a charge needs to be attached to this activity. The fee charged is comparable with other Local Authorities.*

*The Licencing team wrote to the trade during the statutory consultation on variations to operators and vehicle licence fees which covered the following fees:*

<i>Hackney carriage vehicle new / renewal</i>
<i>Private hire vehicle new / renewal</i>
<i>Home to School vehicle new / renewal</i>
<i>Private hire vehicle with dispensation new/ renewal</i>
<i>Temporary Vehicle Licence (issued up to 3 months Maximum)</i>
<i>Private hire operator licence new/renewal</i>

*Drivers that responded to the consultation with comments about other fees not listed above were advised that these comments should be directed to the consultation on the Council's budget. Responses were not ignored as they are being dealt with in this response. The issue will also be reflected in a report going to the Licensing Committee in February.*

### **Uber**

*The drivers concerns around Uber have been raised repeatedly at the Taxi Liaison meetings and also emails to the Licencing team. It has been repeatedly explained that Uber is able to operate legally in Bracknell although not licensed as an Operator with Bracknell. As such no action can be taken by the Licencing team in relation to competition. Action can only be taken against Uber drivers who do not act in accordance with their licence for example if they park illegally or are plying for hire.*

## Labour's Response to the 2022/23 Budget Consultation

These budget proposals reflect the very tight finances experienced by all Local Councils. The papers of the consultation are clear and, in most cases, comprehensible. These proposals have again had to be publicised for consultation before the actual Provisional Finance Settlement figures from the Government have been received. They have therefore been proposed based on past grant levels. We acknowledge the expertise and experience of the officers will have enabled accurate predictions, as has proved to be the necessary case in the last few years, due to the late publication of the Government Settlement.

Government funding for local Councils has been severely cut in recent years and past budgets have reflected streamlined departments and efficiency savings so that there is now very little 'fat' left. Indeed, the potential gap of around £3.013m or £4.877m depending on the best- or worst-case scenarios, identified in December, cannot be made by just efficiency measures. The need to include the 'best case' and worse' case figures highlight the uncertainty of future needs and costs. It looks unlikely that the Government will provide any in year extra funding to support any new pressures from Covid.

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 will also be funding a predicted 6% rise inflation, with huge hikes in energy bills and rent increases.

Government funding to Local Councils is said to increase by 3%, assuming all Councils raise their Council Tax to the maximum permitted level. This is to cover any future Covid-costs, funding for adult and children's social care, and the increased National Insurance payments for every employee, increased funding for Supporting Families, cyber security and.... and .....The Council can raise its Tax by 2% without a referendum, an extra 1% this year and the left over 1.5% for Social Care not used last year. This 4.5 % would be proposed when residents are experiencing such financial pressures to cover living costs for their homes, their heating, their food. This cannot happen.

Every 1% rise in tax in BF is said to raise £677K. 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 understand the need to prioritise maintenance and trust the contingency allows for any emergency.

Priority Planned Maintenance for schools is said to be £2.353m. £2m is expected from the DFE to finance this but this leaves £353K of identified priority work not covered. Moreover, in the papers it states that due to a revised capital funding formula, there will be no DFE funding provision for Bracknell Forest for 2022/23.

If this funding is now based on the perceived 'need for school places in Bracknell', then there is unlikely to be any such funding in the next few years either. What happens to our schools in the meantime?

More information should have again be included, to explain why the Council must pay for the repairs to the Leisure Centre, Coral Reef, and the Downshire Golf Course now that Everyone Active is running them. 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. Large sums were spent on Coral Reef roof in the last few years. Is this to be an annual requirement?

There is no mention in any of these items as their effect on reducing the carbon footprint. But surely when roofs are repaired, insulation should be checked/enhanced, and the reduction monitored.

The same is true for the replacement of fascia- items C11 and C23  
The inclusion of the 'N/A' beside these items is concerning.

Hopefully the refurbishment of the housing stock -C15- will also result in improved insulation and reduced heating costs. If this is not planned, then it should be. A good use of 'Invest to Save'.

£50K seems an awful lot of money to provide reactive repairs on the Depot before it is replaced in the Spring of 2023

The need for expenditure on pages 73-77 is clearly explained and the detail included is appreciated. We support the Vehicle Monitoring System as it will hopefully end the need for Staff to deal with the traffic management issues and subsequent confrontation.

Whilst the detail included on these pages is appreciated, we condemn the detail included for the Garth Hill College Atrium Balconies and were appalled when we read it. The insurer's risk assessment should surely not have been included in public papers, nor the account of the student and the teacher.

This information is detrimental to the school and to the Council that has maintained the building for all these years.

The re-consultation on migration by the Warfield School should now have been completed and the outcome determined. This proposal predicts that the outcome will be for migration, once all the Highway changes have been explained. If this is not the case, will this £0.7m be withdrawn?

The highway maintenance seems to depend almost entirely on applying and achieving Government Grants, which mainly serve the more major roads, and developers' contributions.

Residents are also very concerned about roads nearer to their homes and trying to park near their houses. Some residents do not leave their home after 5.00pm because they will have nowhere to park on their return. There is no mention of any increased funding to provide more estate parking bays. These are so desperately

needed in the parts of BF where the houses are built in pedestrianised squares, with no driveways.

We note that £4.400m has been included to cover the expected 2% pay awards for this year and to cover the unexpected 1.75% for 2021/22; and any extra needed to cover a short fall for the 1.25% increased NI contributions, not covered by the additional grant settlement.

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 pleased to note that the inflation increase is mainly 3%. However, we are concerned that the increased rate the replacement for windows and the installation of solar panels have had their fees increased by 27% and 22.4% respectively. Similarly, their regulation certificates have increased by 14.6% and 19.9% respectively.

This is a poor example of the Council encouraging residents to improve their homes to reduce the carbon footprint.

It would have been a very positive headline to announce that these fees are being subsidised by the Council, to encourage the uptake by residents, so supporting carbon reduction.

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. 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 this year.

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.

Although, schools will receive an average increase in funding of about 2.8% per pupil, schools are still experiencing huge financial pressures and will have to provide the extra 1.25% NI for all their employees.

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 of £1.56m to £20.7m the forecast for spending this year is £7.5m. This comes as a result of more students needing support and with greater complexity of need, often not available with in Bracknell forest. The overall deficit for this provision by 2023 is predicted to be £20m

The Government has previously stated that this accrued deficit is not a liability on the council and remains a DFE responsibility. Now, however, this underwriting is said to be just a three- year time limit period to enable the Council to plan to manage the debt from their own resources- by April 2023. £20m in a year! No time scale for the repayment or how the money will be found is known.

No plans were presented to the latest School's Forum- indeed no papers on this were presented at all. Was this an oversight?

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. Will this be enough? The Home e to School Transport costs is predicted to be at least £650K. It states that the High Needs deficit is to be funded from the Schools Earmarked Reserves, but last year there were no funds in the Schools' Reserves. Has this changed?

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.

We welcome the contribution to the schools' budget of £182K to reduce the pressure on all our existing schools to finance the new builds as stated, but see this is included in the 2023/24 column?

Several of the one-year initiatives included last year have now been removed but surely, they still need funding as the issues themselves have not gone away.: - Staff retention initiatives; support for the local economy; mental health issues; climate change/carbon reduction initiatives  
No funding seems to be included for the Youth Facility at Braccan Walk. How will this be funded?  
We do not think this is yet open for use but would dearly like a visit if it is. This Youth Hub is very much welcomed.

We celebrate the reduced cost of recycling as a result of the superb response by Bracknell Forest residents to the Food Waste collection'  
Why is there still £60 included for the Bracknell Town Council Neighbourhood plan when this happened last year and has been removed from this year's budget, but added again for next year?

The reduction in the NEET prevention budget is concerning as this is so valued by the schools and the outcomes are positive. After the experience of Covid, I think this support and expertise is even more important for our vulnerable young people.

The Welfare support of £327K and the Council Tax Support of £500K  
Is added then removed on page 101, so I guess this means both have gone.  
This is difficult to understand.  
Are these provided elsewhere?

We note that more staff are being employed to fill gaps in expertise, but some vacant posts are no longer being funded, mostly in the IT department. Some 4/5 staff will face redundancy because it is said their skills are no longer needed to support the new operating model. Can training not be offered for them to work elsewhere?

There is also an Initial Equalities Screening Record Form describing the transfer of the Libraries to 'Community Management' to reduce the cost. Certainly, this has been kept very quiet and no discussion had so far with the Labour members, if with others. Real consultation was held a few years ago when the future of the libraries was threatened. Meetings were held in each community and the Executive member and the officers were there to explain the plans and listen to the residents. All the arguments included in this form are those presented by the residents at that time and support the reason the libraries should not be run by Community Managements. - reduced service, reduced activities, reduced support. We passionately oppose this proposal. We cannot find it anywhere else in the budget so how would anyone know this is being suggested. Not many residents would make it all the way to these pages, tucked at the back. This is certainly not being transparent.

There is also a suggestion in these Equality Screening papers about the closure of the R-Bus. This is a door-to-door service for adults with learning difficulties, all known to CTPLD. Users can use it at any time Monday – Friday until 9:30 pm, to attend organised groups or individual activities, reducing social isolation and loneliness. This also takes pressure of their careers and provides respite. We understand the use of this bus many have been negligible in the past two years because of COVID but surely Bracknell Forest can afford to support this provision.

Also included in these papers is the proposal to relinquish the Zone Youth Centre for letting and to provide a session in an alternative location in a nearby Community Centre. This is in a public document out for consultation and yet no one has had the decency to consult those who run the said Community Centre. Apparently, this document should never have been included in the budget papers. A truly unnecessary cause of stress and concern.

The biggest pressures are, as always from Adult Social Care Costs and Children Looked. The uncertainty of these budgets is reflected in the difference of the best and worse case for the Children Looked After provision. The 'worse case' is almost double the 'best case'.

The £71K addition to the Schools Budget shows the Council is again having to pick up the cuts from central government- this time to replace the funding to support vulnerable pupils.

We support the proper funding for the Family Group Conferences as these prevent expensive future expenditure.

We also support every effort to avoid the use of bed and breakfast accommodation for emergency housing.

The one-off schemes including to consider moving the library, a new Leisure centre, the biodigester, are all to be supported.

The one Savings Proposal that demands a response, is the proposal to cut the library staff by 2,2 full time equivalent by increasing the number of Open+ hours. The Inequalities Screening Form on library changes included in these papers explains

why this must be opposed. The Librarians provide a welcome to so many of our residents. They run 'story time' and 'book clubs. They encourage a love of reading in all who visit. Entering an empty building to change a book serves some of our residents but not those who see the library as the hub of the community. All libraries will be affected, There is no separate Inequalities Screening form for this included, although staff will be made redundant- another error!

Heathlands will be a very welcome provision

The Social Care Resourcing Campaign to attract permanent staff and reduce the reliance on agency workers is welcome for the good of all our clients, as well as for the budget.

At the last Council meeting, the Council were told that £180K had been allocated towards a Financial Hardship Fund. I can find no mention of this in the budget, but it will certainly be needed.

There is no mention of £76K to support South Hill Park, but we assume this is because there is no change and the funding remains.

We are fully aware that balances can only be used once but the balances are large and some of the above decisions will certainly unnecessarily affect the quality of life of our residents.

The Council Tax will have to be raised to cover the NI contributions and the Social Care demands, but it cannot be raised the full 4.5%. Many of our residents will find this next year incredibly hard. We need to ensure support is available and well publicised.

Mary Temperton

## CENTRAL - CHIEF EXECUTIVE'S OFFICE

Description Impact	2022/23 £'000	2023/24 £'000	2023/25 £'000
<b>Equalities and Engagement</b> Small reductions in budgets for publicity and marketing, licences, community centre equipment and other fees for bought in services.	-5		
<b>Communications and Marketing</b> Reduction in the photography/ videography budget for the central communications and marketing team.	-2		
<b>Devolved Staffing Budget</b> Increasing the devolved staffing budgets (DSB) to reduce the required Managed Vacancy Factor (MVF) to 1% and to address additional pressures as the current budget level is unsustainable.	3		
<b>CENTRAL - CHIEF EXECUTIVE'S OFFICE TOTAL</b>	<b>-4</b>	<b>0</b>	<b>0</b>

## CENTRAL – RESOURCES

Description Impact	2022/23 £'000	2023/24 £'000	2023/25 £'000
<b>Audit</b> Reduction in the budget for external audit support, which offsets the pressure of the creation of an in-house Senior Auditor.	-51		
<b>Revenues</b> Deletion of the bankruptcy budget, which has been consistently underspent.	-11		
<b>Revenues</b> Future expenditure for council tax new burdens support will be partly offset by grants.	-4		
<b>Revenues</b> The annual cost of printing Council tax bills has been below budget in recent years. The proposed saving also reflects a system change that will enable customers to access their accounts and print bills themselves. This will be communicated to residents when the changes have been fully tested and will operate on an “opt in” basis.	-20		
<b>Human Resources</b>  Use of the new collaboration space in Time Square for staff award ceremonies, removing the need for budget to meet external room hire costs.	-2		
<b>Business Improvement District</b> Income will be received for support services provided to the Bracknell BID.	-13		
<b>Revenues</b> Reduction in banking charges reflecting the 2020/21 out-turn position, considering additional gov.uk charges.	-5		
<b>Resources</b> Small reductions in budgets for transport, mileage, public transport etc. to reflect spend in recent years across the Department.	-7		
<b>Organisational Development</b> Reduction in the core training budget, to be supplemented by drawing down from reserves held for training. Use of training budgets is being driven by the results of a recent survey of managers and staff on learning and development needs. In addition, there will be a further £15k reduction in training budgets due to commitments linked to the agreed centralisation of training budgets in 2021/22.	-25		
<b>Resources</b> Reductions in various supplies and services budgets across the Department to reflect spend in recent years.	-17		

**REVENUE BUDGET PROPOSALS**

**Annexe D**

<b>Description Impact</b>	<b>2022/23 £'000</b>	<b>2023/24 £'000</b>	<b>2023/25 £'000</b>
<b>Treasury</b> Reduction in supplies and services budgets following a review of services provided by external advisors.	-10		
<b>Council Contracts</b> Review of council wide contracts, and opportunities.	-1		
<b>Audit</b> Creation of in-house Senior Audit Post. The pressure will be accommodated within overall existing budgets as a transfer of function from external to internal resources, the pressure is therefore offset by corresponding saving.	51		
<b>Technical Accountancy</b> Above inflationary Increase in computer software/maintenance & licence costs - Agresso, MHR Pension, PTX/Bottomline. Pressure partly carried forward from previous years when it has been covered by savings in other budgets which are no longer available.	39		
<b>Insurance</b> Cyber insurance is no longer perceived as the most appropriate risk mitigation for the cyber risk. Budget will now be utilised to procure consultancy to assist in developing resilience and response plans.	55		
<b>Revenues</b> Reduction in council tax costs recovered budget to reflect actual sums received.	30		
<b>Devolved Staffing Budget</b> Increasing the devolved staffing budgets (DSB) to reduce the required Managed Vacancy Factor (MVF) to 1% and to address additional pressures as the current budget level is unsustainable.	198		
<b>ADDITIONAL PROPOSALS SINCE DECEMBER</b>			
<b>Revenues</b> Payments of £100 to households in receipt of Council Tax support (households paying council tax on lowest incomes). This will be funded from Covid-19 grant previously transferred into Earmarked Reserves.	320	-320	
<b>Finance</b> An academy conversion will result in lost income for the Finance service.	4		
<b>CENTRAL – RESOURCES TOTAL</b>	<b>531</b>	<b>-320</b>	<b>0</b>

## CENTRAL – PLACE, PLANNING &amp; REGENERATION

<b>Description Impact</b>	<b>2022/23 £'000</b>	<b>2023/24 £'000</b>	<b>2023/25 £'000</b>
<p><b>Development and Adoptions</b> The costs of street naming and numbering have been met from income received from developers in prior years allowing the maintenance budget to be reduced.</p>	-10		
<p><b>Place, Planning &amp; Regeneration</b> Various departmental budgets are consistently underspent.</p>	-20		
<p><b>Town Centre Redevelopment</b> Legacy budget 'Small area plans/TC Strategy' consistently underspent.</p>	-15		
<p><b>Highways and Transport</b> The new transport model will provide an opportunity for the Council to simply generate outputs for developers, including indications of suitable mitigation work on the highway. This service would be an additional option to the current purchased licenses which enable developers to access and use the model themselves. Indications are that developers would be keen to pay for this specialist service as it would be more efficient.</p>	-50		
<p><b>Horseshoe Lake</b> Heads of terms agreed on rental fee for use of Horseshoe Lake by the provider. Residual costs to be met for some aspects of building, but the site will return net income from 2022-23.</p>	-10		
<p><b>The Look Out</b> With Phase One transformation complete, net positive trading, (where the service covers both its cash and non-cash costs) will move a step closer in 2022/2023.  Additional income potentially greater in successive years, subject to Phase Two transformation being completed.</p>	-50	-50	-50
<p><b>Planning</b> Conservation &amp; Heritage advice is provided by an external specialist consultant, there is insufficient budget to support this advice.  The Council is required to have suitably qualified expertise available in dealing with heritage matters – particularly where they affect statutorily listed heritage assets.</p>	30		
<p><b>Transport Strategy</b> Above inflation increases to repairs and maintenance costs due to the new traffic signal maintenance contract.</p>	25		

**REVENUE BUDGET PROPOSALS**

**Annexe D**

<b>Description Impact</b>	<b>2022/23 £'000</b>	<b>2023/24 £'000</b>	<b>2023/25 £'000</b>
<p><b>Devolved Staffing Budget</b> Increasing the devolved staffing budgets (DSB) to reduce the required Managed Vacancy Factor (MVF) to 1% and to address additional pressures as the current budget level is unsustainable.</p>	<b>314</b>		
<p><b>Digital Infrastructure Group</b> Berkshire authorities employ a small team in West Berkshire which is currently only funded until March 2022.</p>	<b>40</b>		
<b>ADDITIONAL PROPOSALS SINCE DECEMBER</b>			
<p><b>Revenues</b> Her Majesty the Queen celebrates her Platinum Jubilee in 2022 and it is proposed to commemorate this with a programme of events across the Borough, with a key focus on the Lexicon which she visited in October 2018. Full details are still being worked on, with an indicative one-off budget allocation of £0.055m being proposed, to be funded from Earmarked Reserves.</p>	<b>55</b>	<b>-55</b>	
<b>CENTRAL – PLACE, PLANNING &amp; REGENERATION TOTAL</b>	<b>309</b>	<b>-105</b>	<b>-50</b>

## DELIVERY

Description Impact	2022/23 £'000	2023/24 £'000	2023/25 £'000
<b>On / Off Street Parking</b> The income budget for 2021/22 was reduced by this value to recognise the impact of Covid-19 on the amount of income car parking would generate during the year. This saving is reinstating that reduction.	-777		
<b>Committee</b> Ongoing underspends in the Licences & Reprographics budgets.	-2		
<b>Electoral Registration</b> Ongoing underspends in the licences budget and new Electoral Management System contract.	-3		
<b>Members &amp; Mayoralty</b> Ongoing underspends in the Photography, Publicity, Hospitality, Reprographics, Stationery and Publications budgets.	-5		
<b>ICT</b> This saving reflects the reduced resources required to support services and implement new ones following the transfer of these functions to the 'Cloud'.	-90	-90	
<b>Libraries</b> Reduction in the stock fund and deletion of vacant posts.	-84		
<b>Digital Services</b> Reduction in consultancy budget, reflecting that the Website redevelopment will have been completed by 2022/23 and we will have a reduced reliance on specialist expertise to support Drupal developments.	-25		
<b>Asset Review / Corporate Landlord Model</b> Target to reduce costs and increase income from use of operational property assets.	-50		
<b>Health &amp; Safety</b> Deletion of a vacant H&S Adviser role	-8		
<b>Council Contracts</b> Review of council wide contracts, and opportunities.	-41		
<b>Cemetery &amp; Crematorium</b> Budgeted income to be revised to expected forecast level.	50		
<b>ICT</b> As part of the migration of software and support to the cloud several system replacements and upgrades will be necessary and additional software licences purchased in the short term, pending rationalisation of systems and data storage.	265	-150	-150

**REVENUE BUDGET PROPOSALS**

**Annexe D**

Description Impact	2022/23 £'000	2023/24 £'000	2023/25 £'000
<p><b>Home to School Transport</b> Increased cost due to additional number of pupils, transportation to new schools outside of the borough and the cost of single occupancy taxis.</p>	<b>650</b>		
<p><b>Leisure Contract Management Fee</b> Covid-19 has had a major impact on the opening and attendance at the leisure facilities and these are not expected to fully return to normal during 2022/23. The Management Fee will therefore be reduced by £0.150m and repaid by an additional payment of £0.030m above the agreed contract for 5 years.</p>	<b>150</b>	<b>-180</b>	
<p><b>Waste Management</b> Due to a national shortage of HGV drivers Suez (the Council's Waste collection contractor) intends to pay a 'Retention and Recruitment' bonus to help alleviate the problem of recruiting and retaining staff, which the Council will part fund.</p>	<b>15</b>		
<p><b>Devolved Staffing Budget</b> Increasing the devolved staffing budgets (DSB) to reduce the required Managed Vacancy Factor (MVF) to 1% and to address additional pressures as the current budget level is unsustainable.</p>	<b>514</b>		
<b>ADDITIONAL PROPOSALS SINCE DECEMBER</b>			
<p><b>Borough Greening</b> Additional capital and revenue funding will support the Council's work on 'greening the Borough' through deep cleaning, changes to vegetation, the removal of dead plants, plus the planting of new, hardier plant stock in line with the Council's climate change strategy. The revenue impact is estimated to be £0.025m</p>	<b>25</b>		
<b>DELIVERY TOTAL</b>	<b>584</b>	<b>-420</b>	<b>-150</b>

PEOPLE

Description Impact	2022/23 £'000	2023/24 £'000	2023/25 £'000
<p><b>Heathlands nursing home</b> New care home to open in early 2022. The Council will have a contract for 36 of these beds which will be provided at a competitive price.</p>	-193	-14	
<p><b>Homecare framework contract</b> A new framework contract for homecare services will be established from 1 April. This will include a new flat rate which, whilst ensuring the providers currently paid a lower rate receive an increase, overall should have a beneficial impact on the budget.</p>	-124		
<p><b>Surplus budgets</b> Based in prior year-outturns, budgets have been reduced where there are recurrent underspends or the action to achieve the saving has already been completed in prior years.</p>	-115		
<p><b>Lease of properties to registered providers</b> Negotiation of leases of Council-owned properties to registered providers to provide supported housing.</p>	-20		
<p><b>Automation of business support</b> Recording of conferences</p>	-15		
<p><b>Income from schools</b> A number of new Service Level Agreements will be offered to schools.</p>	-5		
<p><b>Council Contracts</b> Review of council wide contracts, and opportunities.</p>	-8		
<p><b>Adult Social Care Costs</b> This represents the pressure on care packages. It has been calculated by taking current costs. The pressure also includes an estimate of the costs arising from young people turning 18 and transferring into Adult Social Care.</p>	1,664		
<p><b>Children Looked After</b> 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.</p>	1,194		
<p><b>Forestcare</b> Unexpected costs have arisen this year, including increased office rental and ICT costs. In addition, income has reduced due to some contracts not being renewed. These pressures are expected to be for one year only whilst further work is carried out to move this trading account to a sustainable position.</p>	153	-153	

**REVENUE BUDGET PROPOSALS**

**Annexe D**

<b>Description Impact</b>	<b>2022/23 £'000</b>	<b>2023/24 £'000</b>	<b>2023/25 £'000</b>
<p><b>Adults Assistive Equipment and Technology</b> The equipment budget has consistently overspent in prior years due to increased use of equipment to facilitate people with care needs remaining at home. There are likely to be further pressures on the budget in the coming months due to inflation on shipping and material costs.</p>	<b>132</b>		
<p><b>Schools Budget</b> The Department for Education are reducing by 20% per annum grant support for a range of areas supporting vulnerable pupils, such as education support for children looked after. Additionally, an academy conversion will result in lost income.</p>	<b>71</b>		
<p><b>Fostering</b> Training for new carers to provide a strong pool of in-house foster carers to support good outcomes for children and young people.</p>	<b>25</b>		
<p><b>Adoption</b> Cost allocation of the regional adoption service is through an agreed formula based on the proportion of adoptions by each local authority over the previous 3 years.</p>	<b>11</b>		
<p><b>School Standards Income</b> Income generation has been below target for 3 years and is not expected to increase.</p>	<b>24</b>		
<p><b>Family Group Conferences</b> An external review has confirmed a strong link from Family Group Conferences and future cost avoidance. There is a long-standing overspending which it is proposed is funded.</p>	<b>24</b>		
<p><b>Devolved Staffing Budget</b> Increasing the devolved staffing budgets (DSB) to reduce the required Managed Vacancy Factor (MVF) to 1% and to address additional pressures as the current budget level is unsustainable.</p>	<b>1,239</b>		
<b>ADDITIONAL PROPOSALS SINCE DECEMBER</b>			
<p><b>SEN Team</b> Since March 2021 the SEN Team establishment has been under review and subject to a restructure project. A demand modelling review has taken place to ensure the new structure meets the service demands and needs of the next 3-5 years, however the new structure model will mean an increase in the base budget of this team in the region of £180,000.</p>	<b>180</b>		
<b>PEOPLE TOTAL</b>	<b>4,237</b>	<b>-167</b>	<b>0</b>

## COUNCIL WIDE

Description Impact	2022/23 £'000	2023/24 £'000	2023/25 £'000
<b>Interest</b> Due to cash balances remaining healthy, an underspend on interest payments in the current year is expected to be maintained during 2022/23. The projected saving also includes expected incoming interest from loan notes to the Bracknell Forest Cambium Partnership (the property Joint Venture between the Council and Countryside Properties) reflecting both the Coopers Hill site value and the Councils contribution to development costs.	-400		
<b>Essential Car Users</b> Review of essential car users across the Council.	-20	-30	
<b>ADDITIONAL PROPOSALS SINCE DECEMBER</b>			
<b>Earmarked Reserves</b> Transfers from Earmarked Reserves to fund a £100 reduction in Council tax bills for households in receipt of Council Tax support in 2022/23 (-£0.320m) and the Queen's Platinum Jubilee celebrations (-£0.055m)	-375	375	
<b>COUNCIL WIDE TOTAL</b>	<b>-795</b>	<b>345</b>	<b>0</b>

## 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 will be updated for 2022/23 to be reviewed by Governance and Audit Committee before being published. 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 2022/23. CIPFA's proposed changes to the Prudential Code have sparked a great deal of debate in the local government sector, with the Local Government Association requesting that their introduction be held back, pending further clarifications being formally issued. As a consequence, the proposed changes, particularly those potentially impacting on existing commercial property holdings, are not yet cast in the Code as it currently stands. The Council is, however, complying with proposed new requirement to split the Capital Financing Requirement into assets held for service purposes and others held for investment purposes, which is purely presentational and adds transparency.

1.8 The Treasury Management Strategy for 2022/23 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 2022/23 – 2024/25**

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 2022/23 to 2024/25 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.

<b>Capital Expenditure</b>	<b>2022/23 Estimate £000</b>	<b>2023/24 Estimate £000</b>	<b>2024/25 Estimate £000</b>
Capital Expenditure	16,311	7,231	4,767
Commercial Activities	0	0	0
<b>Financed by:</b>			
Capital receipts	3,250	3,000	3,000
Capital grants & Contributions	7,037	2,820	2,340
<b>Net financing need for the year</b>	<b>6,024</b>	<b>1,411</b>	<b>-573</b>

### **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		2020/21	2021/22 Estimate	2022/23 Estimate	2023/24 Estimate
<b>Capital Financing Requirement</b>					
CFR – services		128,975	141,099	149,395	153,707
CFR - Commercial activities/ non-financial investments		<b>85,627</b>	<b>85,115</b>	<b>84,591</b>	<b>84,055</b>
<b>Total CFR</b>		214,602	226,214	233,986	237,762
<b>Movement in CFR</b>		<b>3,013</b>	<b>11,612</b>	<b>7,772</b>	<b>3,776</b>

<b>Movement in CFR represented by</b>					
Net financing need for the year (above)		680	9,186	5,220	804
Less MRP/VRP and other financing movements		2,333	2,426	2,552	2,972
<b>Movement in CFR</b>		<b>3,013</b>	<b>11,612</b>	<b>7,772</b>	<b>3,776</b>

<b>MRP Analysis</b>					
MRP		1,365	1,458	1,718	1,929
VRP		501	512	524	536
Other Financing Repayments		467	456	310	507
<b>MRP</b>		<b>2,333</b>	<b>2,426</b>	<b>2,552</b>	<b>2,998</b>

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 Executive Director:Resources 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 2022/23 charge will be based on 2021/22 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 2021 the total VRP overpayments are expected to be £1.502m.

## 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 2022/23 – 2024/25**

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

	<b>2022/23 Estimated</b>	<b>2023/24 Estimated</b>	<b>2024/25 Estimated</b>
<b>External Debt</b>			
Debt at 31 March	£100m	£110m	£115m
<b>Investments</b>			
Investments at 31 March	£15m	£10m	£10m

### Current Portfolio

The overall treasury management portfolio as at 31 March 2021 and for the position as at 31<sup>st</sup> October 2021 are shown below for both borrowing and investments

	Actual	Actual	Current	Current
	31/03/21	31/03/21	31/12/21	31/10/21
<b>Treasury Investments</b>	£000	%	£000	%
Money Market Funds	20,244	100	42,238	100
<b>External Borrowing</b>	£000	%	£000	%
Local Authorities	0	0	0	0
PWLB	80,000	100	80,000	100
<b>Net Treasury Borrowing</b>	59,756			

### 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 Executive Director:Resources 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	2022/23 Estimate	2023/24 Estimate	2024/25 Estimate
Borrowing	£220m	£225m	£230m
Other long term liabilities	£20m	£20m	£20m
Total	£240m	£245m	£250m

### 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	2022/23 Estimate	2023/24 Estimate	2024/25 Estimate
Borrowing	£225m	£230m	£235m
Other long term liabilities	£20m	£20m	£20m
Total	£245m	£250m	£255m

### Borrowing in advance of need.

The Executive Director:Resources 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 Executive Director:Resources 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	8.11.21													
	Dec-21	Mar-22	Jun-22	Sep-22	Dec-22	Mar-23	Jun-23	Sep-23	Dec-23	Mar-24	Jun-24	Sep-24	Dec-24	Mar-25
BANK RATE	0.25	0.25	0.50	0.50	0.50	0.75	0.75	0.75	0.75	1.00	1.00	1.00	1.00	1.25
3 month ave earnings	0.30	0.40	0.50	0.50	0.50	0.60	0.80	0.90	1.00	1.00	1.00	1.00	1.00	1.00
6 month ave earnings	0.40	0.50	0.60	0.60	0.70	0.80	0.90	1.00	1.10	1.10	1.10	1.10	1.10	1.10
12 month ave earnings	0.50	0.60	0.70	0.70	0.80	0.90	1.00	1.10	1.20	1.20	1.20	1.20	1.20	1.20
5 yr PWLB	1.50	1.50	1.60	1.60	1.70	1.70	1.70	1.80	1.80	1.80	1.90	1.90	2.00	2.00
10 yr PWLB	1.80	1.90	1.90	2.00	2.00	2.10	2.10	2.20	2.20	2.20	2.30	2.30	2.30	2.40
25 yr PWLB	2.10	2.20	2.30	2.40	2.40	2.40	2.50	2.50	2.60	2.60	2.60	2.60	2.70	2.70
50 yr PWLB	1.90	2.00	2.10	2.20	2.20	2.20	2.30	2.30	2.40	2.40	2.40	2.40	2.50	2.50

The coronavirus outbreak has done huge economic damage to the UK and to economies around the world. After the Bank of England took emergency action in March 2020 to cut Bank Rate to 0.10%, it left Bank Rate unchanged at its subsequent meetings until raising it to 0.25% at its meeting on 16th December 2021. Economies continue to re-open, while governments have either commenced or are contemplating dialling down emergency fiscal support mechanisms.

For the UK, fiscal policy tightening has already been put in place. On the monetary policy front, matters are more complex, with price pressures on the rise and expected to remain elevated into 2022/23, while economic recoveries are seemingly losing momentum heading into the latter stages of 2021/22. Markets are unsettled, with asset prices coming under pressure following their largesse gains made in the formative stages of recovery. The forecast for Bank Rate now includes four

increases, one in quarter 2 of 2022 to 0.50%, quarter 1 of 2023 to 0.75%, quarter 1 of 2024 to 1.00% and, finally, one in quarter 1 of 2025 to 1.25%.

Vaccines were the game changer during 2021 which raised high hopes that life in the UK would be able to largely return to normal in the second half of the year. However, the Omicron mutation at the end of November changed the landscape again. Rather than go for full lockdowns which heavily damage the economy, the government strategy this time is focusing on getting as many people as possible to have a third (booster) vaccination after three months from the previous last injection, as a booster has been shown to restore a high percentage of immunity to Omicron to those who have had two vaccinations.

With the household saving rate having been exceptionally high since the first lockdown in March 2020, there is plenty of pent-up demand and purchasing power stored up for services in sectors like restaurants, travel, tourism and hotels which had been hit hard during 2021 but now looks likely to be hit hard again by either, or both, of government restrictions and/or consumer reluctance to leave home. The economy, therefore, faces significant headwinds although some sectors have learned how to cope well with Covid.

#### **Investment and borrowing rates**

- **Investment returns** are expected to improve in 2022/23. However, while markets are pricing in a series of Bank Rate hikes, actual economic circumstances may see the MPC fall short of these elevated expectations.
- **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 and still remain at historically low levels. The policy of avoiding new borrowing by running down spare cash balances has served local authorities well over the last few years.

#### **Borrowing Strategy 2022/23**

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 2022/23 treasury operations. The Executive Director:Resources 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 other economic risks), then any long term borrowings will be postponed, and potential rescheduling from fixed rate funding into short term borrowing will be considered.
- if it was felt that there was a significant risk of a much sharper RISE in long and short term rates than that currently forecast, perhaps arising from an acceleration in the start date and in the rate of increase in central rates in the USA and UK, an increase in world economic activity or a sudden increase in inflation risks, then the portfolio position will be re-appraised. Most likely, fixed

rate funding will be drawn whilst interest rates are lower than they are projected to be in the next few years.

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

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

### **Debt rescheduling**

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

The reasons for any rescheduling to take place will include:

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

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

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

## Investment Strategy 2022/23 – 2024/25

### 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.

	<b>2022/23 Estimated + 1%</b>	<b>2022/23 Estimated - 1%</b>
<b>Revenue Budgets</b>	<b>£'000</b>	<b>£'000</b>
Borrowing costs	200	200

### 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:

	2022/23	2023/24	2024/25
<b>Interest rate Exposures</b>			
	<b>Upper</b>	<b>Upper</b>	<b>Upper</b>
<b>Limits on fixed interest rates based on net debt</b>	£245m	£250m	£255m
<b>Limits on variable interest rates based on net debt</b>	£245m	£250m	£255m
<b>Maturity Structure of fixed interest rate borrowing 2017/18</b>			
	<b>Lower</b>	<b>Upper</b>	
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%	
<b>Maximum principal sums invested &gt; 364 days</b>			
Principal sums invested > 364 days	£m	£m	£m
	0	0	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 2022/23 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
<b>Debt Management Agency Deposit Facility*</b> (DMADF) * this facility is at present available for investments up to 6 months	No	Yes	Govt-backed	In-house	364 Days
<b>Term deposits</b> 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
<b>Term deposits</b> 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
<b>Certificates of Deposit</b> 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
<b>Gilts</b> : 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
<b>Money Market Funds</b> CNAV, LVNAV, and VNAV <i>These funds do not have any maturity date</i>	No	Yes	<i>AAA Rating by Fitch, Moodys or S&amp;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
<b>Forward deals</b> 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
<b>Commercial paper</b> <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
<b>Treasury bills</b> <i>[Government debt security with a maturity less than one year and issued through a competitive bidding process at a discount to par value] Custodial arrangement required prior to purchase</i>	No	Yes	Govt-backed	To be used by external fund managers only subject to the guidelines and parameters agreed with them	1 year

## NON-SPECIFIED INVESTMENTS

***All investments listed below must be sterling-denominated.***

<u>Investment</u>	<u>(A) Why use it?</u> <u>(B) Associated risks?</u>	<u>Share/ Loan Capital?</u>	<u>Repayable/ Redeemable within 12 months?</u>	<u>Security / Minimum credit rating **</u>	<u>Circumstance of use</u>	<u>Maximum maturity of investment</u>
Deposits with Authority's Banker where credit rating has dropped below minimum criteria	Where the Council's bank no longer meets the high credit rating criteria set out in the Investment Strategy the Council has little alternative but to continue using them, and in some instances it may be necessary to place deposits with them, these deposits should be of a very short duration thus limiting the Council to daylight exposure only (i.e. flow of funds in and out during the day, or overnight exposure).	No	Yes	n/a	In-House	364 Days
<b>Term deposits</b> 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
<b>Certificates of Deposit</b> 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/ 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>
<b>Callable deposits</b> 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>
<b>UK government gilts</b> 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>

<b><u>Investment</u></b>	<b><u>(A) Why use it?</u> <u>(B) Associated risks?</u></b>	<b><u>Share/ Loan Capital?</u></b>	<b><u>Repayable/ Redeemable within 12 months?</u></b>	<b><u>Security / Minimum credit rating **</u></b>	<b><u>Circumstance of use</u></b>	<b><u>Maximum maturity of investment</u></b>
<b>Forward deposits</b> 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>
<b>Deposits with unrated deposit takers (banks and building societies) but with unconditional financial guarantee from HMG or credit-rated parent institution : any maturity</b>	(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
<b>General Fund</b>	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 19 £9.060m March 20 £7.091m March 21 £10.327m March 22 £10.326m March 23 £9.551m

**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:

<b>Reserve</b>	<b>Purpose</b>	<b>Policy</b>	<b>Value</b>
<b>Insurance and other Uninsured Claims</b>	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, and provision for self- insurance for fidelity cover.	Needs to be at a level where the provision could sustain claims in excess of current claims history	March 19 £2.952m March 20 £3.059m March 21 £2.909m March 22 £3.077m March 23 £3.027m
<b>Budget Carry Forward</b>	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 19 £0.101m March 20 £0.054m March 21 £0.193m March 22 £0.000m March 23 £0.000m
<b>Cost of Structural Change</b>	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 19 £2.290m March 20 £3.158m March 21 £2.929m March 22 £2.900m March 23 £2.900m
<b>Schools' Balances</b>	These funds are used to support future expenditure within the Dedicated Schools Block and include individual school balances.	As the Schools Budget is in an overall deficit position the balance on this earmarked reserve has been transferred to the Dedicated Schools Grant Adjustment Account, a new unusable reserve, as required under the legislation.	March 19 £1.558m March 20 £1.015m March 21 £2.141m March 22 £2.391m March 23 £2.641m
<b>Repairs &amp; Renewals</b>	The Council has accumulated funding in an earmarked reserve from service charges paid by	The reserve is held in order to finance future improvement works thereby reducing pressure on maintenance budgets.	March 19 £0.033m March 20 £0.046m March 21 £0.046m

## Annexe F

<b>Reserve</b>	<b>Purpose</b>	<b>Policy</b>	<b>Value</b>
	tenants at Longshot Lane, Forest Park and Liscombe.		March 22 £0.046m March 23 £0.046m
<b>Building Regulation Chargeable Account</b>	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 19 £0.000m March 20 £0.000m March 21 £0.000m March 22 £0.000m March 23 £0.000m
<b>Commutated Maintenance of Land</b>	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 19 £1.688m March 20 £1.636m March 21 £1.636m March 22 £1.536m March 23 £1.436m
<b>S106 and Travel Plan Monitoring</b>	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 19 £0.145m March 20 £0.145m March 21 £0.145m March 22 £0.145m March 23 £0.145m
<b>Property Searches Chargeable Account</b>	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 19 £0.090m March 20 £0.090m March 21 £0.113m March 22 £0.153m March 23 £0.103m
<b>Transformation</b>	A reserve to support investment in service innovation and improvements.	The reserve will be used to meet the upfront costs of transformation.	March 19 £3.622m March 20 £3.179m March 21 £3.370m March 22 £2.188m March 23 £2.669m

## Annexe F

<b>Reserve</b>	<b>Purpose</b>	<b>Policy</b>	<b>Value</b>
<b>Revenue Grants Unapplied</b>	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 19 £3.509m March 20 £10.781m March 21 £14.747m March 22 £13.465m March 23 £13.247m
<b>School Masterplans and Feasibility Studies</b>	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 19 £0.341m March 20 £0.373m March 21 £0.330m March 22 £0.200m March 23 £0.000m
<b>Repairs and Maintenance</b>	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 19 £0.030m March 20 £0.030m March 21 £0.030m March 22 £0.000m
<b>Public Health</b>	Under the conditions of the Public Health grant, any under spend of the ring fenced grant can be carried over via a reserve into the next financial year.	The reserve will be used to fund Public Health priorities and projects.	March 19 £1.560m March 20 £1.719m March 21 £2.513m March 22 £2.391m March 23 £1.633m
<b>Better Care Fund</b>	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 19 £2.092m March 20 £2.322m March 21 £3.034m March 22 £3.005m March 23 £3.005m
<b>Regeneration of Bracknell Town Centre</b>	A reserve to help meet the cost of Council funded Town Centre initiatives	The reserve will be used to fund Town Centre initiatives.	March 19 £1.792m March 20 £4.313m March 21 £6.038m March 22 £7.002m March 23 £5.256m

## Annexe F

<b>Reserve</b>	<b>Purpose</b>	<b>Policy</b>	<b>Value</b>
<b>London Rd Feasibility</b>	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 19 £0.238m March 20 £0.212m March 21 £0.212m March 22 £0.212m March 23 £0.000m
<b>Future Funding</b>	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 19 £19.822m March 20 £18.146m March 21 £18.424m March 22 £18.424m March 23 £19.924m
<b>Dilapidations</b>	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 19 £0.045m March 20 £0.045m March 21 £0.045m March 22 £0.045m March 23 £0.045m
<b>Schools Support</b>	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 March 22 £0.251m March 23 £0.051m
<b>Waste PFI Excess Profits</b>	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 £0.164m March 22 £0.164m March 23 £0.164m
<b>Feasibility Studies</b>	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 March 23 £0.394m

## Annexe F

<b>Reserve</b>	<b>Purpose</b>	<b>Policy</b>	<b>Value</b>
<b>ICT Transformation</b>	A reserve to support investment in ICT innovation and improvements.	The reserve will be used to meet the upfront costs of ICT transformation.	March 19 £1.000m March 20 £1.000m March 21 £1.000m March 22 £0.000m
<b>New Schools</b>	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 March 23 £0.000m
<b>CIL Administrative Costs</b>	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 £0.372m March 23 £0.372m
<b>Covid-19</b>	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 £2.289m March 23 £1.969m
<b>Business Rates Revaluations</b>	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 March 23 £7.500m
<b>Business Rates Reliefs</b>	A new reserve to reflect the timing difference between the receipt of S31 grant relating to new Business Rates reliefs and the funding of the 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 £13.047m March 22 £6.940m March 23 £4.512m

**Unusable Revenue Reserves**

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

<b>Balance</b>	<b>Purpose</b>	<b>Policy</b>	<b>Value</b>
<b>Collection Fund Adjustment Account</b>	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 19 £4.140m March 20 £8.250m March 21 -£11.378m March 22 -£3.000m March 23 £0.000m
<b>Accumulated Absences Account</b>	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 19 -£4.520m March 20 -£5.177m March 21 -£6.182m March 22 -£6.182m March 23 -£6.182m
<b>Pensions</b>	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.	March 19 -£269.419m March 20 -£245.019m March 21 -£348.690m March 22 -£348.690m March 23 -£348.690m
<b>Dedicated Schools Grant Adjustment Account</b>	This is a new unusable reserve required under the Local Authorities (Capital Finance and Accounting) (England) Regulations 2003 as amended by The Local Authorities (Capital Finance and Accounting) (England) (Amendment) Regulations 2020.	If the Schools Budget is in a deficit position for the financial years 2020/21 to 2022/23 the balance is held against this account per the new legislation	March 21 -£2.626m March 22 -£10.187m March 23 -£17.687m

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

Line		2022/23	2021/22
		£'000	£'000
	<b>Bracknell Forest's Expenditure</b>		
1	Central	19,970	19,389
2	Delivery	16,495	14,813
3	People	88,815	81,529
4	Corporate Wide Items (to be allocated)	657	1,363
5	<b>Sub-Total</b>	<b>125,937</b>	<b>117,094</b>
6	<b>Non-Departmental Expenditure</b>		
7	Contingency provision	1,900	2,250
8	Covid-19 Contingency provision	0	3,417
9	Debt Financing Costs (Minimum and Voluntary Revenue Provisions)	2,242	2,064
10	Levying Bodies	124	115
11	Interest	1,638	2,010
12	Pension Interest Cost & Administration Expenses	5,782	5,782
13	Other Services	230	233
14	Business Rates Growth	(9,537)	(6,523)
15	Contribution from Capital Resources	(200)	(200)
16	Capital Charges	(15,302)	(15,302)
17	Contribution from Pension Reserve	(15,125)	(15,125)
18	Contribution to/(from) Earmarked Reserves	<<<<<<	(10,225)
19	Contribution from DSG Adjustment Account	(7,500)	(4,943)
18	Covid-19 LA Support Grant	0	(2,654)
19	New Homes Bonus grant	(2,294)	(2,877)
20	Flood and Travel Related Grants	(15)	(14)
21	Lower Tier Services Grant	(199)	(189)
22	Local Council Tax Support Grant	0	(827)
23	Services Grant	(1,160)	0
24	<b>Net Revenue Budget</b>	<b>&lt;&lt;&lt;&lt;&lt;</b>	<b>74,086</b>
25	Movement in General Fund Balances	<<<<<	(1)
26	<b>Net Revenue Budget after use of balances</b>	<b>&lt;&lt;&lt;&lt;&lt;</b>	<b>74,085</b>
27	Less - External Support		
28	Business Rates	(16,832)	(16,832)
29	Revenue Support Grant	(1,837)	(1,781)
30	Collection Fund Adjustment – Council Tax	(354)	(144)
31	Collection Fund Adjustment – Business Rates	2,428	11,498
32	<b>Bracknell Forest's Council Tax Requirement</b>	<b>&lt;&lt;&lt;&lt;&lt;</b>	<b>66,826</b>
33	<b>Collection Fund</b>		
34	Bracknell Forest's Requirement	<<<<<	66,826
35	divided by the Council Tax Base ('000)	48.249	47.624
36	<b>Council Tax at Band D (excluding Parishes)</b>		
37	Bracknell Forest	£<<<<<	£1,403.19

## Financial Support for Low-Income Households

### 1 Introduction

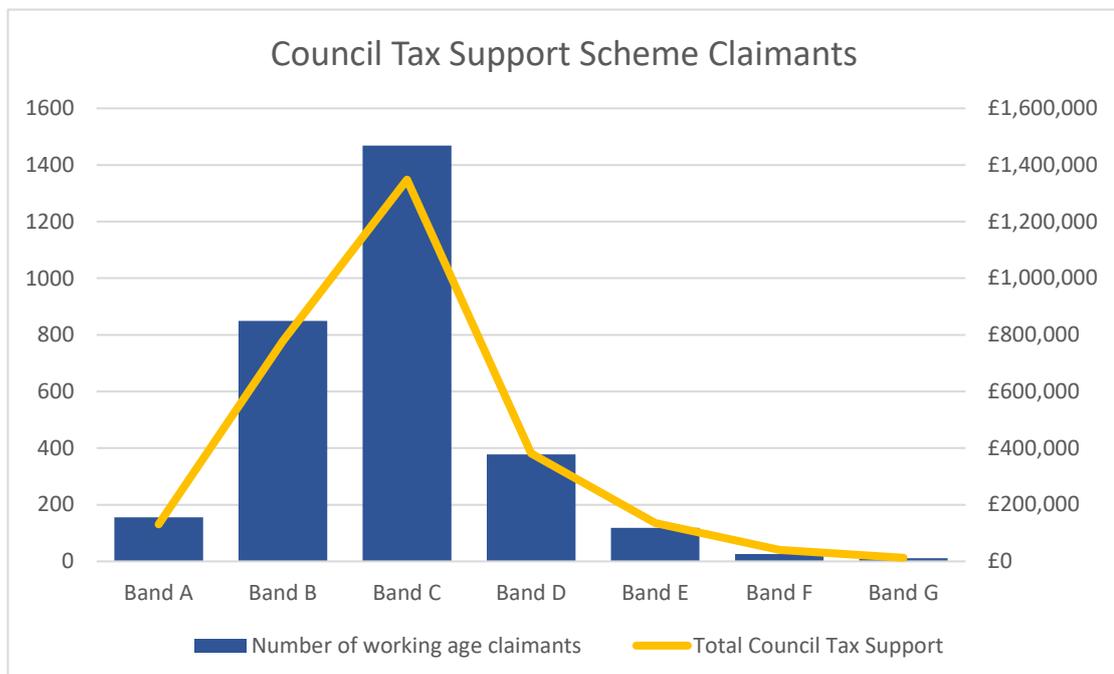
1.1 This paper captures the current range of support available from the Council for households experiencing or at risk of experiencing financial hardship. It also identifies a series of further options to help mitigate the impact of further cost of living increases over the next few years for low-income households, helping secure their financial stability.

### 2 Context

2.1 Bracknell Forest is generally an affluent area where the majority of residents are in a stable, independent financial position. However, insight gained through community impact assessments and anecdotal evidence suggest that there are increasing levels of financial hardship and deprivation resulting from the COVID-19 pandemic. While household finances for many will be positively affected by the changes in National Living Wage (NLW) from April 2022 (increasing by 6.6% to £9.50 for those aged 23 and over), rapidly rising energy prices and cost of living increases generally will make it more challenging to balance finances.

2.2 There are currently 3,006 working age households in the Borough receiving support as part of the council tax reduction scheme at an overall cost of £2.8m per annum. They receive between a 20% and an 80% discount, on a scale for those with income less than £440 per week. The most common property type in Bracknell Forest is band C, and the lowest a household will pay is for a band A property. The number of claimants and cost of the support provided is detailed in figure 1 below.

Figure 1. Number of working age households claiming council tax support.



- 2.3 These working-age households have also received a £150 discount to their council tax bills as part of the Government and Council's COVID-19 support for the previous two years, at a cost of around £450,000 per year, funded from specific Government grants. It is recognised that these households will experience a substantial difference in cost if this discount is removed immediately, exacerbated by any further general rise in the level of council tax, as illustrated in Figure 2 below.

Figure 2. Potential council tax increase impact for working age household receiving a council tax discount and the additional £150 in 2021/22. 'SPD' means single person discount, an additional 25% reduction.

**Council Tax payments per month (if £150 reduction is removed from 2022/23)**

Property Band	Council Tax Support Scheme Discount	2019/20 <i>No £150 reduction</i>	2021/22 <i>Incl. £150 reduction</i>	2022/23 <i>Incl. max. 4.49% increase</i>	2023/24 <i>Incl. max. 2.99% increase</i>	2024/25 <i>Incl. max. 2.99% increase</i>	Max. Three year Change 2021/22-2024/25	Max. Five year Change 2019/20-2024/25
Band A SPD	20% discount	£55.34	£47.37	£62.56	£64.43	£65.90	<b>£18.53 (+39%)</b>	<b>£10.56 (+19%)</b>
	80% discount	£13.83	£2.47	£15.64	£16.11	£16.59	<b>£14.12 (+572%)</b>	<b>£2.76 (+20%)</b>
Band A	20% discount	£73.78	£67.33	£83.41	£85.91	£88.49	<b>£21.16 (+31%)</b>	<b>£14.71 (+20%)</b>
	80% discount	£18.45	£7.46	£20.85	£21.48	£22.12	<b>£14.66 (+197%)</b>	<b>£3.67 (+20%)</b>
Band C	20% discount	£98.37	£93.93	£111.21	£114.54	£117.96	<b>£24.03 (+26%)</b>	<b>£19.59 (+20%)</b>
	80% discount	£24.59	£14.11	£27.80	£28.63	£29.49	<b>£15.38 (+109%)</b>	<b>£4.90 (+20%)</b>

- 2.4 These households' overall bills still remain substantially lower than for others, with a non-discounted Band A council tax bill potentially £111.12 per month in 2024/25 (if the maximum permitted council tax increases are applied). They have also seen substantially lower bills in 2020/21 and 2021/22 than in the years before. However, they will experience what will feel like a disproportionately large increase in expense if the £150 discount is removed immediately from next year. This situation will be faced by residents in many local authority areas.
- 2.5 This paper explores options that could be introduced to provide support to such households and highlights available safety nets for those experiencing particularly acute financial hardship. The options presented attempt to balance the support to individual households with the need for sustainable finances for the Council, while also promoting financial independence within the community and where possible, increasing employment options for those with low barriers to work.

### 3 Current Hardship Support

- 3.1 In addition to the council tax reduction scheme, there is also a discretionary council tax support fund (£10,850), which is intended to support those already receiving council tax support but are facing additional short-term hardship.
- 3.2 More widely, there is a broad range of support currently available to residents and households with low incomes and / or experiencing temporary hardship, including:
- The Local Welfare Scheme (£20,000), which provides emergency and crisis support with the essentials needed to keep safe and well. This could include help with heating, lighting or food support or a furniture package to support a discharge from residential care. Any resident can apply for this if they are facing financial hardship.
  - Grants from the Department for Work and Pensions (DWP) have enabled the Council to support households with children receiving free school meals (£215 per child over the last 12 months) and more recently to those receiving a low-income based council tax discount (£50 supermarket voucher per household). Families with children eligible for free school meals and equivalent under-fives will continue to receive this financial support over the February half term and Easter holiday. The Government has recently announced that funding will also continue to be provided for the Holiday Activities and Food Programme for the next three years, totalling £248,000 for next year, continuing an existing covid-related grant.
  - The Council has supported specialist agencies in the voluntary and community sectors to help meet the specific needs of specific cohorts within the community. £20,000 of funding from the DWP has been provided to the Bracknell Foodbank to purchase fresh food and fuel payment top ups, while a further £10,000 has been passported to The Ark to distribute to low income carers to help with essential items. Wider groups that may be affected by financial hardship, such as the clinically extremely vulnerable (CEV) cohort, have also had an increase in funding from the council, with over £100,000 committed to the third sector through projects such as the Older People's Consortium, a community transport scheme and a digital inclusion project.
  - The Council's budget proposals for 2021/22 included a £300,000 Covid welfare fund, available to residents facing financial hardship. This has been used to support a range of initiatives including the following (any balance remaining at the end of the current year will be carried forward);
    - Providing additional funding to children's social care for emergency section 17 funding
    - The Imagination Library scheme, sending vulnerable households with children under five years old books to help with education and building relationships
    - Topping up the value of school holiday supermarket vouchers during the summer 2021

## 4 Identifying Families and Households Most At Risk

- 4.1 There are a number of different risk indicators related to financial hardship. Identifying these factors and the households affected will provide evidence to support where targeted actions could most effectively mitigate financial pressures. The Council has invested in software to better understand the local population and this will provide, in time, a strong evidence base for identifying at risk families. A fixed term post has also been recruited to investigate, explore and seek to understand financial hardship across the borough. This is with the aim of supporting the development of a strategic approach focussed on early intervention and maximising households' financial independence and well-being.
- 4.2 A high level needs analysis is currently in development to understand the extent of financial hardship in the borough and will include mapping of existing support within the council and across partners. This work is expected to be completed in February 2022 and will be followed with a detailed action plan to address the findings.
- 4.3 Headline information that is known at this point can be summarised as follows:
- There are around 3,000 working age households receiving an income-based council tax reduction. There are likely to be larger families with higher overall incomes that do not qualify for this support due to the income threshold but have outgoings that exceed their income. A further 1,850 households are pensioners who receive council tax support assessed under a national framework.
  - The council's Low Income Family Tracker software shows that a total of 5,595 households are considered low income and at risk of financial hardship. These households include 3,090 children. Within this, there are 2,051 households deemed to be in relative poverty (i.e. their income is below 60% UK median income), mostly concentrated in Bracknell town centre wards such as Priestwood and Garth, Old Bracknell, Harmans Water and Hanworth. 90 households are considered newly in relative poverty, this includes 77 children.
  - There are 296 households, with 185 children, who have a cash shortfall. This means their take-home income is less than their expected expenditure and the household does not have enough savings to meet three months' worth of expenditure. These are at risk of requiring immediate financial hardship support. Of these, 127 are not currently in receipt of council tax reductions that they may be entitled to, were they to apply.
  - Another vulnerable group is households with caring responsibilities and there are currently 14 carer households with a cash shortfall and a further eight households that are struggling (i.e. their take home income is less than £100 above their expected expenditure and they have less than three months' worth of savings).
  - There are currently 432 low-income households where at least one household member is working age, not in work and considered to have low barriers to employment.

## 5 Opportunities for Preventative Actions

- 5.1 Following on from the work to identify households most at risk of experiencing financial hardship, an action plan will be developed to establish a clear long term and comprehensive approach for supporting the financial resilience of the community. This will provide a detailed report for at risk groups in the borough and provide a set of cross-council recommendations for supporting community financial resilience.
- 5.2 It is expected that a two-year fixed term post will be required to focus on targeted outreach work within the local community. This would use the Low Income Family Tracker data and other insight from the needs analysis to identify households that could be accessing existing government support or who could be managing their finances more effectively. For example, registering an eligible child for free school meals is worth around £600 per year to families (with further value to schools) and £500 per year for Healthy Start vouchers. Registering an eligible household for 30 hours free childcare can be worth around £5,000 per year and identifying households for pension credit could gain households £3,000 per year.
- 5.3 Subject to Members' agreement, an immediate action would be to contact the 127 households who are facing a cash shortfall but not yet registered for the council tax reduction scheme. They are likely to be eligible for the support. This would save each household on average £75 per month, at a cost to the Council of up to approximately £115,000 per year.
- 5.4 Recognising that the most sustainable option to improve the stability of residents' finances is for them to move into or to increase hours of employment, developing or commissioning employment support to reach out to the 432 households with low barriers to work is likely to be a priority action. This is likely to be working with Job Centre Plus and other relevant agencies. Whilst it might not be feasible for all households to move into work, supporting work on the minimum wage would increase a household's income on average by £6,000 and improve their wellbeing and opportunities for progression.
- 5.5 Potential changes to the current council tax support scheme can be modelled over the next few months for Members' consideration prior to any changes being proposed for public consultation. Currently the scheme operates on an income band basis which does not differentiate between households of varying sizes. This means that a single person household with the same employed earnings as a household of three would receive the same level of support in the current scheme, despite the likely difference in outgoings. In addition, the maximum that a household can receive is capped at 80% so that all households of working age pay something towards their council tax bills. This level is at the discretion of individual councils and can be changed. However, council tax support arrangements for those of Pension Age are set nationally and would not be affected by any changes to the local scheme.

## 6 Mitigating Council Tax Increases

- 6.1 Council Tax is the main source of funding for local authorities and the Government assumes in its calculation of council funding that maximum permitted increases will be applied each year by all councils. While council tax bills in Bracknell Forest for low income households have been reduced by £150 in both 2020/21 and in 2021/22 using specific Government grants, reducing future council tax bills with further on-going cash reductions is not a long-term sustainable model for the council, nor does it improve the financial resilience of the community. However, one-off funding is available from COVID-19 grants received in 2019/20 but not yet spent (£2m) that could be used to support short-term proposals.
- 6.2 Short-term and tapered council tax discounts for working age households receiving low-income based discount of £100 per household could be supported in 2022/23 at a cost of £0.320m. Subject to an assessment of overall affordability, a reducing level of discount could also be provided in future years' budgets. This tapering approach would help prevent a sudden and significant unmitigated increase in the council tax bill for households as described in figure 2 and is recommended.

## 7 Next Steps

- 7.1 With Members' support, work will continue on broader initiatives to assist households experiencing or at risk of financial hardship, aiming to reduce financial inequalities across the community and positively affect health, wellbeing and employment prospects. This will include pursuing the following preventative actions:
- a) contacting households who we are aware may be eligible for a council tax reduction but are not currently receiving this.
  - b) Complete the financial hardship needs analysis and action plan, noting the likely requirement to recruit a two-year fixed term post to drive uptake campaigns for residents to benefit from existing government support;
  - c) Reviewing the council tax reduction scheme to identify options that could reflect the financial pressures facing larger families;
  - d) Develop a pathway for employment support for those with 'low barriers' to employment.

### Contact for further information

Stuart McKellar, Executive Director: Resources – 01344 352180

[Stuart.mckellar@bracknell-forest.gov.uk](mailto:Stuart.mckellar@bracknell-forest.gov.uk)

Katie Flint, Chief Executive's Office - 01344 352217

[Katie.flint@bracknell-forest.gov.uk](mailto:Katie.flint@bracknell-forest.gov.uk)

Action	Approximate Cost	Timescale
Immediate actions		
Tapered Council Tax discount payment (based at this time on £100 in 2022/23). Further discounts to be considered in subsequent years would add to this cost	£320,000	2022/23
Preventative Actions		
Uptake campaign for Council Tax Discount Scheme	Up to £115,000 per year (impacting on Collection Fund performance)	By start 2022/23, but financial impact for BFC from 2023/24, subject to overall Collection Fund performance
Financial Hardship Needs Analysis and Action Plan	TBC – will likely use the existing welfare funding for costs	Complete in 2022 to cover three year period to 2025
Explore adjustment to council tax reduction scheme to better reflect the cost pressures for larger families	TBC – not expected to increase overall cost of scheme	Detailed report April 2022 for implementation 2023/24
Outreach post for 2 years (if approved to support delivery of action plan)	Approximately £70,000	Two year period
Employment support pathway	TBC – dependent on pathway developed	Three year period

## Initial Equalities Screening Record Form

<b>Date of Screening:</b>	<b>Directorate: Delivery</b>	<b>Section: Library Service</b>	
<b>1. Activity to be assessed</b>	Deleting two full-time library staff vacant posts from the establishment and cutting £20,000 from the stock fund in order to make a total budget saving of £84,000.		
<b>2. What is the activity?</b>	<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		
<b>3. Is it a new or existing activity?</b>	<input type="checkbox"/> New <input checked="" type="checkbox"/> Existing		
<b>4. Officer responsible for the screening</b>	Fiona Atkinson, Library Services Manager		
<b>5. Who are the members of the screening team?</b>	Fiona Atkinson, Library Services Manager; Sharon Pickles, Central Services Manager		
<b>6. What is the purpose of the activity?</b>	To reduce the cost of the Library Service by deleting 2 FTE Library staff posts from the establishment and by reducing the stock fund by £20,000.		
<b>7. Who is the activity designed to benefit/target?</b>	<p>The Library Service is a statutory service under the terms of the Public Libraries and Museums Act 1964. The aim is to provide a comprehensive and efficient library service to all who live, work or study in Bracknell Forest. The service is currently delivered through 9 Libraries, a Home Library Service, and through a large range of free physical and digital resources, such as e-books, e-audio books, e-magazines, e-comics, and online subscription services. The Libraries also offer free access to public PCs and the Internet, in addition to free Wi-Fi. Library staff also provide support and training in use of ICT and online resources. Residents have the opportunity to attend a wide range of activities and events which are well attended and many rely on the Service to combat social isolation.</p>		
<b>Protected Characteristics</b> Fiona Atkinson, Library Services Manager	<b>Please tick yes or no</b>	<b>Is there an impact?</b> 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.	<b>What evidence do you have to support this?</b> 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
<b>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.</b>	<b>Y</b>	<b>N</b> √	<p>Visually impaired users can borrow up to 6 free spoken word items at a time, and customers with a hearing impairment can borrow up to 2 free DVDs at a time.</p> <p>The Books on Prescription Service is designed to help users with mental illness.</p> <p>There is no evidence of any specific impact of a staff reduction at this time, as the posts have been vacant for some time.</p> <p>There are no plans to reduce Spoken Word items, nor self-help books to support mental illness.</p> <p>Although the intention is to reduce the DVD budget by £7,000, loans of DVDs have fallen considerably due to</p>

				many customers subscribing to streaming services such as Netflix. The Library Service is looking to subscribe to a film streaming service such as Kanopy as an alternative to DVDs and to mitigate any negative impact.
<b>9. Racial equality</b>	Y	N √	<b>Neutral</b> Physical books and e-resources are available in other languages and about other cultures.	There is no evidence of any specific impact at this time as there are no plans to reduce stock in these areas.
<b>10. Gender equality</b>	Y	N √	<b>Neutral</b> Physical books and e-resources are available on a broad range of subjects and genres throughout the Library Service.	It is a national trend that women are the majority of users of a library service and Bracknell Forest is no exception.  E+ data indicates that 60% of overall library transactions are made by women, and 56% of new enrolments are women.  There is no evidence of any specific impact at this time. The plan is to reduce the number of duplicate adult Fiction paperback titles across the service where hardback titles have already been purchased and demand has, therefore, already been satisfied to a large extent. E-book lending has also reduced the demand for multiple physical copies of popular fiction titles. The saving is estimated as £5,000.
<b>11. Sexual orientation equality</b>	Y	N √	<b>Neutral</b> LGBTQ titles in all formats are purchased and interfiled with other stock. They are identified on the Library catalogue.	There is no evidence of any specific impact at this time as there are no plans to reduce stock in these areas.
<b>12. Gender re-assignment</b>	Y	N √	<b>Neutral</b> Physical books and e-resources are available on a broad range of subjects throughout the Library Service.	There is no evidence of any specific impact at this time as there are no plans to reduce stock in these areas.
<b>13. Age equality</b>	Y	N √	Physical books and e-resources are available on a broad range of subjects and to suit all age groups.	E+ data indicates that: 11% of enrolments and 36% of transactions are aged 65+.

				<p>37% of enrolments and 31% of transactions are below the age of 18.</p> <p>There is no evidence of any specific impact at this time. The plan is to reduce the number of duplicate Children's fiction titles and board books across the service where titles have already been purchased and demand has, therefore, already been satisfied to a large extent. The saving is estimated as £8,000.</p> <p>Children's books can be requested free of charge and delivered to any Library within the Borough.</p>
<b>14. Religion and belief equality</b>	Y	N √	<b>Neutral</b> Physical and e-resources on different faiths and beliefs are available throughout the Library Service.	There is no evidence of any specific impact at this time as there are no plans to reduce stock in these areas.
<b>15. Pregnancy and maternity equality</b>	Y	N √	<b>Neutral</b>	At this stage, no evidence has been identified of a differential impact on this protected characteristic.
<b>16. Marriage and civil partnership equality</b>	Y	N √	<b>Neutral</b>	At this stage, no evidence has been identified of a differential impact on this protected characteristic.
<b>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.</b>			<p>Libraries play an important role in supporting people on a low income, who borrow books as they cannot afford to purchase them, who do not have access to ICT facilities at home, or who have poor connectivity or lack digital skills, or who live alone and use libraries to meet people and combat social isolation. Libraries keep local communities connected, supporting the vulnerable and providing information on health and wellbeing.</p> <p>Carers, or vulnerable people confined to their homes can borrow books free of charge and delivered to their door by the Home Library Service.</p> <p>The Library Service holds a wide range of cultural and social events to foster good relations between all sectors of the community.</p> <p>The reduction in stock and staffing does not have a potential negative impact on the above but could result in negative impacts if further cuts to the Service were to take place.</p>	

18. If an adverse/negative impact has been identified can it be justified on grounds of promoting equality of opportunity for one group or for any other reason?	None have been identified.		
19. If there is any difference in the impact of the activity when considered for each of the equality groups listed in 8 – 14 above; how significant is the difference in terms of its nature and the number of people likely to be affected?	<p>The deletion of two vacant posts will not have any impact on the equality groups.</p> <p>There is a very minimal impact on women and children , as the largest number of Library users, by reducing the number of duplicate and paperback fiction titles, although the impact will be mitigated by purchase of multiple hardback titles, which are always published first and, therefore, satisfy initial demand, the increased purchase of e-book and e-audio titles, and free requests for all children's books from any of the Borough's nine Libraries.</p>		
20. Could the impact constitute unlawful discrimination in relation to any of the Equality Duties?	Y	N √	Please explain for each equality group
21. What further information or data is required to better understand the impact? Where and how can that information be obtained?	<p>Regular up-to-date public satisfaction surveys.</p> <p>The Library Service has customer feedback and stock suggestion forms and feedback can also be left online.</p> <p>A lapsed user survey.</p> <p>Annual CIPFA data on library usage.</p> <p>All of the above are used to inform service planning and development.</p>		
22. On the basis of sections 7 – 17 above is a full impact assessment required?	Y	N √	<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> <p>If you are proceeding to a full equality impact assessment, please contact <a href="mailto:Samantha.wood@bracknell-forest.gov.uk">Samantha.wood@bracknell-forest.gov.uk</a> or <a href="mailto:Harjit.Hunjan@bracknell-forest.gov.uk">Harjit.Hunjan@bracknell-forest.gov.uk</a></p>
23. If a full impact assessment is not required; what actions will you take to reduce or remove any potential differential/adverse impact, to further promote equality of opportunity through this activity or to obtain further information or data? Please complete the action plan in full, adding more rows as needed.			
Action	Timescale	Person Responsible	Milestone/Success Criteria
Monitoring customer feedback and reprofiling of stock fund.	6 months	Fiona Atkinson	Customer satisfaction feedback.

<p><b>24. Which service, business or work plan will these actions be included in?</b></p>	<p>Delivery Service Plan. Annual Library Plan.</p>
<p><b>25. Please list the current actions undertaken to advance equality or examples of good practice identified as part of the screening?</b></p>	<p>Library staff undertake Equality and Diversity training.</p> <p>Stock is purchased in other languages and the Library Service subscribes to e-resources such as PressReader, which enables access to thousands of newspapers and magazines in other languages.</p> <p>The Library Service responds to customer comments and stock suggestions.</p> <p>Resources are purchased in a wide range of formats, including Large Print books, Spoken Word, e-books and e-audio books. Downloaded texts can be adapted for easier reading.</p> <p>A large programme of activities and events to increase participation and generate awareness.</p> <p>Opportunities for volunteering.</p>
<p><b>26. Assistant Director/Director signature.</b></p>	<p>Signature:  Date: 31-1-22</p>

## Initial Equalities Screening Record Form

<b>Date of Screening:</b>	<b>Directorate: Delivery</b>	<b>Section:ICT</b>	
<b>1. Activity to be assessed</b>	Please give full details of the activity Staff Reduction following move to the Cloud. The ICT team is likely to be reduced by four to five staff, whose skills are no longer required to support the new operating model.		
<b>2. What is the activity?</b>	<input type="checkbox"/> Policy/strategy <input type="checkbox"/> Function/procedure <input type="checkbox"/> Project <input type="checkbox"/> Review <input type="checkbox"/> Service <input checked="" type="checkbox"/> Organisational change		
<b>3. Is it a new or existing activity?</b>	<input type="checkbox"/> New <input checked="" type="checkbox"/> Existing		
<b>4. Officer responsible for the screening</b>	Bobby Mulheir, Assistant Director		
<b>5. Who are the members of the screening team?</b>	Fiona Atkinson, Library Services Manager Colin Stenning, Head of Digital Dan Tutty, Enterprise Architect Diksha Vyas, Digital & ICT Business Partner Ken Connolly, Digital & ICT Programme Manager Matt Howlett, Transport & Support Services Manager Toni Ball, Head of Customer Services		
<b>6. What is the purpose of the activity?</b>	Reduction in support staff following move of ICT estate from on-prem to cloud. Some skills currently in the team are no longer required to support the future operating model.		
<b>7. Who is the activity designed to benefit/target?</b>	All		
<b>Protected Characteristics</b>	<b>Please tick yes or no</b>	<b>Is there an impact?</b> 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.	<b>What evidence do you have to support this?</b> 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
<b>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.</b>	Y	N	The Organisational Change protocol will be followed to ensure fairness when selecting the staff who will be made redundant.

<b>9. Racial equality</b>	∕	N		The Organisational Change protocol will be followed to ensure fairness when selecting the staff who will be made redundant.
<b>10. Gender equality</b>	∕	N		The Organisational Change protocol will be followed to ensure fairness when selecting the staff who will be made redundant.
<b>11. Sexual orientation equality</b>	∕	N		The Organisational Change protocol will be followed to ensure fairness when selecting the staff who will be made redundant.
<b>12. Gender re-assignment</b>	∕	N		The Organisational Change protocol will be followed to ensure fairness when selecting the staff who will be made redundant.
<b>13. Age equality</b>	∕	N	It is possible that older team members would be those most likely not to have the skills required for the future operating model.	The Organisational Change protocol will be followed to ensure fairness when selecting the staff who will be made redundant.
<b>14. Religion and belief equality</b>	∕	N		The Organisational Change protocol will be followed to ensure fairness when selecting the staff who will be made redundant.
<b>15. Pregnancy and maternity equality</b>	∕	N		The Organisational Change protocol will be followed to ensure fairness when selecting the staff who will be made redundant.
<b>16. Marriage and civil partnership equality</b>	∕	N		The Organisational Change protocol will be followed to ensure fairness when selecting the staff who will be made redundant.
<b>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.</b>	N/A			
<b>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?</b>	N/A			
<b>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</b>				

difference in terms of its nature and the number of people likely to be affected?			
20. Could the impact constitute unlawful discrimination in relation to any of the Equality Duties?	Y	N	
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?	Y	N	The council's Organisational Change Protocol is designed to ensure fairness in selection.
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?			
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: 3 November 2021

## Initial Equalities Screening Record Form

Date of Screening: 29-10-21	Directorate: People		Section: Early Help and Communities - Housing
1. Activity to be assessed	Proposed Saving/Income Generation – 2022/23 budget		
2. What is the activity?	<input type="checkbox"/> Policy/strategy <input type="checkbox"/> Function/procedure <input type="checkbox"/> Project <input type="checkbox"/> Review <input checked="" type="checkbox"/> Service <input type="checkbox"/> Organisational change		
3. Is it a new or existing activity?	<input type="checkbox"/> New <input checked="" type="checkbox"/> Existing – extension to existing		
4. Officer responsible for the screening	Sarah Gee		
5. Who are the members of the screening team?	N/A		
6. What is the purpose of the activity?	Increase income on BFC residential property through leasing arrangements with Look Ahead Housing Association. These properties are owned by BFC and are used to accommodate Adult Social Care clients with learning disabilities. By leasing them to a registered housing association, rents can be set at a level that maximises Housing Benefits, and therefore maximises income to the Council under a lease arrangement.		
7. Who is the activity designed to benefit/target?			
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	No. The change concerns property providing accommodation for people with learning disabilities. However, no negative or positive impacts are anticipated.  For the properties in scope, rent would increase but would be covered by housing benefits. This would need to be carefully communicated with clients/their advocates. A meeting has been held with the CTPLD manager who confirms that none of the individuals placed/likely to be placed are working and all are on full Housing Benefit. There should be no impact on residents therefore arising from a substantial rental increase.  The landlord would change but there should be no difference in service level. This arrangement is already

				in place for other similar properties owned by DHL, the Council's housing company. Again the change needs to be carefully communicated to family members of advocates for these clients to avoid any misconceptions and to manage any concerns – if indeed any arise..
<b>9. Racial equality</b>	Y	N	N/A	
<b>10. Gender equality</b>	Y	N	N/A	
<b>11. Sexual orientation equality</b>	Y	N	N/A	
<b>12. Gender re-assignment</b>	Y	N	N/A	
<b>13. Age equality</b>	Y	N	N/A	
<b>14. Religion and belief equality</b>	Y	N	N/A	
<b>15. Pregnancy and maternity equality</b>	Y	N	N/A	
<b>16. Marriage and civil partnership equality</b>	Y	N	N/A	
<b>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.</b>	Please explain As above – the properties in scope are those where residents are all on Housing Benefit and are considered not able to work in the future. As a result the change in rental will not impact them as it will be fully covered by state benefits.			
<b>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?</b>	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		
20. Could the impact constitute unlawful discrimination in relation to any of the Equality Duties?	Y	N	No.
21. What further information or data is required to better understand the impact? Where and how can that information be obtained?	Please see attached proposal		
22. On the basis of sections 7 – 17 above is a full impact assessment required?	Y	N	No as there is no impact
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.			
<b>Action</b>	<b>Timescale</b>	<b>Person Responsible</b>	<b>Milestone/Success Criteria</b>
24. Which service, business or work plan will these actions be included in?			
25. Please list the current actions undertaken to advance equality or examples of good practice identified as part of the screening?	In developing the proposal and agreeing properties in scope we have liaised with operational management from the Community Team for People with Learning Disabilities. This has ensured that the two properties in scope have been agreed following an assessment of both financial benefits and equalities impacts across a number of properties.		
26. Assistant director's signature.	Signature: Sarah Gee		Date: 29/10/21